



**BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**

M E M O R A N D U M

TO: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

FROM: Charles Anderson
Commission Auditor

A handwritten signature in black ink, appearing to read "Charles Anderson", is written over the printed name.

DATE: August 9, 2013

SUBJECT: FY 2013-14 Proposed Budget – Fire Rescue and Library Departments

Attached are reviews of the Fire Rescue and Library Departments and potential suggestions to mitigate the impact of proposed budget cuts.

As always, if you have any questions or concerns, feel free to contact me at (305) 375-2524.

Attachment 1 - Fire Rescue
Attachment 2 - Library

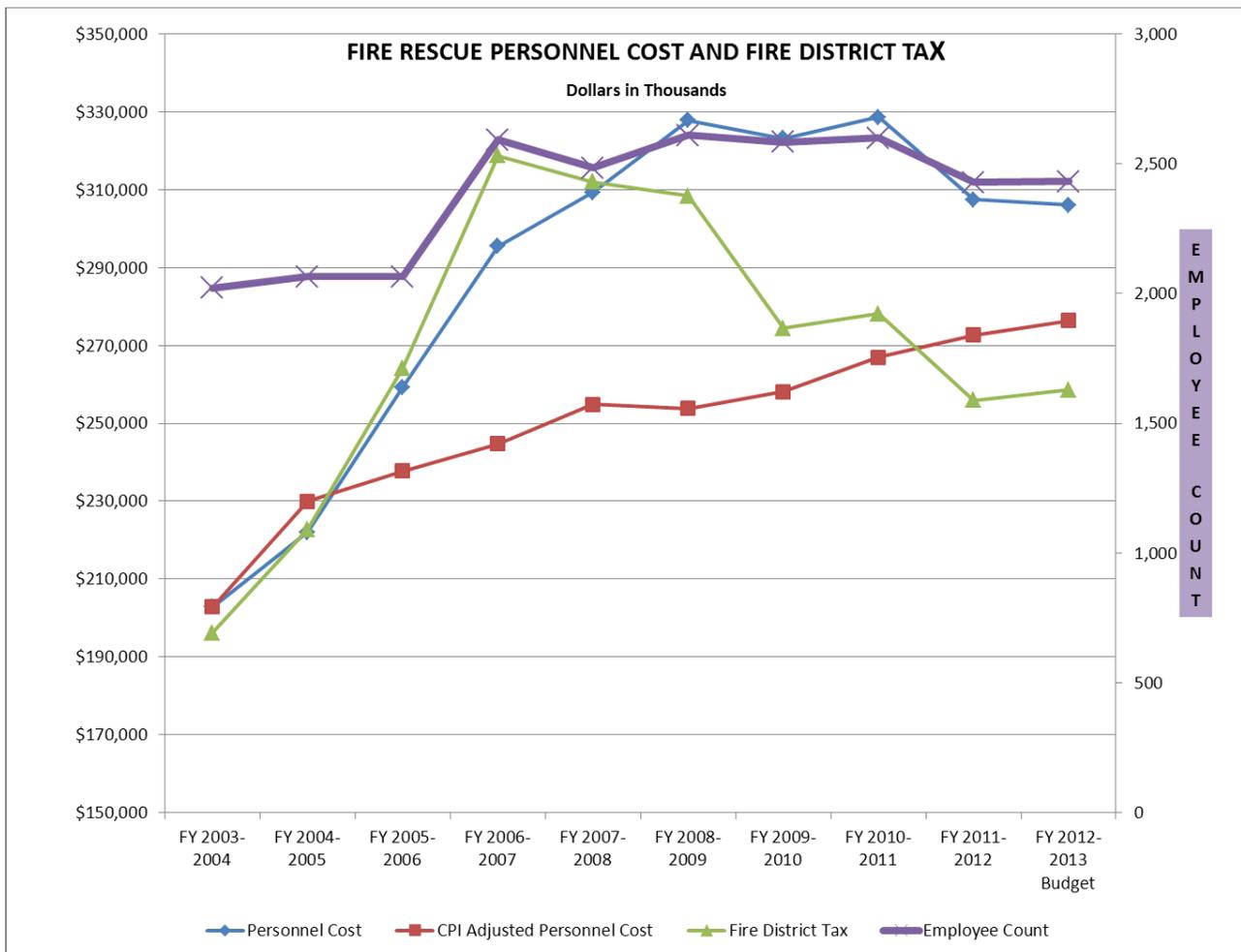
c: Honorable Carlos Gimenez, Mayor
R. A. Cuevas, County Attorney
Genaro “Chip” Iglesias, Deputy Mayor, Office of the Mayor
Edward Marquez, Deputy Mayor, Office of the Mayor
Lisa Martinez, Senior Advisor, Office of the Mayor
David Downey, Chief, Fire Rescue Department
Raymond Santiago, Director, Library Department
Jennifer Moon, Director, Office of Management & Budget
Christopher Agrippa, Division Chief, Clerk of the Board

