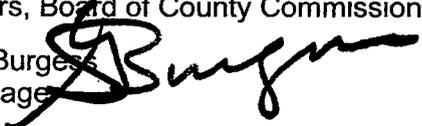


Date: September 6, 2005

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: George M. Burgess
County Manager 

Subject: Information for First Budget Hearing – FY 2005-06 Resource Allocation Plan



Attached are the recommended FY 2005-06 budget and millage ordinances for your consideration at the first budget hearing on September 6, 2005. These ordinances reflect the proposed millage rates approved on July 7, 2005. You should be aware that pursuant to state law, the tentative millage rates you approve at the first budget hearing cannot be raised at the second budget hearing on September 20.

The ordinances also incorporate technical changes and adjustments, corrections of scrivener's errors (such as Miami-Dade Transit Agency (MTA) and Public Works Department (PWD)), revisions resulting from Commission actions subsequent to the release of the Proposed Budget (such as Office of Intergovernmental Affairs (OIA) and General Services Administration (GSA)), and current estimates of grants for agencies and departments (such as Juvenile Services Department and the Office of Emergency Management (OEM)). In addition, cash carryover for proprietary funds have been adjusted where appropriate.

In my Budget Message, I committed to review several budget issues regarding organizational structure and service levels over the course of the summer. Since the submission of the FY 2005-06 Proposed Resource Allocation Plan, my staff, the Office of Strategic Business Management, and various County departments worked to complete the analyses for my review. I have met with my management team to review the results of those analyses and develop recommendations for Board consideration. This report provides updates and recommendations on those issues.

I have scheduled meetings with each of you to review your budget concerns. It is my intention to report to you before the second budget hearing recommendations regarding the issues raised at our meetings.

RECOMMENDATIONS

It is customary at this time to provide the Board with a budget update based upon the latest available financial information. The budget modifications that we are recommending at this time are detailed below; however, we will have additional recommendations for the Board prior to the second budget hearing.

1. Mosquito Control

At the request of Commissioners Souto and Sosa, staff has reviewed the issue of enhanced funding for mosquito control activities. As detailed in Attachment A, PWD has seen a 100 percent increase in mosquito complaints in the last three years which is primarily associated with the increasing proximity of new developments to the Everglades National Park and the overall population growth of Miami-Dade County. There is no doubt, based on the number of complaints and recent scientific research linking

the Salt Marsh Mosquitoes to the West Nile Virus, that this can create a public health problem for the residents of Miami-Dade County. Based on the report provided by PWD, I am recommending the addition of \$1 million for airplane and helicopter spraying missions, including \$97,000 for the addition of one inspector position and associated operational expenses to increase surveillance inspections, and \$403,000 to begin a countywide storm drain mosquito abatement program (four positions). In addition, a reserve of \$200,000 will be included in the countywide general fund to provide funding for any services to cover unforeseen events due to climatological factors. The enhanced funding will allow the Mosquito Control Division to provide an additional 44 aerial missions above the amount originally proposed in FY 2005-06. The department currently treats storm drains under certain circumstances where it is seen as an effective method for mosquito abatement. While the department recognizes that the majority of mosquito breeding occurs in areas where mosquito control activities cannot take place, a storm drain treatment program can further reduce the number of mosquitoes in Miami-Dade County by treating 50,000 storm drains in the County on an annual cycle.

2. Meals on Wheels

The FY 2005-06 Proposed Resource Allocation Plan includes \$334,000 to continue funding for the Community Action Agency's Meals-On-Wheels Program, which delivers one meal per day to 215 elderly residents throughout the community. An increase in the cost per meal, from \$2.96 to \$3.12 has been included in the FY 2005-06 Proposed Resource Allocation Plan.

Earlier in the year, the department received a private donation of \$40,000 to extend the delivery of meals from six meals to seven per week. The Proposed Resource Allocation Plan assumes providing six meals per week but without the additional funding the clients will experience a service reduction. Additionally, due to the increase in demand for this service, the program currently has a waiting list of 60 clients. I am therefore recommending that funding for the Meals-on-Wheels Program be increased by \$140,000 to \$474,000 to deliver seven meals per week to 275 clients, eliminating the waiting list.

3. Medical Examiner

In the FY 2005-06 Proposed Resource Allocation Plan, I recommended increasing the availability of County services to the families in our community by adding three full-time positions to the Medical Examiner Department. The three positions - two senior forensic technicians and a forensic investigator - will allow the department to extend operating hours from the current schedule of 8:00 AM to 4:00 PM to a new schedule of 8:00 AM to 8:00 PM. That recommendation assumed that the implementation of the services would begin once the new positions had been filled. However, after further consideration, the Department will be implementing the extended hours beginning October 1, using overtime until the new employees have been hired. This requires a budget increase of \$32,000.

On July 12, 2005, the County renewed the Driving Under the Influence (DUI) toxicology laboratory and expert witness service contract with University of Miami School of Medicine. The contract renewal requires an adjustment to the contract value of \$46,000 annually, increasing the total annual contract cost to \$660,000. The original budget included revenues from Miami-Dade Police Department (\$20,000), Medical Examiner (\$414,000), and State Attorney's Office (\$181,000). Due to a reallocation of contract expenses associated with expert witness activities versus laboratory work, the State Attorney's Office reimbursement for expert witness services provided by the University of Miami will increase by \$69,000. The resulting \$25,000 savings for the department will be utilized to replace critical equipment needs, including saws and a heavy-duty washer and dryer.

4. Office of Intergovernmental Affairs

The Board has expressed its desire to have a stronger presence in Washington, DC in order to ensure that the County's federal legislative package is aggressively pursued. The Office of Intergovernmental Affairs implemented a one-year pilot program as approved by the Board during the June 21, 2005 meeting. The pilot program included hiring a vacant federal coordinator and a part-time clerical position for the Washington, DC office. In addition, the Board expressed its concern regarding DC Fly-in and Tallahassee Miami-Dade Days events and directed staff to work on improving the quality of the presentations and promotional items the County produces. The FY 2005-06 Budget will be amended to include expenses associated with the one-year Washington pilot program and the DC Fly-in and Miami-Dade Days events (\$127,000).

5. Office of Community Relations

The Proposed Resource Allocation Plan recommended the elimination of one Community Relations Assistant (CRA) position (\$45,000) in the Office of Community Relations (OCR) that will become vacant in October. That recommendation was made following consultation with OCR staff during the budget development process, who indicated at the time that the current level of support provided to the five advisory boards could be provided by two CRAs, reduced from the current three CRA positions. OCR staff has reviewed this issue more thoroughly and has determined that to maintain a more uniform level of support of CRAs to its advisory boards, the eliminated position should to be reinstated. I have reviewed the need for this position and concur that the best operational model is to have three CRAs supporting five advisory boards, as is the current practice. I recommend that the CRA position be reinstated in the department to ensure adequate and uniform support across the five advisory boards.

6. Community-Based Organizations / In-Kind Reserve

The FY 2005-06 Proposed Resource Allocation Plan includes funding for the Mom and Pop Grants program (\$1.3 million) and the Discretionary Reserve Funds (\$4.2 million). Attachment B, provided to you in July, details the FY 2005-06 Proposed Community-based Organization (CBO) General Fund Discretionary Reserve funding. This listing does not include funding provided to CBOs through any of the many County supported competitive processes. As a part of the information that will be submitted to you for the second budget hearing, a complete list of recommended CBO allocations via the competitive processes that have been finalized by that time will be provided. The countywide and district-specific in-kind reserve is also included in the FY 2005-06 Proposed Resource Allocation Plan (\$500,000) and funding for the following in-kind allocations is included as departmental line items: Martin Luther King, Jr. Parade and Festivities in Homestead, West Perrine, and Liberty City (\$175,000), Miami Beach Memorial Day Event (\$315,000), Miami Tropical Marathon (\$40,000), and Exponica International (\$60,000).

The 2004-07 Miami-Dade County/Alliance for Human Services NOFA included a funding category for Children, Youth, and Families – Neighborhood-based Service Delivery to create Neighborhood Resource Teams that will provide resource and referral services including crisis intervention, assessments, short-term case planning, and referral and follow-up services. The first year of funding (\$50,000) was to identify, mobilize, and coordinate resources in the community to provide primary prevention and early intervention services to strengthen families and communities. Once these teams had been evaluated as having the capacity to move forward from planning to implementation as a Neighborhood Resource Network, the funding level for full implementation would be increased to \$76,000. It was expected that at least two of the three newly funded Neighborhood Teams would have the capacity for full implementation in FY 2005-06. All three teams awarded funding in the first year for

planning have demonstrated the capacity to move into implementation phase. The budget must be increased by \$76,000 to fund all three teams.

Attachments C and D are the reports on Airport and Seaport Promotional Funds required by Administrative Order 7-32.

7. Department of Human Services / Juvenile Services Department

I am recommending that the support staff for the Guardian Ad Litem Program be transferred from the Department of Human Services to the Juvenile Services Department (JSD) (\$700,000, nine positions). The Guardian Ad Litem Program is responsible for protecting the rights and advocating for the best interests of children involved in court proceedings and this represents the County portion of a larger activity. The role of Guardian Ad Litem in the juvenile justice system suggests this is a more proper placement of the function. Attachment E includes the revised Tables of Organization for DHS and JSD.

When the FY 2005-06 Proposed Resource Allocation Plan was submitted, the Community Development Block Grant contribution for the Volunteer Role Model Program operated by JSD was inadvertently budgeted at \$113,000 instead of \$117,000. This increases the budget for JSD by \$4,000.

Additionally, two positions funded through DHS and previously assigned to Housing for elderly services will be incorporated into DHS for better accountability.

8. Executive Leased Car Allowance

The current cash car allowance of \$600 per month or the option to accept a County leased vehicle for elected and other County officials has been in place since September 1992 without change. A review of the existing list of benefit recipients revealed that 13 have a vehicle leased through GSA and seven receive the cash allowance. Currently, the average vehicle monthly lease payment under this plan is \$670. Members whose lease exceeds the \$600 threshold pay the difference out of pocket. The County covers fuel, insurance, and maintenance costs for the vehicles leased under this benefits plan.

Over the last two years, lease costs for the type of vehicles leased under this plan have increased by an average of 4 percent and 9 percent, respectively. Given the increased cost of vehicle leases, fuel, insurance, and maintenance, the current value of the benefit is diminishing. It is staff's recommendation that the monthly cash car allowance for the specified group be increased to \$800 per month. This figure was arrived at by growing the original allowance at a conservative annual rate of 2 percent from 1992, the last time this benefit was adjusted, to 2006. Members of the group will continue to have the option to accept a GSA leased vehicle up to \$800 per month. The change in benefit would require an additional allocation of \$48,000 from the General Fund.

9. General Fund Adjustments

The above recommended increases to the General Fund are being funded from savings related to tax increment financing district payments and also the elections reserve. Since the Proposed Resource Allocation Plan was released prior to the release of the certified tax rolls, the amount estimated for tax increment financing district payments was \$963,000 higher than required per the increases in taxable value within the tax increment districts. In addition, it is recommended that the \$2.4 million allocated towards a reserve for a potential countywide election be used to fund the above recommendations with the balance (\$1.153 million) increasing the General Fund energy reserve. Increased funding for the energy reserve is needed in light of increasing fuel prices and the proposed 25 percent increase to commercial electrical bills requested by Florida Power and Light.

General Fund Adjustments

(Dollars in Thousands)

	<u>CW</u>	<u>UMSA</u>	<u>TOTAL</u>
Revenue Adjustments			
No adjustment to revenues			
Total Revenue Adjustments	\$0	\$0	\$0
Expenditure Adjustments			
Elections Reserve	(2,400)	0	(2,400)
Tax Increment Financing District Payments	(866)	(97)	(963)
Mosquito Control - Public Works Allocation	1,500	0	1,500
Energy Reserve	1,153	41	1,194
Mosquito Control - Reserve	200	0	200
Community Action Agency	140	0	140
Intergovernmental Affairs	86	41	127
Alliance for Human Services	76	0	76
Community Relations Board	45	0	45
Medical Examiner	34	0	34
Board of County Commissioners - Car Allowance	21	10	31
State Attorney/Public Defender - Car Allowance	5	0	5
County Attorney - Car Allowance	3	2	5
County Mayor - Car Allowance	1	1	2
County Manager - Car Allowance	1	1	2
Clerk of Courts - Car Allowance	1	1	2
Human Services - Guardian Ad Litem	(700)	0	(700)
Juvenile Services - Guardian Ad Litem	700	0	700
Total Expenditure Adjustments	\$0	\$0	\$0

10. Unincorporated Municipal Service Area Plan

At the July 7, 2005 BCC meeting, the Board approved Resolution R-897-05 which set the millages for use in the "Notice of Proposed Property Taxes" mailed to all property owners in August. As part of this action, a reduction of the countywide millage rate was shifted to the unincorporated municipal service area (UMSA) rate and provided the Board with the flexibility to consider a purchase plan for services in the UMSA (\$3.808 million, 55 positions). Attachment F of this document provides you with a detailed breakdown of the additional services that may be provided should you choose to keep the millage rate set in July as part of the Final Adopted Budget.

11. Water and Sewer

The FY 2005-06 Proposed Resource Allocation Plan included an overall adjustment to water and wastewater retail and wholesale fees that would increase revenue by 3.5 percent (\$12.3 million), based upon the CPI (U.S. City Average Rate 1994-2004, All Urban Consumers, Water and Sewerage Maintenance). It was recommended that rates be adjusted annually in accordance with the CPI. Additional changes to the Water and Sewer Department (WASD) fee schedule (Administrative Order 4-

110, Agenda Item F) include miscellaneous increases outlined in the Proposed Resource Allocation Plan, such as floating meter cleaning and installation fees. Additionally, it was recommended that the Board consider at least a 6.25 percent increase to generate an additional \$20 million and allow for a consistent, acceptable level of reserves and phased-in improvements to facilities. In my budget message, I indicated staff would continue to analyze the budget and make recommendations regarding rate adjustments.

Attachment G is a report that details a revised recommendation for modifications to the WASD rate schedule. In summary the recommendations include:

- Elimination of the Equity Transfer to the General Fund by the end of FY 2005-06
- Adjusting the fee schedule for retail water in FY 2005-06 which will hold the "lifeline" customers' (up to 3,750 gallons per month) cost per gallon rate constant, and increase charges for water usage at higher rates based upon usage, from five percent for the average user, up to 20 percent for the highest consumers (replacing the 3.5 percent CPI adjustment programmed in the Proposed Resource Allocation Plan)
- Increasing the monthly base rate for water and wastewater by 10 percent
- Adjusting wastewater rates depending on usage level from 5 percent to 20 percent to encourage conservation
- Indexing water and wastewater rates to the CPI and the effects of conservation, with the goal of automatically adjusting fees on a quarterly basis beginning in FY 2006-07, which is estimated at this time to be 5.5 percent.
- Additional increases are also recommended for wholesale customers, which will bring the rates closer to the actual cost incurred by WASD.

These adjustments are projected to generate \$61.539 million, which, budgeted at 95 percent, increases the Revenue Budget by \$58.462 million (15.8 percent). It is anticipated that the monthly cost of combined service for the average consumer will increase by \$2.55, which is an increase of less than nine percent over the current average charge of \$28.76.

12. Recommended Fee Adjustments

The Board is reminded that the Self-Supporting Budget Ordinance (Agenda Item F) includes the proposed fee changes that were recommended in the FY 2005-06 Proposed Budget. These proposed fee adjustments, pursuant to R-1018-94, were discussed with the public at Community Council meetings held throughout the County in August. Fee adjustments include, but are not limited to, Seaport tariffs and new security fees, contractually driven Solid Waste disposal tipping fees, a new one-time zoning request application fee for the Public Works Department, toll increases at both the Rickenbacker and Venetian Causeways, Vizcaya filming fees, miscellaneous Park and Recreation fees, GSA parking facility fees, Aviation landing fees, and Consumer Services regulatory fees for for-hire transportation services (as approved by Board on July 7, 2005 through Resolution R-822-05). Fee adjustments are detailed in each departmental narrative included in the FY 2005-06 Proposed Resource Allocation and Multi-Year Capital Plan book, Volume 1.

13. Fire Rescue Capital Funding

The Proposed Resource Allocation Plan for the Miami-Dade Fire Rescue (MDFR) Department includes a reallocation of debt service millage to the operating budget. As a result, the MDFR is able to commit \$1.7 million of non-ad valorem revenue for debt service payments from the department's operational

budget, which is sufficient for MDFR \$22.6 million capital improvements. Attachment I is a list of the proposed projects and the cost associated with each.

The priority unfunded needs in MDFR are largely related to the age of our current facilities. More than \$10 million is recommended for complete demolition and reconstruction of three of the oldest existing stations and renovating 12 existing aging stations that are predominately located in the northeast area of Miami-Dade County.

New service capital needs can be provided from a variety of sources, including impact fees and developer donations. The proposed capital budget for MDFR includes more than \$4 million per year in expected impact fees during the next six years, for a total of more than \$28 million. An additional \$6 million from this new bond is recommended to supplement funding for new station construction. This allocation would provide funding for Phase II of the new Highland Oaks station, renovations to inactive Station 18 to enable reactivation, and construction of the Arcola Fire Station, which is an infill fire rescue station in the Liberty City area.

Construction of the Training Center has been an ongoing issue. Due to the unavoidable delays in reaching an agreement with a design-build firm and our subsequent decision to contract with an architect and bid out the construction as a separate project, I am recommending that \$4 million be allocated to the Training Facility. This allocation is necessary due to the importance of this project and the potential changes in construction costs. The plan also includes funding for the north and south division offices to support the 24-hour divisional operations that oversee the stations in the two areas. The division offices will also be used for fire staff training.

The Fire Rescue Department has applied for a \$1.4 million allocation through the federal Assistance to Firefighters grant program to purchase a fire boat. It is recommended that the balance of the available capital program funds and available interest earnings be allocated for the purchase of the fire boat if the federal grant is not awarded. If the grant is awarded, this allocation will be set aside as a contingency for any of the above 16 stations.

14. Fire Rescue Funded Enhancements and Position Growth

The Miami-Dade Fire Rescue Department FY 2005-06 Proposed Resource Allocation Plan includes \$2.426 million in service enhancements that were not described in detail in the FY 2005-06 departmental narrative. Although funding was properly appropriated in the Fire Rescue District proposed plan, the corresponding adjustment of 56 positions was inadvertently not included in the department's table of organization. New service enhancements included a social worker to support the Elder Link program, two additional administrative officers to enhance the operation of the Office of Program and Staff Review, an Information Specialist and Data Entry Specialist 2 to enhance the tracking and processing of warrant claims, and a conversion of five part-time positions to full-time in the department's Central Record Division. The plan also includes new rescue and suppression services at Key Biscayne, Naranja, and Trail stations, which will require 46 new sworn positions. As in the past, the new sworn positions will be added as the units are deployed, so promotions occur only when necessary.

15. Fire Rescue Fleet

The Performance Improvement Division of OSBM reviewed the proposal to transfer the light and medium fleets currently maintained by the General Services Administration (GSA) to Miami-Dade Fire Rescue and concluded that transferring these fleets to MDFR would not result in any cost savings (see Attachment H). The homogenous nature of the light and medium duty fleet lends itself to a centralized

provisioning of maintenance and support. Likewise, the Fleet Replacement Trust Fund is a centralized tool that ensures that funds are available to replace and update the County's vehicle fleet in an organized and timely manner. The centralized model also makes use of advantages inherent to economies of scale purchasing and puts the vehicle replacement function under the direction of a group of employees who are subject matter experts.

I reiterate my concurrence with OSBM's determination that continuing to improve GSA's centralized vehicle services model is the best approach for the County overall and further recommend that MDRF remain as a participant in the Fleet Replacement Trust Fund.

16. User Access Program

In the FY 2005-06 Proposed Resource Allocation Plan, I am recommending modifications to the User Access Program (UAP). The current program provides for a two percent deduction on purchases by County departments and other governmental, quasi-governmental, and non-profit entities, utilizing the Department of Procurement Management (DPM) established contracts. Funds generated from the UAP fees are used to fund the operations of DPM. The program currently includes new contracts and negotiated modifications of existing contracts including all renewals. Also included in the UAP are one-time, term, blanket, and pool contracts issued by DPM, and the contracts of other jurisdictions accessed by DPM on behalf of the County. Currently, small purchase orders issued by County departments, federal funds, employee benefits contracts, revenue generating contracts and contracts with Board established rates are excluded from the Program.

For FY 2005-06, the Department has budgeted \$5.2 million in UAP revenues. Currently, non-County entities wishing to access DPM-established contracts are required to deduct the two percent fee from the vendor invoices and remit 75 percent of the amount collected to compensate DPM. The remaining 25 percent of the fee is retained by the outside entities as compensation for their collection and remittance efforts.

The focus during FY 2005-06 is to implement an expanded marketing and outreach plan to increase participation of non-County agencies in the program. A large number of entities have expressed interest in accessing County contracts, but are unable to make UAP fee deductions using existing payment systems. Marketing and outreach efforts will include strategies to assist these entities that are limited in their ability to participate in the program. When non-County entities cannot make the UAP deduction or make arrangements for vendors to remit UAP fees directly to the County, I recommend staff invoice and collect the two percent fee directly from vendors. In cases where Miami-Dade County invoices and collects the UAP fee, the County intends to retain 90 percent of the fee and the non-County entity accessing the contract will retain 10 percent to help defray administrative costs. This arrangement will increase participation in the UAP joint entity agreements and increase UAP revenue to the County.

Other marketing and outreach efforts are currently underway to broaden participation in the County's UAP. DPM continues to identify additional jurisdictions to partner with Miami-Dade County through the UAP Agreement. A more extensive marketing and outreach proposal is currently being developed to market the program to a wider audience. The intent is to focus on outreach efforts toward 57 agencies in addition to the 60 agencies originally targeted for UAP agreements. Subsequent phases will focus on including other entities. It is estimated that this marketing effort could generate approximately \$150,000 in additional UAP revenue from non-county entities over the next three years.

17. Enterprise Resource Planning System

Last December we began the implementation of Oracle's PeopleSoft Enterprise Resource Planning (ERP) system at the Miami-Dade Aviation Department (MDAD) and the Water and Sewer Department (WASD). Maximus Inc. is providing integration services to these two departments which anticipate bringing basic financial applications (including a newly devised countywide chart of accounts for the general ledger) in November 2005 and additional functionality in a second phase targeted to be complete in the spring of 2006.

As I have cautioned earlier, ERP technology projects are extremely complex and require organizations to commit to implementing changes in business processes in order to achieve efficiencies and cost savings. However, these projects can yield significant value to our organization. A recent benchmarking study conducted by Hackett Group, a firm specializing in best practice research, indicates that implementing a single ERP system for finance along with consistent data and technology standards while implementing best practices can reduce the cost of finance operations in excess of 20 percent.

At the time of our ERP acquisition, the County made the strategic decision to acquire licensing at the enterprise level so that functionality would be available in the future to the entire County. We obtained extremely favorable pricing at that time and recognized the future benefits ERP may offer for the County as a whole. The Oracle PeopleSoft product provides integrated functionality in general ledger, purchasing, accounts payable, and accounts receivable areas along with integration of project billing, costing, and budget preparation. PeopleSoft human resource applications also provide a single source for employee information and functionality (from "hire-to-retain"), as well as the elimination of the paper processes for time and leave input. Our ongoing efforts in MDAD and WASD have included significant involvement from the Finance, Employee Relations, and Procurement Management departments so that in the future we may assess the rollout of these integrated processing functions countywide.

In my May 11, 2005 status report to the Board, I advised that our Employee Relations Department (ERD) would proceed to implement the recruitment and requisition base HR applications of the ERP product to streamline the recruiting process. During the project, all employee records will be copied to PeopleSoft and interfaced to County legacy systems. For the first time, the County will have a single, integrated application suite that will allow core staff information and activity (promotions, transfers etc.) to be managed with one system. This implementation is expected to begin in the fall of 2005 and be ready for countywide use by the summer of 2006. To support this effort, three positions were added to the Employee Relations Department (\$175,000). These positions and their associated costs were inadvertently omitted from the Proposed Resource Allocation Plan and are funded from the ERP project budget.

In coming years, we recognize that the County will continue to face the need to replace aged internal support systems and provide efficiencies through improved automation and integration. Funding has been allocated in the FY 2005-06 Proposed Resource Allocation Plan to conduct a roadmap project that will outline the preferred approach and timeline for future phased implementations of additional ERP functionality. This roadmap project will also provide us with an overall project cost estimate, including staff resources required to successfully implement and maintain the software. The eventual implementation of a full ERP solution can provide significant benefits to our organization but it must be phased and managed correctly.

The Board has requested certain procurement functionality to be implemented, especially in the areas related to solicitation tracking and vendor performance. Staff is currently exploring the viability of using specialized software for functions balanced with the capabilities that ERP can provide. The roadmap

project will further review the best approach to manage the Board's request and the timeliness of the County's ability to implement ERP procurement functionality countywide.

I anticipate that we will conclude the roadmap by the end of the calendar year and will provide a report to the Board outlining where the County needs to move to modernize our financial, procurement, and human resource systems. This report will also include an expected timetable and cost implications. At that juncture, it will be appropriate to identify dedicated resources for future efforts with the establishment of a program office. Once implemented the ERP will integrate our automation and facilitate the use of government best practices to bring our organization into the 21st century.

18. Public Defender

At the request of the Public Defender, it is recommended that the amount budgeted for the Public Defender's Early Representation Unit (ERU) be increased by \$250,000, bringing the total ERU agreement to \$1 million. Funding is available from within the currently proposed Public Defender budget by reducing the amount allocated towards local ordinance prosecution. The reduction in local ordinance prosecution costs is as a result of lower than expected volume of cases. The total proposed budget for the Public Defender does not change as a result of this recommendation.

19. Business Development

At the June 21, 2005 Board of County Commissioners (BCC) meeting, in reference to Resolution R-731-05, Commissioner Rolle directed the County Manager to allocate resources to provide payment and claims negotiating assistance to subcontractors working on projects in order to close out all of the existing contracts at the American Airlines North Terminal project.

Because many subcontractors have limited or no expertise in negotiating payment and claims, many of these firms find themselves at a disadvantage, I recommend the engagement of a consultant who specializes in contract negotiations, for the finalization of work to be done by Turner-Austin at Miami International Airport. Staff has evaluated the compensation for a Negotiating Consultant and based on conversations with external entities, a year-long, on-site engagement may cost an estimated \$85,000 to \$120,000. Department of Business Development (DBD) will work with the Aviation Department to ensure that the negotiating consulting expenses are covered within the project budget.

20. Stormwater Utility

In the current fiscal year, enhanced funding was provided from Stormwater Utility Fees to increase drain cleaning cycles in the unincorporated municipal service area through the addition of new crews in the PWD and a drain cleaning contract in the Department of Environmental Resources Management (DERM). The County remains committed to ensuring that neighborhoods receive both drain and canal cleaning services more frequently to comply with federal standards and reduce flooding. Staff from PWD and DERM met over the summer to discuss the inventory of equipment and fleet utilized by drain and canal cleaning crews in PWD that perform these activities on a regular basis. Staff recommends increasing funding to Public Works for purchase of replacement equipment, which is projected to be delivered, and in service by FY 2005-06. The new equipment includes a dump truck and a track excavator for draining services (\$359,000) and a 40-ton hydraulic crane, a tractor mower, and four towboats for canal cleaning and maintenance services (\$895,000). These new equipment purchases will be funded by Stormwater Utility Fees.

21. Building Better Communities

One of the highest priorities for the County is the timely and proper implementation and rollout of projects included in the Building Better Communities General Obligation Bond. Since the beginning of the FY 2005-06 resource allocation process, the PWD, OSBM, and my office have been communicating on how to best allocate the necessary staffing and operational resources to meet these goals. As one of the front-line departments responsible for ensuring the success of the bond program, it is important that PWD receive the necessary resources to carryout the engineering design, construction monitoring, and implementation of the bikeway, bridge, and neighborhood projects included in the bond program.

Staff from PWD has developed a plan to phase-in the necessary resources in FY 2005-06. This plan includes increasing staff support to the Highway Division (\$131,000, two positions), the Construction Division (\$214,000, three positions), the Traffic Engineering Division (\$187,000, three positions), and in the Finance Division (\$72,000, one position) to process and ensure the timely payment to vendors for engineering and construction services. Operational costs associated with these positions include vehicle charges and mileage charges, computer purchases, and other work station expenses such as telephone and supplies. The total personnel and operational costs for these positions is \$728,000, which will be charged to the projects through timesheet reimbursements. These expenses will not be charged to general fund, construction, or other existing public works operations.

In addition, I recommend the addition of one senior level position for a total of eight positions associated with the administration of the Building Better Communities bond program in the Office of Capital Improvements. This staff will be located on the 21st floor of the Stephen P. Clark Center with the remainder of the Office of Capital Improvements. The personnel and rent adjustment totals \$333,000 and will be funded from interest from the Building Better Communities bond proceeds.

