BUSINESS PLAN
ADOPTED, AND FIVE-YEAR FINANCIAL OUTLOOK

MIAMI-DADE COUNTY, FLORIDA

2018-19 | VOLUME 3

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

MIAMI-DADE COUNTY

FY 2018-19
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.

<u>Major Sections of a Department Narrative</u>

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

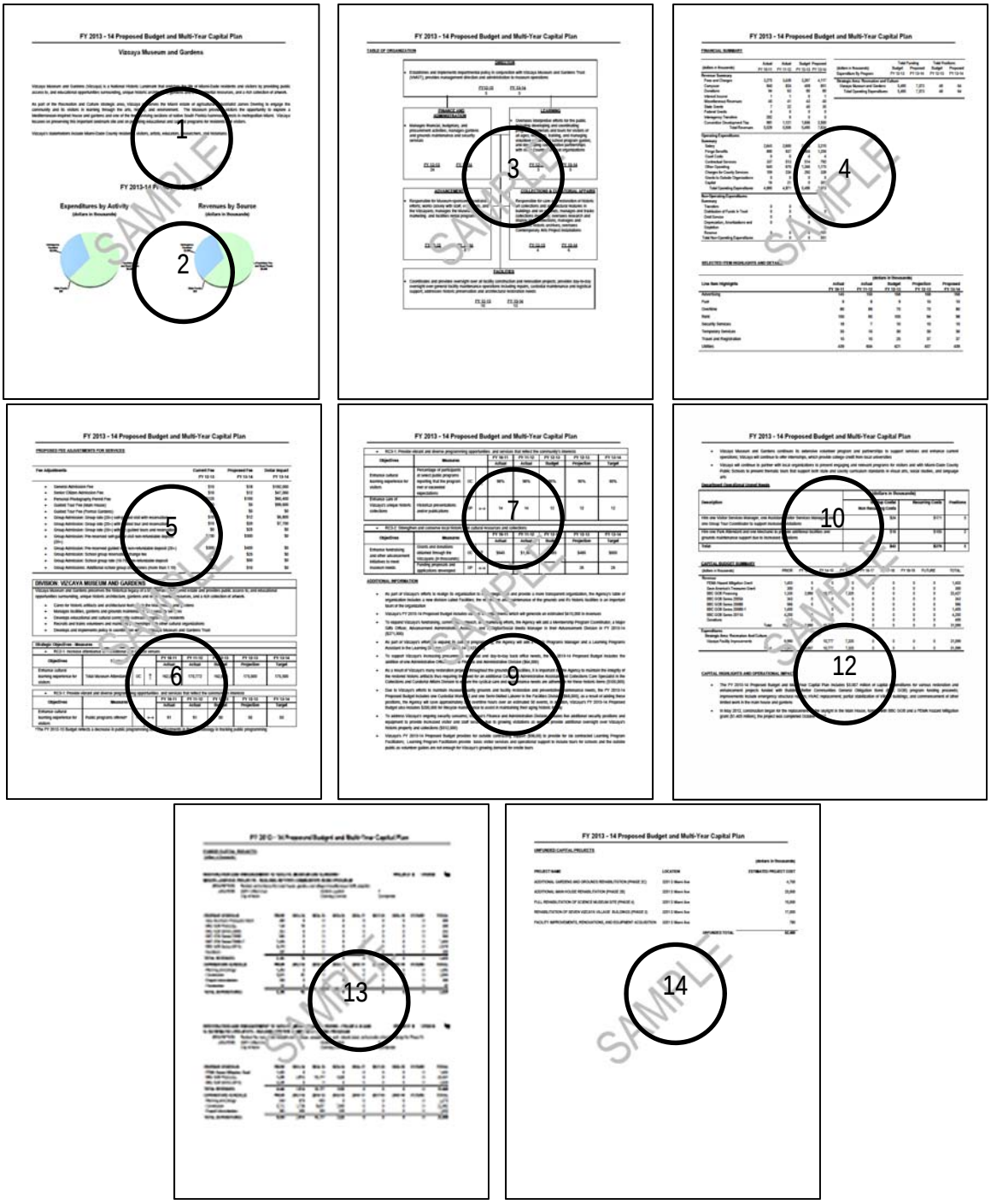
10. **Unmet Needs**
    A table detailing important department resources unfunded in the Adopted Budget

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

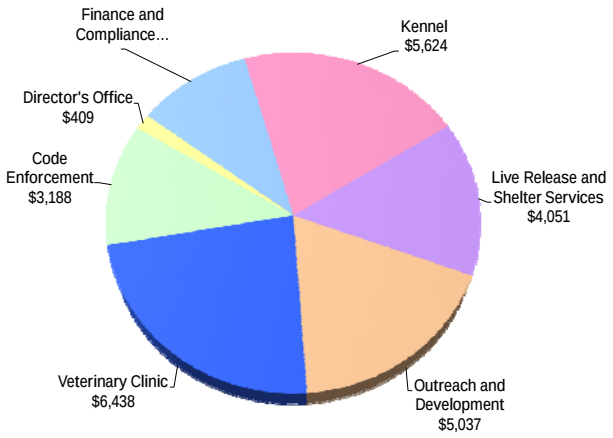
The Miami-Dade County Animal Services Department (ASD) saves the lives of abandoned animals and provides for public safety and health by promoting animal welfare, enforcing animal cruelty laws, providing access to low cost spay/neuter programs, and educating the community regarding responsible pet ownership. ASD also upholds the provisions of Chapter 5 of the Miami-Dade County Code and Chapter 828 of the Florida Statues regarding animal protection and welfare.

As part of the Neighborhood and Infrastructure Strategic area, ASD's activities include, but are not limited to, enforcing rabies vaccination and licensing requirements, providing assistance to police agencies, documenting cases involving animal bites to a person, responding to reports of injured/distressed animals, investigating animal cruelty cases, protecting the public from stray and dangerous dogs, providing forensic veterinary services and expert testimony, and providing support services during states of emergency. The ASD Pet Adoption and Protection Center (PAPC) is open to the public seven days a week for adoption and other services such as rescue, pet reunification, pet retention, spay and neuter, licensing and rabies vaccinations, microchipping, and pet vaccinations. ASD also operates pet friendly evacuation centers during emergencies, operates the PAPC 24-hours a day for pets in its care and provides support during pet-related emergencies in the community. ASD services are available to all Miami-Dade County residents.

ASD partners with the Miami-Dade Police Department and the American Society for the Prevention of Cruelty to Animals (ASPCA) to provide training to assigned countywide police liaisons to identify and report animal cruelty. ASD will continue its spay/neuter community partnerships with the Humane Society of Greater Miami (HSGM) and the Miami Veterinary Foundation (MVF) along with its partnership with the South Florida Society for the Prevention of Cruelty to Animals (SFSPCA) to rescue, house and care for large animals/livestock.

FY 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

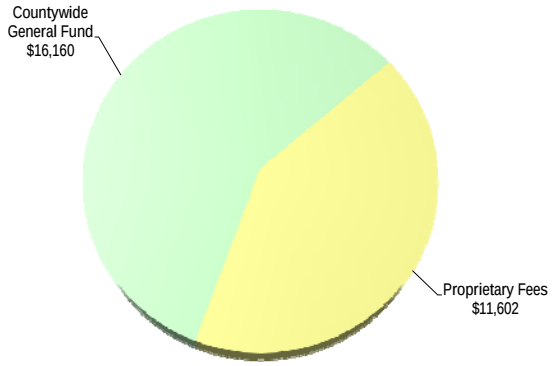


TABLE OF ORGANIZATION

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 17-18	FY 18-19
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 17-18	FY 18-19
55	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 17-18	FY 18-19
90	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, provides field pet retention services, issues uniform civil violations, and conducts investigations

FY 17-18	FY 18-19
30	33

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 17-18	FY 18-19
39	43

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 17-18	FY 18-19
26	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 17-18	FY 18-19
9	10

The FY 2018-19 total number of full-time equivalent positions is 259.6

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	8,499	12,748	14,000	16,160
Animal License Fees from Licensing Stations	5,536	5,721	6,080	6,100
Animal License Fees from Shelter	1,668	1,771	1,743	1,898
Animal Shelter Fees	1,238	1,411	1,367	1,503
Carryover	218	138	60	60
Code Violation Fines	2,369	2,078	2,270	1,702
Donations	58	156	47	93
Grants From Other Local Units	0	117	150	50
Miscellaneous Revenues	116	85	60	66
Surcharge Revenues	178	170	180	130
Total Revenues	19,880	24,395	25,957	27,762
Operating Expenditures Summary				
Salary	9,351	11,461	11,327	11,679
Fringe Benefits	2,779	4,075	5,334	5,903
Court Costs	22	23	25	35
Contractual Services	1,415	1,842	2,088	2,274
Other Operating	4,257	4,604	4,566	4,782
Charges for County Services	1,209	1,004	1,289	1,631
Grants to Outside Organizations	533	435	600	650
Capital	38	511	621	655
Total Operating Expenditures	19,604	23,955	25,850	27,609
Non-Operating Expenditures Summary				
Transfers	138	171	77	93
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortization, and Depletion	0	0	0	0
Reserve	0	0	30	60
Total Non-Operating Expenditures	138	171	107	153

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: Neighborhood and Infrastructure				
Director's Office	406	409	2	2
Live Release and Shelter Services	4,198	4,051	55	55
Kennel	5,768	5,624	90	90
Veterinary Clinic	5,832	6,438	39	43
Code Enforcement	2,733	3,188	30	33
Outreach and Development	4,148	5,037	9	10
Finance and Compliance	2,765	2,862	26	26
Total Operating Expenditures	25,850	27,609	251	259

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
Advertising	704	437	597	498	781
Fuel	82	87	94	103	105
Overtime	416	700	300	175	245
Rent	85	29	15	22	18
Security Service	314	497	435	433	350
Temporary Services	1,596	1,302	0	37	0
Travel and Registrations	74	95	81	71	85
Utilities	315	338	310	363	370

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 17-18	Adopted Fee FY 18-19	Dollar Impact FY 18-19
• 1-Year License (Intact/Canine)	$55	$60	$150,000
• 3-Year License (Intact/Canine)	$165	$180	$7,500
• Spay/Neuter Deposit (Out-of-County Adopters)	$50	$100	$2,500
• Puppy Adoptions	$75	$85	$10,000
• Volunteer Registration Fee	$0	$35	$21,000
• Microchip - Low Income	$15	$10	$-5,000
• Training Room: Hourly Rental Fee*	$0	$25	$0

*The impact of establishing this fee is unknown at this time because it is the first time the fee will be place

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, protects animals from cruelty, ensures public safety, enforces the sections of the Miami-Dade County Code and Florida Statutes that address animal care, and maximizes 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 2018-19, the Department will contribute $532,000 to the debt service payment for the new animal service facility, the Liberty City spay/neuter clinic project, and the fleet replacement plan
- The Department is selling its Medley property for a Doral property near the Pet Adoption and Protection Center; this real estate transaction is expected 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 providing storage space and much needed overflow parking for employees

DIVISION: LIVE RELEASE AND SHELTER SERVICES

The Live Release and Shelter Services Division oversees the no kill programs, provides customer service, 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 clinic and shelter services
- 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase number of saved animals*	Save rate	OC	↑	89%	89%	90%	89%	90%
	Adoptions	OC	↑	9,158	9,674	9,000	9,534	9,000
	Rescues	OC	↑	3,662	3,333	4,000	3,059	4,000
	Returns to owner	OC	↑	1,663	2,247	1,660	1,502	1,800
	Transfers	OC	↑	268	287	300	350	300
	Transports	OC	↑	654	1,282	700	785	700
	Trap and Releases	OC	↑	9,442	9,278	10,000	10,254	10,000

*Save rate data is represented by calendar year as per ASPCA guidelines; all other data is shown by fiscal year; complete save rate data is available online and is audited annually for reporting purposes

DIVISION COMMENTS

- In FY 2018-19, the Department will continue its "No-Kill" initiatives, such as the Foster, Transport, Adoption and Rescue programs, with the goal of maintaining a "No-Kill" shelter status
- In FY 2018-19, the Department will continue to pursue growth of the Foster Program by expanding outreach efforts to private industries to find alternative positive outcomes for shelter pets without the need to have them housed and cared for at the shelter
- In FY 2018-19, the Department will continue its partnership with local high schools; 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
- In FY 2018-19, the Department will continue its relationship with Miami-Dade Corrections and Rehabilitation's Second Chance Program

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 of providing all animals abandoned at the shelter with an opportunity for adoption or rescue.

- Provides food and water to shelter animals
- Cleans kennel area
- Supports 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase number of saved animals	Shelter intake	IN	↔	29,049	29,276	28,000	29,519	28,000

DIVISION COMMENTS

- In FY 2018-19, the Department will continue its partnership with the ASPCA to expand existing pet retention services to families in crisis or at risk of surrendering their pets

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, Miami Veterinary Foundation (MVF), 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure humane treatment of animals	Rabies vaccines delivered by clinic	OC	↔	28,779	30,810	27,000	30,810	30,000
	Spay/Neuter Surgeries	OC	↑	22,002	23,656	23,500	24,693	24,000

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget reflects one Veterinarian, one Veterinary Technician, and one part-time Veterinary Technician overage position from FY 2017-18 used for a TNR surgical team; these positions were funded through the reallocation of underutilized grant funding
- The FY 2018-19 Adopted Budget includes the addition of one Clinic Coordinator responsible for surgery coordination, scheduling, records management, and quality control of medical records as well as procurement and other administrative duties previously performed by veterinarians and veterinary technicians ($60,000)
- The FY 2018-19 Adopted Budget includes the addition of one Forensics Clerk to assist with case work, investigations and prosecution for all law enforcement as well as for cases processed internally as part of the animal anti-cruelty unit. This work was previously done by veterinarians taking critical time away from pet care or delaying investigative work ($60,000)
- In FY 2018-19, 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 FY 2018-19 Adopted Budget includes additional funds for ASD's agreement with the Miami Veterinary Foundation to provide low cost spay/neuter services via private veterinarians in the community at a value of $350,000 annually
- In FY 2018-19, 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 2018-19 Adopted Budget includes an additional $200,000 to increase the number of surgeries performed by the existing network of community veterinary providers to maximize efforts in both the Doral and Homestead locations

DIVISION: CODE ENFORCEMENT

The Code Enforcement Division the provisions of Chapter 5 of the County Code and Florida Statutes Chapter 828 regarding animal protection and welfare.

- 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 returns 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Reduce stray animals	Stray animal pickup response time (in calendar days)	EF	↓	2.9	1.9	2.5	1.6	1.3
Improve the quality of service delivery	Dead animal pickup response time (in calendar days)	EF	↓	1.3	1.2	1.0	1.2	1.3

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of three Animal Welfare Aides to supplement the work of the Animal Welfare Officers and will prioritize pet reunification in the field ($219,000)
- In FY 2018-19, the Department of Solid Waste Management will continue to fund three Disposal Technician positions within ASD to collect and dispose of dead animals countywide ($177,000)
- In FY 2018-19, the Department will continue to fund its agreement with the SFSPCA to house and care for large animals and livestock ($200,000)

DIVISION: OUTREACH AND DEVELOPMENT

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

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of one Constituent and Community Liaison to provide support for existing media efforts and attend additional TV, radio, and promotional opportunities ($60,000)
- In FY 2018-19, the Department will enhance its more than 50 lifesaving pet programs; additional outreach and marketing will serve to increase traffic to the shelter, and help sustain the save rate ($100,000)
- In FY 2018-19, the Department will pursue a new shelter technology application that improves data management and reporting on all facets of the Department (clinical, compliance, and adoptions)
- In FY 2018-19, 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

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Reduce flawed uniform civil citations	Civil citation error rate	OC	↓	0.80%	0.65%	0.65%	0.74%	0.50%
Increase number of saved animals	Dogs licensed in Miami-Dade County*	OP	↔	207,648	215,810	210,000	221,055	216,000

*Actual licenses sold are not reconciled until the end of the first quarter of the subsequent fiscal year as a result of monthly reporting by veterinary clinics. In accordance with Chapter 5 of the Miami-Dade County Code, licenses sold are reported the month after actual sales, which impacts the reconciliation and closeout of the year-end count.

DIVISION COMMENTS

- In FY 2018-19, the Department will continue its Memorandum of Understanding with the Finance Department to pursue collection of unpaid civil citations (payments are based on a percentage of collected revenue)

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Fund one Administrative Officer 2 to act as the department media spokesperson, address media inquiries, and perform public relations functions	$0	$81	1
Fund two Clerk 2's (Greeters) to ensure that all arriving customers are guided to the correct unit and provided with information on services and programs available	$0	$99	2
Fund one Photographer to photograph all animals upon intake, as well as for promotional events and marketing materials	$0	$75	1
Fund one ASD Licensing Clerk needed to support the increase of 7,000 entries; Clerk is tasked with updating pet status and license and rabies records	$0	$61	1
Fund one Clerk 4 to respond to over 300 monthly emails from constituents regarding their pet account and/or account updates	$0	$67	1
Fund two Investigators for the Humane Services Response Team to assist with timely responses for critically sensitive investigations	$67	$171	2
Increase funding to the Miami Vet Foundation spay/neuter program to increase the number of surgeries performed	$100	$0	0
Fund one Maintenance Technician needed to support maintenance activities of three facilities -- Doral, Medley and Homestead Clinic (currently there is only one maintenance position)	$0	$75	1
Increase funding for outsourced vet care services for cruelty cases and in support of pet retention services	$100	$0	0

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Fund one ASD Customer Clerk to respond to Pets email account and assist with front desk financial transactions/adoptions	$0	$61	1
Fund one Live Animal Transport Vehicle for the transport of animals under the Transport Program	$72	$11	0
Convert one Veterinary Technician from 25hrs PTE to one FTE in support of TNR Services	$0	$25	1
Fund three Animal Control Specialists to improve response times	$311	$245	3
Fund one Personnel Specialist 2 responsible for high demand training program and related human resources services	$0	$80	1
Establish a year-round paid internship program	$0	$101	0
Fund one Clerk 4 for the Pet Retention Program	$0	$64	1
Fund matching grant funds to purchase an additional Adoption Mobile (HOPE 2) for mobile pet adoptions	$79	$11	0
Fund one 1/2 Ton Pickup Truck for the newly created Cruelty Taskforce Coordinator position	$26	$11	0
Increasing funding to South Florida SPCA agreement for the care of livestock	$0	$100	0
Total	**$755**	**$1,338**	**16**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
ASPCA Contribution	1,000	1,000	0	0	0	0	0	0	2,000
Capital Asset Series 2016 Bonds	2,310	0	0	0	0	0	0	0	2,310
CDBG Reimbursement	134	0	0	0	0	0	0	0	134
Total:	3,444	1,000	0	0	0	0	0	0	4,444
Expenditures									
Strategic Area: NI									
Animal Services Facilities	1,457	2,987	0	0	0	0	0	0	4,444
Total:	1,457	2,987	0	0	0	0	0	0	4,444

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of ten vehicles ($340,000); the County's fleet replacement plan is included under Non-Departmental project #2000000511
- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan also includes funds for the construction and development of a new Animal Services facility in the Liberty City area ($4.444 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
ASPCA Contribution	1,000	1,000	0	0	0	0	0	0	2,000
Capital Asset Series 2016 Bonds	2,310	0	0	0	0	0	0	0	2,310
CDBG Reimbursement	134	0	0	0	0	0	0	0	134
TOTAL REVENUES:	**3,444**	**1,000**	**0**	**0**	**0**	**0**	**0**	**0**	**4,444**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Building Acquisition/Improvements	153	347	0	0	0	0	0	0	500
Construction	994	2,640	0	0	0	0	0	0	3,634
Project Administration	310	0	0	0	0	0	0	0	310
TOTAL EXPENDITURES:	**1,457**	**2,987**	**0**	**0**	**0**	**0**	**0**	**0**	**4,444**

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
DORAL FACILITY - BACKROAD DRAINAGE	3599 NW 79 Ave	4,000
DORAL FACILITY - JOINT DEVELOPMENT PROJECT	To Be Determined	4,500
DORAL FACILITY - PANEL WALLS	3599 NW 79 Ave	93
DORAL FACILITY - PEDESTRIAN CROSSWALK	3599 NW 79 Ave	90
DORAL FACILITY - SWALE PARKING	3599 NW 79 Ave	65
LIBERTY CITY - DOG PARK	To Be Determined	550
	UNFUNDED TOTAL	**9,298**

Solid Waste Management

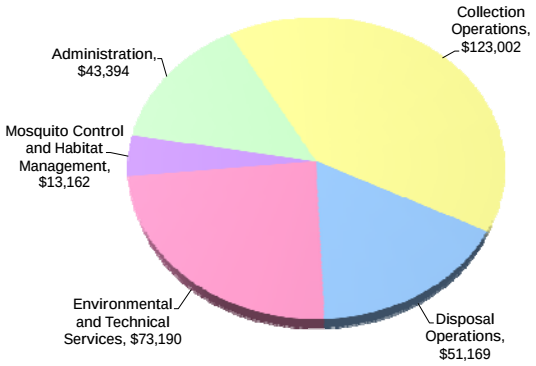
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, and provides mosquito control services and enforces County ordinances as appropriate countywide.

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 Centers (TRCs) 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 resource recovery 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 TRCs, landfills and the resource recovery 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

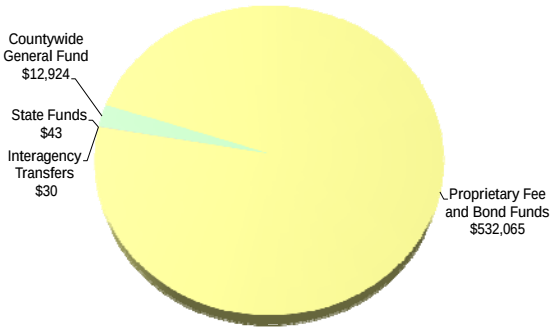


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

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

FY 17-18	FY 18-19
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 17-18	FY 18-19
575	584

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 17-18	FY 18-19
298	298

ENVIRONMENTAL AND TECHNICAL SERVICES

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

FY 17-18	FY 18-19
50	45

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 17-18	FY 18-19
99	104

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 17-18	FY 18-19
59	59

The FY 2018-19 total number of full-time equivalent positions is 1,108.25

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	1,408	5,297	16,455	12,924
Carryover	179,479	208,579	210,405	222,028
Collection Fees and Charges	147,060	147,598	155,474	154,547
Disposal Fees and Charges	130,959	132,143	113,885	118,712
Interest Earnings	766	1,367	436	728
Intradepartmental Transfers	165	15,419	165	165
Recyclable Material Sales	1,611	1,742	1,466	1,479
Resource Recovery Energy Sales	7,311	9,521	9,014	10,214
Transfer Fees	7,650	8,557	7,895	8,202
Utility Service Fee	30,784	32,587	15,432	15,990
Carryover	51	0	0	0
Mosquito State Grant	0	20,219	43	43
State Grants	6,877	0	0	0
Interagency Transfers	57	184	30	30
Total Revenues	514,178	583,213	530,700	545,062
Operating Expenditures Summary				
Salary	57,981	62,469	59,970	60,605
Fringe Benefits	20,847	23,131	25,844	27,946
Court Costs	7	4	10	13
Contractual Services	144,407	151,567	149,208	146,981
Other Operating	12,692	20,256	19,208	18,505
Charges for County Services	44,557	47,993	49,579	48,059
Grants to Outside Organizations	25	0	121	121
Capital	6,582	8,230	3,651	1,687
Total Operating Expenditures	287,098	313,650	307,591	303,917
Non-Operating Expenditures Summary				
Transfers	1,710	4,319	32,492	44,251
Distribution of Funds In Trust	1,402	1,408	1,462	1,491
Debt Service	17,136	16,009	15,536	18,204
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	173,619	177,199
Total Non-Operating Expenditures	20,248	21,736	223,109	241,145

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: Neighborhood and Infrastructure				
Administration	44,955	43,394	105	110
Collection Operations	121,320	123,002	575	584
Disposal Operations	49,341	51,169	298	298
Environmental and Technical Services	75,282	73,190	50	45
Mosquito Control and Habitat Management	16,693	13,162	59	59
Total Operating Expenditures	307,591	303,917	1,087	1,096

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	1,120	1,305	1,625	1,728	1,251
Fuel	5,778	6,502	6,777	7,705	8,699
Overtime	6,906	7,723	3,046	9,561	3,009
Rent	1,338	1,564	1,932	1,813	1,943
Security Services	2,066	2,086	2,163	1,987	1,651
Temporary Services	1,693	1,390	457	1,107	606
Travel and Registration	65	54	118	85	169
Utilities	71,539	76,616	69,643	74,468	73,206

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 17-18	Adopted Fee FY 18-19	Dollar Impact FY 18-19
• Disposal Contract Tipping Fee Rate Fee per Ton	$62.67	$61.62	$2,837,000
• Transfer Fee Rate Per Ton	$13.33	$13.69	$227,000

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, fleet management, information systems, media relations, outreach, and customer service department-wide; and administers the curbside recycling program.

DIVISION COMMENTS

- In FY 2018-19, the Department will continue to receive payments from other County departments to include parking revenues from the Hickman Garage ($1.26 million), and rent from Juvenile Services ($605,000) and Parks, Recreation and Open Spaces ($921,000) for use of the Hickman Building; the FY 2018-19 Adopted Budget also includes payments to the Communications Department ($777,000) to provide website maintenance and updates, to the Office of the Inspector General ($51,000) for expenses associated with audits and reviews and to Audit and Management Services ($125,000) for audit services
- The FY 2018-19 Adopted Budget includes funding for residential curbside recycling ($9.34 million), providing more than 350,000 households with service every other week
- The FY 2018-19 Adopted Budget includes a reimbursement to the Human Resources Department for 50 percent of a Personnel Specialist 2 position ($46,000) to assist with expediting a high volume of compensation position reviews
- The FY 2018-19 Adopted Budget includes the transfer of Fleet Management Operations from Environmental and Technical Services Operations ($1.255 million) including five positions
- The FY 2018-19 Adopted Budget includes the financing of 81 new vehicles for Waste Collection Operations ($1.766 million annual debt service payment), 80 new vehicles for Waste Disposal Operations ($1.228 million annual debt service payment), and eight new vehicles for Mosquito Control ($203,000 annual debt service payment)

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve programs that promote neighborhood and rights-of-way aesthetics	Average illegal dumping pick-up response time (in calendar days)	EF	↓	4	4	3	3	3
Improve collection of residential curbside garbage and trash	Trash and Recycling Center: tons collected (in thousands)*	IN	↔	128	125	136	109	128
	Bulky waste complaints per 1,000 regular bulky waste orders created	OC	↓	7	8	8	10	8
	Average bulky waste response time (in calendar days)	EF	↓	7	8	7	8	7
	Bulky waste trash tons collected (in thousands)*	IN	↔	120	131	128	89	134

*FY 2017-18 Actual is lower due to post Hurricane Irma sweeps performed

DIVISION COMMENTS

- The annual household residential curbside collection rate will remain at $464 in the FY 2018-19 Adopted Budget; this fee will allow the Department to maintain current service levels to include two weekly residential curbside garbage pickups, biweekly residential recycling pick-up, two 25 cubic yard annual bulky waste pickups per household, and unlimited use of the 13 Trash and Recycling Centers
- In FY 2018-19, the Department will continue to provide trash collection services ($41.430 million), which include the UMSA litter program along corridors and at hotspots ($1.240 million)
- In FY 2018-19, the Department will continue to provide curbside garbage collection services ($77.464 million) to include commercial garbage collection by contract ($2.590 million) and waste collection pick-ups at specific non-shelter bus stops ($707,000)
- In FY 2018-19, the Department will continue to pay the Greater Miami Service Corps ($184,000) for litter pickup, cart repairs, and other special projects
- The FY 2018-19 Adopted Budget continues to fund three Disposal Technicians within the Animal Services Department ($201,000)
- In FY 2018-19, the Department will expand its residential Waste Oil Collection Program from three Trash and Recycling Centers (TRC) to ten TRCs and includes funding for one Environmental Technician II position ($50,000) and oil waste collection equipment ($90,000)
- The FY 2018-19 Adopted Budget includes the addition of eight positions, including six Waste Attendants for the Litter Crew and two Waste Attendants to provide adequate staffing levels for bulky waste operations
- As a result of Hurricane Irma, the Department implemented 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 (approximately $155 million); currently, the Department is pursuing FEMA reimbursements to offset the 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure ongoing availability and capacity that meets demand at transfer and disposal facilities	Disposal tons accepted at full fee (in thousands)*	IN	↔	1,659	1,686	1,810	1,870	1,709
	Years of remaining disposal capacity (Level of Service)	IN	↔	16	15	14	13	13
	Total (Revenue) Tons Transferred in (in thousands)*	IN	↔	587	618	663	602	631

*FY 2017-18 Budget and Actual included performance information for Hurricane Irma clean-up efforts; FY 2018-19 Target normalizes goal

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes a 2.71 percent change in Consumer Price Index (CPI) applied to disposal fees consistent with contracts and interlocal agreements that is based on the July CPI South All Urban Consumers issued by the United States Bureau of Labor Statistics
- The FY 2018-19 Adopted Budget includes the transportation and disposal of Roll Off operations ($6.509 million) at the Trash and Recycling Centers (TRC)
- In FY 2018-19, the Department will continue to fund the daily performance and management of the Community Service Program ($196,000), using 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, and the Resources Recovery contract.

Strategic Objectives - Measures

- NI3-6: Preserve and enhance natural areas

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↔	490	508	505	643	500
	Patrons served by Home Chemical Collection program	OP	↔	5,429	6,223	5,970	5,942	6,300
Present at least 24 public household waste outreach events each year	Average quantity of household chemical waste collected per patron (in pounds)	EF	↑	110	133	110	116	115

DIVISION COMMENTS

- In FY 2018-19, the Department will continue to receive two percent of the Utility Service Fee (USF) of the average retail Water and Sewer customer's bill to fund landfill remediation and other USF eligible projects ($15.990 million)
- In FY 2018-19, the Department will continue environmental and technical service operations that include facilities maintenance ($4.163 million) and environmental services ($4.063 million); fleet management services ($1.255 million) that included five positions transferred to Administration
- In FY 2018-19, the Department will continue the operation of two Home Chemical Collection Centers ($844,000)
- In FY 2018-19, DSWM will continue to pursue options to replace the expired power purchase agreement associated with the Resource Recovery 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 ($5 million); the FY 2018-19 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 ($63.073 million), including other supplemental contracts to support the Resources Recovery operation ($460,000)
- In FY 2018-19, 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Maintain drain cleaning requirements	Percentage of service requests responded to within two business days*	EF	↑	87%	95%	95%	98%	96%

*FY 2017-18 Actual was higher than anticipated because of a decline in service requests due to proactive mosquito control measures put in place in prior years

DIVISION COMMENTS

- In FY 2018-19, 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 ($7.975 million)
- The FY 2018-19 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 ($688,000)
- The FY 2018-19 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) Road and Bridge Division ($165,000) for treating drains
- The FY 2018-19 Adopted Budget funds 13 mosquito spraying crews, five days a week, from October through December and 20 mosquito spraying crews, five days a week, from May through September

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	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	19,347	14,848	0	0	0	46,000	80,195
Interest Earnings	4,673	0	0	0	0	0	0	0	4,673
Solid Waste System Rev. Bonds Series 2001	2,178	0	0	0	0	0	0	0	2,178
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	37,881	0	0	0	0	0	0	0	37,881
Utility Service Fee	400	2,607	2,455	0	0	0	0	0	5,462
Waste Collection Operating Fund	2,181	928	871	566	566	566	0	1,902	7,580
Waste Disposal Operating Fund	34,873	39,081	22,837	12,031	565	1,707	100	2,168	113,362
Total:	113,218	45,265	45,510	27,445	1,131	2,273	100	50,070	285,012
Expenditures									
Strategic Area: NI									
Waste Collection	2,181	928	871	566	566	566	0	1,902	7,580
Waste Disposal	28,686	35,182	21,131	10,817	350	1,607	0	1,607	99,380
Waste Disposal Environmental Projects	47,524	31,255	27,932	18,062	2,215	2,100	2,403	46,561	178,052
Total:	78,391	67,365	49,934	29,445	3,131	4,273	2,403	50,070	285,012

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- Included in the Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan is the completion of 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 $27.8 million; $10.513 million in FY 2018-19)
- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of 169 vehicles ($26.034 million) for the replacement of its aging fleet funded with lease purchase financing ($25.026 million for heavy fleet, $808,000 for light fleet, and $200,000 for Mosquito Division); 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 as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes Utility Service Fee supported bond proceeds for the Munisport Landfill Closure (total project cost $35.7 million; $2 million in FY 2018-19) and Virginia Key Closure (total project cost $46.360 million; $20 million in FY 2018-19); these projects have no fiscal impact to the Department as these capital costs are related to remediating the landfill sites
- Included in the Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan is the construction ($3 million) of a new Home Chemical Collection (HC2) Center located at the 58th Street transfer station facility
- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes $1.132 million to address power supply concerns in the event of a hurricane or other natural disaster by installing backup power generators at the South Dade Landfill and 58th Street facilities
- Programmed in FY 2018-19 are the purchase ($6.79 million) of 215 acres of land east of the North Dade Landfill to serve as a buffer zone and provide the capability for future expansion and the purchase ($5.2 million) of 175 acres west of the South Dade Landfill
- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan concludes remediation of contaminated areas at Taylor Park ($3.5 million) and finalizes expansion of the scalehouses at the North and South Dade landfills as well as the West and Central transfer stations

FUNDED CAPITAL PROJECTS
(dollars in thousands)

40/50 YEAR BUILDING RECERTIFICATION **PROJECT #: 2000000792**

DESCRIPTION: Perform structural and electrical repairs to buildings in order to certify building occupancy as per Section 8-11 (f) of the Miami-Dade County Code

LOCATION: Disposal Facilities — District Located: 1, 6, 8
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	0	125	55	350	350	0	0	0	880
TOTAL REVENUES:	**0**	**125**	**55**	**350**	**350**	**0**	**0**	**0**	**880**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	55	55	210	210	0	0	0	530
Planning and Design	0	60	0	120	120	0	0	0	300
Project Contingency	0	10	0	20	20	0	0	0	50
TOTAL EXPENDITURES:	**0**	**125**	**55**	**350**	**350**	**0**	**0**	**0**	**880**

58 STREET HOME CHEMICAL COLLECTION CENTER **PROJECT #: 507960**

DESCRIPTION: Construct a new Home Chemical Collection (HC2) Center located at the 58th Street Facility; construct drainage improvements to address ongoing 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	561	2,060	379	0	0	0	0	0	3,000
TOTAL REVENUES:	**561**	**2,060**	**379**	**0**	**0**	**0**	**0**	**0**	**3,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	147	1,867	369	0	0	0	0	0	2,383
Planning and Design	374	85	0	0	0	0	0	0	459
Project Contingency	40	108	10	0	0	0	0	0	158
TOTAL EXPENDITURES:	**561**	**2,060**	**379**	**0**	**0**	**0**	**0**	**0**	**3,000**

CENTRAL TRANSFER STATION - COMPACTOR REPLACEMENT AND TIPPING FLOOR IMPROVEMENTS **PROJECT #: 5058000**

DESCRIPTION: Replace two compactors and push pits and complete tipping floor renovations at the Central Transfer Station

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2001	1,395	0	0	0	0	0	0	0	1,395
Waste Disposal Operating Fund	4,070	256	1,171	0	0	762	0	762	7,021
TOTAL REVENUES:	**5,465**	**256**	**1,171**	**0**	**0**	**762**	**0**	**762**	**8,416**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,000	25	775	0	0	565	0	565	2,930
Furniture Fixtures and Equipment	3,270	0	366	0	0	0	0	0	3,636
Planning and Design	970	226	10	0	0	167	0	167	1,540
Project Contingency	225	5	20	0	0	30	0	30	310
TOTAL EXPENDITURES:	**5,465**	**256**	**1,171**	**0**	**0**	**762**	**0**	**762**	**8,416**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	441	103	185	121	0	0	0	0	850
TOTAL REVENUES:	**441**	**103**	**185**	**121**	**0**	**0**	**0**	**0**	**850**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	399	55	155	95	0	0	0	0	704
Planning and Design	28	38	20	16	0	0	0	0	102
Project Contingency	14	10	10	10	0	0	0	0	44
TOTAL EXPENDITURES:	**441**	**103**	**185**	**121**	**0**	**0**	**0**	**0**	**850**

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

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

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	477	335	155	165	0	0	0	0	1,132
TOTAL REVENUES:	**477**	**335**	**155**	**165**	**0**	**0**	**0**	**0**	**1,132**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	59	10	10	10	0	0	0	0	89
Furniture Fixtures and Equipment	342	300	140	140	0	0	0	0	922
Planning and Design	35	20	0	10	0	0	0	0	65
Project Contingency	41	5	5	5	0	0	0	0	56
TOTAL EXPENDITURES:	**477**	**335**	**155**	**165**	**0**	**0**	**0**	**0**	**1,132**

LANDFILL GAS MANAGEMENT SYSTEM **PROJECT #: 2000000788**

DESCRIPTION: Upgrade, refurbish, and construct new elements of the Landfill Gas Management System at the North Dade and South Dade landfills; new elements include a candlestick flare with greater flow capacity and range, gas flow monitoring, high efficiency blowers, and conveyance system

LOCATION: Disposal Sites — District Located: 1, 8
Throughout Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	0	992	0	0	0	0	0	0	992
TOTAL REVENUES:	**0**	**992**	**0**	**0**	**0**	**0**	**0**	**0**	**992**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	840	0	0	0	0	0	0	840
Planning and Design	0	122	0	0	0	0	0	0	122
Project Contingency	0	30	0	0	0	0	0	0	30
TOTAL EXPENDITURES:	**0**	**992**	**0**	**0**	**0**	**0**	**0**	**0**	**992**

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

DESCRIPTION: Close five-acre Miami Gardens landfill site

LOCATION: NW 37 Ave and NW 183 St — District Located: 1
Miami Gardens — District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Utility Service Fee	50	545	2,455	0	0	0	0	0	3,050
TOTAL REVENUES:	**50**	**545**	**2,455**	**0**	**0**	**0**	**0**	**0**	**3,050**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	265	2,355	0	0	0	0	0	2,620
Planning and Design	50	270	0	0	0	0	0	0	320
Project Contingency	0	10	100	0	0	0	0	0	110
TOTAL EXPENDITURES:	**50**	**545**	**2,455**	**0**	**0**	**0**	**0**	**0**	**3,050**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	23,397	2,000	2,000	2,000	2,000	2,000	2,303	0	35,700
TOTAL EXPENDITURES:	**23,397**	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**2,303**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2001	783	0	0	0	0	0	0	0	783
Waste Disposal Operating Fund	50	0	6	100	100	100	100	561	1,017
TOTAL REVENUES:	**833**	**0**	**6**	**100**	**100**	**100**	**100**	**561**	**1,800**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	518	70	70	70	70	70	70	446	1,384
Planning and Design	74	5	5	5	5	5	5	26	130
Project Contingency	47	25	25	25	25	25	25	89	286
TOTAL EXPENDITURES:	**639**	**100**	**100**	**100**	**100**	**100**	**100**	**561**	**1,800**

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

DESCRIPTION: Buy 215 acres of land east 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	10	6,790	0	0	0	0	0	0	6,800
TOTAL REVENUES:	**10**	**6,790**	**0**	**0**	**0**	**0**	**0**	**0**	**6,800**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Land Acquisition/Improvements	10	6,490	0	0	0	0	0	0	6,500
Planning and Design	0	300	0	0	0	0	0	0	300
TOTAL EXPENDITURES:	**10**	**6,790**	**0**	**0**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	1,500	2,670	1,039	391	0	0	0	0	5,600
TOTAL REVENUES:	**1,500**	**2,670**	**1,039**	**391**	**0**	**0**	**0**	**0**	**5,600**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,030	2,470	780	240	0	0	0	0	4,520
Planning and Design	394	0	219	133	0	0	0	0	746
Project Contingency	76	200	40	18	0	0	0	0	334
TOTAL EXPENDITURES:	**1,500**	**2,670**	**1,039**	**391**	**0**	**0**	**0**	**0**	**5,600**

NORTHEAST TRANSFER STATION - WASTE WATER COLLECTION SYSTEM REFURBISHMENT **PROJECT #: 2000000791**

DESCRIPTION: Retrofit the leachate and waste water collection system at the North East Transfer Station; provide improvements to include the tipping floors, surge pit, compactor area and surge pit tunnel area; complete retrofit to include piping, grates, pump stations and electrical installation

LOCATION: 18701 NE 6 Ave — District Located: 1

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	0	140	760	0	0	0	0	0	900
TOTAL REVENUES:	**0**	**140**	**760**	**0**	**0**	**0**	**0**	**0**	**900**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	0	740	0	0	0	0	0	740
Planning and Design	0	130	0	0	0	0	0	0	130
Project Contingency	0	10	20	0	0	0	0	0	30
TOTAL EXPENDITURES:	**0**	**140**	**760**	**0**	**0**	**0**	**0**	**0**	**900**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	200	1,950	14,600	9,250	0	0	0	0	26,000
TOTAL REVENUES:	**200**	**1,950**	**14,600**	**9,250**	**0**	**0**	**0**	**0**	**26,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	200	13,700	8,800	0	0	0	0	22,700
Planning and Design	150	1,700	450	0	0	0	0	0	2,300
Project Contingency	50	50	450	450	0	0	0	0	1,000
TOTAL EXPENDITURES:	**200**	**1,950**	**14,600**	**9,250**	**0**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	296	254	0	0	0	0	0	0	550
TOTAL REVENUES:	**296**	**254**	**0**	**0**	**0**	**0**	**0**	**0**	**550**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	146	224	0	0	0	0	0	0	370
Planning and Design	99	20	0	0	0	0	0	0	119
Project Contingency	51	10	0	0	0	0	0	0	61
TOTAL EXPENDITURES:	**296**	**254**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Utility Service Fee	350	2,062	0	0	0	0	0	0	2,412
Waste Disposal Operating Fund	1,088	0	0	0	0	0	0	0	1,088
TOTAL REVENUES:	**1,438**	**2,062**	**0**	**0**	**0**	**0**	**0**	**0**	**3,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,200	1,992	0	0	0	0	0	0	3,192
Planning and Design	188	20	0	0	0	0	0	0	208
Project Contingency	50	50	0	0	0	0	0	0	100
TOTAL EXPENDITURES:	**1,438**	**2,062**	**0**	**0**	**0**	**0**	**0**	**0**	**3,500**

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

DESCRIPTION: Continue ongoing capital improvements including 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 of 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Donations	1,000	0	0	0	0	0	0	0	1,000
Waste Disposal Operating Fund	13,690	3,772	645	893	0	0	0	0	19,000
TOTAL REVENUES:	**14,690**	**3,772**	**645**	**893**	**0**	**0**	**0**	**0**	**20,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	6,775	872	545	873	0	0	0	0	9,065
Land Acquisition/Improvements	7,200	2,800	0	0	0	0	0	0	10,000
Planning and Design	482	50	50	0	0	0	0	0	582
Project Contingency	233	50	50	20	0	0	0	0	353
TOTAL EXPENDITURES:	**14,690**	**3,772**	**645**	**893**	**0**	**0**	**0**	**0**	**20,000**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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 AND ACCESS CONTROL GATES **PROJECT #: 2000000630**