FIRE RESCUE

Protecting the safety and quality of Miami-Dade County’s (County) neighborhoods is still a challenge even as the economy slowly emerges from a global recession. Firefighters across the country, who have been largely safe from brutal fiscal conditions in cities and counties are now “becoming as vulnerable to budget cuts as other... employees” (Governing, Jan. 2011). An example of this reality is the City of Jacksonville, Florida where the Mayor has proposed closing three fire stations as part of a 14% across the board budget cut proposal for FY 2013-14. Other large cities and counties have experienced severe budget cuts over the past several years requiring layoffs of both firefighters and police.

As part of the County’s FY 2003-04 budget, a warning was issued by the County Manager that “the Fire and Rescue Service District (Fire Rescue) will need to take actions such as efficiencies, service cuts and/or revenue enhancements... to sustain the current level of services at the current tax levels.” This potential inability to maintain service levels was attributed to “operational funding pressures associated with the construction of thirteen new Fire Rescue stations.” In FY 2003-04 there were 56 fire stations and currently there are 67 fire stations, with continued or future construction of seven new fire stations (\$22.534 million) and renovations of stations (\$1.460 million) proposed in the FY 2013-14 budget.

The chart below compares 10 years of Fire District Tax revenues to Department personnel cost and the number of employees; also adding what personnel cost would have been if it had risen only as a result of inflation.



Across the Country, fire rescue services have learned to adapt as they face the threat of cuts, and are also developing smarter ways to deploy resources in an era of shrinking budgets and departments. “While police departments, especially in larger cities, have embraced a more sophisticated and data-driven approach to the work they do-- allowing them to maintain relatively high performance levels -- there’s been less willingness on the fire service’s part to embrace data as a way to revamp how fire suppression, EMS and other calls are handled,” according to Jonathan Walters, senior editor of Governing Magazine.

Former president of the International Association of Fire Chiefs Jeff Johnson, believes that firefighting needs to change its game plan by:

- **Think regionally.** There are places where two or more fire departments could be combined. The cost of a “fixed station” is significant, so potential savings from consolidation of stations are equally significant.
- **Beef up the use of technology.** For example, traffic cameras can scope out accidents prior to dispatch. Use a surgical approach to response.
- **Let the data speak.** In Chief Johnson’s experience, he says most fire and rescue calls were for minor incidents or false alarms. In response, he instituted a response protocol whereby small utility vehicles manned by a single paramedic now initially respond to most calls -- because most calls don’t need a full fire or emergency medical response. The “fly cars” handle calls like smoke alarm activations, smell of smoke, abdominal pain and so forth. “Why should a firehouse empty out when it’s a 2 in 10,000 chance that the alarm is serious?” Johnson asks.

The revised proposed FY 2013-14 budget (July 16, 2013) reflects the following cuts:

District 4

Rescue 78	Eastern Shores/North Miami Beach
Engine 27	North Bay Village
Platform 21	Haulover

