

FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

Seaport

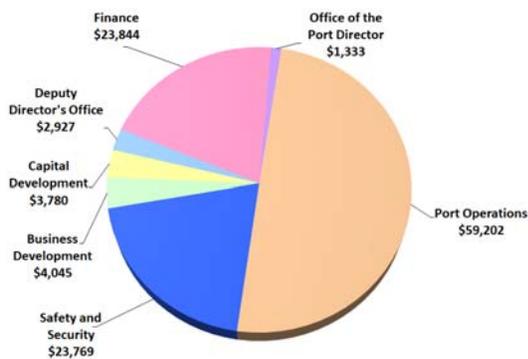
The Seaport Department manages and operates the Dante B. Fascell Port of Miami or PortMiami. PortMiami is the busiest passenger cruise port in the world and the 12th busiest cargo container port in the United States.

As part of the Economic Development strategic area, Seaport is responsible for meeting the infrastructure needs of the cruise and cargo industries, managing the Port efficiently and effectively and maintaining, renovating and expanding the Port's facilities. Seaport promotes cruise and cargo growth through infrastructure enhancements and throughput capacity improvements combined with an aggressive foreign and domestic marketing program.

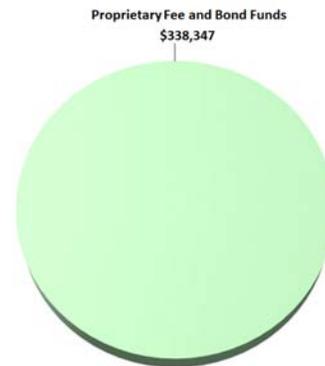
As the second largest economic engine in Miami-Dade County, PortMiami contributes \$43 billion annually to the local economy and supports more than 334,400 jobs in South Florida. Seaport works with the maritime, cruise and cargo industries; truckers; freight forwarders; various federal and state agencies; the Miami-Dade Police and Fire Rescue departments; and all the ancillary service providers that support these customers.