DESCRIPTION: Install canopies over all scales; Install access control gates

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	50	1,015	1,895	540	0	0	0	0	3,500
TOTAL REVENUES:	**50**	**1,015**	**1,895**	**540**	**0**	**0**	**0**	**0**	**3,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	690	1,700	480	0	0	0	0	2,870
Planning and Design	50	265	125	0	0	0	0	0	440
Project Contingency	0	60	70	60	0	0	0	0	190
TOTAL EXPENDITURES:	**50**	**1,015**	**1,895**	**540**	**0**	**0**	**0**	**0**	**3,500**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	1,230	1,770	0	0	0	0	0	0	3,000
TOTAL REVENUES:	**1,230**	**1,770**	**0**	**0**	**0**	**0**	**0**	**0**	**3,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	629	1,612	0	0	0	0	0	0	2,241
Planning and Design	501	130	0	0	0	0	0	0	631
Project Contingency	100	28	0	0	0	0	0	0	128
TOTAL EXPENDITURES:	**1,230**	**1,770**	**0**	**0**	**0**	**0**	**0**	**0**	**3,000**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	10,610	5,510	0	0	0	0	16,120
Waste Disposal Operating Fund	20	1,360	0	0	0	0	0	0	1,380
TOTAL REVENUES:	**20**	**1,360**	**10,610**	**5,510**	**0**	**0**	**0**	**0**	**17,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	0	8,500	5,010	0	0	0	0	13,510
Planning and Design	0	1,260	1,360	300	0	0	0	0	2,920
Project Contingency	20	100	750	200	0	0	0	0	1,070
TOTAL EXPENDITURES:	**20**	**1,360**	**10,610**	**5,510**	**0**	**0**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	1,039	170	1,055	221	115	0	0	0	2,600
TOTAL REVENUES:	**1,039**	**170**	**1,055**	**221**	**115**	**0**	**0**	**0**	**2,600**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	778	120	1,020	196	105	0	0	0	2,219
Planning and Design	215	40	10	15	0	0	0	0	280
Project Contingency	46	10	25	10	10	0	0	0	101
TOTAL EXPENDITURES:	**1,039**	**170**	**1,055**	**221**	**115**	**0**	**0**	**0**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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	8,686	7,864	0	0	0	0	0	0	16,550
TOTAL REVENUES:	**17,287**	**10,513**	**0**	**0**	**0**	**0**	**0**	**0**	**27,800**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	14,427	10,213	0	0	0	0	0	0	24,640
Planning and Design	2,500	0	0	0	0	0	0	0	2,500
Project Contingency	360	300	0	0	0	0	0	0	660
TOTAL EXPENDITURES:	**17,287**	**10,513**	**0**	**0**	**0**	**0**	**0**	**0**	**27,800**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	7	5,200	93	0	0	0	0	0	5,300
TOTAL REVENUES:	**7**	**5,200**	**93**	**0**	**0**	**0**	**0**	**0**	**5,300**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Land Acquisition/Improvements	0	5,000	93	0	0	0	0	0	5,093
Planning and Design	7	200	0	0	0	0	0	0	207
TOTAL EXPENDITURES:	**7**	**5,200**	**93**	**0**	**0**	**0**	**0**	**0**	**5,300**

SOUTH DADE LANDFILL TIPPING FLOOR IMPROVEMENT **PROJECT #: 2000000629**

DESCRIPTION: Retrofit tip floor at South Dade Landfill; provide improvements to the facility to 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	651	2,060	289	0	0	0	0	0	3,000
TOTAL REVENUES:	**651**	**2,060**	**289**	**0**	**0**	**0**	**0**	**0**	**3,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	251	2,000	279	0	0	0	0	0	2,530
Planning and Design	220	0	0	0	0	0	0	0	220
Project Contingency	180	60	10	0	0	0	0	0	250
TOTAL EXPENDITURES:	**651**	**2,060**	**289**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Collection Operating Fund	2,053	928	871	566	566	566	0	0	5,550
TOTAL REVENUES:	**2,053**	**928**	**871**	**566**	**566**	**566**	**0**	**0**	**5,550**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,733	703	720	526	526	526	0	0	4,734
Planning and Design	218	135	131	20	20	20	0	0	544
Project Contingency	102	90	20	20	20	20	0	0	272
TOTAL EXPENDITURES:	**2,053**	**928**	**871**	**566**	**566**	**566**	**0**	**0**	**5,550**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Collection Operating Fund	128	0	0	0	0	0	0	1,902	2,030
TOTAL REVENUES:	**128**	**0**	**0**	**0**	**0**	**0**	**0**	**1,902**	**2,030**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	0	0	0	0	0	0	1,600	1,600
Planning and Design	128	0	0	0	0	0	0	175	303
Project Contingency	0	0	0	0	0	0	0	127	127
TOTAL EXPENDITURES:	**128**	**0**	**0**	**0**	**0**	**0**	**0**	**1,902**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	8,737	9,338	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**	**8,737**	**9,338**	**0**	**0**	**0**	**0**	**46,360**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	2,507	19,400	10,767	9,038	0	0	0	0	41,712
Planning and Design	3,284	0	0	0	0	0	0	0	3,284
Project Contingency	164	600	300	300	0	0	0	0	1,364
TOTAL EXPENDITURES:	**5,955**	**20,000**	**11,067**	**9,338**	**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

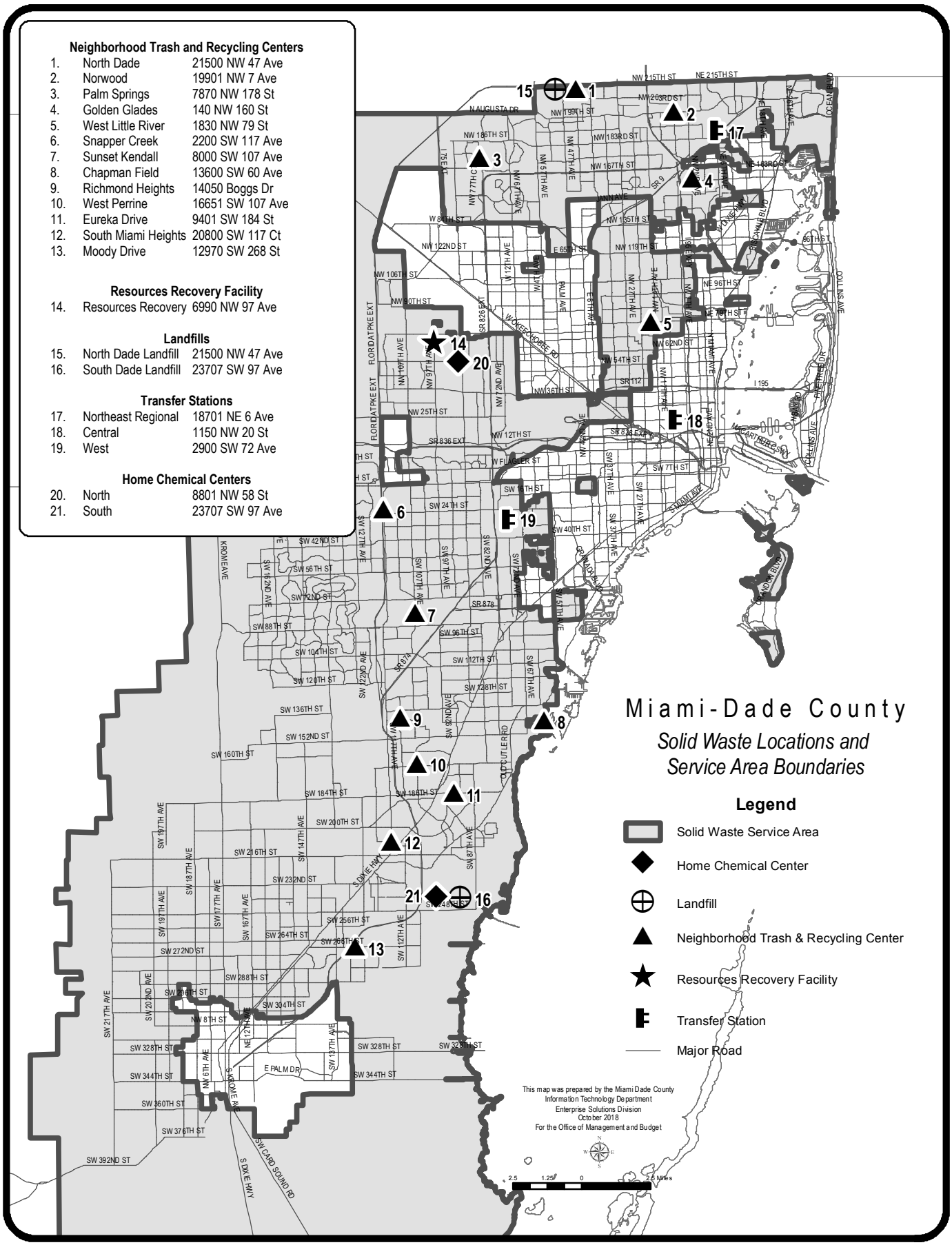
LOCATION: 2900 SW 72 Ave
Coral Gables

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Waste Disposal Operating Fund	807	195	510	0	0	845	0	845	3,202
TOTAL REVENUES:	**807**	**195**	**510**	**0**	**0**	**845**	**0**	**845**	**3,202**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	579	0	500	0	0	650	0	650	2,379
Planning and Design	212	185	0	0	0	185	0	185	767
Project Contingency	16	10	10	0	0	10	0	10	56
TOTAL EXPENDITURES:	**807**	**195**	**510**	**0**	**0**	**845**	**0**	**845**	**3,202**

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
HICKMAN GARAGE - BUILDING IMPROVEMENTS	270 NW 2 St	2,600
MOSQUITO CONTROL - BUILDING RENOVATIONS	8901 NW 58 St	5,000
TRAINING AND EDUCATION FACILITY - NEW	To Be Determined	2,000
	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 2018 For the Office of Management and Budget

Water and Sewer

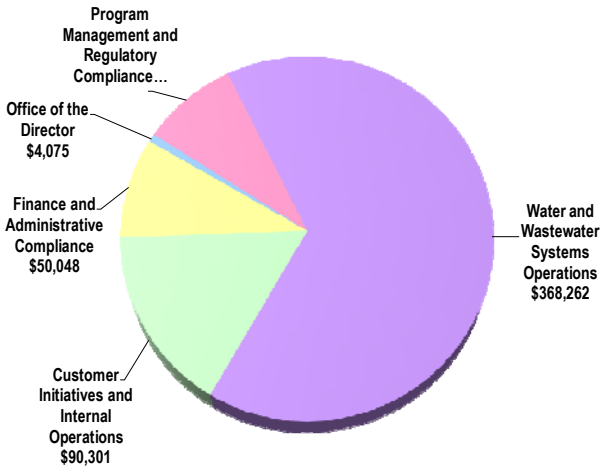
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater disposal services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.

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 8,700 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 443,000 water and 361,000 wastewater retail customers as of September 30, 2017. 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

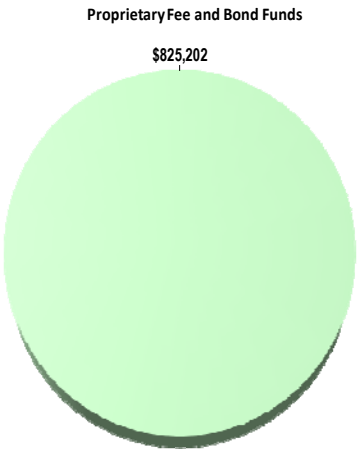


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Formulates and establishes departmental policy; directs overall operations.

FY 17-18	FY 18-19
9	12

WATER AND WASTEWATER SYSTEMS OPERATIONS

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

FY 17-18	FY 18-19
1,501	1,622

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 17-18	FY 18-19
324	240

PROGRAM MANAGEMENT AND REGULATORY COMPLIANCE

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

FY 17-18	FY 18-19
320	319

CUSTOMER INITIATIVES AND INTERNAL OPERATIONS

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

FY 17-18	FY 18-19
693	598

The FY 2018-19 total number of full-time equivalent positions is 2,791.8.

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
Carryover	63,834	68,551	71,638	74,199
Miscellaneous Non-Operating	1,876	3,144	2,351	7,788
Other Revenues	28,685	28,932	30,253	30,404
Retail Wastewater	273,058	288,910	303,747	314,420
Retail Water	247,088	265,636	275,311	269,552
Transfer From Other Funds	5,000	0	4,084	18,440
Wholesale Wastewater	82,379	88,938	73,778	77,991
Wholesale Water	28,572	34,916	35,251	32,408
Loan Repayments	5,000	0	0	0
Total Revenues	735,492	779,027	796,413	825,202
Operating Expenditures Summary				
Salary	165,050	166,400	177,634	174,843
Fringe Benefits	56,857	57,782	66,895	73,474
Contractual Services	89,839	88,675	103,861	109,953
Other Operating	28,390	32,380	43,990	46,259
Charges for County Services	48,353	53,293	52,814	64,063
Capital	67,547	93,102	82,192	92,373
Total Operating Expenditures	456,036	491,632	527,386	560,965
Non-Operating Expenditures Summary				
Transfers	5,000	18,498	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	169,392	175,086	194,828	186,138
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	74,199	78,099
Total Non-Operating Expenditures	174,392	193,584	269,027	264,237

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: Neighborhood and Infrastructure				
Office of the Director	2,428	4,075	9	12
Water and Wastewater Systems Operations	338,497	368,262	1,501	1,622
Finance and Administrative Compliance	47,962	50,048	324	240
Program Management and Regulatory Compliance	41,808	48,279	320	319
Customer Initiatives and Internal Operations	96,691	90,301	693	598
Total Operating Expenditures	527,386	560,965	2,847	2,791

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	748	731	920	619	920
Fuel	2,247	2,584	2,981	2,913	2,837
Overtime	17,886	14,795	15,534	16,053	15,994
Rent	206	1,201	1,098	798	1,098
Security Services	12,061	12,905	16,260	11,888	16,000
Temporary Services	2,267	1,235	2,926	773	1,500
Travel and Registration	172	210	351	222	509

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 17-18	Adopted Fee FY 18-19	Dollar Impact FY 18-19
• Wastewater Retail Base Facility Charge Rate Adjustments	various	various	$14,063,000
• Water Wholesale Rate per one thousand gallons	1.8341	1.7628	$-2,843,000
• Wastewater Wholesale Rate per one thousand gallons	3.0937	3.0937	$4,213,000

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

- Due to requirements related to wastewater system infrastructure replacement and upgrades, as outlined in the Consent Decree Program, the FY 2018-19 Adopted Budget includes a monthly increase of $1.80 to the wastewater meter charge, effective October 1, 2018
- Effective October 1, 2018, the wholesale water rate will decrease to $1.7628 from $1.8341, or by $0.0713 per thousand gallons; the wastewater wholesale rate will remain at $3.0937 per thousand gallons; wholesale customers' bills include a true-up adjustment to recover actual cost for FY 2016-17
- The FY 2018-19 Adopted Budget includes a Memorandum of Understanding with the Office of the Inspector General to perform specialized audits as required ($75,000), payments to the Audit and Management Services Department for expenses associated with audits and reviews ($500,000) and funding to the Miami-Dade Fire Rescue Department (MDFR) for fire hydrant maintenance ($1 million)
- The FY 2018-19 Adopted Budget includes the transfer of three positions from Program Management and Regulatory Compliance, as a result of a departmental reorganization; these positions will manage the Consent Decree Program
- In FY 2016-17, the Department signed an agreement with the City of Opa-Locka for the billing of Water, Sanitary Sewage and Stormwater Utility services for an initial ten year period with two five year options to renew

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
- Manages the Water Cross Connection Control program
- Installs, repairs, relocates, maintains and replaces water meters
- 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↑	908	271	200	189	166
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	↑	93%	98%	100%	100%	100%
	Percentage of pumps in service	EF	↑	98%	99%	99%	99%	99%
	Wastewater mainline valves exercised	OP	↔	6,241	6,346	6,000	6,486	6,000

*The FY 2016-17 actual and FY 2017-18 and FY 2018-19 targets for water savings use 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 COMMENTS

- The 2018-19 Adopted Budget includes the addition of one Semi-Skilled Laborer and one W&S Maintenance Repairer for the Meter Installation Division to meet the increased workload generated by the City of Opa-Locka
- The 2018-19 Adopted Budget includes the addition of one Pipeline Supervisor, one Pipefitter, one W&S Heavy Equipment Operator, 11 Semi-Skilled Laborers, one W&S Maintenance Repairer, one Engineer Survey Tech 2, and one GIS Graphic Tech 2 related to the Leak Detection Program to reduce non-revenue water loss
- The FY 2018-19 Adopted Budget includes the transfer of 102 positions from Customer Initiatives and Internal Operations and Finance and Administrative Compliance as a result of a departmental reorganization to better align services that meet customer needs

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
- 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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 2018-19 Adopted Budget includes payments to the Finance Department for expenses associated with cash management services ($6,000)
- The FY 2017-18 year-end combined fund balance was $97 million in rate stabilization and general reserve funds; in FY 2018-19, these reserves are expected to remain at a combined balance of $97 million and the Department is projecting a year-end fund balance of $78.1 million in the operating budget as required for bond ordinances
- The FY 2018-19 Adopted Budget includes two additional Cashier 1's and two W&S Account Clerks for the Controller's Division to handle increased workload generated by the City of Opa-Locka agreement, one additional position for the Chief Financial Officer to handle departmental issues, and the transfer of five additional positions to Water and Wastewater Systems Operation, Program Management and Regulatory Compliance and Customer Initiatives and Internal Operations, as a result of a departmental reorganization
- In FY 2017-18, ITD continued to work with various County departments including Water and Sewer to streamline County IT functions; 84 positions have been transferred to ITD as part of the continuing 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

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↑	99%	95%	97%	99%	97%
	Percentage of Ocean Outfall Legislation projects on schedule	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- In FY 2018-19, 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 2018-19 Adopted Budget includes funding to the Parks, Recreation and Open Spaces (PROS) Department for Cooperative Extension's Florida Yards and Neighborhoods Program ($285,000)
- The FY 2018-19 Adopted Budget includes the transfer of three positions to the Office of the Director and the transfer of two positions from Finance and Administrative Compliance, for a net reduction of one position

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	3	2.3	2.5	3	2.5
	Percentage of calls answered within two minutes (monthly)*	OC	↑	60%	65%	70%	38%	75%
Maintain high level of responsiveness to customer service requests	Percentage of non-emergency requests dispatched in less than three business days	OC	↑	88%	94%	97%	95%	99%

*Enhancements to customer self-service tools are planned for FY 2018-19; decrease to percentage of calls answered within two minutes due to the additional calls received as a result of unexpected underground leaks caused by Hurricane Irma and notices to customers for quarterly billing delays of higher than usual bills

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Training hours per employee	Training hours per employee	OP	↔	13	15	15	15	15

DIVISION COMMENTS

- The Department is currently working on an outreach campaign that includes branding of the Department for community recognition and will inform the citizens on water and wastewater services and the Multi-Year Capital Improvements Plan
- The FY 2018-19 Adopted Budget includes the addition of two W&S Fingerprint Analyst positions for the Security Office as recommended by the Office of the Inspector General security audit
- The FY 2018-19 Adopted Budget includes a payment to the Human Resources Department for testing and validation services ($45,000)
- The FY 2018-19 Adopted Budget includes a payment to the Community Action and Human Services Department for landscape maintenance by the Greater Miami Service Corps ($100,000)
- The FY 2018-19 Adopted Budget includes the transfer of 102 positions to Water and Wastewater Systems Operations and three positions from Finance and Administration Compliance, as a result of a departmental reorganization; in addition, two positions were added to assist with increased workload

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 support 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 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 targets, 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 experienced a twofold increase in purchasing volume to over $550 million in FY 2017	$0	$363	5
Fund two positions to improve accuracy of new heavy equipment preparation, body shop repairs coordination, disposal of departmental mobile equipment, and preparation for auction, and to assist 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 support additional sampling requirements for the southwestern end of Miami-Dade County	$0	$140	2
Fund six positions to manage and supervise staff functions related to cash collections, 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**	**$3,498**	**51**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
BBC GOB Financing	20,129	10,000	15,712	18,461	20,897	21,358	24,000	24,741	155,298
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	2,605	0	0	0	0	0	0	0	2,605
BBC GOB Series 2013A	246	0	0	0	0	0	0	0	246
BBC GOB Series 2014A	1,396	0	0	0	0	0	0	0	1,396
Fire Hydrant Fund	8,309	3,500	3,500	3,500	3,500	3,500	3,500	5,921	35,230
Future WASD Revenue Bonds	0	213,650	373,667	428,169	491,504	459,091	629,107	5,946,320	8,541,508
Miami Springs Wastewater Construction Fund	867	207	252	0	0	0	0	0	1,326
Miami Springs Water Construction Fund	4,230	3,044	1,971	251	0	0	0	0	9,496
State Revolving Loan Wastewater Program	21,045	0	0	0	0	0	0	0	21,045
State Revolving Loan Water Program	23,008	0	0	0	0	0	0	0	23,008
WASD Future Funding	0	0	0	0	0	0	0	64,614	64,614
WASD Revenue Bonds Sold	1,060,673	0	0	0	0	0	0	0	1,060,673
Wastewater Connection Charges	97,543	33,449	50,887	41,132	48,480	49,485	25,709	0	346,685
Wastewater Renewal Fund	205,025	49,000	50,500	50,500	50,500	50,500	50,500	50,500	557,025
Wastewater Special Construction Fund	29,150	0	0	0	0	0	0	0	29,150
Water Connection Charges	10,205	7,995	10,549	9,056	5,728	10,000	2,806	0	56,339
Water Renewal and Replacement Fund	166,750	41,001	39,500	39,500	39,500	39,500	39,500	39,500	444,751
Water Special Construction Fund	26,020	1,000	1,000	1,000	1,000	2,000	2,000	0	34,020
Total:	1,687,811	362,846	547,538	591,569	661,109	635,434	777,122	6,131,596	11,395,025
Expenditures									
Strategic Area: NI									
GOB Water and Wastewater Projects	34,986	10,000	15,712	18,461	20,897	21,358	24,000	24,741	170,155
Wastewater Projects	1,051,359	361,571	381,926	439,128	500,905	497,152	635,256	5,876,686	9,743,983
Water Projects	397,700	173,616	154,322	136,480	141,807	119,424	125,458	232,080	1,480,887
Total:	1,484,045	545,187	551,960	594,069	663,609	637,934	784,714	6,133,507	11,395,025

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Improvement Plan is systematic and responsible in addressing regulatory requirements related to aging infrastructure such as pump stations, treatment plants, and transmission lines and necessary upgrades ($11.4 billion); the capital plan addresses $9.7 billion in wastewater needs, $1.5 billion in water needs, and BBC-GOB Water and Wastewater needs of $170 million dollars
- In FY 2017-18, while developing the FY 2018-19 Adopted Budget, the department re-evaluated all capital projects; with an emphasis on all federal, state and local requirements, the scope and timing of many projects were modified; based on changes in scope, projects increased by $1.180 billion, the completion or removal of some projects decreased the capital plan by $1.309 billion, reclassifying some projects that are now unfunded, decreased the capital plan by $1.402 billion, and changing project estimates, with no changes to scope, decreased the capital plan by $350 million; based on all project modifications, the multi-year capital plan decreased by $1.881 billion
- 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 2018-19 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of various water system capital projects; FY 2018-19 includes $177 million of projects such as the Hialeah/Preston Water Treatment Plant ($18.224 million), Alexander Orr Water Treatment Plant ($20.664 million), Small Diameter Water Main Replacement Program ($21.547 million), and Water Distribution System ($26.494 million)

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan also addresses the continued implementation of various wastewater systems capital projects ($375 million); major demands include: Pump Station Improvement Program ($25.191 million), Ocean Outfalls Program ($48.404 million), Consent Decree ($149.628 million), and North District Wastewater Treatment Plant ($10.869 million)
- In FY 2018-19, the Department is increasing its focus on Inflow/Infiltration (I&I) to reduce flows into the wastewater system from ground water and rain; this will result in a reduction of conveyed and treated flows at Wastewater treatment plants resulting in a capital and operational savings; a study will begin to quantify this savings; the FY 2018-19 budget for Inflow and Infiltration is $13.431 million
- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of 233 vehicles to replace its aging fleet (heavy fleet - $12.309 million and light fleet - $2.254 million); 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 as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental project #2000000511

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,500	7,000	8,000	8,000	10,986	15,000	92,385	143,871
WASD Future Funding	0	0	0	0	0	0	0	5,129	5,129
WASD Revenue Bonds Sold	3,139	0	0	0	0	0	0	0	3,139
TOTAL REVENUES:	**3,139**	**2,500**	**7,000**	**8,000**	**8,000**	**10,986**	**15,000**	**97,514**	**152,139**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,989	3,255	6,510	7,440	7,440	10,217	13,950	90,688	141,489
Planning and Design	150	245	490	560	560	769	1,050	6,826	10,650
TOTAL EXPENDITURES:	**2,139**	**3,500**	**7,000**	**8,000**	**8,000**	**10,986**	**15,000**	**97,514**	**152,139**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	5,469	4,000	2,000	2,000	2,000	0	15,469
WASD Revenue Bonds Sold	10,664	0	0	0	0	0	0	0	10,664
TOTAL REVENUES:	**10,664**	**0**	**5,469**	**4,000**	**2,000**	**2,000**	**2,000**	**0**	**26,133**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	5,621	3,763	4,812	3,520	1,760	1,760	1,760	0	22,996
Land Acquisition/Improvements	128	86	109	80	40	40	40	0	523
Planning and Design	638	428	548	400	200	200	200	0	2,614
TOTAL EXPENDITURES:	**6,387**	**4,277**	**5,469**	**4,000**	**2,000**	**2,000**	**2,000**	**0**	**26,133**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	0	0	254	700	1,000	8,624	10,578
Water Renewal and Replacement Fund	133	0	0	0	0	0	0	0	133
TOTAL REVENUES:	**133**	**0**	**0**	**0**	**254**	**700**	**1,000**	**8,624**	**10,711**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	126	0	0	0	241	665	950	8,193	10,175
Planning and Design	7	0	0	0	13	35	50	431	536
TOTAL EXPENDITURES:	**133**	**0**	**0**	**0**	**254**	**700**	**1,000**	**8,624**	**10,711**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	4,179	5,000	11,031	15,406	20,285	21,358	24,000	24,741	126,000
TOTAL REVENUES:	**4,179**	**5,000**	**11,031**	**15,406**	**20,285**	**21,358**	**24,000**	**24,741**	**126,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	3,185	5,000	11,031	15,406	20,285	21,358	24,000	24,741	125,006
Planning and Design	994	0	0	0	0	0	0	0	994
TOTAL EXPENDITURES:	**4,179**	**5,000**	**11,031**	**15,406**	**20,285**	**21,358**	**24,000**	**24,741**	**126,000**

FLOW REDUCTION PROGRAM (FRP) **PROJECT #: 9650201**

DESCRIPTION: Implementation of the Flow Reduction Program which is comprised of two main components: Inflow and Infiltration (I&I) reduction and Pump Station Optimization (PSO) by implementing real time controls at pump stations

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	7,050	6,827	7,375	6,724	7,637	4,000	20,500	60,113
WASD Revenue Bonds Sold	5,904	0	0	0	0	0	0	0	5,904
Wastewater Renewal Fund	9,349	0	0	0	0	0	0	0	9,349
TOTAL REVENUES:	**15,253**	**7,050**	**6,827**	**7,375**	**6,724**	**7,637**	**4,000**	**20,500**	**75,366**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	13,728	6,345	6,145	6,637	6,052	6,873	3,600	18,450	67,830
Planning and Design	1,525	705	682	738	672	764	400	2,050	7,536
TOTAL EXPENDITURES:	**15,253**	**7,050**	**6,827**	**7,375**	**6,724**	**7,637**	**4,000**	**20,500**	**75,366**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Wastewater Renewal Fund	11,086	0	3,500	3,500	3,500	3,500	3,500	3,500	32,086
TOTAL REVENUES:	**11,086**	**0**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**32,086**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	6,048	2,820	2,800	2,800	2,800	2,800	2,800	2,800	25,668
Land Acquisition/Improvements	530	247	245	245	245	245	245	245	2,247
Major Machinery and Equipment	227	105	105	105	105	105	105	105	962
Planning and Design	756	353	350	350	350	350	350	350	3,209
TOTAL EXPENDITURES:	**7,561**	**3,525**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**32,086**

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 the proprietary supervisory control data acquisition (SCADA) system
LOCATION: Various Sites — District Located: 6
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	241	30	0	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:	**808**	**30**	**0**	**0**	**0**	**0**	**0**	**0**	**838**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	808	30	0	0	0	0	0	0	838
TOTAL EXPENDITURES:	**808**	**30**	**0**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Miami Springs Wastewater Construction Fund	867	207	252	0	0	0	0	0	1,326
TOTAL REVENUES:	**867**	**207**	**252**	**0**	**0**	**0**	**0**	**0**	**1,326**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	780	186	227	0	0	0	0	0	1,193
Planning and Design	87	21	25	0	0	0	0	0	133
TOTAL EXPENDITURES:	**867**	**207**	**252**	**0**	**0**	**0**	**0**	**0**	**1,326**

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

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Miami Springs Water Construction Fund	4,230	3,044	1,971	251	0	0	0	0	9,496
TOTAL REVENUES:	**4,230**	**3,044**	**1,971**	**251**	**0**	**0**	**0**	**0**	**9,496**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	3,595	2,587	1,675	213	0	0	0	0	8,070
Planning and Design	635	457	296	38	0	0	0	0	1,426
TOTAL EXPENDITURES:	**4,230**	**3,044**	**1,971**	**251**	**0**	**0**	**0**	**0**	**9,496**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	6,995	1,856	1,315	279	226	0	0	0	10,671
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:	**12,757**	**1,856**	**1,315**	**279**	**226**	**0**	**0**	**0**	**16,433**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	11,633	1,856	1,315	279	226	0	0	0	15,309
Permitting	171	0	0	0	0	0	0	0	171
Planning and Design	953	0	0	0	0	0	0	0	953
TOTAL EXPENDITURES:	**12,757**	**1,856**	**1,315**	**279**	**226**	**0**	**0**	**0**	**16,433**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	3,935	13,840	15,097	13,800	10,000	15,400	86,000	158,072
WASD Revenue Bonds Sold	14,807	0	0	0	0	0	0	0	14,807
TOTAL REVENUES:	**14,807**	**3,935**	**13,840**	**15,097**	**13,800**	**10,000**	**15,400**	**86,000**	**172,879**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	7,558	10,435	13,286	14,493	13,248	9,600	14,784	82,560	165,964
Planning and Design	315	434	554	604	552	400	616	3,440	6,915
TOTAL EXPENDITURES:	**7,873**	**10,869**	**13,840**	**15,097**	**13,800**	**10,000**	**15,400**	**86,000**	**172,879**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,438	1,839	4,831	5,673	13,200	22,120	4,450	53,551
WASD Future Funding	0	0	0	0	0	0	0	28,307	28,307
WASD Revenue Bonds Sold	599	0	0	0	0	0	0	0	599
TOTAL REVENUES:	**599**	**1,438**	**1,839**	**4,831**	**5,673**	**13,200**	**22,120**	**32,757**	**82,457**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	539	1,294	1,655	4,348	5,106	11,880	19,908	29,482	74,212
Land Acquisition/Improvements	18	43	55	145	170	396	664	982	2,473
Planning and Design	42	101	129	338	397	924	1,548	2,293	5,772
TOTAL EXPENDITURES:	**599**	**1,438**	**1,839**	**4,831**	**5,673**	**13,200**	**22,120**	**32,757**	**82,457**

Estimated Annual Operating Impact will begin in FY 2018-19 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	689	9,176	18,538	25,423	6,500	2,500	0	62,826
WASD Revenue Bonds Sold	12,220	0	0	0	0	0	0	0	12,220
Water Connection Charges	4,088	5,065	6,355	5,056	1,728	6,000	0	0	28,292
TOTAL REVENUES:	**16,308**	**5,754**	**15,531**	**23,594**	**27,151**	**12,500**	**2,500**	**0**	**103,338**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	10,267	10,472	14,599	22,178	25,522	11,750	2,350	0	97,138
Planning and Design	655	668	932	1,416	1,629	750	150	0	6,200
TOTAL EXPENDITURES:	**10,922**	**11,140**	**15,531**	**23,594**	**27,151**	**12,500**	**2,500**	**0**	**103,338**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	4,270	1,227	1,718	1,876	0	0	0	0	9,091
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:	**4,903**	**1,227**	**1,718**	**1,876**	**0**	**0**	**0**	**0**	**9,724**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	4,713	1,227	1,718	1,876	0	0	0	0	9,534
Planning and Design	190	0	0	0	0	0	0	0	190
TOTAL EXPENDITURES:	**4,903**	**1,227**	**1,718**	**1,876**	**0**	**0**	**0**	**0**	**9,724**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	6,895	36,746	43,693	71,699	97,738	159,983	3,871,949	4,288,703
State Revolving Loan Wastewater Program	21,045	0	0	0	0	0	0	0	21,045
WASD Revenue Bonds Sold	83,983	0	0	0	0	0	0	0	83,983
Wastewater Connection Charges	6,241	8,231	9,789	10,724	15,347	17,553	8,359	0	76,244
TOTAL REVENUES:	**111,269**	**15,126**	**46,535**	**54,417**	**87,046**	**115,291**	**168,342**	**3,871,949**	**4,469,975**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	87,240	29,044	42,812	50,064	80,082	106,068	154,874	3,562,193	4,112,377
Land Acquisition/Improvements	947	315	465	544	871	1,152	1,684	38,720	44,698
Planning and Design	6,639	2,210	3,258	3,809	6,093	8,071	11,784	271,036	312,900
TOTAL EXPENDITURES:	**94,826**	**31,569**	**46,535**	**54,417**	**87,046**	**115,291**	**168,342**	**3,871,949**	**4,469,975**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	3,073	2,611	5,380	30,042	34,206	66,233	1,034,149	1,175,694
WASD Revenue Bonds Sold	11,278	0	0	0	0	0	0	0	11,278
Wastewater Connection Charges	14,458	13,762	20,960	30,408	33,133	31,932	17,350	0	162,003
TOTAL REVENUES:	**25,736**	**16,835**	**23,571**	**35,788**	**63,175**	**66,138**	**83,583**	**1,034,149**	**1,348,975**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	23,934	15,657	21,920	33,282	58,753	61,508	77,733	961,759	1,254,546
Land Acquisition/Improvements	257	168	236	359	631	662	835	10,341	13,489
Planning and Design	1,545	1,010	1,415	2,147	3,791	3,968	5,015	62,049	80,940
TOTAL EXPENDITURES:	**25,736**	**16,835**	**23,571**	**35,788**	**63,175**	**66,138**	**83,583**	**1,034,149**	**1,348,975**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,372	6,591	4,525	1,135	0	0	0	16,623
WASD Revenue Bonds Sold	244	0	0	0	0	0	0	0	244
Wastewater Connection Charges	498	0	0	0	0	0	0	0	498
TOTAL REVENUES:	**742**	**4,372**	**6,591**	**4,525**	**1,135**	**0**	**0**	**0**	**17,365**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	520	3,060	4,614	3,168	795	0	0	0	12,157
Planning and Design	222	1,312	1,977	1,357	340	0	0	0	5,208
TOTAL EXPENDITURES:	**742**	**4,372**	**6,591**	**4,525**	**1,135**	**0**	**0**	**0**	**17,365**

PUMP STATION RESILIENCE PROGRAM (PSRP) **PROJECT #: 2000000784**

DESCRIPTION: Implement a pump station resiliency program to improve pump stations systemwide

LOCATION: Systemwide — District Located: Countywide

Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	13,578	18,587	24,719	25,363	27,017	41,235	150,558	301,057
WASD Revenue Bonds Sold	9,048	0	0	0	0	0	0	0	9,048
Wastewater Connection Charges	54,002	0	0	0	0	0	0	0	54,002
TOTAL REVENUES:	**63,050**	**13,578**	**18,587**	**24,719**	**25,363**	**27,017**	**41,235**	**150,558**	**364,107**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	54,577	11,813	16,171	21,506	22,066	23,505	35,875	130,985	316,498
Land Acquisition/Improvements	1,080	136	186	247	254	270	412	1,506	4,091
Major Machinery and Equipment	2,980	679	929	1,236	1,268	1,351	2,062	7,528	18,033
Planning and Design	4,413	950	1,301	1,730	1,775	1,891	2,886	10,539	25,485
TOTAL EXPENDITURES:	**63,050**	**13,578**	**18,587**	**24,719**	**25,363**	**27,017**	**41,235**	**150,558**	**364,107**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,750	1,424	2,205	3,863	453	2,000	0	11,695
TOTAL REVENUES:	**0**	**1,750**	**1,424**	**2,205**	**3,863**	**453**	**2,000**	**0**	**11,695**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	1,557	1,267	1,963	3,438	403	1,780	0	10,408
Major Machinery and Equipment	0	70	57	88	155	18	80	0	468
Planning and Design	0	123	100	154	270	32	140	0	819
TOTAL EXPENDITURES:	**0**	**1,750**	**1,424**	**2,205**	**3,863**	**453**	**2,000**	**0**	**11,695**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	2,241	17,000	15,000	0	0	0	34,241
WASD Revenue Bonds Sold	87,335	0	0	0	0	0	0	0	87,335
Wastewater Connection Charges	10,302	9,956	18,458	0	0	0	0	0	38,716
Wastewater Renewal Fund	351	0	0	0	0	0	0	0	351
TOTAL REVENUES:	**97,988**	**9,956**	**20,699**	**17,000**	**15,000**	**0**	**0**	**0**	**160,643**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	78,617	23,931	19,664	16,150	14,250	0	0	0	152,612
Planning and Design	4,136	1,260	1,035	850	750	0	0	0	8,031
TOTAL EXPENDITURES:	**82,753**	**25,191**	**20,699**	**17,000**	**15,000**	**0**	**0**	**0**	**160,643**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,247	4,564	5,500	4,988	1,000	1,000	50,250	71,549
WASD Revenue Bonds Sold	3,302	0	0	0	0	0	0	0	3,302
Water Renewal and Replacement Fund	2,504	0	0	0	0	0	0	0	2,504
TOTAL REVENUES:	**5,806**	**4,247**	**4,564**	**5,500**	**4,988**	**1,000**	**1,000**	**50,250**	**77,355**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	5,341	3,907	4,199	5,060	4,589	920	920	46,230	71,166
Planning and Design	465	340	365	440	399	80	80	4,020	6,189
TOTAL EXPENDITURES:	**5,806**	**4,247**	**4,564**	**5,500**	**4,988**	**1,000**	**1,000**	**50,250**	**77,355**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	500	3,500	3,000	2,267	0	0	9,267
WASD Revenue Bonds Sold	5,264	0	0	0	0	0	0	0	5,264
Wastewater Renewal Fund	15,358	0	0	0	0	0	0	0	15,358
TOTAL REVENUES:	**20,622**	**0**	**500**	**3,500**	**3,000**	**2,267**	**0**	**0**	**29,889**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	13,182	4,957	2,349	3,395	2,910	2,199	0	0	28,992
Planning and Design	408	153	73	105	90	68	0	0	897
TOTAL EXPENDITURES:	**13,590**	**5,110**	**2,422**	**3,500**	**3,000**	**2,267**	**0**	**0**	**29,889**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,000	89	0	0	0	0	0	1,089
WASD Revenue Bonds Sold	10,462	0	0	0	0	0	0	0	10,462
Wastewater Special Construction Fund	26,151	0	0	0	0	0	0	0	26,151
TOTAL REVENUES:	**36,613**	**1,000**	**89**	**0**	**0**	**0**	**0**	**0**	**37,702**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	15,862	3,960	2,563	2,475	2,475	2,475	7,516	0	37,326
Planning and Design	159	40	26	25	25	25	76	0	376
TOTAL EXPENDITURES:	**16,021**	**4,000**	**2,589**	**2,500**	**2,500**	**2,500**	**7,592**	**0**	**37,702**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	22,894	8,080	3,190	1,170	89	0	0	35,423
WASD Revenue Bonds Sold	62,669	0	0	0	0	0	0	0	62,669
Wastewater Connection Charges	1,006	0	0	0	0	0	0	0	1,006
TOTAL REVENUES:	**63,675**	**22,894**	**8,080**	**3,190**	**1,170**	**89**	**0**	**0**	**99,098**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	50,371	24,077	6,949	2,743	1,006	76	0	0	85,222
Land Acquisition/Improvements	586	280	81	32	12	1	0	0	992
Major Machinery and Equipment	5,272	2,519	727	287	105	8	0	0	8,918
Planning and Design	2,344	1,120	323	128	47	4	0	0	3,966
TOTAL EXPENDITURES:	**58,573**	**27,996**	**8,080**	**3,190**	**1,170**	**89**	**0**	**0**	**99,098**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	20,969	23,310	26,643	24,408	24,814	27,608	47,679	195,431
State Revolving Loan Water Program	23,008	0	0	0	0	0	0	0	23,008
WASD Future Funding	0	0	0	0	0	0	0	2,000	2,000
WASD Revenue Bonds Sold	37,786	0	0	0	0	0	0	0	37,786
Water Renewal and Replacement Fund	689	0	0	0	0	0	0	0	689
TOTAL REVENUES:	**61,483**	**20,969**	**23,310**	**26,643**	**24,408**	**24,814**	**27,608**	**49,679**	**258,914**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	54,814	19,392	20,979	23,979	21,967	22,333	24,847	44,711	233,022
Planning and Design	6,091	2,155	2,331	2,664	2,441	2,481	2,761	4,968	25,892
TOTAL EXPENDITURES:	**60,905**	**21,547**	**23,310**	**26,643**	**24,408**	**24,814**	**27,608**	**49,679**	**258,914**

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	3,625	8,508	7,000	4,000	0	0	0	23,133
WASD Revenue Bonds Sold	9,782	0	0	0	0	0	0	0	9,782
TOTAL REVENUES:	**9,782**	**3,625**	**8,508**	**7,000**	**4,000**	**0**	**0**	**0**	**32,915**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	4,911	7,155	7,658	6,300	3,600	0	0	0	29,624
Land Acquisition/Improvements	109	159	170	140	80	0	0	0	658
Planning and Design	437	636	680	560	320	0	0	0	2,633
TOTAL EXPENDITURES:	**5,457**	**7,950**	**8,508**	**7,000**	**4,000**	**0**	**0**	**0**	**32,915**

