



**OFFICE OF THE COMMISSION AUDITOR
MIAMI-DADE BOARD OF COUNTY COMMISSIONERS**

**COMMISSION AUDITOR'S
INFORMATIONAL RESEARCH**

FIRST BUDGET HEARING

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Virtual Meeting

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TABLE OF CONTENTS

| | |
|---|---------------|
| TABLE OF CONTENTS | 1 |
| FY 2020-21 PROPOSED EXPENDITURE BY CATEGORY..... | 2 |
| AVIATION..... | 3 |
| COMMUNITY ACTION AND HUMAN SERVICES | 4 |
| COMMUNICATIONS AND CUSTOMER EXPERIENCE | 5 |
| CORRECTIONS AND REHABILITATION | 6 |
| CULTURAL AFFAIRS | 7 |
| ELECTIONS..... | 8 |
| FINANCE..... | 9 |
| FIRE RESCUE | 10 |
| INFORMATION TECHNOLOGY..... | 11 |
| INTERNAL SERVICES | 12 |
| JUVENILE SERVICES..... | 13 |
| LIBRARY | 14 |
| MEDICAL EXAMINER | 15 |
| OFFICE OF MANAGEMENT AND BUDGET | 16 |
| PARKS, RECREATION AND OPEN SPACES..... | 17 |
| POLICE | 18 |
| PUBLIC HOUSING AND COMMUNITY DEVELOPMENT | 19 |
| REGULATORY AND ECONOMIC RESOURCES | 20 |
| SEAPORT | 21 |
| SOLID WASTE MANGEMENT | 22 |
| TRANSPORTATION AND PUBLIC WORKS..... | 23 |
| WATER AND SEWER | 24 |
| GENERAL FUND ALLOCATION BY DEPARTMENT | 25 |
| NON-DEPARTMENTAL ITEMS AND CBO PROGRAMS | 28 |
| UNFUNDED PROJECTS BY DISTRICT | 33 |
| APPLICABLE LEGISLATION | 48 |

KEY BUDGET OBSERVATIONS BY DEPARTMENT

FY 2020-21 Proposed Budget Expenditures by Category

This report examines Miami-Dade County's departmental expenditures by category of spending for the FY 2019-20 Adopted Budget and the FY 2020-21 Proposed Budget. Office of the Commission Auditor (OCA) analyzed and researched reasons for increases and decreases within selected expenditures based on the materiality of discoveries and provided findings and explanation of the differences for the chosen departments.

This report, prepared in collaboration with the Miami-Dade County departments as subject matter experts, is substantially less detailed in scope than an audit in accordance with the Generally Accepted Auditing Standards (GAAS). The OCA plans and performs the review to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on its objectives; accordingly, the OCA does not express an opinion on the data gathered by the subject matter expert(s).

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Aviation Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 106,528 | \$ 111,658 | \$ 5,130 | 5% |
| Fringe Benefits | \$ 42,050 | \$ 43,970 | \$ 1,920 | 5% |
| Court Costs | \$ 400 | \$ 328 | \$ (72) | -18% |
| Contractual Services | \$ 121,011 | \$ 140,452 | \$ 19,441 | 16% |
| Other Operating | \$ 173,374 | \$ 126,655 | \$ (46,719) | -27% |
| Charges for County Services | \$ 99,413 | \$ 97,818 | \$ (1,595) | -2% |
| Capital | \$ 3,257 | \$ 3,405 | \$ 148 | 5% |
| Department Total: | \$ 546,033 | \$ 524,286 | \$ (21,747) | -4% |
| Department Position Total: | 1,432 | 1,432 | - | 0% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of \$19.4 million in expenditures compared to the FY 2019-20 Adopted Budget. It is mainly attributed to Janitorial Services being transferred from the “Other Operating” expenditure category since this service went from a Management Agreement to an Outside Contracted Service. This increase is offset by the Departmental cuts across most contractual services due to the effects of COVID-19.
2. **Other Operating:** The FY 2020-21 Proposed Budget includes a reduction of \$46.7 million compared to the FY 2019-20 Adopted Budget mainly due to Janitorial Services being reclassified to the “Contractual Services” expenditure category, as described above.
3. **Charges for County Services:** The FY 2020-21 Proposed Budget includes a decrease of \$1.6 million compared to FY 2019-20 Adopted Budget due to the Departmental cuts across most County’s services due to the effects of COVID-19, most significantly within Data Processing.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Communications and Customer Experience Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 11,110 | \$ 11,612 | \$ 502 | 5% |
| Fringe Benefits | \$ 4,431 | \$ 4,662 | \$ 231 | 5% |
| Contractual Services | \$ 350 | \$ 328 | \$ (22) | -6% |
| Other Operating | \$ 1,480 | \$ 1,667 | \$ 187 | 13% |
| Charges for County Services | \$ 1,874 | \$ 1,854 | \$ (20) | -1% |
| Capital | \$ 230 | \$ 301 | \$ 71 | 31% |
| Department Total: | \$ 19,475 | \$ 20,424 | \$ 949 | 5% |
| Department Position Total: | 161 | 166 | 5 | 3% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes a decrease of \$22,000 in contractual services compared to FY 2019-20 Adopted Budget due to the hiring of a Creole Translator, which reduced the outsourcing of translations and interpretation services.
2. **Other Operating:** The FY 2020-21 Proposed Budget includes an increase of \$187,000 compared to FY 2019-20 Adopted Budget due to software package renewals including Marketing Cloud product for both email marketing and social media management.
3. **Capital:** The FY 2020-21 Proposed Budget includes an increase of \$71,000 in capital expenses compared to FY 2019-20 Adopted Budget. The increase is related to the replacement of operationally necessary equipment that has reached life expectancy.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Community Action and Human Services

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 33,302 | \$ 35,897 | \$ 2,595 | 8% |
| Fringe Benefits | \$ 13,679 | \$ 14,922 | \$ 1,243 | 9% |
| Court Costs | \$ 11 | \$ 2 | \$ (9) | -82% |
| Contractual Services | \$ 9,198 | \$ 9,122 | \$ (76) | -1% |
| Other Operating | \$ 7,821 | \$ 7,906 | \$ 85 | 1% |
| Charges for County Services | \$ 3,115 | \$ 3,103 | \$ (12) | 0% |
| Grants to Outside Organization | \$ 74,837 | \$ 78,075 | \$ 3,238 | 4% |
| Capital | \$ 235 | \$ 31 | \$ (204) | -87% |
| Department Total: | \$ 142,198 | \$ 149,058 | \$ 6,860 | 5% |
| Department Position Total: | 537 | 568 | 31 | 6% |

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

Observations:

1. **Salary and Fringe Benefits:** The FY 2020-21 Proposed Budget includes an increase of approximately \$3.8 million compared to the FY 2019-20 Adopted Budget. The primary driver behind this is a budgeted increase of 31 employees in the Head Start/Early Head Start (1), Rehabilitative Services (7), and Violence Prevention and Intervention Services (23) Divisions.
2. **Grants to Outside Organization:** The FY 2020-21 Proposed Budget includes an increase of approximately \$3.2 million compared to the FY 2019-20 Adopted Budget. The primary driver behind this increase is the Department's Head Start division received an additional \$3.2 million in Cost of Living Adjustments and Quality Improvement funding, passed on to the sub-recipients and subcontractors (childcare providers).

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Corrections and Rehabilitation

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 226,855 | \$ 229,725 | \$ 2,870 | 1% |
| Fringe Benefits | \$ 116,937 | \$ 114,888 | \$ (2,049) | -2% |
| Court Costs | \$ 32 | \$ 29 | \$ (3) | -9% |
| Contractual Services | \$ 8,329 | \$ 9,392 | \$ 1,063 | 13% |
| Other Operating | \$ 19,569 | \$ 20,210 | \$ 641 | 3% |
| Charges for County Services | \$ 8,643 | \$ 8,183 | \$ (460) | -5% |
| Capital | \$ 1,135 | \$ 1,259 | \$ 124 | 11% |
| Department Total: | \$ 381,500 | \$ 383,686 | \$ 2,186 | 1% |
| Department Position Total: | 3,077 | 3,077 | - | 0% |

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

Observations:

1. **Salary and Fringe Benefits:** The FY 2020-21 Proposed Budget includes an increase in salary of \$2.8 million while having a decrease of \$2 million in Fringe Benefits compared to the FY 2019-20 Adopted Budget. The primary cause of this inverse relationship is a projected decrease in retirement payouts.
2. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of approximately \$1 million compared to the FY 2019-20 Adopted Budget. The increase's primary drivers are funding for the IT Project Jackson Health System (JHS) Infrastructure, Shadowtrack project for Pretrial Services, and the Opioid Grant. Another factor was an upward adjustment to better reflect prior year actuals for facilities Water & Sewer services.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Cultural Affairs Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 8,239 | \$ 8,492 | \$ 253 | 3% |
| Fringe Benefits | \$ 2,849 | \$ 2,956 | \$ 107 | 4% |
| Court Costs | \$ 6 | \$ 6 | \$ - | 0% |
| Contractual Services | \$ 4,276 | \$ 4,262 | \$ (14) | 0% |
| Other Operating | \$ 11,465 | \$ 10,167 | \$ (1,298) | -11% |
| Charges for County Services | \$ 1,694 | \$ 1,625 | \$ (69) | -4% |
| Grants to Outside Organization | \$ 19,559 | \$ 19,224 | \$ (335) | -2% |
| Capital | \$ 5,190 | \$ 6,109 | \$ 919 | 18% |
| Department Total: | \$ 53,278 | \$ 52,841 | \$ (437) | -1% |
| Department Position Total: | 85 | 89 | 4 | 5% |

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

Observations:

1. **Salary and Fringes:** The FY 2020-21 Proposed Budget includes an increase of \$360,000 compared to the FY 2019-20 Adopted Budget. This increase is mainly related to the addition of four new positions and merit increases.
2. **Other Operating:** The FY 2020-21 Proposed Budget includes a decrease of \$1.3 million compared to the FY 2019-20 Adopted Budget mainly due to a reduction to the Art in Public Places project reserve in FY 2020-21. The FY 2020-21 Proposed Budget for the contingency reserve is \$6.7 million, representing a decrease of \$1.1 million (14%) from FY 2019-20 Budget of \$7.8 million.
3. **Capital:** The FY 2020-21 Proposed Budget includes an increase of \$919,000 for capital expenses compared to the FY 2019-20 Adopted Budget. This increase is mainly related to commissions to artists for artwork. Cultural Affairs Department works on various Art in Public Places (APP) projects every year that may or may not span multiple fiscal years. Projects include Jackson West Hospital-the new Rehabilitation Center, the expansion of the Intensive Care Unit (ICU) Department at Jackson Memorial, the new Civil and Probate Courthouse, building expansions at Amelia Earhart, and various ongoing projects at the Seaport.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Elections Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|----------------------------|-----------------------------|---------------------------------|--------------------------------|
| Salary | \$ 17,546 | \$ 17,241 | \$ (305) | -2% |
| Fringe Benefits | \$ 3,028 | \$ 3,401 | \$ 373 | 12% |
| Court Costs | \$ 50 | \$ 50 | \$ - | 0% |
| Contractual Services | \$ 3,609 | \$ 3,506 | \$ (103) | -3% |
| Other Operating | \$ 4,591 | \$ 3,475 | \$ (1,116) | -24% |
| Charges for County Services | \$ 4,243 | \$ 4,720 | \$ 477 | 11% |
| Grants to Outside Organization | \$ 34 | \$ 24 | \$ (10) | -29% |
| Capital | \$ - | \$ 37 | \$ 37 | 0% |
| Department Total: | \$ 33,101 | \$ 32,454 | \$ (647) | -2% |
| Department Position Total: | 105 | 106 | 1 | 1% |

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

Observations:

1. **Salary:** The FY 2020-21 Proposed Budget includes a net increase of one position for the Department compared to the FY 2019-20 Adopted Budget. However, the salary category shows a decrease of \$305,000 due to less scheduled elections in FY 2020-21 compared to FY 2019-20, resulting in reduced utilization of temporary staff and less budgeted overtime.
2. **Fringe Benefits:** The FY 2020-21 Proposed Budget includes an increase of \$373,000 compared to the FY 2019-20 Adopted Budget due to the increase in retirement, worker's compensation rates, etc.
3. **Other Operating:** The FY 2020-21 Proposed Budget includes a decrease of \$1.1 million compared to the FY 2019-20 Adopted Budget due to less scheduled elections in FY 2020-21 than FY 2019-20, affecting election-related expenditures in various categories such as polling place rentals, non-County poll worker, etc.
4. **Charges for County Services:** The FY 2020-21 Proposed Budget includes an increase of \$477,000 compared to the FY 2019-20 Adopted Budget. The increase is primarily related to ITD's Memorandum of Understanding (MOU) charges, ballot printing and postage expenditures associated with the November 2020 General Election.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Finance Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 27,551 | \$ 28,544 | \$ 993 | 4% |
| Fringe Benefits | \$ 10,759 | \$ 11,101 | \$ 342 | 3% |
| Court Costs | \$ 61 | \$ 82 | \$ 21 | 34% |
| Contractual Services | \$ 1,214 | \$ 1,338 | \$ 124 | 10% |
| Other Operating | \$ 7,343 | \$ 8,100 | \$ 757 | 10% |
| Charges for County Services | \$ 4,955 | \$ 4,935 | \$ (20) | 0% |
| Capital | \$ 497 | \$ 455 | \$ (42) | -8% |
| Department Total: | \$ 52,380 | \$ 54,555 | \$ 2,175 | 4% |
| Department Position Total: | 429 | 415 | (14) | -3% |