FY 2020-21 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

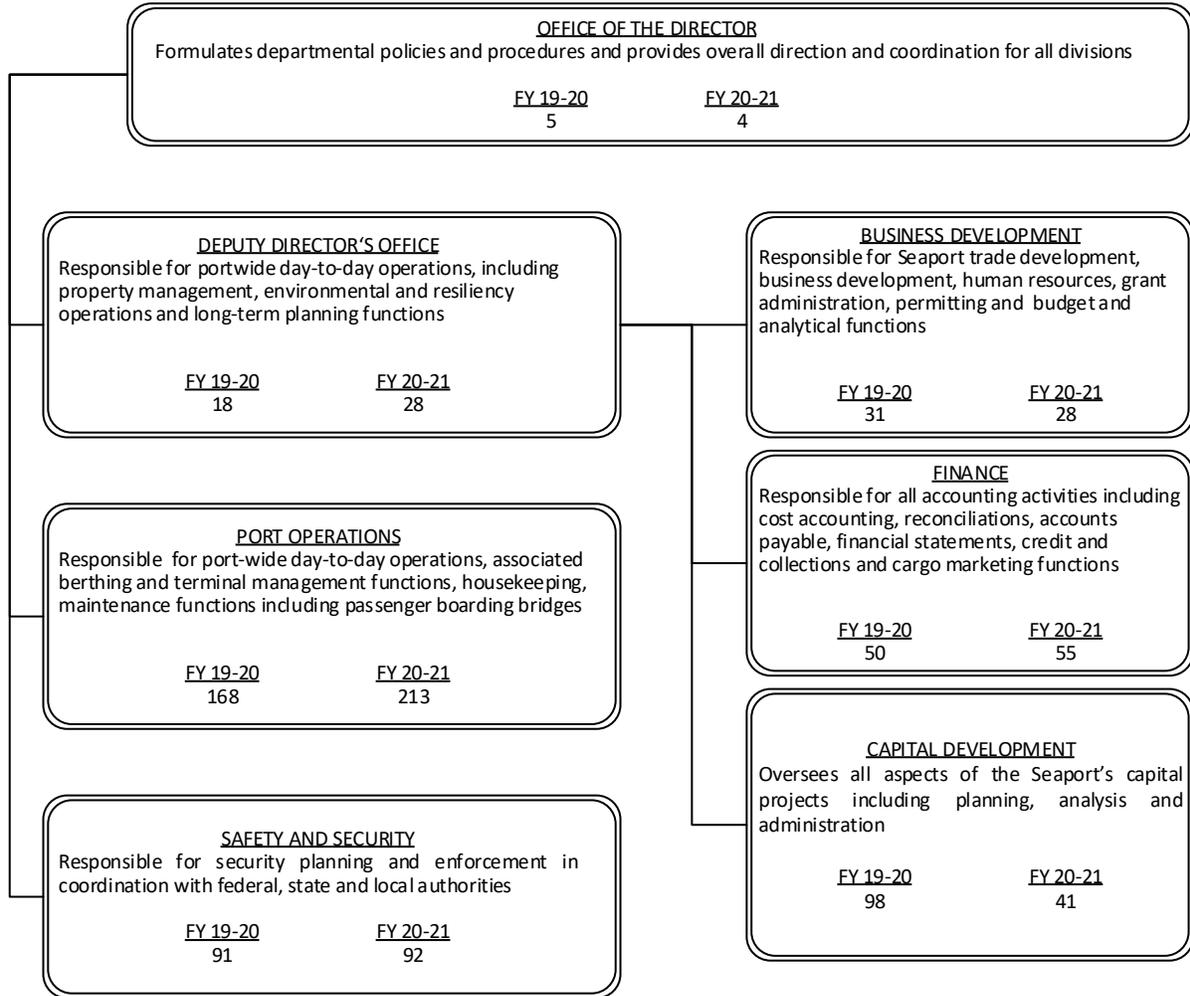


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2020-21 total number of full-time equivalent positions is 562.6

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DIVISION: OFFICE OF THE PORT DIRECTOR

The Office of the Port Director is responsible for overseeing the implementation of the Seaport 2035 Master Plan; overseeing policies and procedures; providing long-term vision and overall direction and coordination for all divisions; and representing the interests of the Seaport and the County at the local, national and international levels.

- Establishes departmental policy, directs overall management, provides long-term vision and implements legislative policy and directives

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Cruise passengers (in thousands)*	ED1-5	ES-3	OC	↑	5,592	6,824	7,063	4,100	5,400
Number of TEUs (Twenty Foot Equivalent) (in thousands)*	ED1-5	ES-3	OC	↑	1,084	1,120	1,121	900	1,150

*FY 2018-19 Actual has been revised due to more up to date information; FY 2019-20 Projection reflects the impact of COVID 19

DIVISION COMMENTS

- The FY 2020-21 Proposed Budget includes a departmental reorganization that transfers one Strategic Initiatives Manager to the Deputy Director's office to provide support and combine the Department's planning functions

DIVISION: DEPUTY DIRECTOR'S OFFICE

The Office of the Deputy Port Director is responsible for day-to-day operations, including property management, grant administration, environmental and resiliency operations and long-term planning functions.

- Provides management direction and administration of all departmental operations and personnel
- Guides organizational development and performance excellence initiatives
- Coordinates federal, state and local legislative affairs
- Coordinates internal and external communication including public information programs and outreach

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Property leases occupancy rate	ED1-5	ES-3	OC	↑	95%	95%	95%	95%	95%

DIVISION COMMENTS

- The FY 2020-21 Proposed Budget includes a departmental reorganization that transfers one Strategic Initiatives Manager from the Port Director's Office, the property management functions with three positions from Port Operations and the planning, environmental and resiliency functions with six positions from Capital Development Division

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DIVISION: PORT OPERATIONS

The Port Operations Division is responsible for port-wide day-to-day operations associated berthing and terminal management functions, housekeeping and maintenance functions including passenger boarding bridges.

- Coordinates operations and berthing activities and terminal management functions
- Maintains passenger loading operations
- Coordinates PortMiami Crane Management, Inc.'s functions

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Crane availability	ED1-5	ES-3	EF	↑	99%	99%	99%	99%	99%

DIVISION COMMENTS

- **The FY 2020-21 Proposed Budget includes the addition of a Chief Operating Officer Position as part of the departmental reorganization (\$256,000)**
- The FY 2020-21 Proposed Budget includes a departmental reorganization that transfers the property management functions with three positions to the Deputy Director's Office and the Seaport's maintenance function with 51 positions from Capital Development
- *The FY 2020-21 Proposed Budget includes the elimination of four vacant Passenger Boarding Bridge Maintenance Passenger positions as part of the departmental reorganization (\$280,000)*

DIVISION: BUSINESS DEVELOPMENT

The Business Development Division is responsible for business retention and trade development as well as long term planning of Seaport requirements, communications and outreach, human resources, permitting, budget and analytical functions.