SOUTH DISTRICT - WASTEWATER TREATMENT PLANT EXPANSION (PHASE 3) **PROJECT #: 9655481**

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

LOCATION: 8950 SW 232 St — District Located: 8

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	898	6,231	11,920	16,802	4,000	171	0	40,022
WASD Revenue Bonds Sold	2,530	0	0	0	0	0	0	0	2,530
TOTAL REVENUES:	**2,530**	**898**	**6,231**	**11,920**	**16,802**	**4,000**	**171**	**0**	**42,552**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,303	1,782	5,608	10,728	15,122	3,600	154	0	38,297
Planning and Design	145	198	623	1,192	1,680	400	17	0	4,255
TOTAL EXPENDITURES:	**1,448**	**1,980**	**6,231**	**11,920**	**16,802**	**4,000**	**171**	**0**	**42,552**

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 — District Located: 8

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	3,500	9,087	5,500	2,000	1,000	2,000	25,200	48,287
WASD Future Funding	0	0	0	0	0	0	0	29,178	29,178
WASD Revenue Bonds Sold	29,162	0	0	0	0	0	0	0	29,162
Wastewater Connection Charges	1,320	1,500	1,680	0	0	0	0	0	4,500
TOTAL REVENUES:	**30,482**	**5,000**	**10,767**	**5,500**	**2,000**	**1,000**	**2,000**	**54,378**	**111,127**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	27,434	4,500	9,690	4,950	1,800	900	1,800	48,940	100,014
Planning and Design	3,048	500	1,077	550	200	100	200	5,438	11,113
TOTAL EXPENDITURES:	**30,482**	**5,000**	**10,767**	**5,500**	**2,000**	**1,000**	**2,000**	**54,378**	**111,127**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	1,229	1,100	1,075	1,000	1,000	10,300	15,704
WASD Revenue Bonds Sold	26,064	0	0	0	0	0	0	0	26,064
TOTAL REVENUES:	**26,064**	**0**	**1,229**	**1,100**	**1,075**	**1,000**	**1,000**	**10,300**	**41,768**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	21,234	2,484	1,119	1,001	978	910	910	9,373	38,009
Planning and Design	2,100	246	110	99	97	90	90	927	3,759
TOTAL EXPENDITURES:	**23,334**	**2,730**	**1,229**	**1,100**	**1,075**	**1,000**	**1,000**	**10,300**	**41,768**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	400	747	1,225	3,785	2,641	5,516	5,000	19,314
WASD Revenue Bonds Sold	200	0	0	0	0	0	0	0	200
TOTAL REVENUES:	**200**	**400**	**747**	**1,225**	**3,785**	**2,641**	**5,516**	**5,000**	**19,514**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	180	360	672	1,102	3,407	2,377	4,964	4,500	17,562
Planning and Design	20	40	75	123	378	264	552	500	1,952
TOTAL EXPENDITURES:	**200**	**400**	**747**	**1,225**	**3,785**	**2,641**	**5,516**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	4,444	1,887	1,648	900	386	0	0	0	9,265
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	2,597	0	0	0	0	0	0	0	2,597
BBC GOB Series 2013A	221	0	0	0	0	0	0	0	221
BBC GOB Series 2014A	1,128	0	0	0	0	0	0	0	1,128
TOTAL REVENUES:	**12,339**	**1,887**	**1,648**	**900**	**386**	**0**	**0**	**0**	**17,160**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	10,949	1,887	1,648	900	386	0	0	0	15,770
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:	**12,339**	**1,887**	**1,648**	**900**	**386**	**0**	**0**	**0**	**17,160**

WASTEWATER - COLLECTION AND TRANSMISSION LINES CONSENT DECREE PROJECTS **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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,503	15,914	15,414	12,395	10,829	9,537	44,244	109,836
WASD Revenue Bonds Sold	229,689	0	0	0	0	0	0	0	229,689
Wastewater Connection Charges	9,716	0	0	0	0	0	0	0	9,716
Wastewater Renewal Fund	3,907	0	0	0	0	0	0	0	3,907
TOTAL REVENUES:	**243,312**	**1,503**	**15,914**	**15,414**	**12,395**	**10,829**	**9,537**	**44,244**	**353,148**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	204,091	21,138	14,641	14,181	11,403	9,963	8,774	40,705	324,896
Major Machinery and Equipment	15,529	1,608	1,114	1,079	868	758	668	3,097	24,721
Planning and Design	2,219	230	159	154	124	108	95	442	3,531
TOTAL EXPENDITURES:	**221,839**	**22,976**	**15,914**	**15,414**	**12,395**	**10,829**	**9,537**	**44,244**	**353,148**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	361	0	0	0	0	78,050	70,662	149,073
WASD Revenue Bonds Sold	1,103	0	0	0	0	0	0	0	1,103
TOTAL REVENUES:	**1,103**	**361**	**0**	**0**	**0**	**0**	**78,050**	**70,662**	**150,176**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	915	300	0	0	0	0	64,782	58,649	124,646
Land Acquisition/Improvements	11	3	0	0	0	0	781	707	1,502
Planning and Design	177	58	0	0	0	0	12,487	11,306	24,028
TOTAL EXPENDITURES:	**1,103**	**361**	**0**	**0**	**0**	**0**	**78,050**	**70,662**	**150,176**

WASTEWATER - EQUIPMENT **PROJECT #: 9650301**

DESCRIPTION: Acquire equipment and associated wastewater system capital support materials
LOCATION: Systemwide — District Located: Systemwide
Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
WASD Revenue Bonds Sold	552	0	0	0	0	0	0	0	552
Wastewater Renewal Fund	35,255	7,500	13,500	13,500	13,500	13,500	13,500	13,500	123,755
TOTAL REVENUES:	**35,807**	**7,500**	**13,500**	**13,500**	**13,500**	**13,500**	**13,500**	**13,500**	**124,307**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Major Machinery and Equipment	31,124	12,183	13,500	13,500	13,500	13,500	13,500	13,500	124,307
TOTAL EXPENDITURES:	**31,124**	**12,183**	**13,500**	**13,500**	**13,500**	**13,500**	**13,500**	**13,500**	**124,307**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
WASD Revenue Bonds Sold	1,426	0	0	0	0	0	0	0	1,426
Wastewater Renewal Fund	13,179	3,000	3,000	3,000	3,000	3,000	3,000	3,000	34,179
TOTAL REVENUES:	**14,605**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**35,605**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	13,145	2,700	2,700	2,700	2,700	2,700	2,700	2,700	32,045
Major Machinery and Equipment	730	150	150	150	150	150	150	150	1,780
Planning and Design	730	150	150	150	150	150	150	150	1,780
TOTAL EXPENDITURES:	**14,605**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**35,605**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	5,321	8,939	12,544	17,581	17,552	16,455	61,514	139,906
WASD Revenue Bonds Sold	2,345	0	0	0	0	0	0	0	2,345
TOTAL REVENUES:	**2,345**	**5,321**	**8,939**	**12,544**	**17,581**	**17,552**	**16,455**	**61,514**	**142,251**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	2,205	5,002	8,403	11,791	16,526	16,499	15,467	57,823	133,716
Land Acquisition/Improvements	23	53	89	125	176	176	165	615	1,422
Major Machinery and Equipment	94	213	358	502	703	702	658	2,461	5,691
Planning and Design	23	53	89	126	176	175	165	615	1,422
TOTAL EXPENDITURES:	**2,345**	**5,321**	**8,939**	**12,544**	**17,581**	**17,552**	**16,455**	**61,514**	**142,251**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Wastewater Renewal Fund	39,142	23,500	20,000	20,000	20,000	20,000	20,000	20,000	182,642
TOTAL REVENUES:	**39,142**	**23,500**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**182,642**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	7,434	5,095	4,000	4,000	4,000	4,000	4,000	4,000	36,529
Major Machinery and Equipment	29,734	20,379	16,000	16,000	16,000	16,000	16,000	16,000	146,113
TOTAL EXPENDITURES:	**37,168**	**25,474**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**182,642**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
WASD Revenue Bonds Sold	1,279	0	0	0	0	0	0	0	1,279
Wastewater Renewal Fund	1,132	0	500	500	500	500	500	500	4,132
TOTAL REVENUES:	**2,411**	**0**	**500**	**500**	**500**	**500**	**500**	**500**	**5,411**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,894	517	500	500	500	500	500	500	5,411
TOTAL EXPENDITURES:	**1,894**	**517**	**500**	**500**	**500**	**500**	**500**	**500**	**5,411**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	49,402	112,753	147,147	157,382	154,897	116,475	301,961	1,040,017
WASD Revenue Bonds Sold	274,524	0	0	0	0	0	0	0	274,524
Wastewater Renewal Fund	34,512	0	0	0	0	0	0	0	34,512
TOTAL REVENUES:	**309,036**	**49,402**	**112,753**	**147,147**	**157,382**	**154,897**	**116,475**	**301,961**	**1,349,053**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	249,391	94,710	108,243	141,262	151,087	148,701	111,816	289,883	1,295,093
Major Machinery and Equipment	2,598	986	1,127	1,471	1,574	1,549	1,165	9,059	19,529
Planning and Design	7,793	2,960	3,383	4,414	4,721	4,647	3,494	3,019	34,431
TOTAL EXPENDITURES:	**259,782**	**98,656**	**112,753**	**147,147**	**157,382**	**154,897**	**116,475**	**301,961**	**1,349,053**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	488	1,793	1,160	1,000	0	0	0	4,441
WASD Revenue Bonds Sold	200	0	0	0	0	0	0	0	200
TOTAL REVENUES:	**200**	**488**	**1,793**	**1,160**	**1,000**	**0**	**0**	**0**	**4,641**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	188	459	1,686	1,091	940	0	0	0	4,364
Planning and Design	12	29	107	69	60	0	0	0	277
TOTAL EXPENDITURES:	**200**	**488**	**1,793**	**1,160**	**1,000**	**0**	**0**	**0**	**4,641**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	796	796	796	796	796	796	0	4,776
WASD Revenue Bonds Sold	3,791	0	0	0	0	0	0	0	3,791
Wastewater Renewal Fund	41,754	15,000	10,000	10,000	10,000	10,000	10,000	10,000	116,754
Wastewater Special Construction Fund	2,999	0	0	0	0	0	0	0	2,999
TOTAL REVENUES:	**48,544**	**15,796**	**10,796**	**10,796**	**10,796**	**10,796**	**10,796**	**10,000**	**128,320**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	45,545	15,578	10,256	10,256	10,256	10,256	10,256	9,500	121,903
Major Machinery and Equipment	479	164	108	108	108	108	108	100	1,283
Planning and Design	1,918	656	432	432	432	432	432	400	5,134
TOTAL EXPENDITURES:	**47,942**	**16,398**	**10,796**	**10,796**	**10,796**	**10,796**	**10,796**	**10,000**	**128,320**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	7,545	17,055	11,195	16,035	10,101	11,194	11,000	84,125
WASD Revenue Bonds Sold	68,895	0	0	0	0	0	0	0	68,895
Water Connection Charges	4,534	2,930	4,194	4,000	4,000	4,000	2,806	0	26,464
Water Renewal and Replacement Fund	35,611	2,787	0	0	0	0	0	0	38,398
Water Special Construction Fund	17,265	0	0	0	0	0	0	0	17,265
TOTAL REVENUES:	**126,305**	**13,262**	**21,249**	**15,195**	**20,035**	**14,101**	**14,000**	**11,000**	**235,147**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	104,027	24,375	19,548	13,979	18,433	12,973	12,880	10,120	216,335
Land Acquisition/Improvements	1,130	264	213	152	200	141	140	110	2,350
Planning and Design	7,916	1,855	1,488	1,064	1,402	987	980	770	16,462
TOTAL EXPENDITURES:	**113,073**	**26,494**	**21,249**	**15,195**	**20,035**	**14,101**	**14,000**	**11,000**	**235,147**

WATER - EQUIPMENT **PROJECT #: 9650141**

DESCRIPTION: Acquire equipment and associated water system capital support materials

LOCATION: Systemwide — District Located: Systemwide

Various Sites — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
WASD Revenue Bonds Sold	53	0	0	0	0	0	0	0	53
Water Renewal and Replacement Fund	31,723	0	5,700	5,700	5,700	5,700	5,700	5,700	65,923
TOTAL REVENUES:	**31,776**	**0**	**5,700**	**5,700**	**5,700**	**5,700**	**5,700**	**5,700**	**65,976**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Major Machinery and Equipment	26,324	5,452	5,700	5,700	5,700	5,700	5,700	5,700	65,976
TOTAL EXPENDITURES:	**26,324**	**5,452**	**5,700**	**5,700**	**5,700**	**5,700**	**5,700**	**5,700**	**65,976**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Water Special Construction Fund	755	1,000	1,000	1,000	1,000	2,000	2,000	0	8,755
TOTAL REVENUES:	**755**	**1,000**	**1,000**	**1,000**	**1,000**	**2,000**	**2,000**	**0**	**8,755**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	395	1,360	1,000	1,000	1,000	2,000	2,000	0	8,755
TOTAL EXPENDITURES:	**395**	**1,360**	**1,000**	**1,000**	**1,000**	**2,000**	**2,000**	**0**	**8,755**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,255	7,439	5,221	1,000	0	0	0	17,915
WASD Revenue Bonds Sold	16,481	0	0	0	0	0	0	0	16,481
Water Renewal and Replacement Fund	27,969	8,000	8,000	8,000	8,000	8,000	8,000	8,000	83,969
Water Special Construction Fund	8,000	0	0	0	0	0	0	0	8,000
TOTAL REVENUES:	**52,450**	**12,255**	**15,439**	**13,221**	**9,000**	**8,000**	**8,000**	**8,000**	**126,365**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	35,484	12,399	11,425	9,783	6,660	5,920	5,920	5,920	93,511
Major Machinery and Equipment	10,548	3,686	3,396	2,909	1,980	1,760	1,760	1,760	27,799
Planning and Design	1,918	670	618	529	360	320	320	320	5,055
TOTAL EXPENDITURES:	**47,950**	**16,755**	**15,439**	**13,221**	**9,000**	**8,000**	**8,000**	**8,000**	**126,365**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,042	4,490	3,434	7,921	7,702	22,040	350	47,979
WASD Revenue Bonds Sold	435	0	0	0	0	0	0	0	435
TOTAL REVENUES:	**435**	**2,042**	**4,490**	**3,434**	**7,921**	**7,702**	**22,040**	**350**	**48,414**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	409	1,920	4,220	3,229	7,446	7,240	20,718	330	45,512
Land Acquisition/Improvements	4	20	45	34	79	77	220	3	482
Major Machinery and Equipment	18	82	180	137	317	308	882	14	1,938
Planning and Design	4	20	45	34	79	77	220	3	482
TOTAL EXPENDITURES:	**435**	**2,042**	**4,490**	**3,434**	**7,921**	**7,702**	**22,040**	**350**	**48,414**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
WASD Revenue Bonds Sold	5,900	0	0	0	0	0	0	0	5,900
Water Renewal and Replacement Fund	37,299	21,680	23,000	23,000	23,000	23,000	23,000	23,000	196,979
TOTAL REVENUES:	**43,199**	**21,680**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**	**202,879**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	41,471	20,812	22,080	22,080	22,080	22,080	22,080	22,080	194,763
Planning and Design	1,728	868	920	920	920	920	920	920	8,116
TOTAL EXPENDITURES:	**43,199**	**21,680**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**	**23,000**	**202,879**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Water Renewal and Replacement Fund	1,306	318	300	300	300	300	300	300	3,424
TOTAL REVENUES:	**1,306**	**318**	**300**	**300**	**300**	**300**	**300**	**300**	**3,424**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	600	146	138	138	138	138	138	138	1,574
Major Machinery and Equipment	706	172	162	162	162	162	162	162	1,850
TOTAL EXPENDITURES:	**1,306**	**318**	**300**	**300**	**300**	**300**	**300**	**300**	**3,424**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Fire Hydrant Fund	8,309	3,500	3,500	3,500	3,500	3,500	3,500	5,921	35,230
TOTAL REVENUES:	**8,309**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**5,921**	**35,230**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	6,270	3,430	3,430	3,430	3,430	3,430	3,430	7,675	34,525
Planning and Design	128	70	70	70	70	70	70	157	705
TOTAL EXPENDITURES:	**6,398**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**7,832**	**35,230**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	19,900	16,843	8,126	6,472	7,955	4,794	49,000	113,090
WASD Revenue Bonds Sold	8,620	0	0	0	0	0	0	0	8,620
Water Renewal and Replacement Fund	7,616	0	0	0	0	0	0	0	7,616
TOTAL REVENUES:	**16,236**	**19,900**	**16,843**	**8,126**	**6,472**	**7,955**	**4,794**	**49,000**	**129,326**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	14,079	18,804	15,328	7,395	5,889	7,239	4,363	44,590	117,687
Major Machinery and Equipment	156	207	168	81	65	80	48	490	1,295
Planning and Design	1,237	1,653	1,347	650	518	636	383	3,920	10,344
TOTAL EXPENDITURES:	**15,472**	**20,664**	**16,843**	**8,126**	**6,472**	**7,955**	**4,794**	**49,000**	**129,326**

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, Hialeah — District Located: 6 — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
WASD Revenue Bonds Sold	4,000	0	0	0	0	0	0	0	4,000
Water Connection Charges	1,583	0	0	0	0	0	0	0	1,583
Water Renewal and Replacement Fund	1,794	0	0	0	0	0	0	0	1,794
TOTAL REVENUES:	**7,377**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**7,377**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	6,480	676	0	0	0	0	0	0	7,156
Planning and Design	200	21	0	0	0	0	0	0	221
TOTAL EXPENDITURES:	**6,680**	**697**	**0**	**0**	**0**	**0**	**0**	**0**	**7,377**

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, Hialeah — District Located: 6 — District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	18,224	12,949	2,191	489	1,011	0	0	34,864
WASD Revenue Bonds Sold	9,606	0	0	0	0	0	0	0	9,606
TOTAL REVENUES:	**9,606**	**18,224**	**12,949**	**2,191**	**489**	**1,011**	**0**	**0**	**44,470**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	7,588	14,397	10,230	1,731	386	799	0	0	35,131
Land Acquisition/Improvements	1,345	2,551	1,813	307	69	142	0	0	6,227
Planning and Design	673	1,276	906	153	34	70	0	0	3,112
TOTAL EXPENDITURES:	**9,606**	**18,224**	**12,949**	**2,191**	**489**	**1,011**	**0**	**0**	**44,470**

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,000	0	0	0	0	0	0	1,000
WASD Revenue Bonds Sold	1,247	0	0	0	0	0	0	0	1,247
TOTAL REVENUES:	**1,247**	**1,000**	**0**	**0**	**0**	**0**	**0**	**0**	**2,247**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,247	1,000	0	0	0	0	0	0	2,247
TOTAL EXPENDITURES:	**1,247**	**1,000**	**0**	**0**	**0**	**0**	**0**	**0**	**2,247**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	0	0	229	1,000	1,000	545	2,774
WASD Revenue Bonds Sold	4,085	0	0	0	0	0	0	0	4,085
Water Renewal and Replacement Fund	20,106	8,216	2,500	2,500	2,500	2,500	2,500	2,500	43,322
TOTAL REVENUES:	**24,191**	**8,216**	**2,500**	**2,500**	**2,729**	**3,500**	**3,500**	**3,045**	**50,181**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	18,879	11,582	2,350	2,350	2,566	3,290	3,290	2,862	47,169
Major Machinery and Equipment	402	247	50	50	54	70	70	61	1,004
Planning and Design	804	493	100	100	109	140	140	122	2,008
TOTAL EXPENDITURES:	**20,085**	**12,322**	**2,500**	**2,500**	**2,729**	**3,500**	**3,500**	**3,045**	**50,181**

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
SOUTH DADE WASTE WATER TREATMENT PLANT - COMBINED HEAT & POWER ABSORPTION CHILLER SYSTEM	Throughout Miami-Dade County	1,829
SOUTH DADE WASTE WATER TREATMENT PLANT - PHOTOVOLTIAC SOLAR CANOPIES FOR ADMINISTRATIVE BUILDING PARKING LOT	Throughout Miami-Dade County	2,722
SOUTH MIAMI HEIGHTS - NEW WATER TREATMENT PLANT	Throughout Miami-Dade County	263,956
SURFACE WATER TREATMENT- PLANT	Throughout Miami-Dade County	426,862
SYSTEMWIDE - INSTALLATION OF 18 METERS, FITTINGS, AND MONITORING SYSTEMS	Throughout Miami-Dade County	1,000
WASTERWATER - PEAK FLOW PUMP STATION UPGRADES	Throughout Miami-Dade County	764,401
WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT (PHASE 2 - GRAVITY AND FORCE MAINS)	Throughout Miami-Dade County	11,297
WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT (PHASE 3 - GRAVITY AND FORCE MAINS)	Throughout Miami-Dade County	194,578
WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT (PHASE 3 - PUMP STATIONS)	Throughout Miami-Dade County	15,457
WASTEWATER - CORAL GABLES BOOSTER PUMP STATION	Throughout Miami-Dade County	30,823
WASTEWATER - CORAL GABLES REROUTE FORCE MAIN	Throughout Miami-Dade County	18,884
WASTEWATER - DORAL BASIN UPGRADE	NW 74 St from NW 97 to NW 107 Ave	4,178
WASTEWATER - NEEDS ASSESSMENT (PHASE 2 - NEW GRAVITY SEWER)	Throughout Miami-Dade County	199,867
WASTEWATER - UPGRADE WHOLESALE FLOW METERS	Throughout Miami-Dade County	17,100
WASTEWATER - WEST DISTRICT TREATMENT PLANT (PHASE 2)	Throughout Miami-Dade County	367,592
WASTEWATER - XR-1 REUSE PROJECTS	Throughout Miami-Dade County	95,000
WATER - AUTOMATED METER READING	Throughout Miami-Dade County	160,000
WATER - COMMERCIAL CORRIDOR ECONOMIC DEVELOPMENT (PHASE 2)	Throughout Miami-Dade County	576,132
WATER - SALT FRONT MONITORING WELLS	Throughout Miami-Dade County	970
WATER - SYSTEM BETTERMENT (REPLACEMENT 6,000 LINEAR FEET)	NE 36 Ct and Turnberry Way from William Lehman	2,586
	UNFUNDED TOTAL	**3,155,234**

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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

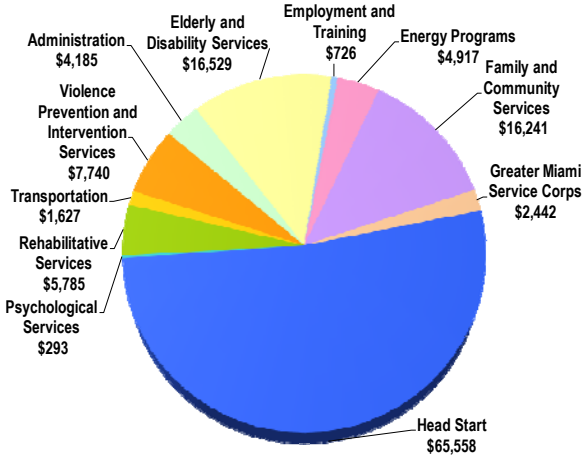
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Human Services strategic area, CAHSD provides a unique blend of programs and services to 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

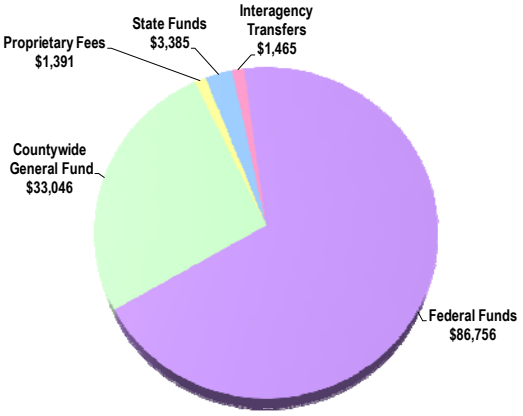


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Provides overall direction and coordination of departmental functions

FY 17-18	FY 18-19
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 17-18	FY 18-19
25	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 17-18	FY 18-19
89	88

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 17-18	FY 18-19
72	72

TRANSPORTATION

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

FY 17-18	FY 18-19
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 17-18	FY 18-19
24	25

ELDERLY AND DISABILITY SERVICES

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

FY 17-18	FY 18-19
158	168

EMPLOYMENT AND TRAINING

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

FY 17-18	FY 18-19
5	5

REHABILITATIVE SERVICES

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

FY 17-18	FY 18-19
44	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 17-18	FY 18-19
64	64

PSYCHOLOGICAL SERVICES

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

FY 17-18	FY 18-19
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 17-18	FY 18-19
11	10

The FY 2018-19 total number of full-time equivalent positions is 569

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	27,135	28,476	32,700	33,046
Fees for Services	43	66	75	75
Miscellaneous Revenues	72	574	289	294
Other Revenues	441	603	988	441
Rental Income	409	579	281	581
State Grants	3,461	3,221	3,383	3,385
Federal Grants	83,287	82,607	83,740	86,756
Interagency Transfers	1,647	1,638	508	1,465
Total Revenues	116,495	117,764	121,964	126,043
Operating Expenditures Summary				
Salary	30,656	30,222	32,939	32,783
Fringe Benefits	9,201	10,264	12,399	13,848
Court Costs	0	0	0	1
Contractual Services	6,061	6,434	5,444	6,329
Other Operating	6,018	5,841	6,094	6,327
Charges for County Services	2,536	3,462	3,653	3,362
Grants to Outside Organizations	61,504	61,250	61,416	63,380
Capital	111	367	19	13
Total Operating Expenditures	116,087	117,840	121,964	126,043
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 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: Health and Human Services				
Administration	4,946	4,185	32	32
Elderly and Disability Services	16,159	16,529	158	168
Employment and Training	732	726	5	5
Energy Programs	4,354	4,917	24	25
Family and Community Services	15,995	16,241	72	72
Greater Miami Service Corps	2,320	2,442	11	10
Head Start	63,079	65,558	89	88
Psychological Services	289	293	1	1
Rehabilitative Services	5,451	5,785	44	44
Transportation	1,638	1,627	18	18
Violence Prevention and Intervention Services	7,001	7,740	64	64
Total Operating Expenditures	121,964	126,043	518	527

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	1	0	4	36	11
Fuel	139	37	186	154	204
Overtime	252	107	8	393	0
Rent	1,020	80	812	958	793
Security Services	1,773	46	1,816	2,036	1,698
Temporary Services	2,894	634	2,919	2,767	2,883
Travel and Registration	239	33	281	243	236
Utilities	1,576	324	1,639	1,620	1,577

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
- Maintains department and program accreditations

DIVISION COMMENTS

- In FY 2018-19, the Department will continue to identify opportunities to develop, procure, and implement a comprehensive integrated case management software system, the lack of which continues to hinder the implementation of best practices in providing coordinated case management and reduces the ability to provide effective management of staff caseloads and productivity

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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 2018-19 Adopted Budget includes $59.304 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 2018-19 includes 6,818 Head Start slots and 752 Early Head Start slots; per slot payment ranges from $6,177 to $6,677 for Head Start slots and from $8,530 to $12,909 for Early Head Start slots
- The FY 2018-19 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
- The FY 2018-19 Adopted Budget includes the transfer of one Store Clerk position to the Energy Programs Division as part of the continued effort to consolidate 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 DUI in the Corrections Training and Treatment Center

Strategic Objectives - Measures

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Decrease substance abuse	Individuals admitted to community-based residential substance abuse treatment services*	OP	↔	535	483	560	430	560
	Substance abuse assessments completed by Community Services (Central Intake)	OP	↔	2,164	1,856	2,200	1,858	2,200
	Individuals diverted to outpatient substance abuse treatment by Drug Court	OP	↔	344	465	310	303	360
	Percentage of users satisfied with accessibility to substance abuse related intervention and prevention services	OC	↑	97%	97%	97%	97%	97%
	Individuals provided with correctional-based substance abuse treatment**	OP	↔	35	40	40	0	40

* FY 2017-18 Actual reflects a decrease of 130 clients due to longer stays of existing clients

** FY 2017-18 Actual reflects discontinuation of program by the Miami-Dade Corrections Department; CAHSD is currently negotiating with Miami-Dade Corrections to resume the program in FY 2018-19

DIVISION COMMENTS

- The FY 2018-19 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

DIVISION: ELDERLY AND 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase the opportunity for the elderly and disabled to live independently	Elders remaining in their own homes through In-Home Support Services	OP	↔	454	575	500	500	500
	Persons with disabilities assisted in gaining independence, autonomy and control over their lives	OP	↔	602	607	600	600	600
	Elders participating as Senior Companions	OP	↔	138	219	140	157	140
	Elders participating as Foster Grandparents	OP	↔	97	111	100	100	100
	At-risk children served by Foster Grandparents	OP	↔	168	198	168	198	168
	Meals served through congregate meals*	OP	↔	268,401	284,949	270,000	296,071	270,000
	Meals served through Meals on Wheels**	OP	↔	173,978	179,016	175,000	165,786	175,000
	Coordinated volunteer opportunities	OC	↑	375	565	500	500	500

* The increase in FY 2017-18 Actual reflects the closure of a privately operated meal site that shifted additional meals to CAHSD; FY 2018-19 Target will remain at prior year levels because it is anticipated that a replacement meal site will become available

** The decrease in FY 2017-18 Actual reflects clients that were hospitalized and did not require meals

DIVISION COMMENTS

- In FY 2017-18, the Elderly and Disability Services Division, with funding from the Department of Elder Affairs through the Alliance for Aging, continues to provide community based services to 15,960 elderly clients
- In 2018, there are more than 3,400 elderly residents on waiting lists for various social services provided by the Elderly and Disability Services Division including in-home personal care, chore assistance and homemaking, transportation and Meals on Wheels
- The FY 2018-19 Adopted Budget includes the conversion of contracted professional services positions to five Adult Day Care Aide Supervisory positions, one Nurse Coordinator position and four CAHSD Registered Nurses for the support of the Adult Day Care Program; it is a structured, comprehensive program that provides a variety of health, social and related support services in a protective setting during the day to seniors and disabled elders

DIVISION: PSYCHOLOGICAL SERVICES

The Psychological Division provides professional psychological services to clients participating in various departmental program areas including Head Start, Early Head Start, Family and Community Services, Elderly and Disability Services, Violence Prevention and Intervention, Rehabilitative Services and the Greater Miami Service Corps; the psychological services internship program is one of four agencies in Miami-Dade County accredited by the American Psychological Association.

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↔	54	54	54	11	53
	Low- to moderate-income households, including elderly and disabled homeowners, receiving house painting services**	OP	↔	37	57	57	48	42

*FY 2017-18 Actual reflects decreased funding provided through the grant

**FY 2017-18 Actual reflects actual work orders closed for completed services; FY 2018-19 Target was revised to be in line with funding availability to complete additional households

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the transfer of one Store Clerk position from the Head Start Division as part of the continued effort to consolidate functions and services under a centralized model
- The FY 2018-19 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 2018-19 Adopted Budget includes a reimbursement of expenses of $118,000 from the General Fund to support the Department's Hurricane Shutter Installation Program
- The FY 2018-19 Adopted Budget includes $240,000 in Documentary Surtax Program funding for Single Family Home Rehabilitation ($110,000) and the Paint and Shutter Program ($130,000), and $1.023 million from the Department of Public Housing and Community Development for the Home Repair and Rehabilitation Program; all three programs include benefits provided to participating homeowners which are no longer considered loans; the program is now fully administered by the Department's staff as a direct service benefit

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase the employment skills of targeted youth	Young adults placed in unsubsidized employment and/or education*	OC	↑	36	77	40	135	40
	Unemployed young adults provided work experience and employability skills training**	OP	↔	432	486	400	518	400
	Cost per youth provided training and career services***	EF	↓	$5,869	$6,126	$5,895	$6,735	$6,104

* FY 2017-18 Actual reflects an increase in the number of young adults served due to additional funding received during the fiscal year
** FY 2017-18 Actual reflect additional slots that opened up due to additional grant funding
*** FY 2017-18 Actual is higher due to increased vocational and academic training available to Corp members

DIVISION COMMENTS

- *In FY 2017-18, the Department eliminated one Social Worker 2 position due to a funding reduction from Career Source South Florida ($78,000)*
- The FY 2018-19 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 to secure abandoned buildings and unsafe structures, $65,000 from the Internal Services Department for lawn maintenance and other facilities upkeep projects, and $60,000 from Miami-Dade Fire Rescue for custodial services
- The FY 2018-19 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 YouthBuild USA for scholarship awards for youths enrolled in YouthBuild

DIVISION: TRANSPORTATION

The Transportation Division is responsible for the coordination of transportation service for eligible children and elders to Head Start and elderly programs respectively.

Strategic Objectives - Measures

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide transportation services to eligible clients to access services	Number of one-way trips provided to eligible clients	OC	↑	29,265	27,600	29,000	29,050	29,000

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Assist low-income families and communities in moving towards self-sufficiency	Residents accessing services at neighborhood based Community Enrichment Centers*	OP	↔	60,687	60,663	60,700	64,196	62,050
	Residents participating in comprehensive self-sufficiency services	OP	↔	405	396	405	407	405

* FY 2017-18 Actual reflects additional participation with this program by residents; FY 2018-19 Targets updated to be in line with prior year increased participation

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase the self-sufficiency of vulnerable residents/special populations	Veterans assisted with benefit claims	OP	↔	970	968	970	964	970

DIVISION COMMENTS

- In FY 2018-19, 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 2018-19, 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
- In FY 2018-19, through a reallocation of Community Services Block Grant (CSBG) funds, the Department will expand afterschool and summer programming for youth from three sites to six sites and expand education and vocational training opportunities for adults with a focus on the General Equivalency Diploma (GED) and the healthcare industry

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 survivors 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 survivors 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 survivors
- Provides crisis intervention services to survivors 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Reduce the incidence and impact of domestic violence	Domestic violence survivors provided shelter and advocacy	OP	↔	1,968	1,972	2,000	1,965	2,000
	Percentage of children of domestic violence survivors successfully completing educational program*	OC	↑	45%	50%	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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase the employment of refugees and farmworkers	Number of farmworkers/migrants employed	OC	↑	79	88	80	79	80
	Farmworkers and migrants retained in employment for ninety days	OC	↑	68	79	70	68	72

DIVISION COMMENTS

- The FY 2018-19 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 2018-19 Adopted Budget includes the required General Fund contribution for the Homeless Shelter Services maintenance of effort ($1.921 million is required, $5.037 million is allocated)

Department Operational Unmet Needs			
	(dollars in thousands)		
Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
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 3,400 elderly residents requiring in-home support services	$0	$909	20
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
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**	**$4,141**	**40**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
BBC GOB Financing	3,655	3,400	2,715	0	0	0	18,821	0	28,591
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	261	0	0	0	0	0	0	0	261
Capital Asset Series 2013A Bonds	1,231	0	0	0	0	0	0	0	1,231
Pay-As-You-Go CIF	2,000	500	0	0	0	0	0	0	2,500
Total:	8,295	3,900	2,715	0	0	0	18,821	0	33,731
Expenditures									
Strategic Area: HH									
Facility Improvements	876	1,624	0	0	0	0	0	0	2,500
Neighborhood Service Centers	3,945	3,200	2,715	0	0	0	12,640	0	22,500
Rehabilitative Services Facilities	1,241	1,309	0	0	0	0	6,181	0	8,731
Total:	6,062	6,133	2,715	0	0	0	18,821	0	33,731

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of six vehicles as part of its fleet replacement plan ($163,000); the County's fleet replacement plan is included under Non-Departmental project #2000000511
- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes $1.5 million from the Pay-As-You-Go Capital Improvement Fund to provide repairs, renovations, and infrastructure improvements at various facilities; improvements include flooring, roof replacements, and kitchen and bathroom upgrades as well as the installation of LED lighting which is 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 2018-19, the Internal Services Department (ISD) will continue working with the Department on the Culmer/Overtown Neighborhood Service Center renovations (total project cost $7.5 million, $2.6 million in FY 2018-19)
- The Department continues to analyze the most cost-effective way to redevelop the Wynwood/Allapattah Regional Neighborhood Service Center sites (total project cost $15 million); the Department will seek to repurpose the BBC-GOB funds if development efficiencies are identified

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	1,848	2,600	2,715	0	0	0	0	0	7,163
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
TOTAL REVENUES:	**2,185**	**2,600**	**2,715**	**0**	**0**	**0**	**0**	**0**	**7,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,631	2,264	2,715	0	0	0	0	0	6,610
Furniture Fixtures and Equipment	0	120	0	0	0	0	0	0	120
Planning and Design	145	0	0	0	0	0	0	0	145
Project Administration	409	49	0	0	0	0	0	0	458
Technology Hardware/Software	0	167	0	0	0	0	0	0	167
TOTAL EXPENDITURES:	**2,185**	**2,600**	**2,715**	**0**	**0**	**0**	**0**	**0**	**7,500**

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

DESCRIPTION: Provide infrastructure improvements including 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	1,500	0	0	0	0	0	0	0	1,500
TOTAL REVENUES:	**1,500**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Building Acquisition/Improvements	500	1,000	0	0	0	0	0	0	1,500
TOTAL EXPENDITURES:	**500**	**1,000**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	500	500	0	0	0	0	0	0	1,000
TOTAL REVENUES:	**500**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**1,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Building Acquisition/Improvements	376	624	0	0	0	0	0	0	1,000
TOTAL EXPENDITURES:	**376**	**624**	**0**	**0**	**0**	**0**	**0**	**0**	**1,000**

KENDALL COTTAGES COMPLEX 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	1,119	200	0	0	0	0	6,181	0	7,500
TOTAL REVENUES:	**1,119**	**200**	**0**	**0**	**0**	**0**	**6,181**	**0**	**7,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Building Acquisition/Improvements	1,119	200	0	0	0	0	6,181	0	7,500
TOTAL EXPENDITURES:	**1,119**	**200**	**0**	**0**	**0**	**0**	**6,181**	**0**	**7,500**

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

DESCRIPTION: Purchase pre-fabricated structures to replace existing living quarters

LOCATION: 3140 NW 76 St — District Located: 2

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	1,109	0	0	0	0	0	0	1,109
Planning and Design	27	0	0	0	0	0	0	0	27
Project Administration	95	0	0	0	0	0	0	0	95
TOTAL EXPENDITURES:	**122**	**1,109**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	688	600	0	0	0	0	12,640	0	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:	**1,760**	**600**	**0**	**0**	**0**	**0**	**12,640**	**0**	**15,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	600	0	0	0	0	12,640	0	13,240
Planning and Design	1,155	0	0	0	0	0	0	0	1,155
Project Administration	605	0	0	0	0	0	0	0	605
TOTAL EXPENDITURES:	**1,760**	**600**	**0**	**0**	**0**	**0**	**12,640**	**0**	**15,000**

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
40/50 YEAR BUILDING RECERTIFICATIONS	Various Sites	2,000
INN TRANSITION SOUTH - EMERGENCY GENERATORS	Undisclosed	500
INN TRANSITION SOUTH - IMPACT WINDOWS AND DOORS	Undisclosed	400
NEW DIRECTION - DEMOLISH/REBUILD COTTAGES	3140 NW 76 St	12,500
NEW DIRECTION - WATER & SEWER CONNECTION	3140 NW 76 St	500
SAFE SPACE NORTH AND SOUTH - EMERGENCY GENERATORS	Undisclosed	300
SOCIAL SERVICES CASE MANAGEMENT SYSTEM	Various Sites	3,500
SOUTH DADE TRANSITIONAL HOUSING COMPLEX - REPLACE FURNISHINGS	Undisclosed	400
VARIOUS COMMUNITY RESOURCE CENTERS - IMPACT WINDOWS	Various Sites	2,000
VARIOUS FACILITIES - SECURITY CAMERAS	Various Sites	480
	UNFUNDED TOTAL	**22,580**

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
ADMINISTRATION											
Administration	FY 2017-18	$ 4,946	32					$ 4,946	32		N/A
	FY 2018-19	$ 4,185	32					$ 4,185	32		
EMPLOYMENT AND TRAINING											
At-Risk Youth	FY 2017-18	$ 99	1					$ 99	1	500	At-risk youth/young adults engaged in career development and employment readiness
	FY 2018-19	$ 99	1					$ 99	1	500	
South Dade Skills Center	FY 2017-18	$ 226	2	$ 407	2			$ 633	4	80	Farmworkers and migrants employed
	FY 2018-19	$ 224	1	$ 403	3			$ 627	4	80	
Subtotal (Employment)	FY 2017-18	$ 325	3	$ 407	2			$ 732	5		
	FY 2018-19	$ 323	2	$ 403	3			$ 726	5		
PSYCHOLOGICAL SERVICES											
Psychological Services	FY 2017-18	$ 289	1					$ 289	1	2,000	Services provided to adults and children including indiv/group/family therapy, evaluations, assessments, consultation and trainings
	FY 2018-19	$ 293	1					$ 293	1	2,000	
REHABILITATIVE SERVICES											
Division Administration	FY 2017-18	$ 281	1					$ 281	1		N/A
	FY 2018-19	$ 340	1					$ 340	1		
Community Services (Intake and Treatment)	FY 2017-18	$ 1,774	8	$ 2,213	21	$ 10	3	$ 3,997	32	2,200	Assessments completed to new clients
	FY 2018-19	$ 2,081	8	$ 2,171	21	$ 10	3	$ 4,262	32	2,200	
Treatment Alternatives to Street Crimes (TASC)	FY 2017-18	$ 1,108	9			$ 65	2	$ 1,173	11	310	MDC Drug Court referrals receiving treatment including counseling, testing, medication and support services
	FY 2018-19	$ 1,118	9			$ 65	2	$ 1,183	11	360	
Subtotal (Rehabilitative)	FY 2017-18	$ 3,163	18	$ 2,213	21	$ 75	5	$ 5,451	44		
	FY 2018-19	$ 3,539	18	$ 2,171	21	$ 75	5	$ 5,785	44		
VIOLENCE PREVENTION AND INTERVENTION											
Advocates for Victims	FY 2017-18	$ 3,541	24	$ 2,020	35	$ 167	0	$ 5,728	59	2,000	Victims provided with shelter and advocacy services including legal, safety planning, crisis and youth counseling, food, transportation, among others
	FY 2018-19	$ 3,861	24	$ 2,639	35	$ 167	0	$ 6,667	59	2,000	
Domestic Violence Intake	FY 2017-18	$ 500	5	$ 773				$ 1,273	5	4,000	Victims completed an intake assessment and received onsite advocacy services including filing for injunctions, legal, counseling, relocation support, rental assistance, food, among others.
	FY 2018-19	$ 625	5	$ 448				$ 1,073	5	4,000	
Subtotal (VPI)	FY 2017-18	$ 4,041	29	$ 2,793	35	$ 167	0	$ 7,001	64		
	FY 2018-19	$ 4,486	29	$ 3,087	35	$ 167	0	$ 7,740	64		
ELDERLY AND DISABILITY SERVICES											
Division Administration	FY 2017-18	$ 1,231	6					$ 1,231	6		N/A
	FY 2018-19	$ 1,490	6					$ 1,490	6		
Adult Day Care	FY 2017-18	$ 1,747	17	$ 469	3	$ 81	3	$ 2,297	23	300	Elders and individuals with disabilities provided with health and related social services in a protective setting to prevent institutionalization
	FY 2018-19	$ 1,891	17	$ 455	11	$ 52	3	$ 2,398	31	300	
High Risk Elderly Meals	FY 2017-18	$ 1,000		$ 711				$ 1,711	0	498,035	Meals provided to elders identified as High Risk for malnutrition and other health-related conditions
	FY 2018-19	$ 1,000		$ 711				$ 1,711	0	498,035	
Meals for the Elderly	FY 2017-18	$ 1,126	1	$ 1,124	13	$ 194		$ 2,444	14	270,000	Hot nutritious meals served to seniors in congregate sites to prevent malnutrition and isolation
	FY 2018-19	$ 1,013	1	$ 1,172	13	$ 232		$ 2,417	14	270,000	
Meals on Wheels	FY 2017-18	$ 95	1	$ 596				$ 691	1	175,000	Meals delivered to low-income, ill and isolated seniors
	FY 2018-19	$ 101	1	$ 586				$ 687	1	175,000	
Senior Centers	FY 2017-18	$ 608	9					$ 608	9	330	Elders engaged in social and nutritional services in addition to receiving in-home care
	FY 2018-19	$ 566	9					$ 566	9	330	
Care Planning	FY 2017-18	$ 686	8	$ 37	1			$ 723	9	1,575	Isolated elders provided with case management and in-home services
	FY 2018-19	$ 746	8	$ 42	1			$ 788	9	1,575	
Foster Grandparents	FY 2017-18	$ 202	1	$ 269	2			$ 471	3	100	Elders participating as foster grandparents to children and youth with special needs
	FY 2018-19	$ 205	1	$ 269	2			$ 474	3	100	
Home Care Program	FY 2017-18	$ 4,138	78	$ 154				$ 4,292	78	500	Elders remaining in their own homes through in-home services
	FY 2018-19	$ 4,182	80	$ 158				$ 4,340	80	500	