22. Beacon Council Agreement

The FY 2005-06 Proposed Resource Allocation Plan includes \$1 million budgeted for The Beacon Council's Miami-Dade Marketing Initiative (MDMI), which commenced in 2000, and helps pay for the current campaign utilizing television, radio, and print media to promote a positive image of Miami-Dade County, showcasing its business assets and quality of life. Of the \$6 million committed to the program by Miami-Dade County through Resolution R-1019-00 and the original agreement dated Aug 24, 2000, \$3.535 million has already been remitted to the Beacon Council and another \$500,000 is slated for payment in September 2005. The balance remaining after the FY 2005-06 allocation will be another \$965,000 for FY 2006-07. Although the original commitment was to have expired in 2003, the time has been extended by the Board on two separate occasions to allow more in-kind contributors to the marketing programs to step forward, especially following the tragic events of September 11, 2001. In addition, \$1 million in funding previously allocated to MDMI were reallocated by the Board to the Greater Miami Convention and Visitors Bureau (GMCVB) to assist with its marketing efforts following September 11, 2001 and potential negative impact following several hurricanes. Restoring these funds to the MDMI program, and allowing the MDMI program to continue through the next two fiscal years, will complete the County's original commitment and allow the Beacon Council to continue the MDMI. This will be accomplished by an amendment to the current MDMI agreement with the Beacon Council and the County to keep the original \$6 million matching funds amount intact, while extending the payment schedule through the end of FY 2006-07, which will be executed administratively upon approval by the Board.

23. Super Bowl XLI

The FY 2005-06 Proposed Resource Allocation Plan includes a \$550,000 contribution from Miami-Dade County for Super Bowl XLI in 2007. In the current fiscal year, \$100,000 has been allocated towards the event; however, the funds will not be expended by the end of the fiscal year. Therefore, it is recommended that the FY 2004-05 allocation carry forward to FY 2005-06 and that the Board grant the County Manager authority to execute any agreements and disperse any funds approved by the Board to the Super Bowl XLI Host Committee.

24. Municipal Mitigation Payments and Police Contracts

During the development of the FY 2005-06 Proposed Resource Allocation Plan, the best available estimates for proposing the mitigation payments for the three contributing municipalities of Miami Lakes, Village of Palmetto Bay, and the City of Doral and the annexed areas (since 2000) of Medley and Hialeah Gardens were used. The FY 2005-06 proposed mitigation estimates for the three municipalities did not include the annual calculation of the Consumer Price Index from the US Bureau of Labor Statistics and the tax roll growth comparative, which is used in the calculation for the Town of Miami Lakes. Mitigation payments are utilized by the Miami-Dade Police Department (MDPD) for services in the unincorporated areas surrounding the five cities. The impact of the revised amount totals an increase of \$372,000. Mitigation amounts for the Town of Miami Lakes increased by \$75,000 to \$1.636 million, the Village of Palmetto Bay was reduced by \$42,000 to \$1.511 million, and the City of Doral increased by \$50,000 to \$7.817 million. Medley and Hialeah Gardens, which were annexed from UMSA prior to 2000 have agreed to the mitigation amounts totaling \$274,000 and \$15,000, respectively. As a result of the update, UMSA General Fund dollars will be released, allowing for other UMSA related service enhancements. A recommendation regarding the use of these funds will be provided to the Board for consideration at the second budget hearing.

Subsequent to the release of the FY 2005-06 Proposed Resource Allocation Plan, MDPD negotiated the renewal of the four municipal service contracts for local and specialized policing. The municipalities contracting police services include the Town of Miami Lakes, Village of Palmetto Bay, City of Miami Gardens, and the City of Doral. Negotiations are complete and the contracts are pending finalization. The payments in the negotiated agreements have increased the Town of Miami Lakes contributions by \$116,000 to \$5.646 million, the Village of Palmetto Bay by \$55,000 to \$5.431 million, the City of Miami Gardens by \$875,000 to \$25.619 million, and the City of Doral by \$176,000 to \$9.769 million. The revised contracts also include an increase of 15 additional sworn and non-sworn positions. We expect to contract for both local and specialized police services with the new municipality of Cutler Ridge area during FY 2005-06, which is in the process of approving its proposed charter.

25. Law Library

As a part of the FY 2004-05 Budget, consolidation of the Law Library into the Miami-Dade Public Library System was determined to be an option to address the impact from Revision 7 to Article V of the State Constitution, to ensure continuity of service, and to potentially increase the access to legal information for court patrons. At that time I stated that we would provide an updated report when recommendations were finalized. A memorandum to the Honorable Judge Joseph P. Farina, Chief Judge of the Eleventh Judicial Circuit, providing a brief overview of what has transpired over the past year and a plan of action for the future is included as Attachment J.

An adjustment to the Law Library budget has been made to include the \$160,000 in additional funding (generated through copy/research service fees, interest, and occupational license proceeds) that has been identified for the Law Library and inadvertently in the Proposed Resource Allocation Plan.

26. Landmark Facility

At the June 21, 2005 Board of County Commissioners (BCC) meeting, the Board approved Resolution R-784-05 authorizing the acceptance of a quitclaim deed for 185.2 acres of land and improvements located on NW 199 Street and NW 47 Avenue, and commonly referred to as Landmark. As stated in the "Funding Sources" section of the memorandum accompanying the resolution, Board approval would require amending the FY 2005-06 General Services Administration operating expense estimate.

The projected FY 2005-06 operating expense for the Landmark facility is \$1.89 million. These expenses will be partially offset by rental income from existing tenants. GSA is currently negotiating with tenants to finalize space needs and rental rates. The projected rent revenue based on tenant requested space is \$635,000. This represents an operating shortfall of \$1.255 million. The projected operating expenses include the cost of four positions that have been requested as overages and will be incorporated into the FY 2005-06 GSA table of organization. The personnel are needed to perform site management and maintenance functions.

The GSA FY 2005-06 Budget is based on a revised rent schedule that includes all anticipated expenses for repairs and renovations to facilities within the specific budgets for those facilities. In addition, a reserve of \$1.5 million was established for extraordinary or unplanned facility needs. I recommend that \$1.255 million of that reserve be used to operate the Landmark facility. Any other necessary revisions for the FY 2005-06 operating budget resulting from rent shortfalls or surpluses related to the Landmark tenants or the use of the GSA's maintenance reserves for Landmark or other facilities will be included in the FY 2005-06 mid-year budget amendment.

27. Emergency Management

Subsequent to the release of the Proposed Budget, the Office of Emergency Management (OEM) was informed of additional grant funding of \$221,000 for the Metropolitan Medical Response System Program for assisting, planning, and preparation for major biological, chemical or radiological emergencies. OEM also received \$34,000 for the continuing training of Citizen's Emergency Response Team grant (CERT) teams and support for the Volunteers in Police Service and Neighborhood Watch Group programs.

28. People's Transportation Plan / Miami-Dade Transit Agency

The FY 2005-06 Proposed Resource Allocation Plan includes a net transfer of \$98.486 million from the People's Transportation Plan (PTP) fund to the Miami-Dade Transit Agency (MDTA), including a \$1.848 million rebate to the PTP fund as a repayment for the use of surtax funds to cover the cost of existing services through FY 2010-11. Based on discussions with staff from the Finance Department, it is recommended that the \$1.848 million rebate not be presented as a deduction or credit to the surtax transfer but as a separate payment from MDTA to the PTP fund. As result, the MDTA budget will reflect a revenue transfer of \$100.34 million from the PTP fund, and will in return budget an expenditure transfer of \$1.848 million to the PTP fund as a loan repayment. This technical adjustment will allow for a more transparent flow and tracking of the funds included in the PTP amendment approved by the Board.

A technical adjustment to the MDTA FY 2005-06 Proposed Resource Allocation Plan is necessary to correct for the amount of debt service payments. The adjustment will increase the amount budgeted for debt services payments by \$276,000 to \$21.465 million. The Proposed Resource Allocation Plan includes the debt service payment schedule presented in the December 2004 pro forma, which will be revised to include these current figures. The additional revenues to cover the higher debt service payments will come from the PTP Fund.

29. Capital Budget Updates

Several capital projects in the FY 2005-06 Proposed Resource Allocation Plan require updating and correcting since publication in June. In order for projects to be eligible for Board approval through the County's Expedite Ordinance, they must be included in the annual capital budget. To accommodate this requirement, it is recommended that the following changes be made to the FY 2005-06 Proposed Multi-Year Capital Plan.

The Water and Sewer proposed capital budget has been expanded to delineate each capital project. These projects had been shown in five high-level, aggregated projects in the Proposed Budget. Water and Sewer's total proposed capital budget remains the same with \$218.558 million in FY 2005-06 and \$2.723 billion over all years. The Unfunded Capital Projects for Water and Sewer have also been updated. Attachment K includes the expanded Water and Sewer Capital Budget.

The Fire Rescue Department's proposed capital budget has been updated to include \$22.6 million of financing proceeds. Details regarding the capital plan are included in Item 13 and Attachment I of this memorandum.

The Public Health Trust Multi-Year Capital Plan has been revised to more accurately reflect funding available for capital expenditures within the time period included in the FY 2005-06 Proposed Resource Allocation Plan. The revision decreases estimated capital expenditures to \$117.464 million in FY 2005-06 and to \$434.964 million for all years.

The Library System's proposed capital budget has been updated to shift \$2.537 million to the International Mall Branch Library from the Kendale Lakes Branch Library project. The International Mall Branch Library project had been budgeted at \$1.834 million in the Proposed Resource Allocation Plan. Because construction of the Kendale Lakes Branch Library has been delayed, funding is available from this project in FY 2005-06, and will be replaced in the Library capital plan in future years.

Two projects in the Department of Environmental Resources Management's proposed capital budget have been corrected. The South Miami-Dade Stormwater Treatment and Distribution Area Demonstration Project total budget is proposed to increase from \$2.449 million to \$2.8 million due to additional construction cost previously planned but omitted from the Proposed Capital Budget due to a scrivener's error. Revenue for this increase is projected to come from the Florida Department of Environmental Protection and the United States Air Force. The \$402,000 of funding listed in the Drainage Improvements SW 40 Street to SW 24 Street from SW 72 Avenue to SW 67 Avenue project was planned to come from Stormwater Utility revenues instead of Quality Neighborhood Improvement Plan (QNIP) Phase I UMSA Bond Proceeds.

The Proposed Resource Allocation Plan includes an allocation in the Capital Outlay Reserve (COR) of \$2.469 million to pay for debt service obligations related to the \$71 million Sunshine State Loan

approved by the Board on July 7, 2005. This debt service allocation assumed longer terms and lower interest rates than were stipulated at the time that the loan was finalized in August. As a result, the debt service obligation increased to \$4.56 million in FY 2005-06. To compensate for this increase of debt service payments, a concurrent reduction in COR reserves will be incorporated as part of the final FY 2005-06 Budget Ordinance.

The Seaport Department has added two items as Capital Budget Unfunded projects. The projects include a rail cargo shuttle service (\$55 million) and a rail track to serve our cargo customers (\$12 million). The updates are pursuant to changes in the process by which Seaport capital projects are incorporated into the Florida Department of Transportation Work Program and the most recent changes in the State of Florida Growth Management Act.

The Park and Recreation's proposed capital budget includes an aggressive plan to improve customer amenities and necessary infrastructure at the County's six marinas: Black Point (\$2.5 million), Crandon (\$2.7 million), Haulover (\$1.7 million), Hoover (Homestead Bayfront) (\$4.7 million), Matheson Hammock (\$2.9 million), and Pelican Harbor (\$3 million). While the overall project cost of \$17.5 million in the proposed capital budget is correct, the revenue sources must be updated. Funding is provided from Sunshine State Loan proceeds (\$12 million over multiple issuances) and Marina operating revenues (\$5.5 million). These pay-as-you-go operating revenues will be generated, in part, by periodic increases to the fees charged at these marinas. These increases in fees may trigger a re-evaluation of the Marina's Memorandum of Understanding.

The Park and Recreation's proposed capital budget has also been updated to include funding from the Florida Department of Transportation that now is expected to supplement three Greenways and Trails projects and the Three Bridges Project (an increase of \$10.095 million). The A.D. Barnes Park Improvements project was inadvertently omitted from the Proposed Capital Budget (\$300,000). Funding for the Country Club of Miami Community Center project (\$500,000) is available from a dedicated trust fund and is proposed to be included in the FY 2005-06 Capital budget. The Country Club of Miami South Course Renovations project is projected to increase by \$2.333 million with funding from available District 13 available QNIP dollars.

Certain capital projects in the PWD were inadvertently omitted from the FY 2005-06 Proposed Multi-Year Capital Plan. Traffic Signal Materials (\$600,000) and the local match for Federal Emergency Management Agency (FEMA) drainage capital projects (\$1.536 million) include funding from the Secondary Road Program. In addition, \$128,000 is included for engineering and construction supervision from the Capital Improvement Local Option Gas Tax.

30. Pay Plan

It is recommended that the Board approve the FY 2005-06 Pay Plan. Language approving the FY 2005-06 Pay Plan is incorporated in the Self-Supporting Budget Ordinance. The Pay Plan contains changes and adjustments that update and clarify Pay Plan language and provisions. It also includes the addition of new classifications, the abolishment of obsolete classifications, and occupational code and title changes. The pay rates reflected in the Pay Plan will be administered in accordance with the provisions of the Living Wage Ordinance 99-44. The Pay Plan incorporates provisions of the collective bargaining agreements and other actions that have been previously approved by the Board.

31. Position Adjustments

The above recommendations will adjust the number of positions in the FY 2005-06 Proposed Resource Allocation Plan. During the course of the budget development process, I requested that OSBM review the need for long-term and unfunded vacant positions. This was a difficult task considering the number of positions in the County and the careful review and impacts of such reductions. Nonetheless, the FY 2005-06 Proposed Resource Allocation Plan reduces the total number of positions in the County by 188 to 29,821. However, the recommendations being advanced to you increase staffing in departments as detailed below. If the recommendations are approved by the Board, the County will still see a reduction of 52 positions from the current year's Countywide Table of Organization.

<u>Department</u>	<u>FY 2005-06 Proposed Budget</u>	<u>Recommended Adjustments</u>	<u>UMSA Purchase Package</u>	<u>Revised FY 2005-06 Proposal</u>	<u>Purpose</u>
Capital Improvements	41	1		42	Building Better Communities
Community Relations	15	1		16	Community Relations Assistant
Employee Relations	141	3		144	Enterprise Resource Planning
Fire-Rescue	2,106	56		2,162	Additional Funding
General Services	798	4		802	Landmark Facility
Human Services	1,068	(7)		1,061	Transfer nine to JSD, increase two positions
Juvenile Services	111	9		120	Transfer nine from DHS
Park and Recreation	1,215	0	8	1,223	UMSA Purchase Package
Police	4,397	0	22	4,419	UMSA Purchase Package
Public Works	778	14		792	Building Better Communities and Mosquito Control
Team Metro	232	0	25	257	UMSA Purchase Package
Other County Departments	18,919	0		18,919	
Total	29,821	81	55	29,957	

FY 2004-05 Adopted Budget	30,009
FY 2005-06 Proposed Budget	<u>29,821</u>
Proposed Reduction	(188)
Recommended Adjustments	<u>81</u>
Recommended Reduction	(107)
UMSA Purchase Package	<u>55</u>
Net Reduction in Positions	(52)

INFORMATIONAL REPORTS

1. Options for Tax Relief and Affordable Housing

In my Budget Message, I stated that I would provide a report to the Board of County Commissioners (BCC) detailing the impacts of the substantial property tax roll growth in Miami-Dade County and present well-focused proposals for protecting those in the County most negatively impacted by this occurrence. I also highlighted the need for affordable housing as a priority for Miami-Dade County. Rising prices for home purchases has placed homeownership out of the reach for many families due to salaries not keeping pace with the burgeoning real estate market. Additionally, this price spiraling has further reduced production of new affordable/workforce housing units. According to the July 10, 2005 Miami-Herald report, the median price of a home in Miami-Dade County is \$355,000 while the median family income (MFI) is \$46,400. These numbers demonstrate that the County could be facing an affordable housing crisis, which could produce a two-tier society.

I assembled a work group of experts from the County departments that can impact both tax relief and the availability of affordable housing to discuss the current state these issues and develop strategies to

address them. We are preparing a report, that will be submitted under separate cover, that will include a detailed analysis of statistics on the current state of affordable housing in the County and a matrix that is a compilation of strategies currently being utilized to address affordable housing and future planned County initiatives. Because of the concerns we share relating to today's real estate market and the impact primarily on senior citizens and first-time homebuyers, the report will make suggested recommendations for the Board to consider regarding tax relief strategies. We will also be developing a plan to create a comprehensive package of solutions to these issues, including proposed legislation, for your consideration prior to the end of the calendar year. With the direction of this Board, we can take steps toward assisting the residents of Miami-Dade County to finding affordable housing while alleviating some burdens imposed as a result of increasing property values.

2. Procurement Management

One of the major objectives of the Department of Procurement Management (DPM) this year is to significantly reduce the procurement cycle times for various types of procurements. Following up on the gains made by implementing recommendations from two previous studies in FY 1998-99 and FY 2000-01, DPM is taking further steps to reduce procurement cycle times. The Department is currently conducting an in-depth, step-by-step review of all procurement processes, including administrative and new legislative requirements. Staff will implement changes to the procurement processes, including those procedures followed by individual departments, to eliminate redundant and unnecessary tasks, simplify process requirements, provide added procurement flexibility, reduce the time needed to complete essential tasks and establish shortened standard procurement cycles. With the assistance of the County Attorney's Office, staff is working to identify recommendations for legislative changes needed to achieve further time reductions. The Model Procurement Code for local governments, based on the American Bar Association guidelines, will continue to be the guide for this review. I intend to report our progress on the procurement process improvements to the Board by the end of this calendar year. In the meantime, the department is working with the Office of Strategic Business Management to identify immediate short-term resource needs that could be phased-in at the start of FY 2005-06. Funding recommendations to this effect will be incorporated into the information for the second budget hearing memorandum. Any additional resource needs that arise as a result of on-going reviews or changes in the procurement workloads will be addressed during the mid-year as necessary.

3. Solid Waste Management

As part of our on-going efforts to improve quality of life services that have an impact on appearances, aesthetics, and up-keep, the Solid Waste Management Department (SWMD) has been instructed to provide operational alternatives to deal with the ever-increasing demand of bulky waste services from our residents. Recommendations from this analysis will include any new and innovative ways to provide trash services throughout the service area, and the appropriate funding mechanisms that may include internal operational efficiencies. We will also incorporate a multi-year collection activities projection to assess the Department's long-term outlook under the current fee structure and disclose (if necessary) potential remedial actions that may be necessary for consideration to guarantee the long-term financial stability of the department. This report will be presented to the Board, through the Infrastructure and Land Use Committee during the first quarter of FY 2005-06.

4. Public Health Trust

Staff from the Office of Strategic Business Management (OSBM) continues to work closely with staff from the Public Health Trust (PHT) to improve the fiscal stability of the PHT. As I stated in my Budget

Message, PHT Management is implementing a combination of initiatives and several financial actions continue to be facilitated by the County with your approval.

Progress continues towards fiscal viability. In FY 2003-04, the operating budget balance improved from a preliminary estimated deficit of \$120 million, to a year-end deficit of \$85 million. In FY 2004-05, the PHT had projected to end the year with a deficit of \$14 million; however, I am happy to report that revised projections for FY 2004-05 indicate a positive balance of \$1.239 million. Major reasons for this change is higher than budgeted sales tax and increased operating revenues totaling approximately \$10 million, and reduced operating expenses of approximately \$5 million. Revenue collections continue to improve with the implementation of better billing and collection practices, while better planning and controls in the purchase of services and supplies resulted in reduced expenses.

On August 22, 2005, the PHT approved the proposed budget for FY 2005-06. Members of the Community Outreach, Safety and Healthcare Administration Committee received a copy of the budget on August 17, 2006. The current year-end estimate for FY 2005-06 is a favorable balance of \$20 million.

There are however some areas of concern that require attention during the coming year, such as replacing one-time revenues with a recurring revenue stream and increasing cash reserves. FY 2005-06 includes a prior year Medicaid settlement of \$46 million. The PHT goal is to have the equivalent of 60 days of operations in reserves. Our challenge is to identify ways to fund the cost of serving the indigent and to reduce the number of uninsured while continuing to provide quality health care to the community.

Staff from the County and the PHT is continuing to review the budget and we will report on any changes at the second budget hearing.

5. International Trade Consortium

Funding is included in the FY 2005-06 Proposed Resource Allocation Plan, for the International Trade Consortium (ITC) to retain the services of a consultant to conduct a study, focusing on the economic impacts of trade on Miami-Dade County and identifying the most effective ways to increase trade by engaging industry groups and various stakeholders. In addition, the study will include recommendations regarding dedicated funding sources to further promote and support the mission of the Consortium.

6. Community Image Advisory Board / Green Infrastructure

In an effort to further enhance the County's beautification efforts, as part of the FY 2004-05 Budget, I created a Community Image Manager for Miami-Dade County, charged with providing support to the Community Image Advisory Board (CIAB) as well as working with the Florida Department of Transportation, Miami-Dade Expressway Authority and all County departments and municipalities to encourage and coordinate efforts to improve maintenance, enhance rights-of-way along the County's transportation corridors, gateways, bridges, and at major public facilities. Funding for the CIAB has been increased to \$1 million in the FY 2005-06 Proposed Resource Allocation Plan. The Community Image Manager, with CIAB participants and the Communications Department, is developing a high-profile anti-litter campaign for TV, radio, and print ads. The goal is to reduce the litter problem by eliminating the source.

A green infrastructure budget has been developed to address the gaps in the distribution and care of Miami-Dade County's green infrastructure resources (in contrast with gray infrastructure, like roads) for both aesthetic purposes and the livability and economic health of our community. The Community

Image Manager has worked on several landscaping projects identified by the CIAB for enhancements along key gateways. These projects are high impact at low cost utilizing public, private, and community-based volunteer resources, including Fairchild Tropical Gardens, Hands On Miami, municipal and County resources. The most recent of these planting projects include the Vizcaya Metrorail Station project, gateway to the national landmark, Vizcaya Museum and Gardens, and in the coming months, expanding the Overtown Community Garden, which is maintained by Roots in the City, into the middle of I-95. Tropical color will embellish the skyline of downtown Miami. In anticipation of the 2007 Super Bowl, here in Miami-Dade County, another key area for roadway enhancement is NW 27 Avenue, entering Miami-Dade County.

The Community Image Manager will soon begin collaboration with the Public Works and Planning and Zoning departments to update the Public Works Manual with regard to sight lines, turning radii, intersection design, and other factors to make the roadways of Miami-Dade County more pedestrian friendly, livable and greener. In addition, the CIAB in coordination with the Community Image Manager and the arborists from Public Works, Park and Recreation, DERM, and Planning and Zoning will develop a countywide Street Tree Master Plan to enhance the County's tree canopy into a thriving urban forest that provides multiple aesthetic and environmental benefits by providing a "greenprint" for the appropriate planning, implementation, and management of our existing and planned tree resources. This plan's intent will compliment the County's Landscape Ordinance, to establish further guidance on trees that withstand the harsh environment of the roadways and can resist hurricanes and significant windstorms, and ultimately enhance the County's tree canopy from the countywide estimate of 10 percent to match the national average for urban areas of 33 percent.

7. Community Redevelopment Agencies

The fees charged to cover the administrative costs associated with the Community Redevelopment Agencies (CRAs) were initiated in FY 2003-04 are recommended to be continued at the level of 1.5 percent. CRAs continue to receive most of their revenues from ad valorem tax increment financing. Municipalities that make tax increment payments usually charge their respective CRAs for direct staffing and administrative support. The FY 2005-06 Proposed Resource Allocation Plan recommends that the County continue the established administrative reimbursement charge of 1.5 percent on all County tax increment payments. FY 2005-06 revenues are estimated at \$300,000 and will partially offset about \$350,000 of administrative costs to oversee CRA activities.

8. 311 Answer Center

In October 2003, the 311 Answer Center moved into the County Manager's Office under the direction of the Office of the Chief Information Officer. Since then, a three-year roadmap for the countywide rollout of 311 has been developed and the call center staffed with highly qualified customer service representatives. The feedback to date has been positive and quality assurance measures are high. In the coming fiscal year, I propose to continue consolidation of point-of-contact call centers with 311 and pursue legislation to provide a sustainable source of revenue similar to a 911 funding mechanism for multi-jurisdictional efforts. Additionally, I propose to broaden our analyses of current customer service delivery practices to determine whether there are opportunities to better coordinate service delivery channels, including partnering the self-service benefits of the portal with the full-service benefits of 311.

9. Planning and Zoning / Agricultural Liaison

The FY 2005-06 Proposed Resource Allocation Plan inadvertently includes the description of a Purchase of Development Rights (PDR) Administrator position in the Department of Planning and Zoning to assist with the implementation of a PDR program. The Agricultural Liaison is currently working to develop a plan for the specific creation of a PDR program in Miami-Dade County using

Building Better Communities bond program proceeds. Although the implementation of the PDR program may require additional resources in the future, no new positions were incorporated in the department's table of organization in the FY 2005-06 Proposed Resource Allocation Plan. However, any additional recommendations to adjust the allocation of resources to the PDR program will be presented to the Board at a later date.

10. Aviation Department

The Proposed Resource Allocation Plan for the Aviation Department is currently under review by the newly appointed Director. Should adjustments to the Budget be necessary, they will be presented to the Board for consideration at the second budget hearing.

Attachments

cmo11405

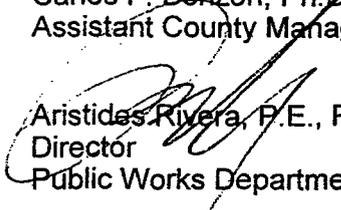
Memorandum



Date: August 25, 2005

To: George M. Burgess
County Manager

Through: Carlos F. Bonzon, Ph.D., P.E.
Assistant County Manager

From:  Aristides Rivera, P.E., P.L.S.
Director
Public Works Department

Subject: Report for Mosquito Control Division Funding

Background

The Miami-Dade County Public Works Department's (PWD) Mosquito Control Division operates countywide to mitigate the impact of the mosquito population. While services are provided year-round, mosquito nuisance reaches its peak during the "wet" season (May through October). Notwithstanding, the severity of the mosquito nuisance is difficult to forecast, as the number of mosquitoes are determined largely by climactic conditions such as rainfall, wind speed and direction. The majority of mosquitoes found in Miami-Dade County during the summer months migrate from Everglades National Park, Biscayne National Park and the Upper Florida Keys. All of these areas are protected by environmental laws prohibiting aerial spraying or other methods of mosquito control.

The Everglades alone consists of 2,300 square miles, providing habitat for mosquito breeding and harboring areas for adult mosquitoes. One third of the County is in Everglades National Park. The mosquito most commonly found in the Everglades and other protected areas is the black salt marsh mosquito, a potential transmitter for the West Nile virus.

The southwest region of the County is the most seriously affected area by the mosquito presence. Homestead, Florida City, the Redlands and neighborhoods east of highway US 1, from SW 248 Street to the Rickenbacker Causeway, are historically the most affected areas of the County; therefore, generate the larger numbers of spraying requests. There are areas in the southwest area of the County where as many as 10-30 mosquitoes will land on a human body in one minute. The closer the location is to the Everglades, the greater number of mosquitoes it will encounter. Black salt marsh mosquitoes can migrate 25-50 miles and may be found as far north as Miami Beach unless adequate control measures are taken.

There are known mosquito breeding areas in the County along the coastal regions from south of Florida City to the Rickenbacker Causeway. These areas are inspected weekly for mosquito breeding. There are other sites in this general area that have the potential for mosquito breeding and these should be investigated more often as additional resources become available.

In a recent study, black salt marsh mosquitoes in the Florida Keys were found to be infected with the West Nile virus, however, its role as a vector has not been determined. Although no human cases of West Nile virus have occurred in Miami-Dade in 2005, the potential remains. In 2004, 21 cases of West Nile virus were confirmed in this County.

Millions of these mosquitoes develop during the summer months and migrate into the populated areas of the County, creating an intolerable nuisance. Furthermore, there are approximately 100,000-125,000 storm drains (catch basins) located throughout the County. Many of these drains hold water for extended periods, providing additional mosquito breeding and incubation areas. Pro-active treatment of storm drains may help to reduce the incidence of this disease.

Most storm drains in South Florida cannot be installed so they will not hold water, at least temporarily. The water table in most areas of Miami-Dade County is four to five feet below the ground. Therefore, drains are usually installed below said elevation, into the water table. This condition allows water to enter the drain from the bottom. Drains that continually hold water become mosquito breeding areas.

During the winter, mosquito nuisance is primarily caused by container breeding mosquitoes. Inspections are performed during the winter months to locate and abate mosquitoes breeding in containers. Mosquito breeding is also found year-round in storm drains. These mosquitoes rarely create annoyance, but are a suspect transmitter for West Nile virus. Complaints in the winter months are reduced by 75% due to the lack of rainfall and cooler temperatures.

Mosquito Control Activity in Miami-Dade County

The number of mosquito complaints has increased 100 percent in the past three years, from 8,000 to 16,000 per year, primarily due to the large numbers of black salt marsh mosquitoes.

It is unknown whether this trend will continue, although there is a good probability that it will. Factors accounting for the increase in nuisance complaints include:

- Climatological conditions favoring the production of multiple broods of mosquitoes.
- Prevailing southwesterly winds allowing large numbers (millions) of mosquitoes to migrate into the populated areas.
- New housing developments in the southwest area, resulting in people re-locating to areas near the Everglades and Biscayne National Park.
- Increased number of residents in the County that may require mosquito control services.