District 8

Rescue 70	Cutler Bay/Coconut Palm
Engine 5	Goulds

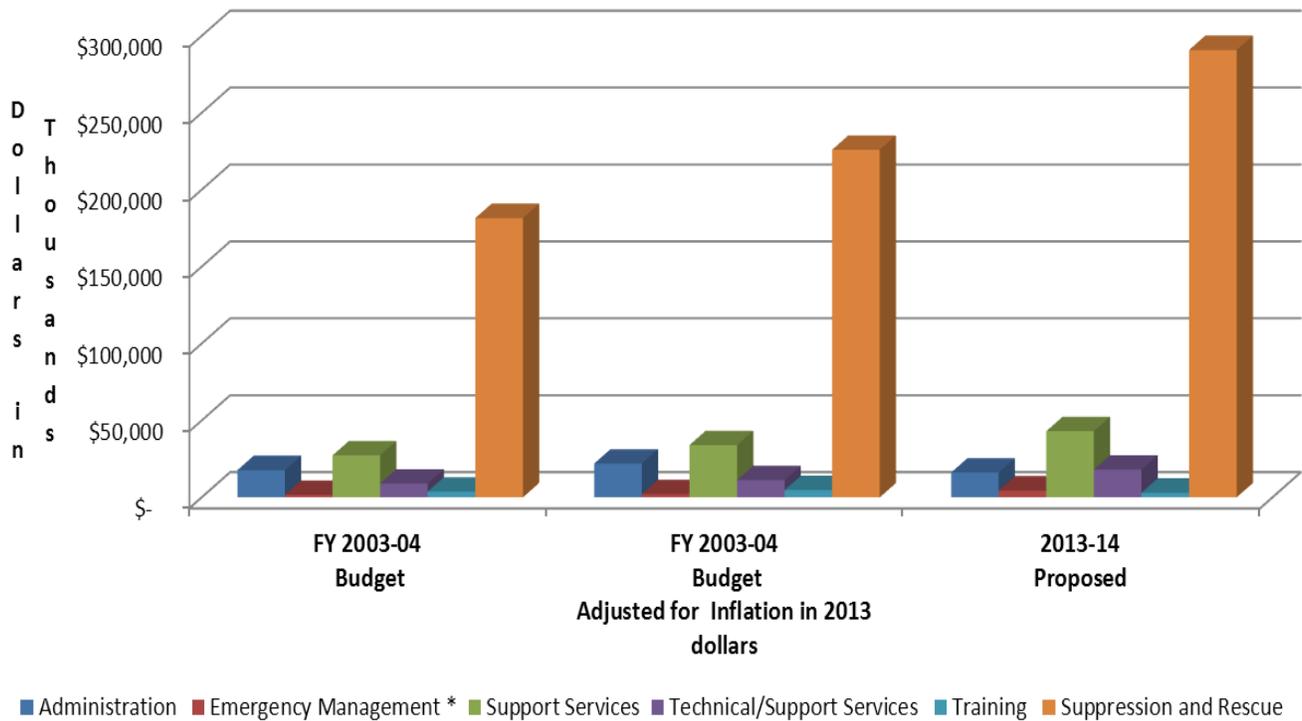
District 9

Rescue 72	Homestead/Florida City
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Possibilities for Deficit Reduction

Activity/Section	Action	FY 2013-14 Proposed Revenue	FY 2013-14 Proposed Expenditures
Medical Transport Fees	Improve accounts receivable collections. MDFR has written off \$55 million in medical transports since 2006. The Department currently has \$144 million in accounts receivable for medical transports (09/30/2012) with \$82 million over 180 days.	\$22.5 million	
Facilities Management	Consider contracting out maintenance service of fire stations to reduce personnel expenditures.		\$8.3 million
Technical/Support Services	Change the inspections/plans review activity to be 100% fee supported and save Fire District Tax funds.	\$3.2 million subsidy	
Information Technology	Review IT processes to determine if data is being provided in the most efficient manner.		\$9.0 million (13% increase over FY 2012-13)
Department-wide	Review charges for County services for more efficiency. FY 2011-12 selected charges include: ITD data processing (\$5.9 million), ISD fleet management (\$3.1 million) and General Administration Charges (\$10 million).		\$18.9 million (12.5% increase over FY 2012-13)
Federal Aviation Administration Part 135 Certification for Air Rescue	Charge a service fee to client's insurance, Medicare, Medicaid, etc. for Air Rescue. Miami-Dade is the only County in four bordering Counties that does not charge for Air Rescue service. The Department estimates that this fee could raise \$4.3 million yearly.	\$0	
Fire Rescue Vehicle Maintenance	Review efficiency of in-house maintenance of fire rescue/ fire apparatus vehicles.		\$7.3 million (Average OT paid for past three fiscal years was \$400,000)
Construction Management	The Department has four Construction Managers on staff. There are 21 Construction Managers in ISD. Review the cost-effectiveness of utilizing ISD construction-management services.		\$535,000
Suppression and Rescue Grants	The Department's proposed grants (Federal and State) revenue is reduced from \$2.047 million (FY 2012-13) primarily due to the reduction of Urban Areas Security Initiative (UASI) funding. An application for the Staffing for Adequate Fire and Emergency Response (SAFER) grant is currently being written to allow the Department to retain firefighters proposed for layoff. This two-year grant must be submitted by August 30, 2013.	\$1.5 million	

FIRE RESCUE
Expenditures by Strategic Area
FY 2003-04 to FY 2013-14



FIRE RESCUE COMPARATIVE DATA FOR FY 2003-04 and FY 2013-14

(Dollars in Thousands)

Strategic Area	FY 2003-04 Budget	FY 2003-04 Adjusted for Inflation in 2013 dollars	2013-14 Proposed *	Total Positions	
				FY 2003-04 Budget	2013-14 Proposed *
Administration	\$17,694	\$22,024	\$16,127	90	63
Emergency Management	\$1,723	\$2,145	\$4,504	19	17
Support Services	\$27,291	\$33,969	\$43,044	124	142
Suppression and Rescue	\$181,594	\$226,030	\$290,838	1588	2,052
Technical/Support Services	\$8,949	\$11,139	\$18,086	112	136
Training	\$3,794	\$4,722	\$3,042	30	19
TOTAL	\$241,045	\$300,029	\$375,641	1,963	2,429