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
Retired Seniors Volunteer Program (RSVP)	FY 2017-18	$ 97	1	$ 105	1			$ 202	2	500	Elders engaged in community service to meet educational, respite and disaster preparedness needs.
	FY 2018-19	$ 96	1	$ 105	1			$ 201	2	500	
Senior Companions	FY 2017-18	$ 188	1	$ 600	3	$ 12		$ 800	4	140	Elderly peers assisting frail isolated seniors through companionship and respite services
	FY 2018-19	$ 168	1	$ 613	3	$ 8		$ 789	4	140	
Disability Services and Independent Living (D/SAIL)	FY 2017-18	$ 482	8	$ 207	1			$ 689	9	600	Individuals with disabilities provided with various on-site and in-home services
	FY 2018-19	$ 481	8	$ 187	1			$ 668	9	600	
Subtotal (Elderly and Disability)	FY 2017-18	$ 11,600	131	$ 4,272	24	$ 287	3	$ 16,159	158		
	FY 2018-19	$ 11,939	133	$ 4,298	32	$ 292	3	$ 16,529	168		
ENERGY											
Home Repair and Rehabilitation	FY 2017-18					$ 158	3	$ 158	3	20	Homes improved in the HOME/ Single Family Rehabilitation Program
	FY 2018-19					$ 546	3	$ 546	3	16	
Home Weatherization / Energy Conservation Program	FY 2017-18	$ 473	2	$ 496	4			$ 969	6	54	Homes improved in the Weatherization Assistance Program (WAP)
	FY 2018-19	$ 378	2	$ 531	4			$ 909	6	53	
Painting and/or Shuttering Program	FY 2017-18	$ -		$ -		$ 350	3	$ 350	3	57	Homes Improved in the SURTAX/ Single Family Home Rehabilitation Program
	FY 2018-19					$ 204	3	$ 204	3	42	
Facility Maintenance	FY 2017-18	$ 2,761	12			$ 116		$ 2,877	12	800	Facility service requests completed
	FY 2018-19	$ 2,842	13			$ 416		$ 3,258	13	800	
Subtotal (Energy)	FY 2017-18	$ 3,234	14	$ 496	4	$ 624	6	$ 4,354	24		
	FY 2018-19	$ 3,220	15	$ 531	4	$ 1,166	6	$ 4,917	25		
GREATER MIAMI SERVICE CORPS											
Greater Miami Service Corps	FY 2017-18			$ 1,382	5	$ 938	6	$ 2,320	11	440	Youth engaged in education and employment activities
	FY 2018-19			$ 1,346	5	$ 1,096	5	$ 2,442	10	440	
Subtotal (GMSC)	FY 2017-18	$ -	0	$ 1,382	5	$ 938	6	$ 2,320	11		
	FY 2018-19	$ -	0	$ 1,346	5	$ 1,096	5	$ 2,442	10		
HEAD START											
Head Start and Early Head Start	FY 2017-18			$ 61,879	89			$ 61,879	89	7,570	Funded slots to serve children ages 0-5 in early learning
	FY 2018-19			$ 64,258	88			$ 64,258	88	7,570	
Summer Meals	FY 2017-18			$ 1,200				$ 1,200	0	468,309	Meals served to youth during out-of-school summer months
	FY 2018-19			$ 1,300				$ 1,300	0	494,000	
Subtotal (Head Start)	FY 2017-18	$ -	0	$ 63,079	89	$ -	0	$ 63,079	89		
	FY 2018-19	$ -	0	$ 65,558	88	$ -	0	$ 65,558	88		
TRANSPORTATION											
Transportation	FY 2017-18	$ 1,588	18			$ 50		$ 1,638	18	29,000	One-way trips - Eliminating transportation barriers for seniors and children
	FY 2018-19	$ 1,567	18			$ 60		$ 1,627	18	29,000	
Subtotal (Transportation)	FY 2017-18	$ 1,588	18	$ -	0	$ 50	0	$ 1,638	18		
	FY 2018-19	$ 1,567	18	$ -	0	$ 60	0	$ 1,627	18		
FAMILY AND COMMUNITY SERVICES											
Neighborhood Centers/ Community Resource Centers	FY 2017-18	$ 3,211	31	$ 3,389	33			$ 6,600	64	38,550	Clients accessing one or more services including utility/rental assistance, computer and employability skills training, tax preparation, family development/support, among others
	FY 2018-19	$ 3,203	31	$ 3,280	33			$ 6,483	64	38,550	
Emergency Food & Shelter Program	FY 2017-18	$ -		$ 185				$ 185		428	Clients Served
	FY 2018-19	$ -		$ 185				$ 185		428	
Low-Income Home Energy Assistance Program (LIHEAP)	FY 2017-18	$ -		$ 8,877	4			$ 8,877	4	22,150	Households provided with energy costs assistance
	FY 2018-19	$ -		$ 9,282	4			$ 9,282	4	23,500	
Veterans Services	FY 2017-18	$ 303	4	$ 30				$ 333	4	970	
	FY 2018-19	$ 291	4	$ -				$ 291	4	970	
Subtotal (Family and Community Services)	FY 2017-18	$ 3,514	35	$ 12,481	37	$ -	0	$ 15,995	72		
	FY 2018-19	$ 3,494	35	$ 12,747	37	$ -	0	$ 16,241	72		
TOTAL	FY 2017-18	$ 32,700	281	$ 87,123	217	$ 2,141	20	$ 121,964	518		
	FY 2018-19	$ 33,046	283	$ 90,141	225	$ 2,856	19	$ 126,043	527		

Homeless Trust

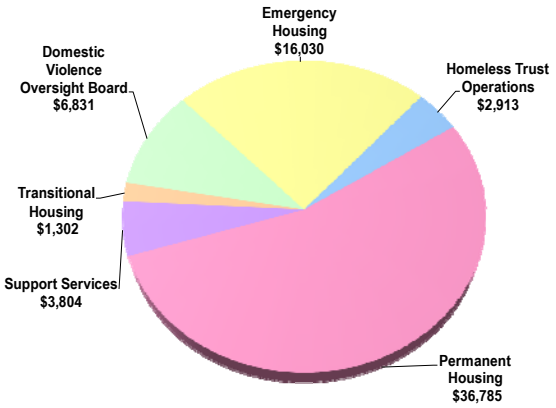
The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for services to homeless individuals and families throughout Miami-Dade County. The Homeless Trust advises the Board of County Commissioners on issues related to homelessness; serves as the identified "Collaborative Applicant" for the United States Department of Housing and Urban Development (USHUD) Continuum of Care 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) administratively and assists in coordinating and monitoring 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, temporary and permanent housing, and 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 8,600 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 partner, Chapman Partnership, 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 provides administrative support to 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 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”). 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 survivors. The DVOB coordinates and monitors the construction and operations of domestic violence centers in Miami-Dade County supported by the Food and Beverage Tax proceeds.

FY 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

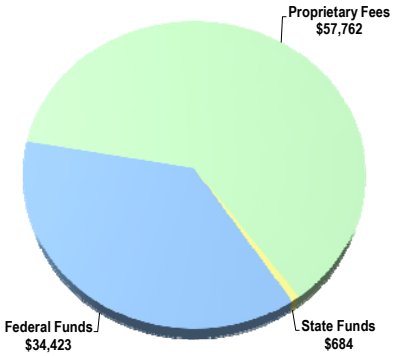


TABLE OF ORGANIZATION

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; provides administrative support to the Homeless Trust Board and the DVOB

FY 17-18	FY 18-19
19	20

DOMESTIC VIOLENCE OVERSIGHT BOARD (DVOB)

- Serves in an advisory capacity to the Board of County Commissioners on all issues related to domestic violence; coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County

FY 17-18	FY 18-19
1	1

The FY 2018-19 total number of full-time equivalent positions is 21

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
Carryover	28,846	29,710	26,079	30,747
Food and Beverage Tax	24,200	25,471	25,293	26,748
Interest Earnings	52	125	57	57
Miscellaneous Revenues	9	5	10	10
Other Revenues	200	200	200	200
State Grants	615	834	901	684
Federal Grants	26,188	24,393	31,967	34,423
Total Revenues	80,110	80,738	84,507	92,869
Operating Expenditures Summary				
Salary	1,405	1,416	1,582	1,664
Fringe Benefits	441	501	599	668
Court Costs	0	0	0	0
Contractual Services	113	151	90	132
Other Operating	488	659	492	573
Charges for County Services	624	586	403	323
Grants to Outside Organizations	47,521	48,035	53,224	59,607
Capital	8	9	6,795	4,698
Total Operating Expenditures	50,600	51,357	63,185	67,665
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	21,322	25,204
Total Non-Operating Expenditures	0	0	21,322	25,204

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: Health and Human Services				
Homeless Trust Operations	2,731	2,913	19	20
Domestic Violence Oversight Board	8,923	6,831	1	1
Emergency Housing	14,690	16,030	0	0
Permanent Housing	29,878	36,785	0	0
Support Services	5,058	3,804	0	0
Transitional Housing	1,905	1,302	0	0
Total Operating Expenditures	63,185	67,665	20	21

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	10	16	20	12	20
Fuel	2	0	0	0	0
Overtime	0	0	0	0	0
Rent	94	98	94	101	101
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	3	3	6	8	7
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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide effective services to homeless individuals and families in Miami-Dade County	Average number of days persons remain homeless	OC	↓	137	135	130	130	125
	Percentage of individuals who return to homelessness	OC	↓	25%	27%	26%	26%	25%
	Total number of homeless persons*	OC	↓	3,721	3,516	3,500	3,500	3,400
	Number of persons who achieve an increase in income upon exiting a homeless program	OC	↑	38%	61%	62%	62%	63%
	Number of persons entering the system for the first time**	OC	↓	6,213	5,448	5,425	5,425	5,400
	Percentage of persons who access permanent housing upon exiting a homeless program	OC	↑	63%	59%	60%	60%	61%

FY 2017-18 Actuals will be released through the HUD Exchange online platform during FY 2018-19 and will be updated accordingly

* The total number of homeless persons is obtained from an annual point-in-time count of sheltered and unsheltered persons performed on the last ten days in January

** Measured as per HUD guidelines; the measure encompasses a two-year period (first time = first time during the last two years)

DIVISION COMMENTS

- During FY 2017-18, the Homeless Trust secured $30.682 million in funding from USHUD to support an estimated 2,236 homeless and formerly homeless households and to create two new projects which will offer permanent supportive housing to an additional 42 chronically homeless individuals
- During the 2018 Legislative Session, the Homeless Trust secured a special appropriation of $250,000 for a Diversion First Mental Health Program; the program, in partnership with the 11th Judicial Circuit, will divert homeless persons with serious mental illness from jail into treatment and/or housing
- In Federal Fiscal Year (FFY) 2018, there was a ten percent increase in federal funding for USHUD programs; robust funding for critical affordable housing and community development programs, particularly homeless programs, are essential to preventing and ending homelessness; this includes Homeless Assistance Grants, Tenant and Project Based Rental Assistance Programs (Section 8, Family Unification Vouchers, Section 202/811 Supportive Housing Programs), public housing, HOME Investment Partnerships Program, Emergency Solutions Grants Program and Community Development Block Grant; more than half of the Homeless Trust's budget relies on direct federal funding, not including indirect partnerships with housing authorities, HUD-assisted property owners and entitlement jurisdictions
- During FY 2017-18 the Board of County Commissioners authorized the Homeless Trust to receive and expend supplemental Emergency Solutions Grant (ESG) funds from USHUD, in a total amount of $4.1 million to be allocated to homeless prevention and rapid rehousing services; the funds will become effective in FY 2018-19
- The FY 2018-19 Adopted Budget includes the addition of a Contract Monitor position to assist with the increasingly data-driven Notice of Funding Availability (NOFA) process, as well as data collection and reporting using the Homeless Management Information System ($66,000)
- The FY 2018-19 Adopted Budget includes $80,000 in Anti-Poverty Initiative funds from the City of Miami to provide a Risk Mitigation Fund to better engage and retain landlords willing to rent to homeless households
- In FY 2018-19, nearly $26.748 million in Food and Beverage taxes will be allocated for services for the homeless and for survivors of domestic violence
- The FY 2018-19 Adopted Budget includes $326,200 for Emergency Shelter (Crisis Housing) dedicated to serving youth, including pregnant and parenting youth, ages 18-24
- The FY 2018-19 Adopted Budget includes an additional $900,000 for Permanent Housing to serve highly vulnerable, long-term stayers in Emergency Shelter (Crisis Housing) programs
- The FY 2018-19 Adopted Budget includes $250,000 to rehabilitate an estimated 25 Miami-Dade County public housing units and provide homeless household referrals to the Public Housing and Community Development Department

- In FY 2018-19, the Homeless Trust Capital Reserves are funded at $3.191 million for future infrastructure repairs; Tax Equalization Reserves are funded at $4.217 million for any emergencies or significant reductions to the Food and Beverage Tax collection; Operating Reserves of $2.678 million will be fully allocated to anticipated funding needs for Chapman North and South Emergency Shelters ($1.0 million) and to Rapid Rehousing programs ($1.678 million)

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, and 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 survivors, and coordinates services between shelters

Strategic Objectives - Measures

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide advocacy, outreach, safe shelter, transportation, emergency financial assistance, emergency food and clothing to survivors of domestic crimes and their families	Clients provided emergency shelter and/ or services at The Lodge	OP	↔	1,083	1,209	1,200	1,717	1,200

DIVISION COMMENTS

- In FY 2018-19 the Division will continue to oversee the use of the 15 percent portion of the Food and Beverage Tax; approximately $1.9 million is budgeted for the continued support of “The Lodge," a shelter for survivors of domestic violence, as well as other supportive services
- 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; 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 concluded a comprehensive review of County services provided to survivors of domestic violence; the review was presented to the DVOB and other key stakeholders with the aim of guiding future program and budgeting decisions; the DVOB will review the recommendations to inform future programming and budgeting actions

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
Food and Beverage Tax	16,238	0	0	0	0	0	0	0	16,238
Total:	16,238	0	0	0	0	0	0	0	16,238
Expenditures									
Strategic Area: HH									
Domestic Violence Facilities	1,424	4,689	10,125	0	0	0	0	0	16,238
Total:	1,424	4,689	10,125	0	0	0	0	0	16,238

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the construction of the Second Domestic Violence Shelter funded with Food and Beverage Tax proceeds; 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 2018-19 and is scheduled to be completed in FY 2019-20 with an operational impact to the Department of $2.385 million starting in FY 2020-21 (total project cost $16.238 million; $4.689 million in FY 2018-19)

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Food and Beverage Tax	16,238	0	0	0	0	0	0	0	16,238
TOTAL REVENUES:	**16,238**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**16,238**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Art Allowance	28	115	14	0	0	0	0	0	157
Construction	0	3,853	9,307	0	0	0	0	0	13,160
Furniture Fixtures and Equipment	0	0	721	0	0	0	0	0	721
Permitting	213	0	0	0	0	0	0	0	213
Planning and Design	850	0	0	0	0	0	0	0	850
Project Administration	333	160	83	0	0	0	0	0	576
Technology Hardware/Software	0	561	0	0	0	0	0	0	561
TOTAL EXPENDITURES:	**1,424**	**4,689**	**10,125**	**0**	**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
PERMANENT SUPPORTIVE HOUSING	Various Sites	7,200
RAPID REHOUSING - SHORT-TO-MEDIUM TERM RENTAL ASSISTANCE	Various Sites	18,600
SENIOR SUPPORTIVE HOUSING	Various Sites	2,500
THE LODGE SHELTER FOR SURVIVORS OF DOMESTIC VIOLENCE - REPAIRS AND REFURBISHMENT	Not Applicable	2,500
THIRD DOMESTIC VIOLENCE SHELTER	Undisclosed	16,500
	UNFUNDED TOTAL	**47,300**

Public Housing and Community Development

The Department of Public Housing and Community Development (PHCD) administers funding for the County's housing and community development programs including public housing, subsidized private rental housing, affordable housing, rehabilitation and revitalization. These programs provide decent, safe, sanitary, and affordable housing; and promote viable urban communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals. PHCD's annual new funding comes primarily from 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) and Emergency Solutions Grant (ESG). Additionally, PHCD administers State of Florida Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) funds to develop and finance affordable housing.

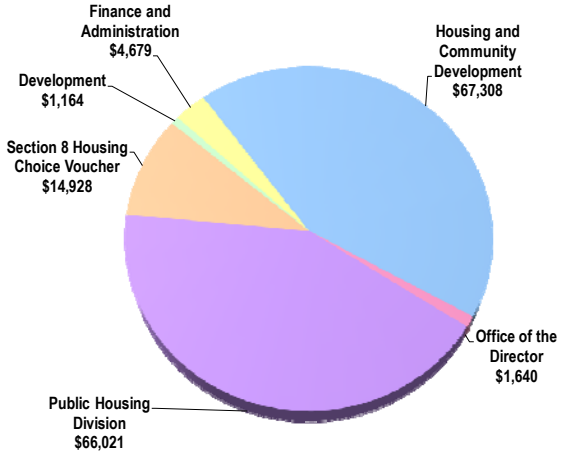
As part of the Health and Human Services and the Economic Development strategic areas, PHCD oversees, manages and operates approximately 9,700 units of public housing, of which 1,300 are tax credit units, and 829 mixed-income units, and provides monthly subsidies for approximately 17,000 households in various Section 8 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 as providing oversight on the construction of new affordable and workforce housing development projects and managing mixed-use development acquisition projects.

PHCD's stakeholders are the residents of Miami-Dade County with incomes ranging from extremely low to moderate, inclusive of those who are part of the County's workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and non-profit organizations and other County departments to achieve the mission of providing quality, affordable housing opportunities and economic independence opportunities to extremely low- and moderate-income residents of Miami-Dade County.

FY 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

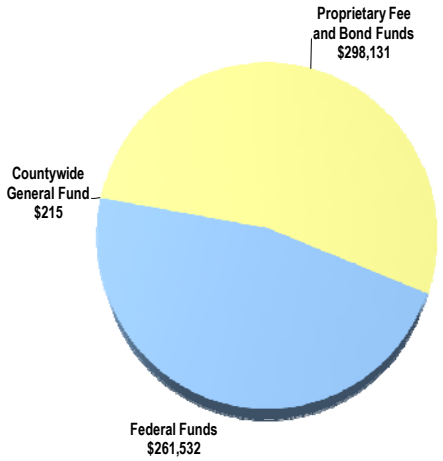


TABLE OF ORGANIZATION

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 the HUD Voluntary Compliance Agreement for residents with disabilities; monitors HUD's Public Housing Assessment System (PHAS); interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives

FY 17-18	FY 18-19
13	13

PUBLIC HOUSING DIVISION

- Responsible for oversight of all 9,700 County public housing units; 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; 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 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 17-18	FY 18-19
275	275

HOUSING AND COMMUNITY DEVELOPMENT

- Administers federal and state funded programs including CDBG, HOME, ESG, 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 and oversight of 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 17-18	FY 18-19
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; 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 fiscal and administrative oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF)

FY 17-18	FY 18-19
68	68

DEVELOPMENT

- Plans and implements redevelopment program on public housing sites and non-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's 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 17-18	FY 18-19
11	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, and Single Room Occupancy, HUD-Veterans Affairs Supportive Housing vouchers and project-based vouchers; conducts housing quality standards (HQS) inspections for all special programs; determines the eligibility and selection for Section 8 rental assistance programs

FY 17-18	FY 18-19
24	24

- **The FY 2018-19 total number of full-time equivalent positions is 428.**

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	0	0	0	215
Carryover - CD	1,906	2,223	2,230	1,224
Carryover - DRI/EZ/EH	5,012	6,916	7,450	9,322
Carryover - EDI/BEDI	4,545	2,580	2,453	774
Carryover CDBG	2,251	9,123	6,423	29,354
Carryover HOME	4,269	18,930	19,931	16,249
Carryover NSP	0	988	1,117	1,079
Carryover SHIP	8,551	10,459	14,132	14,955
Carryover Surtax	116,992	138,585	148,002	154,000
Documentary Stamp Surtax	40,635	36,593	37,000	30,000
Interest Income	589	181	190	262
Loan Repayments	13,978	15,106	10,141	12,106
Loans Servicing Fees	1,388	136	1,305	1,877
Miscellaneous Revenues	5,292	6,529	5,075	7,268
Program Income	734	0	19	53
Rental Income	17,778	18,171	18,570	18,171
SHIP	5,225	7,439	5,140	1,437
CDBG	3,778	7,549	8,669	12,758
CDBG Program Income	1,367	555	500	625
Emergency Shelter Grant	815	101	986	1,040
Federal Funds	8,713	6,712	4,537	5,719
HOME	7,323	10,137	3,383	4,845
HOME Program Income	5,540	493	1,200	789
Housing Assistance Payments	164,412	172,036	157,335	166,800
NSP Program Income	0	174	100	174
Public Housing Subsidy	40,188	42,868	46,856	48,343
Section 8 Admin Fee	16,976	16,448	19,863	20,439
Total Revenues	478,257	531,032	522,607	559,878
Operating Expenditures Summary				
Salary	23,940	26,231	31,489	31,395
Fringe Benefits	8,751	8,169	10,912	12,172
Court Costs	44	125	49	125
Contractual Services	29,208	18,769	30,367	30,024
Other Operating	67,845	88,488	63,999	74,623
Charges for County Services	8,163	7,000	7,326	7,401
Grants to Outside Organizations	0	0	0	0
Capital	0	0	0	0
Total Operating Expenditures	137,951	148,782	144,142	155,740
Non-Operating Expenditures Summary				
Transfers	160,639	164,885	155,735	166,800
Distribution of Funds In Trust	0	0	0	0
Debt Service	3,319	3,189	3,272	3,414
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	176,348	214,176	219,458	233,924
Total Non-Operating Expenditures	340,306	382,250	378,465	404,138

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 17-18	Adopted FY 18-19	Budget FY 17-18	Adopted FY 18-19
Strategic Area: Health and Human Services				
Office of the Director	1,634	1,640	13	13
Public Housing Division	63,818	66,021	275	275
Section 8 Housing Choice Voucher	14,695	14,928	24	24
Development	763	1,164	11	11
Finance and Administration	4,991	4,679	68	68
Strategic Area: Economic Development				
Housing and Community Development	58,241	67,308	29	29
Total Operating Expenditures	144,142	155,740	420	420

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	38	82	43	38	84
Fuel	121	191	121	267	197
Overtime	263	730	250	1,944	867
Rent	1,359	1,359	1,369	1,359	1,400
Security Services	1,589	2,111	1,615	2,845	2,174
Temporary Services	2,105	3,721	3,590	3,934	3,833
Travel and Registration	34	95	86	34	98
Utilities	10,378	11,057	10,872	11,181	11,389

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 PHCD's goals and objectives.

- 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
- Conducts fraud and criminal investigations and responds to appeals to the Director
- Provides management supervision for agency divisions and offices including the Applicant Leasing Center
- Interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives
- Oversees compliance functions with emphasis on the Public Housing Plan, the Section 8 Housing Choice Voucher Administrative Plan, the Public Housing Assessment System (PHAS), and the Consolidated Plan

DIVISION: PUBLIC HOUSING DIVISION

The Public Housing 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Comply with Housing and Urban Development (HUD) Regulations	PHAS point score*	OC	↑	77	Received Waiver/No Score	80	TBD	74
Maintain an acceptable level of vacant public housing units	Average occupancy rate	OC	↑	95%	94%	94%	96%	96%
	Average monthly number of families renting**	OP	↔	7,777	7,586	8,090	8,472	7,591

* The Department's goal is to achieve a Standard Performer or higher designation as measured by the PHAS score; the Public Housing Assessment System (PHAS) point score represents a computation based on U.S. HUD criteria that measures the efficiency of a public Housing Agency's management; scores of 90 points or above result in a high performer designation; scores below 90 but above 60 are designated as a standard performer; the Department received a waiver for FY 2016-17 and therefore there is no score; actual for FY 2017-18 is pending HUD final score; and target for FY 2018-19 reflects the anticipated impacts of the proposed federal budget cuts and the resulting impact on the Department's physical plant needs

** In FY 2017-18, PHCD dedicated additional resources to unit turnover, which resulted in increased leasing; Target for FY 2018-19 reflects a lower base number of units, due to units that will transition into mixed finance redevelopment and will no longer be counted under this measure

DIVISION COMMENTS

- Despite modest increases in overall allocations nationally for public housing in Federal Fiscal Year (FFY) 2018, actual allocations to PHCD were nominal; going forward, regardless of the final allocation number received for FFY 2019, the budget reductions currently being proposed by the Administration in the federal budget, when combined with the current backlog of the unmet capital and operational needs of PHCD's current portfolio, will not be covered by annual federal capital or operational funds that are received for public housing and will not bridge the current budgetary gap
- PHCD is exploring ways in which to effectively manage this shortfall through the use of HUD's Rental Assistance Demonstration (RAD) program; all funds that are obtained through the RAD program are subject to HUD approvals and availability of funding from both federal and private sector resources and in past years, the RAD program maintained a hard limit on the number of units nationally that were eligible for redevelopment; Congress recently increased the number of eligible redevelopment units that may qualify for funds under RAD from 225,000 to 455,000; this increase in the limit for eligible units serves as the basis for comprehensive redevelopment for all of HUD's public housing inventory; due to prior commitments by HUD, less than 100,000 units can qualify for RAD; as noted, PHCD is seeking reservation of enough units under RAD to cover the 6,426 units in its public housing inventory that are in need of major rehabilitation or redevelopment

DIVISION: SECTION 8 HOUSING CHOICE VOUCHER

The Section 8 Housing 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Maximize the effective use of Housing Choice Vouchers	Percentage of available annual budget authority used to lease in the Section 8 HCV program*	OC	↑	93%	101%	90%	100%	95%
Improve compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment Program (SEMAP) score**	OC	↑	135 / 93%	135 / 93%	140 / 97%	135 / 93%	140 / 97%

* FY 2018-19 Target was revised; to be rated as a Section Eight Management Assessment Program (SEMAP) high performer, housing authorities must expend at least 95 percent of their annual budget authority

** SEMAP measures the performance of the public housing agencies that administer the Housing Choice Voucher Program in 14 key areas; the actual points shown (out of a maximum of 145 obtainable points) translate into a percentage of the total points that may be obtained; scores of at least 90 percent shall be rated high performers; the final SEMAP score is due to HUD in November 2018

DIVISION COMMENTS

- For the fiscal year ending September 30, 2017, Section 8 met the requirements for the SEMAP High Performer designation by scoring 135 points which translates to 93 percent of the total 145 obtainable points; high performers have a score above 90 percent; SEMAP scores for the fiscal year ending September 30, 2018 will be published in January 2019
- The Department continues to analyze the projected staffing and operational impacts of the FFY 2019 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

DIVISION COMMENTS

- In FY 2018-19, one Construction Manager 1 position (CM1) and one Chief Real Estate Officer position will continue to administer the Infill Housing program ($215,000 total) reimbursed from the General Fund
- In FY 2018-19, the Division will continue the planning and administration of the redevelopment program, including Liberty Square, Lincoln Gardens, Senator Villas, and various other sites including the Martin Fine Villas, the Senior Campus, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23, Three Round Towers, Elizabeth Virrick I, Elizabeth Virrick II, Smathers Phase I, and Modello development projects on public housing and other County sites, as applicable

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 fiscal and administrative 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 60 days*	OC	↑	N/A	35%	5%	25%	40%

* Measure was created in FY 2015-16 with a target of 30 days to close loans; during FY 2017-18 the Department revised the goal to 60 days to close loans which is a realistic target given the available level of staff resources

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve compliance with Housing and Urban Development (HUD) regulations	Financial Assessment of Public Housing Agencies (FASS) Score*	OC	↑	25	Received Waiver/No Score	25	25	25
Improve compliance and quality assurance procedures	Percentage of invoices paid on time	OC	↑	83%	85%	90%	77%	86%
Maximize the effectiveness of the Surtax program	Percent of Surtax loans in repayment**	OP	↔	55%	80%	50%	67%	75%
Monitor contract activity	Percentage of vendor contracts reviewed for compliance***	OC	↑	20%	17%	20%	20%	20%

* The FASS Score is HUD's indicator measuring the financial condition of a public housing program; this indicator measures whether the housing agency has sufficient financial resources and is managing those resources effectively to support the provision of decent, safe, and sanitary housing in their public housing projects; the highest score achievable is 25

** Surtax Loans that are not in repayment are still in the Deferred Compliance Period and as such, repayment is either not required, or the repayment of the loan is based on the available cash flow of the property

*** Due to the large pool of vendor contracts, the measure focuses compliance efforts on potentially problematic contracts which generally comprise approximately 20 percent of the overall contracts

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve access to economic opportunities for low-to moderate income individuals	Number of jobs created or retained*	OC	↑	65	52	70	42	70
Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated**	OP	↔	1,272	1,218	1,500	995	1,500

* This is an economic development goal which utilizes CDBG funding; each $35,000 grant should result in one job; the estimated cost to create 70 jobs is $2.45 million dollars; the decrease in FY 2017-18 is directly attributed to the economic development contracts which were executed in December 2017, 11 months after the grant year began; this delay was due to late allocations from HUD of CDBG appropriations

** Figures reflect only those affordable housing units where PHCD funding was provided or those units resulting from a County public housing redevelopment project; FY 2017-18 Actual reflects delays in construction associated with Hurricane Irma and in approvals for credit underwriting

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve compliance with Housing and Urban Development (HUD) regulations	Percentage of CDBG projects completed on time*	EF	↑	60%	62%	65%	65%	70%
Improve compliance and quality assurance procedures	Number of Open HOME projects monitored twice a year**	OP	↔	45	30	45	21	45

* Timely completion of projects helps the Department maintain a ratio of unexpended funds not higher than 1.5 times the annual CDBG allocation

** FY 2017-18 Actual was impacted by the voluntary grant reduction

DIVISION COMMENTS

- The FY 2018-19 Documentary Stamp Surtax revenue is budgeted at $30 million; the FY 2018-19 carryover of $154 million is allocated to on-going projects; total funding, including Surtax, budgeted for affordable housing is $222.275 million
- The Calendar Year (CY) 2019 CDBG Entitlement is budgeted at $12.7 million; the CY 2019 HOME entitlement is budgeted at $4.8 million; and the CY 2019 Emergency Solutions Grant (ESG) entitlement is budgeted at $1.04 million; 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 2019 Community Development Block Grant includes economic development, housing, public service, and capital improvement activities, and includes an allocation for Administration of $2.55 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 2018-19 Adopted Budget
- During CY 2019, 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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
BBC GOB Financing	8,720	16,045	3,654	6,881	0	0	0	0	35,300
Capital Funds Financing Program	0	2,000	2,000	2,000	2,000	0	0	0	8,000
Capital Funds Program (CFP) - 714	6,512	0	0	0	0	0	0	0	6,512
Capital Funds Program (CFP) - 715	6,601	884	0	0	0	0	0	0	7,485
Capital Funds Program (CFP) - 716	4,094	2,492	1,313	0	0	0	0	0	7,899
Capital Funds Program (CFP) - 717	1,010	2,449	2,967	1,498	0	0	0	0	7,924
Capital Funds Program (CFP) - 718	0	1,010	2,449	2,967	1,498	0	0	0	7,924
Comm. Dev. Block Grant	440	0	0	0	0	0	0	0	440
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
Federal Health & Human Services	1,046	500	0	0	0	0	0	0	1,546
Hope VI Grant	516	2,819	1,829	0	0	0	0	0	5,164
Replacement Housing Factor (RHF)	6,525	100	0	0	0	0	0	0	6,625
Total:	35,464	30,299	16,212	15,346	3,498	0	0	0	100,819
Expenditures									
Strategic Area: HH									
Housing for Elderly and Families	8,494	1,600	0	0	0	0	0	0	10,094
New Affordable Housing Units	8,643	20,874	9,483	10,881	2,000	0	0	0	51,881
Procurement Improvements	0	0	0	0	0	0	0	0	0
Public Housing Improvements	18,327	7,825	6,729	4,465	1,498	0	0	0	38,844
Total:	35,464	30,299	16,212	15,346	3,498	0	0	0	100,819

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes $976,000 of Documentary Surtax funds to pay the debt service related to the Scott Carver Development Phase 3; the Surtax funds will be transferred to the Pay-As-You-Go Capital Improvement Fund (CIF)
- In FY 2018-19, 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 Gardens 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 for residents; the development contract amount for the project is $307.216 million of which $32.3 million is funded from the proceeds of the Building Better Communities General Obligation Bond Program, $8 million from the Capital Funds Financing Program, $6 million from Documentary Stamp Surtax funds, and $260.916 million from other miscellaneous non-County sources; the estimated annual operating impact will begin in FY 2020-21 when the development with be turned over to a private management company that will receive operating subsidies through PHCD; after this transfer takes place, the annual cost to PHCD to provide oversight of the private management company is estimated at $100,000 in anticipated revenue

- In FY 2018-19, PHCD is projected to expend $6.835 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 FFY 2018-19 proposed federal budget has not been adopted at the time of this printing and 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 2018-19, 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Capital Funds Program (CFP) - 714	1,179	0	0	0	0	0	0	0	1,179
Capital Funds Program (CFP) - 715	1,129	200	0	0	0	0	0	0	1,329
Capital Funds Program (CFP) - 716	1,370	326	300	0	0	0	0	0	1,996
Capital Funds Program (CFP) - 717	200	490	660	486	0	0	0	0	1,836
Capital Funds Program (CFP) - 718	0	200	490	660	486	0	0	0	1,836
TOTAL REVENUES:	**3,878**	**1,216**	**1,450**	**1,146**	**486**	**0**	**0**	**0**	**8,176**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Planning and Design	3,878	1,216	1,450	1,146	486	0	0	0	8,176
TOTAL EXPENDITURES:	**3,878**	**1,216**	**1,450**	**1,146**	**486**	**0**	**0**	**0**	**8,176**

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

DESCRIPTION: Modernize the one remaining historically 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Hope VI Grant	110	990	0	0	0	0	0	0	1,100
TOTAL REVENUES:	**110**	**990**	**0**	**0**	**0**	**0**	**0**	**0**	**1,100**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	940	0	0	0	0	0	0	940
Planning and Design	110	0	0	0	0	0	0	0	110
Project Administration	0	50	0	0	0	0	0	0	50
TOTAL EXPENDITURES:	**110**	**990**	**0**	**0**	**0**	**0**	**0**	**0**	**1,100**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	6,720	15,045	3,654	6,881	0	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	2,000	0	0	0	8,000
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
Hope VI Grant	406	1,829	1,829	0	0	0	0	0	4,064
Replacement Housing Factor (RHF)	1,517	0	0	0	0	0	0	0	1,517
TOTAL REVENUES:	**8,643**	**20,874**	**9,483**	**10,881**	**2,000**	**0**	**0**	**0**	**51,881**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	7,001	17,950	9,083	10,881	2,000	0	0	0	46,915
Planning and Design	1,230	1,700	0	0	0	0	0	0	2,930
Project Administration	412	1,224	400	0	0	0	0	0	2,036
TOTAL EXPENDITURES:	**8,643**	**20,874**	**9,483**	**10,881**	**2,000**	**0**	**0**	**0**	**51,881**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 716	20	17	13	0	0	0	0	0	50
Capital Funds Program (CFP) - 717	2	19	19	12	0	0	0	0	52
Capital Funds Program (CFP) - 718	0	2	19	19	12	0	0	0	52
TOTAL REVENUES:	**72**	**38**	**51**	**31**	**12**	**0**	**0**	**0**	**204**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	72	38	51	31	12	0	0	0	204
TOTAL EXPENDITURES:	**72**	**38**	**51**	**31**	**12**	**0**	**0**	**0**	**204**

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

DESCRIPTION: Provide funding for new public housing developments including Modello and Smathers Plaza

LOCATION: Various Sites — District Located: Countywide

Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Replacement Housing Factor (RHF)	5,008	100	0	0	0	0	0	0	5,108
TOTAL REVENUES:	**5,008**	**100**	**0**	**0**	**0**	**0**	**0**	**0**	**5,108**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	4,820	100	0	0	0	0	0	0	4,920
Planning and Design	188	0	0	0	0	0	0	0	188
TOTAL EXPENDITURES:	**5,008**	**100**	**0**	**0**	**0**	**0**	**0**	**0**	**5,108**

SENATOR VILLAS - DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING **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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	2,000	1,000	0	0	0	0	0	0	3,000
Comm. Dev. Block Grant	440	0	0	0	0	0	0	0	440
Federal Health & Human Services	1,046	500	0	0	0	0	0	0	1,546
TOTAL REVENUES:	**3,486**	**1,500**	**0**	**0**	**0**	**0**	**0**	**0**	**4,986**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	2,788	1,500	0	0	0	0	0	0	4,288
Planning and Design	349	0	0	0	0	0	0	0	349
Project Administration	349	0	0	0	0	0	0	0	349
TOTAL EXPENDITURES:	**3,486**	**1,500**	**0**	**0**	**0**	**0**	**0**	**0**	**4,986**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Capital Funds Program (CFP) - 714	5,333	0	0	0	0	0	0	0	5,333
Capital Funds Program (CFP) - 715	5,422	684	0	0	0	0	0	0	6,106
Capital Funds Program (CFP) - 716	2,704	2,149	1,000	0	0	0	0	0	5,853
Capital Funds Program (CFP) - 717	808	1,940	2,288	1,000	0	0	0	0	6,036
Capital Funds Program (CFP) - 718	0	808	1,940	2,288	1,000	0	0	0	6,036
TOTAL REVENUES:	**14,267**	**5,581**	**5,228**	**3,288**	**1,000**	**0**	**0**	**0**	**29,364**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	14,267	5,581	5,228	3,288	1,000	0	0	0	29,364
TOTAL EXPENDITURES:	**14,267**	**5,581**	**5,228**	**3,288**	**1,000**	**0**	**0**	**0**	**29,364**

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
PUBLIC HOUSING - REPAIRS, MODERNIZATION, AND EQUIPMENT	Various Sites	443,000
	UNFUNDED TOTAL	**443,000**

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

Printed using sustainable products

Miami-Dade Economic Advocacy Trust

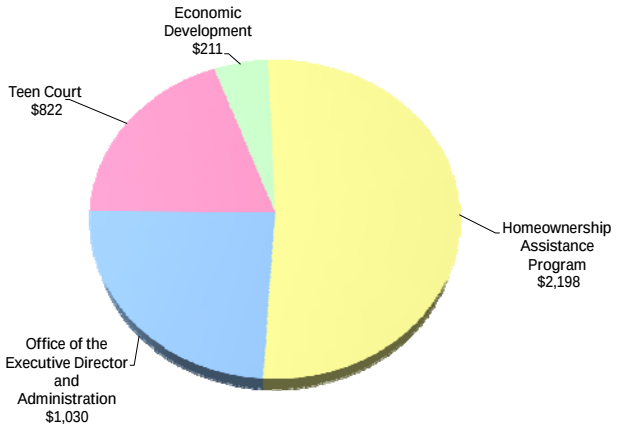
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black community within Targeted Urban Areas (TUA's) as identified by Miami-Dade County.