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

Observations:

1. **Other Operating:** The FY 2020-21 Proposed Budget includes an increase of approximately \$757,000 in operating expenses compared to the FY 2019-20 Adopted Budget. The primary drivers behind this are increased funding for Accounting Research Software, Tax Collector Crediton software (DMV related), computer upgrades, software, and telecommunication services.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Fire Rescue Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 290,007 | \$ 296,654 | \$ 6,647 | 2% |
| Fringe Benefits | \$ 140,770 | \$ 140,789 | \$ 19 | 0% |
| Court Costs | \$ 19 | \$ 20 | \$ 1 | 5% |
| Contractual Services | \$ 15,833 | \$ 16,714 | \$ 881 | 6% |
| Other Operating | \$ 35,738 | \$ 27,869 | \$ (7,869) | -22% |
| Charges for County Services | \$ 33,947 | \$ 33,164 | \$ (783) | -2% |
| Grants to Outside Organization | \$ 509 | \$ 465 | \$ (44) | -9% |
| Capital | \$ 14,054 | \$ 20,963 | \$ 6,909 | 49% |
| Department Total: | \$ 530,877 | \$ 536,638 | \$ 5,761 | 1% |
| Department Position Total: | 2,700 | 2,724 | 24 | 1% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of approximately \$881,000 in contractual services compared to the FY 2019-20 Adopted Budget. The primary driver is related to other outside contractual services. The increase is in line with the historical trend of normal operations.
2. **Other Operating:** The FY 2020-21 Proposed Budget includes a decrease of approximately \$7.8 million compared to the FY 2019-20 Adopted Budget. The primary driver behind this is the COVID-19 pandemic, causing a decrease in overall activity levels. This creates an increased budgeted reserve that can cover operating expenses if the Department's expenditures raise back to pre COVID- 19 levels.
3. **Charges for County Services:** The FY 2020-21 Proposed Budget includes a decrease of approximately \$783,000 in County service expenses . The primary driver is a decrease in general county support charges.
4. **Capital:** The FY 2020-21 Proposed Budget includes an increase of approximately \$6.9 million compared to the FY 2019-20 Adopted Budget. The primary drivers are acquiring new equipment, expanding current facilities, and new fire stations.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Information Technology Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 96,187 | \$ 93,578 | \$ (2,609) | -3% |
| Fringe Benefits | \$ 31,405 | \$ 31,592 | \$ 187 | 1% |
| Contractual Services | \$ 4,182 | \$ 5,981 | \$ 1,799 | 43% |
| Other Operating | \$ 59,439 | \$ 57,565 | \$ (1,874) | -3% |
| Charges for County Services | \$ 14,216 | \$ 19,308 | \$ 5,092 | 36% |
| Capital | \$ 6,701 | \$ 6,740 | \$ 39 | 1% |
| Department Total: | \$ 212,130 | \$ 214,764 | \$ 2,634 | 1% |
| Department Position Total: | 930 | 942 | 12 | 1% |

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

Observations:

1. **Salary and Fringes:** The FY 2020-21 Proposed Budget includes a net increase of 12 positions for the Department compared to the FY 2019-20 Adopted Budget, generating an increase in salary and fringes of \$1.1 million. The overall salary and fringes categories indicate a decrease of \$2.4 million due to the Department applying 10% attrition in FY 2020-21 vs. 5% in FY 2019-20.
2. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of \$2 million in contractual services pass-thru expenditures compared to the FY 2019-20 Adopted Budget to reduce End-of-Year Supplemental. Also, the installation of cameras in various locations will be performed by ITD staff during FY 2020-21.
3. **Other Operating:** The FY 2020-21 Proposed Budget includes a reduction of \$1.9 million when comparing to the FY 2019-20 Adopted Budget due to a decrease in the cost of the Department's Passport Advantage (PPA) which includes the removal of Qradar and Trend Micro systems.
4. **Charges for County Services:** The FY 2020-21 Proposed Budget includes an increase of \$5 million compared to the FY 2019-20 Adopted Budget. The most significant increases are related to (1) Data Processing Services due to expenditures transferring from ERP capital to operating budget; (2) IT Software Maintenance due to the reclass of expenditure category for Microsoft expenditures, and (3) Server, Storage and Backup services due to rate increase for FY 2020-21.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Internal Services Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 70,553 | \$ 66,923 | \$ (3,630) | -5% |
| Fringe Benefits | \$ 27,921 | \$ 27,569 | \$ (352) | -1% |
| Court Costs | \$ 11 | \$ 15 | \$ 4 | 36% |
| Contractual Services | \$ 62,477 | \$ 64,743 | \$ 2,266 | 4% |
| Other Operating | \$ 74,666 | \$ 72,409 | \$ (2,257) | -3% |
| Charges for County Services | \$ 31,349 | \$ 29,405 | \$ (1,944) | -6% |
| Capital | \$ 624 | \$ 646 | \$ 22 | 4% |
| Department Total: | \$ 267,601 | \$ 261,710 | \$ (5,891) | -2% |
| Department Position Total: | 970 | 967 | (3) | 0% |

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

Observations:

1. **Salary:** The FY 2020-21 Proposed Budget includes a decrease of \$3.6 million in expenditures compared to the FY 2019-20 Adopted Budget. It is mainly attributed to 4.7% Employee Attrition rate increase from 3.1% to 4.7%, resulting in \$2.9 million decrease. Additionally, three ERP Business Analyst positions were transferred from the Strategic Procurement Division to the Office of the Management and Budget Strategic Business Management Division (\$281,000 decrease).
2. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of \$2.3 million compared to the FY 2019-20 Adopted Budget, which is mainly attributed to Security Services (\$2.5 million increase) and Janitorial Services (\$1.7 million increase). Security Services grew as a result of adjustments within the cost of living as well additional security added to the buildings, while Janitorial Services as a result of the new contract, which includes additional services that were not previously covered as well as adjusted task frequency and level of service.
3. **Other Operating:** The FY 2020-21 Proposed Budget includes a decrease of \$2.3 million compared to the FY 2019-20 Adopted Budget. This decrease is attributed to adjustments in various categories of spending and is in line with historical levels.
4. **Charges for County Services:** The FY 2020-21 Proposed Budget includes a decrease of \$2.0 million compared to the FY 2019-20 Adopted Budget is mainly due to the work order projects being funded by the Countywide Infrastructure and Investment Program (CIIP) Revenue Program.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Juvenile Services Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 6,944 | \$ 6,989 | \$ 45 | 1% |
| Fringe Benefits | \$ 3,022 | \$ 2,975 | \$ (47) | -2% |
| Contractual Services | \$ 3,686 | \$ 3,786 | \$ 100 | 3% |
| Other Operating | \$ 1,231 | \$ 1,302 | \$ 71 | 6% |
| Charges for County Services | \$ 717 | \$ 675 | \$ (42) | -6% |
| Grants to Outside Organization | \$ 1,036 | \$ 886 | \$ (150) | -14% |
| Capital | \$ 85 | \$ 87 | \$ 2 | 2% |
| Department Total: | \$ 16,721 | \$ 16,700 | \$ (21) | 0% |
| Department Position Total: | 99 | 99 | - | 0% |

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

Observations:

1. **Other Operating:** The FY 2020-21 Proposed Budget includes an increase of \$71,000 compared to FY 2019-20 Adopted Budget. Most of the increase is related to rent with minor increases in insurance, commodities, and vehicle purchase payment.
2. **Charges for County Services:** The FY 2020-21 Proposed Budget includes a decrease of \$42,000 compared to FY 2019-20 Adopted Budget, mainly due to a reduction in data processing costs.
3. **Grants to Outside Organization:** The FY 2020-21 Proposed Budget includes a decrease of \$150,000 compared to FY 2019-20 Adopted Budget. This year does not include an allocation for the 5000 Role Model Program.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Library Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 30,252 | \$ 31,640 | \$ 1,388 | 5% |
| Fringe Benefits | \$ 13,007 | \$ 13,270 | \$ 263 | 2% |
| Court Costs | \$ 5 | \$ 5 | \$ - | 0% |
| Contractual Services | \$ 4,836 | \$ 5,447 | \$ 611 | 13% |
| Other Operating | \$ 22,881 | \$ 30,662 | \$ 7,781 | 34% |
| Charges for County Services | \$ 9,199 | \$ 8,634 | \$ (565) | -6% |
| Capital | \$ 1,878 | \$ 1,767 | \$ (111) | -6% |
| Department Total: | \$ 82,058 | \$ 91,425 | \$ 9,367 | 11% |
| Department Position Total: | 510 | 508 | (2) | 0% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of \$611,000 compared to the FY 2019-20 Adopted Budget. The increase is attributed to janitorial services related to COVID-19. Another factor is a reallocation of funds from the "Charges for County Services" category.
2. **Other Operating:** The FY 2020-21 Proposed Budget includes an increase of \$7.7 million compared to the FY 2019-20 Adopted Budget due to an increase in reserves to address any adverse impact resulting from the COVID-19 pandemic and to ensure a financially strong and sustainable future. The increase is also affected by the library materials budget, which will be utilized to continue to improve the age of the collection and reduce the wait time.
3. **Charges for County Services:** The FY 2020-21 Proposed Budget includes a decrease of \$565,000 compared to the FY 2019-20 Adopted Budget. The decrease is related to the elimination of fees that limit access to library services, reduced auditorium and meeting room use fees and established fundraising charges for sale of donated books at library locations.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Medical Examiner Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 7,902 | \$ 7,919 | \$ 17 | 0% |
| Fringe Benefits | \$ 3,736 | \$ 3,714 | \$ (22) | -1% |
| Contractual Services | \$ 562 | \$ 568 | \$ 6 | 1% |
| Other Operating | \$ 1,576 | \$ 1,744 | \$ 168 | 11% |
| Charges for County Services | \$ 489 | \$ 475 | \$ (14) | -3% |
| Capital | \$ 207 | \$ 323 | \$ 116 | 56% |
| Department Total: | \$ 14,472 | \$ 14,743 | \$ 271 | 2% |
| Department Position Total: | 88 | 88 | - | 0% |

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

Observations:

1. **Other Operating:** The FY 2020-21 Proposed Budget includes an increase of \$168,000 compared to the FY 2019-20 Adopted Budget. This can be attributed to an increase in maintenance contracts affiliated with aging and expanding toxicology portfolio, anticipated cremation contract cost escalation, increases in investigation search services cost, addition of histology chemical supplies, and NAME accreditation renewal.
2. **Capital:** The FY 2020-21 Proposed Budget includes an increase of \$116,000 in capital expense due to planned improvements that address critical systems and space needs to incorporate new technology and improve forensic work methods.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Office of Management and Budget

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 6,872 | \$ 9,244 | \$ 2,372 | 35% |
| Fringe Benefits | \$ 2,237 | \$ 3,045 | \$ 808 | 36% |
| Court Costs | \$ 1 | \$ - | \$ (1) | -100% |
| Contractual Services | \$ 100 | \$ 100 | \$ - | 0% |
| Other Operating | \$ 257 | \$ 945 | \$ 688 | 268% |
| Charges for County Services | \$ 573 | \$ 822 | \$ 249 | 43% |
| Grants to Outside Organization | \$ 29,184 | \$ 29,170 | \$ (14) | 0% |
| Capital | \$ 76 | \$ 81 | \$ 5 | 7% |
| Department Total: | \$ 39,300 | \$ 43,407 | \$ 4,107 | 10% |
| Department Position Total: | 67 | 88 | 21 | 31% |

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

Observations:

1. **Salary and Fringe Benefits:** The FY 2020-21 Proposed Budget includes a net increase of 21 positions compared to the FY 2019-20 Adopted Budget, which is mainly attributed to the newly created Strategic Business Management (SBM) Division of approximately \$2.9 million, which supports the County's Enterprise Resources Planning (ERP) application known as INFORMS. These positions consist of four new positions and various departmental position transfers: Finance (8), Human Resources (2), Information Technology Department (5), and Internal Service Department (3).