The County utilizes various methods in response to the mosquito nuisance. These methods include:

- Aerial spraying
- Truck spraying
- Inspection of off-road mosquito breeding sites to eliminate mosquitoes in the aquatic stage
- On-site inspections in response to citizen's complaints to abate mosquito breeding and control adult mosquitoes
- Evaluating the adult mosquito population to determine areas for spraying

The table below indicates the primary control methods used, the unit cost and effectiveness:

Category	Cost	Effectiveness
Aerial Spraying		
Airplane Contract	\$20,000/Mission	90% – 95%
Helicopter	\$30,000/Mission	90% – 95%
Truck Spraying	\$500/Mission	70% – 75%
Off-Road Inspections	\$90/Inspection	90% – 95%
On-Site Inspections	\$25/Inspection	90% – 95%

The Board had previously requested information concerning mosquito control efforts within the inner cities, as such, the following information is provided. Control of mosquitoes in inner cities is accomplished by:

- On-site inspections to find and eliminate mosquito breeding in containers and storm drains.
- Spraying homeowner's properties to kill adult mosquitoes using portable spray equipment.
- Truck spraying to kill adult mosquitoes throughout the neighborhood.

The primary pest mosquito found in inner city areas is the Domestic and Asian Tiger mosquito which breeds primarily in containers on homeowner's properties. These mosquitoes are active during the day and travel short distances from their breeding sites. Containers where mosquito breeding is typically found includes tires, buckets, cans, animal feeding dishes, bird baths, swimming pools, bromeliads, storm drains and other miscellaneous containers that are capable of holding water for 7-10 days. Other mosquito species are occasionally found in the inner city and are best controlled through truck spraying in the evening hours.

On-site investigations are conducted in response to complaints of mosquito nuisance. The investigation consists of an inspection of the homeowner's property and two or more adjacent properties to locate container breeding mosquitoes.

All containers found breeding mosquitoes are emptied. Mosquito breeding in swimming pools, waste tires and receptacles holding large volumes of water often cannot be abated by the inspector. When it is determined the property is in violation, the property owner may be cited under Section 26A-2.1(b) of the Code of Miami-Dade County that prohibits artificially induced mosquito breeding. The property owner is noticed pursuant to the Code. This warning allows five days to correct the violation without penalty. Should the violation exist on the 6th day, a \$200 citation may be issued. The Mosquito Control Division is empowered to abate the nuisance if necessary.

To determine the presence of adult mosquitoes, the inspector, wearing protective clothing, stands for several minutes in a protected area, usually near vegetation. Any mosquitoes in the vicinity will attempt to bite. The number of mosquitoes landing on the inspector in a one-two minute period is an indication of the severity of the nuisance. Control of adult mosquitoes is accomplished by spraying the yard using a portable mosquito sprayer.

Spraying by truck is performed when adult mosquitoes are found throughout a neighborhood. The area infested with mosquitoes is determined by the on site inspector. The spray truck travels through the neighborhood spraying an EPA approved insecticide that kills adult mosquitoes on contact.

Inspections are performed in response to citizen's complaints of mosquito nuisance. Such inspections are performed an average of 1-2 times per week in inner city areas.

Analysis of PWD's Mosquito Control Division

The FY 2004-2005 Adopted Budget for Mosquito Control includes \$1.998 Million from the countywide general fund and \$37,000 from the mosquito control grant fund. Funding includes support for 25 budgeted positions, of which three (3) are filled seasonally. The Mosquito Control Division also has a fleet of 32 pickup trucks, one (1) heavy duty 2 ½ ton truck, one (1) bulldozer, 10 sprayers for nighttime spraying and a recently purchased helicopter.

Based on staffing levels and fleet size, PWD was budgeted in the current year to perform 13 aerial missions (one by contractor and twelve by helicopter) and 400 truck spraying missions. Based on current estimates, by the end of the year, the Department estimates to have performed anywhere between 35 to 45 aerial missions by plane and helicopter and 600 truck spraying missions. Based on the increased number of complaints and the higher number of aerial missions; the Department is submitting an increased funding request for FY 2005-2006.

Mosquito Control Efforts Comparison to Other Counties

As illustrated in Attachment A, Miami-Dade County spends \$0.86 per capita for mosquito control, the second lowest amount among 13 Mosquito Control Districts in Florida surveyed. Of the counties surveyed, Miami-Dade County faces essentially the same mosquito nuisance conditions as Monroe, Collier and Lee, which have significantly larger budgets and smaller populations. Based upon the comparison table, Miami-Dade County Mosquito Control, with the exception of Broward, spends the lowest per capital for mosquito services.

Recommendations

The Department recommends an increase in all mosquito control activities with emphasis on a substantial increase in aerial spraying. The inherent difficulty associated with this mission lies in how to control the millions of mosquitoes that migrate daily into the County during the summer months, often infesting large geographic areas (100+ square miles). Many of these areas are inaccessible to vehicles.

Controlling mosquitoes involves several related activities that when used in combination, result in a decrease in the number of mosquitoes. These methods include countywide inspections to locate and abate mosquito breeding, daily trapping and other methods to measure population and species changes and spraying to control adult mosquitoes. There is no total solution to completely control millions of mosquitoes. However, partial abatement can be obtained by large scale aerial spraying, truck spraying, abating localized mosquito breeding, spraying storm drains to control mosquitoes that may transmit West Nile Virus, additional trapping and monitoring the population of adult mosquitoes daily using traps and landing rate data. Inspectors visit mosquito infested areas daily in locations throughout the County to determine the intensity of mosquito presence.

Based on mosquito complaint trends from the summer of 2004 and this year so far, the Department has developed several operational and capital recommendations to abate mosquitoes. As illustrated in Attachment B, the Department recommends the following operational activities in priority order:

- **Aerial Contractual Spraying:** Aerial spraying is the most effective method in controlling mosquitoes, particularly those nuisance mosquitoes that migrate in the millions from Everglades National Park, Biscayne National Park and the Upper Florida Keys. In FY 2005-06, the Department has funding for one emergency aerial mission to supplement helicopter spraying activities although the Department foresees that anywhere between 30 to 35 aerial contractor missions will be performed by the end of FY 2004-05, given current trends. In FY 2005-06, the Department recommends that funding be increased to provide the same number of missions as projected in the current fiscal year. The additional cost of providing these contractual airplane missions is \$700,000.
- **Helicopter Spraying:** The proposed FY 2005-06 resource allocation plan includes enough funding for 12 helicopter spraying missions. Given that the Department is expecting to perform anywhere between 15 to 20 helicopter missions by September 2005, staff recommends including capacity for 10 additional helicopter missions (\$300,000). Given this enhanced funding, the Department will be able to provide 22 helicopter aerial missions in FY 2005-06.
- **Inspections:** Staff continues to evaluate the need for additional staffing resources to increase inspection activities. Currently, the Department foresees to perform in FY 2005-06 slightly a higher number of residential, compliant, off-road and surveillance activities as in the current year, which equates to roughly the same level of service taking into account the increase in population and service demands. The Department, however, does recognize that additional funding will provide for more proactive inspection activities. The Department recommends adding one additional mosquito control inspector position to increase the number of surveillance inspections. The total cost of the position in addition to operating and fleet costs is \$97,000.
- **Storm Drain Treatment:** Currently, the Department does not have a storm drain treatment program to prohibit the breeding of mosquito inside storm drains countywide. The Department does treat storm drains, under certain and few circumstances, where it is seen as an effective method for mosquito abatement. While the Department recognizes that the majority of mosquito breeding occurs in areas where mosquito activities cannot take place, a storm drain treatment program can further reduce the number of mosquitoes in Miami-Dade County by treating storm drains in Miami-Dade County on an annual cycle. It is recommended that the County begin the phase-in of a storm drain treatment program that will allow for the spraying of 50,000 drains in FY 2005-06. Implementation of this program would require the addition of four (4) positions at a total cost of \$403,000. Based upon the effectiveness of the program, staff will recommend adjustments for additional funding in future years.

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In addition, it is recommended that the following capital items are funded in order to allow the Public Works Department to fully and properly support the Division, its needs and its efforts. PWD will work with OSBM and the County Manager's Office to address these capital needs in future years:

- **Purchase Fixed Wing Airplane & Spray Gear (\$2,000,000):** A fixed wing airplane is needed for aerial spraying to supplement the Division's spray helicopter and the contractor's fixed wing aircraft. Fixed wing aircraft are usually less expensive than helicopters to operate, can carry a greater payload, are faster and can spray more acreage per spray mission. In addition, this can also reduce the dependency on the contractor for plane aerial missions.
- **Replace Mosquito Control Administration Building (\$2,000,000):** The existing mosquito control facility is antiquated and lacks sufficient space to fully accommodate all employees. A new facility designed for a mosquito control operation will increase productivity and morale.
- **Construct a New Mosquito Control Facility in South Miami-Dade County (\$900,000):** The sub-station at the South Dade Government Center is the site of the old vehicle inspection station. It is scheduled to be closed in FY 2005-2006 to make way for a cultural arts center to be constructed in the area. If an alternative site cannot be found, all employees (7) will be assigned to the Division's North Office facility. An Office in the southern part of Miami-Dade County reduces travel time and better serves the residents of the area.
- **One (1) Double Wide Trailer (\$200,000):** This will provide work space for seven (7) employees who will be transferred to the North Office facility in a few months. These trailer will provide space for any newly hired employees. Staff will also explore leasing opportunities.
- **Insecticide Storage Facility (\$350,000):** An insecticide storage facility is necessary to accommodate the additional insecticide that must be purchased for increased spraying. The facility must be sufficiently large to hold large quantities of insecticide (400 drums) for additional aerial and ground spraying. An insecticide storage facility must be equipped with a loading ramp, air conditioning, lighting and a recovery system in the event of a spill. Insecticide is presently stored in five, 12' x 20' metal containers which should be replaced.
- **Mechanic's Facility (\$200,000):** A mechanic's facility is needed to provide work space for the Division's mechanics who maintain all spray equipment.
- **New Helicopter Hangar (\$600,000):** A hangar is needed at the Division's main facility to house the spray helicopter. It is important that aircraft be kept under shelter for protection from the sun and rain.

Potential Funding Mechanisms

With this most recent discussion of how to properly fund mosquito control activities, staff has been tasked to provide the proper amount of resources to the Mosquito Control Division in an effort to meet the expectations of the Commission and the community; in addition, to identifying a proper mechanism by which to fund these activities.

Miami-Dade County, as well as other counties throughout Florida, has created special taxing districts to enhance or provide special services outside of the countywide and unincorporated municipal service area taxing jurisdictions. These special taxing districts receive funding through charges for services, special assessments, or ad valorem taxes.

For instance, the Miami-Dade Fire-Rescue District was created in 1980 as a dependent ad valorem special taxing district subject to the ten mil-cap. Today, the Miami-Dade Fire-Rescue Department provides fire services to the entire unincorporated municipal service area and certain municipalities that fall within the jurisdiction of the taxing district. The same applies to library services within the Library Special Taxing District.

Furthermore, property owners within various geographic locations throughout the County have opted to tax themselves for enhanced services beyond the service levels generally provided by the County. Special Taxing District Administration in the Public Works Department oversees approximately 800 special taxing districts that provide landscaping, lake maintenance, security guard, and street lighting services. While the Public Works Department may provide a basic countywide service level for landscaping and street lighting services along arterial roads, property owners within specific geographical boundaries have opted to tax themselves to enhance these services. This same model applies to security guard districts, which provide enhanced services beyond what is granted to all residents by their police department.

Given that other Florida counties have their own Mosquito Control Special Taxing Districts and Miami-Dade County's special powers under the Home Rule Charter, staff looked into the possibility of identifying new ways to fund mosquito control activities outside of the Countywide General Fund.

In 1996, PWD staff researched the possibility of creating a new service charge as an alternative source to fund mosquito activities. This simple service charge was envisioned to be a flat fee per household. However, these efforts were not carried out and mosquito control activities continued to be funded from the countywide general fund. Obstacles at the time included the issue of how to charge all parcels of land throughout the County, not only households, and whether a flat fee was equitable.

In the past few months, at the request of the Board, staff has once again looked into finding options to fund mosquito control activities. The purpose of this most recent effort is to identify a new source of revenue that would be able to support both the existing and new service levels recommended in this report without negatively impacting the countywide general fund.

Staff from PWD, OSBM, and the County Attorney's Office discussed this issue at length. Although several counties have countywide or large special taxing districts for mosquito services, the state legislature changed the section in the Florida Statutes that governs the creation of mosquito control districts. Currently, section 388.021 of the Florida Statutes reads, "it is the legislative intent that those mosquito control districts established prior to July 1, 1980, pursuant to the petition process formerly contained in section 388.031, may continue to operate as outlined in this chapter. However, on and after that date, no mosquito control districts may be created except pursuant to section 125.01." In reviewing section 125.01, which parallels Chapter 18 of the Miami-Dade County Code, the county has the authority to establish, and subsequently merge or dissolve taxing districts, municipal service taxing or benefit units (for any portion or all of the unincorporated area) for "law enforcement, beach erosion control, recreation service and facilities, water, alternative water supplies, including, but not limited to, reclaimed water and water from aquifer storage and recovery and desalination systems, streets,

sidewalks, street lighting, garbage and trash collection and disposal, waste and sewage collection and disposal, drainage, transportation, indigent health care services, mental health care services, and other essential facilities and municipal services from funds derived from service charges, special assessments, or taxes within such unit only.”

Although the Board of County Commissioners have the authority Under the Home Rule Charter, Chapter 18 of the Miami-Dade County Code to create districts for essential services, recent court cases and legal opinions indicate that the County does not have a good legally feasible claim to establishing a countywide mosquito control taxing district. Regardless if the funds are being generated through service charges, special assessments, or taxes, the quantifiable benefit to taxed or assessed property of mosquito control activities can not be determined and can stand legal challenges. In other words, it would be difficult to argue or claim how each individual parcel of land (or property) will benefit from the fee/special assessment charges or taxation for mosquito services. Currently, the Mosquito Control Division of Public Works provides a general level of service throughout the County; however, individual property owners within a geographical boundary can elect to create a special taxing district where the services provided must be proven to be above and beyond what is provided to the general public. This could be demonstrated by providing an enhanced service to that taxing district, such as a dedicated truck spraying crew that does not spray outside the boundaries of the district and is not used to supplant the service already in existence prior to the creation of the district.

In the Quietwater Entertainment, Inc. vs. Escambia County, Florida case of January 2005, the Florida District Court of Appeal ruled that on Santa Rosa Island, fees for mosquito control services were valid. Even though, this case is unique, as the County owns all of the property, and charges these services through its lease fees to its leaseholders. In addition, the lease fees paid are not part of the general fund of Escambia County, but collected through the Santa Rosa Island Authority. This case exemplifies how Counties are allowed to create mosquito control districts within certain legal restrictions.

As a result of the research done by staff, it does not seem that the creation of a district to fund mosquito control activities through ad valorem or special assessment fees is feasible at this time.

Attachments

cc: Pedro G. Hernandez, P.E.
Deputy County Manager

Jennifer Glazer-Moon
Director, OSBM

Esther Calas, P.E.
Assistant Director, PWD

Henry F. Sori
Assistant Director, PWD

Marlon Nelms
Chief, Mosquito Control

FLORIDA COUNTIES MOSQUITO CONTROL SURVEY

County	Population ¹	Land Area ²	FY2004-05 Budget		Budget per capita	Budget per square mile	Staffing			Fleet				Contracted Work
			Amount	Source			Full Time	Part Time	Trucks	Planes	Helicopters			
Broward	1,754,893	1,208	\$1,242,000	General Fund	\$0.71	\$1,028.15	19	0	11	2	0	0	Information not available	
Collier	296,678	2,025	\$8,394,000	General Fund	\$28.29	\$4,145.19	26	7	20	3	3	5	None	
Duval	821,338	773	\$2,118,000	General Fund	\$2.58	\$2,739.97	28	0	20	3	3	3	None	
Flagler	69,005	485	\$1,648,000	Special Tax District	\$23.88	\$3,397.94	10	5	20	0	0	1	None	
Hillsborough	1,101,261	1,051	\$2,124,000	Special Tax District	\$1.93	\$2,020.93	25	0	25	1	1	1	None	
Lee	514,295	666	\$20,864,014	Special Tax District	\$40.57	\$31,327.35	75	As needed	15	7	16	16	None	
Leon	243,867	803	\$701,000	General Fund	\$2.87	\$872.98	6	13	13	0	0	0	Helicopter Contract at \$225 per hour	
Martin	137,956	555	\$1,000,000	General Fund	\$7.25	\$1,801.80	7	11	9	0	0	0	Plane Contract at \$1.08 per acre	
Miami-Dade	2,363,600	1,944	\$2,097,000	General Fund / Grant	\$0.89	\$1,078.70	25	4	10	0	0	0	Helicopter at \$2.00 per acre, Plane at \$0.90 per acre	
Monroe	78,284	997	\$12,000,000	Special Tax District	\$153.29	\$12,036.11	69	30	25	2	4	4	None	
Orange	989,926	907	\$1,800,000	General Fund	\$1.82	\$1,984.56	28	1	27	0	0	0	Plane Contract at \$1.08 per acre	
Palm Beach	1,243,230	1,974	\$1,918,000	General Fund	\$1.54	\$971.63	14	2	12	0	0	0	Plane Contract at \$0.33 per acre	
Pinellas	928,537	208	\$6,295,000	Special Tax District	\$6.78	\$30,264.42	31	3	25	1	0	0	None	

Avg General Fund:
Avg Special Tax District:

Population	Budget per capita	Budget per square mile	Staffing		Fleet			
			Full Time	Part Time	Trucks	Planes	Helicopters	
981,436	\$5.74	\$1,827.87	19	5	15	1	1	
538,276	\$45.29	\$15,809.35	42	8	22	2	4	

Avg Large Urban Counties (Population 750,000 or more):
Avg Other Counties (Population 749,999 or less):

1,314,664	\$2.32	\$5,726.91	24	1	19	1	1
223,348	\$42.69	\$9,930.23	32	11	17	2	4

Table I - Increase funding based on same service level projected for FY 2004-05

Program	Activity Budgeted in 2004-05	Activity projected by EOY 2004-05	Activity included in Proposed Budget	New Enhancement	Associated Personnel Costs	Associated Fleet Cost	Associated Operating Costs	Associated Contractual Costs	Additional General Fund Costs	New Recommended Activities
Aerial Spraying (Contractor)	1	30-35	1 mission	34 missions	none	none	none	\$680,000	\$680,000	34 missions
Helicopter Spraying	12	15-20	12 missions	3 missions	none	none	\$210,000	none	\$210,000	5 missions
Truck Spraying	350	600	400 missions	300 missions	To be performed by existing staff resources	none	300-400 missions			
Off-Road Inspections	1,100	2,000	2,500 inspections	none	none	none	none	none	none	2,500 inspections
Complaint Inspections	11,500	13,000	13,000 inspections	none	none	none	none	none	none	13,000 inspections
Residential Inspections (April - May)	80,000	79,000	80,000 inspections	none	none	none	none	none	none	80,000 inspections
Surveillance	5,000	5,500	7,100 inspections	none	none	none	none	none	none	7,100 inspections
Equipment Maintenance	n/a	n/a	2 mechanics	none	none	none	none	none	none	2 mechanics
Storm Drain Treatment	0	0	none	none	none	none	none	none	none	none
Administrative and Operational Support	n/a	n/a	support	none	none	none	none	none	none	support
					\$0	\$0	\$210,000	\$680,000	\$890,000	

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Table II - Recommended Funding Scenario #2 for FY 2005-06

Program	Activity Budgeted in 2004-05	Activity projected by EOY 2004-05	Activity Included in Proposed Budget	New Enhancement	Associated Personnel Costs	Associated Fleet Cost	Associated Operating Costs	Associated Contractual Costs	Additional General Fund Costs	New Recommended Activities
Aerial Spraying (Contractor)	1	30-35	1 mission	34 missions	none	none	Insecticide (\$350,000)	Contractor (\$350,000)	\$700,000	35 missions
Helicopter Spraying	12	15-20	12 missions	10 missions	none	none	\$300,000	none	\$300,000	22 missions
Truck Spraying	350	600	400 missions	none	none	none	none	none	none	400 missions
Off-Road Inspections	1,100	2,000	2,500 inspections	none	none	none	none	none	none	2,500 inspections
Compliant Inspections	11,500	13,000	13,000 inspections	none	none	none	none	none	none	13,000 inspections
Residential Inspections (April - May)	80,000	79,000	80,000 inspections	none	none	none	none	none	none	80,000 inspections
Surveillance	5,000	5,500	7,100 inspections	1,800 inspections	1 FTE (\$37,600)	1 Truck (\$28,000)	Fuel (\$7,000) Insecticide (\$15,000) 1 Sprayer (\$10,000)	none	\$7,000	8,700 inspections
Equipment Maintenance	n/a	n/a	2 mechanics	none	none	none	none	none	none	2 mechanics
Storm Drain Treatment	0	0	none	50,000 drains sprayed	4 FTEs (\$194,000)	4 Trucks (\$111,000)	Fuel (\$29,000) 2 Sprayers (\$20,000) Insecticide (\$50,000)	none	400,000	50,000 treatments
Administrative and Operational Support	n/a	n/a	support	none	none	none	none	none	none	support
					5 FTEs (\$231,000)	5 Trucks (\$139,000)	\$780,000	\$350,000	\$1,500,000	

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Table III - Increased Funding Scenario # 3 for FY 2005-06

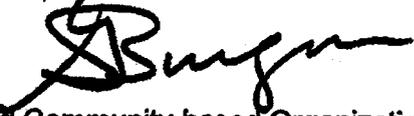
Program	Activity Budgeted in 2004-05	Activity projected by EOY 2004-05	Activity Included in Proposed Budget	New Enhancement	Associated Person Costs	Associated Fleet Cost	Associated Operating Costs	Associated Contractual Costs	Additional General Fund Costs	New Recm. Activities
Aerial Spraying (Contractor)	1	35	1 mission	50 missions	none	none	none	\$1,000,000	\$1,000,000	51 missions
Helicopter Spraying	12	15	12 missions	13 missions	none	none	\$390,000	none	\$390,000	26 missions
Truck Spraying	350	600	400 missions	300 missions	1 FTE / 10 PTEs (\$207,000)	5 Trucks (\$140,000) 5 Sprayers (\$60,000)	Fuel (\$35,000) Insecticide (\$25,000)	none	\$467,000	700 missions
Off-Road Inspections	1,100	2,000	2,500 inspections	none						2,500 inspections
Complaint Inspections	11,500	13,000	13,000 inspections	17,000 inspections	5 FTEs (\$196,000)	5 Trucks (\$140,000) 5 Sprayers (\$60,000)	Fuel (\$35,000) Insecticide (\$25,000)	none	\$456,000	30,000 inspections
Residential Inspections (April - May)	80,000	79,000	80,000 inspections	none						80,000 inspections
Surveillance	5,000	5,500	7,100 inspections	12,900 inspections						20,000 inspections
Equipment Maintenance	n/a	n/a	2 mechanics	new equipment maintenance	2 FTEs (\$99,000)	none	none	none	\$99,000	4 mechanics
Storm Drain Treatment	0	0	none	150,000 drains	8 FTEs (\$348,000)	8 Trucks (\$228,000)	Insecticide (\$161,000) 6 Sprayers (\$16,000)	none	\$750,000	150,000 drains
Administrative and Operational Support	n/a	n/a	support	support	4 FTEs (\$234,000)		\$12,000	none	\$246,000	support
					19 FTEs / 10 PTEs (\$1,084M)	18 Trucks / 10 Sprayers (\$625,000)	\$699,000	\$1,000,000	\$3,408,000	

Memorandum



Date: July 15, 2005

To: Honorable Mayor Carlos Alvarez
Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: George M. Burgess
County Manager 

Subject: FY 2005-06 Proposed Community-based Organization Funding Recommendations

Attached for your information are funding recommendations for community-based organizations included in the FY 2005-06 Proposed Resource Allocation Plan.

Should you have any questions, please contact Jennifer Glazer-Moon, Director, Office of Strategic Business Management, at (305) 375-5143.

Attachment

cno08806

FY 2005-06 Proposed Community-based Organization Funding Recommendation

Monitoring Dept	Agency	Program	FY 2005-06
DHS	Alliance for Aging, Inc.	Programmatic Support	225,000
DHS	Alternatives Program	Programmatic Support	490,000
DHS	Amigos for Kids	Programmatic Support	50,000
DHS	Association for the Developmentally Exceptional	Programmatic Support	45,000
DHS	At Risk Job Youth Program	Programmatic Support	145,000
DBD	BAME Corp. - New Hope Project	Programmatic Support	35,000
COM	BATO Productions - Island TV	Programmatic Support	375,000
DHS	Beta Tau Zeta Royal Association, Inc.	Programmatic Support	50,000
DHS	Center of Information and Orientation, Inc.	Programmatic Support	23,000
DHS	Children's Services Council	Programmatic Support	150,000
DHS	City of Sweetwater - Bus for Elderly Program	Programmatic Support	70,000
DHS	Colombian American Service Association, Inc. (CASA)	Programmatic Support	150,000
DHS	Community Action Agency	Elderly Programming	400,000
DHS	Contractors Resource Center	Programmatic Support	135,000
OSBM-RW	Dade Community Foundation, Inc.	Programmatic Support - HIV Program	350,000
DHS	Deaf Services Bureau, Inc.	Programmatic Support	100,000
DHS	Fanm Ayisyen Nan Miyami, Inc. (FANM)	Programmatic Support	100,000
DHS	Farah Angel's Day Care Center	Programmatic Support	35,000
DHS	FCAA Crime Prevention	Programmatic Support	100,000
DHS	Fifty-Five (55) Years & Up, Inc.	Programmatic Support	50,000
SEA	Florida International University	Inter-American Conference of Mayors	65,000
DHS	Florida Venture Foundation	Programmatic Support	80,000
DBD	Foundation for Democracy in Africa, (Africando)	Programmatic Support	100,000
DHS	Fraternidad Nicaraguense (American Fraternity)	Programmatic Support	60,000
DHS	Galata Senior Citizens Services	Programmatic Support	50,000
OSBM-RW	Greater Beth El - AIDS prevention	Programmatic Support	100,000
DHS	Haitian American Alliance Youth Foundation, Inc.	Programmatic Support	145,000
CAD	Haitian American Cultural Society	Programmatic Support	56,000
DHS	Haitian American Foundation, Inc.	Programmatic Support	154,000
CAD	Haitian American Foundation, Inc.	Programmatic Support - Miami Mardi Gras	375,000
DHS	Haitian American Voters Citizen	Programmatic Support	90,000
COM	Haitian Community Outreach	Programmatic Support	50,000
CAD	Haitian Heritage Museum	Programmatic Support	15,000
DHS	Haitian Neighborhood Center, Sant La, Inc.	Programmatic Support	45,000
DHS	Health Council of South Florida	Programmatic Support	125,000
DHS	Hispanic Coalition, Inc.	Programmatic Support	75,000
DHS	James E. Scott Community Association, Inc. (J.E.S.C.A)	Programmatic Support	200,000
DBD	Latin Chamber of Commerce (CAMACOL)	Hemispheric Congress	250,000

FY 2005-06 Proposed Community-based Organization Funding Recommendation

Monitoring Dept	Agency	Program	FY 2005-06
CAD	Latin Quarter Cultural Center of Miami, Inc.	Programmatic Support	200,000
DHS	League Against Cancer (Liga Contra el Cancer)	Programmatic Support	200,000
DHS	Legal Services of Greater Miami, Inc.	Programmatic Support	140,000
PARK	Liberty City Optimist Club of Florida, Inc.	Programmatic Support	23,000
CAD	M. Athalie Range Cultural Arts Foundation, Inc.	Programmatic Support	45,000
OCED	Martin Luther King - Homestead Community Development Corporation.	Programmatic Support	5,000
OCED	Martin Luther King Economic Development Corporation	Programmatic Support	150,000
CAD	Martin Luther King Parade	Programmatic Support	45,000
OCED	Martin Luther King Parade - West Perrine Community Development Corporation	Programmatic Support	20,000
DHS	Meals-On-Wheels	Programmatic Support	50,000
DBD	Miami Beach Latin Chamber of Commerce/Camara de Comercio Latina de Miami	Programmatic Support	29,000
CAD	Miami Children's Museum	Operational Support for Miami Children's Museum	200,000
DERM	Miami River Commission	Programmatic Support	20,000
DBD	Miami-Dade Chamber of Commerce	Scholarships	77,000
CAD	Miami-Dade College - Book Fair	Programmatic Support	87,500
CAD	Miami-Dade College - Film Festival	2005 Miami International Film Festival	87,500
CAD	Miami-Dade College - Hospitality Management	Programmatic Support	85,000
OSBM-RW	MOVERS Program	Programmatic Support	100,000
CAD	Music Fest Miami, Inc.	Programmatic Support	200,000
PARK	Naranja Ravens Optimist Club	Programmatic Support	15,000
DHS	New Hope Missionary Baptist Church	Programmatic Support	14,000
DHS	No More Stray Bullets	Programmatic Support	20,000
DHS	O'Farril Childcare Center	Programmatic Support	50,000
DHS	Omega Activity Center Foundation, Inc.	Programmatic Support	50,000
CAD	Orange Blossom Classic	Programmatic Support	25,000
CAD	Orange Bowl Committee	Programmatic Support	130,000
DBD	Perrine-Cutler Ridge Council	Programmatic Support	143,000
DBD	Puerto Rican Chamber of Commerce of South Florida	Programmatic Support	158,000
DHS	Puerto Rican Community Resource Center	Programmatic Support	45,000
DHS	Richmond Heights Resource Center	Programmatic Support	50,000
DHS	Rickae Isaac Foundation, Inc.	Programmatic Support	27,000
DHS	Sisters and Brothers Forever, Inc.	Programmatic Support	75,000
DBD	South Beach Hispanic Chamber/Miami Beach Chamber of Commerce	Programmatic Support	29,000
CAD	South Florida Boys Choir, Inc.	Programmatic Support	25,000
DHS	South Miami Senior Center	Programmatic Support	23,000

FY 2005-06 Proposed Community-based Organization Funding Recommendation

Monitoring Dept	Agency	Program	FY 2005-06
PARK	Sports Commission	Programmatic Support	250,000
DERM	Sweet Vines, Inc.	Programmatic Support	75,000
CAD	University of Miami - Cuban Heritage Museum	Programmatic Support	100,000
DHS	Veye yo Community Center	Programmatic Support	35,000
CAD	Viernes Culturales	Programmatic Support	100,000
DHS	Youth Co-Op, Inc.	Programmatic Support	200,000
Total:			8,516,000

**AVIATION DEPARTMENT PROMOTIONAL FUND
RECOMMENDED EXPENDITURES**

Fiscal Year 2005-06

Also incorporated in the Budget Ordinance are recommendations for Aviation Department Promotional Fund expenditures totaling \$428,000 thousand dollars. As the date of the approved events/program approaches, the Aviation Department will obtain the documentation required by A.O.7-32 from each entity for review by the Aviation Department, the County Attorney's Office prior to disbursement of funds, and in accordance to the following recommendations.