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 2018-19 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 17-18	FY 18-19
2	2

ADMINISTRATION

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

FY 17-18	FY 18-19
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 17-18	FY 18-19
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 17-18	FY 18-19
8	8

HOMEOWNERSHIP ASSISTANCE PROGRAM

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

FY 17-18	FY 18-19
5	5

The FY 2018-19 total number of full-time equivalent positions is 20

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	495	492	770	891
Carryover	3,607	4,641	4,059	5,985
Documentary Stamp Surtax	3,534	3,182	3,200	2,700
Donations	21	0	0	0
Interest Earnings	8	23	7	24
Local Business Tax Receipt	7	0	0	0
Surtax Loan Payback	2	2	2	2
Teen Court Fees	819	777	696	776
Total Revenues	8,493	9,117	8,734	10,378
Operating Expenditures Summary				
Salary	1,170	1,287	1,479	1,477
Fringe Benefits	395	454	555	594
Contractual Services	145	90	136	115
Other Operating	82	80	125	104
Charges for County Services	56	65	75	132
Grants to Outside Organizations	2,003	1,474	2,477	1,838
Capital	1	0	2	1
Total Operating Expenditures	3,852	3,450	4,849	4,261
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, Amortization, and Depletion	0	0	0	0
Reserve	0	0	3,885	6,117
Total Non-Operating Expenditures	0	0	3,885	6,117

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: Public Safety				
Teen Court	876	822	8	8
Strategic Area: Economic Development				
Office of the Executive Director and Administration	969	1,030	6	6
Economic Development	191	211	1	1
Homeownership Assistance Program	2,813	2,198	5	5
Total Operating Expenditures	4,849	4,261	20	20

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
Advertising	37	37	55	2	43
Fuel	0	0	0	0	0
Overtime	3	0	0	1	0
Rent	1	0	13	0	13
Security Services	21	19	20	19	10
Temporary Services	0	13	50	33	52
Travel and Registration	0	2	2	1	2
Utilities	11	12	13	9	9

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 COMMENTS

- During FY 2017-18, one Senior Executive Secretary position was reclassified to a Departmental Administrative Coordinator position to streamline the Trust's administrative 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase the number of new homeowners	New homeowners provided closing costs and down payment assistance*	OP	↔	410	294	350	275	275
	Affordable housing community forums and housing events held	OP	↔	36	31	36	32	40

*Actuals for FY 2017-18 reflect a decrease in the availability of housing units for qualified first-time homeowners; the FY 2018-19 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase the number of successful small businesses in targeted areas	Community Economic Development Forums sponsored	OP	↔	2	3	6	6	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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Decrease juvenile arrests	Juveniles referred to Teen Court*	OP	↔	404	298	400	218	300
	Workshops held for Teen Court participants*	OP	↔	198	193	200	191	200
	Courtroom sessions held by participating juveniles*	OP	↔	249	225	216	161	220

*Actuals for FY 2017-18 reflect programmatic changes that impacted the length of time and the number of juveniles that participated in the Teen Court program; the numbers of juveniles served was also lower than the prior year due to a decrease in juvenile arrests

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget continues 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 ($36,000)

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
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 or more TUAs	$0	$100	0
Total	**$62**	**$348**	**2**

Regulatory and Economic Resources

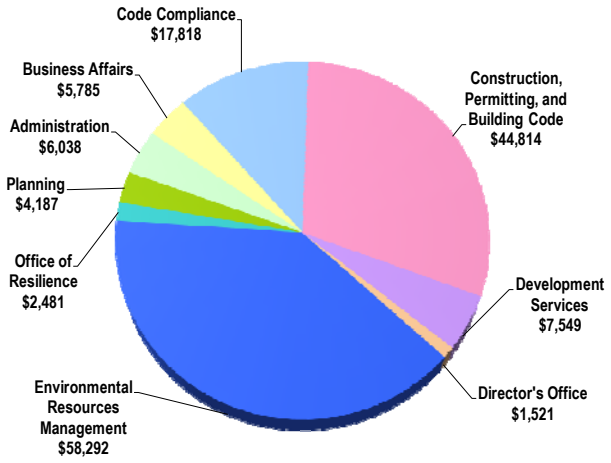
The Regulatory and Economic Resources (RER) Department's mission is to enable sustainable economic development through smart regulatory, planning, and resiliency strategies, and business expansion initiatives. In fulfilling this mission, the Department strives to provide efficient regulatory, planning 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

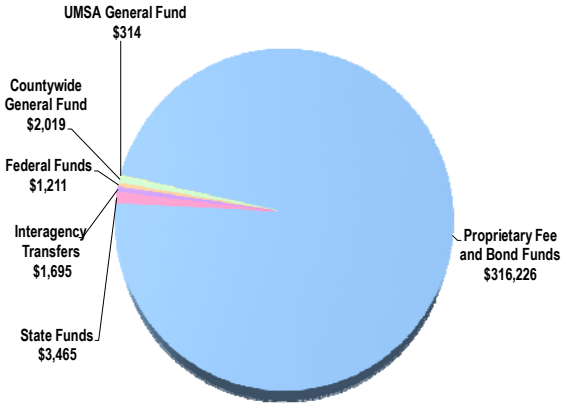


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

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

FY 17-18	FY 18-19
11	9

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 17-18	FY 18-19
66	67

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 17-18	FY 18-19
44	45

CONSTRUCTION, PERMITTING AND BUILDING CODE

- Serves as the Building Official for unincorporated Miami-Dade County; ensures compliance with the Florida Building Code, unsafe structures, and other applicable regulations through review of plans and inspection of construction; processes Certificates of Occupancy, Completion and Use; assesses impact fees; responsible for administration of the Board of Rules and Appeals Committees, and the Unsafe Structures and Construction Trades Qualifying Boards; responsible for processing of product approvals, training and certification of inspectors and plans examiners, and processing of contractor licenses

FY 17-18	FY 18-19
395	278

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 17-18	FY 18-19
373	381

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 17-18	FY 18-19
48	48

PLANNING

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

FY 17-18	FY 18-19
30	28

CODE COMPLIANCE

- 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, including unsafe structures violations, through enforcement activities; and provides residential and commercial zoning enforcement

FY 17-18	FY 18-19
0	127

OFFICE OF RESILIENCE

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

FY 17-18	FY 18-19
11	13

The FY 2018-19 total number of full-time equivalent positions is 996.75

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	1,533	1,710	1,769	2,019
General Fund UMSA	537	537	176	314
Auto Tag Fees	1,891	1,886	1,750	1,900
Building Administrative Fees	1,224	1,714	828	1,250
Carryover	117,184	133,669	128,297	145,337
Code Compliance Fees	4,682	4,717	3,630	3,858
Code Fines / Lien Collections	7,804	8,867	7,560	7,980
Construction / Plat Fees	3,178	4,127	2,893	3,906
Contractor's Licensing and Enforcement Fees	1,817	1,471	1,551	1,503
Environmentally Endangered Land Fees	603	689	675	800
Fees and Charges	2,958	2,974	2,520	2,789
Foreclosure Registry	1,120	947	852	720
Impact Fee Administration	2,971	3,067	2,175	3,445
Local Business Tax Receipt	471	471	471	471
Miscellaneous Revenues	259	403	221	423
Operating Permit Fee	8,273	7,837	7,627	7,662
Other Revenues	1,700	2,668	5,051	5,139
Permitting Trades Fees	31,266	30,197	30,586	33,112
Plan Review Fee	9,983	9,793	8,820	9,320
Planning Revenue	1,580	1,420	252	635
Product Control Certification Fees	2,451	1,961	2,327	2,488
Stormwater Utility Fees (County)	35,061	35,246	33,358	41,845
Transfer From Other Funds	0	0	0	681
Utility Service Fee	30,506	31,936	29,964	33,661
Zoning Revenue	8,485	8,478	7,560	7,301
State Grants	4,164	2,632	2,630	3,465
Federal Grants	1,245	1,039	953	1,211
Airport Project Fees	370	389	500	500
Interagency Transfers	2,810	7,866	7,844	1,195
Total Revenues	286,126	308,711	292,840	324,930
Operating Expenditures Summary				
Salary	66,146	69,669	71,545	74,266
Fringe Benefits	19,928	23,353	25,611	28,236
Court Costs	3	5	13	20
Contractual Services	4,131	3,642	5,623	5,232
Other Operating	10,392	11,564	12,387	12,506
Charges for County Services	20,640	21,783	24,538	25,054
Grants to Outside Organizations	357	430	430	430
Capital	2,107	2,763	4,067	2,741
Total Operating Expenditures	123,704	133,209	144,214	148,485
Non-Operating Expenditures Summary				
Transfers	21,501	24,609	30,541	37,269
Distribution of Funds In Trust	0	0	0	0
Debt Service	7,252	7,252	7,252	7,252
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	110,833	131,924
Total Non-Operating Expenditures	28,753	31,861	148,626	176,445

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: Neighborhood and Infrastructure				
Administration	6,181	6,038	66	67
Code Compliance	0	17,818	0	127
Construction, Permitting, and Building Code	60,583	44,814	395	278
Development Services	7,477	7,549	48	48
Director's Office	1,683	1,521	11	9
Environmental Resources Management	55,902	58,292	373	381
Office of Resilience	2,474	2,481	11	13
Planning	4,158	4,187	30	28
Strategic Area: Economic Development				
Business Affairs	5,756	5,785	44	45
Total Operating Expenditures	144,214	148,485	978	996

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
	(dollars in thousands)				
Advertising	274	311	334	315	339
Fuel	256	270	248	305	265
Overtime	1,036	901	1,106	1,036	1,083
Rent	7,687	8,452	8,587	8,459	8,689
Security Services	25	20	33	29	33
Temporary Services	188	385	397	307	433
Travel and Registration	150	193	183	180	210
Utilities	834	874	1,082	830	1,010

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 17-18	Adopted Fee FY 18-19	Dollar Impact FY 18-19
• Various Development Services and Expedite Fees	Several	Several	$203,000
• Environmental Impact (EDI) and EDI Expedite Fees	Several	Several	$497,000
• Stormwater Utility Research (SUR) and SUR Expedite Fees	Several	Several	$45,000
• Stormwater Utility Fee (Equivalent Residential Unit Per Month)	$4	$5	$7,839,000
• Various Code Compliance Fees	Several	Several	$150,000

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 COMMENTS

- The FY 2018-19 Adopted Budget includes the transfer of two positions to the Code Compliance Division to enhance customer service and building code compliance activities

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, and inspection of construction.

- Processes construction permit applications
- Inspects structures to ensure compliance with the Florida Building Code (FBC) and issues permits
- 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Receive and process construction permit applications and provide support to inspections and plans processing	Permits issued*	OP	↔	48,961	50,988	48,000	67,830	50,000
Ensure building compliance with the FBC and other codes through inspections, plans processing, enforcement, and educational outreach	Percentage of field inspections rejected	EF	↓	14%	15%	25%	15%	20%
	Average business days to process residential permit applications**	EF	↓	12	11	15	10	12
	Average business days to process commercial permit applications**	EF	↓	23	22	25	22	23

* FY2017-18 Actuals reflect increased activity due to permits issued as a result of Hurricane Irma

** These measures capture timeframes for plans reviewed concurrently by all disciplines

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of six positions ($456,000) for enhanced permitting customer service support and environmental plan review, the transfer of two positions from other divisions for administrative and managerial support, and the transfer of 125 positions to the Code Compliance Division as a result of a departmental reorganization

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, and 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 of and action upon appeals or requests for variances

Strategic Objectives - Measures

- NI3-1: Maintain air quality

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure timely processing of air quality inspections and permits	Percentage of state air quality permits issued within 60 days	EF	↑	91%	98%	100%	100%	100%
	Percentage of County air quality permits issued within eight days	EF	↑	99%	91%	100%	74%	100%

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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 eight business days	EF	↑	93%	93%	95%	95%	95%
Facilitate prompt resolution of citizen environmental complaints	Percentage of sanitary nuisance complaints responded to within 24 hours	EF	↑	91%	96%	95%	93%	95%
Minimize the impact of development on environmental resources	Percentage of Resource Protection Permit applications reviewed within 30 days (Class I - VI Permits)	EF	↑	100%	99%	95%	96%	99%
	Percentage of wetland acres reviewed for unauthorized impacts	EF	↑	52%	83%	50%	50%	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	↑	98%	99%	95%	92%	99%
	Percentage of surface water monitoring samples collected within 30 days	EF	↑	100%	99%	97%	98%	99%

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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 within 60 days	EF	↑	91%	93%	90%	93%	92%
	Percentage of wellfield monitoring samples collected on a annual basis	EF	↑	99%	99%	95%	99%	99%

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of eight positions ($598,000) in order to comply with the Federal Clean Water Act and the Consent Decree with Federal and State Agencies with the goal of eliminating sanitary sewer overflows and prohibited bypasses
- The FY 2018-19 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 2018-19, 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 2018-19, 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) and funding for Environment Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division ($430,000)
- The FY 2018-19 Adopted Budget includes a transfer of $140,000 to the Miami River Commission for debris removal and water purification activities along the portion of the Miami River West of NW 27th Avenue that lies within the Unincorporated Municipal Service Area (UMSA)
- In FY 2018-19, the Stormwater Utility fee will increase to $5.00 from $4.00 per month for each equivalent residential unit; additional funds will be used for drainage capital improvements in critical areas to reduce flooding and capital improvements to the secondary canal system
- The FY 2018-19 Adopted Budget includes a $3.5 million transfer from the Environmentally Endangered Lands (EEL) Acquisition Trust Fund to the EEL Management Trust Fund for continued maintenance of previously purchased properties

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, 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 2018-19 Adopted Budget includes a reimbursement 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
- The FY 2018-19 Adopted Budget includes the transfer of one position to the Construction, Permitting, and Building Code Division for administrative support relating to permitting activities and the transfer of one position to Administration for enhanced administrative, strategic planning, budgetary and financial oversight

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 2018-19 Adopted Budget includes the transfer of one position to the Construction, Permitting, and Building Code Division to support zoning plan review and impact fee administration activities and one position transferred from Administration for platting services

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 2018-19 Adopted Budget includes the addition of one position ($134,000) and the transfer of one position from Planning for enhanced administrative, strategic planning, budgetary and financial oversight, and the transfer out of one position to Development Services for platting services
- The FY 2018-19 Adopted Budget includes payments in the amount of $126,000 for services provided by Audit and Management Services ($75,000), Human Resources ($42,000), and Finance ($9,000) 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, administration of the Television, Film and Entertainment Production Incentives Program, 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Identify opportunities for film industry growth	Film industry jobs created	OC	↑	11,803	11,035	12,500	12,640	12,500

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase opportunities for international trade	Business matchmaking meetings arranged	OP	↔	200	165	180	180	180
	Inbound missions supported*	OP	↔	58	50	10	48	50

* Target was revised in FY 2018-19 to be in line with actual performance

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of one position ($75,000) to facilitate increased caseload of wage theft complaints previously handled by the Department of Labor
- The FY 2018-19 Adopted Budget includes support from the Greater Miami Convention and Visitors Bureau ($175,000) for 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 $40.6 million have been approved
- In FY 2018-19, the Department will verify compliance with the Film and Entertainment Production Incentive Program grant for approved production studios; the program was 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Coordinate internal County sustainability initiatives	Number of activities implemented to decrease Countywide energy consumption	OP	↔	33	35	36	40	39
	Number of adaptation/resiliency activities in progress or completed	OP	↔	14	14	20	20	11

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of two positions ($82,000) to implement policy to mitigate the effects of sea level rise
- In FY 2018-19, the Department will complete the Enhanced Capital Plan to address medium and long-term sea level rise risks to County government and the community, and to evaluate the financial feasibility of various solutions, as well as utilize the Rapid Action Plan ($200,000 incurred in FY 2017-18) to identify and prioritize projects that can be implemented first to address the most immediate sea level rise vulnerabilities within the County's critical infrastructure ($400,000 programmed in FY 2018-19, $600,000 total)
- In FY 2018-19, the Department, along with its counterparts in the City of Miami Beach and City of Miami, will release and begin implementing the Greater Miami and the Beaches Resilience Strategy that includes actions to address priority shocks and stresses, including and not limited to sea level rise, an insufficient transportation system, the lack of affordable housing, and infrastructure failure
- In FY 2018-19, the Department will continue to develop a program for existing large private and public sector buildings to track and reduce energy and water consumption and associated costs, and increase the performance and resilience of facilities in our community

DIVISION: CODE COMPLIANCE

The Code Compliance Division administers code compliance efforts related to the Florida Building Code (FBC), which includes construction work conducted without a permit and unsafe structures violations, Neighborhood Codes, which includes zoning and property owners' maintenance violations, and Contractor Licensing enforcement activities

- 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 outreach and promotion of voluntary compliance
- Oversees nuisance abatement, zoning violations, and other maintenance regulations

Strategic Objectives - Measures

- NI4-1: Ensure buildings are safer

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve response time for reviewing property maintenance and zoning complaints	Average calendar days from zoning complaint to first inspection	EF	↓	5	3	5	6	3
	Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection	EF	↓	5	4	5	5	3
	Rate of Voluntary Compliance with Warning Letters Issued	EF	↑	63%	65%	55%	63%	67%
	Average Days from Junk/Trash/Overgrowth Complaint to First Inspection	EF	↓	6	3	5	5	3

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the transfer of 125 positions from the Construction, Permitting, and Building Code Division resulting from a department reorganization, as well as the transfer of two positions from the Director's Office to enhance customer service and building code compliance activities

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
Army Corps of Engineers	13,094	3,962	0	0	0	0	0	0	17,056
BBC GOB Financing	20,409	9,730	16,027	16,309	26,924	18,500	8,248	7,252	123,399
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	1,999	0	0	0	0	0	0	0	1,999
Biscayne Bay Envir. Trust Fund	1,000	1,000	0	0	0	0	0	0	2,000
Endangered Lands Voted Millage	4,000	0	0	0	0	0	0	0	4,000
Florida Department of Environmental Protection	6,214	1,508	1,527	0	0	0	0	0	9,249
Florida Inland Navigational District	100	100	0	0	0	0	0	0	200
Future Financing	0	0	0	0	0	10,000	0	0	10,000
Pay-As-You-Go CIF	0	710	0	0	0	0	0	0	710
Stormwater Utility	0	6,000	2,170	2,170	3,638	4,800	3,212	0	21,990
US Department of Agriculture	6,233	0	0	0	0	0	0	0	6,233
Total:	81,651	23,010	19,724	18,479	30,562	33,300	11,460	7,252	225,438
Expenditures									
Strategic Area: NI									
Beach Projects	25,951	7,100	3,254	0	0	0	0	0	36,305
Drainage Improvements	0	6,000	2,170	2,170	3,638	4,800	3,212	0	21,990
Environmental Projects	15,509	2,600	3,000	3,000	4,324	10,000	0	0	38,433
Environmentally Endangered Lands Projects	31,691	3,000	3,000	4,309	500	500	500	500	44,000
Nuisance Control	0	710	0	0	0	0	0	0	710
Strategic Area: ED									
Community Development Projects	5,000	4,100	8,800	9,500	22,600	18,500	8,248	7,252	84,000
Total:	78,151	23,510	20,224	18,979	31,062	33,800	11,960	7,752	225,438

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of 39 vehicles ($880,000) as part of the Department's fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the continuation of unsafe structures inspections and demolitions funded from the Pay-As-You-Go Capital Improvement Fund (CIF) ($500,000)
- In FY 2018-19, activities will continue to be funded by the Pay-As-You-Go Capital Improvement Fund (CIF) 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 2018-19, the Department will continue to maintain and improve beaches, which enhance quality of life and increase tourism, through the Miami-Dade County Beach Erosion and Renourishment Program funded from the Army Corps of Engineers ($3.962 million), Florida Department of Environmental Protection ($1.508 million), and Building Better Communities General Obligation Bond proceeds ($1.630 million); the total project cost is $36.305 million, with $7.1 million in FY 2018-19; additionally, $18 million comprised of local funds and City of Miami Beach funds will be set aside over the next six years towards additional projects to be identified
- In FY 2018-19, the Department will continue restoring and stabilizing the wetlands, shoreline, and islands in and adjacent to Biscayne Bay and its tributaries funded from the Biscayne Bay Environmental Trust Fund ($1 million) and Florida Inland Navigational District grant proceeds ($100,000); the total project cost is $2.2 million, with $1.1 million in FY 2018-19
- In FY 2018-19, 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 funded from Building Better Communities General Obligation Bond proceeds ($2.5 million) and EEL voted millage ($500,000); the total project cost is $44 million, with $3 million in FY 2018-19

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	**0**	**10**	**0**	**0**	**0**	**0**	**0**	**0**	**10**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Army Corps of Engineers	13,094	3,962	0	0	0	0	0	0	17,056
BBC GOB Financing	6,643	1,630	1,727	0	0	0	0	0	10,000
Florida Department of Environmental Protection	6,214	1,508	1,527	0	0	0	0	0	9,249
TOTAL REVENUES:	**25,951**	**7,100**	**3,254**	**0**	**0**	**0**	**0**	**0**	**36,305**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	25,951	7,100	3,254	0	0	0	0	0	36,305
TOTAL EXPENDITURES:	**25,951**	**7,100**	**3,254**	**0**	**0**	**0**	**0**	**0**	**36,305**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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**

CANAL IMPROVEMENTS **PROJECT #: 2000000940**

DESCRIPTION: Provide improvements to the secondary canal system to include maintenance dredging and bank restoration

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Stormwater Utility	0	6,000	2,170	2,170	3,638	4,800	3,212	0	21,990
TOTAL REVENUES:	**0**	**6,000**	**2,170**	**2,170**	**3,638**	**4,800**	**3,212**	**0**	**21,990**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	6,000	2,170	2,170	3,638	4,800	3,212	0	21,990
TOTAL EXPENDITURES:	**0**	**6,000**	**2,170**	**2,170**	**3,638**	**4,800**	**3,212**	**0**	**21,990**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $200,000

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

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	5,000	3,000	4,000	4,500	18,500	18,500	8,248	7,252	69,000
TOTAL REVENUES:	**5,000**	**3,000**	**4,000**	**4,500**	**18,500**	**18,500**	**8,248**	**7,252**	**69,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	5,000	3,000	4,000	4,500	18,500	18,500	8,248	7,252	69,000
TOTAL EXPENDITURES:	**5,000**	**3,000**	**4,000**	**4,500**	**18,500**	**18,500**	**8,248**	**7,252**	**69,000**

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

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	1,100	4,800	5,000	4,100	0	0	0	15,000
TOTAL REVENUES:	**0**	**1,100**	**4,800**	**5,000**	**4,100**	**0**	**0**	**0**	**15,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	1,100	4,800	5,000	4,100	0	0	0	15,000
TOTAL EXPENDITURES:	**0**	**1,100**	**4,800**	**5,000**	**4,100**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	4,387	2,500	2,500	3,809	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:	**35,191**	**2,500**	**2,500**	**3,809**	**0**	**0**	**0**	**0**	**44,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Land Acquisition/Improvements	31,691	3,000	3,000	4,309	500	500	500	500	44,000
TOTAL EXPENDITURES:	**31,691**	**3,000**	**3,000**	**4,309**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	4,379	1,500	3,000	3,000	4,324	0	0	0	16,203
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	1,655	0	0	0	0	0	0	0	1,655
Future Financing	0	0	0	0	0	10,000	0	0	10,000
US Department of Agriculture	6,233	0	0	0	0	0	0	0	6,233
TOTAL REVENUES:	**14,409**	**1,500**	**3,000**	**3,000**	**4,324**	**10,000**	**0**	**0**	**36,233**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Land Acquisition/Improvements	14,409	1,500	3,000	3,000	4,324	10,000	0	0	36,233
TOTAL EXPENDITURES:	**14,409**	**1,500**	**3,000**	**3,000**	**4,324**	**10,000**	**0**	**0**	**36,233**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	200	0	0	0	0	0	0	200
TOTAL REVENUES:	**0**	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	200	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	**0**	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**200**

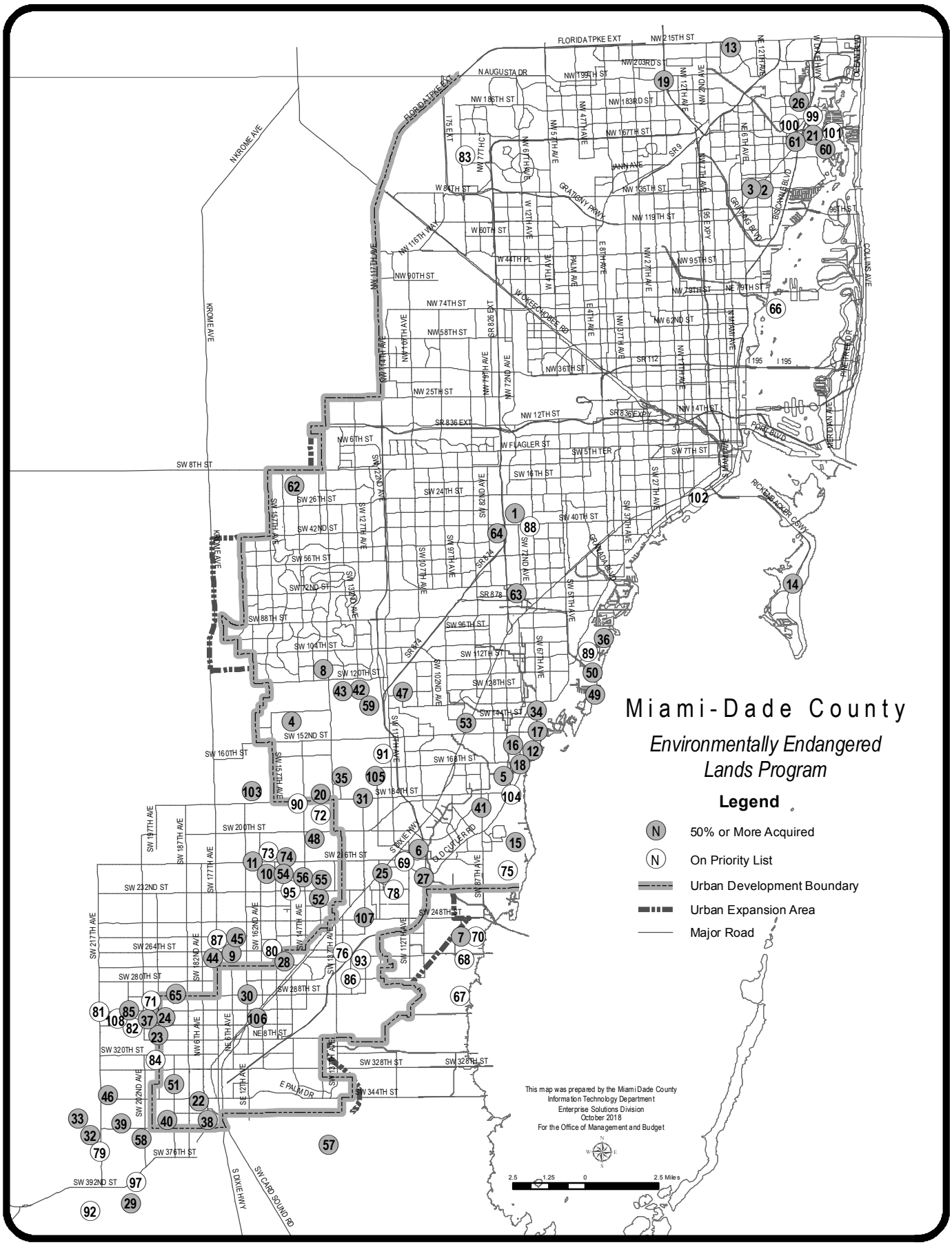
UNSAFE STRUCTURES - DEMOLITION **PROJECT #: 10022210**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	**0**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	**0**	**500**	**0**	**0**	**0**	**0**	**0**	**0**	**500**


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 2018
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	20,426	♦
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	14,572	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
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

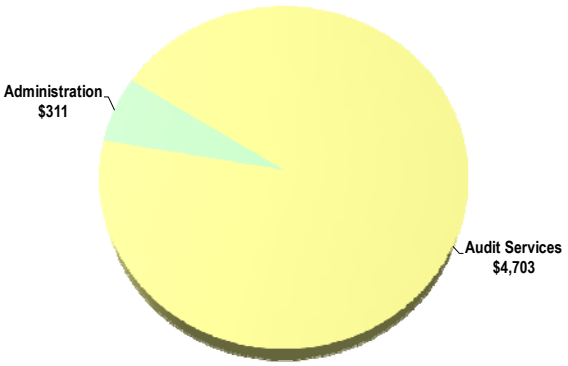
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

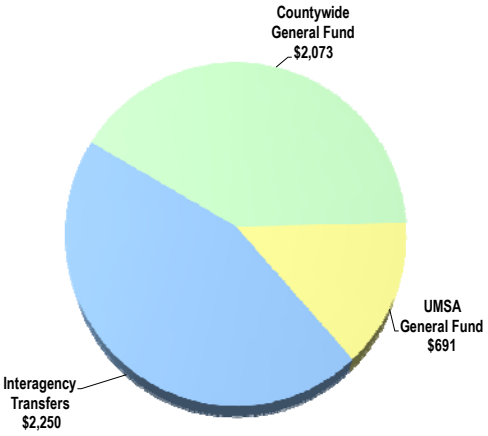


TABLE OF ORGANIZATION

AUDIT SERVICES

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

FY 17-18	FY 18-19
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 17-18	FY 18-19
4	3

The FY 2018-19 total number of full-time equivalent positions is 37

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	1,621	1,813	1,933	2,073
General Fund UMSA	568	604	644	691
Fees for Services	2,150	2,162	2,250	2,250
Total Revenues	4,339	4,579	4,827	5,014
Operating Expenditures Summary				
Salary	3,029	3,227	3,408	3,485
Fringe Benefits	911	1,055	1,187	1,278
Court Costs	0	0	0	0
Contractual Services	0	0	0	0
Other Operating	114	116	160	167
Charges for County Services	38	42	62	74
Grants to Outside Organizations	0	0	0	0
Capital	14	2	10	10
Total Operating Expenditures	4,106	4,442	4,827	5,014
Non-Operating Expenditures Summary				
Transfers	23	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	23	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Administration	303	311	4	3
Audit Services	4,524	4,703	34	34
Total Operating Expenditures	4,827	5,014	38	37

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
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	5	4	10	2	10
Utilities	35	31	32	33	34

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Conduct audits aimed at operational efficiency and effectiveness	Percentage of audit reports issued within 90 days of fieldwork completion	EF	↑	53%	46%	50%	51%	50%
	Amount collected from assessments (in thousands)	OC	↑	$2,255	$1,863	$1,500	$3,136	$1,500
	Amount assessed from audits (in thousands)*	OC	↑	$2,855	$860	$3,000	$4,487	$3,000
	Audit reports issued**	OP	↔	30	52	30	43	30
	Percentage of planned follow-up audits completed***	OP	↔	4%	74%	40%	47%	50%

* 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 the 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 on compliance audits for the Citizen's Independent Transportation Trust.

ADDITIONAL INFORMATION

- The FY 2018-19 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
- *The FY 2018-19 Adopted Budget includes the elimination of a vacant Clerk 4 position.*

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	$455	5
Total	**$0**	**$455**	**5**

Commission on Ethics and Public Trust

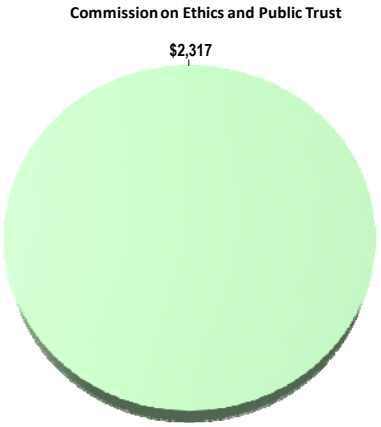
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

As part of the General Government strategic area, the Ethics Commission is dedicated to reinforcing public trust in the administration of government by informing County and municipal elected officials, the public, and the 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. It also provides guidance on State of Florida Public Records and Government in the Sunshine laws. 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. The Ethics Commission works closely with the Office of the Inspector General and the State Attorney's Office, as well as other criminal law enforcement agencies.

FY 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

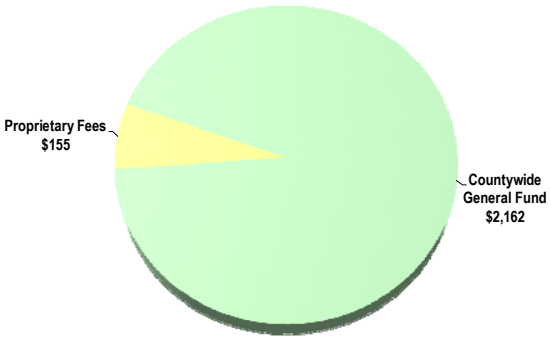


TABLE OF ORGANIZATION

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 17-18	FY 18-19
13	13

The FY 2018-19 total number of full-time equivalent positions is 14.6 FTE

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	1,814	1,883	1,981	2,162
Carryover	303	320	119	0
Fees and Charges	61	82	65	85
Lobbyist Trust Fund	86	65	70	70
Total Revenues	2,264	2,350	2,235	2,317
Operating Expenditures Summary				
Salary	1,403	1,506	1,593	1,587
Fringe Benefits	389	477	482	531
Court Costs	0	0	0	0
Contractual Services	1	1	1	1
Other Operating	120	199	130	138
Charges for County Services	29	25	24	55
Capital	2	2	5	5
Total Operating Expenditures	1,944	2,210	2,235	2,317
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 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Commission on Ethics and Public Trust	2,235	2,317	13	13
Total Operating Expenditures	2,235	2,317	13	13

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	0	0	0	0	0
Fuel	1	1	1	1	1
Overtime	0	0	0	0	0
Rent	97	94	101	96	97
Security Services	1	0	1	1	1
Temporary Services	0	0	0	0	0
Travel and Registration	3	2	7	5	6
Utilities	3	14	6	18	13

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve the image of County Government	Number of complaints filed	IN	↔	40	29	40	51	35
	Number of requests for opinions and inquiries filed	IN	↔	292	386	375	353	365
	Number of investigations handled	OP	↔	108	83	100	92	95
	Number of Lobbyist Appeals*	IN	↔	45	55	45	10	45
	Number of Ethics trainings and workshops	OP	↔	379	389	425	393	410
	Percentage of County employees trained within the past three years	OC	↑	95%	97%	100%	100%	100%

*FY 2017-18 Actual reflects impact of additional outreach efforts that reduced the need for lobbyist appeals

ADDITIONAL INFORMATION

- The Ethics Commission staff conducted its 7th Annual Ethical Governance Day during October 2018; 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 continuing 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; current efforts include adoption of the Public Service Honor Code by all municipalities and the proposed Civility Oath by the County
- 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 2018-19 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

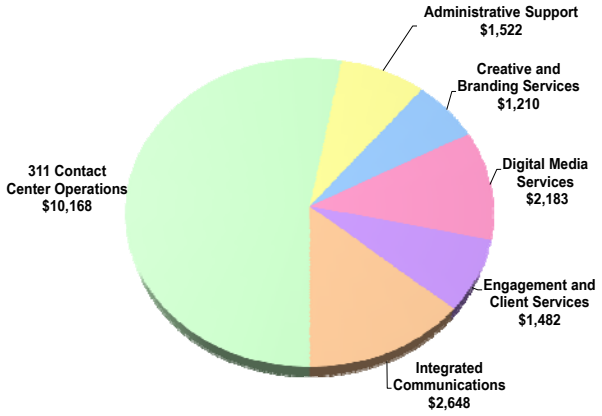
The Communications Department links County government to more than 2.7 million residents and over 15 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal (www.miamidade.gov), Miami-Dade Television (MDTV), digital media, printed collateral, and multi-lingual radio programming. These service channels facilitate access to government services, assist departments in disseminating information 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

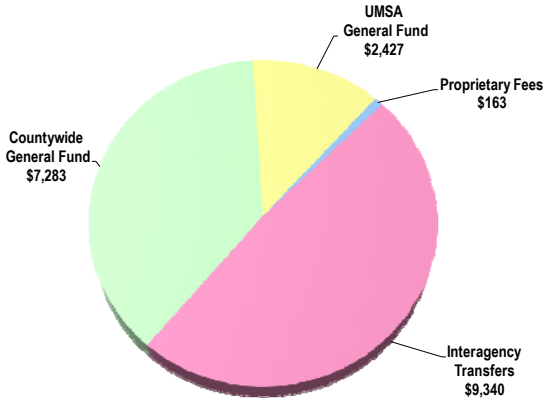


TABLE OF ORGANIZATION

DIRECTOR'S OFFICE

- Provides overall leadership, direction, and coordination of departmental operations; establishes departmental policies and procedures

FY 17-18	FY 18-19
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 17-18	FY 18-19
105	105

ADMINISTRATIVE SUPPORT

- Directs all personnel, procurement, contract management, financial and budgeting functions
- Responsible for fiscal activities, internal controls, and performance reporting

FY 17-18	FY 18-19
5	6

DIGITAL MEDIA SERVICES

- Provides gavel-to-gavel television and web 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 17-18	FY 18-19
14	14

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 17-18	FY 18-19
17	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 17-18	FY 18-19
7	7

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 17-18	FY 18-19
10	10

The FY 2018-19 total number of full-time equivalent positions is 167.91

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	3,854	5,014	6,968	7,283
General Fund UMSA	1,353	1,764	2,323	2,427
Fees for Services	224	140	163	163
Interagency Transfers	10,495	10,244	9,426	9,340
Total Revenues	15,926	17,162	18,880	19,213
Operating Expenditures Summary				
Salary	10,198	10,654	11,107	10,933
Fringe Benefits	3,457	3,852	4,223	4,438
Court Costs	0	0	0	0
Contractual Services	249	201	694	441
Other Operating	718	1,272	1,045	1,397
Charges for County Services	1,219	1,098	1,677	1,870
Grants to Outside Organizations	0	0	0	0
Capital	32	85	134	134
Total Operating Expenditures	15,873	17,162	18,880	19,213
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 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
311 Contact Center Operations	10,297	10,168	105	105
Administrative Support	1,654	1,522	7	8
Engagement and Client Services	978	1,482	7	7
Integrated Communications	2,916	2,648	17	17
Digital Media Services	1,889	2,183	14	14
Creative and Branding Services	1,146	1,210	10	10
Total Operating Expenditures	18,880	19,213	160	161

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
Advertising	240	115	135	128	190
Fuel	1	1	4	1	4
Overtime	31	217	75	18	75
Rent	0	34	0	45	16
Security Services	0	0	2	6	2
Temporary Services	149	50	155	70	235
Travel and Registration	12	11	36	38	51
Utilities	76	65	97	53	73

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase access to government information and services	Call volume (in millions)	IN	↔	1.7	1.6	1.3	1.3	1.5
Provide quality service delivery	Average call wait time (in seconds)*	EF	↓	189	249	180	187	180

* The FY 2016-17 Actual 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

- For FY 2018-19, the 311 Contact Center hours will remain the same as FY 2017-18, from 7am to 7pm on Monday through Friday, and 8am to 5pm on Saturday
- *Seven part-time 311 Call Center Specialist positions were eliminated from the Department's table of organization for FY 2018-19*

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Reduce processing time	Invoices processed within 45 calendar days	EF	↑	97%	95%	98%	94%	98%

DIVISION COMMENTS

- During FY 2017-18, one Special Projects Administrator 2 position was transferred from Integrated Communications and reclassified to a Clerk 4 position

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

- The FY 2018-19 Adopted Budget includes funding for the 2019 Miami-Dade County Hurricane Guide; the comprehensive guide will be mailed to every household in the county and will include preparedness material along with information regarding pertinent pre-, during-, and post-storm services available to residents
- *A part-time Marketing Services Coordinator position was eliminated from the Department's table of organization for FY 2018-19*

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase access to government information and services	Visits to the internet portal (in millions)	IN	↔	36	36	37	39	37

DIVISION COMMENTS

- *Four part-time Web Publisher positions were eliminated from the department's table of organization for FY 2018-19*
- During FY 2017-18, one Special Projects Administrator 2 position was transferred to Administrative Support and reclassified to a Clerk 4 position
- The FY 2018-19 Adopted Budget includes the transfer of one Web Publisher position from the Elections Department

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 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase access to government information and services	Number of "Likes" to the Miami-Dade County Facebook page (in thousands)	OC	↔	49	65	55	68	66

DIVISION COMMENTS

- In FY 2017-18, the Department completed 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 beginning in FY 2018-19

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

- In FY 2018-19, the Department will continue its Service Level Agreement with the Elections Department for translation services ($50,000)
- *A part-time Graphics Designer position was eliminated from the department's table of organization for FY 2018-19*

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Acquire a Customer Relationship Management (CRM) solution that can store and manage customer information across all County touchpoints; the solution maintains all information about a customer and prompts the customer to keep that information up to date and accurate. Used in conjunction with the CRM, a case management component tracks and records issues and their respective resolutions	$2,000	$1,200	0
Fund one position in the 311 Contact Center to provide onsite IT Field Services support through an SLA with ITD	$0	$96	1
Total	**$2,000**	**$1,296**	**1**

CAPITAL BUDGET SUMMARY

(dollars in thousands)		PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue										
Pay-As-You-Go CIF		1,234	0	0	0	0	0	0	0	1,234
	Total:	1,234	0	0	0	0	0	0	0	1,234
Expenditures										
Strategic Area: GG										
Equipment Acquisition		1,021	213	0	0	0	0	0	0	1,234
	Total:	1,021	213	0	0	0	0	0	0	1,234

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes funding from the Pay-As-You-Go Capital Improvement Fund (CIF) for the purchase of six camera lenses compatible with high-definition video ($96,000) which will replace the Department's current outdated and aging equipment; these lenses are critical to Miami-Dade TV's live meeting coverage as they have reached a reasonable life expectancy
- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes funding from the Pay-As-You-Go Capital Improvement Fund (CIF) for the purchase of new tilt camera heads and robotic controllers ($99,000); these purchases are essential as support and replacement parts are no longer available from the manufacturer

FUNDED CAPITAL PROJECTS
(dollars in thousands)

CAMERA EQUIPMENT **PROJECT #: 2000000674**

DESCRIPTION: Replace 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	99	0	0	0	0	0	0	0	99
TOTAL REVENUES:	**99**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**99**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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 LENSES **PROJECT #: 2000000672**

DESCRIPTION: Purchase six camera lenses compatible with high-definition (HD) video

LOCATION: 111 NW 1 St — District Located: 5

City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	96	0	0	0	0	0	0	0	96
TOTAL REVENUES:	**96**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**96**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	1,039	0	0	0	0	0	0	0	1,039
TOTAL REVENUES:	**1,039**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,039**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	1,021	18	0	0	0	0	0	0	1,039
TOTAL EXPENDITURES:	**1,021**	**18**	**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
LOBBY MONITOR SYSTEM	111 NW 1 St	65
PHOTOGRAPHY - SOFTWARE MANAGEMENT UPGRADE	111 NW 1 St	75
PRODUCTION - ASSET MANAGER MULTIMEDIA PRODUCTION SOFTWARE	111 NW 1 St	15
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
	UNFUNDED TOTAL	**489**

Elections

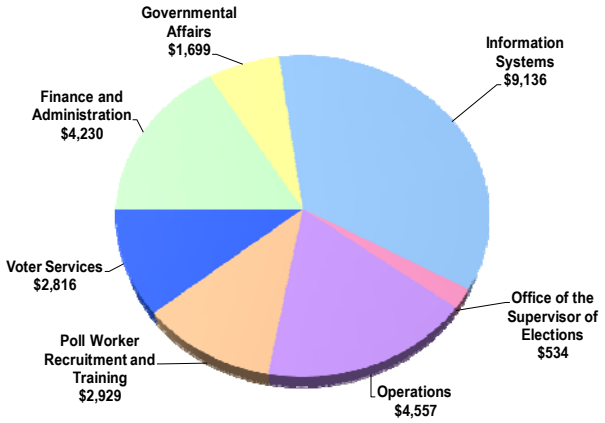
The Elections Department conducts elections that are accurate, convenient, and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal, and special taxing district elections are conducted and tabulated in a correct, uniform, and 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

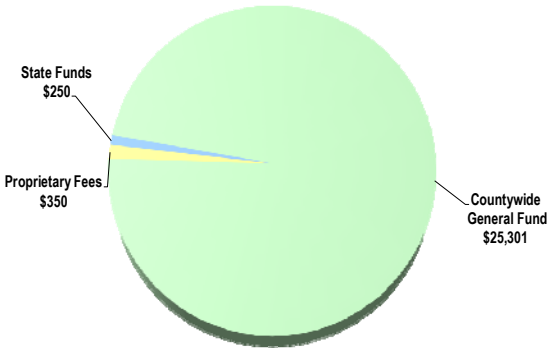


TABLE OF ORGANIZATION

OFFICE OF THE SUPERVISOR OF ELECTIONS

- Formulates and directs overall policy for Department operations; ensures adherence with federal, state, and local election laws

FY 17-18	FY 18-19
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 17-18	FY 18-19
12	12

VOTER SERVICES

- Oversees voter registration services; manages the statewide Voter Registration System; manages absentee voting and departmental mailroom activities; processes petitions

FY 17-18	FY 18-19
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 17-18	FY 18-19
22	22

OPERATIONS

- Oversees warehouse activities, including elections equipment logistics, ballot tracking and asset management; secures polling places countywide and ensures ADA compliance

FY 17-18	FY 18-19
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 17-18	FY 18-19
10	10

POLL WORKER RECRUITMENT AND TRAINING

- Manages poll worker recruitment, training and compensation and coordinates collection center activities on election night

FY 17-18	FY 18-19
12	12

The FY 2018-19 total number of full-time equivalent positions is 99

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	32,036	25,331	20,168	25,301
Municipal Reimbursement	1,918	1,045	1,778	350
State Grants	251	312	250	250
Total Revenues	34,205	26,688	22,196	25,901
Operating Expenditures Summary				
Salary	16,770	14,869	10,937	12,810
Fringe Benefits	2,333	2,791	2,791	2,989
Court Costs	0	50	0	50
Contractual Services	2,496	2,832	1,831	2,715
Other Operating	5,106	3,198	3,514	2,848
Charges for County Services	5,410	2,753	3,086	4,452
Grants to Outside Organizations	33	47	37	37
Capital	139	148	0	0
Total Operating Expenditures	32,287	26,688	22,196	25,901
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 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Finance and Administration	3,248	4,230	10	10
Governmental Affairs	1,790	1,699	12	12
Information Systems	6,727	9,136	22	22
Office of the Supervisor of Elections	530	534	3	3
Operations	3,703	4,557	18	18
Poll Worker Recruitment and Training	3,477	2,929	12	12
Voter Services	2,721	2,816	22	22
Total Operating Expenditures	22,196	25,901	99	99

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	511	545	522	523	496
Fuel	42	31	86	39	8
Overtime	714	522	331	442	367
Rent	208	145	230	25	105
Security Services	118	77	60	68	82
Temporary Services	9,446	8,454	3,915	5,055	5,541
Travel and Registration	18	28	45	12	35
Utilities	786	662	497	614	560

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Effectively administer countywide and municipal elections	Municipal Clerk satisfaction with Elections Department overall	OC	↑	99%	99%	99%	97%	99%

DIVISION COMMENTS

- As part of the Department's ongoing commitment to educate voters, which will result in greater efficiencies in voter wait time, all registered voters received a sample ballot by mail summarizing the questions being presented for the 2018 Gubernatorial Election

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Effectively administer countywide and municipal elections	Number of days to code ballots for all countywide elections	EF	↓	5	5	3	5	3
	Percentage of voters who voted early (all elections)*	OC	↑	18.3%	22.9%	25%	10%	25%
	Percentage of vote by mail ballots tabulated on time - countywide and special elections	OC	↑	95%	100%	95%	100%	95%

* The FY 2016-17 Actual has been revised to include the number of voters who participated in the special elections held in June and September 2017; the previous amount reported reflected only results from the 2016 General Election; the FY 2017-18 Actual includes the number of voters who participated in the special elections held in February, May and June 2018.