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Parks, Recreation and Open Spaces

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 85,870 | \$ 83,523 | \$ (2,347) | -3% |
| Fringe Benefits | \$ 36,491 | \$ 35,877 | \$ (614) | -2% |
| Court Costs | \$ 67 | \$ 67 | \$ - | 0% |
| Contractual Services | \$ 33,808 | \$ 33,858 | \$ 50 | 0% |
| Other Operating | \$ 41,677 | \$ 49,649 | \$ 7,972 | 19% |
| Charges for County Services | \$ 25,085 | \$ 24,444 | \$ (641) | -3% |
| Grants to Outside Organization | \$ - | \$ - | \$ - | 0% |
| Capital | \$ 2,930 | \$ 2,127 | \$ (803) | -27% |
| Department Total: | \$ 225,928 | \$ 229,545 | \$ 3,617 | 2% |
| Department Position Total: | 1,394 | 1,407 | 13 | 1% |

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

Observations:

1. **Salary and Fringes:** The FY 2020-21 Proposed Budget includes an increase of 13 positions for the Department compared to the FY 2019-20 Adopted Budget, generating an increase in salary and fringes of \$1.4 million. The overall salary and fringes categories indicate a decrease of \$2.9 million due to the Department applying 14% attrition in the General Fund in FY 2020-21 vs. 6% in FY 2019-20.
2. **Other Operating:** The FY 2020-21 Proposed Budget includes an increase of \$7.9 million compared to the FY 2019-20 Adopted Budget mainly due to the inflationary increase in contractual agreements for grounds maintenance of community and neighborhood parks, right-of-way, Metrorail and Metromover; etc. As well, contractual services have increased due to the Consumer Price Index (CPI). These include a variety of services but not limited to the following: beach seaweed removal, artificial turf maintenance, planning projects, the acquisition of Lincoln Memorial Park Cemetery, and facility routine maintenance.
3. **Capital:** The FY 2020-21 Proposed Budget includes a decrease of \$803,000 compared to the FY 2019-20 Adopted Budget due to reductions in equipment purchases.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Miami-Dade Police Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 433,883 | \$ 441,006 | \$ 7,123 | 2% |
| Fringe Benefits | \$ 202,563 | \$ 199,288 | \$ (3,275) | -2% |
| Court Costs | \$ 685 | \$ 661 | \$ (24) | -4% |
| Contractual Services | \$ 7,912 | \$ 8,805 | \$ 893 | 11% |
| Other Operating | \$ 46,908 | \$ 48,807 | \$ 1,899 | 4% |
| Charges for County Services | \$ 55,852 | \$ 56,672 | \$ 820 | 1% |
| Grants to Outside Organization | \$ 126 | \$ - | \$ (126) | -100% |
| Capital | \$ 11,143 | \$ 9,359 | \$ (1,784) | -16% |
| Department Total: | \$ 759,072 | \$ 764,598 | \$ 5,526 | 1% |
| Department Position Total: | 4,344 | 4,391 | 47 | 1% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of approximately \$893,000 compared to the FY 2019-20 Adopted Budget. The primary drivers behind this increase are mainly for contracted repairs like plumbing, electrical, roofing, and other general repairs throughout the Department, previously charged to "Charges for County Services" for services provided by Internal Services Department (ISD) now being expended for construction projects handled by the Department's new construction unit transferred from ISD.
2. **Other Operating:** The FY 2020-21 Proposed Budget includes an increase of approximately \$1.9 million compared to the FY 2019-20 Adopted Budget. The primary driver is related to general administrative expenses. The increase is in line with the historical trend of normal operations.
3. **Capital:** The FY 2020-21 Proposed Budget includes a decrease of approximately \$1.7 million compared to the FY 2019-20 Adopted Budget. The primary drivers are related to completing various capital projects such as Social Media Analytics Software and Voice Over Internet Protocol (VOIP) - Communications Bureau.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Public Housing and Community Development

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 31,136 | \$ 30,284 | \$ (852) | -3% |
| Fringe Benefits | \$ 11,635 | \$ 11,004 | \$ (631) | -5% |
| Court Costs | \$ 177 | \$ 296 | \$ 119 | 67% |
| Contractual Services | \$ 24,816 | \$ 38,809 | \$ 13,993 | 56% |
| Other Operating | \$ 72,726 | \$ 83,836 | \$ 11,110 | 15% |
| Charges for County Services | \$ 9,541 | \$ 10,634 | \$ 1,093 | 11% |
| Department Total: | \$ 150,031 | \$ 174,863 | \$ 24,832 | 17% |
| Department Position Total: | 420 | 420 | - | 0% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of approximately \$14.0 million compared to the FY 2019-20 Adopted Budget. The primary drivers behind this are the awarding of \$29 million in additional funds for Housing Assistance Payments. This will increase the number of families leased, consequently increasing the administrative fees due to the contractor. There is also an anticipated increase in expenses for maintenance work order contracts for the Public Housing Units.
2. **Other Operating:** The FY 2020-21 Proposed Budget includes an increase of approximately \$11.1 million compared to the FY 2019-20 Adopted Budget. The primary driver of the increase is the anticipated expenditures related to loan activity for affordable housing projects.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Regulatory and Economic Resources Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 77,153 | \$ 79,901 | \$ 2,748 | 4% |
| Fringe Benefits | \$ 29,172 | \$ 30,689 | \$ 1,517 | 5% |
| Court Costs | \$ 24 | \$ 25 | \$ 1 | 4% |
| Contractual Services | \$ 7,180 | \$ 8,894 | \$ 1,714 | 24% |
| Other Operating | \$ 14,122 | \$ 14,872 | \$ 750 | 5% |
| Charges for County Services | \$ 26,912 | \$ 28,532 | \$ 1,620 | 6% |
| Grants to Outside Organization | \$ 431 | \$ 430 | \$ (1) | 0% |
| Capital | \$ 2,624 | \$ 9,756 | \$ 7,132 | 272% |
| Department Total: | \$ 157,618 | \$ 173,099 | \$ 15,481 | 10% |
| Department Position Total: | 1,007 | 1,024 | 17 | 2% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of \$1.7 million compared to the FY 2019-20 Adopted Budget. The most significant increases are related to (1) credit card service charges due to an increase in the customer activity; (2) allocation for Impact Fee Mobility Study funded by Impact Fee, (3) Heating Ventilation and Air Conditioning (HVAC) system for the DERM Lab funded by Utility Service Fee; and (4) for consulting services.
2. **Charges for County Services:** The FY 2020-21 Proposed Budget includes an increase of \$1.6 million compared to the FY 2019-20 Adopted Budget due to additional Service Level of Agreement (SLA) with the Information Technology Department (ITD) for virtual, online, and technological improvements, operational efficiencies and customer service, etc.
3. **Capital:** The FY 2020-21 Proposed Budget includes an increase of \$7.1 million compared to the FY 2019-20 Adopted Budget. The increase is mainly attributable to projects funded with Utility Service Fees to support water supply. These projects include land acquisition to support wellfields, implementation of the surface water canal restoration, Florida City canal hydrologic improvements and monitoring of groundwater and surface water for nutrients.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Seaport Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 28,610 | \$ 24,351 | \$ (4,259) | -15% |
| Fringe Benefits | \$ 12,687 | \$ 10,661 | \$ (2,026) | -16% |
| Court Costs | \$ 38 | \$ 12 | \$ (26) | -68% |
| Contractual Services | \$ 25,224 | \$ 20,574 | \$ (4,650) | -18% |
| Other Operating | \$ 15,546 | \$ 26,439 | \$ 10,893 | 70% |
| Charges for County Services | \$ 31,013 | \$ 29,417 | \$ (1,596) | -5% |
| Capital | \$ 923 | \$ 7,446 | \$ 6,523 | 707% |
| Department Total: | \$ 114,041 | \$ 118,900 | \$ 4,859 | 4% |
| Department Position Total: | 461 | 461 | - | 0% |

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

Observations:

- Salary and Fringes:** The FY 2020-21 Proposed Budget includes a decrease of \$6.2 million compared to the FY 2019-20 Adopted Budget due to the increased attrition rate as a result of changes in operations caused by the COVID-19 pandemic, resulting in keeping more vacant positions and maintaining very strict hiring protocols.
- Contractual Services:** The FY 2020-21 Proposed Budget includes a \$4.7 million decrease compared to the FY 2019-20 Adopted Budget. The primary reason for the decrease is attributed to previously expensed services, such as crane rail repair, rust removal and painting of cranes, etc., that now will be capitalized.
- Other Operating:** The FY 2020-21 Proposed Budget includes a \$10.9 million increase compared to the FY 2019-20 Adopted Budget. The increase is primarily a result of a major change in how the cruise lines are credited for parking revenues and incentive givebacks. Beginning in FY 2020-21, these items will be expensed as opposed to a reduction in revenues as in past years.
- Charges for County Services:** The FY 2020-21 Proposed Budget includes a decrease of \$1.6 million compared to the FY 2019-20 Adopted Budget, mainly due to the \$1.3 million committed reduction by MDPD and lower administration rates.
- Capital:** The FY 2020-21 Proposed Budget includes an increase of \$6.5 million compared to the FY 2019-20 Adopted Budget. This is a result of costs related to corrosion removal, painting of cranes, and erection of bridges. Additionally, the acquisition of sweepers, waterside cameras, audiovisual equipment and other various maintenance equipment impacted the difference.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Solid Waste Management Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 64,613 | \$ 67,223 | \$ 2,610 | 4% |
| Fringe Benefits | \$ 29,193 | \$ 30,122 | \$ 929 | 3% |
| Court Costs | \$ 13 | \$ 9 | \$ (4) | -31% |
| Contractual Services | \$ 149,856 | \$ 155,901 | \$ 6,045 | 4% |
| Other Operating | \$ 16,509 | \$ 16,814 | \$ 305 | 2% |
| Charges for County Services | \$ 50,297 | \$ 48,511 | \$ (1,786) | -4% |
| Grants to Outside Organization | \$ 125 | \$ 125 | \$ - | 0% |
| Capital | \$ 1,335 | \$ 1,397 | \$ 62 | 5% |
| Department Total: | \$ 311,941 | \$ 320,102 | \$ 8,161 | 3% |
| Department Position Total: | 1,096 | 1,112 | 16 | 1% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of \$6 million compared to the FY 2019-20 Adopted Budget. The most significant increases are related to (1) unders tonnage from the Resources Recovery Facility disposed at the Okeechobee Landfill; (2) waste tons disposed at Medley and Okeechobee Landfills due to the aging Resource Recovery Facility Plant; and (3) Water and Sewer leachate charges.
2. **Charges for County Services:** The FY 2020-21 Proposed Budget includes a decrease of \$1.7 million compared to the FY 2019-20 Adopted Budget due to saving from heavy equipment repairs and maintenance resulting from a newer fleet and retiring of aged equipment.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Transportation and Public Works Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 275,069 | \$ 282,197 | \$ 7,128 | 3% |
| Fringe Benefits | \$ 110,044 | \$ 112,126 | \$ 2,082 | 2% |
| Court Costs | \$ 17 | \$ 14 | \$ (3) | -18% |
| Contractual Services | \$ 103,341 | \$ 106,929 | \$ 3,588 | 3% |
| Other Operating | \$ 110,942 | \$ 110,401 | \$ (541) | 0% |
| Charges for County Services | \$ 28,685 | \$ 28,258 | \$ (427) | -1% |
| Capital | \$ 8,325 | \$ 7,240 | \$ (1,085) | -13% |
| Department Total: | \$ 636,423 | \$ 647,165 | \$ 10,742 | 2% |
| Department Position Total: | 3,854 | 3,853 | (1) | 0% |

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

Observations:

1. **Contractual Services:** The FY 2020-21 Proposed Budget includes an increase of approximately \$3.6 million when compared to the FY 2019-20 Adopted Budget. The primary drivers behind this are Special Transportation Service (STS) contractual obligations increasing from \$49 million to \$52 million based on prior year expenses. Also, an additional \$625,000 to contract Educational Services to provide employees with continuing education to enhance their expertise and increase their proficiency.

KEY BUDGET OBSERVATIONS BY DEPARTMENT

Water and Sewer Department

Table 1 (in thousands)

| Expenditure Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|-----------------------------------|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Salary | \$ 191,971 | \$ 194,278 | \$ 2,307 | 1% |
| Fringe Benefits | \$ 75,514 | \$ 77,678 | \$ 2,164 | 3% |
| Contractual Services | \$ 94,684 | \$ 90,074 | \$ (4,610) | -5% |
| Other Operating | \$ 41,017 | \$ 37,180 | \$ (3,837) | -9% |
| Charges for County Services | \$ 77,176 | \$ 76,354 | \$ (822) | -1% |
| Capital | \$ 92,441 | \$ 97,500 | \$ 5,059 | 5% |
| Department Total: | \$ 572,803 | \$ 573,064 | \$ 261 | 0% |
| Department Position Total: | 2,816 | 2,816 | - | 0% |

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

Observations:

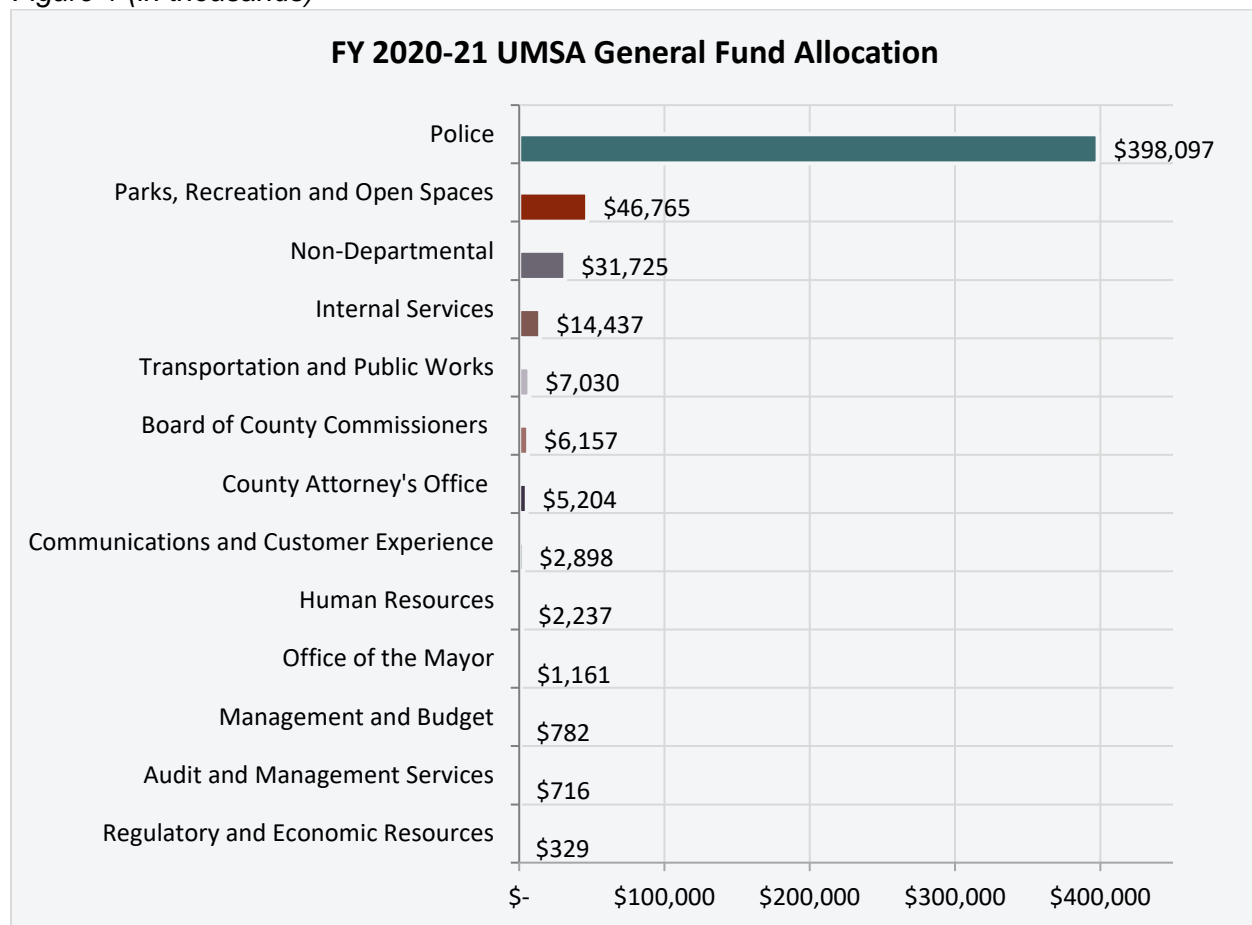
- Contractual Services:** The FY 2020-21 Proposed Budget includes a decrease of \$4.6 million compared to the FY 2019-20 Adopted Budget mainly due to a reduction in Outside Consultant Network.
- Other Operating:** The FY 2020-21 Proposed Budget includes a decrease of \$3.8 million compared to the FY 2019-20 Adopted Budget mainly due to a reduction in General & Administrative Charges.
- Capital:** The FY 2020-21 Proposed Budget includes an increase of \$5 million compared to the FY 2019-20 Adopted Budget. This increase is related to the transfer of funds to Renewal and Replacement (R&R) capital funds. This year-end transfer provides funding to Multi-Year Capital Improvement Projects (MYCIP) based on the cash flow of funds entry.
- Debt Services:** The FY 2020-21 Proposed Budget includes an increase of \$37 million compared to the FY 2019-20 Adopted Budget. This increase is due to favorable market conditions where the Department could issue bonds to refund \$300 million commercial paper debt and provide \$400 million of new money (funding) for the MYCIP at lower interest rates. During FY 2020-21, the Department will be issuing additional (new money) bond funding to continue executing capital improvement projects.
- Water Wholesale Rate (per 1,000 gallons):** The FY 2020-21 Proposed Budget includes an increase in the Water Wholesale Rate compared to the FY 2019-20 Adopted Budget from \$1.66 to \$1.79 with an overall decrease on the dollar impact of \$1.9 million. This decrease is mainly because customers will be credited \$1.8 million as a true-up of actual charges for audited FY 2018-19. Wholesale revenues are budgeted at 95% of anticipated realization.

GENERAL FUND ALLOCATION BY DEPARTMENT

Purpose: This report aims to assess the allocation of the General Fund (GF) budgeted for FY 2020-21 to Miami-Dade County Departments.

General Fund Revenue: The funding for the General Fund is composed of two primary components: the Countywide and Unincorporated Municipal Service Area revenue sources. Countywide includes 34 incorporated municipalities, cities, towns, and villages, and Unincorporated Municipal Service Area (UMSA) includes the areas of the County that do not fall within municipal boundaries. The unincorporated area of Miami-Dade, with a population exceeding one million people, if declared a city, would form the largest city in Florida and one of the largest in the nation.¹ These revenue sources include but are not limited to various taxes, business taxes, intergovernmental revenues, charges for services, and interest income.

Figure 1 (in thousands)



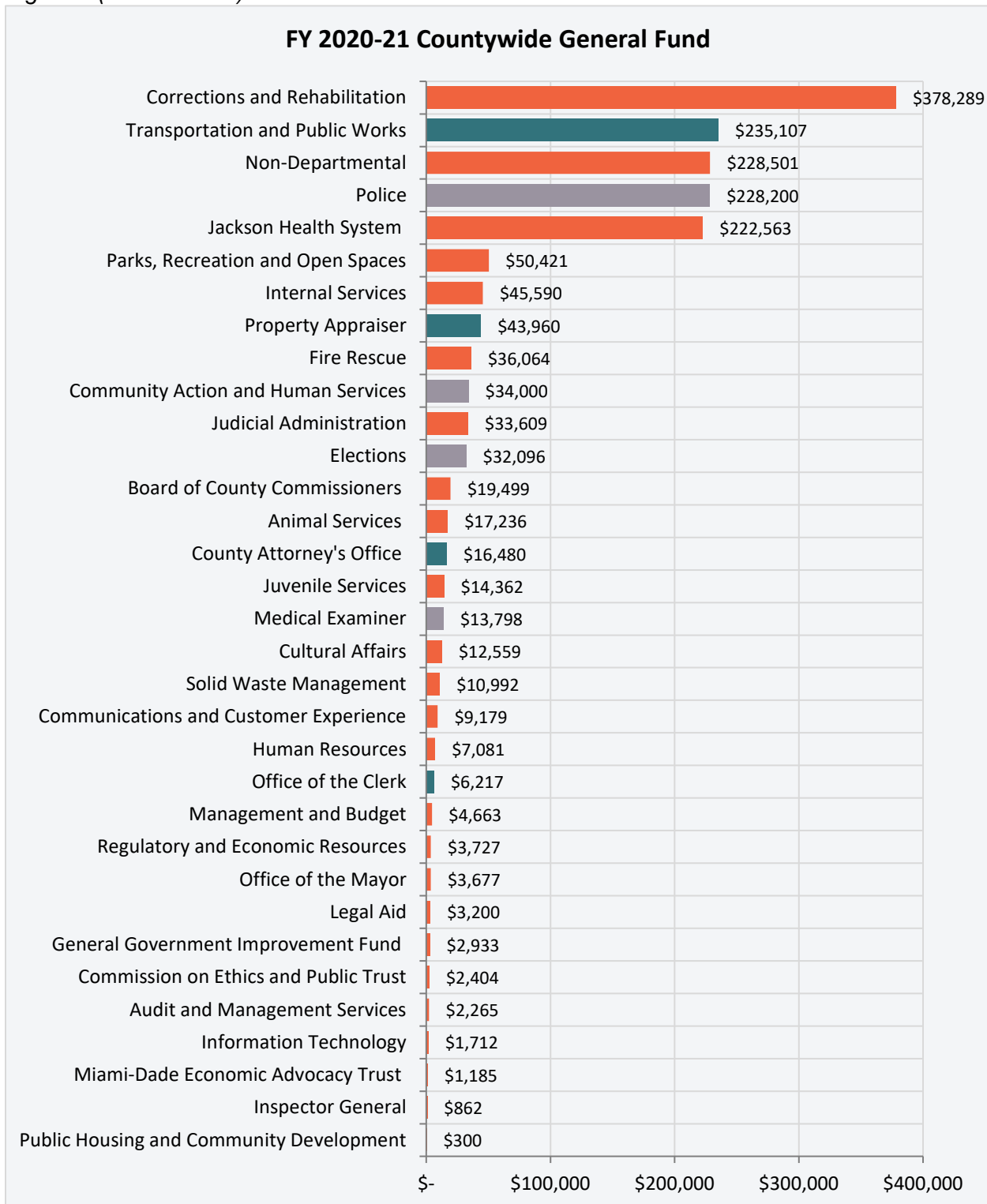
Source: FY 2020-21 Proposed Budget and Multi-Year Capital Plan

Observation: The graph above depicts the UMSA General Fund allocation (\$517.5 million) by Department for FY 2020-21 from the highest to the lowest allocation.

¹ Miami-Dade County Website: <https://www.miamidade.gov/global/disclaimer/about-miami-dade-county.page>

GENERAL FUND ALLOCATION BY DEPARTMENT

Figure 2 (in thousands)



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

Observation: The graph above depicts the Countywide General Fund allocation (\$1.7 million) by Department for FY 2020-21 from the highest to the lowest allocation.

GENERAL FUND ALLOCATION BY DEPARTMENT

Table 1 (in thousands)

| Total General Fund Allocation by Department FY 19-20 vs FY 20-21 Comparison | | | | |
|--|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Department | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
| General Government Improvement Fund | \$20,770 | \$2,933 | (\$17,837) | -86% |
| Information Technology | \$2,497 | \$1,712 | (\$785) | -31% |
| Inspector General | \$1,631 | \$862 | (\$769) | -47% |
| Cultural Affairs | \$12,909 | \$12,559 | (\$350) | -3% |
| Solid Waste Management | \$11,137 | \$10,992 | (\$145) | -1% |
| Animal Services | \$17,368 | \$17,236 | (\$132) | -1% |
| Commission on Ethics and Public Trust | \$2,461 | \$2,404 | (\$57) | -2% |
| Office of the Mayor | \$4,838 | \$4,838 | \$0 | 0% |
| Juvenile Services | \$14,330 | \$14,362 | \$32 | 0% |
| Public Housing and Community Development | \$262 | \$300 | \$38 | 15% |
| Management and Budget | \$5,373 | \$5,445 | \$72 | 1% |
| Audit and Management Services | \$2,844 | \$2,981 | \$137 | 5% |
| Medical Examiner | \$13,567 | \$13,798 | \$231 | 2% |
| Miami-Dade Economic Advocacy Trust | \$927 | \$1,185 | \$258 | 28% |
| Board of County Commissioners | \$25,382 | \$25,656 | \$274 | 1% |
| Office of the Clerk | \$5,933 | \$6,217 | \$284 | 5% |
| Communications and Customer Experience | \$11,478 | \$12,077 | \$599 | 5% |
| Fire Rescue | \$35,453 | \$36,064 | \$611 | 2% |
| Legal Aid | \$2,474 | \$3,200 | \$726 | 29% |
| Internal Services | \$59,166 | \$60,027 | \$861 | 1% |
| Regulatory and Economic Resources | \$3,060 | \$4,056 | \$996 | 33% |
| Human Resources | \$8,258 | \$9,318 | \$1,060 | 13% |
| Community Action and Human Services | \$32,727 | \$34,000 | \$1,273 | 4% |
| Elections | \$30,804 | \$32,096 | \$1,292 | 4% |
| Property Appraiser | \$42,044 | \$43,960 | \$1,916 | 5% |
| Corrections and Rehabilitation | \$376,188 | \$378,289 | \$2,101 | 1% |
| County Attorney's Office | \$19,543 | \$21,684 | \$2,141 | 11% |
| Judicial Administration | \$30,097 | \$33,609 | \$3,512 | 12% |
| Parks, Recreation and Open Spaces | \$93,156 | \$97,186 | \$4,030 | 4% |
| Jackson Health System | \$213,259 | \$222,563 | \$9,304 | 4% |
| Transportation and Public Works | \$232,666 | \$242,137 | \$9,471 | 4% |
| Non-Departmental | \$250,695 | \$260,226 | \$9,531 | 4% |
| Police | \$610,710 | \$626,297 | \$15,587 | 3% |
| TOTAL | \$2,194,007 | \$2,240,269 | \$46,262 | 2% |

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

Observation: The table above depicts a comparison of FY 2019-20 and FY 2020-21 total General Fund allocation by Department from the lowest to the highest dollar difference between the two. The FY 2020-21 General Fund budget of \$2.2 billion represents a \$46.3 million (2%) increase over FY 2019-20.

NON-DEPARTMENTAL AND COMMUNITY-BASED ORGANIZATION

Purpose: To compare FY 2019-20 to FY 2020-21 budgeted allocation of the County's General Fund to areas not directly associated with any County Department. Non-Departmental and Community-based Organizations are the two areas analyzed in this report. Below are the program categories listed in the Miami-Dade County Budget Book for the past two fiscal years. The tables combine the Countywide and Unincorporated Municipal Service Area General Funds.

Non-Departmental Items

The table below represents the Non-Departmental items that had a reduction in funding from the General Fund.

Table 1 (in thousands)

| Program Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|---|----------------------------|-----------------------------|---------------------------------|--------------------------------|
| Wage Adjustment, FRS, Separation, and Energy Reserve | \$27,175 | \$20,717 | (\$6,458) | -24% |
| Future Services Reserve | \$3,300 | \$0 | (\$3,300) | -100% |
| Infrastructure Improvement District | \$4,979 | \$2,632 | (\$2,347) | -47% |
| Super Bowl | \$1,250 | \$0 | (\$1,250) | -100% |
| Historic Preservation Revolving Loan Fund | \$1,000 | \$0 | (\$1,000) | -100% |
| Community Disparity Subcommittee Reserve | \$1,000 | \$0 | (\$1,000) | -100% |
| Employee Training and Development | \$300 | \$0 | (\$300) | -100% |
| Technology Initiatives (Technology Foundations of the Ame | \$1,550 | \$1,400 | (\$150) | -10% |
| Film Incentive Program | \$500 | \$400 | (\$100) | -20% |
| Health Council of South Florida | \$33 | \$0 | (\$33) | -100% |
| TOTAL | \$41,087 | \$25,149 | (\$15,938) | -39% |

Source: FY 2019-20 Adopted Budget and Multi-Year Capital Plan and FY 2020-21 Proposed Budget and Multi-Year Capital Plan

The table below represents the Non-Departmental items that had no change in the funding from the General Fund.