* FY 2013-14 expenditures reflected are the Mayor's originally proposed 2.5909 Fire District millage rate as shown in Vol 2, p. 41

FIRE RESCUE COMPARATIVE DATE FOR FY 2003-04 and FY 2013-14			
Description	FY 2003-04 Budget	FY 2003-04 Adjusted for Inflation in 2013 dollars	2013-14 Proposed *
Miami-Dade Population	2,322,504	-----	2,597,827
Fire District Millage	2.5820	-----	2.4496
Fire District Property Tax Revenue	\$196,210	\$244,223	\$266,154
Medical Transport Fees Revenue	\$12,900	\$16,057	\$22,500
Fire Rescue Cost/Capita	\$104	\$129	\$145
Fire Stations	56	-----	67
Life Threatening Rescue Response Time (in minutes)	7.97	-----	8.20
* FY 2013-14 Fire District Millage and Fire District Property Tax Revenue reflected are the revised proposed amounts adopted by the Board of County Commissioners			

SELECTED PERSONNEL EXPENDITURES	Avg Annual Adjusted Salary	Avg Overtime Earned FY 2011-12	Avg Annual Fringes	Total Avg Annual Salary and Fringes
Chief Fire Officer	\$142,220	\$8,838	\$50,597	\$201,655
Fire Captain	\$116,781	\$5,981	\$42,979	\$165,741
Fire Lieutenant	\$100,548	\$7,002	\$38,885	\$146,435
Firefighter (does not include trainees)	\$82,083	\$9,399	\$34,559	\$126,041

Source: Employee Data Warehouse as of July, 2013

DEPARTMENT EXPENDITURES	Actual FY 2010-11	Actual FY 2011-12	Projection FY 2012-13	Proposed * FY 2013-14
SALARIES	\$217,967,000	\$213,340,000	\$212,420,000	\$214,999,000
OVERTIME	\$16,832,000	\$13,612,000	\$14,680,000	\$13,950,000
FRINGE BENEFITS	\$93,833,000	\$80,519,000	\$79,897,000	\$90,855,000
PERSONNEL RELATED EXPENDITURES	\$328,632,000	\$307,471,000	\$306,997,000	\$319,804,000
OTHER SELECTED EXPENDITURES				
Other General Administrative Charges	\$10,015,000	\$10,015,000	\$4,739,000	\$8,867,000
Fuel Charges	\$3,794,000	\$3,843,000	\$3,190,000	\$4,179,000
Part time County Employees	\$2,048,000	\$2,200,000	\$2,265,000	\$2,474,000
Utilities	\$2,228,000	\$1,905,000	\$1,866,000	\$2,170,000
Rent	\$790,000	\$1,068,000	\$1,053,000	\$1,094,000
Other Professional Services	\$1,576,000	\$1,238,000	\$991,000	\$970,000
Temporary Help	\$921,000	\$636,000	\$679,000	\$688,000
TOTAL DEPARTMENT OPERATING EXPENDITURES	\$386,256,000	\$365,097,000	\$361,908,000	\$375,641,000

*FY 2013-14 total expenditures reflected are the Mayor's originally proposed 2.5909 Fire District millage rate shown in Vol 2, p. 41

PERFORMANCE	Actual FY 2010-11	Actual FY 2011-12	Projection FY 2012-13	Proposed FY 2013-14
Ground Medical Transports	102,431	84,155	87,740	84,863
% of Total Medical Calls Transported by MDR	51.0%	49.0%	40.0%	38.0%
Average Life-Threatening Response Time (minutes)	8.05	8.12	8.17	8.20
# of Life-Threatening Calls Received by MDR	142,358	140,853	143,300	144,500
# of Fire Suppression calls received by MDR	22,677	21,946	21,750	22,500

Library

From FY 2007-08 through FY 2009-10, Miami-Dade Public Library System (Library) collected annual average ad valorem revenues of approximately \$78 million. During the same period, expenditures averaged \$77 million and the number of personnel ranged from 591 in FY 2007-08 to peak at 650 in FY 2008-09. Expenditures were supported with an average tax millage rate of .3820.

In FY 2010-11, the millage was first reduced to .2840 and further reduced in FY 2011-12 to .1795. Although expenditures decreased during this two-year period, ad valorem revenues were less than expenditures. In FY 2010-11, ad valorem revenues were \$46.8 million and expenditures were \$67 million and in FY 2011-12 ad valorem revenues were \$29 million, while expenditures were \$51 million. The gap during this two-year period was supported by carryover of \$72 million into FY 2010-11. In FY 2013-14, the carryover is projected to be \$10.5 million.