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes funding for a total of twenty-eight (28) early voting sites, open for 12 hours per day for fourteen (14) early voting days for the 2018 Gubernatorial Election; the hours for early voting were from 7am to 7pm; three additional early voting sites were added at Florida International University, Miami-Dade College North Campus, and Miami-Dade College Kendall Campus to further enhance voter participation
- *The FY 2018-19 Adopted Budget includes the transfer of one Web Publisher position to the Communications Department*
- The FY 2018-19 Adopted Budget includes the addition of one Computer Technician 2 position

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 2018-19 Adopted Budget includes the utilization of temporary employees hired through contracted employment agencies to provide extensive support for early voting, absentee ballot processing, and Election Day assistance
- As part of the efforts to achieve efficiencies by providing more equipment at polling locations, the FY 2018-19 Adopted Budget includes funding for the rental of additional Ballot on Demand (BOD) printers and DS200 ballot scanners to deploy to early voting sites for the 2018 Gubernatorial Election

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 vote by mail
- 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide voter registration services and opportunities for absentee voting	New voter registrations*	OP	↔	98,845	68,505	45,000	49,222	45,000
	Percentage of voters utilizing vote by mail**	EF	↑	41%	26%	50%	48%	50%

* The amounts for the FY 2015-16 Actual and FY 2016-17 Actual are associated with the Department's community outreach events coinciding with the 2016 General Election

** FY 2016-17 Actual reflects low percentage of voters voting absentee in scheduled municipal elections

- GG7-3: Qualify candidates and petitions in accordance with the law

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Qualify candidates and petitions in accordance with the law	Petition reviews completed per hour	EF	↑	26	44	35	35	35

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide quality service delivery	Election Central - Average call wait time (in seconds)*	EF	↑	49	12	60	8	15

* FY 2016-17 and FY 2017-18 Actuals reflect reduced call wait time due to better trained and more knowledgeable staff responding to calls from polling locations

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 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure compliance with regulations regarding candidates for elective office	Percentage of Treasurers' reports audited within 15 calendar days	EF	↑	99%	100%	95%	98%	99%

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 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure well-trained poll workers	New poll workers trained*	OP	↔	2,347	1,096	1,500	2,477	1,500

* The FY 2015-16 Actual reflects the recruitment and staffing of poll workers coinciding with the 2016 General Election; the FY 2017-18 Actual reflects the recruitment and staffing of poll workers coinciding with the 2018 Gubernatorial Election

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget continues funding for a poll worker recruitment campaign; the campaign will assist the Department in maintaining its database of 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
Purchase the replacement of one Vote by Mail ballot inserter	$950	$100	0
Total	**$950**	**$100**	**0**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
Future Financing	0	6,115	0	0	0	0	0	0	6,115
Pay-As-You-Go CIF	90	0	0	0	0	0	0	0	90
Total:	90	6,115	0	0	0	0	0	0	6,205
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	0	6,205	0	0	0	0	0	0	6,205
Total:	0	6,205	0	0	0	0	0	0	6,205

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes funding from the Pay-As-You-Go Capital Improvement Fund (CIF) for 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 its inventory in an efficient manner, providing for a more accurate disbursement and collection of voting equipment during an election
- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes funding from the Pay-As-You-Go Capital Improvement Fund (CIF) for 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 photocopy documents; the heavy duty high imaging scanner will provide savings over time to the Department in supplies and staff time
- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes funding for the purchase of 1,000 ADA compliant voting units and associated software, hardware, and training costs as mandated by the State of Florida, which will provide a paper trail for voters with disabilities ($6.115 million); as a result of this implementation the Department will have an annual operating impact of $478,000 in FY 2019-20

FUNDED CAPITAL PROJECTS

(dollars in thousands)

ADA COMPLIANT VOTING SYSTEM — PROJECT #: 2000000815

DESCRIPTION: Purchase 1,000 ADA compliant voting units and associated software and hardware mandated by F.S.101.56075; state statutes mandate that all counties must be compliant in providing a paper trail for voters with disabilities by the year 2020

LOCATION: 2700 NW 87 Ave, Doral — District Located: Countywide — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future Financing	0	6,115	0	0	0	0	0	0	6,115
TOTAL REVENUES:	**0**	**6,115**	**0**	**0**	**0**	**0**	**0**	**0**	**6,115**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Technology Hardware/Software	0	6,115	0	0	0	0	0	0	6,115
TOTAL EXPENDITURES:	**0**	**6,115**	**0**	**0**	**0**	**0**	**0**	**0**	**6,115**

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of $478,000 and includes 0 FTE(s)

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
Doral — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	70	0	0	0	0	0	0	0	70
TOTAL REVENUES:	**70**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**70**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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 — District Located: 12
Doral — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	20	0	0	0	0	0	0	0	20
TOTAL REVENUES:	**20**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**20**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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
ELECTIONS BUILDING - IMPACT WINDOWS AND HURRINCANE SHUTTERS	2700 NW 87 Ave	900
ELECTIONS BUILDING - RECONFIGURATION AND WAREHOUSE SPACING	2700 NW 87 Ave	1,000
	UNFUNDED TOTAL	**1,900**

Finance

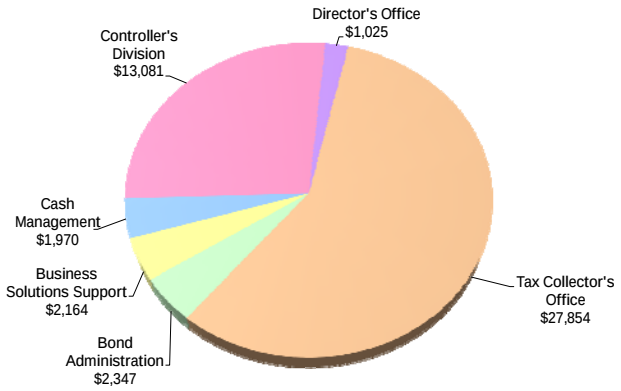
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution, and collection on delinquent 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, the Information Technology Department, and outside financial consultants.

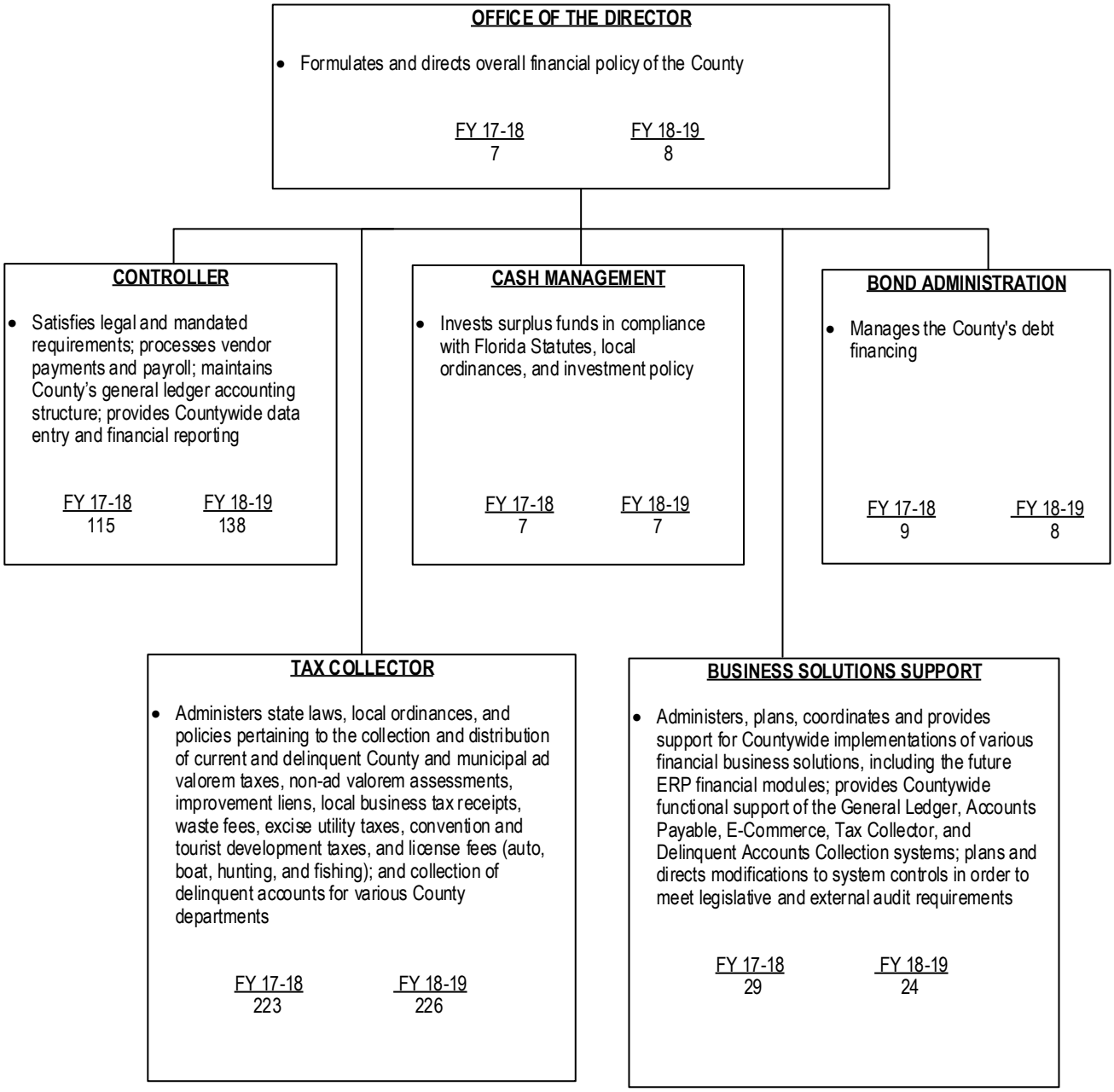
FY 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

TABLE OF ORGANIZATION



The FY 2018-19 total number of full-time equivalent positions is 418 FTEs

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
Ad Valorem Fees	11,570	13,402	12,507	13,951
Auto Tag Fees	13,795	13,651	13,881	14,435
Bond Transaction Fees	3,358	1,253	645	600
Carryover	6,975	11,636	6,937	6,672
Credit and Collections	3,788	4,067	6,095	6,441
Local Business Tax Receipt	3,964	3,913	3,975	4,000
Other Revenues	3,962	4,060	3,702	3,862
Tourist Tax Fees	3,788	3,806	3,760	4,217
Interdepartmental Transfer	576	557	749	164
Other	2,787	2,287	2,516	2,963
Total Revenues	54,563	58,632	54,767	57,305
Operating Expenditures Summary				
Salary	21,556	21,529	23,384	25,200
Fringe Benefits	6,459	7,753	8,962	10,102
Court Costs	16	17	17	26
Contractual Services	720	1,007	1,418	1,037
Other Operating	5,585	5,937	6,686	6,872
Charges for County Services	3,455	4,428	4,982	4,911
Grants to Outside Organizations	0	0	0	0
Capital	128	8	769	293
Total Operating Expenditures	37,919	40,679	46,218	48,441
Non-Operating Expenditures Summary				
Transfers	5,009	8,742	8,549	8,864
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
Other Non-Operating Adjustments	0	0	0	0
Total Non-Operating Expenditures	5,009	8,742	8,549	8,864

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Director's Office	701	1,025	7	8
Controller's Division	11,118	13,081	115	138
Tax Collector's Office	26,800	27,854	223	226
Bond Administration	3,044	2,347	9	8
Cash Management	1,880	1,970	7	7
Business Solutions Support	2,675	2,164	29	24
Total Operating Expenditures	46,218	48,441	390	411

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	52	59	95	54	94
Fuel	0	0	0	0	0
Overtime	83	123	99	93	103
Rent	2,014	2,255	2,453	2,431	2,402
Security Services	241	235	261	252	306
Temporary Services	739	320	477	328	422
Travel and Registration	40	34	111	47	133
Utilities	202	165	200	155	198

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 2018-19 Adopted Budget includes the addition of one Personnel Specialist 3 to address increased responsibilities assigned to the Finance Department HR section

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Monitor and report timely payment of invoices	Percentage of invoices paid within 45 calendar days	EF	↑	87%	87%	90%	91%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	70%	67%	70%	79%	70%

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	Awarded	Pending	Award

* 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

- *During FY 2017-18, one Finance Section Manager position was eliminated*
- During FY 2017-18, five positions were transferred from the Business Solutions Support Division to enhance the County's Consolidated accounts payable invoice Imaging and Workflow Automation (IWA) system
- During FY 2017-18, one Accountant 3 position overage was approved for succession planning and overall continuity of operations in the Accounting and Reporting Section

- During FY 2017-18, three overages were approved to assist with the FEMA cost reimbursement process from Hurricane Irma; these positions will be funded from the FEMA grant
- During FY 2017-18, three overage positions were approved to assist with the County's consolidated accounts payable IWA system; these positions will be funded from the IT Funding Model
- The FY 2018-19 Adopted Budget includes the addition of one Finance Section Manager, one Finance Section Assistant Manager, three Accountant 4s, one Accountant 3, and one Accountant 2 for succession planning and overall continuity of operations
- The FY 2018-19 Adopted Budget includes the addition of five Finance Shared Services Technician positions to assist with the County's consolidated accounts payable IWA system; these positions will be funded from the IT Funding Model

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
- Oversees operation of 25 private auto tag agencies in the County
- Collects delinquent accounts receivable for various County departments

Strategic Objectives - Measures

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↑	$1,243,750	$1,453,477	$1,547,160	$1,678,542	$1,625,000

* The FY 2016-17 figure was changed to reflect updated Actuals

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Process distributions of taxes collected to each taxing authority	Total number of distributions processed*	OP	↔	17	17	14	16	14
Enhance collection efforts	Debt portfolio fees collected (in thousands)**	OC	↑	$3,788	$4,067	$6,095	$6,777	$6,441
Maximize revenues through intensive collection activity	Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)***	OC	↑	$12,114	$13,093	$16,406	$22,123	$20,869
	Average number of accounts worked per day per collector	EF	↑	45	43	50	46	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

* * The FY 2016-17 figure was changed to reflect updated Actuals

*** The FY 2016-17 figure was changed to reflect updated Actuals

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of three Tax Revenue Specialist positions to enhance the Auto Tag Customer Service Unit in the Tax Collector Division
- During FY 17-18, the Division hired 14 Finance Collections Specialists generating annualized additional gross revenues of $439,000 per position

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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

DIVISION COMMENTS

- *The FY 2018-19 Adopted Budget includes the elimination of a Senior Bond Analyst*

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 surplus County funds, averaging between $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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↑	0.52%	0.90%	1.00%	1.59%	1.46%

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 the Information Technology Department (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 2017-18, five positions were transferred to the Controller's Division to enhance the County's Consolidated Accounts Payable Invoice IWA System

ADDITIONAL INFORMATION

- The FY 2018-19 Adopted Budget includes $3.713 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 ($360,000), Transportation Planning Organization ($43,000), Office of Management and Budget ($50,000), Parks, Recreation and Open Spaces ($126,000), Regulatory and Economic Resources ($9,000), Seaport ($8,000), Internal Services ($7,000), Tourist Development Tax ($20,000), Aviation ($64,000) and Water and Sewer Department ($15,000) for accounting and compliance support; and an Information Technology Department transfer from the IT Funding Model ($2.963 million) to support the operations of Image and Workflow Automation (IWA)
- In FY 2017-18, the Department is expected to transfer $7.8 million to Capital Improvement Fund (CIF) to fund pay-as-you-go capital projects; the FY 2018-19 Adopted Budget includes an $8.7 million transfer to CIF
- In FY 2017-18, Finance along with the Information Technology Department, Office of Management and Budget, Human Resources and Internal Services Department began implementation of the Enterprise Resource Planning (ERP) System; the FY 2018-19 Adopted Budget includes funding from the ERP Project budget to support the implementation of the ERP system ($1.812 million)

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
Finance Operating Revenues	1,745	200	0	0	0	0	0	0	1,945
Total:	1,745	200	0	0	0	0	0	0	1,945
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	345	200	0	0	0	0	0	0	545
Facility Improvements	0	400	1,000	0	0	0	0	0	1,400
Total:	345	600	1,000	0	0	0	0	0	1,945

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the acquisition and installation of an automated mail opener, extractor, scanner, and payment processing software to replace aging equipment no longer being supported by the vendor; the Department is projecting the installation of the system to be completed by close of FY 2018-19 (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 Ave, City of Miami — District Located: 5 — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Finance Operating Revenues	345	200	0	0	0	0	0	0	545
TOTAL REVENUES:	**345**	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**545**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Technology Hardware/Software	345	200	0	0	0	0	0	0	545
TOTAL EXPENDITURES:	**345**	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**545**

RECONFIGURE - 25TH AND 26TH FLOORS — PROJECT #: 2000000975

DESCRIPTION: Reconfigure the Finance area of the 25th and 26th floors to improve work flow and maximize the usage of space to meet current departmental needs

LOCATION: 111 NW 1 St, City of Miami — District Located: 5 — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Finance Operating Revenues	1,400	0	0	0	0	0	0	0	1,400
TOTAL REVENUES:	**1,400**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1,400**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	0	400	1,000	0	0	0	0	0	1,400
TOTAL EXPENDITURES:	**0**	**400**	**1,000**	**0**	**0**	**0**	**0**	**0**	**1,400**

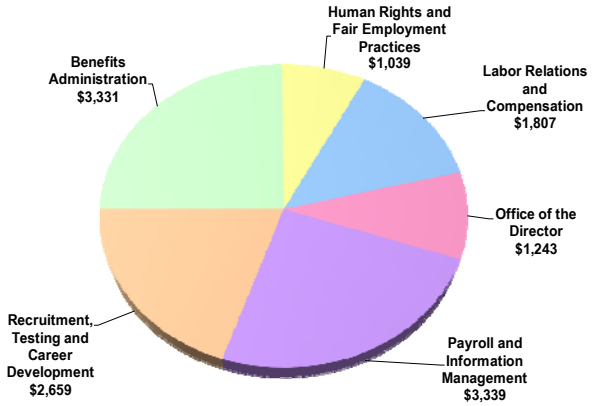
Human Resources

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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

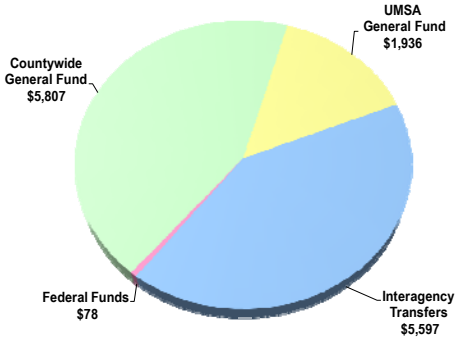


TABLE OF ORGANIZATION

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 17-18	FY 18-19
5	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; facilitates ERP system implementation; manages employee personnel and medical records

FY 17 -18	FY 18 -19
33	37

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 17-18	FY 18-19
15	16

BENEFITS ADMINISTRATION

- Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; administers the pre-tax spending accounts, FRS and deferred compensation (457) plans, and employee recognition and wellness programs; provides counseling, assessments and referrals for substance abuse or other employee assistance needs

FY 17-18	FY 18-19
25	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 17-18	FY 18-19
26	25

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 17-18	FY 18-19
9	9

The FY 2018-19 total number of full-time equivalent positions is 117

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	4,491	4,936	5,385	5,807
General Fund UMSA	1,419	1,644	1,794	1,936
Fees for Services	78	87	78	78
Interagency Transfers	1,976	2,054	1,915	2,266
Internal Service Charges	2,321	2,641	3,052	3,159
Other Revenues	0	0	0	172
Total Revenues	10,285	11,362	12,224	13,418
Operating Expenditures Summary				
Salary	7,383	7,918	8,440	9,083
Fringe Benefits	2,267	2,685	3,041	3,440
Contractual Services	121	110	32	14
Other Operating	315	227	192	383
Charges for County Services	194	417	519	498
Capital	5	5	0	0
Total Operating Expenditures	10,285	11,362	12,224	13,418
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 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Office of the Director	1,186	1,243	5	5
Labor Relations and Compensation	1,666	1,807	15	16
Payroll and Information Management	2,847	3,339	33	37
Benefits Administration	3,052	3,331	25	25
Recruitment, Testing and Career Development	2,470	2,659	26	25
Human Rights and Fair Employment Practices	1,003	1,039	9	9
Total Operating Expenditures	12,224	13,418	113	117

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	2	0	1	10	11
Fuel	0	0	0	0	0
Overtime	10	18	10	12	17
Rent	0	0	0	0	0
Security Services	0	0	0	1	0
Temporary Services	132	119	15	0	15
Travel and Registration	8	7	9	8	11
Utilities	125	115	53	83	113

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: 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↑	86%	91%	90%	91%	90%
	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	EF	↑	59%	47%	50%	36%	40%

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes $65,000 from the Internal Services Department for unemployment management support
- The FY 2018-19 Adopted Budget includes $170,000 for conducting compensation review studies from Solid Waste Management ($46,000), Aviation ($40,000), Regulatory and Economic Resources ($42,000), and Seaport ($42,000)
- The FY 2018-19 Adopted Budget includes an HR Services Coordinator (Appeals Officer); an HR Program Coordinator position in the Recruitment, Testing and Career Development Division was reclassified and transferred to address the Department's need for an Appeals Officer to resolve pending appeals related to reclassification, grievances, and discipline

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
- Facilitates the implementation of the HR component of the ERP system

Strategic Objectives - Measures

- GG2-4: Provide customer-friendly human resources services

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide 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 began 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 $657,000 in reimbursement from the ITD Funding Model for personnel required for implementation
- The FY 2018-19 Adopted Budget includes the addition of one Assistant Division Director, two ERP Business Analyst 3s, and one ERP Analyst 2 to assist in ERP implementation
- The FY 2018-19 Adopted Budget includes $343,000 from the Internal Services Department for services related to workers' compensation wages

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

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Promote employee health and wellness	Number of employee wellness events*	OP	↔	60	126	138	205	225
	Number of completed Employee Personal Health Assessments*	OP	↔	320	861	1,075	2,154	2,300

* FY 2016-17 Actuals reflect the first full year of the Wellness Programs. In FY 2017-18, the Benefits Division completed the hiring of the wellness team and the implementation of the wellness committee which resulted in a greater number of wellness events and greater employee completion of assessments; as a result, the FY 2018-19 target has been updated to reflect the new trend

- GG2-4: Provide customer-friendly human resources services

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Educate County employees on financial resources available to assist them in long-term and retirement planning	Financial planning seminars held	OP	↔	60	48	65	65	100

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 internship 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Attract and retain employees	Average recruitment time (in calendar days)	EF	↓	57	50	60	55	55

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide and coordinate employee development initiatives	County employees trained*	OP	↔	12,492	36,087	9,000	18,128	9,000

* FY 2016-17 Actuals include completion of mandatory Ethics training and Secure IT training for County employees; this figure was changed to reflect updated actuals and accounts for employees who received multiple training sessions; in FY 2017-18, a new trainer was hired which allowed the department to increase the frequency of the Frontline Leadership Development Program; additional training was also provided based on department requests

DIVISION COMMENTS

- In FY 2018-19, the Department is budgeted to receive $407,000 (including $67,000 from Aviation) from various departments for training classes including Supervisory Certification, Front Line, and New Employee Orientation
- The FY 2018-19 Adopted Budget includes $624,000 for Testing and Validation services from Transportation and Public Works ($198,000), Police ($203,000), Fire Rescue ($96,000), Corrections and Rehabilitation ($52,000), Aviation ($5,000), Water and Sewer ($30,000), and various other County departments ($40,000)
- The FY 2018-19 Adopted Budget includes the transfer and reclassification of one HR Program Coordinator from the Recruitment, Testing and Career Development Division to the Labor Relations and Compensation Division

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, veteran status, status as victim of domestic violence, dating violence or stalking, 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↔	316	324	300	300	325
	Cases resolved through successful mediation*	OP	↔	32	54	54	40	45
	Cases mediated*	OP	↔	40	71	72	63	65

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Educate County employees on diversity issues, County policies and procedures and participate in External Outreach Events	Number of employees trained**	OP	↔	333	26,801	5,000	2,877	20,000
	Number of External Outreach Events Attended	OP	↔	19	15	30	44	35

* Although the benefits of mediation are promoted, both parties must agree to participation, this caused a decrease in the FY 2017-18 Actuals; the FY 2018-19 Target has been updated to reflect historical trends

** The increase in employees trained in FY 2016-17 Actuals is the result of mandatory diversity training; this figure was changed to reflect updated actuals; in FY 2017-18 OFEP did not have a dedicated Training & Outreach Coordinator until January 2018, which adversely impacted the number of employees trained; a new round of diversity training is planned for FY 2018-19

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Hire one Fair Employment Practices Specialist and two Commission on Human Rights Specialists to resolve current caseload, provide training and outreach programs to County departments, and monitor departmental diversity and employment practices	$0	$297	3
Hire one Personnel Services Specialist 2 (Compensation Specialist) to evaluate and classify organizational changes, review and reclassify positions, as required per Collective Bargaining Agreements, and update job descriptions	$0	$88	1
Hire one Labor Relations Officer to further develop and implement Countywide standardized discipline guidelines correspondence and forms; monitor and follow-up with departments on the arrest log; and follow up with regular updates to the Miami-Dade Leave Manual Procedures Manual, and Administrative/Implementing Orders	$0	$93	1
Hire one Administrative Secretary to support the Payroll and Information Management Division Director and Assistant Director with division administrative duties, front desk reception, public records requests, and countywide scanning, as needed	$0	$62	1
Hire one Secretary to provide clerical support for the Recruitment, Testing and Career Development Division to include compiling public records requests, managing records retention, tracking buck assignments, acting as a back-up for New Hire Center staff, filing departmental correspondence, converting documents into EDMS and other duties, as needed	$0	$59	1
Total	**$0**	**$599**	**7**

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
Human Resources Operating Revenue	200	0	0	0	0	0	0	0	200
Total:	200	0	0	0	0	0	0	0	200
Expenditures									
Strategic Area: GG									
Facility Improvements	0	200	0	0	0	0	0	0	200
Total:	0	200	0	0	0	0	0	0	200

FUNDED CAPITAL PROJECTS
(dollars in thousands)

RECONFIGURE - 20TH AND 21ST FLOORS **PROJECT #: 2000000976**

DESCRIPTION: Reconfigure the Human Resource area of the 20th and 21st floors to improve work flow and maximize the usage of space to meet current departmental needs

LOCATION: 111 NW 1 St, City of Miami — District Located: 5 — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Human Resources Operating Revenue	200	0	0	0	0	0	0	0	200
TOTAL REVENUES:	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	0	200	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	**0**	**200**	**0**	**0**	**0**	**0**	**0**	**0**	**200**

Information Technology

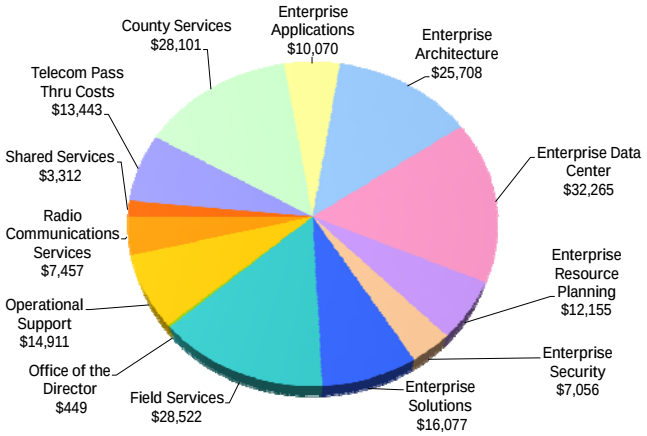
The Information Technology Department (ITD) provides information technology (IT) enterprise and infrastructure services that support the operations of all County departments.

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, including 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

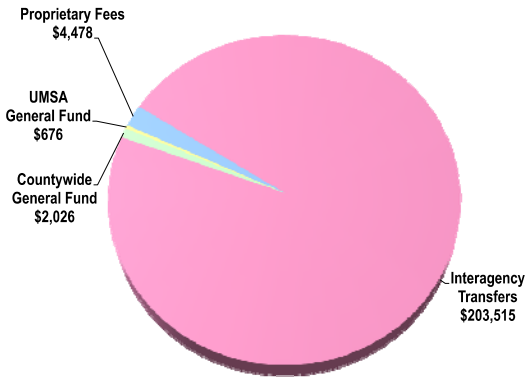


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions

FY 17-18	FY 18-19
4	3

OPERATIONAL SUPPORT

- Provides asset management, financial, budgetary, human resources, project management and administrative support to IT operations

FY 17-18	FY 18-19
43	45

ENTERPRISE SOLUTIONS

- Delivers enterprise services for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), and Electronic Content Management (ECM)

FY 17-18	FY 18-19
77	78

ENTERPRISE DATA CENTER

- Provides 24 X 7 operation and support of 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 17-18	FY 18-19
101	97

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 17-18	FY 18-19
57	57

ENTERPRISE ARCHITECTURE

- Delivers enterprise middleware, architecture, and database services, and provides support for 311/911

FY 17-18	FY 18-19
104	105

ENTERPRISE RESOURCE PLANNING

- Delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems

FY 17-18	FY 18-19
50	53

FIELD SERVICES

- Delivers engineering, enterprise maintenance, installations, and support for telephone systems, computer peripherals, wireless devices, and wide and local area networks

FY 17-18	FY 18-19
124	128

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 17-18	FY 18-19
24	28

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 17-18	FY 18-19
51	52

SHARED SERVICES

- Provides customer support for Countywide telephone services and maintains internal work order and billing systems

FY 17-18	FY 18-19
22	24

COUNTY SERVICES

- Provides multi-platform Countywide and departmental automated systems for administrative, legislative, environmental, public works, waste management, port and transit business needs

FY 17-18	FY 18-19
134	225

The FY 2018-19 total number of full-time equivalent positions is 895 FTEs.

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	23,334	23,297	1,387	2,026
General Fund UMSA	8,199	8,185	462	676
Carryover	9	0	0	0
Proprietary Fees	659	659	658	658
Recording Fee for Court Technology	3,281	3,321	3,300	3,300
Traffic Violation Surcharge	509	371	550	520
Carryover	0	0	0	5,908
Interagency Transfers	149,106	160,758	123,290	135,521
IT Funding Model	0	0	58,488	62,086
Total Revenues	185,097	196,591	188,135	210,695
Operating Expenditures Summary				
Salary	78,114	85,010	80,169	91,619
Fringe Benefits	19,810	23,145	24,362	29,340
Court Costs	0	0	0	0
Contractual Services	3,746	2,093	1,473	1,260
Other Operating	54,685	55,999	53,359	55,989
Charges for County Services	14,005	16,562	14,264	15,686
Grants to Outside Organizations	0	0	0	0
Capital	8,446	9,293	12,773	5,632
Total Operating Expenditures	178,806	192,102	186,400	199,526
Non-Operating Expenditures Summary				
Transfers	3,787	2,182	0	9,434
Distribution of Funds In Trust	0	0	0	0
Debt Service	2,504	2,307	1,735	1,735
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	6,291	4,489	1,735	11,169

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Office of the Director	540	449	4	3
Operational Support	13,329	14,911	43	45
Enterprise Applications	8,749	10,070	57	57
Enterprise Architecture	24,047	25,708	104	105
Enterprise Data Center	33,499	32,265	101	97
Enterprise Resource Planning	12,319	12,155	50	53
Enterprise Security	5,715	7,056	24	28
Enterprise Solutions	15,517	16,077	77	78
Field Services	30,321	28,522	124	128
Radio Communications Services	8,593	7,457	51	52
Shared Services	2,967	3,312	22	24
County Services	16,925	28,101	134	225
Telecom Pass Thru Costs	13,879	13,443	0	0
Total Operating Expenditures	186,400	199,526	791	895

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
Advertising	44	33	45	23	40
Fuel	92	92	112	94	111
Overtime	1,649	1,727	1,266	1,338	1,424
Rent	2,681	2,804	3,756	3,790	4,129
Security Services	0	0	0	0	0
Temporary Services	2,134	4,050	908	1,080	1,964
Travel and Registration	183	163	199	127	205
Utilities	2,531	2,359	2,091	2,341	2,233

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 2018-19 Adopted Budget includes the transfer of one position to Radio and Communication Services to better align services to meet Countywide IT procurement demand as part of the County's IT contract consolidation and the addition of two positions related to IT consolidation efforts Countywide, to better align services to meet customer needs

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, Real Estate and Property Tax Assessment, and Value Adjustment Board related systems
- Supports and maintains Miami Dade Police Department's 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 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
- ITD has completed the analysis and requirements gathering for the modernization of MDPD's Laboratory Information Management System (LIMS); the project is scheduled to be completed by the first quarter of FY 2018-19

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure availability of critical systems	Portal availability	OC	↑	99%	99%	99%	99%	99%

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Optimize use of operational resources	IDMS databases supported per database FTE*	EF	↓	20	20	34	17	15
	Oracle databases supported per database FTE	EF	↑	38	40	40	25	46
	SQL Server databases supported per database FTE	EF	↑	277	280	412	285	300
	UDB databases supported per database FTE	EF	↑	4	4	4	5	4
	DB2 database tables supported	OP	↔	1,004	1,004	1,004	1,004	1,004

*Decrease is due to the elimination of obsolete databases and modified resource management

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide continuing IT education	Percentage of time the Innovations Lab is in use	EF	↑	59%	62%	60%	62%	62%

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of one position related to IT consolidation efforts Countywide, to better align services to meet customer needs
- In FY 2018-19 ITD will continue the development of 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; this includes 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Optimize use of operational resources	Percentage of effective mainframe capacity utilized	OC	↑	80%	79%	83%	79%	80%
	UNIX/LINUX images supported per full-time equivalent (FTE)	EF	↑	41	40	28	40	45
Ensure availability of critical systems	Production systems availability	OC	↑	99%	99%	99%	99%	99%

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the transfer of four positions to Enterprise Security 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 (ERP) 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 2018-19 Adopted Budget includes the addition of three positions related to IT consolidation efforts Countywide, to better align services to meet customer needs
- In FY 2017-18, ITD, along with the Office of Management and Budget, Finance Department, Internal Services Department and Human Resources Department, began implementation of the Enterprise Resource Planning (ERP) System

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, including cyber security and business continuity planning
- Provides information security services management including firewalls, intrusion detection and prevention, anti-virus software, Domain Name Services (DNS), and Internet proxy infrastructure

Strategic Objectives - Measures

- GG3-3: Improve information security

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure security of credit card information	Purchasing Card Industry (PCI) Quarterly Compliance	OC	↑	100%	75%	100%	100%	100%
Improve e-mail information security	Average number of e-mail messages blocked monthly (span/virus/filtered content) (in millions)	OP	↔	5.4	2.7	3.5	2.7	2.7

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the transfer of four positions from Enterprise Data Center to better align services to meet customer needs as part of the Department's ongoing reorganization efforts
- In FY 2018-19, ITD will continue the ongoing enhancements to MDPD and Enterprise (MetroNet) security architecture; these efforts will modernize the architecture to 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

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 Electronic Content Management (ECM) system

Strategic Objectives - Measures

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Effectively track Enterprise Asset Management System (EAMS) activity	System users - EAMS	IN	↔	6,427	6,790	6,650	7,340	7,200
	Assets tracked - EAMS (in thousands)	IN	↔	1,049	1,113	1,120	981	1,000
Effectively track Electronic Document Management System (EDMS) activity	Documents managed - EDMS (in millions)	IN	↔	67	36	25	30	36
	System users - EDMS*	IN	↔	7,794	7,273	1,000	1,000	1,000
Effectively track Geographic Information System (GIS) activity	Street segments and address ranges maintained quarterly - GIS	OP	↔	105,348	108,415	106,500	109,862	110,000
	Number of layers maintained in the County's Central Repository (Vector / Imagery)	OP	↔	1,167	1,166	1,200	1,179	1,225
Effectively track Enterprise Content Management (ECM) activity	Documents managed - ECM (in millions)**	IN	↔	8	49	50	65	75

*Decrease in EDMS users due to migration project from legacy EDMS to ECM
**Increase in ECM documents due to migration project from legacy EDMS to ECM

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of one position related to IT consolidation Countywide, to better align services to meet customer needs
- In FY 2018-19, ITD will continue to enhance the GIS cloud strategy by adopting a hybrid solution, growing the on-premise cloud presence as well as leveraging the ArcGIS Online capabilities

DIVISION: FIELD SERVICES

The Field Services Division is responsible for engineering, integration, 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Efficiently respond to equipment repair requests	Percentage of computer equipment repairs completed within 48 hours	EF	↑	93%	92%	93%	92%	93%
	Percentage of telephone equipment repairs completed within 48 hours	EF	↑	93%	91%	93%	92%	93%

- GG6-1: Reduce County government's greenhouse gas emissions and resource consumption

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure Completion of Energy Efficiency Initiatives	Percentage participation in County-wide "Power IT Down" initiative	OC	↑	48%	49%	50%	50%	60%
	Percentage of new computer equipment purchased that meets Energy Star Standards	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the addition of four positions related to IT consolidation Countywide to better align services to meet customer needs
- The FY 2018-19 Adopted Budget includes the continued expansion of the Enterprise Voice Over IP (VOIP) system to various MDPD sites, the Richard E. Gerstein Justice Building and the Stephen P. Clark Center

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure availability of critical systems	Cost of portable radio unit repair*	EF	↓	$126	$128	$145	$134	$154

*Budget and Target represent industry provider cost

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Ensure availability of critical systems	Percentage of vehicle installations completed on time	EF	↑	98%	98%	98%	98%	99%

DIVISION COMMENTS

- In FY 2018-19, ITD will continue the enhancement of the P25 800 MHz Radio Communications network which is focused on expanding and improving radio coverage; the upcoming project milestones are the construction and operational deployment of a radio tower sight at the Integrated Command Facility Building
- The FY 2018-19 Adopted Budget includes the transfer of one position from the Office of the Director and Operational Support, to meet Countywide IT procurement demands as a part of the County's IT contract consolidation

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; 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Efficiently respond to service requests	Percentage of telephone service requests assigned within one business day from the time received	EF	↑	92%	93%	95%	95%	95%

DIVISION COMMENTS

- In FY 2018-19, 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 2018-19, ITD will continue the deployment of the business relationship management function with the addition of one Business Relationship Manager in order to continue monitoring business-IT engagements Countywide, while taking advantages of economies of scale for the County and leveraging existing and future investments and also the addition of one position related to IT consolidation efforts Countywide

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, Recreation and Open Spaces, Internal Services, Seaport, Community Action and Human Services, Animal Services and Public Housing and Community Development departments
- 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve Customer Service	IT Service Center First Contact Resolution Rate	OP	↑	68%	66%	62%	75%	62%
	ITD Customer Satisfaction Level based on survey per service request completed	OP	↑	98%	98%	95%	95%	95%

DIVISION COMMENTS

- In FY 2018-19, ITD will continue to work with various County departments including Community Action and Human Services, Finance, Public Housing and Community Development, the Transportation Planning Organization and Water and Sewer to streamline County IT functions; at the end of FY 2016-17, 84 positions were transferred from the Water and Sewer Department as part of the continuous effort to consolidate IT functions and services under a centralized model; this an on-going effort that will produce operational efficiencies, provide for expanded capabilities, improve continuity of operations, and allow for better collaboration and information sharing
- In FY 2017-18, one new position was added for a multi-year implementation of a new e-Builder solution in support of the capital project program; by establishing a full-time position and not hiring a consultant, ITD projects savings to be $81,000
- The FY 2018-19 Adopted Budget includes the addition of six positions that were transferred from various departments, related to IT consolidation efforts countywide to better align services to meet customer needs