Table 2 (in thousands)

| Program Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|---|----------------------------|-----------------------------|---------------------------------|--------------------------------|
| Accidental Death Insurance | \$150 | \$150 | \$0 | 0% |
| Activation Reserve | \$150 | \$150 | \$0 | 0% |
| Alliance of Aging | \$220 | \$220 | \$0 | 0% |
| Child Care Center Trust | \$30 | \$30 | \$0 | 0% |
| Child Protection team (University of Miami) | \$175 | \$175 | \$0 | 0% |

NON-DEPARTMENTAL AND COMMUNITY-BASED ORGANIZATION

| Program Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|---|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Community Redevelopment Agency and Other Studies | \$268 | \$268 | \$0 | 0% |
| Community-based Organizations | \$14,300 | \$14,300 | \$0 | 0% |
| Community-based Organizations Discretionary Reserve | \$3,900 | \$3,900 | \$0 | 0% |
| Comprehensive Planning Assessment | \$100 | \$100 | \$0 | 0% |
| Contingency Reserve | \$5,000 | \$5,000 | \$0 | 0% |
| Court Care Program - YMCA | \$340 | \$340 | \$0 | 0% |
| CRA Studies | \$200 | \$200 | \$0 | 0% |
| Curley's House of Style | \$200 | \$200 | \$0 | 0% |
| DUI Toxicology Contact | \$985 | \$985 | \$0 | 0% |
| Employ Miami-Dade Program (NANA and SantLa) | \$700 | \$700 | \$0 | 0% |
| Employee Advertisements | \$198 | \$198 | \$0 | 0% |
| Employee Awards | \$270 | \$270 | \$0 | 0% |
| Employee Background Checks | \$50 | \$50 | \$0 | 0% |
| Employee Physicals | \$1,500 | \$1,500 | \$0 | 0% |
| External Audits | \$800 | \$800 | \$0 | 0% |
| Farm Share | \$460 | \$460 | \$0 | 0% |
| Feeding South Florida | \$200 | \$200 | \$0 | 0% |
| General Publicity | \$100 | \$100 | \$0 | 0% |
| Immigration Support | \$50 | \$50 | \$0 | 0% |
| In-kind Service Reserve | \$150 | \$150 | \$0 | 0% |
| Inmate Medical | \$1,300 | \$1,300 | \$0 | 0% |
| Interpreter Services | \$20 | \$20 | \$0 | 0% |
| Joshua Heart Foundation | \$200 | \$200 | \$0 | 0% |
| Membership in Local, State, and National Organization | \$427 | \$427 | \$0 | 0% |
| Miami Marathon | \$25 | \$25 | \$0 | 0% |
| Miscellaneous Operating | \$228 | \$228 | \$0 | 0% |
| Miscellaneous Operating/Refunds | \$72 | \$72 | \$0 | 0% |
| Mom and Pop Business Grants | \$1,044 | \$1,044 | \$0 | 0% |
| Office of the New Americans | \$150 | \$150 | \$0 | 0% |
| Orange Blossom Classic | \$1,000 | \$1,000 | \$0 | 0% |
| Outside Legal Services | \$1,000 | \$1,000 | \$0 | 0% |
| Outside Printing | \$100 | \$100 | \$0 | 0% |
| Prior Year Encumbrances | \$1,500 | \$1,500 | \$0 | 0% |
| Promotional Items | \$60 | \$60 | \$0 | 0% |

NON-DEPARTMENTAL AND COMMUNITY-BASED ORGANIZATION

| Program Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|---|----------------------------|-----------------------------|---------------------------------|--------------------------------|
| Public Campaign Financing | \$102 | \$102 | \$0 | 0% |
| Public Guardianship | \$2,728 | \$2,728 | \$0 | 0% |
| Quality Neighborhood Improvement Bond Program Debt | \$10,751 | \$10,751 | \$0 | 0% |
| Radio Public Information Program | \$148 | \$148 | \$0 | 0% |
| Redland Immigrant match | \$118 | \$118 | \$0 | 0% |
| Save Our Seniors Homeowners Relief Fund | \$3,100 | \$3,100 | \$0 | 0% |
| Shutter Program match | \$118 | \$118 | \$0 | 0% |
| South Florida Behavioral Network | \$1,000 | \$1,000 | \$0 | 0% |
| South Florida Regional Planning Council | \$506 | \$506 | \$0 | 0% |
| State Department of Juvenile Justice | \$5,801 | \$5,801 | \$0 | 0% |
| Summer Youth Employment Program | \$1,000 | \$1,000 | \$0 | 0% |
| Targeted Jobs Incentive Fund match | \$1,275 | \$1,275 | \$0 | 0% |
| Tax Equalization Reserve | \$2,500 | \$2,500 | \$0 | 0% |
| Public Safety Community-based Organizations | \$1,445 | \$1,445 | \$0 | 0% |
| Recreation and Culture Community-based Organizations | \$100 | \$100 | \$0 | 0% |
| Share Your Heart | \$200 | \$200 | \$0 | 0% |
| Health Foundation pof South Florida (Age-Friendly Initiative) | \$50 | \$50 | \$0 | 0% |
| Medicaid Reimbursement from Public Health Trust | -\$30,000 | -\$30,000 | \$0 | 0% |
| Miami Ventures Program (Beacon Council Foundation) | \$1,000 | \$1,000 | \$0 | 0% |
| Long Term Disability Insurance | \$1,400 | \$1,400 | \$0 | 0% |
| Property Damage Insurance | \$3,000 | \$3,000 | \$0 | 0% |
| TOTAL | \$43,964 | \$43,964 | \$0 | 0% |

Source: FY 2019-20 Adopted Budget and Multi-Year Capital Plan and FY 2020-21 Proposed Budget and Multi-Year Capital Plan

NON-DEPARTMENTAL AND COMMUNITY-BASED ORGANIZATION

The table below represents the Non-Departmental items that had an increase in the funding from the General Fund.

Table 3 (in thousands)

| Program Category | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|--------------------------------------|----------------------------|-----------------------------|---------------------------------|--------------------------------|
| Health Counsel of South Florida | \$0 | \$33 | \$33 | 0% |
| Management Consulting | \$210 | \$500 | \$290 | 138% |
| Medicaid | \$52,439 | \$53,011 | \$572 | 1% |
| Civilian Investigative Panel Reserve | \$0 | \$750 | \$750 | 0% |
| Orange Bowl Committee | \$1,565 | \$3,035 | \$1,470 | 94% |
| Special Elections Reserve | \$0 | \$2,000 | \$2,000 | 0% |
| IT Funding Model Distribution | \$44,577 | \$47,953 | \$3,376 | 8% |
| South Pointe Interlocal Payment | \$14,060 | \$22,347 | \$8,287 | 59% |
| Tax Increment Financing | \$52,793 | \$61,484 | \$8,691 | 16% |
| TOTAL | \$165,644 | \$191,113 | \$25,469 | 15% |

Source: FY 2019-20 Adopted Budget and Multi-Year Capital Plan and FY 2020-21 Proposed Budget and Multi-Year Capital Plan

Observation: The overall funding of the Non-Departmental items increased by approximately \$9.5 million (4%) from \$250.7 million in FY 2019-20 to \$260.2 million in FY 2020-21. As stated in the figure above, the program category with the largest dollar value increase was the Tax Increment Financing category at \$8.7 million. While the largest decrease was the Wage Adjustment, FRS, Separation, and Energy Reserve category at \$6.5 million.

NON-DEPARTMENTAL AND COMMUNITY-BASED ORGANIZATION

Community-Based Organizations

Table 4

| Program Category | | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
|---|----|-------------------------------|--------------------------------|---------------------------------|--------------------------------|
| Cultural Activities | ** | \$21,871,000 | \$20,607,000 | (\$1,264,000) | -6% |
| Airport/Seaport Promotions | ** | \$937,500 | \$497,600 | (\$439,900) | -47% |
| Basic Needs | * | \$1,330,000 | \$1,043,000 | (\$287,000) | -22% |
| Immigrants/New Entrants | * | \$450,000 | \$432,000 | (\$18,000) | -4% |
| Children & Adults with Disabilities | * | \$781,000 | \$781,000 | \$0 | 0% |
| Children, Youth, & Families | * | \$3,415,000 | \$3,415,000 | \$0 | 0% |
| Criminal Justice | * | \$568,000 | \$568,000 | \$0 | 0% |
| Anti-Violence | * | \$393,000 | \$393,000 | \$0 | 0% |
| Elder Needs | * | \$2,236,000 | \$2,236,000 | \$0 | 0% |
| Health | * | \$590,000 | \$590,000 | \$0 | 0% |
| Special Needs | * | \$2,365,000 | \$2,365,000 | \$0 | 0% |
| Workforce Development | * | \$490,000 | \$490,000 | \$0 | 0% |
| Environmental Protection and Education | ** | \$730,000 | \$730,000 | \$0 | 0% |
| Miscellaneous | * | \$11,997,000 | \$12,634,000 | \$637,000 | 5% |
| TOTAL | | \$48,153,500 | \$46,781,600 | (\$1,371,900) | -3% |

Source: FY 2019-20 Adopted Budget and Multi-Year Capital Plan and FY 2020-21 Proposed Budget and Multi-Year Capital Plan

*Note: *General Revenue Funding, **Other Funding*

Observation: The overall funding of the Community Based Organization (CBO) decreased by approximately \$1.4 million (3%) from FY 2019-20 to FY 2020-21. As stated in the figure above, the program category with the major dollar value decrease was \$1.26 million. In terms of percentage, the major reduction was Airport/Seaport Promotions Program with a 47% decrease. The FY 2020-21 Proposed Budget allocation of \$3.9 million (\$300,000 per Commission District) to CBO for district-specific needs remained flat compared to FY 2019-20.

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

The table below is a summary of the total Unfunded Capital Projects by Commission Districts for the Proposed Budget FY 2020-21.

Table 1 (in thousands)

| Unfunded Capital Project Summary | | |
|----------------------------------|--------------------|--------------------------|
| District | Number of Projects | Proposed Budget FY 20-21 |
| District 1 | 1 | \$30,919 |
| District 2 | 2 | \$300 |
| District 3 | 7 | \$11,341 |
| District 4 | 4 | \$114,404 |
| District 5 | 18 | \$239,510 |
| District 6 | 16 | \$994,357 |
| District 7 | 12 | \$173,475 |
| District 8 | 8 | \$57,788 |
| District 9 | 6 | \$322,194 |
| District 10 | 4 | \$142,119 |
| District 11 | 3 | \$134,662 |
| District 12 | 8 | \$16,895 |
| District 13 | 4 | \$33,729 |
| Countywide | 35 | \$12,304,175 |
| Systemwide | 3 | \$53,500 |
| Various | 23 | \$2,820,818 |
| TOTAL | 154 | \$17,450,186 |

Source: Miami-Dade County PeopleSoft Financial System

Of the 154 unfunded capital projects budgeted, 41 are new to the unfunded capital project schedule.

Observation: The 154 represent the total number of unfunded capital projects currently scheduled and the \$17 billion represent the total estimated cost of the projects.

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

The table below depicts an analysis of the FY 2019-20 vs. FY 2020-21 Unfunded Capital Projects by Commission Districts for the specific fiscal years indicated.

Table 2 (in thousands)

| Unfunded Capital Project Two-Year Comparison | | | | |
|--|----------------------------|-----------------------------|---------------------------------|--------------------------------|
| District | Adopted Budget FY 19-20 | Proposed Budget FY 20-21 | Increase/ (Decrease) (\$) | Increase/ (Decrease) (%) |
| District 1 | \$61,569 | \$30,919 | (\$30,650) | -49.8% |
| District 2 | \$12,635 | \$300 | (\$12,335) | -97.6% |
| District 3 | \$33,898 | \$11,341 | (\$22,557) | -66.5% |
| District 4 | \$136,894 | \$114,404 | (\$22,490) | -16.4% |
| District 5 | \$252,389 | \$239,510 | (\$12,879) | -5.1% |
| District 6 | \$2,027,911 | \$994,357 | (\$1,033,554) | -51.0% |
| District 7 | \$206,522 | \$173,475 | (\$33,047) | -16.0% |
| District 8 | \$95,338 | \$57,788 | (\$37,550) | -39.4% |
| District 9 | \$534,995 | \$322,194 | (\$212,801) | -39.8% |
| District 10 | \$166,469 | \$142,119 | (\$24,350) | -14.6% |
| District 11 | \$284,251 | \$134,662 | (\$149,589) | -52.6% |
| District 12 | \$40,789 | \$16,895 | (\$23,894) | -58.6% |
| District 13 | \$40,781 | \$33,729 | (\$7,052) | -17.3% |
| Countywide | \$12,138,175 | \$12,304,175 | \$166,000 | 1.4% |
| Systemwide | \$50,000 | \$53,500 | \$3,500 | 7.0% |
| Various | \$2,741,842 | \$2,820,818 | \$78,976 | 2.9% |
| TOTAL | \$18,824,457 | \$17,450,186 | (\$1,374,271) | -7.3% |

Source: Miami-Dade County PeopleSoft Financial System

Observation: The estimated Unfunded Capital Budget total projected costs as of FY 2020-21 are \$17 billion which is a decrease of \$1.4 billion (7%) from the previous fiscal year. The decrease is a result of \$544,000 in new projects, \$1.9 billion in dropped projects, and \$9.4 million in increased estimates for existing projects.

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

The table below is a detailed listing of the Unfunded Capital Projects by district for FY2020-21.