1. **The International Trade Consortium (ITC)**
Event title: **Trade Missions**
Amount recommended: \$ 200,000

The purpose of this center is to coordinate incoming and outgoing trade missions to publish an international calendar of events, and to develop a strategic plan for the Trade Mission Center.

2. **Custom/Trade/Finance Symposium**
Event title: **Eight Symposiums of the Americas**
Amount recommended: \$ 10,000

The Symposium provides an annual forum for the nations leading customs officials and business trade executives to learn the latest advances in trade talks, and transportation. It presents a forum to exchange views on how to develop strategies to enhance the growth of international trade, and to automation and modernization of customs procedure so essential for the efficient movement of goods and passengers through Miami International Airport.

3. **U.S. Africa Air Transportation Summit**
Event title: **Air Service**
Amount recommended: \$ 20,000

The Miami-Dade Aviation Department will promote new air services and trade for Miami International Airport.

4. **Airport Minority Advisory Council**
Event title: Annual Sponsorship
Amount recommended: \$ 5,000

The Airport Minority Advisory Council (AMAC) promotes the full participation of minority women-owned business in airport contracts, and promotes the employment of minorities and women in the airport industry. This organization has over 600 members, including minority and women business, airport operators, corporation, government official and other aviation entities.

5. **Miami-Dade County Days**
Event title: 2005 Dade Days in Tallahassee
Amount recommended: \$ 5,000

Miami-Dade Days provides a unique opportunity of participants, including local officials and community leaders to discuss legislative priorities with state legislators in an informal setting.

6. **Airport Council International**
Event title: Conference
Amount recommended: \$ 43,000

The Miami-Dade Aviation Department will be co-hosting numerous conferences with Airport Council International during this fiscal year. The conferences will enable Miami International Airport to promote itself to a large number of airports.

7. **Miami-Dade County Aviation Department**
Event title: Category X Airport Security Coordinators Meeting
Amount recommended: \$ 8,000

The Miami-Dade Aviation Department implemented this new program to bring, share and exchange common concerns with security coordinators from across the country.

8. **Miami-Dade County Aviation Department**
Event title: FBI Airport Security Training Conference
Amount recommended: \$ 2,000

This program had been implemented to train FBI agents in the specifics of security at major international airports as well as security personnel. It also provides the opportunity for local and federal law enforcement personnel to meet with and

discuss similar security concerns and issues with airport security personnel from throughout the country.

9. **Miami-Dade County Aviation Department**
Event title: **Security and Safety Union Meetings**
Amount recommended: \$ 2,000

Meetings conducted by Miami-Dade Aviation Department at MIA to promote safety and security among union workers.

10. **Miami-Dade County Aviation Department**
Event title: **Miami Gallery Exhibition Program**
Amount recommended: \$ 15,000

This program promotes art and cultural exhibitions to enhance the customer experience at MIA.

11. **Miami-Dade County Aviation Department/Miami-Dade County**
Event title: **MDTV Promotional Spot Program (MOU)**
Amount recommended: \$ 50,000

For services rendered by Miami-Dade TV Promotional Spots Program to promote Miami International Airport.

12. **Capital Improvement Program Events**
Event title: **New MIA projects/inangurations**
Amount recommended: \$ 30,000

On going CIP projects at Miami International Airport.

13. **Miami-Dade County Aviation Department**
Even title: **Media Day**
Amount recommended: \$ 5,000

This is a special event conducted by the Miami-Dade County Aviation department to gather all the local media to explain the development of the Capital Improvement Programs and how they can assist in reaching out to residents when utilizing Miami International Airport.

14. **Caribbean Central American Action Conference**
Event title: **The Miami Conference in the Caribbean**
Amount recommended: **\$ 10,000**

This conference is held every year in Miami and provides a forum for deliberation on diverse policies and business issues in the countries of the Caribbean basin. CLAA is focusing in the vote from CARICOM member-countries to name Miami as the location for the Permanent FTAA Secretariat. Miami International Airport has strong interest in securing the Secretariat in Miami to maintain its position as the US air service gateway to Latin America and the Caribbean.

15. **Miami-Dade County Aviation Department**
Event title: **Inaugural for new airlines**
Amount recommended: **\$ 10,000**

The department will be co-hosting inaugural ceremonies for new airlines servicing MIA with the respective airline.

16. **Free Trade Area of the Americas (FTAA)**
Event title: **Caribbean symposium**
Amount recommended: **\$ 10,000**

The FTAA Caribbean Symposium will promote Miami-Dade County as the viable candidate for the future Headquarters.

17. **Miami-Dade County Aviation Department**
Event title: **Annual MDAD Health and Safety Fair**
Amount recommended: **\$ 3,000**

This event is for Miami Dade Aviation Department to promote safety and awareness for employees, property and our business partners.

In summary, these events will provide Miami-Dade County's Aviation Department an excellent opportunity to showcase and promote Miami International Airport and its General Aviation Airports. All promotional funds recipients will be required to comply with the requirements of Administrative Order 7-32 governing the expenditure of Miami-Dade County Aviation Department promotional funds, and with the Federal Aviation Administration's guidelines.

**Seaport Promotional Fund
Recommended Expenditures
FY05-06**

Also incorporated in the Budget Ordinance are recommendations for Seaport Promotional Fund expenditures totaling \$690,000 for other county offices and programs and \$505,000 to support the following maritime industry related events. These funds will be transferred to the appropriate entities pursuant to execution of standard agreements approved by the County Attorneys Office. Expenditures of such funds shall be spent in accordance with the budgets submitted as part of the standard agreements. In some instances, the funds will be spent directly by the County as set forth below.

1. Latin Chamber of Commerce (CAMACOL)

Event title: "Hemispheric Congress"
Amount recommended: \$125,000

The Hemispheric Congress is considered one of the most successful conduits for interaction among the business communities of the Americas. Several programs designed to enhance trade relations in the hemisphere have been developed as a result of the conference. These include a hemispheric network for dissemination of commercial information; the Inter-American Economic Commission, headquartered in Miami-Dade County; Sanchez-to-Sanchez-to-Smith, which links Latin American and Caribbean Basin executives with Hispanic manufacturers in Miami-Dade, Florida and the United States; training programs designed to strengthen entrepreneurial skills; and the Inter-American Business Matchmakers, which links Miami-Dade and Florida manufacturers with buyers from the region, thereby increasing export sales to Latin America and the Caribbean. The support of Miami-Dade County will again enable the Congress to strengthen multi-lateral trade, and develop markets for our products. This event benefits Miami-Dade County by promoting trade to strengthen our local economy.

2. Greater Miami Convention and Visitors Bureau

Event title: "Cruise Miami Promotion Program"
Amount recommended: \$150,000

The aim of this program is to increase the length of stay in Miami-Dade County for cruise and air passengers utilizing the Dante B. Fascell Port of Miami-Dade and Miami International Airport as embarkation/debarkation points for overnight cruise voyages. Other participants targeted for cooperation in this program includes cruise lines, airlines and area hotels. A portion of these funds will be utilized, as in previous years, to co-sponsor the Florida Caribbean Cruise Association Gala Dinner. This dinner is supported by the Seatrade Cruise Convention which benefits the tourism industry in Miami-Dade County.

Florida International University

Event title: Inter-American Conference of Mayors
Amount recommended: \$ 65,000

The aim of this conference is to strengthen democracy in the hemisphere by creating opportunities

for discussion among local leaders and those interested in local government. It provides a forum for discussion of common issues and varied experiences, which enables participants and communities to learn from one another. The event benefits our community by showcasing Miami-Dade County and its authorities as key resources in strengthening local government throughout the Americas.

4. Seatrade Cruise Shipping Convention

Event title: "FCCA Gala Dinner, Conference and related events"
Amount recommended: \$95,000

The Seatrade Cruise Shipping Convention is the premier annual convention in the cruise industry. It is attended regularly by over 5,000 participants, including over 1,000 cruise line owners and operators. Miami-Dade County was chosen as the convention site based on its reputation as "Cruise Capital of the World," and there is no single cruise event in the world from which the Dante B. Fascell Port of Miami-Dade and the County can receive more exposure. Funds for this event will be spent directly by the Port for the FCCA Gala Dinner, Conference and related events.

5. Port of Miami Promotional/Inaugural Events/Customer Appreciation Night

Event title: "Miscellaneous Services Related to Preparation for Promotional and Inaugural Events at the Port and Customer Appreciation Night"
Amount recommended: \$35,000

Throughout the year, promotional events/activities arise where the Port of Miami elects to participate as a sponsor or host site. These events provide Miami-Dade County an excellent opportunity to showcase its seaport facilities for both cargo operations and passenger accommodations as hemispheric hubs for international trade and tourism. These funds might also be utilized for a Customer Appreciation Night to take place either at the Port or at an off-Port site.

6. Caribbean-Central American Action

Event title: "CCAA Miami Conference"
Amount recommended: \$25,000
Conference date: December 5-7, 2005

This conference strengthens the role of Miami-Dade County and the State of Florida as a business service center and as a hemispheric business hub. It supports the business partnerships, and coalitions between Miami-Dade County and the Caribbean Central American region. Its program and related activities serve as magnets for the region's leaders and for business generation. The growth in hemispheric trade, tourism, investment and other areas, fostered by the conference, means more business for Florida in general and for Miami-Dade in particular. The Miami Conference builds on the Port's strength as the freight and cruise gateway to the Caribbean and Central America.

7. Dade Days - Tallahassee

Event title: "Miami-Dade County Days"
Amount recommended: \$5,000
Conference date: TBA

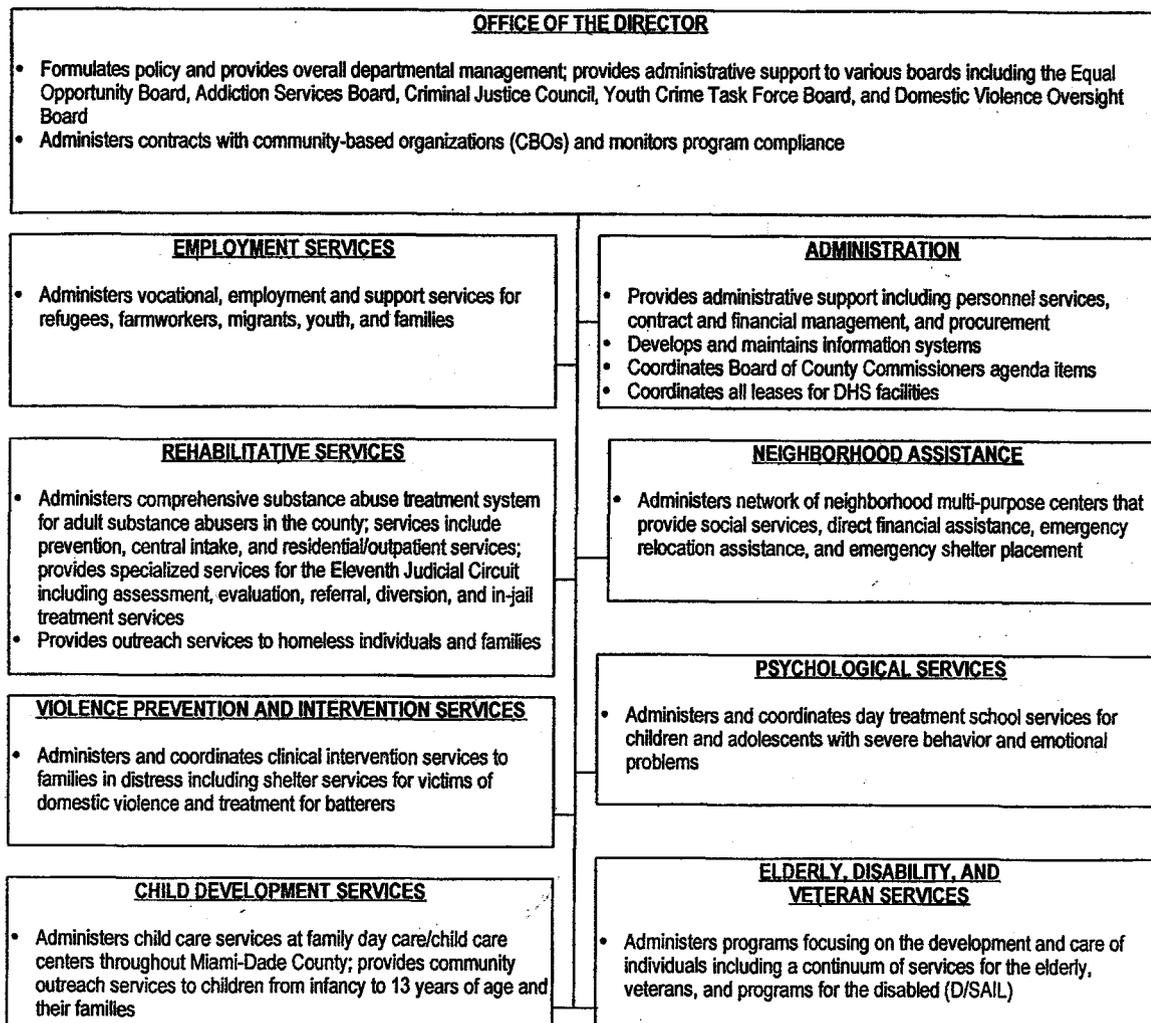
Miami-Dade Days provides a unique opportunity of participants, including local officials and community leaders to discuss legislative priorities with state legislators in an informal setting.

8. Dade Days - Washington

Event title:	"Miami-Dade County Days"
Amount recommended:	\$5,000
Conference date:	TBA

Miami-Dade Days provides a unique opportunity of participants, including local officials and community leaders to discuss legislative priorities with federal legislators in an informal setting.

Department of Human Services



Juvenile Services Department

OFFICE OF THE DIRECTOR

- Provides direction for operations and administration of the Department to achieve efficient and effective service to arrested and at-risk juveniles and their families
- Establishes policy and provides long-term vision for the Juvenile Services Department (JSD)
- Provides direction for the JSD partnership with representatives from national, statewide, and local juvenile justice agencies
- Plays an integral role in the development and implementation of national, statewide, and local juvenile justice policy
- Disseminates information to media and public
- Provides support to the Guardian Ad Litem Program

OPERATIONS

- Provides centralized booking services, shift command, and security services for operation of the 24-hour seven-day per week secured facility
- Ensures compliance with state statutes and other requirements for the processing of arrested juveniles
- Provides intake, assessment, and case management services for the continuum of Diversion Programs for minor to serious offenders
- Provides delinquency prevention services to serve at-risk juveniles
- Provides operations services to JAC partners, including Florida Department of Juvenile Justice, State Attorney's Office, Miami-Dade County Public Schools, and various County departments
- Ensures safety of children, visitors, and staff and safeguards rights of arrested juveniles

ADMINISTRATIVE SUPPORT AND RESEARCH

- Manages confidential juvenile arrest records and serves as records custodian for the Department in accordance with state statutes
- Provides personnel, budget, grant, procurement, information technology, communications, record management, facility and training, and inventory control support
- Provides contract management and administration for research projects
- Provides staff support for legislative initiatives at the local, state, and federal levels
- Analyzes JSD's data so juvenile justice system activities match arrest and at-risk population

**Unincorporated Municipal Service Area
Purchase Package
FY 2005-06**

Improvement	Description	UMSA COST	Positions
Police			
25 Public Service Aides	Add 25 Public Service Aide (PSA) positions which specialize in traffic matters and routine calls; PSAs play an integral role in handling traffic related incidents; accidents often require significant amount of time to complete, the use of PSAs will allow officers to respond more rapidly to routine calls and emergencies	749	25
Training Class	Lower response times by adding a fifth Basic Law Enforcement Training class to increase the number of officers available for service and keep pace with the growth in population and housing in Miami-Dade County	257	0
POLICE TOTAL		1,006	25
Team Metro			
Six Neighborhood Compliance Officers	Improve the ability of Team Metro Neighborhood Compliance Officers (NCO) to respond to enforcement needs by increasing the compliment of enforcement officers by six (6); this increase brings the ratio of neighborhood code enforcement officers from a proposed 16,054 to 14,786 citizens to each code enforcement officer	288	6
One Remediation Officer; One Service Representative	Increase the monitoring and processing of lot clearing cases (Category 1, 2, 3) and abandoned vehicle contracts by adding one (1) Remediation Officer and one (1) Service Representative to monitor private contractors, providing quality control to ensure that contractors are performing as required	93	2
TEAM METRO TOTAL		381	8

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**Unincorporated Municipal Service Area
Purchase Package
FY 2005-06**

Improvement	Description	UMSA COST	Positions
Park and Recreation			
Ballfield Maintenance	Increase the renovations of baseball/softball diamonds from once every 28 years to once every 11 years; currently the department renovates four (4) baseball/softball diamonds a year which includes the removal/replacement of all old clay and the regrading of all transitional areas including up to 25 feet of sod along the clay perimeter; start-up costs for equipment to include a truck and trailer (\$52,000) and materials and supplies (\$8,500); to allow sufficient time to acquire the start-up equipment the recruitment of needed positions will be phased in; one (1) Auto Equipment Operator 1 for five (5) months and two (2) Park Attendants for six (6) months (\$45,500)	106	3
Ballfield Turf Enhancements	Improve the quality of ballfield turf grass and playing surfaces at 16 parks per year by providing preventive turf management which requires a higher level of regular fertilization; additional funding will cover fertilizer costs at the following 16 parks: Country Village (\$2,300), Devon Aire (\$2,300), Millers Pond (\$3,450), Norman & Jean Reach (\$3,450), Colonial (\$2,300), Sgt. Delany (\$1,150), Three Lakes (\$3,450), McMillan (\$3,450), Ruben Dario (\$2,300), Hammocks Community (\$2,300), Goulds (\$3,350), Lic. Benito Juarez (\$2,300), Ron Ehmann (\$1,150), Westwind Lakes (\$1,150), Modello Park (\$1,150), and Gwen Cherry Parks (\$1,450)	37	0
Program - After School (North Trail Park)	Establish after school, Winter and Spring programming for 30 registrants; start-up costs include supplies and materials (\$3,000), one (1) 15-passenger van (\$25,000), and two (2) part-time Park Service Aides (\$34,000)	62	2PT
Program - After School (Westwind Lakes Park)	Increase part-time hours to provide after school, Winter, Spring and Summer programs at a new recreation center (\$28,000); start-up costs (\$25,000) include one (1) 15-passenger van for start-up equipment	53	0
Program - After School (Little River Park)	Re-establish the after school, sports development, Winter, Spring and Summer programming for approximately 25 to 35 registrants in the first year; due to the expansion and renovation of this park the after school programming has not been offered in the last two years; to establish the after school program one (1) full-time recreation leader (\$34,000) is required	34	1
Program - Expand Operating Hours (Goulds Park)	Expand the hours of operation to provide coverage for the new Goulds Gym Wings including additional programming by adding five (5) hours on weekdays and ten (10) hours on weekends; costs include two (2) full-time Recreation Specialist 1 (\$87,000)	87	2

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**Unincorporated Municipal Service Area
Purchase Package
FY 2005-06**

Improvement	Description	UMSA COST	Positions
Program - Senior Programming	Establish senior programming for 10 to 15 registrants per site at the following five (5) parks; Martin Luther King, Norman & Jean Reach, West Perrine, Westwind Lakes, and Goulds; provide a variety of activities to include: dance lessons, arts and crafts, walking, sewing, exercise sessions, field trips, oil painting, card and board games; costs to include five (5) Recreation Leaders (\$173,000), materials and supplies (\$5,000), and special equipment (\$25,000); currently the department offers senior programming at seven (7) parks to approximately 130 registrants	203	5
Improvement - Facility Lighting	Improve lighting intensity for parking lots by adding lighting and/or replacing with higher intensity lights; the following 13 parks have been identified for design, permitting and construction: Martin L. King Memorial (\$40,000), Soar (\$25,500), Olinda (\$10,500), Continental (\$18,000), South Dade (\$32,500), Goulds (\$56,500), Modello (\$20,000), Naranja (\$31,500), Concord (\$27,000), Kendall Indian Hammocks (\$121,000), McMillan (\$68,000), Hammocks Community (\$46,500), and Norman & Jean Reach (\$28,000) Parks	525	0
Maintenance - Facility Maintenance Materials	Increase funding for facility maintenance materials to adequately supply items such as paint, playground sand, cold patches (fill-in holes in asphalt) and parking lot bumper blocks; material costs (\$150,000)	150	0
Maintenance - Follow-up Maintenance Program	Improve the safety conditions and maintenance needs at selected parks by expanding and enhancing the Park Technician Program; funding will cover labor costs in the form of work order charges (\$75,000)	75	0
Improvement - Park Security Addition	Increase security coverage from 2pm - 2am to 2pm - 4am (four (4) days per week) and increase security patrols during peak hours; start-up costs include equipment, radios (\$29,000) materials and supplies to include vehicle replacement policy charges, insurance, fuel, uniforms and training, (\$83,000); to allow for the purchase of start-up equipment the recruitment process will be phased-in; staff needed is one (1) full-time Security Supervisor and six (6) full-time Park Security Officers for nine (9) months (\$192,000)	304	7

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**Unincorporated Municipal Service Area
Purchase Package
FY 2005-06**

Improvement	Description	UMSA COST	Positions
Program - Miami-Dade Learn-to-Swim	Enhance the learn-to-swim initiative at the following 12 pools: Arcola, Gwen Cherry, Little River, Naranja, Rockway, Sgt. Delancy, South Dade, Tropical Estates, Cutler Ridge, Goulds, Marva Bannerman, Norman & Jean Reach Pools; target 350 to 400 additional learn-to-swim registrants per year; costs to include materials, uniforms, pool supplies, and training (\$87,000), one (1) full-time Manager, one (1) full-time Recreation Specialist 2, and one (1) full-time Office Support Specialist phased-in during the first year of implementation and 54 seasonal part-time Pool Lifeguards positions (\$364,000)	451	3 FT / 54 PT
Program - After School and Camp (North Glade Park)	Increase the part-time hours of existing staff to meet increased programming needs; this park is experiencing an increase in participants for the after school program, summer camp, and sports development program; additional funding is needed for increased programming demands resulting in increased clerical responsibilities and maintenance needs; costs include increased part-time hours (\$89,000) and materials and supplies (\$18,000)	107	0
Program - Teen Program and Senior Programming (Ojus Park)	Enhance the existing teen program from 25 registrants to 40 registrants and establish a senior program with a target of 10 to 15 registrants; due to increased participation one (1) full-time Recreation Leader (\$35,800) and materials and supplies (\$200) are required	36	1
Program - CBO Activities (Three Lakes Park)	Improve support and maintenance for CBO Soccer Activities by hiring additional part-time staff; provide additional support and maintenance for scheduled CBO activities; costs include one (1) part-time Park Service Aide (\$17,800) and uniforms (\$200)	18	1 PT
Program - Sports Development (Eureka Park)	Establish a Sports Development Program for ten (10) registrants in the first year; costs include two (2) part-time Park Service Aides (\$18,500) and materials (\$1,500)	20	2 PT
Program - After School (Eureka Villas Park)	Establish an after school program for 20 registrants in the first year; costs include two (2) part-time Park Service Aides (\$18,500) and materials and supplies (\$4,500)	23	2 PT
Program - Summer and Winter Camp (Eureka Villas Park)	Establish Winter and Spring Camps (three (3) weeks/year) for 20 registrants in the first year; costs include increased part-time hours of existing staff (\$3,000) and materials and supplies (\$2,000)	5	0

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**Unincorporated Municipal Service Area
Purchase Package
FY 2005-06**

Improvement	Description	UMSA COST	Positions
Program - Walking Club (Blue Lakes Park)	Establish a walking club for residents of this community for ten (10) registrants in the first year; costs include one (1) part-time Park Service Aide for 10 hours per week (\$6,200) and supplies and materials (\$800)	7	1 PT
Improvements - Park Furnishings	Purchase, install, and deliver trash receptacles, player benches, picnic tables and three-tier bleachers to the following seven (7) parks: Country Village, Ruben Dario, Millers Pond, Norman & Jean Reach, Colonial, Sgt. Delancy, and Three Lakes Parks; costs include ten (10) trash receptacles (\$1,200), four (4) player benches (\$1,400), eight (8) picnic tables (\$5,300), and four (4) three-tier bleachers (\$14,500); cost includes labor charges related to delivery and installation	118	0
PARK TOTAL		2,421	22 FT / 62 PT
Total UMSA Package		3,808	55

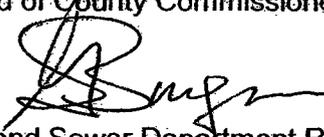
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Memorandum



Date: August 31, 2005

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: George M. Burgess
County Manager 

Subject: Miami-Dade Water and Sewer Department Rate Structure

Miami-Dade Water and Sewer Department (WASD) has a long history of offering its customers some of the lowest water and sewer rates in the region. Rate increases have been few and far between even as the system has dramatically expanded its infrastructure; in fact, the average customer pays less today for water and sewer services than in 1998, when the Board first instituted its five year, no rate increase policy. Several factors of the recent past have made it imperative to alter the rate schedule, principal among them rising costs, bond obligations, long-term conservation trends, and under-priced rates.

In the Fiscal Year 2005-06 Resource Allocation Plan I submitted in June, the WASD budget included a revenue increase of 3.5 percent as a necessary counterbalance to rising operating and maintenance costs. I indicated in my budget message that prior to the September budget hearings I would submit for your consideration a multi-year rate increase plan to address capital needs as well. Staff has continued their analysis of the WASD budget over the summer, developing a number of strategies to minimize the impact of a needed rate increase. I have reviewed the various options and am recommending adjustments to the WASD rate schedule that are projected to generate an increase in departmental revenues of \$48.564 million (which will be budgeted at 95% in accordance with state law, for an increase of \$46.135 million), or twelve percent over what was included in the Proposed Resource Allocation Plan. Including the 3.5 percent already programmed in the proposed budget, the total increase in revenue generated by the recommended revised rates is \$61.539 million (\$58.462 at 95 percent), which is a 15.8 percent increase in revenues. These proposed rate adjustments will provide for a consistent, acceptable level of reserves over the next three years and phased-in facility improvements, while minimizing the impact to the average residential customer and to minimum level users.

The proposed adjustments for FY 2005-06 include the following:

- Elimination of the Equity Transfer to the General Fund by the end of FY 2005-06
- Retail rate adjustments including:
 - No per gallon water rate increase for "lifeline" customers (up to 3,750 gallons per month)
 - Inclining water rate increases based on usage levels, ranging from five percent for the average user (currently 6,750 gallons per month), to twenty percent for the heaviest consumers
 - Inclining wastewater rate adjustments ranging from five to twenty percent, depending on usage levels
 - Monthly base rate ("meter" charge) increase for water and wastewater service of ten percent

- Wholesale rate adjustments representing a 24.6 percent increase for water and wastewater combined (but only an average 9.5 percent increase for end users), which will bring charges closer to WASD's actual incurred costs of service delivery
- Creation of a water and sewerage Maintenance Index tied to the CPI (U.S. City Average Rate, All Urban Consumers, Water and Sewerage Maintenance) and fluctuations in usage levels, to provide for greater revenue stability. We will be exploring fee adjustment options (for either quarterly or annual implementation) to retail customer bills beginning FY 2006-07). The index is estimated to result in total annual revenue increases of 5.5 percent, though rate increase may be lower. Additionally, we may examine using the index for wholesale customers as well.