- Develops and negotiates short- and long-term agreements for on-Port business activities
- Plans and recommends future business and economic development
- Responsible for long term planning of Seaport activities

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Advertising revenue generated*	ED1-5	ES-3	OC	↑	\$360,000	\$20,000	\$100,000	\$20,000	\$20,000

*FY 2018-19 Actual has been revised due to more up to date information; FY 2019-20 Projection reflects the impact of COVID 19

DIVISION COMMENTS

- **The FY 2020-21 Proposed Budget includes the addition of an Administrative Coordinator position as part of the departmental reorganization (\$95,000)**
- The FY 2020-21 Proposed Budget includes a departmental reorganization that transfers the Government Affairs work unit with eight positions to the Finance Division and four budgeting and analytical positions from the Finance Division

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DIVISION: CAPITAL DEVELOPMENT

The Capital Development Division manages implementation of capital improvement programs.

- Coordinates Seaport design, engineering and construction management activities
- Coordinates environmental issues with various local, state and federal agencies
- Performs the Port's property, facilities and equipment maintenance functions

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of projects completed on time and within budget*	ED1-5	IE-3	EF	↑	95%	95%	98%	95%	98%

*FY 2018-19 Actual has been revised due to more up to date information

DIVISION COMMENTS

- The FY 2020-21 Proposed Budget includes a departmental reorganization that transfers six positions that support the environmental and resiliency functions to the Deputy Director's Office and transfers 51 maintenance positions to Port Operations to consolidate all the maintenance functions

DIVISION: FINANCE

The Finance Division is responsible for accounting and budget activities, procurement and contracts.

- Responsible for all accounting activities including cost accounting, reconciliations, grants accounting, accounts payable, financial reporting, credit/collections and billing
- Coordinates capital and operational budget activities
- Manages financial activities for gantry cranes
- Develops and implements financial strategies to enhance revenues and reduce expenditures
- Responsible for procurement, contracting, information technology and materials management functions of the Department

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of purchase requisitions completed	ED1-2	ES-3	OC	↑	95%	95%	95%	95%	95%

DIVISION COMMENTS

- **The FY 2020-21 Proposed Budget includes the addition of a Manager, Port Operations as part of the departmental reorganization (\$273,000)**
- The FY 2020-21 Proposed Budget includes a departmental reorganization that transfers the Budget and Analysis group with four positions to the Business Development Division and the cargo marketing functions with eight position from Business Development

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DIVISION: SAFETY AND SECURITY

The Safety and Security Division is responsible for security planning and enforcement in coordination with federal, state and local authorities.

- Manages all public safety and seaport security efforts, including protection of all PortMiami buildings and property
- Ensures adherence to the Facilities Security Plan (FSP) as mandated by the Maritime Transportation Security Act
- Coordinates with federal, state and local law enforcement partners

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of Seaport Enforcement Officers	PS3-3	ES-2	OP	↑	60	61	67	67	67

DIVISION COMMENTS

- **The FY 2020-21 Proposed Budget includes the addition of an Assistant Director to oversee the safety and security functions as part of the departmental reorganization (\$208,000)**

ADDITIONAL INFORMATION

- As a result of COVID-19, Seaport is uncertain as to what the traffic levels will be in FY 2020; based on discussions with carriers it is assumed cruises will begin by October and slowly return to a normal level of operations by the end of FY 2020-21; consequently, the Department is currently assuming approximately 5.4 million passengers for FY 2020-21; as the fiscal year progresses and actual performance is experienced, the Department's budget may need to be significantly adjusted
- The Seaport's Promotional Fund is budgeted at \$200,000 in FY 2020-21 and will be used for activities pursuant to Administrative Order 7-32 as applicable; these funds are not proposed as competitive grant funding but rather as allocations for limited programs that promote Port maritime activities in the Cargo and Cruise Marketing Program
- In FY 2020-21, Seaport will continue its MOUs with Audit and Management Services to conduct audits of various departmental operations and services (\$190,000), the Department of Transportation and Public Works to continue taxi cab inspection (\$100,000) and survey crews (\$145,000), the Department of Solid Waste Management for mosquito control (\$50,000), the Human Resources Department for compensation analyses (\$50,000), and the County Attorney's Office for legal services (\$1 million)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2010-21, the Department will continue to repair and upgrade both cargo and cruise bulkheads, expected to add at least 30 years of life to the Port (total project cost \$158.3 million; 26.0 million in FY 2020-21)
- In anticipation of the Port receiving larger ships, the Department will add up to five new post-panamax gantry cranes which will bring the total number of cranes to 17; the additional cranes will allow the Port to handle more than one million TEUs annually (total project cost \$52.4 million; \$38.2 million in FY 2020-21); it is anticipated that this project will have an annual operating impact of \$500,000 per crane, for a total operating impact of \$2 million beginning in FY 2020-21 including eight FTEs
- FY 2020-21 Proposed Budget and Multi-Year Capital Plan includes an investment of \$756.8 million for six new terminals over the next five years which will enable the Seaport to reach a passenger level of 9.4 million and potentially over \$190 million in revenues
- As part of Seaport's capital improvement plan, construction of the new Inspection and Fumigation facility will begin in early FY 2020-21 with a projected completion date of Summer FY 2021-22; this state of the art facility will replace the Port's current facility and provide for a more efficient inspection and fumigation process for the Port's fruit and vegetable customers (total project cost \$70 million, \$35 million in FY 2020-21)
- It is anticipated that in FY 2020-21, the Virgin Trains project will be completed allowing passengers and employees to connect from Miami-Dade County's transit system to PortMiami (total project cost \$5.2 million, \$1.56 million in FY 2020-21)