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
Future Financing	0	23,320	20,431	45,454	16,646	0	0	0	105,851
IT Funding Model	0	630	2,972	3,211	4,366	0	0	0	11,179
ITD Operating Revenue	7,066	9,434	7,370	7,818	8,696	5,137	0	0	45,521
Vendor Financing	0	27,391	0	0	0	0	0	0	27,391
Total:	53,066	60,775	30,773	56,483	29,708	5,137	0	0	235,942
Expenditures									
Strategic Area: PS									
Computer and Systems Automation	0	31,217	36,984	17,490	0	0	0	0	85,691
Infrastructure Improvements	2,323	1,389	882	882	1,125	0	0	0	6,601
Strategic Area: GG									
Computer and Systems Automation	11,965	12,753	27,903	31,175	21,012	0	0	0	104,808
Infrastructure Improvements	4,138	7,787	5,851	5,950	6,754	4,633	0	0	35,113
Telecommunications Equipment	0	785	637	986	817	504	0	0	3,729
Total:	18,426	53,931	72,257	56,483	29,708	5,137	0	0	235,942

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of ten vehicles ($232,000); over the next two years, the Department has budgeted $445,000 to replace 18 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- ITD's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes a $1.378 million transfer to the Pay-As-You-Go Capital Improvement Fund (CIF) to fund debt service for the Cyber Security project
- The FY 2018-19 Adopted Budget includes development towards the replacement of the existing Computer Aided Dispatch system for the Police and Fire Rescue Departments that is expected to improve the processing time for emergency calls (total project cost $27.391 million, $7.897 million in FY 2018-19)
- The FY 2018-19 Adopted Budget includes several infrastructure replacement projects ($7.865 million) to address required network improvements that assure network stability and redundancy
- The FY 2018-19 Adopted Budget includes the implementation of a state-of-the-art, comprehensive, integrated Enterprise Resource Planning (ERP) application to support Human Resources Recruitment, Payroll; Financial Accounts Receivable, Accounts Payable, General Ledger, Project Accounting, Fixed Assets, Contracts, Billing, Budgeting, and Financial Planning and Reporting; and Procurement business processes (total project cost $104.730 million, $12.675 million in FY 2018-19)

FUNDED CAPITAL PROJECTS
(dollars in thousands)

CITRIX INFRASTRUCTURE - VIRTUAL DESKTOP AND THIN CLIENTS **PROJECT #: 2000000947**

DESCRIPTION: Deploy desktop and application virtualization infrastructure countywide
LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
ITD Operating Revenue	0	78	0	0	0	0	0	0	78
TOTAL REVENUES:	**0**	**78**	**0**	**0**	**0**	**0**	**0**	**0**	**78**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Technology Hardware/Software	0	78	0	0	0	0	0	0	78
TOTAL EXPENDITURES:	**0**	**78**	**0**	**0**	**0**	**0**	**0**	**0**	**78**

CLOUD INFRASTRUCTURE **PROJECT #: 2000000942**

DESCRIPTION: Purchase servers, storage, and backup infrastructure as needed
LOCATION: 5680 SW 87 Ave — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
ITD Operating Revenue	4,743	4,331	3,308	3,519	4,042	2,075	0	0	22,018
TOTAL REVENUES:	**4,743**	**4,331**	**3,308**	**3,519**	**4,042**	**2,075**	**0**	**0**	**22,018**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Technology Hardware/Software	4,138	4,936	3,308	3,519	4,042	2,075	0	0	22,018
TOTAL EXPENDITURES:	**4,138**	**4,936**	**3,308**	**3,519**	**4,042**	**2,075**	**0**	**0**	**22,018**

COMPUTER-AIDED DISPATCH (CAD) - REPLACEMENT **PROJECT #: 2000000424**

DESCRIPTION: Replace and/or upgrade existing computer aided dispatch system for both the Miami-Dade Police Department as well as Miami-Dade Fire Rescue
LOCATION: Various Sites — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Vendor Financing	0	27,391	0	0	0	0	0	0	27,391
TOTAL REVENUES:	**0**	**27,391**	**0**	**0**	**0**	**0**	**0**	**0**	**27,391**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Furniture Fixtures and Equipment	0	36	5,949	0	0	0	0	0	5,985
Project Administration	0	5,233	10,313	0	0	0	0	0	15,546
Project Contingency	0	1,203	2,807	0	0	0	0	0	4,010
Technology Hardware/Software	0	1,425	425	0	0	0	0	0	1,850
TOTAL EXPENDITURES:	**0**	**7,897**	**19,494**	**0**	**0**	**0**	**0**	**0**	**27,391**

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of $933,000

CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS) - IMPLEMENTATION **PROJECT #: 2000000954**

DESCRIPTION: Implement a modern, comprehensive, integrated Criminal Justice Information System (CJIS) application to support the life cycle of a criminal case from arrest to case disposition

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future Financing	0	23,320	17,490	17,490	0	0	0	0	58,300
TOTAL REVENUES:	**0**	**23,320**	**17,490**	**17,490**	**0**	**0**	**0**	**0**	**58,300**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Technology Hardware/Software	0	23,320	17,490	17,490	0	0	0	0	58,300
TOTAL EXPENDITURES:	**0**	**23,320**	**17,490**	**17,490**	**0**	**0**	**0**	**0**	**58,300**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
ITD Operating Revenue	2,323	1,389	882	882	1,125	0	0	0	6,601
TOTAL REVENUES:	**2,323**	**1,389**	**882**	**882**	**1,125**	**0**	**0**	**0**	**6,601**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Technology Hardware/Software	2,323	1,389	882	882	1,125	0	0	0	6,601
TOTAL EXPENDITURES:	**2,323**	**1,389**	**882**	**882**	**1,125**	**0**	**0**	**0**	**6,601**

EDGE NETWORK PROJECT **PROJECT #: 2000000946**

DESCRIPTION: Deploy new network edge switches countywide

LOCATION: 5680 SW 87 Ave — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
ITD Operating Revenue	0	2,851	2,543	2,431	2,712	2,558	0	0	13,095
TOTAL REVENUES:	**0**	**2,851**	**2,543**	**2,431**	**2,712**	**2,558**	**0**	**0**	**13,095**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Technology Hardware/Software	0	2,851	2,543	2,431	2,712	2,558	0	0	13,095
TOTAL EXPENDITURES:	**0**	**2,851**	**2,543**	**2,431**	**2,712**	**2,558**	**0**	**0**	**13,095**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
Future Financing	0	0	2,941	27,964	16,646	0	0	0	47,551
IT Funding Model	0	630	2,972	3,211	4,366	0	0	0	11,179
TOTAL REVENUES:	**46,000**	**630**	**5,913**	**31,175**	**21,012**	**0**	**0**	**0**	**104,730**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Project Administration	8,204	10,990	25,138	27,664	16,216	0	0	0	88,212
Technology Hardware/Software	3,761	1,685	2,765	3,511	4,796	0	0	0	16,518
TOTAL EXPENDITURES:	**11,965**	**12,675**	**27,903**	**31,175**	**21,012**	**0**	**0**	**0**	**104,730**

VOICE OVER INTERNET PROTOCOL (VOIP) PROJECT **PROJECT #: 2000000945**

DESCRIPTION: Deploy Voice over Internet Protocol countywide

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
ITD Operating Revenue	0	785	637	986	817	504	0	0	3,729
TOTAL REVENUES:	**0**	**785**	**637**	**986**	**817**	**504**	**0**	**0**	**3,729**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Technology Hardware/Software	0	785	637	986	817	504	0	0	3,729
TOTAL EXPENDITURES:	**0**	**785**	**637**	**986**	**817**	**504**	**0**	**0**	**3,729**

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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)

Revenues by Source
(dollars in thousands)

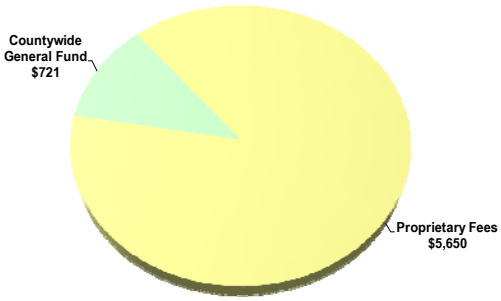


TABLE OF ORGANIZATION

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 17-18	FY 18-19
38	38

The FY 2018-19 total number of full-time equivalent positions is 38

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	1,174	834	1,385	721
Carryover	2,185	2,102	500	1,400
Departmental Oversight (MOUs)	890	826	900	800
Fees and Charges	3,314	3,460	3,350	3,450
Interest Earnings	6	11	0	0
Miscellaneous Revenues	20	29	0	0
Total Revenues	7,589	7,262	6,135	6,371
Operating Expenditures Summary				
Salary	4,101	4,172	4,526	4,648
Fringe Benefits	1,077	1,173	1,314	1,425
Court Costs	0	0	2	2
Contractual Services	1	0	5	2
Other Operating	334	160	221	183
Charges for County Services	65	85	49	68
Capital	0	83	18	43
Total Operating Expenditures	5,578	5,673	6,135	6,371
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 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Inspector General	6,135	6,371	38	38
Total Operating Expenditures	6,135	6,371	38	38

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	2	0	0	0	0
Fuel	1	0	0	0	0
Overtime	0	0	0	0	0
Rent	218	18	0	0	0
Security Services	3	2	3	1	3
Temporary Services	0	0	0	0	0
Travel and Registration	34	38	48	45	52
Utilities	11	26	30	28	25

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Promote honesty and efficiency in government	Complaints received*	OP	↔	352	308	390	344	300
	Percentage of complainants receiving feedback about initial disposition of complaint within 30 days where complainant chooses not to remain anonymous, and has provided contact information**	OC	↑	N/A	N/A	N/A	N/A	95%
	Percentage of preliminary inquiries where the decision to proceed (or not) is determined within 90 days**	OC	↑	N/A	N/A	N/A	N/A	90%
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	↔	25	37	25	30	27
	Reports issued	OP	↔	12	9	15	11	15
	Advisory memoranda issued	OP	↔	15	12	16	26	20

* The decrease for FY 2018-19 Target is due to Public Housing and Community Development (PHCD) creating an online fraud reporting form to specifically receive allegations of suspected fraud and wrongdoing regarding Section 8 and other housing-related fraud; consequently the OIG will not be the primary recipient of these types of complaints

** Due to delays in acquiring relevant data this performance measure will begin being monitored in FY 2018-19

ADDITIONAL INFORMATION

- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes charges of one quarter of one percent to certain procurement and construction contracts ($3.45 million), as well as additional reimbursements of $800,000 for audits and investigative work performed for Aviation ($500,000), Water and Sewer ($75,000), Solid Waste Management ($25,000), Transportation and Public Works ($100,000) and the Miami-Dade County School Board ($100,000)
- In FY 2018-19, the OIG will continue to train employees on the County's recently amended Employee Protection Ordinance (EPO); training on the EPO involves both live training sessions and video tutorials that educate 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; these outreach efforts will be continuously maintained and the OIG will attempt to identify and track the number of complaints received by the OIG resulting from these outreach efforts
- In FY 2018-19, the OIG will continue multiple 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 2018-19, 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 2018-19, 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
- In FY 2017-18, the OIG completed its audit of the County's utilization of temporary contract employees, which included adherence to established County policy and compliance with contract terms and conditions; OIG auditors also completed audits on Career Source South Florida, and two of its major career center operators, and an audit of the North Miami Community Redevelopment Agency
- The OIG is monitoring the County's effort to build a new civil courthouse; the effort has involved the County's issuance of a Request for Qualifications, which should result in a Request for Proposal procurement process; the OIG has also been actively monitoring the County's receipt and evaluation of an unsolicited proposal by a development group also offering to build a civil courthouse

Internal Services

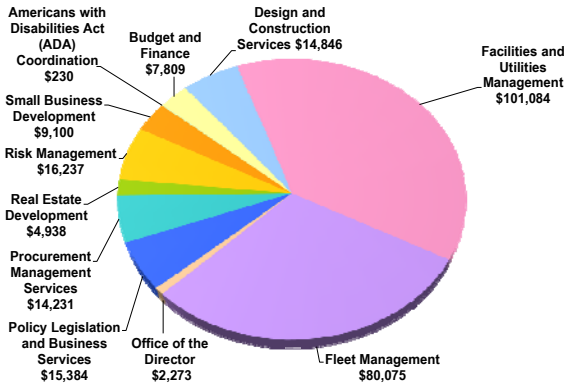
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

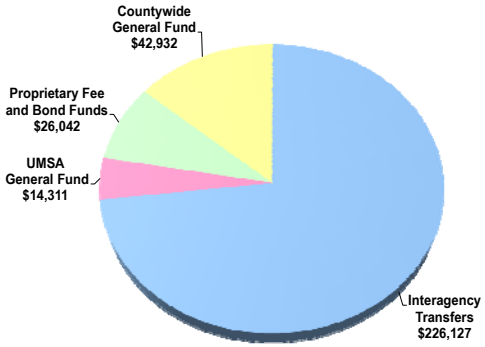


TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Establishes departmental policies and goals, and provides legislative coordination

FY 17-18	FY 18-19
9	11

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 capital inventory process; and manages Countywide office supplies purchasing and delivery

FY 17-18	FY 18-19
46	49

AMERICANS WITH DISABILITIES ACT (ADA) COORDINATION

- Promotes and coordinates compliance with the ADA

FY 17-18	FY 18-19
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 17-18	FY 18-19
54	56

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 17-18	FY 18-19
74	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 17-18	FY 18-19
220	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 17-18	FY 18-19
60	24

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 17-18	FY 18-19
260	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 17-18	FY 18-19
95	103

REAL ESTATE DEVELOPMENT

- Administers Countywide joint real estate development, real property lease negotiation and management, property acquisition, and sales

FY 17-18	FY 18-19
16	17

RISK MANAGEMENT

- Administers self-insured workers' compensation and liability programs, and Countywide safety and property/casualty programs

FY 17-18	FY 18-19
93	93

The FY 2017-18 total number of full-time equivalent positions is 923 FTEs

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	42,456	43,623	42,608	42,932
General Fund UMSA	14,913	14,538	14,203	14,311
Carryover	45,079	22,466	12,816	11,807
External Fees	1,149	1,025	908	908
Fees for Services	9	8	0	0
Interest Income	49	27	5	20
Miscellaneous Revenues	630	0	0	0
Municipal Fines	335	366	250	400
User Access Program Fees	12,827	13,387	12,000	12,907
Fees and Charges	3,629	3,351	4,251	4,204
Interagency Transfers	2,372	3,873	5,755	7,543
Internal Service Charges	190,900	192,980	213,480	208,507
Miscellaneous Revenues	212	138	120	130
Other Revenues	4,906	4,937	5,618	5,743
Total Revenues	319,466	300,719	312,014	309,412
Operating Expenditures Summary				
Salary	58,642	62,224	66,068	66,146
Fringe Benefits	17,919	21,118	24,642	26,131
Court Costs	3	3	4	3
Contractual Services	41,855	45,767	49,692	56,809
Other Operating	63,689	68,872	72,894	71,794
Charges for County Services	44,525	41,220	48,531	44,592
Grants to Outside Organizations	0	0	0	0
Capital	3,890	484	2,208	732
Total Operating Expenditures	230,523	239,688	264,039	266,207
Non-Operating Expenditures Summary				
Transfers	25,584	11,717	7,481	7,656
Distribution of Funds In Trust	2,886	778	505	655
Debt Service	38,284	32,885	36,289	31,854
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	3,700	3,040
Total Non-Operating Expenditures	66,754	45,380	47,975	43,205

(dollars in thousands) Expenditure By Program	Total Funding Budget FY 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Office of the Director	2,202	2,273	9	11
Policy Legislation and Business Services	15,050	15,384	46	49
Americans with Disabilities Act (ADA) Coordination	225	230	2	2
Budget and Finance	8,346	7,809	54	56
Small Business Development	8,714	9,100	74	74
Design and Construction Services	24,340	14,846	60	24
Facilities and Utilities Management	94,346	101,084	220	220
Fleet Management	77,984	80,075	260	260
Procurement Management Services	11,940	14,231	95	103
Real Estate Development	4,883	4,938	16	17
Risk Management	16,009	16,237	93	93
Total Operating Expenditures	264,039	266,207	929	909

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
Advertising	90	50	107	97	86
Fuel	20,354	21,686	22,807	28,636	22,809
Overtime	2,257	3,156	2,288	3,525	2,385
Rent	8,769	8,832	8,809	8,908	8,916
Security Services	18,432	19,122	22,402	21,131	28,434
Temporary Services	773	274	469	163	425
Travel and Registration	67	47	187	58	182
Utilities	11,740	13,860	14,348	13,012	14,998

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Achieve excellence in customer satisfaction	Customer Satisfaction with ISD service levels and quality of work (out of 5)	OC	↑	N/A	4.4	4.3	4.6	4.3

DIVISION COMMENTS

- In FY 2017-18, the Department transferred one position from Design and Construction Services to establish a Special Projects Administrator 1 and added an ISD Program Coordinator 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.

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the transfer of one CADD Specialist and two Graphics Technician 2's, as a result of the reorganization in Design and Construction Services to support Countywide printing, mailing and graphics services

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Efficiently manage administrative, budget, and personnel functions	Percentage of invoices processed within 30 calendar days of receipt	EF	↑	69%	73%	100%	81%	90%

DIVISION COMMENTS

- In FY 2017-18 the Department added two positions by converting two part-time Accountants to full-time to meet the workload demands and ensure timely services (adding positions and efficiency)

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

Strategic Objectives - Measures

- ED4-3: Expand opportunities for small businesses to compete for County contracts

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Increase participation of small businesses in County contracts	Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise programs	OC	↑	1,669	1,724	1,792	1,767	1,852
	Percentage of completed projects where small business opportunities were achieved	OC	↑	99.6%	98.2%	100%	97.8%	100%
	Percent of monitored projects in compliance with Small Business Programs	OC	↑	90%	92%	80%	97%	85%

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 services
- 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide architectural design and construction services to County departments	Customer satisfaction with Work Orders and Service Tickets	OP	↑	N/A	87%	100%	92%	90%

DIVISION COMMENTS

- In FY 2017-18, the Department worked with the Office of Management and Budget (OMB) to perform a workload analysis in an effort to address funding challenges; as a result of the study, 31 positions were eliminated, one position was transferred to the Director's Office, one position was transferred to Real Estate Development, and three positions were transferred to Policy, Legislation and Business Services; a new funding model and organizational structure is in effect to ensure a sustainable business model
- As a result of the new business model in Design and Construction Services, charges for service work orders were reduced Countywide

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide efficient facility maintenance services	Total operating expenses per square foot*	EF	↓	$6.86	$7.30	$10.00	$7.28	$9.00

*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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide timely and reliable elevator inspection services	Percentage of regulated elevators with current Certificates of Operation*	OC	↑	90%	87%	90%	81%	90%

* The FY 2016-17 Actual is based upon the renewal process of the Certificates of Operation which varies per quarter

DIVISION COMMENTS

- In FY 2018-19, the Department will continue the County's commitment to provide the Greater Miami Service Corps opportunities to perform assorted lawn maintenance projects, as well as 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide well maintained County vehicles	Percentage of selected heavy equipment repairs that surpass industry standards*	OC	↑	79%	89%	85%	89%	90%
	Percentage of selected light equipment repairs that surpass industry standards*	OC	↑	76%	88%	85%	90%	90%

* Information is based on comparing in-house repair times vs. industry standards

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes an increase to Fleet Management labor rates for the maintenance of light and heavy vehicles from $73.00 to $79.00 and $71.00 to $73.00 respectively; in addition, an adjustment was made to the commercial repairs markup
- In FY 2017-18, the Fleet Management Division was ranked eighth in the nation by the 100 Best Fleets in North America program; there are over 38,000 public fleets in North America and the 100 Best Fleets program recognizes and rewards peak performing fleet operations

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Best practices in procurement to support County operations	Average number of days to award contracts over $1 million	OC	↓	N/A	267	270	249	270
Streamline the A&E selection process	Average calendar days to complete A&E selection process*	EF	↓	225	233	225	361	225

* FY 2015-16 Actual was revised to include Design and Build Projects which used to be tracked separately. FY 2017-18 Actual increased due to higher than budgeted attrition in personnel

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes a transfer of $2.122 million in User Access Program (UAP) revenue to the General Fund to support procurement-related functions in General Fund supported departments
- The FY 2018-19 Adopted Budget includes a transfer of $2.546 million in User Access Program (UAP) revenue to support procurement-related functions in the Small Business Development Division
- In FY 2017-18, the Internal Services Department along with the Information Technology Department, Office of Management and Budget, Finance Department and Information Technology Department began implementation of the Enterprise Resource Planning (ERP) System; it is anticipated that Procurement Management Services will be heavily involved in this project for the next five years including $718,000 in reimbursement from ERP project funding for personnel required for implementation in FY 2018-19
- In FY 2017-18 a transfer of eight positions from the Aviation Department to Internal Services occurred; these positions will be dedicated to work on MDAD contract administration and procurement related activities as part of the centralization of procurement functions ($827,000)

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Manage real estate transactions	Dollar value of surplus property sold (in thousands)*	OP	↑	$4,906	$714	$1,000	$1,866	$1,000

DIVISION COMMENTS

- In FY 2017-18 one position was transferred from Design and Construction Services as part of a departmental reorganization to meet workload demands and ensure operational efficiency

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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve general liability claims management process	Subrogation collections (in thousands)	OP	↔	$2,185	$1,806	$2,100	$1,800	$2,100

DIVISION COMMENTS

- In FY 2018-19, 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 2018-19, 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 related to the traffic lights and signage system to minimize the County's risk exposure from system malfunctions ($439,000)
- In FY 2018-19, 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
- In FY 2017-18, the County Property Insurance Program experienced a slight increase in premiums due to global property insurance pricing; to mitigate future rate increases because of market instability, ISD took advantage of the insurance market capacity and placed 35 percent of the program into a multi-year policy

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
BBC GOB Financing	44,751	13,406	18,894	7,026	1,000	0	13,193	530	98,800
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	16,445	0	0	0	0	0	0	0	16,445
BBC GOB Series 2013A	7,438	0	0	0	0	0	0	0	7,438
BBC GOB Series 2014A	17,250	0	0	0	0	0	0	0	17,250
Capital Asset Series 2007 Bond Proceeds	42,778	0	0	0	0	0	0	0	42,778
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
Comm. Dev. Block Grant	614	47	0	0	0	0	0	0	661
FEMA Hazard Mitigation Grant	438	0	0	0	0	0	0	0	438
FUMD Work Order Fund	575	0	0	0	0	0	0	0	575
ISD Operating Revenue	6,294	383	0	0	0	0	0	0	6,677
Pay-As-You-Go CIF	250	0	0	0	0	0	0	0	250
Total:	212,353	13,836	18,894	7,026	1,000	0	13,193	530	266,832
Expenditures									
Strategic Area: PS									
Computer and Systems Automation	0	600	0	0	0	0	0	0	600
Facility Improvements	3,648	325	170	0	0	0	0	0	4,143
Strategic Area: RC									
Facility Improvements	109	200	391	0	0	0	0	0	700
Strategic Area: HH									
Infrastructure Improvements	614	47	0	0	0	0	0	0	661
New Affordable Housing Units	67,612	9,008	7,393	2,606	0	0	3,193	530	90,342
Strategic Area: ED									
Community Development Projects	1,460	1,282	4,388	1,220	0	0	0	0	8,350
Strategic Area: GG									
ADA Accessibility Improvements	4,167	543	2,724	0	0	0	0	0	7,434
Facility Improvements	13,451	639	300	200	0	0	0	0	14,590
Fleet Improvements	3,973	1,650	0	0	0	0	0	0	5,623
Infrastructure Improvements	351	383	0	0	0	0	0	0	734
New Facilities	112,090	1,565	3,000	2,500	1,000	0	10,000	0	130,155
Physical Plant Improvements	2,163	309	528	500	0	0	0	0	3,500
Total:	209,638	16,551	18,894	7,026	1,000	0	13,193	530	266,832

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of 41 vehicles ($1.905 million); over the next five years, the Department has budgeted $3.870 million to replace 115 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- In FY 2018-19, 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; the project is funded with Building Better Communities General Obligation Bond (BBC-GOB) proceeds (total project cost $7.434 million; $543,000 in FY 2018-19)
- In FY 2018-19, 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 2018-19, the Department continues to provide management oversight over the construction of additional courtrooms and facility improvements to the Joseph Caleb Tower (total project cost $31.108 million; $3.429 million in FY 2018-19); the relocation of occupants back to the facility and a Grand Opening is anticipated to take place by the end of the second quarter of the fiscal year; the estimated annual operating impact is projected to begin in FY 2019-20 in the amount of $529,000
- In FY 2018-19, the Department will continue working with outside consultants, Judicial Administration, the Miami-Dade Corrections and Rehabilitation Department, and other stakeholders on revising and updating the 2008 Eleventh Judicial Circuit-Wide Courts Master Plan which is anticipated to be completed during the fiscal year

- In FY 2018-19, 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
- In FY 2018-19, the Department will continue managing the redevelopment of the Larcenia J Bullard Plaza into a multi-use facility to serve the community (total project cost $8.35 million; $1.282 million in FY 2018-19)
- In FY 2018-19, 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 2018-19 and is scheduled to be completed in FY 2019-20; (total project cost $16.238 million; $4.689 million in FY 2018-19)

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	725	175	0	0	0	0	0	0	900
BBC GOB Series 2014A	300	0	0	0	0	0	0	0	300
TOTAL REVENUES:	**1,025**	**175**	**0**	**0**	**0**	**0**	**0**	**0**	**1,200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	701	155	0	0	0	0	0	0	856
Planning and Design	123	0	0	0	0	0	0	0	123
Project Administration	178	0	0	0	0	0	0	0	178
Project Contingency	23	20	0	0	0	0	0	0	43
TOTAL EXPENDITURES:	**1,025**	**175**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	1,421	543	2,724	0	0	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:	**4,167**	**543**	**2,724**	**0**	**0**	**0**	**0**	**0**	**7,434**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	2,838	185	2,550	0	0	0	0	0	5,573
Permitting	41	0	0	0	0	0	0	0	41
Planning and Design	770	200	0	0	0	0	0	0	970
Project Administration	497	158	91	0	0	0	0	0	746
Project Contingency	21	0	83	0	0	0	0	0	104
TOTAL EXPENDITURES:	**4,167**	**543**	**2,724**	**0**	**0**	**0**	**0**	**0**	**7,434**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	1,888	36	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:	**8,164**	**36**	**0**	**0**	**0**	**0**	**0**	**0**	**8,200**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	6,508	36	0	0	0	0	0	0	6,544
Permitting	90	0	0	0	0	0	0	0	90
Planning and Design	464	0	0	0	0	0	0	0	464
Project Administration	653	0	0	0	0	0	0	0	653
Project Contingency	449	0	0	0	0	0	0	0	449
TOTAL EXPENDITURES:	**8,164**	**36**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	1,910	309	528	500	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:	**2,163**	**309**	**528**	**500**	**0**	**0**	**0**	**0**	**3,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	1,630	258	478	500	0	0	0	0	2,866
Planning and Design	160	24	0	0	0	0	0	0	184
Project Administration	373	27	25	0	0	0	0	0	425
Project Contingency	0	0	25	0	0	0	0	0	25
TOTAL EXPENDITURES:	**2,163**	**309**	**528**	**500**	**0**	**0**	**0**	**0**	**3,500**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	109	200	391	0	0	0	0	0	700
TOTAL REVENUES:	**109**	**200**	**391**	**0**	**0**	**0**	**0**	**0**	**700**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	0	170	391	0	0	0	0	0	561
Planning and Design	89	0	0	0	0	0	0	0	89
Project Administration	20	30	0	0	0	0	0	0	50
TOTAL EXPENDITURES:	**109**	**200**	**391**	**0**	**0**	**0**	**0**	**0**	**700**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	1,715	28	0	0	0	0	0	0	1,743
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	290	0	0	0	0	0	0	0	290
FEMA Hazard Mitigation Grant	438	0	0	0	0	0	0	0	438
FUMD Work Order Fund	132	0	0	0	0	0	0	0	132
ISD Operating Revenue	320	0	0	0	0	0	0	0	320
TOTAL REVENUES:	**3,762**	**28**	**0**	**0**	**0**	**0**	**0**	**0**	**3,790**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	3,335	28	0	0	0	0	0	0	3,363
Furniture Fixtures and Equipment	37	0	0	0	0	0	0	0	37
Permitting	13	0	0	0	0	0	0	0	13
Planning and Design	103	0	0	0	0	0	0	0	103
Project Administration	274	0	0	0	0	0	0	0	274
TOTAL EXPENDITURES:	**3,762**	**28**	**0**	**0**	**0**	**0**	**0**	**0**	**3,790**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	7,744	0	0	0	0	0	0	530	8,274
BBC GOB Series 2011A	1,223	0	0	0	0	0	0	0	1,223
BBC GOB Series 2013A	709	0	0	0	0	0	0	0	709
BBC GOB Series 2014A	386	0	0	0	0	0	0	0	386
TOTAL REVENUES:	**10,062**	**0**	**0**	**0**	**0**	**0**	**0**	**530**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	7,110	0	0	0	0	0	0	530	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	131	0	0	0	0	0	0	0	131
TOTAL EXPENDITURES:	**10,062**	**0**	**0**	**0**	**0**	**0**	**0**	**530**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	91	0	0	0	0	0	96	0	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:	**10,496**	**0**	**0**	**0**	**0**	**0**	**96**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	4,062	0	0	0	0	0	96	0	4,158
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	25	0	0	0	0	0	0	0	25
TOTAL EXPENDITURES:	**10,496**	**0**	**0**	**0**	**0**	**0**	**96**	**0**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	3,139	0	0	0	0	0	954	0	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:	**9,638**	**0**	**0**	**0**	**0**	**0**	**954**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	6,438	0	0	0	0	0	954	0	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:	**9,638**	**0**	**0**	**0**	**0**	**0**	**954**	**0**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	5,000	2,592	3,000	0	0	0	0	0	10,592
TOTAL REVENUES:	**5,000**	**2,592**	**3,000**	**0**	**0**	**0**	**0**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	5,000	2,592	3,000	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	**5,000**	**2,592**	**3,000**	**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 - renovations of cottages in Coral Glables
LOCATION: Various Sites — District Located: 7
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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, Richmond Place Townhomes, SBC Senior Housing, and Florida City
LOCATION: Various Sites — District Located: 9
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	4,500	2,500	0	0	0	0	1,592	0	8,592
BBC GOB Series 2011A	2,000	0	0	0	0	0	0	0	2,000
TOTAL REVENUES:	**6,500**	**2,500**	**0**	**0**	**0**	**0**	**1,592**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	3,383	2,500	0	0	0	0	500	0	6,383
Land Acquisition/Improvements	3,000	0	0	0	0	0	1,092	0	4,092
Project Administration	117	0	0	0	0	0	0	0	117
TOTAL EXPENDITURES:	**6,500**	**2,500**	**0**	**0**	**0**	**0**	**1,592**	**0**	**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
LOCATION: Various Sites — District Located: 10
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	380	2,620	0	2,606	0	0	0	0	5,606
TOTAL REVENUES:	**380**	**2,620**	**0**	**2,606**	**0**	**0**	**0**	**0**	**5,606**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	380	2,620	0	2,606	0	0	0	0	5,606
TOTAL EXPENDITURES:	**380**	**2,620**	**0**	**2,606**	**0**	**0**	**0**	**0**	**5,606**

DISTRICT 12 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 111993**

DESCRIPTION: Design and construct affordable housing in Commission District 12
LOCATION: 11239 NW 4 Terr — District Located: 12
Sweetwater — District(s) Served: 12

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	65	0	0	0	0	0	551	0	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:	**10,041**	**0**	**0**	**0**	**0**	**0**	**551**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	8,461	0	0	0	0	0	551	0	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:	**10,041**	**0**	**0**	**0**	**0**	**0**	**551**	**0**	**10,592**

DISTRICT 13 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP **PROJECT #: 111991**

DESCRIPTION: Construct affordable housing units in Commission District 13 - Okeechobee Metrorail Station
LOCATION: 2659 W Okeechobee Rd — District Located: 13
Hialeah — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	5,093	1,000	4,393	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:	**5,199**	**1,000**	**4,393**	**0**	**0**	**0**	**0**	**0**	**10,592**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	5,199	1,000	4,393	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	**5,199**	**1,000**	**4,393**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	500	400	300	200	0	0	0	0	1,400
TOTAL REVENUES:	**500**	**400**	**300**	**200**	**0**	**0**	**0**	**0**	**1,400**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	441	341	241	200	0	0	0	0	1,223
Project Administration	25	25	25	0	0	0	0	0	75
Project Contingency	34	34	34	0	0	0	0	0	102
TOTAL EXPENDITURES:	**500**	**400**	**300**	**200**	**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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
ISD Operating Revenue	5,623	0	0	0	0	0	0	0	5,623
TOTAL REVENUES:	**5,623**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**5,623**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	3,292	1,650	0	0	0	0	0	0	4,942
Planning and Design	210	0	0	0	0	0	0	0	210
Project Administration	471	0	0	0	0	0	0	0	471
TOTAL EXPENDITURES:	**3,973**	**1,650**	**0**	**0**	**0**	**0**	**0**	**0**	**5,623**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Comm. Dev. Block Grant	614	47	0	0	0	0	0	0	661
TOTAL REVENUES:	**614**	**47**	**0**	**0**	**0**	**0**	**0**	**0**	**661**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	494	47	0	0	0	0	0	0	541
Planning and Design	80	0	0	0	0	0	0	0	80
Project Administration	40	0	0	0	0	0	0	0	40
TOTAL EXPENDITURES:	**614**	**47**	**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, Doral — District Located: 12 — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**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**

LARCENIA J. BULLARD PLAZA - REDEVELOPMENT **PROJECT #: 112980**

DESCRIPTION: Redevelop the Richmond Heights Shopping Center/ Larcenia J. Bullard Plaza into a multi-use facility to serve the community

LOCATION: 14518 Lincoln Blvd, Richmond Heights — District Located: 9 — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	1,048	1,282	4,388	1,220	0	0	0	0	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
Pay-As-You-Go CIF	250	0	0	0	0	0	0	0	250
TOTAL REVENUES:	**1,460**	**1,282**	**4,388**	**1,220**	**0**	**0**	**0**	**0**	**8,350**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Art Allowance	9	97	0	0	0	0	0	0	106
Construction	0	644	3,916	200	0	0	0	0	4,760
Furniture Fixtures and Equipment	0	0	40	0	0	0	0	0	40
Land Acquisition/Improvements	606	0	0	0	0	0	0	0	606
Permitting	25	90	62	0	0	0	0	0	177
Planning and Design	625	333	216	20	0	0	0	0	1,194
Project Administration	195	118	154	0	0	0	0	0	467
Project Contingency	0	0	0	1,000	0	0	0	0	1,000
TOTAL EXPENDITURES:	**1,460**	**1,282**	**4,388**	**1,220**	**0**	**0**	**0**	**0**	**8,350**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	2,127	94	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:	**3,549**	**94**	**0**	**0**	**0**	**0**	**0**	**0**	**3,643**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	3,022	94	0	0	0	0	0	0	3,116
Permitting	46	0	0	0	0	0	0	0	46
Planning and Design	224	0	0	0	0	0	0	0	224
Project Administration	257	0	0	0	0	0	0	0	257
TOTAL EXPENDITURES:	**3,549**	**94**	**0**	**0**	**0**	**0**	**0**	**0**	**3,643**

NEW NORTH DADE GOVERNMENT CENTER **PROJECT #: 118480**

DESCRIPTION: Construct a 15,500 sq ft North Dade Government Center to include county offices, a multipurpose room, and a commission district office; project to be built by 13 Pista, LLC

LOCATION: To Be Determined — District Located: 1

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	500	500	3,000	2,500	1,000	0	0	0	7,500
TOTAL REVENUES:	**500**	**500**	**3,000**	**2,500**	**1,000**	**0**	**0**	**0**	**7,500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	500	275	2,550	2,150	785	0	0	0	6,260
Planning and Design	0	150	300	225	125	0	0	0	800
Project Administration	0	75	150	125	90	0	0	0	440
TOTAL EXPENDITURES:	**500**	**500**	**3,000**	**2,500**	**1,000**	**0**	**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
North Miami

District Located: 4
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	231	170	0	0	0	0	0	401
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	5	0	0	0	0	0	0	0	5
TOTAL REVENUES:	**99**	**231**	**170**	**0**	**0**	**0**	**0**	**0**	**500**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	95	231	170	0	0	0	0	0	496
Planning and Design	4	0	0	0	0	0	0	0	4
TOTAL EXPENDITURES:	**99**	**231**	**170**	**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
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Capital Asset Series 2007 Bond Proceeds	42,778	0	0	0	0	0	0	0	42,778
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
TOTAL REVENUES:	**112,655**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**112,655**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	11,027	1,000	0	0	0	0	0	0	12,027
Furniture Fixtures and Equipment	26,287	65	0	0	0	0	0	0	26,352
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	2,324	0	0	0	0	0	0	0	2,324
Project Administration	1,320	0	0	0	0	0	0	0	1,320
Project Contingency	627	0	0	0	0	0	0	0	627
TOTAL EXPENDITURES:	**111,590**	**1,065**	**0**	**0**	**0**	**0**	**0**	**0**	**112,655**

PARKING IMPROVEMENTS **PROJECT #: 2000000278**

DESCRIPTION: Improvements to parking at various facilities

LOCATION: Various Sites — District Located: Countywide

Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
ISD Operating Revenue	351	383	0	0	0	0	0	0	734
TOTAL REVENUES:	**351**	**383**	**0**	**0**	**0**	**0**	**0**	**0**	**734**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Construction	351	323	0	0	0	0	0	0	674
Project Administration	0	60	0	0	0	0	0	0	60
TOTAL EXPENDITURES:	**351**	**383**	**0**	**0**	**0**	**0**	**0**	**0**	**734**

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	10,000	0	10,000
TOTAL REVENUES:	**0**	**0**	**0**	**0**	**0**	**0**	**10,000**	**0**	**10,000**
EXPENDITURE SCHEDULE:	**PRIOR**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**FUTURE**	**TOTAL**
Art Allowance	0	0	0	0	0	0	150	0	150
Construction	0	0	0	0	0	0	6,118	0	6,118
Furniture Fixtures and Equipment	0	0	0	0	0	0	1,000	0	1,000
Land Acquisition/Improvements	0	0	0	0	0	0	450	0	450
Permitting	0	0	0	0	0	0	200	0	200
Planning and Design	0	0	0	0	0	0	900	0	900
Project Administration	0	0	0	0	0	0	682	0	682
Technology Hardware/Software	0	0	0	0	0	0	500	0	500
TOTAL EXPENDITURES:	**0**	**0**	**0**	**0**	**0**	**0**	**10,000**	**0**	**10,000**

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
CAROL GLASSMAN DONALDSON DAYCARE CENTER - IMPACT WINDOWS AND DOORS	112 NW 3 St	140
CENTRAL SUPPORT FACILITY - ELEVATOR IMPROVEMENTS	Various Sites	1,525
COUNTY-OWNED BUILDINGS - SECURITY UPGRADES	Various Sites	1,500
COUNTY-OWNED BUILDINGS - ADA IMPROVEMENTS	Various Sites	15,000
COUNTY-OWNED BUILDINGS - SAFETY AND SECURITY IMPROVEMENTS	Various Sites	1,200
CULTURAL CENTER - ELEVATOR IMPROVEMENTS	101 W Flagler St	575
CULTURAL CENTER - MAIN BUILDING TRANSFORMERS	101 W Flagler St	140
DATA PROCESSING CENTER - ELECTRICAL PANELS AND STATIC SWITCHES UPGRADES	5680 SW 87 Ave	500
JOSEPH CALEB BUILDING - SEAL BUILDING ENVELOPE	5400 NW 22 Ave	1,500
LIGHTSPEED BUILDING - ADDITIONAL PARKING LOT	11500 NW 25 St	2,300
LIGHTSPEED BUILDING - FUTURE PHASES	11500 NW 25 St	43,700
LIGHTSPEED BUILDING - HVAC IMPROVEMENTS	11500 NW 25 St	2,000
LIGHTSPEED BUILDING - POWER MANAGEMENT MODULE (PMM) AND STATIC SWITCH REPLACEMENT	11500 NW 25 St	3,000
LIGHTSPEED BUILDING - ROOF REPLACEMENT	11500 NW 25 St	2,500
LIGHTSPEED BUILDING - UNINTERRUPTED POWER SUPPLY UNIT REPLACEMENT	11500 NW 25 St	4,000
RADIO SHOP - REFURBISH PARKING LOT	6010 SW 87 Ave	1,000
SOUTH DADE GOVERNMENT CENTER - HURRICANE SHUTTERS	10710 SW 211 St	863
STEPHEN P. CLARK CENTER - ELEVATOR IMPROVEMENTS	111 NW 1 St	4,600
STEPHEN P. CLARK CENTER - MAIN BUILDING TRANSFORMER REPLACEMENT	111 NW 1 St	250
STEPHEN P. CLARK CENTER - PLAZA TILES AND TERRAZZO ON WEST SIDE	111 NW 1 St	3,250
STEPHEN P. CLARK CENTER - REPLACE DOMESTIC RISER ON TOWER SECTION	111 NW 1 St	1,600
STEPHEN P. CLARK CENTER - REPLACE SYSTEM FURNITURE ON 18 FLOORS	111 NW 1 St	25,000
VARIOUS FACILITIES - REPAIR AND MAINTENANCE	Various Sites	113,000
VARIOUS FLEET FACILITIES - BUILDING IMPROVEMENTS	Various Sites	189,247
	UNFUNDED TOTAL	**418,390**

Management and Budget

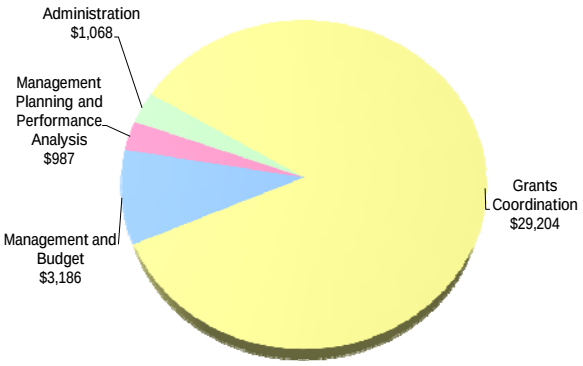
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages grant programs, identifies funding and partnership 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

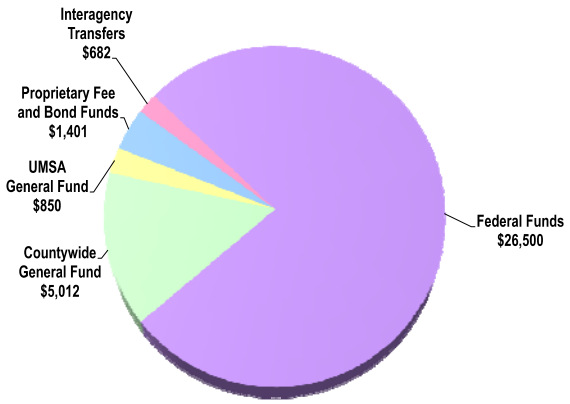


TABLE OF ORGANIZATION

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 17-18	FY 18-19
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 17-18	FY 18-19
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 17-18	FY 18-19
6	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
- Identifies funding and partnership opportunities, and assists County departments to maximize revenue support

FY 17-18	FY 18-19
39	35

The FY 2018-19 total number of full-time equivalent positions is 64 FTEs

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	3,558	4,075	5,083	5,012
General Fund UMSA	827	797	853	850
Building Better Communities Bond Interest	777	900	200	250
CRA Administrative Reimbursement	668	699	682	836
Miscellaneous Revenues	300	0	350	200
QNIP Bond Proceeds	30	0	25	25
SNP Bond Interest Revenue	0	0	0	90
Other Miscellaneous Revenues	100	101	100	0
Ryan White Grant	24,540	29,414	26,500	26,500
Interagency Transfers	560	460	225	175
Interfund Transfers	0	128	265	184
Miscellaneous Revenues	473	470	170	323
Total Revenues	31,833	37,044	34,453	34,445
Operating Expenditures Summary				
Salary	6,228	6,205	6,434	6,607
Fringe Benefits	1,316	1,949	2,001	2,187
Court Costs	89	123	1	1
Contractual Services	15,089	16,614	0	0
Other Operating	2,725	2,852	324	272
Charges for County Services	669	330	721	456
Grants to Outside Organizations	5,709	8,957	24,916	24,846
Capital	8	13	56	76
Total Operating Expenditures	31,833	37,043	34,453	34,445
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 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Administration	1,060	1,068	5	5
Grants Coordination	29,402	29,204	39	35
Management and Budget	3,060	3,186	18	18
Management Planning and Performance Analysis	931	987	6	6
Total Operating Expenditures	34,453	34,445	68	64

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands) Actual FY 15-16	Actual FY 16-17	Budget FY 17-18	Actual FY 17-18	Budget FY 18-19
Advertising	51	18	45	10	45
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	60	60	60	60	60
Security Services	0	0	0	0	0
Temporary Services	7	0	0	16	0
Travel and Registration	21	25	22	10	39
Utilities	41	37	40	41	41

DIVISION: ADMINISTRATION

The Administration Division is responsible for establishing and implementing Department policy.