(Dollars in Thousands)	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13 Budget	FY 2013-14 Proposed
Millage	0.3842	0.3822	0.3822	0.2840	0.1795	0.1725	0.1725*
Ad Valorem Revenue	\$81,583	\$80,260	\$72,372	\$46,804	\$29,334	\$28,509	\$29,533*
Expenditures	\$73,254	\$78,418	\$80,089	\$67,026	\$51,141	\$59,751	\$42,192
Carryover	\$57,533	\$70,028	\$74,106	\$72,189	\$55,591	\$34,652	\$10,513
Employees	591	650	636	621	466	461	223*

*Per the revised proposed amounts adopted by the BCC on July 16, 2013.

(Ad Valorem Revenue is 88%-95% of revenue received)

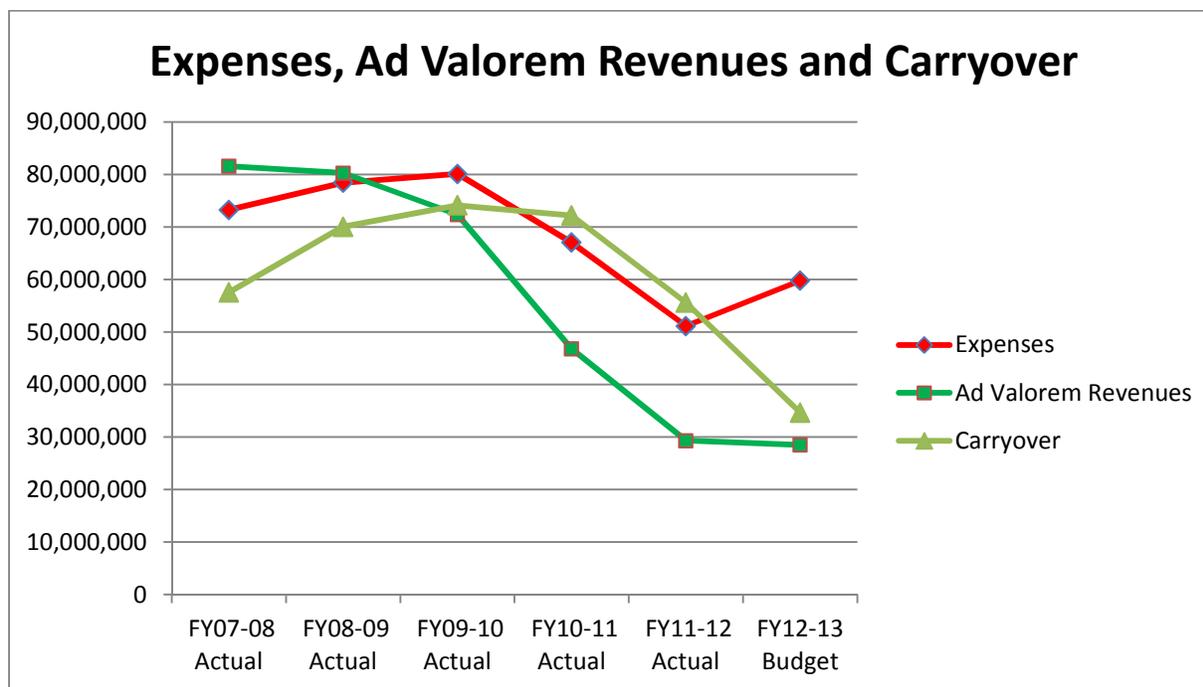
Department Proposed Cuts

1. *Reduction in hours of service - Department states they are still working on this*
2. *Closure of 10 Storefronts and up to 12 libraries (Attachment A)*

Libraries all over the country are facing similar challenges. According to Denise M. Davis, Deputy Director of Sacramento (California) Public Library (2011), in 2011 the issues facing libraries were shrinking revenues and e-content acquisition. Most libraries in 2011 faced flat or decreasing operating revenues and in some cases revenues were less than the average expenditures forcing libraries to use their savings, or carryover, to maintain services at the same level.¹

¹ Davis, D. M. D. (2012). Research and statistics on libraries and librarianship in 2011. Library and Book Trade Almanac 2012 , 399-407. Retrieved from <http://www.ala.org/research/sites/ala.org.research/files/content/libtradeandbookalmanac-research2012.pdf>

The below chart compares the Library's expenses, ad valorem revenues and carryover for six fiscal years:



The future holds many changes for how libraries have traditionally provided service. A study by the American Library Association ("Libraries Connect Communities: Public Library Funding and Technology Access Study 2010-2011") highlights steps libraries are taking to address rising costs and shrinking revenues: staffing and hours were reduced and the purchasing of public access computers was delayed. In an effort to keep pace with technology, there was an increase in Wi-Fi and ebook availability. However, as libraries are forced to slash budgets in an effort to contain increased operating costs, some expenses continue to rise such as salaries and other operating expenditures.² Increasing demand for ebooks will further strain budgets, as ebooks costs are 500% higher for Libraries than what the consumer pays.³

Library must look beyond FY 2013-14 when deciding how to spend its estimated revenue. Carryover in the proposed budget is \$10.513 million, and reserves are projected at \$5.307 million, at the end of FY 2013-14. This carryover and reserves represents approximately 24% of the total estimated revenue of the proposed budget.