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SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Proposed FY 20-21
Advertising	338	369	354	345	316
Fuel	153	160	189	156	155
Overtime	1,642	1,725	1,765	1,998	2,059
Rent	31	29	25	25	27
Security Services	17,128	21,746	24,096	23,766	23,770
Temporary Employees	0	0	0	0	0
Travel and Registration	236	306	467	392	470
Utilities	4,882	4,914	4,955	4,925	4,282

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 19-20	Proposed Fee FY 20-21	Dollar Impact FY 20-21
• Water use per ton	\$3.04	\$3.13	\$3,940,000
• Various Passenger Dockage and Wharfage rates	Various	Various	\$2,590,000
• Various Cargo Dockage and Wharfage rates	Various	Various	\$1,062,000
• Various Crane charges	Various	Various	\$564,000
• Various Terminal Rental charges	Various	Various	\$472,000

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual	Actual	Budget	Proposed
	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Revenue Summary				
Carryover	82,156	112,192	121,053	115,000
FDOT Revenues	17,000	17,000	17,000	17,000
Proprietary Fees	160,321	167,908	188,802	206,347
Total Revenues	259,477	297,100	326,855	338,347
Operating Expenditures Summary				
Salary	22,932	23,853	28,610	24,351
Fringe Benefits	8,451	10,129	12,687	10,661
Court Costs	23	10	38	12
Contractual Services	17,339	15,459	25,224	20,574
Other Operating	15,638	9,880	15,546	26,439
Charges for County Services	24,336	26,649	31,013	29,417
Grants to Outside Organizations	0	0	0	0
Capital	227	9,432	923	7,446
Total Operating Expenditures	88,946	95,412	114,041	118,900
Non-Operating Expenditures Summary				
Transfers	-16,408	604	925	200
Distribution of Funds In Trust	0	0	0	0
Debt Service	75,258	76,540	89,374	86,037
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	124,544	122,515	133,210
Total Non-Operating Expenditures	58,850	201,688	212,814	219,447

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 19-20	Proposed FY 20-21	Budget FY 19-20	Proposed FY 20-21
Strategic Area: Economic Development				
Office of the Port Director	1,395	1,333	5	4
Deputy Director's Office	2,166	2,927	18	28
Port Operations	35,313	59,202	168	213
Business Development	4,292	4,045	31	28
Capital Development	13,425	3,780	98	41
Finance	33,354	23,844	50	55
Safety and Security	24,096	23,769	91	92
Total Operating Expenditures	114,041	118,900	461	461

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Army Corps of Engineers	4,300	0	0	0	16,438	16,438	16,438	0	53,614
FDOT Funds	11,000	24,695	2,300	0	0	0	0	0	37,995
Federal Transportation Grant	1,000	6,000	0	0	0	0	0	0	7,000
Future Financing	277,290	364,465	481,227	354,652	70,415	30,438	21,938	0	1,600,425
Seaport Bonds/Loans	138,230	0	0	0	0	0	0	0	138,230
Tenant Financing	4,000	0	0	0	0	0	0	0	4,000
US DOT	0	22,000	22,000	0	0	0	0	0	44,000
Total:	435,820	417,160	505,527	354,652	86,853	46,876	38,376	0	1,885,264
Expenditures									
Strategic Area: ED									
Cargo Facilities Improvements	102,700	47,600	34,000	24,600	1,900	0	0	0	210,800
Equipment Acquisition	0	38,200	13,000	1,200	0	0	0	0	52,400
Facility Expansion	0	35,000	35,000	0	0	0	0	0	70,000
Facility Improvements	51,400	31,300	37,900	35,200	3,000	0	0	0	158,800
New Passenger Facilities	109,400	164,400	167,800	90,000	0	0	0	0	531,600
Port Facility Improvements	172,320	100,660	217,827	203,652	81,953	46,876	38,376	0	861,664
Total:	435,820	417,160	505,527	354,652	86,853	46,876	38,376	0	1,885,264