The anticipated impact of the recommended changes for Fiscal Year 2005-06 to the average retail customer (defined as a user of 6,750 gallons) will be a monthly increase of \$2.55, or less than nine percent over the current average charge of \$28.76.

The remainder of this memorandum will explore major capital and operating expense drivers, our rate history, and the effects of successful conservation programs. Finally, this document will present additional detail regarding the recommended rate schedule adjustments.

EXPENSE DRIVERS

Capital Costs

During the late 1980s and early 1990s, several legal actions were initiated by the Federal Environmental Protection Agency and the Florida Environmental Protection Agency against the County for alleged violations of various clean water legislation. The violations stemmed primarily from a long-term history of poorly maintaining the County's sanitary sewer system. As a result of these actions, the Board approved several consent decrees and settlement agreements that required the County to make major capital improvements to upgrade the sanitary sewer system. To finance these and other required capital improvements to the WASD utility system, the County issued more than \$1.3 billion of revenue bonds.

In addition to debt service requirements associated with enormous remediation efforts in the 1990s, WASD has been expanding system capacity and continually upgrading its treatment processes over the last decade. In 2003, the Board approved our continuing effort to improve the system by voting in favor of our Multi-Year Water and Sewer Capital Improvement Master Plans. The Master Plans include solutions to meeting demands for service over the next two decades, as well as providing compliance with regulations such as the Federal Safe Drinking Water Act, Federal Clean Water Act, Federal Consent Decree, State Consent Orders and Settlement Agreements. Implementation of the Master Plans requires adequate staffing for construction management, design, engineering, and planning services, as well as legal and administrative services. Due to insufficient revenues, WASD is in the process of scaling back its Multi-Year Capital Improvement Plan (CIP), eliminating nearly \$400 million in projects. The detailed, revised Multi-Year CIP will be presented for BCC adoption at a later date. The passage of the Building Better Communities general obligation bond program will provide some additional capital dollars, but will be primarily targeted to improving infrastructure in underdeveloped areas within the County, not maintaining the current infrastructure.

In terms of financial resource requirements, the effects of the various capital improvement programs have been striking. WASD currently pays in excess of \$125 million annually in debt service and low-interest loan payments. These obligations consume approximately one-third of WASD total system revenues. Annual debt payments are triple those of 1990, before many of the compliance expenses

were incurred, and double those of ten years ago when debt service payments required approximately one-fifth of annual revenues.

Bond Obligations

These debt service figures have important consequences for WASD. Our utility system is governed by Ordinance No. 93-134, the "Master Bond Ordinance", that provides assurances to bondholders that the County will maintain the financial and operational integrity of the system. The rate covenants establish important benchmarks for financial and system viability, including that net operating revenues equal or exceed 110 percent of the principal and interest requirements of the outstanding primary bonds, and 100 percent of subordinate debt requirements. The Ordinance also requires the maintenance of an Operating Expense Reserve funded at levels equivalent to two months' operating expenses throughout the life of the outstanding bonds. In addition to the Master Bond Ordinance requirements, the system has various low interest rate loans from the State Revolving Loan Fund that require at least 115 percent of the subordinate debt requirements.

The system has always met these requirements and currently the outstanding revenue bonds and loans are highly rated (A, A1, A+) by three key rating agencies, Standard & Poor's, Moody's, and Fitch, respectively. Over the last ten years, the system's primary debt service coverage ratio has averaged close to 2.0 times coverage requirements; our current audited ratio is under 1.6 times coverage requirements. Our financial advisors, Public Financial Management (PFM), project continued downward trends in actual coverage.

To meet its financial obligations, PFM has noted that WASD has tended to underfund replacement and reserve (R&R) accounts over the past decade. The consultants have advised that, in addition to funding R&R at adequate levels (at least \$60 million annually) in the future, a significant amount of "catch-up" funding is required to address historical gaps. Our financial projections include future debt issuance to cover these needs.

Operating Costs

In addition to the substantial challenge of meeting the capital requirements associated with a growing utility system, WASD also faces several upward trends in operating expenses. Commensurate with the creation of new capital infrastructure (as was required under the consent decrees and settlement agreements) is the demand for new maintenance programs and staffing. In recent years, several large expense categories, including energy, chemicals and personnel, have grown at rates far higher than inflation. As examples, because of new treatment requirements in our new North West Wellfield and at our water treatment plants, we are using greater levels of liquid caustic soda, potassium permanganate, and lime; compounding the impact have been substantial chemical price increases as petroleum costs have rippled through the chemical producing industry. Electrical, natural gas and diesel costs are at record levels. Importantly, labor costs (including those associated with negotiated COLAs and health insurance contributions), which represent nearly fifty percent of our operating expenditures, have been rising at a pace not balanced by rate adjustments.

RETAIL AND WHOLESALE RATES

Retail Rates

In 1998, the Board instituted a "Five-Year No Rate Increase Challenge" (R-229-98) that directed WASD to aggressively reduce operating expenses. Since that time, the Board has taken three significant actions that have impacted WASD system revenues. Before examining the impact of these actions it is

important to note that the definition of the "average" customer changes over time. In the early 1990's, the average customer was defined as a user of 10,000 gallons. By the late 1990's, the average customer was one using 7,500 gallons. Most recently, the average customer is best understood to be in the 6,750 gallon range. The implications of these changes, explored more fully in a following section, are significant to both WASD and its customers.

Beginning in October 2001, the Board approved a ten percent rate reduction for the average combined retail water and sewer service customer, which reduced the monthly water and sewer charges for the average retail customer by \$3.41 (from \$34.48 to \$31.07). Effective October 1, 2002, the Board instituted a new retail rate structure as recommended by a rate study task force made up of Commissioners, independent consultants, representatives from labor unions, county administrators, and WASD personnel. The new rate structure was designed to keep total revenues *neutral*, but it had the effect of further reducing the average customer's monthly charges 2.8 percent, or \$0.88 (from \$31.07 to \$30.19). Lastly, beginning in October 2003, the Board approved a one-year, six percent increase in revenues for the utility system that resulted in a \$1.95 increase in retail water and sewer charges for an average customer (from \$30.19 to \$32.14). Combined, these three actions have had the effect of increasing rates for the average user of 7,500 gallons by two percent from the rates in existence eight years ago. This statistic is in significant contrast to the nationwide average increase in charges for all urban consumers of approximately thirty percent over the same period.

Wholesale Rates

In addition to providing water and sewer services for retail customers, WASD also provides wholesale drinking water and sanitary sewer services at bulk rates to fifteen municipalities. These services are provided under contract by terms that link rates through formulas to the cost of providing services, or to actions of the Board.

From October 1997 through September 2003, wholesale rates remained unchanged despite contract provisions for rate adjustments. Effective October 1, 2003, the Board authorized water charge increases for thirteen of the fifteen municipalities of \$0.08 per thousand gallons (from \$0.77 to \$0.85), or 10.4 percent. Wholesale water rates for the cities of Hialeah and Miami Springs were increased by only \$0.06 per thousand gallons (\$0.66 to \$0.72), or 8.6 percent. (Due to the location of the department's Hialeah Water Treatment plant, the cities of Hialeah and Miami Springs have lower rates because they do not share in the regional transmission and distribution water costs.)

The increases in FY 2003-04 for the wholesale customers were below those allowed by contract formula. For example, the calculated wholesale water costs for the thirteen municipalities was \$0.87 per thousand gallons, as opposed to the \$0.85 actual rate, while the wholesale water costs for Hialeah and Miami Springs were calculated to be \$0.81 per thousand gallons, as opposed to the approved \$0.72 rate. Wholesale sewer rates, at \$1.70 per thousand gallons, were in-line with the calculated sewer rates, with only a \$0.02 difference. It is important to understand that cities and municipalities charge varying rates to their retail customers for the recovery of water and sewer costs, only a small portion of which stems from WASD charges. Because WASD wholesale charges represent a limited portion of total costs passed on by municipalities (the typical range is from twenty-five to forty percent), wholesale rate increases have a reduced impact on customer bills.

CONSERVATION

Across the nation and here in South Florida, per capita water consumption has dropped dramatically over the last quarter century. Because of various water conservation efforts and housing development

trends, today's average customer uses twenty to twenty-five percent less water than in 1980. In fact, though WASD has 65,000 more retail water customer today than it had fifteen years ago, it sells less water. This steady decline in per capita demand, which has had an immense impact on WASD revenues, shows no signs of abating.

For some time now, WASD has defined the average customer as a residential consumer using 7,500 gallons per month. While this is a convenient way of analyzing the impact of changes to the rate schedule, it does not well-reflect the continuing impact of conservation on customer charges. As noted above, recent data suggests today's average customer consumes closer to 6,750 gallons per month. **If we adjust not only for rate changes, but for declining use levels as well, the average WASD customer actually pays less today for water and sewer services than eight years ago.** This extraordinary fact is not at all reflected in national data; as previously mentioned, the average urban consumer nationwide is paying approximately thirty percent *more* today over the identical period.

The compounding effects of conservation are important when establishing successful, long-term rate structures and adjustment mechanisms. For years, various utilities, particularly in the electricity markets, have employed rate indexes that counterbalance the effects of conservation and inflation. We will continue to work with WASD to explore the issue of conservation and the ways in which utilities have employed adjustment mechanisms.

REVENUE/EXPENSE STABILIZATION

Current revenue streams are not sufficient to maintain our water and sewer system. Consequently, WASD is now using various reserves and one-time revenues to balance its annual budget. This includes withdrawing funds from the Rate Stabilization Fund and the Water and Sewer General Reserve Fund, and utilizing cash invested in the debt service reserves. It also includes the potential sale and leaseback of WASD's Douglas Road facility. (We will continue to explore options for effecting this transaction to determine whether it would be financially advantageous to the County.) Without employing even greater rate increases than those currently being proposed to the Board, our projections indicate that withdrawals and one-time fund sources will continue to be needed.

We are suggesting three actions to help secure the appropriate minimum level of resources for maintaining our current standards for clean water and properly treated wastewater.

- *Equity Return Discontinuation:* Discontinue payments from WASD to the County's General Fund by the end of FY 2005-06.
- *Maintenance Index:* Institute rate schedule adjustments, either annually or quarterly, to correspond to the *Water and Sewerage Maintenance* charges, as tracked by the Commerce Department for the Consumer Price Index, commencing in FY 2006-07.
- *Rate Structure Adjustments:* Institute rate schedule adjustments to help address the decade-long period of no rate increases and deferred infrastructure maintenance programs.

Equity Return Discontinuation

For several years, the County's General Fund has received an equity return from WASD that comports with state statute and common practice. This return is separate from the normal interdepartmental charges for services. The equity payment will be discontinued by the end of Fiscal Year 2005-06.

Maintenance Index

The United States Department of Commerce tracks water and sewer charges across the nation as part of the Consumer Price Index. We propose to introduce a *Maintenance Index* that would adjust rates quarterly based on the Department of Commerce's Water and Sewerage Maintenance rate information. This index would link changes to the average water and sewer customer bill to those of the national average.

Many types of indexes are used throughout utility industries; notably, many electric utilities employ an adjustment mechanism known as a "decoupler." These mechanisms make rate adjustments based on actual average customer charges, not those of a pre-defined average customer. Decouplers help counterbalance the natural swings in utility sales volumes and revenues, as those caused by weather patterns in the short-term, and conservation in the long-term. A *Maintenance Index* could be designed to increase rate adjustments if average charges begin to drop due to weather fluctuations, and decrease rate adjustments if average charges begin to rise above inflation.

Rate Structure Increase

WASD's financial advisors, Public Financial Management (PFM), and its Bond Engineers are in agreement that the WASD rate schedule needs substantial revision. In accordance with the Master Bond Ordinance, PFM and our Bond Engineers have produced written reviews of WASD's financial state of affairs; these are available upon request. The recommended rate adjustments' impact on departmental revenues, R&R funding and reserves, as well as on WASD's customers, is summarized below:

Impact of Recommended Rate Adjustments	%	\$
Budgeted Revenue Increase	15.8	58.5m
Total Funding for R& R Projects Including Revenue Increases		70m
Total Transfers from Reserves Budgeted Including Revenue Increases		
Rate Stabilization Fund		33.6m
General Reserve		24.8m
Customer Impact		
Retail Customers (total cost at 6,750 gallons / month)	8.86	2.55
Wholesale Customers (rate per 100 gallons)		
Hialeah / Miami Springs		
Water	41.67	.30
Sewer	16.47	.28
Other Municipalities		
Water	40.00	.34
Sewer	16.47	.28
Proposed Future Annual Revenue Increases Based on Maintenance Index	5.5	

Retail Rates

Our proposed retail rate increase was designed to address historically under priced rates while minimizing the impact to "lifeline" customers using less than 3,750 gallons of water per month, as well as to the average customer using 6,750 gallons per month. The proposed increase maintains the current inclining rate structure, with per gallon charges (and percentage increases) rising as monthly consumption escalates. This structure rewards conservation efforts and minimizes the impact of rate increases on customers who consume in moderation.

The proposed increase is expected to generate an additional \$33.4 million from retail sales. Attachment 1, which was previously provided to members of the Infrastructure and Land Use Committee at its August 16 meeting, indicates the proposed increases to base meter charges and per gallon charges at various consumption levels. The total increase to the "lifeline" customer's bill (3,750 gallons per month) is projected to be \$0.99 per month, while the expected increase to the average customer's bill (6,750 gallons per month) is \$2.55 per month. Further details are provided in the attachments to this memorandum.

Wholesale Rates:

The proposed increase in wholesale service rates is expected to generate an additional \$15.2 million, and realigns the contractual formulas that determine rates to wholesale customers in order to bring the charges up to the actual cost of delivering service. The net effect of the proposed adjustments for wholesale entities buying both water and wastewater services is a 24.3 percent increase; further details are provided in the attachment.

It should be noted that the proposed wholesale adjustments should result in significantly smaller impacts on the retail bill of the end user (absent any additional increases imposed by the municipality). Wholesale water and sewer charges are limited elements of the final bill for citizens receiving water and sewer services from the fifteen municipal providers. Across nine municipalities (Homestead, Hialeah, North Miami Beach, Coral Gables, Opa-Locka, North Miami, Miami Beach, and Miami Springs) the average residential consumer would see a total bill increase of between six and thirteen percent.

As we further develop the parameters of the proposed *Maintenance Index*, we may suggest to the Board that the index be used in possible combination with the contractual cost allocation formulas to establish future wholesale rate adjustments.

Future Outlook

We have proposed to the Board rate adjustments that put WASD in a fundamentally balanced financial position for the next three years. Facing ever-expanding service demands, however, and operating in an environment perpetually susceptible to regulatory change, WASD will be in a continual struggle to properly project and fund its capital program. We will continue to keep the Board apprised of the Department's future capital needs, and of all potential impacts associated with regulatory change.

**Water and Sewer Department
Proposed Rate Adjustment for FY 05/06**

Water

Monthly Base Charge

Water Size	Current Monthly Base Charge	% Change	New Monthly Base Charge
5/8"	\$3.20	10%	\$3.52
1"	\$7.15	10%	\$7.87
1.5"	\$11.15	10%	\$12.27
2"	\$23.85	10%	\$26.24
3"	\$50.90	10%	\$55.99
4"	\$79.50	10%	\$87.45
6"	\$127.20	10%	\$139.92
8"	\$222.60	10%	\$244.86
10"	\$477.00	10%	\$524.70
12"	\$901.00	10%	\$991.10
14"	\$1,696.00	10%	\$1,865.60
16"	\$3,180.00	10%	\$3,498.00

**Water and Sewer Department
Proposed Rate Adjustment for FY 05/06**

Wastewater

Revised Rates

Monthly Wastewater Flow (gallons)		Rate per Gallon	Rate per Gallon	Rate per Gallon	Change
Rate Classification	Flow Range	Current Rate	Proposed Rate	Change	% Change
Rate Block # 1	0 - 3,750	\$3.25	\$3.58	\$0.33	10%
Rate Block # 2	3,751 - 12,750	\$1.85	\$1.94	\$0.09	5%
Rate Block # 3	12,751 - Over	\$2.90	\$3.34	\$0.44	15%
		\$3.60	\$4.32	\$0.72	20%

**Water and Sewer Department
Proposed Rate Adjustment for FY 05/06**

Monthly Cost of Increase for Average Customer

Gallons per month	<u>Water</u>		<u>Wastewater</u>		<u>Total</u>	
	Current	Revised	Current	Revised	Current	Revised
6,750	\$9.88	\$10.44	\$18.89	\$20.88	\$28.76	\$31.31
						\$2.55

Miami-Dade County Summary Information on Selected County Boards

Board	Department/Contact	Board Category	Last Review Received	Date Report Sent to AG	BCC Date and Action Taken (Abolish/Continue/Modify)	Cost	Funding	Mission Statement	Reporting Requirements Per Establishing Ordinance
AGRICULTURAL PRACTICES STUDY ADVISORY BOARD	PLANNING & ZONING Paula Church or Redfern Iwaniczuk 305-375-2835	General Government	01/18/05	01/19/05	5/17/05 Continue	FY 2004: \$39,000 FY 2005: \$41,000	General Fund	None	Annual report addressing five topics specified in the establishing ordinance.
COMMISSION ON DISABILITY ISSUES	OFFICE OF ADA COORDINATION Ilene Hyams 305-375-2012 Office of ADA Coordination	Internal Support	02/22/05	02/22/05	4/5/05 Continue	FY 2004: Indirect Cost: \$49,700 plus 25% for fringe benefits FY 2005: Indirect Costs: \$54,700 plus 25% for fringe benefits	Office of ADA Coordination Budget	"To advise the Board of County Commissioners as to the issues and concerns facing people with disabilities and to recommend to it those ordinances and resolutions that address the issues that foster independence, empowerment, and equity within the community at large."	Prepare an annual report to the BCC.
DIAL-A-LIFE PROGRAM ADVISORY AND OVERSIGHT BOARD	COMMUNICATIONS Chris Andrich 305-375-3948 or Carmen Williams - Program Coord. 305-375-2723	Internal Support	1/6/05, 2/3/05	02/05/05	4/5/05 Continue	No direct operating cost, but an indirect operating cost of \$97,000 (salary and fringe benefits, for one support staff person)	General Fund	None	Provide a status report to the BCC no less than two times per year (number of phones collected, distributed, number of applications received from eligible recipients, and costs of administering the program).
INDEPENDENT REVIEW PANEL	INDEPENDENT REVIEW PANEL Sagarlo Lopez 305-375-4890	General Government	02/09/05	02/15/05	4/5/05 Continue	Direct and Indirect costs: FY 03-04: \$483,000 FY 04-05: \$520,000	County General Fund and ad valorem taxes	No formal mission statement. Rules of Procedure includes a Statement of Purpose: "to facilitate the independent review process in Miami-Dade County, Florida which shall be based on due regard for the Constitutional Rights of all persons, and which shall promote the highest possible degree of mutual respect between the agencies, instrumentalities and employees of Miami-Dade County and the people of Miami-Dade County."	Publish a final report with regard to each matter reviewed and transmit it simultaneously to the BCC, the County Manager and the director of the department concerned.
MIAMI-DADE SPORTS COMMISSION	MIAMI-DADE SPORTS COMMISSION Mike Sophia 305-503-3251 or 305-803-4473 (Cell) 701 Brickell Avenue, Suite 2700 Miami, FL 33131	Culture and Recreation	01/18/05	1/19/05	4/5/05 Continue	Expenses directly related to the board of directors will be less than \$1,000 in FY04-05. Total operating budget is projected to be \$970,000	Receives \$250,000 from the County and projects to generate an additional \$250,000 from private sources to include membership and sponsorship revenue once appropriate programs and events have been fully developed	"To attract, promote, and retain amateur sporting events for Miami-Dade County. As the premier destination for sports, leisure and entertainment in South Florida, our goal is to foster positive growth and economic development for the local community through increased visitor stay and more frequent visitor return rate."	Copies of all Minutes and Resolutions to be filed with the Clerk of the Board within 30 days of the meeting. Annual report to the BCC summarizing all programs and activities.
PARK AND RECREATION CITIZENS' ADVISORY COMMITTEE	PARK AND RECREATION Zoraida Yanes 305-765-7646	Culture and Recreation	01/25/05	02/15/05	4/5/05 Continue	Direct Costs (FY 2004): \$305 Indirect Costs: \$3,000	General Fund Budget of the Park and Recreation Department	"The Park and Recreation Citizens Advisory Committee is established for the purpose of providing the Board of County Commissioners and the Park and Recreation Department with recommendations to assist the County in its ongoing efforts to improve and promote its park facilities and programs."	None mentioned in ordinance.
SAFE NEIGHBORHOOD PARKS CITIZENS' OVERSIGHT COMMITTEE	OFFICE OF SAFE NEIGHBORHOOD PARKS COUNTY MANAGER Verlita Thomas 305-971-5055 or 305-971-5058	Culture and Recreation	02/18/05	02/16/05	4/5/05 Continue	FY 2004 Operating Cost: \$438,000	Interest earnings from the sale of SNP Bonds	"The Safe Neighborhood Parks (SNP) Citizens' Oversight Committee shall oversee deposit and disbursement of Bond proceeds; obtain, evaluate and rank solicitations; recommend Grant awards; oversee Grant management process; appropriately conduct meetings and discharge responsibilities; and perform such other functions set forth in the SNP Ordinance."	None mentioned in ordinance. Ordinance provides for independent annual audit of all proceeds of SNP bonds.

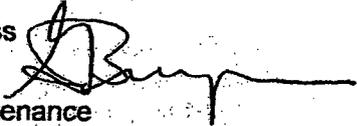
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Memorandum



Date: March 10, 2005

To: Honorable Chairman Joe A. Martinez and
Members, Board of County Commissioners

From: George M. Burgess
County Manager 

Subject: MDFR Fleet Maintenance

I am pleased to transmit the attached report summarizing the results of the Miami-Dade Fire & Rescue (MDFR) heavy fleet maintenance pilot program. The Office of Strategic Business Management (OSBM) has concluded that the pilot was a success, resulting in net savings to the County overall of approximately \$1,000,000 in FY 2003-04, of which \$302,000 is potentially recurring. Savings to the Fire District, relative to its annual budget target, were \$1.47 million in FY 2003-04.

The attached report also addresses the Board's September 23, 2004 request that staff examine the potential for similarly transferring the responsibility for light/ medium fleet maintenance to MDFR from the General Services Administration (GSA). OSBM's review of the limited data available indicates that the transfer of MDFR light fleet maintenance responsibilities would likely not result in cost savings. Additionally, OSBM concluded, and I concur, that the most productive approach to addressing service delivery issues is one that results in improvements to the centralized vehicle services model operated by GSA.

Heavy Fleet Maintenance Close-out

In January 2003, Miami-Dade Fire Rescue (MDFR) assumed responsibility for the maintenance of its heavy emergency vehicle fleet from the General Services Administration (GSA) on a pilot program basis under terms established in a Memorandum of Understanding (MOU) signed by the parties, including a former County Manager, and approved by the Board of County Commissioners. The pilot program was intended to address the unique service needs of heavy emergency vehicles, while committing MDFR to annual savings of at least \$500,000. A permanent determination regarding organizational placement of the heavy fleet maintenance function was to be conditioned on the results of a close-out conducted following the conclusion of Fiscal Year 2003-04.

Using two different methodologies in its financial analysis, OSBM determined that the pilot resulted in savings to the County overall, as well as the Fire District. The report also notes a number of qualitative improvements implemented by MDFR, including an online reporting system that has allowed for more efficient scheduling of vehicle maintenance and repairs and a fully automated barcode system for parts inventory management. The pilot did result in a minor negative impact to the General Fund, possibly in the \$150,000 range for FY 2004, due to a net transfer of overhead expenses from MDFR to other GSA customers. OSBM will work with MDFR to address this and other allocation issues within the context of broader, ongoing discussions regarding Fire District cost allocation matters.

MDFR Light/Medium Fleet Maintenance

In addition to managing the heavy vehicle maintenance operations, MDFR has proposed to take over light and medium vehicle maintenance and repair from GSA Fleet Management. OSBM's initial

MIAMI-DADE FIRE & RESCUE
HEAVY FLEET MAINTENANCE CLOSE-OUT
& REVIEW OF LIGHT/MEDIUM FLEET
PROPOSAL

MIAMI-DADE COUNTY
OFFICE OF STRATEGIC BUSINESS MANAGEMENT
PERFORMANCE IMPROVEMENT DIVISION

JANUARY 2005

unfilled vacancies (estimated at \$149,000). The primary increase in costs during FY 2003-04 was personnel expense, which was partly offset by the savings from positions held vacant resulting in a net increase of \$86,000. There are likely net sustainable savings to the County overall associated with MDFR retaining heavy fleet maintenance services, primarily attributable to the reduction in use of outside commercial subcontractors.

There has been a minor negative impact to the General Fund resulting from the redistribution of GSA overhead charges from MDFR to other customers, possibly in the \$150,000 range for FY 2003-04. OSBM and MDFR are currently discussing a number of issues regarding the allocation of expenses between the Fire District and the General Fund that are unrelated to the heavy fleet maintenance pilot. Consequently, OSBM will work with MDFR to resolve the heavy fleet maintenance issues within the context of these broader discussions.

Attachment B provides additional detail concerning sustainable and one-time savings as well as the General Fund impact.

Qualitative Assessment

In addition to examining cost information, this report also discusses several qualitative improvements implemented by MDFR. Most important among them has been the implementation of an on-line reporting system. The system provides valuable and timely information on each major piece of equipment to MDFR managers, and allows for smoother scheduling and more flexible management decisions. MDFR has also moved to a fully-automated barcode system that allows for real-time management of parts inventories. There are a number of other important changes that have taken place since the transfer, particularly in the area of personnel retention and certification. The transition to MDFR has resulted in more accountability and a more timely achievement of certain operational improvements.

MDFR Light/Medium Fleet Maintenance

At this time, transferring responsibility for MDFR light/medium vehicle maintenance operations from GSA to MDFR is not recommended, as the analysis does not indicate that the proposed transfer would result in cost savings to MDFR or to the County overall.

The initial assessment indicates that the transfer of MDFR light fleet maintenance responsibilities would likely not result in cost savings. Unlike the case for heavy fleet, the transfer requires building retrofits and new capital equipment. The proposed model also points to increased personnel costs associated with a new supervisory position, and higher pay grades and new certifications for mechanics. A review of limited available expense data does not identify potential offsetting expense reductions.

Improving GSA's centralized vehicle services model, potentially to include implementation of certain strategies employed by MDFR, is the best approach for the

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- A. MOU: Transfer of Heavy Fleet Maintenance Assets and Operations from GSA to MDFR
- B. Summary of FY2003-04 Financial Impact
- C. Memo from GSA to ERD Regarding Mechanic Classification
- D. MDFR Vehicle Mix
- E. *Charge-to-Cost* Analysis
- F. Sample Calculation – GSA/Fleet Labor Rates
- G. *Cost-to-Cost* Analysis
- H. Commercial Subcontracting Costs
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 - M1. Business Plan Summary
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 - M3. Proposed Table of Organization
 - M4. Proposed Fire Shop Layout
 - M5. Start-up Expenses

Financial Assessment

OSBM estimates that in FY 2003-04, the pilot resulted in savings to the Fire District of \$1.47 million. Of this amount, we estimate that \$439,000 in savings stemmed from the transfer of administrative expenses from the Fire District to other GSA customers. This increased the overhead distributed to remaining customers, resulting in a negative impact on the General Fund of approximately \$150,000. The remaining \$958,000 represents savings to the County overall, of which approximately \$656,000 constitutes one-time savings and \$302,000 is potentially recurring. The negative impact on the General Fund would have been greater in the absence of annual rent payments from MDFR to GSA for the use of GSA facilities, set at \$126,000 under the MOU. Attachment B contains a table that summarizes the results of the financial assessment.

To develop these estimates, OSBM applied two different methods: a *charge-to-cost* comparison and a *cost-to-cost* comparison. Taken together, they provide some insight into the financial impact of the pilot, even though there are certain significant changes that took place in the MDFR heavy fleet maintenance operation between 2001 and 2004 for which neither method can fully adjust. These include: achievement of additional technical certifications that made in-house performance of a wider variety of complex repairs more feasible (see "Mechanic Training and Certification"); changes in the mix of vehicles that make up the front-line and reserve MDFR heavy fleet (Attachment D); changes in the inspection policy for certain types of emergency vehicles; extended warranties negotiated for purchases of a particular brand of engine used in many of the newer vehicles; and costs associated with the implementation of MDFR's Automated Inventory Management System and On-line Reporting System (see "Operational Improvements" below) that were not allocated to the Fire Shop.

Charge-to-Cost Comparison

The first methodology compares MDFR's actual *costs* of providing fleet maintenance service to its heavy emergency vehicles to the total expected *charge* MDFR would pay to GSA for performing the same service. Under this method, which was implied by the language of the MOU and similarly employed by MDFR in evaluating its heavy fleet maintenance costs against the MOU budget target, the department achieved a net savings to the Fire District of \$1.38 million in FY 2002-03 and \$1.47 million in FY 2003-04 relative to the \$4.475 million MOU target. The savings exceeds the minimum \$500,000 annual goal established in the MOU. Attachment E contains MDFR's initial high-level calculation of the savings achieved during the year of the transfer, and the adjusted calculations prepared by OSBM as a result of additional discussions with MDFR.