One idea similar to the Technology Learning Centers, mentioned in the Mayor's August 1, 2013 memorandum, is currently being implemented in the Aurora Public Library, in Colorado. In an effort to keep costs down and increase reach, Aurora opened a library/computing center. This library system partnered with Kmart to open a library/computing center in a 600 square foot area in the store. This center's rent is \$2,450/month and had a startup cost of \$35,000. Inside the center there are 11 PCs and a library aide. There are no books; however books may be reserved and delivered to the center at a later date. In the first month there were 763 visitors. Aurora is able to save on rent and personnel

² Davis, D. M. D. (2012). Research and statistics on libraries and librarianship in 2011. Library and Book Trade Almanac 2012, 399-407. Retrieved from <http://www.ala.org/research/sites/ala.org.research/files/content/libtradeandbookalmanac-research2012.pdf>

³ Douglas County Libraries Report. (2013, February 1). Pricing comparison as of February 1, 2013. Retrieved from <http://evoke.cvlisites.org/files/2013/02/DCLPricingReport2-1-13.pdf>

costs, while maintaining their reach within the community. Additional possible locations for community connection labs, include vacant space in buildings owned by other County departments such as the Community Action and Human Services Department. An analysis will have to be done to determine these locations and the cost to retrofit and maintain these locations.

The Milwaukee Public Library, in Wisconsin, increased programming with minimal costs through partnerships, specifically, shared programming through service-learning partnerships with local universities which allows the library to increase programming and reduce personnel costs.

The Friends of the Miami-Dade Public Library system (Friends) was incorporated in 1974 as a non-profit organization with the goal to create support for the then-emerging County Library system. It is a volunteer organization with one paid employee. Friends advocate on the Library's behalf at the local, state and federal levels. Additionally, they raise funds to support programming and other initiatives, through membership, donations, and an Annual Book Sale. Some of these initiatives include Homework Help Centers, Black History and Hispanic Heritage Month Celebrations, Curtains Up! (a live theatre series), and various traveling art exhibitions. The Friends partnership (since 2011) with the Miami-Dade Cultural Affairs Council and the Miami-Dade Sister Cities Program, have made possible an international cultural exchange project entitled The Art of Storytelling, which works with library systems worldwide.⁴

Libraries across the country are trying to find creative ways to fundraise and collect private funds. If donations are needed for large projects, such as the construction/remodeling of a Library, one on one meetings are scheduled with potential contributors. Other smaller scale activities include: Fill Our Shelves fundraiser by the New Madison Public Library in Ohio, where donor cards are distributed that allow for the donor to determine what kind of item their donation should go to purchase, such as books, ebooks, DVDs, software, etc. and the related category (mystery, western, fiction etc.). Other ideas include collection boxes and a Book Cellar that is volunteer operated and sells used books and snacks. Local media support is important to help in advertising any fundraiser.

⁴ Friends of the Miami-Dade Public Library. About Us. Retrieved from <http://www.friendsofmdpl.org/about/>