FUNDED CAPITAL PROJECTS

(dollars in thousands)

CONSTRUCTION SUPERVISION

PROJECT #: 6430061



DESCRIPTION: Provide supervision of on-going construction projects at the Seaport

LOCATION: Dante B. Fascell Port of Miami-Dade
Port of Miami

District Located:
District(s) Served:

5
Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	9,800	9,800	9,500	9,000	8,500	8,500	0	0	55,100
Seaport Bonds/Loans	45,560	0	0	0	0	0	0	0	45,560
TOTAL REVENUES:	55,360	9,800	9,500	9,000	8,500	8,500	0	0	100,660
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	32,458	0	0	0	0	0	0	0	32,458
Planning and Design	22,902	9,800	9,500	9,000	8,500	8,500	0	0	68,202
TOTAL EXPENDITURES:	55,360	9,800	9,500	9,000	8,500	8,500	0	0	100,660

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CRUISE TERMINAL AAAA - NEW

PROJECT #: 2000001291

DESCRIPTION: Design and construct a new cruise terminal to support expanding operations

LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	0	90,000	90,000	0	0	0	0	180,000
TOTAL REVENUES:	0	0	90,000	90,000	0	0	0	0	180,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	90,000	87,000	0	0	0	0	177,000
Furniture Fixtures and Equipment	0	0	0	3,000	0	0	0	0	3,000
TOTAL EXPENDITURES:	0	0	90,000	90,000	0	0	0	0	180,000

Estimated Annual Operating Impact will begin in FY 2021-22 in the amount of \$1,000,000 and includes 0 FTE(s)

CRUISE TERMINAL BERTH 10 - NEW

PROJECT #: 2000001343

DESCRIPTION: Prepare Berth 10 for a new future terminal

LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	0	29,800	29,700	3,000	0	0	0	62,500
TOTAL REVENUES:	0	0	29,800	29,700	3,000	0	0	0	62,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	29,800	29,700	3,000	0	0	0	62,500
TOTAL EXPENDITURES:	0	0	29,800	29,700	3,000	0	0	0	62,500

CRUISE TERMINAL F - PHASE 2

PROJECT #: 2000000979

DESCRIPTION: Expand Terminal F to accommodate added Carnival Cruise ships

LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	19,400	77,800	77,800	0	0	0	0	0	175,000
Seaport Bonds/Loans	1,100	0	0	0	0	0	0	0	1,100
TOTAL REVENUES:	20,500	77,800	77,800	0	0	0	0	0	176,100
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	20,500	77,800	74,800	0	0	0	0	0	173,100
Furniture Fixtures and Equipment	0	0	3,000	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	20,500	77,800	77,800	0	0	0	0	0	176,100

Estimated Annual Operating Impact will begin in FY 2021-22 in the amount of \$500,000 and includes 5 FTE(s)

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CRUISE TERMINAL K - NEW

PROJECT #: 200000980

DESCRIPTION: Design and construct a new cruise terminal to support expanding operations
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	0	90,000	90,000	0	0	0	0	180,000
TOTAL REVENUES:	0	0	90,000	90,000	0	0	0	0	180,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	90,000	87,000	0	0	0	0	177,000
Furniture Fixtures and Equipment	0	0	0	3,000	0	0	0	0	3,000
TOTAL EXPENDITURES:	0	0	90,000	90,000	0	0	0	0	180,000

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$500,000 and includes 5 FTE(s)

CRUISE TERMINAL V - NEW

PROJECT #: 200000978

DESCRIPTION: Design and construct a new cruise terminal to support expanding operations with Virgin Voyages
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	84,400	86,600	0	0	0	0	0	0	171,000
Seaport Bonds/Loans	4,500	0	0	0	0	0	0	0	4,500
TOTAL REVENUES:	88,900	86,600	0	0	0	0	0	0	175,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Art Allowance	2,600	0	0	0	0	0	0	0	2,600
Construction	81,900	83,600	0	0	0	0	0	0	165,500
Furniture Fixtures and Equipment	0	3,000	0	0	0	0	0	0	3,000
Permitting	4,400	0	0	0	0	0	0	0	4,400
TOTAL EXPENDITURES:	88,900	86,600	0	0	0	0	0	0	175,500