It is important to note that GSA's charges to MDFR (and all its customers) included a 25 percent mark-up on parts, ten percent mark-up on commercial subcontracting and an element of overhead that built in to GSA's hourly labor rate. (Attachment F illustrates the process by which GSA calculates the average hourly fleet-wide labor rate used in developing budget estimates.) By operating its own heavy fleet maintenance shop, MDFR avoids paying these charges to GSA, resulting in a savings to the Fire District.

continue to be a significant factor in offsetting higher overall personnel expenses. However, the future increases in personnel costs would likely be similar regardless of whether the Fire heavy fleet maintenance function is performed by GSA or MDFR.

Other categories in which expenses increased from FY 2001-02 to FY 2003-04 were rent payments to GSA required in the MOU, and fuel and lubricants (due to the higher proportion of engine and transmission repairs performed in-house during FY 2003-04).

General Fund Impact and Other Administrative Issues

In addition to the redistribution of overhead expenses, OSBM believes that there may have been certain negative impacts to the General Fund associated with a number of cost allocation issues. The issues include the allocation of capital improvement costs at the Fire Shop facility, expenses associated with contract management services and technical services provided by GSA, and lingering questions concerning inventory transfers. The MOU had required a \$126,000 annual rent payment to help offset these impacts. The rent payment was waived as a part of the Board's adopted FY 2004-05 budget.

OSBM and MDFR are currently discussing a number of issues regarding the allocation of expenses between the Fire District and the General Fund that are unrelated to the heavy fleet maintenance pilot. Consequently, OSBM will work with MDFR to resolve the heavy fleet maintenance issues cited above within the context of these broader discussions.

Qualitative Assessment

OSBM believes that MDFR has made significant operational improvements to the heavy fleet maintenance function during the pilot phase. MDFR has devoted additional resources to specialty training for mechanics as well as the development of tools and programs to make their operation run more efficiently. These improvements have most likely contributed to an overall reduction in out-of-service time for emergency vehicles, and made some of the above-mentioned cost savings possible.

Mechanic Training and Certification

The increase in the number of Fire Shop mechanics holding technical certifications achieved during the pilot phase has enabled a broader range of complex repairs to be performed in-house. Automotive Service Excellence (ASE) and Emergency Vehicle Technician (EVT) Certification Commission are the two agencies that provide technical examinations on a nationwide basis biannually. In part due to financial incentives provided by the County, by the end of FY 2002-03, six Fire Shop mechanics had obtained additional ASE or EVT certification levels, and by the end of FY 2003-04, eight mechanics had obtained additional ASE or EVT certification levels. Attachment K provides details on the number of Fire Shop mechanics that had achieved various ASE and EVT certification levels as of the end of FY 2002-03 and 2003-04.

MDFR LIGHT/MEDIUM FLEET MAINTENANCE

In addition to managing the heavy vehicle maintenance operations, MDFR has proposed to take over light and medium vehicle maintenance and repair from GSA Fleet Management. If the proposal is accepted, MDFR would take over a building¹ it currently shares with GSA at the S.W. 87th Avenue complex, retro-fit it, and perform repairs and maintenance on its entire light and medium fleet of 398 automobiles, pickups and cargo vans. It should be noted that MDFR's "medium" fleet consists of non-emergency vehicles weighing in excess of 10,000 lbs.

MDFR's business plan calls for consolidation of light/medium and heavy fleet maintenance operations under a single Fire Shop. The operations would share parts inventory functions and collaborate with the department's Logistics Division Support Office for scheduling vehicle service and monitoring performance. Attachment M and its sub-attachments contain the information provided by MDFR in support of its proposal including: a business plan summary, cost estimates, table of organization, shop lay-out, and equipment requirements.

At the second budget hearing in September 2004, the Board requested that staff examine the potential for transferring the maintenance of MDFR's light/medium fleet from GSA and report back to the Board within 90 days.

Findings

At this time, the transfer of MDFR light and medium vehicle maintenance operations from GSA to MDFR is not recommended. Our initial assessment indicates that the transfer of MDFR light fleet maintenance responsibilities would likely not result in cost savings, as it would require the purchase and installation of duplicative capital equipment and building retrofits. Additionally, the initial MDFR proposal, which incorporates the use of higher certifications and pay grades, would also likely increase operating costs. These higher certifications and pay grades associated with the proposed MDFR operation would likely have a negative morale impact on light maintenance mechanics that do not receive similar opportunities.

Our review of the limited available expense data identified factors that could compensate for a portion of these cost increases. For instance, the necessity for additional capacity at the S.W. 87th Avenue site could mitigate the increased capital costs associated with the proposed transfer, while the transfer would allow MDFR to shed its share of GSA overhead. Neither of these, however, would likely offset cost increases to the County overall.

OSBM believes that the most productive approach to resolving MDFR's concerns is one that results in improvements to the centralized vehicle services model operated by GSA.

¹ The building in question is identified in Attachment M4 as "MDFR Light Fleet Shop Facility". The same structure is identified as "Building 6" in Attachment I to the MOU.

**Miami-Dade County
Memorandum of Understanding:
Transfer of Heavy Fleet Maintenance Assets and Operations from
General Services Administration to Miami-Dade Fire Rescue**

Introduction

This Memorandum of Understanding (MOU) establishes the terms and general principles for the transfer of heavy fire fleet maintenance from the General Services Administration (GSA) to Miami-Dade Fire Rescue (MDFR). The transfer of this function is intended to address the unique service requirements of MDFR without increasing program costs, or negatively impacting the General Fund. Light fleet maintenance will continue to be performed by GSA, while tire repair operations will be performed by MDFR.

The transfer of assets and operational responsibilities will take effect January 3, 2003. Following an initial two-year period ending September 30, 2004, the County Manager will review MDFR's costs and performance and determine whether the function should remain with MDFR or return to GSA.

The terms of this transfer agreement have been mutually developed through a series of meetings with representatives from MDFR, GSA, the Office of Performance Improvement (OPI) and the Office of Management and Budget (OMB).

Background

GSA Fleet Management provides vehicle maintenance and repair services to a number of County departments, including MDFR. MDFR vehicles, like all vehicles serviced at GSA, are characterized as "heavy" or "light". Heavy equipment includes rescue trucks, fire engines, aerial vehicles, platforms, tanks and specialty vehicles. Light equipment includes sedans and small trucks and vans. This MOU applies solely to the maintenance of heavy equipment as performed at GSA's Fire and Tire Shops, located within its complex at 6100 S.W. 87th Avenue (see Attachment I), to four mobile mechanic units currently assigned to perform light preventive maintenance and repairs, and the minor function of on-site tire repairs.

MDFR will continue to use GSA maintenance services for its light fleet and for repair to heavy, non-emergency response vehicles that are performed at various GSA fleet maintenance facilities.

While MDFR has noted the sound business principles and management practices of GSA's Fleet Management Division, it has expressed concerns regarding the unique operating requirements of its heavy fleet. Due to public safety requirements, vehicles must be in good working condition to the greatest extent possible. Maintenance and repair services must be obtainable on a daily, 24-hour basis and must be completed in a timely fashion. When lengthy repair times necessitate the change-out of rescue equipment to spare vehicles, out of service times increase, often causing service level reductions to the public. These requirements are amplified by the extreme weather and road conditions to which vehicles are frequently subjected.

Effective January 1, 2003, all cost associated with the operation and maintenance of the Fire Shop will become the direct responsibility of MDFR and will be so reflected in the FAMIS system. MDFR is expected to maintain the physical plant and all assets in good working condition.

GSA, MDFR, and OMB will jointly determine an appropriate method of accounting for GSA maintenance and repair service charges performed by GSA's Fire Shop during the billing months of October, November, and December 2002. Effective Tuesday, December 31, 2002, MDFR will begin using its own computer database system to enter vehicle repair order information. The GSA Fire Shop index code will be closed effective COB December 31. Any invoices for purchases by the Fire Shop prior to the transition, but received on or after December 31, will be routinely handled and processed by MDFR. Charges for shared assets, outside services, and public utilities, as stipulated in this agreement, will be billed by GSA to MDFR at regular intervals to be determined.

MDFR has already paid for the existing inventory of heavy fleet parts and no additional payment to GSA will be required. However, for the purpose of determining whether MDFR has met its targeted budget, an adjustment will be made to account for existing inventory utilized during the course of the fiscal year. This amount will be tracked by MDFR but will not be reflected in FAMIS. For the purpose of determining whether MDFR has met its pledged savings goal of \$500,000, an adjustment will be made reflecting the fact that MDFR took over operations following the first quarter of the fiscal year. As stated above, anticipated savings for this first fiscal year are thus a minimum of \$375,000 (and potentially up to \$750,000 for the 9-month period), and are to be used to fund costs associated with the phase in of the Palmetto Bay and Aventura units.

Physical Plant

As of the transfer date, MDFR will occupy and maintain the following facilities at 6100 S.W. 87th Avenue (as noted in Attachment I), currently occupied by GSA:

- Fire Shop (Building 2)
- Tire Shop (Building 4)
- Building cages (within Building # 6)
- Single-width trailer providing Fire office space (Building 2, in space labeled "T7" on Attachment I)

MDFR will pay annual rent of \$7.00 per square foot for the use of the Fire Shop (14,000 square feet) and Tire Shop (4,000 square feet), or a total of \$126,000 annually (\$96,000 for the 9-month period) with a CPI adjustment in year two of the agreement. Within the entire shop complex, GSA and MDFR will share common space and facilities (open areas, lunch room, restrooms, etc.) in a mutually respectful manner. Available parking spaces will be allocated to each department, and appropriately marked, through joint agreement. To facilitate the conduct and staging of work, the area between Building 4 and Building 6 will be divided and marked in order to ameliorate confusion among the parties. Additionally, MDFR agrees that it will take all

Other Assets

MDFR will assume possession of and responsibility for eight (8) vehicles currently utilized by GSA: four (4) mobile trucks, old and new mechanic trucks, lube truck and tire truck. The corresponding vehicle numbers are as follows:

- 05342
- 05354
- 05345
- 05346
- 05344
- 05494
- 05353
- 05502

MDFR will be responsible for paying policy amounts that are commensurate with the current value of the vehicles. GSA will bill MDFR on a monthly basis for these policies. MDFR will continue to pay insurance and maintenance costs on these vehicles.

As stated above, MDFR has already paid the purchase cost of existing heavy fleet inventory and will assume possession of this inventory upon the transfer date. Additionally, MDFR and GSA agree that all other equipment and supplies currently housed and primarily used in the facilities to be transferred under this agreement will belong to MDFR. Details were discussed in the series of joint meetings leading up to this agreement and have been agreed upon by the parties. A list of these items to be transferred to MDFR is included in Attachment III.

MDFR will return four (4) Sunpass transponders to GSA.

MDFR has expressed no plans to utilize GSA's EMS computer system following the transfer. In the event that it requires specialized reports, MDFR will be billed by GSA on a case-by-case basis.

Personnel

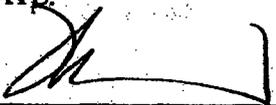
A total of 28 positions will be transferred from GSA to MDFR. At the time of writing this MOU, it is anticipated that 21 existing employees will transfer as is detailed below:

# of Positions	Position Title	# of People
1	Facility Supervisor	1
2	Assistant Facility Supervisor	1
2	Auto Parts Specialist 2	2
1	Auto Parts Specialist 1	
19	Heavy Duty Truck Mechanics	15
1	Data Entry Specialist 1	
1	Maintenance Repairer	1
1	Heavy Truck Tire Repairer	1
28 Total		21

Memorandum of Understanding
Heavy Fleet Maintenance
Page 7

IN WITNESS WHEREOF, the undersigned agree to the terms and conditions specified in this MOU.

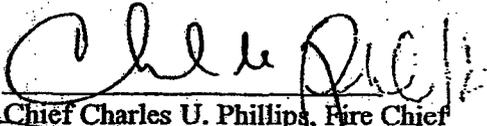
DATE:



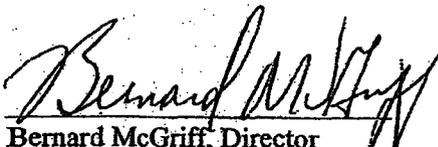
 Steve Shiver
County Manager



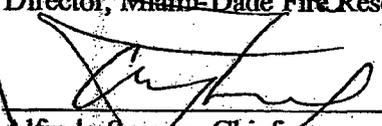
David Morris, Director
Office of Management and Budget



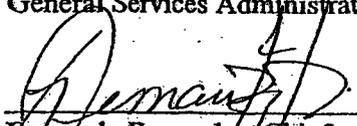
Chief Charles U. Phillips, Fire Chief
Director, Miami-Dade Fire Rescue



Bernard McGriff, Director
General Services Administration



Alfredo Suarez, Chief
Miami-Dade Fire Rescue Technical Service



Fernando Fernandez, Chief
Miami-Dade Fire Rescue Logistics

**ATTACHMENT II
SHOP CONTRACT LIST AND MDRF REQUIRED ALLOCATIONS**

Bid No.	Type	Item	Expires	Contract Years	GSA Allocation	MDRF Allocation	1/1/2003 prorated \$\$
127	PARTS	Electronic Repair Parts	8/30/2003	3 Years	\$ 225,000.00	\$ 50,000.00	\$ 1,000.00
245	SUPP	METAL SHELVING, RACKS, BINS, ETC	7/31/2003	1 Year	\$ 220,000.00	\$ 35,000.00	\$ 2,925.00
439	REPR	REPAIRS TO HD ON/OFF ROAD EQUIPMENT	1/31/2003	3 Years	\$ 1,600,000.00	\$ 300,000.00	\$ 750.00
607	BODY	ALIGNMENT & FRAME REPAIRS	7/31/2003	1 Year	\$ 146,000.00	\$ 20,000.00	\$ 1,867.00
844	GAS	WELDING GASES	8/30/2003	1 Year	\$ 30,500.00	\$ 5,000.00	\$ 2,500.00
924	OEM	PARTS SUPPLIES AND LABOR FOR TOOL REPAIRS	4/30/2003	2 Years	\$ 510,000.00	\$ 150,000.00	\$ 12,500.00
1046	GAS	REFRIGERANT GAS IN CYLINDERS	5/31/2004	3 Years	\$ 390,000.00	\$ 80,000.00	\$ 42,500.00
1070	PART	AUTOMOTIVE PARTS SUPPLIES AND REPAIRS	11/30/2004	2 Years	\$ 7,484,000.00	\$ 1,500,000.00	\$ 1,437,800.00
1099	SERV	TEMPORARY CLERICAL PERSONAL	9/30/2002	1 Year	\$ 351,000.00	\$ 30,000.00	none
1802	SUPP	SAFETY SHOES AND BOOTS	12/31/2002	1 Year	\$ 83,096.00	\$ 7,800.00	\$ 7,500.00
2616	SERV	TRANSMISSION REPAIR SERVICES	5/31/2003	2 Years	\$ 780,000.00	\$ 90,000.00	\$ 10,420.00
2926	SERV	PARTS SERVICE AND REPAIR OF FUELING EQUIPMENT	12/31/2002	4 Years	\$ 1,128,500.00	\$ 160,000.00	none
3250	PART	INDUSTRIAL BEARINGS	7/31/2003	1 Year	\$ 44,062.00	\$ 10,000.00	\$ 5,833.00
3519	SERV	Fire Extinguishers - Purchase	9/30/2003	1 Year	\$ 34,000.00	\$ 6,000.00	\$ 3,750.00
3881	BODY	BODY REPAIR, GROUP 1, 2	11/30/2002	1 Year	\$ 2,000,000.00	\$ 400,000.00	\$ 275,000.00
4227	SERV	GENERATOR PARTS AND REPAIRS	10/1/2003	6 Years	\$ 358,000.00	\$ 100,000.00	\$ 500.00
4418	SERV	TOWING FOR DADE COUNTY VEHICLES	11/30/2002	1 Year	\$ 380,000.00	\$ 60,000.00	\$ 55,000.00
4512	SERV	DUST CONTROL RUGS AND MOPS	2/28/2004	2 Years	\$ 42,000.00	\$ 5,000.00	\$ 2,917.00
4699	OEM	HYDRAULIC PARTS AND REPAIRS	1/31/2003	1 Year	\$ 544,500.00	\$ 125,000.00	\$ 6,807.00
4913	SUPP	RAINWEAR	10/31/2003	1 Year	\$ 6,500.00	\$ 1,000.00	\$ 835.00
4935	SERV	Tire Repair Services	3/31/2003	1 Year	\$ 60,000.00	\$ 15,000.00	\$ 2,250.00
5038	SUPP	Accessories for Police and RESCUE VEHICLES	5/31/2003	1 Year	\$ 10,000.00	\$ 10,000.00	\$ 4,167.00
5321	PART	NUTS, SCREWS AND BOLTS	11/30/2002	3 Years	\$ 118,000.00	\$ 30,000.00	\$ 16,225.00
5380	OEM	OEM PARTS AND SERVICE	1/31/2005	3 Years	\$ 18,183,000.00	\$ 2,900,000.00	\$ 1,597,222.00
5387	OEM	OEM PARTS AND SERVICE	1/31/2007	5 Years	\$ 7,500,000.00	\$ 250,000.00	none
5418	ENGN	RADIATOR SERVICE, PARTS AND REPLACEMENT	4/30/2003	3 Years	\$ 100,000.00	\$ 25,000.00	\$ 5,417.00
5437	SERV	LOCKSMITH SERVICES	4/30/2003	2 Years	\$ 42,000.00	\$ 5,000.00	\$ 835.00
5453	SUPP	STEEL AND OTHER METALS	10/31/2002	3 Years	\$ 250,000.00	\$ 40,000.00	\$ 3,077.00
5516	GLAS	FURNISH AND INSTALL GLASS	12/31/2002	1 Year	\$ 141,000.00	\$ 17,000.00	\$ 35,000.00
5563	PETR	PETROLEUM PRODUCTS	10/31/2003	1 Year	\$ 525,000.00	\$ 100,000.00	\$ 65,625.00
5581	TIRE	NON-STATE TIRES AND TUBES	12/31/2002	1 Year	\$ 450,000.00	\$ 250,000.00	\$ 75,000.00
5745	OEM	BUS OEM PARTS AND SUPPLIES	8/30/2002	1 Year	\$ 484,375.00	\$ 450,000.00	\$ 69,650.00
5878	SERV	CRANE HOIST INSPECTION AND REPAIR	5/31/2003	1 Year	\$ 45,000.00	\$ 5,000.00	\$ 2,083.00
5938	OEM	TRUCK COVERS, PARTS AND SUPPLIES	5/31/2003	1 Year	\$ 200,000.00	\$ 50,000.00	\$ 12,500.00
6012	SUPP	Bus Washing Chemicals	9/30/2002	3 Years	\$ 34,000.00	\$ 10,000.00	\$ 650.00
6035	SERV	CLEANING BLOODBORNE PATHOGENS	8/31/2004	2 Years	\$ 24,000.00	\$ 3,000.00	\$ 2,925.00
6047	SERV	INSTALL AND REMOVE CAGES FROM MDPP VEHICLES	10/31/2002	1 Year	\$ 49,760.00	\$ 7,500.00	none
6164	TIRE	RECAPPING & SECTION REPAIRS	6/30/2003	1 Year	\$ 1,750,000.00	\$ 275,000.00	none
6161	SERV	TEMPORARY TECHNICAL PERSONAL	6/30/2003	1 Year	\$ 805,500.00	\$ 120,000.00	\$ 45,000.00
6502	SUPP	GAS AND ELECTRIC WELDING SUPPLIES AND REPAIR	3/31/2006	6 Years	\$ 871,000.00	\$ 145,000.00	\$ 99,100.00
6582	SUPP	Plumbing Supplies and Fixtures	2/28/2004	3 Years	\$ 630,000.00	\$ 160,000.00	\$ 528.18
6634	SUPP	WIPING CLOTHS	5/31/2003	2 Years	\$ 130,000.00	\$ 20,000.00	\$ 4,167.00
6637	SERV	Parts Washer Lease and MAINTENANCE	9/30/2003	1 Year	\$ 75,000.00	\$ 10,000.00	\$ 7,500.00
BW6977	OEM	BRAUN PARTS, REPAIRS & TRAINING	11/30/2008	1 Year	\$ 99,800.00	\$ 10,000.00	none

Attachment III
Asset Inventory

Asset No. Description Quantity Comments

	Pro-Link - New System with Case from this year (2002)	5	Not on Capital Asset List (Fire Shop)
	Radio - Handheld, Fleet _____ and Chargers		Not on Capital Asset List (Fire Shop)
	New Dell Wireless Computers	6	Not on Capital Asset List (Fire Shop)
	Laptop with DVD Drive	1	
23-2192	Small Forklift	1	Not on Capital Asset List (Fire Shop) - belongs to GSA Shop 3D
	Palm Pilot Computer with Cummins Hook-up	6	Not on Capital Asset List (Fire Shop)
	#2 Lift-Equipment (new) (\$50,000 plus in 1996 for 1 2001 \$70,000)	1	
	Removed parts washer from Fire Shop will Transfer to Truck Shop		
DC#500745	Pro-Link	1	Need Bar Codes
DC#531034	OTC fuel injector tester	1	Need Bar Codes
DC#469212	OTC hydraulic tester	1	Need Bar Codes
DC#469213	OTC Hydraulic tester	1	Need Bar Codes
DC#477456	Wet dry vacuum	1	Need Bar Codes
DC#559306	Robinar A/C machine	1	Need Bar Codes
DC#550553	Robinar A/C machine	1	Need Bar Codes
DC#433911	Drill press	1	Need Bar Codes
DC#473887	Jack	1	Need Bar Codes
DC#433552	Hydraulic press	1	Need Bar Codes
DC#241314	Lincoln welder	1	Need Bar Codes

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Attachment III
Asset Inventory

Asset No. Description Quantity Comments

473459	Shop Equipment Jack Hydraulic	1	GSA Inventory Control Report - 02/25/02
473887	Shop Equipment Jack Hydraulic	1	GSA Inventory Control Report - 02/25/02
473888	Shop Equipment Jack Hydraulic	1	GSA Inventory Control Report - 02/25/02
473903	Shop Equipment Tire Changer	1	GSA Inventory Control Report - 02/25/02
473905	Shop Equipment: Jack Air	1	GSA Inventory Control Report - 02/25/02
477456	Vacuum Cleaner, Wet & Dry	1	GSA Inventory Control Report - 02/25/02
500745	Electronic Test Analyzer	1	GSA Inventory Control Report - 02/25/02
505702	Shop Equipment Filter System	1	GSA Inventory Control Report - 02/25/02
536234	Puller Set, Equip. Maint.	1	GSA Inventory Control Report - 02/25/02
537928	Controller, Computer	1	GSA Inventory Control Report - 02/25/02
548360	Shop Equipment Dolly Hydraulic	1	GSA Inventory Control Report - 02/25/02
549612	Shop Equipment Lift Air	1	GSA Inventory Control Report - 02/25/02
549706	Shop Equipment Parts Washer Elec.	1	GSA Inventory Control Report - 02/25/02
549707	Shop Equipment Parts Washer Elec.	1	GSA Inventory Control Report - 02/25/02
549708	Shop Equipment Parts Washer Elec.	1	GSA Inventory Control Report - 02/25/02
549709	Shop Equipment Parts Washer Elec.	1	GSA Inventory Control Report - 02/25/02
549710	Shop Equipment Parts Washer Elec.	1	GSA Inventory Control Report - 02/25/02
550229	Shop Equipment Back Buddy	1	GSA Inventory Control Report - 02/25/02
550553	Shop Equipment Refrigerator Recov.	1	GSA Inventory Control Report - 02/25/02
550613	Shop Equipment Wheel Balancer	1	GSA Inventory Control Report - 02/25/02
559306	Shop Equipment Recyc Station	1	GSA Inventory Control Report - 02/25/02
581238	Shop Equipment Jack	1	GSA Inventory Control Report - 02/25/02
589307	Shop Equipment Refrig. Recov.	1	GSA Inventory Control Report - 02/25/02
592623	Copy Machine Photo-Copier Console	1	GSA Inventory Control Report - 02/25/02
595226	Shop Equipment Oil Filter Crus Air	1	GSA Inventory Control Report - 02/25/02
595241	Shop Equipment A/C Flusher Elec.	1	GSA Inventory Control Report - 02/25/02
595592	Shop Equipment Brake Tester	1	GSA Inventory Control Report - 02/25/02
595593	Shop Equipment Jack	1	GSA Inventory Control Report - 02/25/02

**MDFR Fleet Maintenance
ATTACHMENT B**

Summary of FY03-04 Financial Impact – MDRR Heavy Fleet Maintenance MOU

Base Budget per MOU	\$4,475,000
Actual Cost (per cost-to-cost analysis)	\$3,008,322 (1)
Estimated Savings to Fire District	\$1,466,678

See explanatory notes on following page.

Significant Impacts	FY03-04 Impact Relative to MOU Target (2)	Fire District Impact	Expense Transfer (recovered from other GSA/Fleet clients)	Likely One-time Only Savings to County	Potential Ongoing Savings to County
GSA Mark-up and Overhead Component of Labor (Estimate)	\$565,000 (3)	\$565,000 (3)	\$565,000		
Cost Reductions/Increases					
Net Cost Reductions					
Commercial Subcontracting	\$556,691 (4)	\$556,691 (4)			\$556,691
Parts Expense	\$344,103 (5)	\$344,103 (5)		\$344,103	
Major Machinery, Equipment & Non-Capital Tools	\$146,578 (6)	\$146,578 (6)		\$146,578	
SubTotal Cost Reductions	\$1,047,372 (7)	\$1,047,372 (7)			
Net Cost Increases					
Net Increase in Personnel Expenses	\$86,076 (8)	\$86,076 (8)			
Increase in Personnel Expenses	\$235,314 (9)				(\$235,314)
Value of Positions Held Vacant	-\$149,238 (10)			\$149,238	
Fuel & Lubricants	\$19,159 (11)	\$19,159 (11)			(\$19,159)
Rent Expense	\$126,000 (12)	\$126,000 (12)			
SubTotal Cost Increases	\$231,235 (13)	\$231,235 (13)	(\$126,000)		
Net effect (savings) of all other categories	\$15,788 (14)	\$15,788 (14)		\$15,788	
Estimation Error	\$69,753 (15)	\$69,753 (15)	?	?	?
NET IMPACT	\$1,466,678	\$1,466,678	\$439,000	\$655,707	\$302,218



MEMORANDUM

To: Maria M. Casellas, Director
Employee Relations Department

Date: June 13, 2002

From: Bernard McGuff, Director
General Services Administration

Subject: Mechanic Classification Study

For an extended period GSA's Fleet Management Division has been encountering great difficulty in recruiting an adequate number of qualified mechanic candidates for the classifications of Automotive Mechanic (6112), Heavy Duty Truck Mechanic (6114) and Construction Equipment Mechanic (6120). Hiring and retaining skilled mechanics has become a serious concern in our organization and throughout the automotive repair industry in general. The mechanic shortage problem has worsened in the last few years and in turn this has caused very intense competition for qualified, skilled technicians, particularly those who have impressive training and certifications. Attachment 1 is a number of articles related to this problem.

In the past, one major recruitment a year was sufficient to fill mechanic vacancies. Now, however, the number of recruitments is ongoing, and we are still unable to hire the number of mechanics needed to meet our obligations to the departments that are serviced by Fleet shops. Attachment 2 is the results of all recruitments conducted during the past two and a half years. Throughout this time period, Fleet Management has had thirteen recruitments for the three classifications cited above and, of those, only two yielded the desired number of candidates needed. These were filled largely from internal promotions - see the recruitment section on Attachment 2 for Construction Equipment Mechanic. There has been an inadequate pool of qualified applicants and often when qualified applicants are interviewed and offered positions, they have declined the job offer based on insufficient compensation, especially at the entry level. Many applicants declined to even interview for the same reason.

To add to this situation, Fleet is losing many of its current mechanics to other internal agencies that pay higher salaries. The pay structure of our three mechanic classifications is generally lower than that of other comparable skilled County classifications as well as that of other governmental and private agencies, especially dealerships. The result is that the division is losing a significant number of our higher-skilled and newer mechanics, especially Heavy Duty Truck Mechanics, to other County departments because of higher pay for essentially the same, or less, skilled work. Some of the classifications that these mechanics are leaving for are: W & S Plant Mechanic, W & S Plant Diesel Mechanic, Aviation Heavy Duty Truck Mechanic and Auto Mechanic, Bus Mechanic 1 & 2, and Construction Equipment Mechanic at Parks & Recreation. Attachment 3 is a list of mechanics that have left Fleet Management during the past few years for higher pay at other County departments performing similar work.