Table 3

| Unfunded Capital Project by District | | | | |
|--------------------------------------|----------------|--|-------------------|--------------|
| District | Project Number | Project Name | Location | Project Cost |
| 1 | 2000001089 | IVES ESTATES - CAPITAL IMPROVEMENTS | 20901 NE 16 Ave | \$30,919,000 |
| 2 | 2000001443 | GOLDEN GLADES BRANCH - INTERIOR/EXTERIOR RENOVATIONS | 100 NE 166 St | \$150,000 |
| 2 | 2000001454 | ARCOLA LAKES BRANCH - OUTDOOR CHILDREN'S AREA | 8240 NW 7 Ave | \$150,000 |
| 3 | 2000000505 | LITTLE RIVER BRANCH - REPLACEMENT BRANCH | 110 NE 79 St | \$8,000,000 |
| 3 | 2000000516 | WYNWOOD BRANCH (WYNWOOD COMMUNITY CENTER) - NEW | 2905 NW 2 Ave | \$524,000 |
| 3 | 2000000854 | CULMER/OVERTOWN BRANCH - IMPACT RESISTANT WINDOWS/STOREFRONT | 350 NW 13 St | \$125,000 |
| 3 | 2000000855 | CULMER/OVERTOWN BRANCH - INTERIOR/EXTERIOR RENOVATIONS | 350 NW 13 St | \$300,000 |
| 3 | 2000001226 | CIVIC CENTER BRANCH - REPLACE KIOSK | 1501 NW 12 Ave | \$500,000 |
| 3 | 2000001447 | MODEL CITY BRANCH - INTERIOR RENOVATIONS | 2211 NW 54 St | \$875,000 |
| 3 | 2000000597 | MEDICAL EXAMINER - TOTAL BODY DIGITAL X-RAY IMAGING DEVICE | 1851 NW 10 Ave | \$1,017,000 |
| 4 | 2000000867 | NORTH SHORE BRANCH - EXTERIOR RENOVATIONS | 7501 Collins Ave | \$160,000 |
| 4 | 2000000868 | NORTH SHORE BRANCH - REPAIR GLASS ENCLOSURE | 7501 Collins Ave | \$200,000 |
| 4 | 2000001071 | GREYNOLDS & EAST GREYNOLDS - CAPITAL IMPROVEMENTS | 17530 W Dixie Hwy | \$32,292,000 |
| 4 | 2000001073 | HAULOVER - CAPITAL IMPROVEMENTS | 10801 Collins Ave | \$81,752,000 |
| 5 | 2000001457 | CULTURE SHOCK MIAMI - CRM PATRON MANAGEMENT SOFTWARE | 111 NW 1 St | \$35,000 |
| 5 | 2000001458 | CULTURAL AFFAIRS - WEBSITE UPGRADE | 111 NW 1 St | \$150,000 |
| 5 | 2000000861 | MIAMI BEACH REGIONAL - ROOF REPLACEMENT | 227 22 St | \$800,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Project by District | | | | |
|--------------------------------------|----------------|--|-------------------------------------|---------------|
| District | Project Number | Project Name | Location | Project Cost |
| 5 | 2000001396 | HISPANIC BRANCH - INTERIOR RENOVATIONS | 1398 SW 1 St | \$100,000 |
| 5 | 2000001397 | MIAMI BEACH REGIONAL - INTERIOR/EXTERIOR RENOVATIONS | 227 22 St | \$1,000,000 |
| 5 | 2000001402 | SHENANDOAH BRANCH - INTERIOR/EXTERIOR RENOVATIONS | 2111 SW 19 St | \$125,000 |
| 5 | 2000001445 | MAIN LIBRARY - INTERIOR RENOVATIONS | 101 West Flagler St | \$3,000,000 |
| 5 | 2000000024 | GANTRY CRANES - RUBBER TIRE REPLACEMENT | Dante B. Fascell Port of Miami-Dade | \$10,000,000 |
| 5 | 2000000025 | RAIL ROAD TRACK - EXTENSION | Dante B. Fascell Port of Miami-Dade | \$1,000,000 |
| 5 | 2000000026 | PARKING GARAGES - EXPANSION | Dante B. Fascell Port of Miami-Dade | \$55,000,000 |
| 5 | 2000000027 | PORT ROADWAY - REALIGNMENT | Dante B. Fascell Port of Miami-Dade | \$25,000,000 |
| 5 | 2000000029 | CRUISE TERMINALS - CONCOURSES AND BERTHING MODIFICATIONS | Dante B. Fascell Port of Miami-Dade | \$15,000,000 |
| 5 | 2000000030 | NEW BERTH O - WEST NEW APRON | Dante B. Fascell Port of Miami-Dade | \$67,000,000 |
| 5 | 2000000567 | PORT OPERATIONS SITE - NEW FACILITY | Dante B. Fascell Port of Miami-Dade | \$23,500,000 |
| 5 | 6430230 | PASSENGER TERMINALS - MOBILE WALKWAYS | Dante B. Fascell Port of Miami-Dade | \$10,200,000 |
| 5 | 6433020 | CRUISE FERRY COMPLEX - NEW | Dante B. Fascell Port of Miami-Dade | \$20,000,000 |
| 5 | 6436730 | WATER SERVICE CAPACITY - EXPANSION | Dante B. Fascell Port of Miami-Dade | \$5,000,000 |
| 5 | 2000000279 | HICKMAN GARAGE - BUILDING IMPROVEMENTS | 270 NW 2 St | \$2,600,000 |
| 6 | 2000000101 | MIA - PERIMETER ROAD WIDENING | Miami International Airport | \$20,000,000 |
| 6 | 2000000495 | MIA - CONCOURSE D EXPAND TO THE WEST EXTENSION | Miami International Airport | \$435,570,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Project by District | | | | |
|--------------------------------------|----------------|---|-----------------------------|---------------|
| District | Project Number | Project Name | Location | Project Cost |
| 6 | 2000000589 | MIA - CONCOURSES D AND E - APRON AND TAXI LANE PAVEMENTS | Miami International Airport | \$5,600,000 |
| 6 | 2000001323 | MIA - CONCOURSE F APRON (PHASE 1) | Miami International Airport | \$72,300,000 |
| 6 | 2000001324 | MIA - CONCOURSE F APRON (PHASE 2) | Miami International Airport | \$30,990,000 |
| 6 | 2000001325 | MIA - CONCOURSE E AND F TAXILANE AND APRON REHABILITATION | Miami International Airport | \$67,521,000 |
| 6 | 2000001326 | MIA - CONCOURSE G DEMOLITION | Miami International Airport | \$38,440,000 |
| 6 | 2000001327 | MIA - CONCOURSE F DEMOTITION (PHASE 1) | Miami International Airport | \$91,930,000 |
| 6 | 2000001328 | MIA - CONCOURSE F DEMOLITION (PHASE 2), PIER DEMOLITION AND APRON (PHASE 3) | Miami International Airport | \$111,520,000 |
| 6 | 2000001329 | MIA - WEST CARGO TRUCK PARKING | Miami International Airport | \$7,310,000 |
| 6 | 2000001330 | MIA - CONSOLIDATED CARGO FUMIGATION FACILITY | Miami International Airport | \$61,620,000 |
| 6 | 2000001331 | MIA - CARGO BUILDING 704 DEMOLITION | Miami International Airport | \$3,760,000 |
| 6 | 2000001332 | MIA - NW 37 AVENUE INTERSECTION IMPROVEMENTS | Miami International Airport | \$2,490,000 |
| 6 | 2000001333 | MIA - FUEL STORAGE FACILITY EXPANSION | Miami International Airport | \$30,040,000 |
| 6 | 2000001398 | MIAMI SPRINGS BRANCH - INTERIOR/EXTERIOR RENOVATIONS | 401 Westward Dr | \$150,000 |
| 6 | 2000001083 | A. D. BARNES - CAPITAL IMPROVEMENTS | 3401 SW 72 Ave | \$15,116,000 |
| 7 | 2000000577 | COCONUT GROVE PLAYHOUSE - REHEARSAL SPACE, SCENE AND COSTUME SHOP | 3500 Main Hwy | \$10,000,000 |
| 7 | 2000000962 | VIZCAYA - FARM VILLAGE | 3251 S Miami Ave | \$50,000,000 |
| 7 | 2000000858 | KEY BISCAVNE BRANCH - IMPACT RESISTANT WINDOWS/STOREFRONT | 299 Crandon Blvd | \$225,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Project by District | | | | |
|--------------------------------------|----------------|--|-----------------------|--------------|
| District | Project Number | Project Name | Location | Project Cost |
| 7 | 2000000859 | KEY BISCAYNE BRANCH - INTERIOR RENOVATIONS | 299 Crandon Blvd | \$500,000 |
| 7 | 2000000871 | SOUTH MIAMI BRANCH - AIR HANDLER REPLACEMENT | 6000 Sunset Dr | \$300,000 |
| 7 | 2000000921 | KEY BISCAYNE BRANCH - REPLACEMENT BRANCH | 299 Crandon Blvd | \$8,360,000 |
| 7 | 2000001401 | PINECREST BRANCH - INTERIOR RENOVATIONS | 5835 SW 111 St | \$200,000 |
| 7 | 2000001403 | VIRRICK PARK BRANCH - INTERIOR RENOVATIONS | 3255 Plaza St | \$125,000 |
| 7 | 2000001449 | SOUTH MIAMI BRANCH - INTERIOR/EXTERIOR RENOVATIONS | 6000 Sunset Dr | \$800,000 |
| 7 | 2000001450 | SOUTH MIAMI BRANCH - IMPACT RESISTANT WINDOWS AND STOREFRONT | 6000 Sunset Dr | \$150,000 |
| 7 | 2000001063 | CRANDON GOLF - CAPITAL IMPROVEMENTS | 4000 Crandon Blvd | \$18,035,000 |
| 7 | 2000001069 | CRANDON - CAPITAL IMPROVEMENTS | 4000 Crandon Blvd | \$84,780,000 |
| 8 | 2000000214 | SOUTH MIAMI-DADE CULTURAL ARTS CENTER - BANDSHELL | 10950 SW 211 St | \$3,000,000 |
| 8 | 2000001400 | PALMETTO BAY BRANCH - INTERIOR/EXTERIOR RENOVATIONS | 17641 Old Cutler Rd | \$150,000 |
| 8 | 2000001448 | SOUTH DADE REGIONAL - INTERIOR/EXTERIOR RENOVATIONS | 10750 SW 211 St | \$3,600,000 |
| 8 | 2000000999 | CHARLES DEERING ESTATE - CAPITAL IMPROVEMENTS | 16701 SW 72 Ave | \$17,420,000 |
| 8 | 2000001059 | BRIAR BAY GOLF - CAPITAL IMPROVEMENTS | 9399 SW 134 St | \$641,000 |
| 8 | 2000001066 | PALMETTO GOLF - CAPITAL IMPROVEMENTS | 9300 SW 152 St | \$6,987,000 |
| 8 | 2000001079 | REDLAND FRUIT & SPICE - CAPITAL IMPROVEMENTS | 24801 SW 187 Ave | \$1,749,000 |
| 8 | 2000001158 | LAKES BY THE BAY - CAPITAL IMPROVEMENTS | SW 216 St / SW 85 Ave | \$24,241,000 |
| 9 | 2000001399 | NARANJA BRANCH - INTERIOR/EXTERIOR RENOVATIONS | 14850 SW 280 St | \$200,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Project by District | | | | |
|--------------------------------------|----------------|---|--------------------------|---------------|
| District | Project Number | Project Name | Location | Project Cost |
| 9 | 2000000949 | NEW DISTRICT STATION - EUREKA - CONSTRUCTION | SW 184 St and SW 157 Ave | \$15,000,000 |
| 9 | 2000000996 | ZOO MIAMI - CAPITAL IMPROVEMENTS | 12400 SW 152 St | \$265,433,000 |
| 9 | 2000001075 | HOMESTEAD BAYFRONT - CAPITAL IMPROVEMENTS | 9698 N Canal Dr | \$284,000 |
| 9 | 2000001087 | HOMESTEAD AIR RESERVE - CAPITAL IMPROVEMENTS | 27401 SW 127 Ave | \$37,685,000 |
| 9 | 2000001161 | SOUTHRIDGE - CAPITAL IMPROVEMENTS | 11250 SW 192 St | \$3,592,000 |
| 10 | 2000000576 | WESTCHESTER CULTURAL ARTS CENTER - ADDITIONAL FACILITY IMPROVEMENTS | 7900 SW 40 St | \$3,000,000 |
| 10 | 2000001451 | WESTCHESTER REGIONAL - INTERIOR/EXTERIOR RENOVATIONS | 9445 Coral Way | \$4,500,000 |
| 10 | 2000001157 | KENDAL INDIAN HAMMOCKS - CAPITAL IMPROVEMENTS | 11395 SW 79 St | \$23,324,000 |
| 10 | 2000001166 | TROPICAL - CAPITAL IMPROVEMENTS | 7900 SW 40 St | \$111,295,000 |
| 11 | 2000001452 | WEST KENDALL REGIONAL - SECOND FLOOR INTERIOR RENOVATIONS | 10201 Hammocks Blvd | \$1,800,000 |