Possibilities for Deficit Reduction			
Activity Section	Action	FY 2013-14 Proposed Revenue	FY 2013-14 Proposed Expenditures
Miscellaneous Revenues	<p>The FY 2013-14 proposed budget includes \$647,000 in miscellaneous revenues. Miscellaneous revenues encompass library charges, cultural/recreation revenue, library fines, interest earnings, and contributions and donations.</p> <p>Revenues received are as follows: FY 2007-08 - \$3.519 million FY 2008-09 - \$2.477 million FY 2009-10 – \$2.103 million FY 2010-11 - \$1.969 million FY 2011-12 - \$1.718 million FY 2012-13 - \$1.189 million (as of July 19, 2013) FY 2013-14 Proposed Budget - \$647,000</p> <p>The department is encouraged to continue its efforts raising additional funds to previous year's levels.</p>	\$647,000	
Software Maintenance	<p>Software maintenance is reflected in the FY2013-14 budget at \$1.418 million. The last 2 years actual expenditures averaged \$439,000. The department should review this expense category to determine if the increase is warranted.</p>		\$1,418,000
Part-time employees	<p>Part-time employees are reflected in the FY 2013-14 budget at \$557,000. In FY 2011-12 expenses were \$50,424 and current year expenditures through July 19, 2013 are \$288,000. The department is encouraged to review the budget for possible savings.</p>		\$557,000
Overtime	<p>Overtime is reflected in the proposed budget at \$210,000. Prior year's actuals and current year's projected expenditures, average \$75,500. The department is encouraged to review the budget for possible savings.</p>		\$210,000
Utilities	<p>Utilities are reflected in the proposed budget at \$2.783 million. Prior year's actuals and current year's projected expenditures, average \$2.18 million. The department is encouraged to review the budget for possible savings.</p>		\$2,783,000
Rent from GSA/ISD	<p>FAMIS records reflects the following charges from GSA/ISD to the Library for proprietary rent roll: FY 2007-08 - \$3.329 million FY 2008-09 - \$3.815 million FY 2009-10 – \$3.838 million FY 2010-11 - \$5.269 million FY 2011-12 - \$5.192 million FY 2012-13 - \$3.885 million (reflects only 1st, 2nd, and 3rd quarter)</p> <p>The Department is encouraged to review proprietary rent expenditures and work with the Internal Services Department to negotiate this expense.</p>		\$5,195,000

Grants – State of Florida

a. **Cooperative Grants** – (Total budget by the State in FY 2011-12 was \$1,000,000; may apply for an annual grant of up to \$400,000)

This may be a grant Miami-Dade Public Libraries may want to pursue. The requirements are a nonprofit corporation, a multi-type library, consisting of two or more libraries under separate governance, and of more than one type (combination of academic, school, special, state institution and public libraries).

The grant year is from October 1st – September 30th and the application is due on April 15th of each year.

b. **Library Services and Technology Act Grants** - (Total budget by the State in FY 2011-12 was \$8,111,592)

This may be a grant Miami-Dade Public Libraries may want to pursue contingent on future plans, especially given the growth opportunities for the use of technology. The requirement for an award is the use of technology to bring information to customers in innovative and effective ways. The Miami-Dade Public Library received this grant once in the last 9 years (2011 - Broadband Implementation - \$125,000). Broward County Libraries has received this grant five times since 2007 for projects such as: CareerConnect: Education and Job Center, Literacy Help Center, and Afterschool at Your Library Technology.

The grant year is from October 1st – September 30th and the application is due on March 15th of each year.

Shared Resources

In Milwaukee, the School of Public Affairs did a report/study on how the Milwaukee Public Library system can adapt to the changing environment by creating partnerships with the academic libraries of the area. They explored seven partnership opportunities: shared card access, shared space, shared courier service, shared searchable catalog/e-journal database, joint use libraries, shared programming and satellite collections. The Public Library chose to pursue shared programming with service-learning partnerships and satellite collections.

Miami-Dade County may want to request a similar report/study be done by one of the universities in the area.

Shared programming with service-learning partnerships, with local universities allows the Library to increase programming and reduce staff.

Attachment A	
Closure of 10 storefronts and up to 12 libraries	
Storefront	
1	California Club (District 1)
2	Opa-locka (District 1) <i>(Removed from closure list)</i>
3	Country Walk (District 9)
4	Concord (District 10)
5	Sunset (District 10)
6	Lakes of the Meadows (District 11) <i>(Removed from closure list)</i>
7	Tamiami (District 11)
8	Doral (District 12)
9	Hialeah Gardens (District 12)
10	Palm Springs North (District 13)
Libraries	
11	Golden Glades (District 2)
12	Civic Center Kiosk (District 3)
13	Lemon City (District 3) <i>(Removed from closure list)</i>
14	Little River (District 3) <i>(Removed from closure list)</i>
15	Model City (District 3)
16	Culmer (District 3) <i>(Removed from closure list)</i>
17	North Shore (District 5) <i>(Removed from closure list)</i>
18	Shenandoah (District 5) <i>(Removed from closure list)</i>
19	South Shore (District 5)
20	Fairlawn (District 6)
21	Virrick Park (District 7) <i>(Removed from closure list)</i>
22	West Kendall Regional (District 11)