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$300,000 and includes 4 FTE(s)

CRUISE TERMINALS A AND AA - ROADWAYS

PROJECT #: 200000724

DESCRIPTION: Construct a new road to handle increased Port traffic for new terminals A and AA
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
FDOT Funds	0	4,120	0	0	0	0	0	0	4,120
Future Financing	0	15,880	29,000	9,000	0	0	0	0	53,880
TOTAL REVENUES:	0	20,000	29,000	9,000	0	0	0	0	58,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	20,000	29,000	9,000	0	0	0	0	58,000
TOTAL EXPENDITURES:	0	20,000	29,000	9,000	0	0	0	0	58,000

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CRUISE TERMINALS AA AND AAA - NEW

PROJECT #: 200000570

DESCRIPTION: Design and construct new cruise terminals to support expanded operations with MSC Cruise Lines
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	6,800	11,600	11,600	15,200	0	0	0	0	45,200
TOTAL REVENUES:	6,800	11,600	11,600	15,200	0	0	0	0	45,200
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	6,800	11,600	11,600	15,200	0	0	0	0	45,200
TOTAL EXPENDITURES:	6,800	11,600	11,600	15,200	0	0	0	0	45,200

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$500,000 and includes 5 FTE(s)

FEDERAL INSPECTION FACILITY

PROJECT #: 641540

DESCRIPTION: Build new facility for Immigration and Customs Enforcement Operations
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	12,900	11,000	0	0	0	0	0	23,900
TOTAL REVENUES:	0	12,900	11,000	0	0	0	0	0	23,900
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	12,900	11,000	0	0	0	0	0	23,900
TOTAL EXPENDITURES:	0	12,900	11,000	0	0	0	0	0	23,900

Estimated Annual Operating Impact will begin in FY 2021-22 in the amount of \$50,000 and includes 0 FTE(s)

GANTRY CRANES

PROJECT #: 200000131

DESCRIPTION: Purchase five (5) post panamax gantry cranes for increased traffic
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
FDOT Funds	0	18,000	2,300	0	0	0	0	0	20,300
Future Financing	0	20,200	10,700	1,200	0	0	0	0	32,100
TOTAL REVENUES:	0	38,200	13,000	1,200	0	0	0	0	52,400
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Major Machinery and Equipment	0	38,200	13,000	1,200	0	0	0	0	52,400
TOTAL EXPENDITURES:	0	38,200	13,000	1,200	0	0	0	0	52,400

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$2,000,000 and includes 8 FTE(s)

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INFRASTRUCTURE IMPROVEMENTS - CARGO GATE MODIFICATIONS

PROJECT #: 644010

DESCRIPTION: Purchase and install security systems for new gateway as required

LOCATION: Dante B. Fascell Port of Miami-Dade
Port of Miami

District Located: 5
District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Federal Transportation Grant	1,000	6,000	0	0	0	0	0	0	7,000
Future Financing	9,800	3,200	1,600	0	0	0	0	0	14,600
TOTAL REVENUES:	10,800	9,200	1,600	0	0	0	0	0	21,600
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	10,800	9,200	1,600	0	0	0	0	0	21,600
TOTAL EXPENDITURES:	10,800	9,200	1,600	0	0	0	0	0	21,600

INFRASTRUCTURE IMPROVEMENTS - CHANNEL MODIFICATIONS

PROJECT #: 200000028

DESCRIPTION: Improvements to Seaport channels as a result of the new terminal additions at the Port of Miami

LOCATION: Dante B. Fascell Port of Miami-Dade
Port of Miami

District Located: 5
District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Army Corps of Engineers	0	0	0	0	16,438	16,438	16,438	0	49,314
Future Financing	0	0	0	32,875	16,438	16,438	16,438	0	82,189
TOTAL REVENUES:	0	0	0	32,875	32,876	32,876	32,876	0	131,503
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	32,875	16,438	16,438	16,438	0	82,189
Planning and Design	0	0	0	0	16,438	16,438	16,438	0	49,314
TOTAL EXPENDITURES:	0	0	0	32,875	32,876	32,876	32,876	0	131,503

INFRASTRUCTURE IMPROVEMENTS - CONTAINER YARD (SEABOARD)