| 11 | 2000001163 | TAMIAMI - CAPITAL IMPROVEMENTS | 11201 SW 24 St | \$127,212,000 |
| 11 | 2000001051 | TRASH AND RECYCLING CENTER (WEST) - NEW | To Be Determined | \$5,650,000 |
| 12 | 2000000836 | TURNER GUILFORD KNIGHT CORRECTIONAL FACILITY - SOUND DEADENERS | 7000 NW 41 St | \$1,440,000 |
| 12 | 2000000837 | TURNER GUILFORD KNIGHT CORRECTIONAL FACILITY - RADIO REPEATERS | 7000 NW 41 St | \$1,000,000 |
| 12 | 2000001444 | INTERNATIONAL MALL BRANCH - INTERIOR/EXTERIOR RENOVATIONS | 10315 NW 12 St | \$150,000 |
| 12 | 2000001259 | TRACK AND GUIDEWAY WORK FACILITY BUILDING | 6601 NW 72 Ave | \$2,050,000 |
| 12 | 2000001419 | FORENSIC LABORATORY EQUIPMENT - 3-D IMAGING SYSTEM | 9105 NW 25 St | \$255,000 |
| 12 | 2000001429 | POLICE EQUIPMENT - FACIAL RECOGNITION SOFTWARE | 9105 NW 25 St | \$1,000,000 |
| 12 | 2000001432 | POLICE EQUIPMENT - LICENSE PLATE READERS | 9105 NW 25 St | \$1,000,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Project by District | | | | |
|---|----------------|--|-----------------------|---------------|
| District | Project Number | Project Name | Location | Project Cost |
| 12 | 323790 | PROPERTY AND EVIDENCE BUREAU - NEW STORAGE FACILITY | 8951 NW 58 St | \$10,000,000 |
| 13 | 2000001442 | MIAMI LAKES BRANCH - IMPACT RESISTANT WINDOWS AND STOREFRONT | 6699 Windmill Gate Rd | \$225,000 |
| 13 | 2000001446 | MIAMI LAKES BRANCH - BRANCH EXPANSION | 6699 Windmill Gate Rd | \$1,000,000 |
| 13 | 2000001061 | COUNTRY CLUB OF MIAMI (EAST & WEST) - CAPITAL IMPROVEMENTS | 6801 NW 186 St | \$1,000,000 |
| 13 | 2000001085 | AMELIA EARHART - CAPITAL IMPROVEMENTS | 11900 NW 42 Ave | \$31,504,000 |
| 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13 | 2000000127 | MAST ARMS - UPGRADES | Various Sites | \$26,325,000 |
| 1, 2, 3, 4, 5, 6, 7, 8, 10, 11, 12, 13 | 2000000129 | TRAFFIC CONTROL - UPGRADE COMMUNICATIONS | Various Sites | \$60,402,000 |
| 1, 2, 3, 4, 5, 6, 7, 8, 10, 12, 13 | 2000000128 | SCHOOL FLASHING LIGHTS | Various Sites | \$5,925,000 |
| 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 | 60310410 | BIKE LANES - NEW | Various Sites | \$47,279,000 |
| 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 | 6010540 | SIDEWALKS - CONSTRUCT/REPAIR (UMSA AND ARTERIAL ROADS) | Various Sites | \$65,657,000 |
| 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 | 6039660 | BRIDGES - REPAIR/REPLACEMENT | Various Sites | \$130,485,000 |
| 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 | 606380 | BARRIER REMOVAL - AMERICANS WITH DISABILITIES ACT | Various Sites | \$16,891,000 |
| 1, 2, 3, 4, 6, 8, 9, 10, 11, 12, 13 | 556840 | DRAINAGE - STORMWATER IMPROVEMENTS AND RETROFIT | Various Sites | \$112,045,000 |
| 1, 3, 5, 6, 8, 9, 10, 11, 13 | 6037280 | STREETLIGHTS - INSTALL ON ARTERIAL ROADS | Various Sites | \$30,791,000 |
| 1, 6, 7, 9, 10, 11, 12, 13 | 2000000124 | TRAFFIC SIGNALS - NEW | Various Sites | \$4,850,000 |
| 2, 3, 5, 8, 9, 11, 12 | 9400 | ROADWAY - COUNTYWIDE IMPROVEMENTS | Various Sites | \$141,110,000 |
| 2, 7, 9, 10, 11, 13 | 609950 | INTERSECTION - TURN BAYS AND OTHER OPERATIONAL IMPROVEMENTS | Various Sites | \$2,190,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Project by District | | | | |
|--------------------------------------|----------------|--|------------------------------|-----------------|
| District | Project Number | Project Name | Location | Project Cost |
| 4, 6, 11 | 2000000439 | MIA - MIDFIELD BLAST FENCE | Miami International Airport | \$10,000,000 |
| 4, 8, 9, 11, 12, 13 | 606340 | CANAL - IMPROVEMENTS AND EMBANKMENT RESTORATION | Various Sites | \$96,510,000 |
| 7, 8, 9, 10, 11, 12, 13 | 609440 | GUARDRAILS - INSTALL/REPLACE, SURROUNDING BODIES OF WATER | Various Sites | \$6,944,000 |
| Countywide | 2000001334 | ELECTIONS - VOTER PRIVACY BOOTHS | 2700 NW 87 Ave | \$115,000 |
| Countywide | 5500 | TRAINING TOWERS (NORTH AND SOUTH) - CONSTRUCT | To Be Determined | \$8,487,000 |
| Countywide | 804920 | PUBLIC HOUSING - REPAIRS, MODERNIZATION AND EQUIPMENT | Various Sites | \$420,000,000 |
| Countywide | 2000000960 | SENIOR SUPPORTIVE HOUSING - ADDITIONAL | Various Sites | \$2,500,000 |
| Countywide | 2060080 | PERMANENT SUPPORTIVE HOUSING - ADDITIONAL | Various Sites | \$7,200,000 |
| Countywide | 2000000968 | FURNITURE, FIXTURES AND EQUIPMENT - VARIOUS SITES | Various Sites | \$2,000,000 |
| Countywide | 1490 | TRANSIT FACILITIES - ROOF REPLACEMENT | Various Sites | \$22,660,000 |
| Countywide | 1710 | METRORAIL - PIERS GROUNDING TESTING | Metrorail | \$5,150,000 |
| Countywide | 2000000123 | ROADWAY - UPGRADE LIGHTS (L.E.D. AND SMART LIGHT TECHNOLOGY) | Throughout Miami-Dade County | \$26,164,000 |
| Countywide | 2000000125 | SPAN-WIRE TRAFFIC SIGNALS - REPLACE | Various Sites | \$85,435,000 |
| Countywide | 2000000126 | ROADWAY - LIGHTING RETROFIT | Various Sites | \$30,000,000 |
| Countywide | 2000000211 | METROBUS - GARAGE IMPROVEMENTS | Metrobus Garages | \$6,386,000 |
| Countywide | 2000000669 | METRORAIL - TRAIN CONTROL UPGRADE | Metrorail | \$250,660,000 |
| Countywide | 2000000992 | METROMOVER - EXTENSION GUIDEWAY PAINTING | Metromover | \$19,600,000 |
| Countywide | 6030010 | PAVEMENT MARKING - REPLACEMENT | Various Sites | \$7,200,000 |
| Countywide | 603830 | ROADWAY - REPAIR AND RESURFACE LOCAL ROADS IN UMSA | Various Sites | \$194,078,000 |
| Countywide | 9540 | STRATEGIC MIAMI AREA RAPID TRANSIT (SMART) PLAN | Various Sites | \$7,044,000,000 |
| Countywide | 2000000799 | DISTRICT STATIONS - AUTOMATED KIOSKS | Various Sites | \$200,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Project by District | | | | |
|--------------------------------------|----------------|---|------------------------------|-----------------|
| District | Project Number | Project Name | Location | Project Cost |
| Countywide | 321360 | POLICE AIR FLEET - FIXED WING AIRCRAFT REPLACEMENT | Various Sites | \$2,760,000 |
| Countywide | 2000001033 | MARINAS - CAPITAL IMPROVEMENTS | Various Sites | \$175,939,000 |
| Countywide | 2000001223 | LOCAL & OTHER PARKS - CAPITAL IMPROVEMENTS | Various Sites | \$482,373,000 |
| Countywide | 2000001224 | GREENWAYS - IMPROVEMENTS | Various Sites | \$166,805,000 |
| Countywide | 2000001231 | GREEN SPACE - LAND ACQUISITION | Various Sites | \$168,524,000 |
| Countywide | 2000001289 | GOLD COAST RAILROAD MUSEUM - REMEDIATION | 12450 SW 152 St | \$2,561,000 |
| Countywide | 2000001262 | OCEAN OUTFALLS - LEGISLATION PROJECTS | Throughout Miami Dade County | \$3,374,000 |
| Countywide | 2000001263 | OCEAN OUTFALLS - CAPACITY PROJECTS | Throughout Miami Dade County | \$1,730,281,000 |
| Countywide | 2000001264 | WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT | Throughout Miami Dade County | \$143,601,000 |
| Countywide | 2000001265 | WATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT | Throughout Miami Dade County | \$480,016,000 |
| Countywide | 2000001266 | WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT IMPROVEMENTS | Throughout Miami Dade County | \$699,000 |
| Countywide | 2000001267 | WASTEWATER TREATMENT PLANT - SOUTH DISTRICT IMPROVEMENTS | Throughout Miami Dade County | \$6,075,000 |
| Countywide | 2000001268 | WATER TREATMENT PLANTS - NEW FACILITIES SOUTH MIAMI AND SURFACE | Throughout Miami Dade County | \$690,818,000 |
| Countywide | 2000001269 | WATER TREATMENT PLANT (PRESTON) - IMPROVEMENTS | Throughout Miami Dade County | \$57,331,000 |
| Countywide | 2000001270 | WATER TREATMENT PLANT (HIALEAH) - IMPROVEMENTS | Throughout Miami Dade County | \$21,620,000 |
| Countywide | 2000001271 | WATER TREATMENT PLANT (ALEX ORR) - IMPROVEMENTS | Throughout Miami Dade County | \$33,863,000 |
| Countywide | 2000001273 | WATER INFRASTRUCTURE - VARIOUS IMPROVEMENTS | Throughout Miami Dade County | \$5,700,000 |
| Systemwide | 2000001466 | FIRE RESCUE - LOGISTICS PARKING LOT SHELTER | 6000 SW 87 Ave | \$1,500,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Project by District | | | | |
|--------------------------------------|----------------|---|------------------------------|-------------------------|
| District | Project Number | Project Name | Location | Project Cost |
| Systemwide | 2000000956 | FUTURE LIBRARY BRANCHES | To Be Determined | \$50,000,000 |
| Systemwide | 2000001474 | LIBRARY FACILITIES - MICELLAEIOUS RENOVATIONS | Various Sites | \$2,000,000 |
| TBD | 2000000941 | JAIL/INTAKE FACILITY REPLACEMENT | To Be Determined | \$412,021,000 |
| TBD | 2000001464 | FIRE RESCUE - EQUIPMENT STORAGE STRUCTURE | To Be Determined | \$800,000 |
| TBD | 2000000920 | THE LODGE - FACILITY IMPROVEMENTS | Undisclosed | \$2,500,000 |
| TBD | 2000000961 | THIRD DOMESTIC VIOLENCE SHELTER - NEW | Undisclosed | \$16,500,000 |
| TBD | 5740 | TRANSIT TERMINAL - WEST KENDALL IMPROVEMENTS | To Be Determined | \$13,630,000 |
| TBD | 2000000573 | TRAINING AND EDUCATION FACILITY - NEW | To Be Determined | \$2,000,000 |
| TBD | 2000001057 | RESOURCES RECOVERY FACILITY - NEW | To Be Determined | \$1,600,000,000 |
| TBD | 2000001272 | UNDERSIZED WATER MAINS - REPLACEMENTS | Throughout Miami Dade County | \$15,963,000 |
| TOTAL | | | | \$17,450,186,000 |