Leases from the private sector for the Miami-Dade Libraries

	Library	Slated for Closure	Location	BCC District	Landlord	Dates of Lease	Amount of Lease
1.	Palms Springs North	Yes	17601 NW 78 Ave.	13	Adell Investments, Inc.	August 16, 2004 – August 15, 2009 Two additional two-year renewal option periods	\$104,425.52 annually (4-5 years) amended in the 3 rd year to increase square footage; will increase 3% each renewal period 4-5 year and renewal period proportionate share of the difference exceeding the base year agreement (Common area maintenance, real estate taxes and insurance)
2.	Concord	Yes	3882 SW 112 Ave.	10	GRI-EQY, LLC	August 1, 2009 – July 31, 2014	\$61,500 annually (1 st year; 2-5 years, 4% increase every year) \$45,287.64 annually (1 st year; adjusted every year thereafter by landlord (Common area maintenance))
3.	Hialeah Gardens	Yes	11300 NW 87 Court	12	JRC Enterprises Company	September 1, 2005 – August 31, 2010 Two additional two-year renewal option periods	\$23,451.96 annually (1 st year; adjusted every year thereafter by CPI, not less than 3% and not more than 5%) \$2,600.04 annually (1 st year; adjusted every year by landlord) (Common area maintenance, real estate taxes and insurance)
4.	West Kendall Regional	Yes	10201 Hammocks Blvd.	11	Alexis Nihon Properties Corporation	July 19, 1988 – July 18, 1990 19 consecutive two year periods	\$240,000 annually (Increased by 3% after the initial term for each consecutive term) Common areas maintenance is \$2.75/ sq. ft. for the first two years; 3 rd and 4 th year not to exceed \$3.25/sq. ft.; and thereafter shall increase \$.75/sq. ft. for each successive lease year; proportionate share of real estate taxes and insurance

	Library	Slated for Closure	Location	BCC District	Landlord	Dates of Lease	Amount of Lease
5.	California Club	Yes	850 Ives Dairy Road	1	California Club Mall Shopping Center, LTD	September 12, 2005 - September 11, 2010 Two additional two-year renewal option periods	\$90,000 annually (1 st year (\$20/sq. ft.); 2-5 years to be increased \$1/sq. ft. each year and increased 3% each year for renewal option) \$13,500.00 annually (1 st year, (\$3/sq. ft.), 2 nd year \$3.33/sq. ft., 3 rd year \$3.60/sq. ft., 4 th year \$4.00/sq. ft., 5 th year \$4.40/sq. ft. and increased 3% each year for renewal option) (Common area maintenance, real estate taxes and insurance)
6.	Tamiami	Yes	13250-52 SW 8 Street	11	Tamiami Lakes Plaza Inc.	June 10, 2003 – June 30, 2008 Five year renewal option	\$34,541.76 annually (1 st year; to be increased every year thereafter by CPI, not to be less than the previous year and not to exceed 5%) Responsible for pro-rata share of any increase over the base year in the ad valorem real estate taxes (pro-rata share is 5% of the building's rentable square feet) NEW AGREEMENT PENDING BCC
7.	Lakes of the Meadows	No	4284-4288 SW 152 Ave.	11	Meadows Shopping Center, LLC.	December 1, 2008 – November 30, 2013	\$82,708.08 annually (1 st year; to be increased 4% each year thereafter) \$27,185.76 annually (1 st year; may be adjusted every year by landlord, based on operation expenditures) (Common area maintenance, real estate taxes and insurance)
8.	County Walk	Yes	15433 SW 137 Ave.	9	Coral Reef Center, LTD.	December 16, 2011- December 15, 2016 Five year renewal option	\$24,266.00 annually (1 st year; adjusted every year thereafter by CPI, not less than previous year and not more than 3%) \$8,393.83 annually (1 st year; may be adjusted every year by landlord and cannot exceed 4% every year) (Common area maintenance, real estate taxes and insurance)

	Library	Slated for Closure	Location	BCC District	Landlord	Dates of Lease	Amount of Lease
9.	Sunset	Yes	10855 SW 72 Street	10	Sunset Owner, L.P.	October 19, 2007 – October 18, 2012 Five year renewal option	\$59,000.00 annually (1 st year; to be increased 3% every year thereafter) \$14,927.00 annually (1 st year; adjusted every year based on the proportionate share of the increase of common area maintenance, insurance and real estate taxes that exceeds the base year)
10.	Doral	Yes	10785 NW 58 Street	12	US Retail income Fund VI, LP.	June 23, 2008 – June 22, 2013 Five year renewal option	\$76,740.60 annually (1 st year; adjusted every year thereafter by CPI, not less than previous year and not more than 5%) \$17,165.75 annually (1 st year; may be adjusted every year by landlord, based on operating expenditures) (Common area maintenance, real estate taxes and insurance)
11.	Fairlawn	Yes	6376 SW 8 Street	6	Sococri Investments Incorporated	August 30, 2004 – August 29, 2009 Two additional three year renewal option	\$68,000.00 annually (1 st year (\$17/sq. ft.); increased \$0.50/sq. ft. each year thereafter, final 3 year renewal term to be negotiated between parties) County shall reimburse landlord its prorata share of the real estate taxes and building insurance over the base year