**MDFR Fleet Maintenance
ATTACHMENT D**

Comparison of MDFR Heavy Fleet at Start and End of MOU Pilot Phase

Table D-1, Summary

	Date: January-03	January-05	Difference
Frontline Fleet			
Total Age	443	385	-58
Total Number of Vehicles	88	97	9
Average Age	5.03	3.97	-1.06
(1) Reserve/Special/Training w/ Deadlined			
Total Age	729	521	-208
Total Number of Vehicles	63	57	-6
Average Age	11.57	9.14	-2.43
(2) Reserve/Special/Training w/o Deadlined			
Total Age	485	521	36
Total Number of Vehicles	46	57	11
Average Age	10.54	9.14	-1.40

Table D-2. MDFR Heavy Fleet at January 2003

	Total Age	Total Number	Average Age
Frontline Fleet			
Rescue	143	42	3.40
Engine	164	26	6.31
Squirt	116	17	6.82
Ladder	20	3	6.67
Subtotal Frontline Fleet	443	88	5.03
Reserve/Special/Training			
(1) Subtotal Reserve w/ Deadlined	729	63	11.57
(2) Subtotal Reserve w/o Deadlined	485	46	10.54
Total Fleet w/ Deadlined	1172	151	7.76
Total Fleet w/o Deadlined	928	134	6.93

Table D-3. MDFR Heavy Fleet at January 2005

	Total Age	Total Number	Average Age
Frontline Fleet			
Rescue	107	48	2.23
Engine	90	29	3.10
Squirt	162	17	9.53
Ladder	26	3	8.67
Subtotal Frontline Fleet	385	97	3.97
Reserve/Special/Training			
(3) Subtotal Reserve	521	57	9.14
Total Fleet	906	154	5.88

Notes:

- (1) This total includes all MDFR Emergency Vehicles other than those in the Frontline Fleet, including 17 vehicles that were not in use in the reserve fleet, but still on Miami-Dade County property awaiting sale ("deadlined").
- (2) This total reflects only Reserve/Special/Training Vehicles and does not include deadlined vehicles.
- (3) No deadlined vehicles were listed in the inventory provided by MDFR.

Source: MDFR

**MDFR Fleet Maintenance
ATTACHMENT F**

**GSA FLEET MANAGEMENT OPERATIONAL RATE STRUCTURE
FISCAL YEAR 2002-2003**

HEAVY EQUIPMENT REVENUE

Expenditures:

Base Budget	\$ 23,936,000
+ Share of Fleet Administration Cost & Transfers	\$ 1,604,000
	\$ 25,540,200

Revenues:

Direct Chargeback

1. Anticipated Fuel Revenues	\$ 2,615,000
2. Anticipated Commercial Revenue	\$ 4,840,000
3. Anticipated Parts Revenue	\$ 8,514,000

TOTAL DIRECT CHARGEBACK \$15,969,000

Amount to be Captured
Through Labor Rate (Exp - Rev) \$9,571,200

of Production Employees are Equivalent to 113 Man Years

Total Available Hours (1 Man Year) = 2080

Less Annual, Holiday, Trng. & Admin.
Leave, Sick and Injury (240)

Net Available Hours 1840

Percent on Clock	x	Billable Hours Per Employee	x	No of Employees	=	Total Billable Hours
83%		1,840		113		172,573

LABOR RATE CALCULATIONS

Amount to be Captured
through Labor Rate: \$9,571,200
Billable Hours: 172,573 = \$55 Labor Rate

**MDFR Fleet Maintenance
ATTACHMENT H**

**Comparison of Commercial Subcontracting Costs Before and During the
MOU Pilot Phase**

Subobject	Description	(1)	(2)	(3)	
		FY 01-02	FY 02-03	FY 03-04	
24010	ENGINE REPAIRS	233,640	90,123	1,763	(4)
24011	STEERING REPAIRS	8,773	5,459		
24012	TRANSMISSION REPAIRS	98,748	76,609	7,977	(4)
24013	AXLE REP	5,245	752	2,315	
24015	FUEL SYS REPAIRS	3,703	5,938	163	
24025	TOWING	27,218	26,862	12,671	(5)
24030	BODY WORK REPAIR	123,000	29,879	10,691	(4)
24031	AUTOMOTIVE GLASS REPAIR	6,924	3,886	4,247	
24033	COMMERCIAL TIRE REPAIR	4,423	5,736	5,425	
24034	A.C., VENT REPAIRS	60,252	400		(4)
24035	ELECT./COMPUTER REPAIR	2,156	4,772	4,705	
24037	WELDING REPAIRS	20,239	29,873	5,965	
24039	MODIFICATION REP	27,914	6,367	13,143	
	ALL OTHER SUBOBJECTS	6,066	6,149	2,545	
Total Object 240 - Outside Contractual		628,301	292,805	71,610	

Notes:

- (1) FY01-02 data as reported in FAMIS GS02247536 month 14 report and reflects only GSA's payments to commercial subcontractors for work performed on MDFR heavy emergency vehicles and does not include the 10 percent mark-up that was added to these costs GSA billed MDFR.
- (2) FY02-03 data as reported in FAMIS FRELOGSHOP2 month 14 report. Since the pilot phase began after the first quarter of the year, various expenses incurred prior to January 2003 had to be transferred by journal entry to the FRELOGSHOP 2 index code.
- (3) FY03-04 data as reported in FAMIS FRELOGSHOP2 month 14 report.
- (4) The largest reductions in commercial subcontracting expenses were in these categories. MDFR attributes these reductions to a decision to undertake a greater proportion of complex repairs in-house and the achievement of additional certifications by Fire Shop Heavy Mechanics.
- (5) MDFR attributes reduction in towing expenses to better rates negotiated for countywide towing services and management decision to find alternatives to towing (sending out mobile mechanics, driving units in) whenever possible.

Comparison of Pre- and Post-Reclass Salary Ranges for GSA/MDFR Mechanics

Title	Timeframe	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Longevity Steps Steps (8-9)	
									Step 8	Step 9
Heavy Duty Truck Mechanic	Pre Reclass	1,131.47	1,184.55	1,237.54	1,293.35	1,354.77	1,417.50	1,483.64	1,558.40	1,633.15
Heavy Equipment Technician	Post Reclass	1,417.50	1,483.64	1,558.40	1,633.15	1,707.93	1,788.44	1,877.53	1,969.57	2,064.44
	% Salary Increase	25.3%	25.2%	25.9%	26.3%	26.1%	26.2%	26.5%	26.4%	26.4%
Automotive Mechanic	Pre Reclass	1,081.25	1,131.47	1,184.55	1,237.54	1,293.35	1,354.77	1,417.50	1,483.64	1,558.40
Light Equipment Technician	Post Reclass	1,184.55	1,237.54	1,293.35	1,354.77	1,417.50	1,483.64	1,558.40	1,633.15	1,707.93
	% Salary Increase	9.6%	9.4%	9.2%	9.5%	9.6%	9.5%	9.9%	10.1%	9.6%

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Though the reclassification was initiated to address inadequacies in the compensation of heavy and light fleet mechanics, it also resulted in a corresponding upward adjustment to shop supervisor salaries.

Under the incentive program currently in place, Heavy Equipment Technicians are eligible for up to \$1,500/year bonus (paid out in bi-weekly installments) for achieving various levels of EVT certifications.

Brief Descriptions of Additional MDFR Efficiency Initiatives

The MDFR Mobile Equipment Bureau implemented two programs, the *Alternate Response Unit (ARU)* program and the *Small Equipment Maintenance and Repair Program (SEMRP)* that increased efficiency, improved service delivery and reduced downtime of heavy fleet and small equipment repairs.

Alternate Response Unit (ARU) – This program consists of two rescue trucks, one engine and one squirt truck from the reserve fleet that have been stocked with standard equipment (such as hoses, small equipment, etc.). It allows a crew to change out of a vehicle requiring a repair and be back in service in the ARU in less than 15 minutes while the repair is completed. The ARU is primarily used in instances where repairs are likely to take between three and ten hours. Without the ARU, a complete change-out normally takes three to four hours. MDFR estimates that the ARU Program has saved over 4,000 hours of down time during the past two years.

Small Equipment Maintenance and Repair Program (SEMRP) – This is a preventive maintenance and door-to-door repair program for gasoline-powered small equipment (such as rescue saws, chainsaws, hydraulic rescue tools). The program consists of biannual visits to each station to service and inspect small equipment (over 700 pieces in total). Inspections include basic items such as spark plugs, filters, fuel line and pull cords. MDFR estimates that the SEMRP has reduced small equipment downtime from an average of 3 weeks to 48 hours and the cost of repair from \$35 to \$60 per instance to less than \$15. These process improvement initiatives significantly helped MDFR reduced their downtime for some heavy fleet and small equipments and, while they appear to have a significant impact on MDFR operations overall, they are not within the specific purview of the Fire Shop.

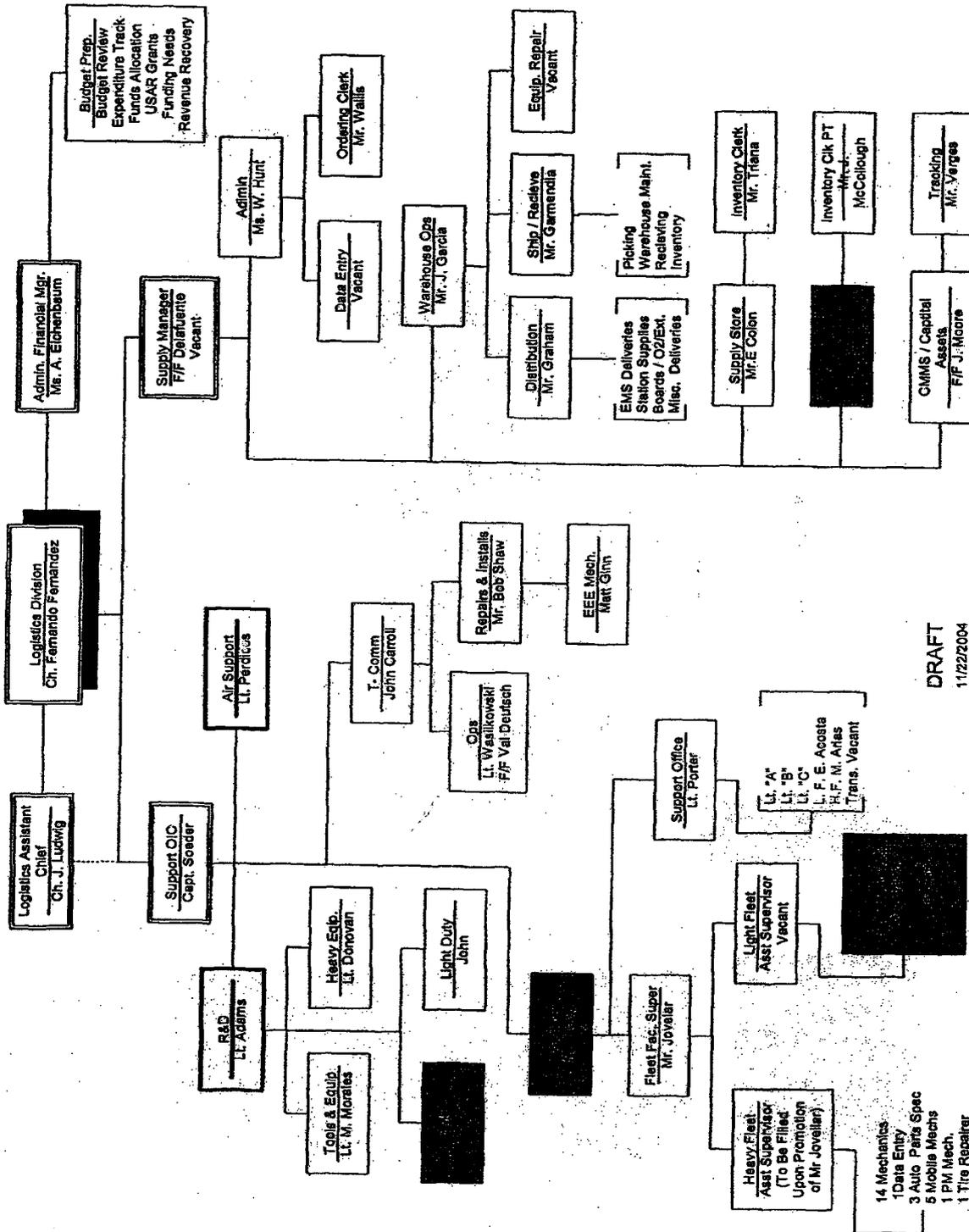
By structuring the Fire Shop as mentioned above, we will be able to achieve the following operational efficiencies:

- Be able to control and prioritize all repairs and maintenance
- Have cross trained mechanics that will be able to work on all equipment and apparatus
- Be able to better manage personnel leave, training and downtime
- Achieve cost efficiencies – one shop for all our vehicles
- Operating cost is projected to be \$4.128 million during the first full fiscal year
- Centralization of parts store will reduce the need for additional personnel
- By working with our current infrastructure and personnel, we can achieve additional operational efficiencies by reducing redundant supportive infrastructure and personnel, currently used by the current Light/Medium Duty Shops

Attached you will find the projected expenditure sheets, table of organization, and space considerations. Should you need any additional information, please feel free to contact me.

MDFR Fleet Maintenance

ATTACHMENT M3 - MDFR Logistics Division Proposed Table of Organization (including Light/Medium Fleet Management)



DRAFT
11/22/2004

MDFR Fleet Maintenance

ATTACHMENT M5 - Detail of MDFR's Proposed Light/Medium Shop Start-Up Expenses

**LIGHT FLEET SHOP
TOOLS EQUIPMENT
INVENTORY**

DESCRIPTION	MANUFACTURER	MODEL #	QTY	COST	TOTAL
Brake Lathe	Ammco	4000B	1	\$5,029.00	\$5,029.00
Brake Lathe Bench	Ammco	2500	1	\$459.00	\$459.00
Auto Adapters	Ammco	Kit C	1	\$1,329.00	\$1,329.00
On Vehicle Brake Lathe	Ammco	800DLX	1	\$5,749.00	\$5,749.00
Thermometer	Balkamp	7001873	1	\$173.40	\$173.40
Lap Top Computer	Dell	PP01L	2	\$3,000.00	\$6,000.00
Transmission Jack	Eagle	3190A	1	\$599.00	\$599.00
Tire Changer	Eagle	EB-1020	1	\$1,495.00	\$1,495.00
Balancer	Eagle	ETC-530	1	\$1,695.00	\$1,695.00
9000 LB Lift	Eagle	MTP-9A	2	\$2,295.00	\$4,590.00
12,000 LB Lift	Eagle	TP-12	2	\$4,399.00	\$8,798.00
15,000 LB Lift	Eagle	TPO-15	1	\$5,799.00	\$5,799.00
18 Gal Oil Drain	Eagle	2400-19	3	\$227.00	\$681.00
Air Reels (50')	Grainger	2Z864	5	\$318.00	\$1,590.00
Electric Reel (50')	Grainger	4V069	5	\$548.50	\$2,742.50
Floor Jack (2 Ton)	Lincoln	W93842	1	\$199.00	\$199.00
Floor Jack (3 Ton)	Lincoln	W93652	1	\$469.00	\$469.00
Floor Jack (4 Ton)	Lincoln	W93657	1	\$1,195.00	\$1,195.00
Wheel Dolly	Lincoln	W93765	1	\$789.00	\$789.00
Electronic Service Manual	Mithcell		1	\$5,000.00	\$5,000.00
Battery Charger	NAPA	852250	1	\$167.00	\$167.00
Battery Load Tester	NAPA	MCF 500	1	\$625.00	\$625.00
Battery Tester	NAPA	MCF 700	1	\$440.00	\$440.00
Grease Reels (50')	NAPA	BK395-2093	5	\$1,349.00	\$6,745.00
Oil Reels (50')	NAPA	BK395-2092	5	\$1,758.00	\$8,790.00
Transmission Fluid Reel (50')	NAPA	BK395-2092	5	\$1,758.00	\$8,790.00
Safety Waste Cans	NAPA	823-1001	5	\$62.12	\$310.60
Jack Stands (7 ton)	NAPA	791-5160	10	\$83.99	\$839.90
Jack Stands (4 ton)	NAPA	791-5050	10	\$67.99	\$679.90
Tap & Die (Standard)	NAPA	T1154	1	\$377.72	\$377.72
Tap & Die (Metric)	NAPA	T1153	1	\$193.00	\$193.00
3/4" Impact Gun	NAPA	6-771	1	\$280.00	\$280.00
Brake Bleeder	NAPA	SER2222	1	\$229.00	\$229.00
Torque Wrench (250 FP)	Snap On	TQFR250E	1	\$260.00	\$260.00
Torque Wrench (600 FP)	Snap On	TQR600E	1	\$655.00	\$655.00
Rear Axle Puller	Snap On	CJ2003A	1	\$383.50	\$383.50
Steering Wheel Puller	Snap On	CJ131P	1	\$190.25	\$190.25
Bolt Group Puller Set	Snap On	CJ2001P	1	\$151.00	\$151.00
Box Type Puller	Snap On	CJ2002	1	\$387.50	\$387.50
Power Steering Puller Set	Snap On	CJ132A	1	\$82.95	\$82.95
Scanner	Vetronix	3100 Master Tech	1	\$5,600.00	\$5,600.00
Engine Analyzer	Vetronix		1	\$7,945.00	\$7,945.00
Gas Analyzer	Vetronix	MPS1100	1	\$8,900.00	\$8,900.00
Cabinet	Vetronix	MTS6100	1	\$3,000.00	\$3,000.00
A/C Recycler	Viper	7000	2	\$4,250.00	\$8,500.00
A/C Leak Detector	Viper		1	\$1,000.00	\$1,000.00
Work Bench	Grainger		5	\$180.00	\$900.00
Vises	Grainger		5	\$125.00	\$625.00
Bench Grinders	Grainger		1	\$500.00	\$500.00

TOTAL \$121,918.22

Miami-Dade Fire Rescue Department Capital Enhancement Project List

<u>DESCRIPTION</u>	<u>ESTIMATED COST</u>
Demolish and Rebuild Existing Stations	
Station 10 Sunny Isle	
Demolish and re-construct a three company station on existing land • Supplemented with \$500,000 of Impact fees	\$1,800,000
Station 2 Modelo	
Demolish and re-construct a three company station on existing land	\$2,300,000
Station 16 Homestead	
Demolish and re-construct a three company station on existing land	\$2,300,000
Major Renovations to Existing Stations	
Replacement/Refurbishment of existing facilities that are deteriorated, substandard and/or in non-compliance with codes.	
Station 19 North Miami West (Remodeling) 40 yrs re-certification	\$300,000
Station 20 North Miami East (Remodeling) 40 yrs re-certification	\$300,000
Station 22 Interama (Remodeling)	\$300,000
Station 35 Miami Springs (Remodeling)	\$300,000
Station 17 Virginia Gardens (Remodeling)	\$300,000
Station 1 Miami Lakes (Remodeling)	\$250,000
Station 11 Carol City (Remodeling)	\$300,000
Station 26 Opa-locka (Remodeling)	\$300,000
Station 29 Sweetwater (Remodeling)	\$200,000
Station 37 West Bird (Remodeling)	\$200,000
Station 31 North Miami Beach (Remodeling and Expand)	\$1,000,000
Station 38 Norland (Remodeling)	\$300,000
Subtotal	\$4,050,000
New Services Renovations	
Renovate existing structures to provide new Suppression and Rescue	
Station 63 Highland Oaks Phase II (Superstation & Division Office)	\$3,000,000
Station 18 Renovation for new services	\$1,000,000
New Services New Construction	
Arcola Fire Rescue Station - (1275 NW 79 St)	\$2,000,000
South Division Office	\$750,000
North Division Office (allocation included in Station 63)	-
Training Center Reserve Allocation	\$4,000,000
Fire Boat and Equipment Contingency	\$1,400,000
TOTAL	\$22,600,000

Memorandum



Date: August 23, 2005

To: Honorable Joseph P. Farina
Chief Judge, Eleventh Judicial Circuit

From: George M. Burgess
County Manager 

Subject: Law Library

As you are aware, funding for the Law Library was affected as a result of the implementation of Article V Revision 7 of the State Constitution. As a part of the FY 2004-05 Proposed Budget, I recommended including the Law Library as part of the Library Department budget. Staff worked over the past year developing different options in an attempt to address the funding issue, including having the Library Department assume the administrative support responsibilities for the Law Library and engaging a consultant to provide recommendations as to the most efficient and effective ways to provide quality law library resources. We were unable to engage a consultant and the administrative support functions were not transferred. The revenues made available to support the law library functions statewide did not perform as anticipated in the current fiscal year and we were forced to provide a general fund subsidy to the Law Library to continue services. While it was anticipated that the State Legislature would provide additional funding to the Law Library during this year's session, its actions provided no such relief. The source of funds identified in this year's glitch bill did not generate revenues to support law library functions in Miami-Dade County. Difficulties dealing with governance issues have also impeded any significant progress that could have been made towards achieving a plausible resolution.

However, given the recent changes at the Law Library we believe that a plan may be structured to continue operations. This year's Proposed Budget includes \$600,000 generated from a local option court cost authorized by the Board of County Commissioners. Subsequent to the release of the Proposed Budget, we have identified another \$160,000 available in the coming year to support law library operations. In our experience operating the Main Library, 5 regional libraries, 27 branch libraries, and seven mini-libraries we estimate that a library of slightly smaller size as that of the Law Library located in the Dade County Courthouse (7500 square feet vs. 9000 square feet) can be operated 8 hours a day for 5 days at approximately \$620,000. We will also have to consider options for the facility located at the Richard E. Gerstein Criminal Courthouse. While our estimates will allow you to continue to operate a Law Library facility within the current funding stream, the manner in which its materials are maintained will likely have to change and currently filled positions be reduced. The County will, however, work to find other employment opportunities for displaced personnel. We will also continue to identify other sources of funding to support this function, including approaching the legal associations and other entities who use the Law Library resources on a regular basis, as well as researching how other counties fund and operate their law libraries.

My staff and I look forward to working with you to ensure that this important function remains intact. Should you have any additional questions please contact Jennifer Glazer-Moon, Director of the Office of Strategic Business Management, at 305-375-5143.

c: Honorable Gill Freeman, Circuit Court Judge, Eleventh Judicial Circuit
Jennifer Glazer-Moon, Director, OSBM

cmo11105

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

Wastewater Projects

CENTRAL DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT

PROJECT # 9653421

DESCRIPTION: Construct digester improvements, digested sludge holding tanks, dewatering building improvements and process, and miscellaneous electrical improvements, rehabilitate outfall, and flushing water line

LOCATION: Virginia Key
 City of Miami

DISTRICT LOCATED: 7
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	0	78	0	0	0	4,973	0	0	5,051
Wastewater Revenue Bonds Series 1997	10,679	0	0	0	0	0	0	0	10,679
State Revolving Loan Wastewater Program	801	0	0	0	0	0	0	0	801
Future Wastewater Revenue Bonds	0	0	0	0	0	0	29,375	0	29,375
Wastewater Revenue Bonds Series 1994	2,561	0	0	0	0	0	0	0	2,561
Wastewater Revenue Bonds Series 1995	174	0	0	0	0	0	0	0	174

TOTAL REVENUE: 14,215 78 0 0 0 0 4,973 29,375 0 48,641

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	904	347	50	0	0	384	577	2,166	4,428
Construction	9,025	3,466	500	0	0	3,831	5,764	21,627	44,213

TOTAL PROJECTED COST: 9,929 3,813 550 0 0 4,215 6,341 23,793 48,641

CENTRAL MIAMI-DADE WASTEWATER TRANSMISSION MAINS AND PUMP STATION (PS) IMPROVEMENTS

PROJECT # 9650241

DESCRIPTION: Construct 60-inch force main from Miami Beach to Central District plant

LOCATION: Wastewater System - Central District Area
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	1,883	0	0	0	0	1,648	6,107	0	9,638
Wastewater Revenue Bonds Series 1997	8,294	0	0	0	0	0	0	0	8,294
Future Wastewater Revenue Bonds	0	0	0	1,588	0	0	7,861	0	9,449
Wastewater Revenue Bonds Series 1999	7,450	0	0	0	0	0	0	0	7,450

TOTAL REVENUE: 17,627 0 0 1,588 0 1,648 13,968 0 34,831

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	1,298	215	91	0	0	164	523	879	3,170
Construction	12,969	2,145	909	0	0	1,635	5,225	8,778	31,661

TOTAL PROJECTED COST: 14,267 2,360 1,000 0 0 1,799 5,748 9,657 34,831

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

CORROSION CONTROL FACILITIES IMPROVEMENTS

PROJECT # 9653381

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Revenue Bonds Series 1997	12,808	0	0	0	0	0	0	0	12,808
Future Wastewater Revenue Bonds	0	0	0	1,553	0	0	2,000	0	3,553
Wastewater Revenue Bonds Series 1999	796	0	0	0	0	0	0	0	796
TOTAL REVENUE:	13,604	0	0	1,553	0	0	2,000	0	17,157
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	851	287	99	0	0	141	143	39	1,560
Construction	8,504	2,869	994	0	0	1,412	1,426	392	15,597
TOTAL PROJECTED COST:	9,355	3,156	1,093	0	0	1,553	1,569	431	17,157

ENGINEERING STUDIES - WASTEWATER IMPROVEMENTS

PROJECT # 9653241

DESCRIPTION: Conduct engineering studies to facilitate improvements to wastewater collection, transmission, treatment, and disposal systems

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	0	116	956	400	400	278	0	0	2,150
Wastewater Revenue Bonds Series 1997	10,045	0	0	0	0	0	0	0	10,045
Wastewater Revenue Bonds Series 1995	263	0	0	0	0	0	0	0	263
TOTAL REVENUE:	10,308	116	956	400	400	278	0	0	12,458
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	7,826	2,502	1,052	400	400	278	0	0	12,458
TOTAL PROJECTED COST:	7,826	2,502	1,052	400	400	278	0	0	12,458

EQUIPMENT AND VEHICLES - WASTEWATER SYSTEM

PROJECT # 9650301

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	36,575	6,732	0	17,031	5,016	5,016	12,531	10,817	93,718
TOTAL REVENUE:	36,575	6,732	0	17,031	5,016	5,016	12,531	10,817	93,718
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Equipment Acquisition	36,575	6,732	0	17,031	5,016	5,016	12,531	10,817	93,718
TOTAL PROJECTED COST:	36,575	6,732	0	17,031	5,016	5,016	12,531	10,817	93,718

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

GENERAL MAINTENANCE AND OFFICE FACILITIES - WASTEWATER IMPROVEMENTS

PROJECT # 9653201

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	752	0	0	0	0	0	0	0	752
Wastewater Connection Charges	0	2,100	2,238	252	0	994	3,538	0	9,122
Wastewater Revenue Bonds Series 1997	7,000	0	0	0	0	0	0	0	7,000
Future Wastewater Revenue Bonds	0	0	0	20,056	0	0	17,468	0	37,524
Wastewater Revenue Bonds Series 1994	3,000	0	0	0	0	0	0	0	3,000
TOTAL REVENUE:	10,752	2,100	2,238	20,308	0	994	21,006	0	57,398
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	867	302	204	712	248	893	574	1,386	5,186
Construction	8,664	3,019	2,034	7,115	2,480	8,921	5,732	13,842	51,807
Art Allowance	0	0	0	225	0	180	0	0	405
TOTAL PROJECTED COST:	9,531	3,321	2,238	8,052	2,728	9,994	6,306	15,228	57,398

GRAVITY SEWER RENOVATIONS

PROJECT # 9650201

DESCRIPTION: Renovate gravity sewers to reduce infiltration and inflow

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	2,324	150	150	150	150	150	300	0	3,374
Wastewater Revenue Bonds Series 1997	13,088	0	0	0	0	0	0	0	13,088
Future Wastewater Revenue Bonds	0	0	0	26,379	0	0	0	0	26,379
Wastewater Revenue Bonds Series 1994	2,000	0	0	0	0	0	0	0	2,000
Wastewater Revenue Bonds Series 1995	11,352	0	0	0	0	0	0	0	11,352
Wastewater Revenue Bonds Series 1999	23,892	0	0	0	0	0	0	0	23,892
TOTAL REVENUE:	52,656	150	150	26,529	150	150	300	0	80,085
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	2,216	1,196	1,407	1,311	1,116	14	27	0	7,287
Construction	22,136	11,945	14,056	13,101	11,151	136	273	0	72,798
TOTAL PROJECTED COST:	24,352	13,141	15,463	14,412	12,267	150	300	0	80,085

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

LIFT STATION UPGRADES AND STRUCTURAL MAINTENANCE IMPROVEMENTS

PROJECT # 9650371

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	4,990	13,662	0	11,110	7,695	10,000	9,110	15,548	72,115
TOTAL REVENUE:	4,990	13,662	0	11,110	7,695	10,000	9,110	15,548	72,115
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	454	692	0	1,011	700	910	829	1,966	6,562
Construction	4,536	6,911	0	10,099	6,995	9,090	8,281	19,640	65,552
TOTAL PROJECTED COST:	4,990	7,603	0	11,110	7,695	10,000	9,110	21,606	72,114

MISCELLANEOUS UPGRADES - WASTEWATER TREATMENT PLANTS

PROJECT # 9652061

DESCRIPTION: Upgrade wastewater treatment plants to meet regulatory requirements

LOCATION: Wastewater Treatment Plants
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	0	0	462	0	0	0	0	310	772
Wastewater Revenue Bonds Series 1997	1,800	0	0	0	0	0	0	0	1,800
Future Wastewater Revenue Bonds	0	0	0	0	0	0	13,074	0	13,074
Wastewater Revenue Bonds Series 1999	2,538	0	0	0	0	0	0	0	2,538
TOTAL REVENUE:	4,338	0	462	0	0	0	13,074	310	18,184
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	181	153	103	0	0	0	126	1,092	1,655
Construction	1,812	1,523	1,029	0	0	0	1,258	10,907	16,529
TOTAL PROJECTED COST:	1,993	1,676	1,132	0	0	0	1,384	11,999	18,184

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

NORTH DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT

PROJECT # 9653411

DESCRIPTION: Construct chlorine building, scum collection improvements, and perform miscellaneous electrical upgrades.