- Reviews and coordinates departmental procurement, agenda submissions, and departmental personnel activities
- Coordinates the review of County Implementing Orders (IOs) and Administrative Orders (AOs), facilitates placement in the budget documents or preparation of agenda items for Board consideration, and maintains the IO/AO database on the County's website
- Coordinates the development and review of County procedures and manages the County's Procedures Manual
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates the annual sunset review of County boards process
- Reviews, coordinates, and implements County policy

DIVISION COMMENTS

- The FY 2018-19 Adopted Budget includes the transfer of one OMB Administrative Support Officer position from the Grants Coordination Division
- *The FY 2018-19 Adopted Budget includes the elimination of a vacant Administrative Secretary position*

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; 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 funding

Strategic Objectives - Measures

- ED5-2: Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	Number of Community Redevelopment Agencies (CRAs)	IN	↔	14	14	14	14	14
	County TIF Revenue Payments (in millions)	OC	↑	$36.8	$43	$45.5	$45.4	$48.7
	Percent of total County Urban Development Boundary area within TIF districts*	IN	↔	3.7%	3.7%	3.7%	26.4%	26.4%

* This measure has been updated to include all tax increment districts, including the recently approved Transit Infrastructure Improvement District created to include the SMART Plan corridors

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	$48.1	$48.3	$48.3	$48.9	$54.0
	Carryover as a percentage of the General Fund Budget	OC	↑	3.6%	2.7%	2.5%	2.2%	4.3%

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Provide coordination for the Building Better Communities (BBC) General Obligation Bond	Value of BBC-GOB funds Expended (in millions)*	OP	↔	$160.8	$68	$200.8	$74.9	$181.4
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	8	8	10	7	10

* Actual spending of bond funds in FY 2017-18 was less than budgeted due to delays in major capital projects

DIVISION COMMENTS

- The FY 2018-19 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 2018-19, 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; as of the end of FY 2016-17, $1.828 billion of projects had been completed; the FY 2018-19 Adopted Budget includes $181.4 million of BBC projects
- The FY 2018-19 Adopted Budget includes a contribution from the Finance Department's Bond Administration Division ($175,000) for capital budgeting support
- In FY 2018-19, 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, manage the Community Development Block Grant - Disaster Recovery (CDBG-DR) grant and other special projects, 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 began the implementation of the Enterprise Resource Planning (ERP) System; the FY 2018-19 Adopted Budget includes funding in the Management and Budget Division from the ERP Project budget to support the implementation of the ERP system ($117,000) and $67,000 from the IT Funding Model to support the Budgeting Analysis Tool (BAT)
- *A Business Analyst position will be held vacant through FY 2018-19*

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
- Conducts management, organizational, and process reviews with operating department personnel, utilizing best practice research
- Promotes the development of performance improvement skills in the County workforce
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services Pool

Strategic Objectives - Measures

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Promote the development of performance improvement skills	Percentage of active management and supervisory employees with Lean Six Sigma training	OC	↑	9.1%	10.2%	10.5%	10.7%	11.0%
	Number of County employees completing advanced Lean Six Sigma training programs*	OP	↔	5	24	50	56	25

* Lean Six Sigma training began in FY 2015-16 with the first black belt training; in FY 2016-17 the first wave of green belt training was initiated and the actual performance for that year has been corrected; in FY 2017-18, new waves were implemented; for FY 2018-19 fewer training sessions are planned to focus resources on countywide projects

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans	EF	↑	93%	95%	95%	95%	95%
Identify opportunities to improve County operations	Average number of active users of the County performance management system*	IN	↔	869	794	800	730	725
	Performance analysis projects completed	OC	↑	10	13	11	13	9

* The FY 2017-18 Actual has decreased due to greater centralization of performance management system use within County departments; the FY 2018-19 Target has been adjusted accordingly

DIVISION COMMENTS

- In FY 2018-19, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques, beginning with an introductory Yellow Belt class; 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 2017-18, a round of advanced Green Belt training was completed
- In FY 2017-18, the Department completed several performance analysis projects, including a comprehensive review of the County's domestic violence programs, a business model decision analysis for the Internal Services Department's Design and Construction Services Division, and an analysis of the Animal Services Department's field enforcement activities

- In FY 2017-18, the Office of Management and Budget, along with the Information Technology Department, Human Resources, and the Internal Services Department, began the implementation of the Enterprise Resource Planning (ERP) System; the FY 2018-19 Adopted Budget includes funding in the Management Planning and Performance Analysis Division from the ERP Project budget to support the implementation of the ERP system ($139,000)
- 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; this work was completed in FY 2017-18 and the findings were used in the development of the FY 2018-19 budget
- In FY 2017-18, the Department, in collaboration with the Finance Department, Credit and Collections Section, developed an updated Memorandum of Understanding (MOU) approved by the Board of County Commissioners; under the updated MOU, employees will have incentives to generate enhanced revenue collections for the County; annual MOU-related collections have increased from $3.7 million in FY 2009-10 to $13.1 million in FY 2016-17

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 and two United States Department of Justice grants; 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 the County's sponsorship and marketing revenue contracts and facilitates sponsorship and marketing activities
- Manages the Innovations in Community-based Crime Reduction program grant (Project PEACE South Dade) and the Opioid Affected Youth-Initiative Project and other 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 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↑	$33	$38	$30	$59	$40

* FY 2018-19 Target has been updated to reflect recent performance

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	89%	89%	85%	94%	85%
	Site visits - CBOs*	OP	↔	8	42	144	121	137

*Beginning in FY 2017-18 Targets reflect contracts awarded through the RFP #CBO1516 Competitive Process

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

Objectives	Measures			FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Budget	FY 17-18 Actual	FY 18-19 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	↔	9,671	10,165	10,500	9,883	10,500
	Percentage of Ryan White Program payments processed within 21 calendar days*	EF	↑	97%	94%	85%	99%	90%
	Comprehensive Ryan White Program site visits (per contract year)**	OP	↔	15	15	5	0	15

* FY 2018-19 Target has been updated to reflect recent performance

** FY 2017-18 Target and Actual reflect approval of a waiver due to staffing issues

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 2018-19 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to $184,000)
- The FY 2018-19 Adopted Budget allocates $13.3 million for community-based organizations (CBOs), providing funding for organizations which participated in the RFP #CBO1516 competitive solicitation process; total funding for allocation to CBOs for district specific needs is $2.6 million ($200,000 per Commission District); 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 2018-19 Adopted Budget also includes $1.044 million to fund the Mom and Pop Small Business Grant Program
- The FY 2018-19 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 ($200,000); should marketing revenues exceed the budget, a vacant Special Projects Administrator 1 position will be funded to assist with increased contracting responsibilities
- In FY 2018-19, 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, manage the Community Development Block Grant - Disaster Recovery (CDBG-DR) grant and other special projects, and provide agenda coordination support
- *The FY 2018-19 Adopted Budget includes the elimination of a Special Projects Administrator 1, an Accountant 2, and a Contract Officer position; if non-County funding is identified, a vacant Senior Grants Analyst position will be filled to facilitate the CBO capacity-building activities*
- *The FY 2018-19 Adopted Budget includes the transfer of an OMB Administrative Support Officer position to Administration*
- In FY 2018-19, two Special Projects Administrator 1 overage positions will be added to support recently awarded United States Department of Justice grants: the Community-based Crime Reduction program (Project PEACE South Dade) and the Opioid Affected Youth Initiative Project; each grant is valued at $1 million and has a duration of three years; grant funds support the positions which are responsible for program and grant implementation and management

Department Operational Unmet Needs

Description	(dollars in thousands) Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
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

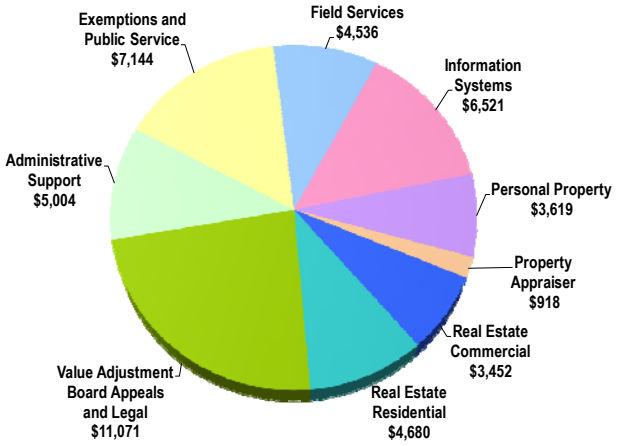
The elected Property Appraiser of Miami-Dade County has the primary responsibility to identify and appraise all real and tangible personal property within the county and certify the annual tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and state law. 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 2018-19 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

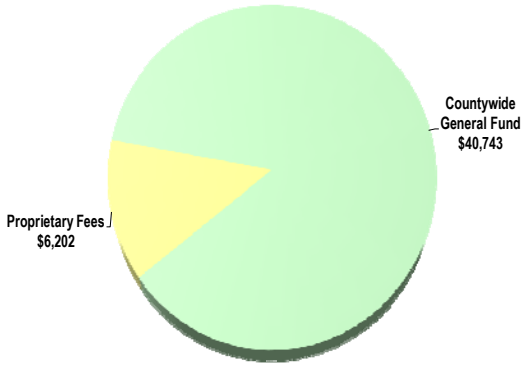


TABLE OF ORGANIZATION

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 17-18	FY 18-19
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 17-18	FY 18-19
78	82

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 17-18	FY 18-19
29	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 17-18	FY 18-19
50	49

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 17-18	FY 18-19
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 17-18	FY 18-19
112	107

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 17-18	FY 18-19
31	33

FIELD SERVICES

- Performs inspections on all real property in the County

FY 17-18	FY 18-19
53	53

The FY 2018-19 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 15-16	Actual FY 16-17	Budget FY 17-18	Adopted FY 18-19
Revenue Summary				
General Fund Countywide	34,936	39,497	37,746	40,743
Internal Service Charges	0	0	3,813	3,397
Miscellaneous Revenues	0	31	0	25
Reimbursements from Taxing Jurisdictions	2,386	3,214	2,803	2,780
Total Revenues	37,322	42,742	44,362	46,945
Operating Expenditures Summary				
Salary	25,366	27,184	27,635	28,850
Fringe Benefits	7,737	9,418	10,147	11,231
Court Costs	3	67	82	82
Contractual Services	1,322	2,150	2,439	2,787
Other Operating	921	1,329	1,421	1,639
Charges for County Services	1,847	2,023	2,586	2,304
Grants to Outside Organizations	0	0	0	0
Capital	126	47	52	52
Total Operating Expenditures	37,322	42,218	44,362	46,945
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 17-18	Total Funding Adopted FY 18-19	Total Positions Budget FY 17-18	Total Positions Adopted FY 18-19
Strategic Area: General Government				
Property Appraiser	818	918	5	6
Administrative Support	4,023	5,004	8	7
Exemptions and Public Service	6,312	7,144	78	82
Field Services	4,242	4,536	53	53
Information Systems	7,098	6,521	29	29
Personal Property	3,429	3,619	38	38
Real Estate Commercial	3,053	3,452	31	33
Real Estate Residential	4,435	4,680	50	49
Value Adjustment Board	10,952	11,071	112	107
Appeals and Legal				
Total Operating Expenditures	44,362	46,945	404	404

SELECTED ITEM HIGHLIGHTS AND DETAILS

	(dollars in thousands)				
Line Item Highlights	**Actual FY 15-16**	**Actual FY 16-17**	**Budget FY 17-18**	**Actual FY 17-18**	**Budget FY 18-19**
Advertising	3	11	5	3	5
Fuel	12	13	18	18	18
Overtime	257	228	150	184	150
Rent	16	14	11	11	11
Security Services	2	0	2	1	1
Temporary Services	0	0	0	0	0
Travel and Registration	10	14	12	9	12
Utilities	138	129	124	111	162

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 2018-19, 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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
IT Funding Model	0	500	1,000	0	0	0	0	0	1,500
Operating Revenue	500	0	0	0	0	0	0	0	500
Total:	500	500	1,000	0	0	0	0	0	2,000
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	0	1,000	1,000	0	0	0	0	0	2,000
Total:	0	1,000	1,000	0	0	0	0	0	2,000

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the replacement of the Computer-Aided Mass Appraisal (CAMA) system, the core technology used by the Office of the Property Appraiser in developing the annual property tax roll; this project will enable the Office to continue to meet current and future operational needs as required by State law; it is expected that the Office will realize operational savings due to the reduction of outside contractual support required to maintain the current antiquated system
- The FY 2018-19 Adopted Budget and Multi-Year Capital Plan includes the purchase of four vehicles ($69,000) as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511

FUNDED CAPITAL PROJECTS

(dollars in thousands)

COMPUTER AIDED MASS APPRAISAL SYSTEM (CAMA) - REPLACEMENT **PROJECT #: 2000000955**

DESCRIPTION: Replace the Computer-Aided Mass Appraisal (CAMA) system, the core technology used by the Office of the Property Appraiser in developing the annual property tax roll, to meet current and future operational needs as required by state law

LOCATION: 111 NW 1 St, City of Miami — District Located: 5 — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
IT Funding Model	0	500	1,000	0	0	0	0	0	1,500
Operating Revenue	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	**500**	**500**	**1,000**	**0**	**0**	**0**	**0**	**0**	**2,000**

EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Technology Hardware/Software	0	1,000	1,000	0	0	0	0	0	2,000
TOTAL EXPENDITURES:	**0**	**1,000**	**1,000**	**0**	**0**	**0**	**0**	**0**	**2,000**

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of $700,000

SUPPLEMENTAL INFORMATION

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Non-Departmental

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FUTURE	TOTAL
Revenue									
Animal Services Trust Fund	30	0	0	0	0	0	0	0	30
Assistance to Firefighters Grant	0	900	0	0	0	0	0	0	900
Aviation Revenues	11,600	8,840	2,469	1,193	1,091	506	0	0	25,699
BBC GOB Financing	98,793	23,887	27,918	30,045	5,118	10,038	903	9	196,711
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	6,278	0	0	0	0	0	0	0	6,278
Causeway Toll Revenue	344	0	0	0	0	0	0	0	344
Convention Development Tax Funds	401	750	0	0	0	0	0	0	1,151
Cultural Affairs Operating Revenue	114	0	0	0	0	0	0	0	114
Department Operating Revenue	6,582	0	0	0	0	0	0	0	6,582
FEMA Hazard Mitigation Grant	1,400	0	0	0	0	0	0	0	1,400
Fire Impact Fees	4,425	3,425	0	0	0	0	0	0	7,850
Fire Rescue Taxing District	0	4,400	0	0	0	0	0	0	4,400
FTA Section 5307/5309 Formula Grant	1,419	0	0	0	0	0	0	0	1,419
Future Financing	10,000	10,000	0	0	0	0	0	0	20,000
ISD Operating Revenue	10	0	0	0	0	0	0	0	10
IT Funding Model	150	4,103	2,518	0	0	0	0	0	6,771
Law Enforcement Trust Fund (LETF)	20	0	0	0	0	0	0	0	20
Lease Financing - County Bonds/Debt	143,630	49,034	23,854	34,475	12,195	10,718	667	150	274,723
Operating Revenue	784	0	0	0	0	0	0	0	784
Passenger Transportation Regulatory Fees	168	0	0	0	0	0	0	0	168
Pay-As-You-Go CIF	18,490	38,210	0	0	0	0	0	0	56,700
People's Transportation Plan Bond Program	275	0	0	0	0	0	0	0	275
PROS Departmental Trust Fund	167	0	0	0	0	0	0	0	167
PROS Operating Revenue	0	103	0	0	0	0	0	0	103
QNIP Interest	2,137	0	0	0	0	0	0	0	2,137
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	2,111	0	0	0	0	0	0	0	2,111
RER Operating Revenue	1,803	880	0	0	0	0	0	0	2,683
Secondary Gas Tax	0	0	0	2,085	2,085	0	0	0	4,170
Special Taxing District	123	674	0	0	0	0	0	0	797
Stormwater Utility	3,305	1,425	0	0	0	0	0	0	4,730
Vehicle Replacement Fund	1,426	822	728	704	92	92	92	92	4,048
Wastewater Renewal Fund	33,499	14,563	32,015	27,535	33,353	0	0	0	140,965
Total:	570,797	162,016	89,502	96,037	53,934	21,354	1,662	251	995,553

Expenditures									
Strategic Area: PS									
Computer and Systems Automation	0	1,050	2,518	0	0	0	0	0	3,568
Court Facilities	0	1,336	0	0	0	0	0	0	1,336
Equipment Acquisition	24,700	300	0	0	0	0	0	0	25,000
Facility Improvements	0	63	0	0	0	0	0	0	63
Fleet Improvements	0	1,700	0	0	0	0	0	0	1,700
Infrastructure Improvements	0	1,731	0	0	0	0	0	0	1,731
Other	0	846	0	0	0	0	0	0	846
Public Safety Facilities	4,186	1,614	0	0	0	0	0	0	5,800
Telecommunications Equipment	0	1,095	0	0	0	0	0	0	1,095
Strategic Area: RC									
Cultural, Library, and Educational Facilities	25,698	1,737	7,000	10,000	0	0	0	9	44,444
Facility Improvements	0	750	0	0	0	0	0	0	750
Other	0	2,731	0	0	0	0	0	0	2,731
Park, Recreation, and Culture Projects	105,537	5,265	4,369	961	0	0	0	0	116,132
Vizcaya Facility Improvements	10,537	2,000	3,000	5,000	5,118	0	0	0	25,655
Strategic Area: NI									
Animal Services Facilities	0	809	0	0	0	0	0	0	809
Bridges, Infrastructure, Neighborhood Improvements	0	2,029	0	0	0	0	0	0	2,029
Fleet Improvements	0	72	0	0	0	0	0	0	72
Infrastructure Improvements	1,601	16,504	6,770	7,458	2,085	0	0	0	34,418
Water, Sewer, and Flood Control Systems	39,176	5,440	1,990	4,560	0	0	0	0	51,166
Strategic Area: HH									
Fleet Improvements	0	336	0	0	0	0	0	0	336
Health Care Equipment	0	1,308	0	0	0	0	0	0	1,308
Health Care Facility Improvements	10,887	500	1,000	0	0	0	613	0	13,000
New Head Start Facilities	0	255	0	0	0	0	0	0	255
Other	37,328	11,424	5,275	0	0	0	290	0	54,317
Public Housing Improvements	0	974	0	0	0	0	0	0	974
Strategic Area: ED									
New Facilities	976	0	0	4,024	0	0	0	0	5,000
Strategic Area: GG									
311 Answer Center Technology Improvements	0	202	0	0	0	0	0	0	202
ADA Accessibility Improvements	0	268	0	0	0	0	0	0	268
Computer and Systems Automation	0	150	0	0	0	0	0	0	150
Equipment Acquisition	0	1,114	0	0	0	0	0	0	1,114
Facility Improvements	0	5,652	0	0	0	0	0	0	5,652
Fleet Improvements	203,132	89,946	59,066	63,907	46,731	11,316	759	242	475,099
Future Capital Projects	0	500	0	0	0	0	0	0	500
New Facilities	93,694	4,037	2,284	2,500	0	10,038	0	0	112,553
Other	0	4,964	0	0	0	0	0	0	4,964
Security Improvements	0	516	0	0	0	0	0	0	516
Total:	557,452	169,218	93,272	98,410	53,934	21,354	1,662	251	995,553

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; 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: To Be Determined — District Located: Unincorporated Municipal Service Area
To Be Determined — District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	1,390	0	0	1,390
TOTAL REVENUES:	0	0	0	0	0	1,390	0	0	1,390
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	0	0	0	0	0	1,390	0	0	1,390
TOTAL EXPENDITURES:	0	0	0	0	0	1,390	0	0	1,390

ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES

PROJECT #: 113960

DESCRIPTION: Prior years' allocations included the purchase of the Lightspeed facility, 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 $8.648 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	926	674	1,000	0	0	8,648	0	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:	25,278	674	1,000	0	0	8,648	0	0	35,600
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Building Acquisition/Improvements	926	0	0	0	0	0	0	0	926
Construction	558	674	1,000	0	0	8,610	0	0	10,842
Land Acquisition/Improvements	23,775	0	0	0	0	38	0	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:	25,278	674	1,000	0	0	8,648	0	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	2,000	1,284	0	0	0	0	0	3,284
BBC GOB Series 2005A	16	0	0	0	0	0	0	0	16
TOTAL REVENUES:	16	2,000	1,284	0	0	0	0	0	3,300
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	0	2,000	1,284	0	0	0	0	0	3,284
Planning and Design	16	0	0	0	0	0	0	0	16
TOTAL EXPENDITURES:	16	2,000	1,284	0	0	0	0	0	3,300

AMERICANS 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	5	0	0	0	0	0	0	5
TOTAL REVENUES:	0	5	0	0	0	0	0	0	5
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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, City of Miami

District Located: 5

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Technology Hardware/Software	0	150	0	0	0	0	0	0	150
TOTAL EXPENDITURES:	0	150	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Convention Development Tax Funds	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	0	750	0	0	0	0	0	0	750
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Department Operating Revenue	6,582	0	0	0	0	0	0	0	6,582
Pay-As-You-Go CIF	18,418	0	0	0	0	0	0	0	18,418
TOTAL REVENUES:	25,000	0	0	0	0	0	0	0	25,000
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	202	0	0	0	0	0	0	202
TOTAL REVENUES:	0	202	0	0	0	0	0	0	202
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	202	0	0	0	0	0	0	202
TOTAL EXPENDITURES:	0	202	0	0	0	0	0	0	202

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	58	0	0	0	0	0	0	58
TOTAL REVENUES:	0	58	0	0	0	0	0	0	58
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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 - AMERICANS 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	263	0	0	0	0	0	0	263
TOTAL REVENUES:	0	263	0	0	0	0	0	0	263
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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 - 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

DEBT SERVICE - ANIMAL SERVICES VEHICLES PROJECT #: 2000000937

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire vehicles

LOCATION: Various Sites District Located: Countywide

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	72	0	0	0	0	0	0	72
TOTAL REVENUES:	0	72	0	0	0	0	0	0	72
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	72	0	0	0	0	0	0	72
TOTAL EXPENDITURES:	0	72	0	0	0	0	0	0	72

DEBT SERVICE - ANIMAL SHELTER (CAPITAL ASSET SERIES 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 District Located: 12

Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	809	0	0	0	0	0	0	809
TOTAL REVENUES:	0	809	0	0	0	0	0	0	809
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	809	0	0	0	0	0	0	809
TOTAL EXPENDITURES:	0	809	0	0	0	0	0	0	809

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; Pay-As-You-Go Capital Improvement funding provided by annual rent payment from Marlins

LOCATION: 501 NW 16 Ave District Located: 5

City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	2,458	0	0	0	0	0	0	2,458
TOTAL REVENUES:	0	2,458	0	0	0	0	0	0	2,458
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,458	0	0	0	0	0	0	2,458
TOTAL EXPENDITURES:	0	2,458	0	0	0	0	0	0	2,458

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	336	0	0	0	0	0	0	336
TOTAL REVENUES:	0	336	0	0	0	0	0	0	336
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	336	0	0	0	0	0	0	336
TOTAL EXPENDITURES:	0	336	0	0	0	0	0	0	336

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 — District Located: 12
Doral — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	63	0	0	0	0	0	0	63
TOTAL REVENUES:	0	63	0	0	0	0	0	0	63
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	63	0	0	0	0	0	0	63
TOTAL EXPENDITURES:	0	63	0	0	0	0	0	0	63

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 — District Located: 9
Unincorporated Miami-Dade County — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	2,214	0	0	0	0	0	0	2,214
TOTAL REVENUES:	0	2,214	0	0	0	0	0	0	2,214
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,214	0	0	0	0	0	0	2,214
TOTAL EXPENDITURES:	0	2,214	0	0	0	0	0	0	2,214

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	720	0	0	0	0	0	0	720
TOTAL REVENUES:	0	720	0	0	0	0	0	0	720
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	720	0	0	0	0	0	0	720
TOTAL EXPENDITURES:	0	720	0	0	0	0	0	0	720

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	516	0	0	0	0	0	0	516
TOTAL REVENUES:	0	516	0	0	0	0	0	0	516
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	516	0	0	0	0	0	0	516
TOTAL EXPENDITURES:	0	516	0	0	0	0	0	0	516

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	862	0	0	0	0	0	0	862
TOTAL REVENUES:	0	862	0	0	0	0	0	0	862
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	862	0	0	0	0	0	0	862
TOTAL EXPENDITURES:	0	862	0	0	0	0	0	0	862

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	836	0	0	0	0	0	0	836
TOTAL REVENUES:	0	836	0	0	0	0	0	0	836
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	836	0	0	0	0	0	0	836
TOTAL EXPENDITURES:	0	836	0	0	0	0	0	0	836

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	27	0	0	0	0	0	0	27
TOTAL REVENUES:	0	27	0	0	0	0	0	0	27
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	27	0	0	0	0	0	0	27
TOTAL EXPENDITURES:	0	27	0	0	0	0	0	0	27

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	655	0	0	0	0	0	0	655
TOTAL REVENUES:	0	655	0	0	0	0	0	0	655
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	655	0	0	0	0	0	0	655
TOTAL EXPENDITURES:	0	655	0	0	0	0	0	0	655

DEBT SERVICE - ELECTIONS EQUIPMENT (ADA COMPLIANT VOTING SYSTEM) PROJECT #: 2000000952

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire ADA Compliant voting systems utilizing touch screen technology to cast votes and produce a paper-based record for verification and tabulation

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	525	0	0	0	0	0	0	525
TOTAL REVENUES:	0	525	0	0	0	0	0	0	525
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	525	0	0	0	0	0	0	525
TOTAL EXPENDITURES:	0	525	0	0	0	0	0	0	525

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	589	0	0	0	0	0	0	589
TOTAL REVENUES:	0	589	0	0	0	0	0	0	589
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	589	0	0	0	0	0	0	589
TOTAL EXPENDITURES:	0	589	0	0	0	0	0	0	589

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	179	0	0	0	0	0	0	179
TOTAL REVENUES:	0	179	0	0	0	0	0	0	179
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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 SERIES 2013A) PROJECT #: 986330

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software, and to implement system

LOCATION: 111 NW 1 St — District Located: 5
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
IT Funding Model	0	3,553	0	0	0	0	0	0	3,553
TOTAL REVENUES:	0	3,553	0	0	0	0	0	0	3,553
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,553	0	0	0	0	0	0	3,553
TOTAL EXPENDITURES:	0	3,553	0	0	0	0	0	0	3,553

DEBT SERVICE - FIRE BOAT (SUNSHINE STATE 2011A) PROJECT #: 982120

DESCRIPTION: Provide funding for annual debt service payment

LOCATION: Various Sites — District Located: 4, 8
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	99	0	0	0	0	0	0	99
TOTAL REVENUES:	0	99	0	0	0	0	0	0	99
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	99	0	0	0	0	0	0	99
TOTAL EXPENDITURES:	0	99	0	0	0	0	0	0	99

DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL ASSET SERIES 2013B) PROJECT #: 9810010

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to improve UHF radio system

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	1,095	0	0	0	0	0	0	1,095
TOTAL REVENUES:	0	1,095	0	0	0	0	0	0	1,095
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,095	0	0	0	0	0	0	1,095
TOTAL EXPENDITURES:	0	1,095	0	0	0	0	0	0	1,095

DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL LEASE SERIES 2018) PROJECT #: 2000000939

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to improve UHF radio system

LOCATION: Various Sites — District Located: Countywide

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	435	0	0	0	0	0	0	435
TOTAL REVENUES:	0	435	0	0	0	0	0	0	435
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	435	0	0	0	0	0	0	435
TOTAL EXPENDITURES:	0	435	0	0	0	0	0	0	435

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	257	0	0	0	0	0	0	257
TOTAL REVENUES:	0	257	0	0	0	0	0	0	257
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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 - 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

DEBT SERVICE - HELICOPTER PROJECT #: 2000000938

DESCRIPTION: Provide funding for annual debt service payment

LOCATION: To Be Determined — District Located: Countywide

To Be Determined — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	1,700	0	0	0	0	0	0	1,700
TOTAL REVENUES:	0	1,700	0	0	0	0	0	0	1,700
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,700	0	0	0	0	0	0	1,700
TOTAL EXPENDITURES:	0	1,700	0	0	0	0	0	0	1,700

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 to install more communications towers to receive and transmit UHF signals

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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 SERIES 2016A) PROJECT #: 2000000551

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to provide infrastructure improvements to various park facilities

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	308	0	0	0	0	0	0	308
TOTAL REVENUES:	0	308	0	0	0	0	0	0	308
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	308	0	0	0	0	0	0	308
TOTAL EXPENDITURES:	0	308	0	0	0	0	0	0	308

DEBT SERVICE - POLICE VEHICLES PROJECT #: 2000000245

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire police vehicles

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	4,880	0	0	0	0	0	0	4,880
TOTAL REVENUES:	0	4,880	0	0	0	0	0	0	4,880
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	4,880	0	0	0	0	0	0	4,880
TOTAL EXPENDITURES:	0	4,880	0	0	0	0	0	0	4,880

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	255	0	0	0	0	0	0	255
TOTAL REVENUES:	0	255	0	0	0	0	0	0	255
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	255	0	0	0	0	0	0	255
TOTAL EXPENDITURES:	0	255	0	0	0	0	0	0	255

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	263	0	0	0	0	0	0	263
TOTAL REVENUES:	0	263	0	0	0	0	0	0	263
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	302	0	0	0	0	0	0	302
TOTAL REVENUES:	0	302	0	0	0	0	0	0	302
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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 - EQUIPMENT (CAPITAL ASSET ACQUISITION SERIES 2017A) PROJECT #: 2000000933

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment

LOCATION: 1611 NW 12 Ave, City of Miami — District Located: 3 — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	1,308	0	0	0	0	0	0	1,308
TOTAL REVENUES:	0	1,308	0	0	0	0	0	0	1,308
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,308	0	0	0	0	0	0	1,308
TOTAL EXPENDITURES:	0	1,308	0	0	0	0	0	0	1,308

DEBT SERVICE - PUBLIC HEALTH TRUST - EQUIPMENT (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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	2,403	0	0	0	0	0	0	2,403
TOTAL REVENUES:	0	2,403	0	0	0	0	0	0	2,403
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,403	0	0	0	0	0	0	2,403
TOTAL EXPENDITURES:	0	2,403	0	0	0	0	0	0	2,403

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	1,420	0	0	0	0	0	0	1,420
TOTAL REVENUES:	0	1,420	0	0	0	0	0	0	1,420
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,420	0	0	0	0	0	0	1,420
TOTAL EXPENDITURES:	0	1,420	0	0	0	0	0	0	1,420

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	867	0	0	0	0	0	0	867
TOTAL REVENUES:	0	867	0	0	0	0	0	0	867
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	867	0	0	0	0	0	0	867
TOTAL EXPENDITURES:	0	867	0	0	0	0	0	0	867

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
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	413	0	0	0	0	0	0	413
TOTAL REVENUES:	0	413	0	0	0	0	0	0	413
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	413	0	0	0	0	0	0	413
TOTAL EXPENDITURES:	0	413	0	0	0	0	0	0	413

DEBT SERVICE - PUBLIC SERVICE TAX BONDS (SERIES 2011) PROJECT #: 988490

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP)

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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 - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP)

PROJECT #: 2000000951

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2017)

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

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	879	0	0	0	0	0	0	879
TOTAL REVENUES:	0	879	0	0	0	0	0	0	879
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	879	0	0	0	0	0	0	879
TOTAL EXPENDITURES:	0	879	0	0	0	0	0	0	879

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	974	0	0	0	0	0	0	974
TOTAL REVENUES:	0	974	0	0	0	0	0	0	974
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	974	0	0	0	0	0	0	974
TOTAL EXPENDITURES:	0	974	0	0	0	0	0	0	974

FLAGLER STREET RECONSTRUCTION

PROJECT #: 2000000963

DESCRIPTION: Flagler Street Reconstruction and Economic Development

LOCATION: Flagler St and Biscayne Blvd — District Located: 5
City of Miami — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	0	3,000	3,000	0	0	0	0	6,000
Secondary Gas Tax	0	0	0	2,085	2,085	0	0	0	4,170
TOTAL REVENUES:	0	0	3,000	5,085	2,085	0	0	0	10,170
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	0	0	3,000	5,085	2,085	0	0	0	10,170
TOTAL EXPENDITURES:	0	0	3,000	5,085	2,085	0	0	0	10,170

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Animal Services Trust Fund	30	0	0	0	0	0	0	0	30
Assistance to Firefighters Grant	0	900	0	0	0	0	0	0	900
Aviation Revenues	11,600	8,840	2,469	1,193	1,091	506	0	0	25,699
Causeway Toll Revenue	344	0	0	0	0	0	0	0	344
Cultural Affairs Operating Revenue	114	0	0	0	0	0	0	0	114
Fire Impact Fees	4,425	3,425	0	0	0	0	0	0	7,850
Fire Rescue Taxing District	0	4,400	0	0	0	0	0	0	4,400
FTA Section 5307/5309 Formula Grant	1,419	0	0	0	0	0	0	0	1,419
Law Enforcement Trust Fund (LETF)	20	0	0	0	0	0	0	0	20
Lease Financing - County Bonds/Debt	143,630	49,034	23,854	34,475	12,195	10,718	667	150	274,723
Operating Revenue	784	0	0	0	0	0	0	0	784
Passenger Transportation Regulatory Fees	168	0	0	0	0	0	0	0	168
People's Transportation Plan Bond Program	275	0	0	0	0	0	0	0	275
PROS Departmental Trust Fund	167	0	0	0	0	0	0	0	167
PROS Operating Revenue	0	103	0	0	0	0	0	0	103
RER Operating Revenue	1,803	880	0	0	0	0	0	0	2,683
Special Taxing District	123	674	0	0	0	0	0	0	797
Stormwater Utility	3,305	1,425	0	0	0	0	0	0	4,730
Vehicle Replacement Fund	1,426	822	728	704	92	92	92	92	4,048
Wastewater Renewal Fund	33,499	14,563	32,015	27,535	33,353	0	0	0	140,965
TOTAL REVENUES:	203,132	85,066	59,066	63,907	46,731	11,316	759	242	470,219

EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Automobiles/Vehicles	203,132	85,066	59,066	63,907	46,731	11,316	759	242	470,219
TOTAL EXPENDITURES:	203,132	85,066	59,066	63,907	46,731	11,316	759	242	470,219

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	4,120	2,500	4,290	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:	10,210	2,500	4,290	0	0	0	0	0	17,000

EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	7,751	2,500	4,290	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:	10,210	2,500	4,290	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Convention Development Tax Funds	401	0	0	0	0	0	0	0	401
ISD Operating Revenue	10	0	0	0	0	0	0	0	10
Pay-As-You-Go CIF	72	0	0	0	0	0	0	0	72
TOTAL REVENUES:	483	0	0	0	0	0	0	0	483
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Building Acquisition/Improvements	235	248	0	0	0	0	0	0	483
TOTAL EXPENDITURES:	235	248	0	0	0	0	0	0	483

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	0	0	4,024	0	0	0	0	4,024
BBC GOB Series 2008B	976	0	0	0	0	0	0	0	976
TOTAL REVENUES:	976	0	0	4,024	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	0	0	0	4,024	0	0	0	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	4,024	0	0	0	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	613	0	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	613	0	8,000

EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	185	0	0	0	0	0	613	0	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	613	0	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	4,391	1,489	7,000	10,000	0	0	0	9	22,889
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:	25,463	1,489	7,000	10,000	0	0	0	9	43,961

EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	24,477	1,489	7,000	10,000	0	0	0	9	42,975
Planning and Design	952	0	0	0	0	0	0	0	952
Project Administration	34	0	0	0	0	0	0	0	34
TOTAL EXPENDITURES:	25,463	1,489	7,000	10,000	0	0	0	9	43,961

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	6,913	4,700	4,369	961	0	0	0	0	16,943
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:	105,537	4,700	4,369	961	0	0	0	0	115,567
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	86,272	4,700	4,369	961	0	0	0	0	96,302
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:	105,537	4,700	4,369	961	0	0	0	0	115,567

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	1,614	0	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:	4,186	1,614	0	0	0	0	0	0	5,800
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	4,186	1,614	0	0	0	0	0	0	5,800
TOTAL EXPENDITURES:	4,186	1,614	0	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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	58,726	1,363	0	0	0	0	0	0	60,089
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:	68,400	1,363	0	0	0	0	0	0	69,763
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	58,158	1,363	0	0	0	0	0	0	59,521
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:	68,400	1,363	0	0	0	0	0	0	69,763

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	14,581	5,440	1,990	4,560	0	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:	39,176	5,440	1,990	4,560	0	0	0	0	51,166
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	34,540	5,440	1,990	4,560	0	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:	39,176	5,440	1,990	4,560	0	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 — District Located: Countywide
Various Sites — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	2,833	1,607	985	0	0	0	290	0	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:	27,118	1,607	985	0	0	0	290	0	30,000

EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	20,059	1,607	985	0	0	0	290	0	22,941
Land Acquisition/Improvements	5,432	0	0	0	0	0	0	0	5,432
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:	27,118	1,607	985	0	0	0	290	0	30,000

PUBLIC PRIVATE PARTNERSHIP (P3) CONSULTANTS PROJECT #: 2000000827

DESCRIPTION:

LOCATION: To Be Determined — District Located: Countywide
To Be Determined — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500

EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Project Administration	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

PUERTO RICAN COMMUNITY CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROJECT #: 111760

DESCRIPTION: Construct or acquire a Puerto Rican Community Center

LOCATION: To Be Determined — District Located: TBD
To Be Determined — District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	0	0	2,500	0	0	0	0	2,500
TOTAL REVENUES:	0	0	0	2,500	0	0	0	0	2,500

EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	0	0	0	2,500	0	0	0	0	2,500
TOTAL EXPENDITURES:	0	0	0	2,500	0	0	0	0	2,500

QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP) PROJECT #: 2000000581

DESCRIPTION: Resurface sidewalks, install calming devices, landscape, provide park improvements, and complete 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Future Financing	10,000	10,000	0	0	0	0	0	0	20,000
QNIP Interest	2,137	0	0	0	0	0	0	0	2,137
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	2,111	0	0	0	0	0	0	0	2,111
TOTAL REVENUES:	14,248	10,000	0	0	0	0	0	0	24,248
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	1,560	16,504	3,770	2,373	0	0	0	0	24,207
Land Acquisition/Improvements	41	0	0	0	0	0	0	0	41
TOTAL EXPENDITURES:	1,601	16,504	3,770	2,373	0	0	0	0	24,248

REPAIRS AND RENOVATIONS - PAY-AS-YOU-GO CAPITAL IMPROVEMENT FUND 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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Pay-As-You-Go CIF	0	4,997	0	0	0	0	0	0	4,997
TOTAL REVENUES:	0	4,997	0	0	0	0	0	0	4,997
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	4,997	0	0	0	0	0	0	4,997
TOTAL EXPENDITURES:	0	4,997	0	0	0	0	0	0	4,997

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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	0	500	1,000	0	0	0	0	0	1,500
BBC GOB Series 2011A	3,500	0	0	0	0	0	0	0	3,500
TOTAL REVENUES:	3,500	500	1,000	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	3,465	200	1,000	0	0	0	0	0	4,665
Planning and Design	35	300	0	0	0	0	0	0	335
TOTAL EXPENDITURES:	3,500	500	1,000	0	0	0	0	0	5,000

VIZCAYA MUSEUM AND GARDENS - PHASE 2, 3, AND 4 (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	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
BBC GOB Financing	6,303	2,000	3,000	5,000	5,118	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:	10,537	2,000	3,000	5,000	5,118	0	0	0	25,655
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Construction	7,696	2,000	3,000	5,000	5,118	0	0	0	22,814
Permitting	20	0	0	0	0	0	0	0	20
Planning and Design	1,518	0	0	0	0	0	0	0	1,518
Project Administration	1,303	0	0	0	0	0	0	0	1,303
TOTAL EXPENDITURES:	10,537	2,000	3,000	5,000	5,118	0	0	0	25,655

WORK FORCE SCHEDULING SOLUTION PROJECT #: 2000000845

DESCRIPTION: Purchase and implement a software application to provide both the Department of Corrections and Rehabilitation and the Miami-Dade County Police Department with the ability to automate part- time collections, manage staffing rosters, conduct shift bidding, and automate vacancy filling in conjunction with audit controls to enhance payroll accountability and reporting

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
IT Funding Model	0	550	2,518	0	0	0	0	0	3,068
Pay-As-You-Go CIF	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	1,050	2,518	0	0	0	0	0	3,568
EXPENDITURE SCHEDULE:	PRIOR	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	FUTURE	TOTAL
Technology Hardware/Software	0	1,050	2,518	0	0	0	0	0	3,568
TOTAL EXPENDITURES:	0	1,050	2,518	0	0	0	0	0	3,568

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of $270,000 and includes 4 FTE(s)

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