PROJECT #: 644520

DESCRIPTION: Implement container yard improvements in the Seaport terminal area for drainage improvements

LOCATION: Dante B. Fascell Port of Miami-Dade
Port of Miami

District Located: 5
District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	8,000	11,500	9,000	4,500	1,900	0	0	0	34,900
Seaport Bonds/Loans	18,500	0	0	0	0	0	0	0	18,500
Tenant Financing	4,000	0	0	0	0	0	0	0	4,000
TOTAL REVENUES:	30,500	11,500	9,000	4,500	1,900	0	0	0	57,400
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	30,500	11,500	9,000	4,500	1,900	0	0	0	57,400
TOTAL EXPENDITURES:	30,500	11,500	9,000	4,500	1,900	0	0	0	57,400

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INFRASTRUCTURE IMPROVEMENTS - CRUISE CAMPUS

PROJECT #: 2000001290

DESCRIPTION: Contribution for infrastructure improvements including but not limited to road work and relocations for future buildings constructed by Royal Caribbean Cruise Line, Norwegian Cruise Line and Carnival Cruise Line

LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	4,400	4,500	2,600	0	0	0	0	0	11,500
TOTAL REVENUES:	4,400	4,500	2,600	0	0	0	0	0	11,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	4,400	4,500	2,600	0	0	0	0	0	11,500
TOTAL EXPENDITURES:	4,400	4,500	2,600	0	0	0	0	0	11,500

INFRASTRUCTURE IMPROVEMENTS - NORTH BULKHEAD REHABILITATION

PROJECT #: 644300

DESCRIPTION: Provide repairs and improvements to the north bulkhead terminal

LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	15,600	11,700	35,077	35,077	35,077	0	0	0	132,531
TOTAL REVENUES:	15,600	11,700	35,077	35,077	35,077	0	0	0	132,531
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	15,600	11,700	35,077	35,077	35,077	0	0	0	132,531
TOTAL EXPENDITURES:	15,600	11,700	35,077	35,077	35,077	0	0	0	132,531

INFRASTRUCTURE IMPROVEMENTS - NORTH CRUISE BLVD EXTENSION

PROJECT #: 2000001342

DESCRIPTION: Extend cruise boulevard for added operations

LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: N/A

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	30,400	10,300	0	0	0	0	0	0	40,700
TOTAL REVENUES:	30,400	10,300	0	0	0	0	0	0	40,700
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	30,400	10,300	0	0	0	0	0	0	40,700
TOTAL EXPENDITURES:	30,400	10,300	0	0	0	0	0	0	40,700

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INFRASTRUCTURE IMPROVEMENTS - PASSENGER BOARDING BRIDGES

PROJECT #: 200001344

DESCRIPTION: Purchase passenger boarding bridges for various terminals

LOCATION: Dante B. Fascell Port of Miami-Dade
Port of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	16,600	16,500	5,500	5,500	0	0	0	0	44,100
TOTAL REVENUES:	16,600	16,500	5,500	5,500	0	0	0	0	44,100
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Major Machinery and Equipment	16,600	16,500	5,500	5,500	0	0	0	0	44,100
TOTAL EXPENDITURES:	16,600	16,500	5,500	5,500	0	0	0	0	44,100

INFRASTRUCTURE IMPROVEMENTS - PORT WIDE

PROJECT #: 645430

DESCRIPTION: Provide infrastructure improvements in various areas of the Port including drainage, wayfinding port beautification projects, etc.

LOCATION: Dante B. Fascell Port of Miami-Dade
Port of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Army Corps of Engineers	4,300	0	0	0	0	0	0	0	4,300
FDOT Funds	0	75	0	0	0	0	0	0	75
Future Financing	31,850	27,625	24,950	7,000	5,500	5,500	5,500	0	107,925
Seaport Bonds/Loans	49,270	0	0	0	0	0	0	0	49,270
US DOT	0	5,000	5,000	0	0	0	0	0	10,000
TOTAL REVENUES:	85,420	32,700	29,950	7,000	5,500	5,500	5,500	0	171,570
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	85,420	32,700	29,950	7,000	5,500	5,500	5,500	0	171,570
TOTAL EXPENDITURES:	85,420	32,700	29,950	7,000	5,500	5,500	5,500	0	171,570