LOCATION: 2575 NE 151 St
 North Miami

DISTRICT LOCATED: Systemwide
DISTRICT(S) SERVED: 4

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	0	0	0	0	0	375	0	0	375
Wastewater Revenue Bonds Series 1997	3,033	0	0	0	0	0	0	0	3,033
Future Wastewater Revenue Bonds	0	0	0	0	0	0	2,625	0	2,625

TOTAL REVENUE: 3,033 0 0 0 0 375 2,625 0 6,033

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	175	101	0	0	0	27	90	155	548
Construction	1,743	1,014	0	0	0	272	902	1,554	5,485

TOTAL PROJECTED COST: 1,918 1,115 0 0 0 299 992 1,709 6,033

NORTH MIAMI-DADE WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS

PROJECT # 9652101

DESCRIPTION: Construct improvements to pump station 307

LOCATION: Wastewater System - North District Area
 Systemwide

DISTRICT LOCATED: Systemwide
DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Revenue Bonds Series 1997	3,410	0	0	0	0	0	0	0	3,410

TOTAL REVENUE: 3,410 0 0 0 0 0 0 0 3,410

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	266	44	0	0	0	0	0	0	310
Construction	2,662	438	0	0	0	0	0	0	3,100

TOTAL PROJECTED COST: 2,928 482 0 0 0 0 0 0 3,410

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

PEAK FLOW MANAGEMENT FACILITIES

PROJECT # 9653371

DESCRIPTION: Evaluate alternatives and construct peak flow management facilities including force mains

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	23,616	3,447	3,404	0	0	5,092	14,323	24,404	74,286
Wastewater Revenue Bonds Series 1997	9,108	0	0	0	0	0	0	0	9,108
Future Wastewater Revenue Bonds	0	0	0	0	0	0	57,046	187,000	244,046
Wastewater Revenue Bonds Series 1994	2,365	0	0	0	0	0	0	0	2,365
Wastewater Revenue Bonds Series 1999	7,100	0	0	0	0	0	0	0	7,100
Miscellaneous - Other County Sources	0	500	1,000	0	0	0	0	0	1,500
TOTAL REVENUE:	42,189	3,947	4,404	0	0	5,092	71,369	211,404	338,405
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	1,992	1,500	984	122	0	463	1,303	24,430	30,794
Construction	19,903	14,982	9,832	1,224	0	4,629	13,020	244,021	307,611
TOTAL PROJECTED COST:	21,895	16,482	10,816	1,346	0	5,092	14,323	268,451	338,405

PUMP STATION GENERATORS AND MISCELLANEOUS UPGRADES

PROJECT # 9652002

DESCRIPTION: Install emergency generators and construct miscellaneous upgrades at wastewater pump stations

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Revenue Bonds Series 1997	2,538	0	0	0	0	0	0	0	2,538
Future Wastewater Revenue Bonds	0	0	0	11,800	0	0	2,000	0	13,800
TOTAL REVENUE:	2,538	0	0	11,800	0	0	2,000	0	16,338
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	188	43	0	0	0	356	596	303	1,486
Construction	1,877	430	0	0	0	3,561	5,954	3,030	14,852
TOTAL PROJECTED COST:	2,065	473	0	0	0	3,917	6,550	3,333	16,338

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

PUMP STATION IMPROVEMENTS PROGRAM

PROJECT # 9651071

DESCRIPTION: Upgrade pump stations systemwide to meet forecasted demands

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	19,926	0	0	0	0	0	0	0	19,926
Wastewater Revenue Bonds Series 1997	15,999	0	0	0	0	0	0	0	15,999
Future Wastewater Revenue Bonds	0	0	0	30,910	0	0	14,151	0	45,061
Wastewater Revenue Bonds Series 1999	24,635	0	0	0	0	0	0	0	24,635

TOTAL REVENUE:	60,560	0	0	30,910	0	0	14,151	0	105,621
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EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	2,915	1,715	851	854	1,031	958	1,288	0	9,612
Construction	29,114	17,129	8,503	8,531	10,302	9,565	12,865	0	96,009

TOTAL PROJECTED COST:	32,029	18,844	9,354	9,385	11,333	10,523	14,153	0	105,621
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SANITARY SEWER SYSTEM EXTENSION

PROJECT # 9653281

DESCRIPTION: Extend sewer system lines

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	14,958	0	0	3,000	10,000	10,000	14,283	0	52,241
Wastewater Revenue Bonds Series 1997	500	0	0	0	0	0	0	0	500
Miscellaneous - Other County Sources	0	500	500	500	0	0	0	0	1,500
Building Better Communities GOB Program	8,088	896	1,650	1,879	4,277	1,988	1,762	84,172	104,712

TOTAL REVENUE:	23,546	1,396	2,150	5,379	14,277	11,988	16,045	84,172	158,953
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EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	2,129	141	196	489	1,299	1,091	1,460	7,660	14,465
Construction	21,263	1,408	1,954	4,890	12,978	10,897	14,586	76,512	144,488

TOTAL PROJECTED COST:	23,392	1,549	2,150	5,379	14,277	11,988	16,046	84,172	158,953
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STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

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
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Special Construction Fund	6,005	0	0	0	0	0	0	0	6,005
TOTAL REVENUE:	6,005	0	0	0	0	0	0	0	6,005
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	55	137	59	59	59	59	59	59	546
Construction	548	1,364	591	591	591	591	591	592	5,459
TOTAL PROJECTED COST:	603	1,501	650	650	650	650	650	651	6,005

SOUTH DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT

PROJECT # 9653401

DESCRIPTION: Construct plant process improvements, including injection and monitoring wells; install emergency generators; acquire land buffer; rehabilitate cold box

LOCATION: 8950 SW 232 St
 Unincorporated Miami-Dade County

DISTRICT LOCATED: 8
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	64	0	0	0	0	3,038	0	286	3,388
Wastewater Revenue Bonds Series 1997	6,803	0	0	0	0	0	0	0	6,803
Future Wastewater Revenue Bonds	0	0	0	1,514	0	0	16,062	0	17,576
Wastewater Revenue Bonds Series 1995	636	0	0	0	0	0	0	0	636
Wastewater Revenue Bonds Series 1999	3,300	0	0	0	0	0	0	0	3,300
TOTAL REVENUE:	10,803	0	0	1,514	0	3,038	16,062	286	31,703
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	615	300	68	0	0	218	650	1,034	2,885
Construction	6,148	2,995	677	0	0	2,176	6,491	10,331	28,818
TOTAL PROJECTED COST:	6,763	3,295	745	0	0	2,394	7,141	11,365	31,703

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

SOUTH DISTRICT WASTEWATER TREATMENT PLANT - HIGH LEVEL DISINFECTION

PROJECT # 96510240

DESCRIPTION: Construct treatment facilities for high-level disinfection to meet regulatory requirements

LOCATION: 8950 SW 232 St

Unincorporated Miami-Dade County

DISTRICT LOCATED: 8

DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	20,000	0	0	0	0	0	0	0	20,000
Wastewater Connection Charges	0	6,710	13,006	10,971	9,063	0	0	0	39,750
Wastewater Revenue Bonds Series 1997	32,639	0	0	0	0	0	0	0	32,639
Future Wastewater Revenue Bonds	0	0	0	80,000	0	0	0	0	80,000
Wastewater Revenue Bonds Series 1994	54,537	0	0	0	0	0	0	0	54,537
Wastewater Revenue Bonds Series 1995	23,074	0	0	0	0	0	0	0	23,074

TOTAL REVENUE: 130,250 6,710 13,006 90,971 9,063 0 0 0 250,000

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	924	2,916	7,444	6,279	5,187	0	0	0	22,750
Construction	9,228	29,132	74,356	62,721	51,813	0	0	0	227,250

TOTAL PROJECTED COST: 10,152 32,048 81,800 69,000 57,000 0 0 0 250,000

SOUTH DISTRICT WASTEWATER TREATMENT PLANT EXPANSION - PHASE III

PROJECT # 9655481

DESCRIPTION: Construct oxygenation tank, secondary clarifier, chlorination facilities, injection wells, and install emergency generators

LOCATION: 8950 SW 232 St

Unincorporated Miami-Dade County

DISTRICT LOCATED: 8

DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	0	0	0	477	0	3,000	0	0	3,477
Future Wastewater Revenue Bonds	0	0	0	0	0	0	37,523	60,000	97,523

TOTAL REVENUE: 0 0 0 477 0 3,000 37,523 60,000 101,000

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	0	0	0	43	0	273	376	8,499	9,191
Construction	0	0	0	434	0	2,727	3,755	84,893	91,809

TOTAL PROJECTED COST: 0 0 0 477 0 3,000 4,131 93,392 101,000

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

SOUTH MIAMI-DADE WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS

PROJECT # 9651061

DESCRIPTION: Construct piping improvements, 24-inch force main in, and 60-inch force main for reject disposal of South Miami Heights Waste Treatment Plant

LOCATION: Wastewater System - South District Area
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	0	0	0	2,294	0	520	716	0	3,530
Future Wastewater Revenue Bonds	0	0	0	4,000	0	0	7,781	0	11,781
Wastewater Revenue Bonds Series 1994	6,773	0	0	0	0	0	0	0	6,773

TOTAL REVENUE:	6,773	0	0	6,294	0	520	8,497	0	22,084
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EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	137	319	161	573	0	47	181	593	2,011
Construction	1,364	3,182	1,612	5,721	0	473	1,803	5,918	20,073

TOTAL PROJECTED COST:	1,501	3,501	1,773	6,294	0	520	1,984	6,511	22,084
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TELEMETERING SYSTEM - WASTEWATER

PROJECT # 9652481

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	1,934	1,000	1,300	0	0	0	0	0	4,234

TOTAL REVENUE:	1,934	1,000	1,300	0	0	0	0	0	4,234
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EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	176	91	118	0	0	0	0	0	385
Construction	1,758	909	1,182	0	0	0	0	0	3,849

TOTAL PROJECTED COST:	1,934	1,000	1,300	0	0	0	0	0	4,234
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WASTEWATER SYSTEM IMPROVEMENTS - NEW

PROJECT # 9653331

DESCRIPTION: Construct wastewater facilities to maintain and increase capacity

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	6,812	11,602	4,933	10,606	15,537	3,465	316	0	53,271

TOTAL REVENUE:	6,812	11,602	4,933	10,606	15,537	3,465	316	0	53,271
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EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	825	730	587	586	1,410	615	95	0	4,848
Construction	8,238	7,288	5,865	5,855	14,083	6,142	952	0	48,423

TOTAL PROJECTED COST:	9,063	8,018	6,452	6,441	15,493	6,757	1,047	0	53,271
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STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

WASTEWATER SYSTEM MAINTENANCE AND UPGRADES

PROJECT # 9650361

DESCRIPTION: Maintain and develop existing wastewater system facilities, structures, and equipment.

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	7,607	2,580	2,639	2,639	9,639	2,003	11,239	27,059	65,405

TOTAL REVENUE:	7,607	2,580	2,639	2,639	9,639	2,003	11,239	27,059	65,405
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EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	692	235	240	240	877	182	1,023	2,462	5,951
Construction	6,915	2,345	2,399	2,399	8,762	1,821	10,216	24,597	59,454

TOTAL PROJECTED COST:	7,607	2,580	2,639	2,639	9,639	2,003	11,239	27,059	65,405
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WASTEWATER TREATMENT PLANT AUTOMATION ENHANCEMENTS

PROJECT # 9652003

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Connection Charges	154	947	0	0	0	1,617	0	0	2,718
Wastewater Revenue Bonds Series 1997	6,801	0	0	0	0	0	0	0	6,801
Future Wastewater Revenue Bonds	0	0	0	2,200	0	0	9,434	0	11,634

TOTAL REVENUE:	6,955	947	0	2,200	0	1,617	9,434	0	21,153
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EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	563	157	0	125	75	147	279	579	1,925
Construction	5,619	1,563	0	1,246	754	1,470	2,790	5,786	19,228

TOTAL PROJECTED COST:	6,182	1,720	0	1,371	829	1,617	3,069	6,365	21,153
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WASTEWATER TREATMENT PLANTS REPLACEMENT AND RENOVATION

PROJECT # 9653261

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Wastewater Renewal Fund	9,110	4,960	4,159	7,410	10,961	17,882	5,961	0	60,443

TOTAL REVENUE:	9,110	4,960	4,159	7,410	10,961	17,882	5,961	0	60,443
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EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	829	451	378	674	997	1,627	542	0	5,498
Construction	8,282	4,510	3,781	6,736	9,963	16,255	5,418	0	54,945

TOTAL PROJECTED COST:	9,111	4,961	4,159	7,410	10,960	17,882	5,960	0	60,443
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STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

Water Projects

CENTRAL MIAMI-DADE WATER TRANSMISSION MAINS IMPROVEMENTS

PROJECT # 9654041

DESCRIPTION: Replace low pressure main; construct elevated water storage tank; and install 36-inch main to Port of Miami

LOCATION: Central Miami-Dade County Area
 Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Connection Charges	0	0	0	0	0	0	0	1,480	1,480
Future Water Revenue Bonds	0	0	0	0	0	0	19,078	9,500	28,578
TOTAL REVENUE:	0	0	0	0	0	0	19,078	10,980	30,058
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	0	0	0	0	0	0	0	2,735	2,735
Construction	0	0	0	0	0	0	0	27,323	27,323
TOTAL PROJECTED COST:	0	30,058	30,058						

ENGINEERING STUDIES - WATER

PROJECT # 9652001

DESCRIPTION: Conduct engineering studies to facilitate improvements to water treatment plants, wellfields, transmission, and distribution systems

LOCATION: Systemwide
 Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Revenue Bonds Series 1997	3,177	0	0	0	0	0	0	0	3,177
Water Revenue Bonds Series 1999	6,300	0	0	0	0	0	0	0	6,300
TOTAL REVENUE:	9,477	0	0	0	0	0	0	0	9,477
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	3,487	2,780	1,210	1,000	1,000	0	0	0	9,477
TOTAL PROJECTED COST:	3,487	2,780	1,210	1,000	1,000	0	0	0	9,477

EQUIPMENT AND VEHICLES - WATER SYSTEM

PROJECT # 9650141

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

LOCATION: Systemwide
 Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Renewal and Replacement Fund	35,834	6,805	0	7,637	7,650	7,000	10,376	10,376	85,678
TOTAL REVENUE:	35,834	6,805	0	7,637	7,650	7,000	10,376	10,376	85,678
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Equipment Acquisition	35,834	6,805	0	7,637	7,650	7,000	10,376	10,376	85,678
TOTAL PROJECTED COST:	35,834	6,805	0	7,637	7,650	7,000	10,376	10,376	85,678

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

GENERAL MAINTENANCE AND OFFICE FACILITIES - WATER

PROJECT # 9650271

DESCRIPTION: Construct regional general maintenance, service, and office facilities

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Connection Charges	0	0	0	0	2,230	1,718	377	542	4,867
Water Revenue Bonds Series 1997	200	0	0	0	0	0	0	0	200
Water Revenue Bonds Series 1995	300	0	0	0	0	0	0	0	300
Water Revenue Bonds Series 1994	7,400	0	0	0	0	0	0	0	7,400
Future Water Revenue Bonds	0	0	0	11,792	0	0	5,159	8,000	24,951

TOTAL REVENUE: 7,900 0 0 11,792 2,230 1,718 5,536 8,542 37,718

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	581	120	18	460	266	600	143	1,210	3,398
Construction	5,803	1,196	182	4,590	2,660	5,998	1,424	12,092	33,945
Art Allowance	0	0	0	150	0	120	105	0	375

TOTAL PROJECTED COST: 6,384 1,316 200 5,200 2,926 6,718 1,672 13,302 37,718

MISCELLANEOUS UPGRADES - WATER TREATMENT PLANTS

PROJECT # 9610960

DESCRIPTION: Upgrade water treatment plants to meet regulatory requirements

LOCATION: Water Treatment Plants
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Revenue Bonds Series 1999	4,000	0	0	0	0	0	0	0	4,000
Water Revenue Bonds Series 1994	3,000	0	0	0	0	0	0	0	3,000

TOTAL REVENUE: 7,000 0 0 0 0 0 0 0 0 7,000

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	91	228	182	137	0	0	0	0	638
Construction	909	2,272	1,818	1,363	0	0	0	0	6,362

TOTAL PROJECTED COST: 1,000 2,500 2,000 1,500 0 0 0 0 0 7,000

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

NORTH MIAMI-DADE WATER TRANSMISSION MAIN IMPROVEMENTS

PROJECT # 9654031

DESCRIPTION: Install 36-inch water main in NW 87 Ave, 24-inch water main in NE 135 St, and 48-inch water main connection to Carol City Tank

LOCATION: North Miami-Dade County Area
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(s) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Connection Charges	0	0	0	921	0	0	0	0	921
Future Water Revenue Bonds	0	0	0	3,180	0	0	0	7,700	10,880
Building Better Communities GOB Program	3,400	0	0	3,900	1,100	0	0	0	8,400
TOTAL REVENUE:	3,400	0	0	8,001	1,100	0	0	7,700	20,201
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	309	0	0	621	207	0	0	701	1,838
Construction	3,091	0	0	6,200	2,073	0	0	6,999	18,363
TOTAL PROJECTED COST:	3,400	0	0	6,821	2,280	0	0	7,700	20,201

SAFE DRINKING WATER ACT MODIFICATIONS (1996) (D - DBP RULE)

PROJECT # 9654051

DESCRIPTION: Modify water treatment to comply with the federal Disinfectant - Disinfection By-Products (D-DBP) Rule at water treatment plants

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(s) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Revenue Bonds Series 1997	200	0	0	0	0	0	0	0	200
State Revolving Loan Water Program	40,381	0	0	0	0	0	0	0	40,381
Water Revenue Bonds Series 1999	4,950	0	0	0	0	0	0	0	4,950
Water Revenue Bonds Series 1995	400	0	0	0	0	0	0	0	400
Future Water Revenue Bonds	0	0	0	0	0	0	37,491	3,490	40,981
TOTAL REVENUE:	45,931	0	0	0	0	0	37,491	3,490	86,912
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	3,260	919	0	0	0	0	0	3,729	7,908
Construction	32,568	9,184	0	0	0	0	0	37,252	79,004
TOTAL PROJECTED COST:	35,828	10,103	0	0	0	0	0	40,981	86,912

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

SAFE DRINKING WATER ACT MODIFICATIONS (1996) (IESWT RULE)

PROJECT # 9654061

DESCRIPTION: Modify water treatment to comply with the federal Interim Enhanced Surface Water Treatment (IESWT) Rule

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
DISTRICT(s) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Revenue Bonds Series 1995	1,100	0	0	0	0	0	0	0	1,100
Future Water Revenue Bonds	0	0	0	0	0	0	0	2,900	2,900

TOTAL REVENUE: 1,100 0 0 0 0 0 0 0 2,900 4,000

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	82	18	0	0	0	0	0	264	364
Construction	819	181	0	0	0	0	0	2,636	3,636

TOTAL PROJECTED COST: 901 199 0 0 0 0 0 0 2,900 4,000

SOUTH MIAMI HEIGHTS WATER TREATMENT PLANT AND WELLFIELD

PROJECT # 9652821

DESCRIPTION: Construct water treatment plant, wellfield, and raw and treated water transmission mains in South Miami-Dade County

LOCATION: 11800 SW 208 St
 Unincorporated Miami-Dade County

DISTRICT LOCATED: 9
DISTRICT(s) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Connection Charges	10,510	5,500	5,500	490	0	0	0	0	22,000
Water Revenue Bonds Series 1997	30,312	0	0	0	0	0	0	0	30,312
Water Revenue Bonds Series 1999	24,541	0	0	0	0	0	0	0	24,541
Water Revenue Bonds Series 1995	19,313	0	0	0	0	0	0	0	19,313
Water Revenue Bonds Series 1994	16,647	0	0	0	0	0	0	0	16,647
Miscellaneous - Other County Sources	300	0	0	0	0	0	0	0	300

TOTAL REVENUE: 101,623 5,500 5,500 490 0 0 0 0 0 113,113

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	1,865	2,846	3,716	1,866	0	0	0	0	10,293
Construction	18,629	28,424	37,124	18,643	0	0	0	0	102,820

TOTAL PROJECTED COST: 20,494 31,270 40,840 20,509 0 0 0 0 0 113,113

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

SOUTH MIAMI-DADE WATER TRANSMISSION MAINS IMPROVEMENTS

PROJECT # 9650021

DESCRIPTION: Construct transmission mains to serve the South Miami-Dade area

LOCATION: South Miami-Dade County Area
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Future Water Revenue Bonds	0	0	0	0	0	0	0	15,000	15,000
TOTAL REVENUE:	0	15,000	15,000						
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	0	0	0	0	0	0	0	1,365	1,365
Construction	0	0	0	0	0	0	0	13,635	13,635
TOTAL PROJECTED COST:	0	15,000	15,000						

TELEMETERING SYSTEM ENHANCEMENTS - WATER

PROJECT # 9656780

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Renewal and Replacement Fund	2,348	500	314	0	0	0	0	0	3,162
TOTAL REVENUE:	2,348	500	314	0	0	0	0	0	3,162
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	214	46	29	0	0	0	0	0	289
Construction	2,134	454	285	0	0	0	0	0	2,873
TOTAL PROJECTED COST:	2,348	500	314	0	0	0	0	0	3,162

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

WATER DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS

PROJECT # 9653311

DESCRIPTION: Install various water mains throughout the distribution system

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(s) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Renewal and Replacement Fund	53,865	5,189	0	3,013	7,890	10,950	10,000	10,000	100,907
Water Revenue Bonds Series 1997	2,100	0	0	0	0	0	0	0	2,100
Water Revenue Bonds Series 1999	750	0	0	0	0	0	0	0	750
Miscellaneous - Other County Sources	500	0	0	0	0	0	0	0	500
Building Better Communities GOB Program	15,336	4,639	2,647	3,478	8,613	1,702	2,913	65,560	104,888

TOTAL REVENUE: 72,551 9,828 2,647 6,491 16,503 12,652 12,913 75,560 209,145

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	6,022	1,021	693	591	1,502	1,151	1,175	6,876	19,031
Construction	60,159	10,206	6,925	5,900	15,001	11,501	11,738	68,684	190,114

TOTAL PROJECTED COST: 66,181 11,227 7,618 6,491 16,503 12,652 12,913 75,560 209,145

WATER MAINS - EXTENSIONS

PROJECT # 9651051

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(s) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Special Construction Fund	5,175	0	0	0	0	0	0	0	5,175

TOTAL REVENUE: 5,175 0 0 0 0 0 0 0 0 5,175

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	95	137	40	40	40	40	40	39	471
Construction	953	1,364	400	400	400	400	400	387	4,704

TOTAL PROJECTED COST: 1,048 1,501 440 440 440 440 440 440 426 5,175

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

WATER SYSTEM FIRE HYDRANT INSTALLATION

PROJECT # 9653461

DESCRIPTION: Install fire hydrants and construct related system improvements

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Fire Hydrant Fund	12,174	2,466	2,523	2,581	2,640	2,701	2,761	2,824	30,670
TOTAL REVENUE:	12,174	2,466	2,523	2,581	2,640	2,701	2,761	2,824	30,670
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	779	274	255	215	260	306	306	396	2,791
Construction	7,779	2,741	2,546	2,145	2,600	3,054	3,054	3,960	27,879
TOTAL PROJECTED COST:	8,558	3,015	2,801	2,360	2,860	3,360	3,360	4,356	30,670

WATER SYSTEM MAINTENANCE AND UPGRADES

PROJECT # 9650181

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

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Renewal and Replacement Fund	11,553	9,867	4,000	15,300	14,000	13,000	17,000	17,000	101,720
TOTAL REVENUE:	11,553	9,867	4,000	15,300	14,000	13,000	17,000	17,000	101,720
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	1,051	608	364	1,392	1,274	1,183	1,547	1,837	9,256
Construction	10,502	6,070	3,636	13,908	12,726	11,817	15,453	18,352	92,464
TOTAL PROJECTED COST:	11,553	6,678	4,000	15,300	14,000	13,000	17,000	20,189	101,720

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

WATER TREATMENT PLANT - ALEXANDER ORR, JR. EXPANSION

PROJECT # 9650031

DESCRIPTION: Construct and/or replace high service pumps, additional filters, additional softener, perform miscellaneous electrical upgrades, and install 48-inch finished water line to the plant

LOCATION: 6800 SW 87 Ave

Unincorporated Miami-Dade County

DISTRICT LOCATED: 7

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

DISTRICT(S) SERVED: Systemwide

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Revenue Bonds Series 1999	3,100	0	0	0	0	0	0	0	3,100
Water Revenue Bonds Series 1994	6,475	0	0	0	0	0	0	0	6,475
Future Water Revenue Bonds	0	0	0	0	0	0	29,600	3,500	33,100

TOTAL REVENUE: 9,575 0 0 0 0 0 0 29,600 3,500 42,675

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	337	144	209	182	0	0	55	2,957	3,884
Construction	3,361	1,433	2,091	1,818	0	0	545	29,543	38,791

TOTAL PROJECTED COST: 3,698 1,577 2,300 2,000 0 0 600 32,500 42,675

WATER TREATMENT PLANT - HIALEAH/PRESTON IMPROVEMENTS

PROJECT # 9650041

DESCRIPTION: Improve filters, construct pump station east of reservoir and elevated remote storage, convert to polymer system, install emergency generators, and outside transmission loop

LOCATION: 700 W 2 Ave and 1100 W 2 Ave

Hialeah

DISTRICT LOCATED: 6

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

DISTRICT(S) SERVED: Systemwide

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Connection Charges	35	0	0	775	1,739	2,223	0	0	4,772
Water Revenue Bonds Series 1999	2,600	0	0	0	0	0	0	0	2,600
Water Revenue Bonds Series 1995	2,368	0	0	0	0	0	0	0	2,368
Future Water Revenue Bonds	0	0	0	4,968	0	0	14,422	10,600	29,990

TOTAL REVENUE: 5,003 0 0 5,743 1,739 2,223 14,422 10,600 39,730

EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	78	223	64	116	203	248	657	2,027	3,616
Construction	781	2,227	636	1,159	2,030	2,475	6,559	20,247	36,114

TOTAL PROJECTED COST: 859 2,450 700 1,275 2,233 2,723 7,216 22,274 39,730

STRATEGIC AREA: Neighborhood and Unincorporated Area Municipal Services
 DEPARTMENT: Water and Sewer

***** FUNDED PROJECTS *****
 (\$ IN 000'S)

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
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Renewal and Replacement Fund	9,677	3,430	3,000	10,650	9,000	9,000	10,000	10,000	64,757
TOTAL REVENUE:	9,677	3,430	3,000	10,650	9,000	9,000	10,000	10,000	64,757
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	881	130	273	969	819	819	910	1,092	5,893
Construction	8,796	1,300	2,727	9,681	8,181	8,181	9,090	10,908	58,864
TOTAL PROJECTED COST:	9,677	1,430	3,000	10,650	9,000	9,000	10,000	12,000	64,757

WELLFIELD IMPROVEMENTS

PROJECT # 9650051

DESCRIPTION: Construct aquifer storage and recovery facilities in NW, W, and SW wellfields, expand sludge lagoon, acquire land buffer at NW wellfield, mitigate W wellfield impact, install backup raw water mains, emergency generators, and other wellfield improvements

LOCATION: Systemwide
 Systemwide

DISTRICT LOCATED: Systemwide
 DISTRICT(S) SERVED: Systemwide

ESTIMATED ANNUAL OPERATING IMPACT: Minimal

REVENUE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Water Renewal and Replacement Fund	3,064	0	0	0	0	0	0	0	3,064
Water Connection Charges	189	0	0	3,315	1,531	1,559	5,123	3,254	14,971
Water Revenue Bonds Series 1997	8,555	0	0	0	0	0	0	0	8,555
Water Revenue Bonds Series 1999	6,973	0	0	0	0	0	0	0	6,973
Water Revenue Bonds Series 1995	5,350	0	0	0	0	0	0	0	5,350
Future Water Revenue Bonds	0	0	0	5,060	0	0	37,850	52,310	95,220
Miscellaneous - Other County Sources	250	330	300	0	0	0	0	0	880
Building Better Communities GOB Program	4,000	0	0	0	0	0	0	0	4,000
TOTAL REVENUE:	28,381	330	300	8,375	1,531	1,559	42,973	55,564	139,013
EXPENDITURE SCHEDULE:	PRIOR	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	FUTURE	TOTAL
Planning/Design	1,415	758	468	483	321	239	977	7,990	12,651
Construction	14,130	7,571	4,670	4,822	3,210	2,390	9,755	79,814	126,362
TOTAL PROJECTED COST:	15,545	8,329	5,138	5,305	3,531	2,629	10,732	87,804	139,013