INFRASTRUCTURE IMPROVEMENTS - SOUTH BULKHEAD REHABILITATION

PROJECT #: 646300

DESCRIPTION: Provide repairs and improvements to the Port's south bulkhead

LOCATION: Dante B. Fascell Port of Miami-Dade
Port of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	10,000	14,300	1,500	0	0	0	0	0	25,800
TOTAL REVENUES:	10,000	14,300	1,500	0	0	0	0	0	25,800
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	10,000	14,300	1,500	0	0	0	0	0	25,800
TOTAL EXPENDITURES:	10,000	14,300	1,500	0	0	0	0	0	25,800

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INFRASTRUCTURE IMPROVEMENTS - SOUTH FLORIDA CONTAINER TERMINAL

PROJECT #: 647150



DESCRIPTION: Improve the drainage in the South Florida Container Terminal and add cargo yard projects
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
FDOT Funds	11,000	2,500	0	0	0	0	0	0	13,500
Future Financing	26,600	10,100	21,900	20,100	0	0	0	0	78,700
Seaport Bonds/Loans	13,800	0	0	0	0	0	0	0	13,800
TOTAL REVENUES:	51,400	12,600	21,900	20,100	0	0	0	0	106,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	51,400	12,600	21,900	20,100	0	0	0	0	106,000
TOTAL EXPENDITURES:	51,400	12,600	21,900	20,100	0	0	0	0	106,000

INFRASTRUCTURE IMPROVEMENTS - WATER AND SEWER UPGRADES

PROJECT #: 647720



DESCRIPTION: Upgrade the Port's Miami-Dade Water and Sewer System for new services
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	400	1,700	5,500	0	0	0	0	7,600
Seaport Bonds/Loans	5,500	0	0	0	0	0	0	0	5,500
TOTAL REVENUES:	5,500	400	1,700	5,500	0	0	0	0	13,100
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	5,500	400	1,700	5,500	0	0	0	0	13,100
TOTAL EXPENDITURES:	5,500	400	1,700	5,500	0	0	0	0	13,100

INSPECTION AND FUMIGATION FACILITY

PROJECT #: 2000001418



DESCRIPTION: Develop a state-of-the-art inspection and fumigation facility in conjunction with Miami-Dade Seaport
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	18,000	18,000	0	0	0	0	0	36,000
US DOT	0	17,000	17,000	0	0	0	0	0	34,000
TOTAL REVENUES:	0	35,000	35,000	0	0	0	0	0	70,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	35,000	35,000	0	0	0	0	0	70,000
TOTAL EXPENDITURES:	0	35,000	35,000	0	0	0	0	0	70,000

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VIRGIN TRAINS

PROJECT #: 2000001320



DESCRIPTION: Build a train station for passengers and employees at the Seaport

LOCATION: Dante B. Fascell Port of Miami-Dade
Port of Miami

District Located: 5
District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	3,640	1,560	0	0	0	0	0	0	5,200
TOTAL REVENUES:	3,640	1,560	0	0	0	0	0	0	5,200
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	3,640	1,560	0	0	0	0	0	0	5,200
TOTAL EXPENDITURES:	3,640	1,560	0	0	0	0	0	0	5,200

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$100,000 and includes 2 FTE(s)

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
CRUISE FERRY COMPLEX - NEW	Dante B. Fascell Port of Miami-Dade	20,000
CRUISE TERMINALS - CONCOURSES AND BERTHING MODIFICATIONS	Dante B. Fascell Port of Miami-Dade	15,000
GANTRY CRANES - RUBBER TIRE REPLACEMENT	Dante B. Fascell Port of Miami-Dade	10,000
NEW BERTH O - WEST NEW APRON	Dante B. Fascell Port of Miami-Dade	67,000
PARKING GARAGES - EXPANSION	Dante B. Fascell Port of Miami-Dade	55,000
PASSENGER TERMINALS - MOBILE WALKWAYS	Dante B. Fascell Port of Miami-Dade	10,200
PORT OPERATIONS SITE - NEW FACILITY	Dante B. Fascell Port of Miami-Dade	23,500
PORT ROADWAY - REALIGNMENT	Dante B. Fascell Port of Miami-Dade	25,000
RAILROAD TRACK - EXTENSION	Dante B. Fascell Port of Miami-Dade	1,000
WATER SERVICE CAPACITY - EXPANSION	Dante B. Fascell Port of Miami-Dade	5,000
UNFUNDED TOTAL		231,700

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Purchase components required to upgrade sewer pumps, alarm systems, and air conditioning units	\$1,000	\$0	0
Purchase ground maintenance equipment to replace deteriorating aging equipment	\$750	\$0	0
Total	\$1,750	\$0	0