Source: Miami-Dade County PeopleSoft Financial System

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

The table below is a detailed listing of the Unfunded Capital Projects by District for FY 2019-20 that were removed in the Proposed Budget for FY 2020-21. The two projects highlighted were funded in FY 2020-21, the remaining were dropped. The total amount of unfunded capital projects for FY 2020-21 is \$1.9 billion.

Table 4

| Unfunded Capital Projects By District FY 2019-20 Removed from list in FY 2020-21 | | | | |
|---|------------|---|---------------------|--------------|
| District | Project # | Project Name | Location | Project Cost |
| 1 | 2000000866 | NORTH DADE REGIONAL - IMPACT RESISTANT WINDOWS AND STOREFRONT | 2455 NW 183 St | \$650,000 |
| 2 | 2000000198 | NEW DIRECTION - DEMOLISH/REBUILD COTTAGES | 3140 NW 76 St | \$12,500,000 |
| 2 | 2000000865 | NORTH CENTRAL - IMPACT RESISTANT WINDOWS AND STOREFRONT | 9590 NW 27 Ave | \$135,000 |
| 3 | 2000000574 | AFRICAN HERITAGE CULTURAL ARTS CENTER - NEW FACILITY | 6161 NW 22 Ave | \$20,000,000 |
| 3 | 3550 | BENNETT H. BRUMMER PUBLIC DEFENDER FACILITY - BUILDOUT OF 6 AND 7 FLR | 1320 NW 14 St | \$3,200,000 |
| 3 | 2000000847 | ALLAPATTAH - IMPACT RESISTANT WINDOWS AND STOREFRONT | 1799 NW 35 St | \$110,000 |
| 3 | 2000000860 | LEMON CITY - IMPACT RESISTANT WINDOWS AND STOREFRONT | 430 NE 61 St | \$135,000 |
| 3 | 2000001292 | MEDICAL EXAMINER MISCELLANEOUS EQUIPMENT | 1851 NW 10 Ave | \$612,000 |
| 4 | 2000001253 | OCEAN RESCUE - HAULOVER LIFEGUARD HEADQUARTERS REPAIR | 10800 Collins Ave | \$150,000 |
| 4 | 6070 | NEW DISTRICT STATION - INTRACOASTAL | 15665 Biscayne Blvd | \$22,500,000 |
| 5 | 2000000528 | AUDIO AND VIDEO - SIGNAL ENGINEERING SUPPORT EQUIPMENT | 111 NW 1 St | \$69,000 |
| 5 | 2000000530 | COMPUTERS - CONTROL ROOM | 111 NW 1 St | \$170,000 |
| 5 | 2000001254 | UNIVERSAL POWER SUPPLY SYSTEM FOR SERVERS | 111 NW 1 St | \$150,000 |
| 5 | 2000000824 | 50' FIRE BOAT - TRAINING/SPARE | To Be Determined | \$1,800,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Projects By District FY 2019-20 Removed from list in FY 2020-21 | | | | |
|---|------------|--|-------------------------------------|---------------|
| District | Project # | Project Name | Location | Project Cost |
| 5 | 2000000862 | MIAMI BEACH - HVAC REPLACEMENT | 227 22 St | \$900,000 |
| 5 | 2000000023 | PORT UTILITIES - EXPAND AND MODERNIZE | Dante B. Fascell Port of Miami-Dade | \$15,000,000 |
| 6 | 2000000494 | MIA - EXPAND CONCOURSE D TO THE EAST EXTENSION | Miami International Airport | \$396,000,000 |
| 6 | 2000000499 | MIA - CARGO OPTIMIZATION PROGRAM - PHASE 1 AND 2 | Miami International Airport | \$14,000,000 |
| 6 | 2000000590 | MIA - APRON AND TAXI LANE PAVEMENTS - CONCOURSES E AND F | Miami International Airport | \$10,440,000 |
| 6 | 2000000761 | MIA - CENTRAL BASE APRON UTILITIES IMPROVEMENTS - PHASE 2 | Miami International Airport | \$38,000,000 |
| 6 | 2000000985 | MIA - CENTRAL TERMINAL REDEVELOPMENT | Miami International Airport | \$522,000,000 |
| 6 | 2000000986 | MIA - SOUTH TERMINAL EXPANSION | Miami International Airport | \$356,000,000 |
| 6 | 2000000987 | MIA - NORTH TERMINAL IMPROVEMENTS | Miami International Airport | \$61,000,000 |
| 6 | 2000000988 | MIA - TERMINAL WIDE PROJECTS | Miami International Airport | \$84,000,000 |
| 6 | 2000000989 | MIA - LANDSIDE PROJECTS | Miami International Airport | \$37,000,000 |
| 6 | 2000000990 | MIAMI - OPA LOCKA EXECUTIVE AIRPORT - IMPROVEMENTS | Miami - Opa locka Executive Airport | \$1,300,000 |
| 6 | 2000000991 | MIA - LAND ACQUISITION | Miami International Airport | \$15,000,000 |
| 7 | 2000000575 | MIAMI-DADE COUNTY AUDITORIUM - PARKING GARAGE | 2901 W Flagler St | \$20,000,000 |
| 7 | 2000001300 | OCEAN RESCUE - NEW OCEAN RECSUE LIFEGUARD HEADQUARTERS AT CRANDON PARK | Crandon Park | \$2,480,000 |
| 7 | 2000000849 | COCONUT GROVE - IMPACT RESISTANT WINDOWS AND STOREFRONT | 2875 McFarlane Rd | \$200,000 |
| 7 | 2000000852 | CORAL GABLES - IMPACT RESISTANT WINDOWS | 3443 Segovia St | \$650,000 |
| 7 | 2000000857 | KENDALL - IMPACT RESISTANT WINDOWS AND STOREFRONT | 9101 SW 97 Ave | \$225,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Projects By District FY 2019-20 Removed from list in FY 2020-21 | | | | |
|---|------------|---|--------------------|---------------|
| District | Project # | Project Name | Location | Project Cost |
| 7 | 2000001077 | MATHESON HAMMOCK - CAPITAL IMPROVEMENTS | 9610 Old Cutler Rd | \$10,766,207 |
| 8 | 2000000215 | SOUTH MIAMI-DADE CULTURAL ARTS CENTER - PARKING GARAGE | 10950 SW 211 St | \$12,500,000 |
| 8 | 2000000233 | SOUTH DADE REGIONAL - ROOF REPLACEMENT | 10750 SW 211 St | \$750,000 |
| 8 | 2000000853 | CORAL REEF - IMPACT WINDOWS AND STOREFRONT | 9211 Coral Reef Dr | \$150,000 |
| 8 | 2000000869 | SOUTH DADE REGIONAL - IMPACT RESISTANT WINDOWS AND STOREFRONT | 10750 SW 211 St | \$400,000 |
| 8 | 10810 | NEW DISTRICT STATION - SOUTH | 10800 SW 211 St | \$22,500,000 |
| 10 | 2000000872 | WEST DADE REGIONAL - IMPACT RESISTANT WINDOWS AND STOREFRONT | 9445 Coral Way | \$850,000 |
| 10 | 1530 | NEW DISTRICT STATION - KENDALL | 7077 SW 117 Ave | \$15,000,000 |
| 11 | 2000001168 | WEST KENDALL DISTRICT - CAPITAL IMPROVEMENTS | 11400 SW 157 Ave | \$134,788,391 |
| 12 | 2000000699 | ELECTIONS BUILDING - RECONFIGURATION AND WAREHOUSE SPACING | 2700 NW 87 Ave | \$1,000,000 |
| 12 | 2000001137 | POLICE FLEET VEHICLES - MOBILE COMMAND VEHICLE | 1519 NW 79 Ave | \$765,000 |
| 12 | 2000001169 | POLICE FLEET VEHICLES - RAPID DEPLOYMENT FORCE (RDF) PERSONNEL TRANSPORT VEHICLES | 1519 NW 79 St | \$250,000 |
| 12 | 2000001232 | POLICE EQUIPMENT - MDPD CRIME LAB EQUIPMENT | 9105 NW 25 St | \$159,000 |
| 12 | 2000001234 | POLICE EQUIPMENT - ARTICULATING ARM BOOM TRUCK (BUCKET TRUCK) | 9300 NW 41 St | \$140,000 |
| 12 | 2000001238 | POLICE FLEET VEHICLES - ARMORED EXPLOSIVE DETECTION VEHICLE | 1519 NW 79 Ave | \$385,000 |

UNFUNDED CAPITAL PROJECTS BY COMMISSION DISTRICTS

| Unfunded Capital Projects By District FY 2019-20 Removed from list in FY 2020-21 | | | | |
|---|------------|--|-----------------------|------------------------|
| District | Project # | Project Name | Location | Project Cost |
| 12 | 2000001250 | TRAINING FACILITY - VARIOUS RENOVATIONS/ENHANCEMENTS - PHASE 2 | 9601 NW 58 St | \$7,000,000 |
| 12 | 2000001251 | TRAINING FACILITY - VARIOUS RENOVATIONS/ENHANCEMENTS - PHASE 3 | 9601 NW 58 St | \$10,000,000 |
| 12 | 2000001252 | TRAINING FACILITY - VARIOUS RENOVATIONS/ENHANCEMENTS - PHASE 4 | 9601 NW 58 St | \$7,000,000 |
| 13 | 2000000863 | MIAMI LAKES - IMPACT RESISTANT WINDOWS AND STOREFRONT | 6699 Windmill Gate Rd | \$225,000 |
| Countywide | 2000000452 | SOCIAL SERVICES CASE MANAGEMENT SYSTEM | Various Sites | \$3,500,000 |
| Countywide | 2000000561 | EXADATA SERVER | 5680 SW 87 Ave | \$1,868,000 |
| Countywide | 2000000959 | RAPID REHOUSING - SHORT-TO-MEDIUM TERM RENTAL ASSISTANCE | Various Sites | \$18,600,000 |
| Countywide | 2000000451 | SOUTH DADE BUS AND PUBLIC WORKS MAINTENANCE FACILITIES - NEW | Various Sites | \$41,200,000 |
| Countywide | 2000000082 | MARINE PATROL UNIT (MPU) - VESSEL REPLACEMENT | Various Sites | \$975,000 |
| Countywide | 2000001237 | POLICE EQUIPMENT - PORTABLE SURVEILLANCE TRAILERS | Various sites | \$330,000 |
| TOTAL | | | | \$1,927,477,598 |

Source: Miami-Dade County PeopleSoft Financial System

APPLICABLE LEGISLATION/POLICY

Florida Constitution, Article VII, Finance and Taxation, Section 6 governs homestead exemptions; every person who has the legal or equitable title to real estate and maintains thereon the permanent residence of the owner, or another legally or naturally dependent upon the owner, shall be exempt from taxation thereon, except assessments for special benefits, up to the assessed valuation of twenty-five thousand dollars and, for all levies other than school district levies, on the assessed valuation greater than fifty thousand dollars and up to seventy-five thousand dollars, upon establishment of right thereto in the manner prescribed by law. The real estate may be held by legal or equitable title, by the entireties, jointly, in common, as a condominium, or indirectly by stock ownership or membership representing the owner's or member's proprietary interest in a corporation owning a fee or a leasehold initially in excess of ninety-eight years.

http://www.leg.state.fl.us/Statutes/index.cfm?Mode=Constitution&Submenu=3&Tab=statutes&C_FID=59372775&CFTOKEN=5fa15fdf43e94b94-0AFA775A-5056-B837-1AC85422DB207EDB#A7S06

Florida Constitution, Article VII, Finance and Taxation, Section 9 governs local taxes, authorizing counties, school districts and municipalities to levy ad valorem taxes and may be authorized by general law to levy other taxes for their respective purposes, except ad valorem taxes on intangible personal property. Ad valorem taxes, exclusive of taxes levied for the payment of bonds and taxes levied for periods not longer than two years when authorized by vote of the electors who are the owners of freeholds therein not wholly exempt from taxation, shall not be levied in excess of the following millages upon the assessed value of real estate and tangible personal property: for all county purposes, ten mills; for all municipal purposes, ten mills; for all school purposes, ten mills; for water management purposes for the northwest portion of the state lying west of the line between ranges two and three east, 0.05 mill; for water management purposes for the remaining portions of the state, 1.0 mill; and for all other special districts a millage authorized by law approved by vote of the electors who are owners of freeholds therein not wholly exempt from taxation. A county furnishing municipal services may, to the extent authorized by law, levy additional taxes within the limits fixed for municipal purposes.

http://www.leg.state.fl.us/Statutes/index.cfm?Mode=Constitution&Submenu=3&Tab=statutes&C_FID=59372775&CFTOKEN=5fa15fdf43e94b94-0AFA775A-5056-B837-1AC85422DB207EDB#A7S06

Florida Statutes, Chapter 129, County Annual Budget, sets forth a budget system for the control of the finances of the boards of county commissioners of the several counties of the state; the budget must be prepared, summarized and approved by the board of county commissioners of each county. The budget must be balanced, so that the total of the estimated receipts available from taxation and other sources, including balances brought forward from prior fiscal years, equals the total of appropriations for expenditures and reserves.

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&URL=0100-0199/0129/0129.html

Florida Statutes, Chapter 200, governs the determination of millage. Section 200.065 provides for the method of fixing millage and prescribes that upon preparation of a tentative budget, but prior to adoption thereof, each taxing authority shall compute a proposed millage rate necessary to fund the tentative budget other than the portion of the budget to be funded from sources other than ad valorem taxes.

APPLICABLE LEGISLATION/POLICY

The county commissioners shall determine the amount to be raised for all county purposes, except for county school purposes, and shall enter upon their minutes the rates to be levied for each fund respectively, together with the rates certified to be levied by the board of county commissioners for use of the county, special taxing district, board, agency, or other taxing unit within the county for which the board of county commissioners is required by law to levy taxes.

http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0200-0299/0200/Sections/0200.065.html

Miami-Dade County Home Rule Amendment and Charter, Citizens' Bill of Rights, provides that the County Mayor shall prepare a budget showing the cost of each program for each budget year. Prior to the County Commission's first public hearing on the proposed budget required by state law, the County Mayor shall make public a budget summary setting forth the proposed cost of each individual program and reflecting all major proposed increases and decreases in funds and personnel for each program, the purposes therefore, the estimated millage cost of each program and the amount of any contingency and carryover funds for each program.

Section 5.03 of the Charter provides that between June 1 and July 15, the County Mayor should prepare a proposed budget containing a complete financial plan, including capital and operating budgets, for the ensuing fiscal year. The budget prepared and recommended by the Mayor, shall be presented by the Mayor or his or her designee to the Commission on or before the Board adopts tentative millage rates for the ensuing fiscal year. A summary of the budget shall be published and the Board shall hold hearings on and adopt a budget on or before the dates required by law.

Section 9.10 of the Charter sets forth the Office of the Commission Auditor, providing that the Commission Auditor shall be a certified public accountant who reports directly to the County Commission. The Commission Auditor shall provide the Commission with independent budgetary, audit, management, revenue forecasting and fiscal analyses of commission policies and county services and contracts.

<https://www.miamidade.gov/charter/library/home-rule-charter.pdf>

Section 2-1795 of the County Code, Allocation of County Resources, provides that commencing in calendar year 2016, no later than April 1st of each year, the Commission Auditor shall provide to the Commission a written report detailing, as of the commencement of the fiscal year, for each department, office, division or other unit of County government the services provided to the community, the resources allocated for the delivery of such services, and the achievement of performance measures with respect to the delivery of services. The report shall include the Commission Auditor's recommendations regarding adjustments to resource allocations to yield desired service delivery results. Each commission committee shall meet no later than May 1st of each year to: review and discuss the Commission Auditor's report; identify new service delivery priorities for the ensuing fiscal year for those services under the commission committee's jurisdiction; approve by motion new service delivery priorities for the ensuing fiscal year; and forward its recommended priorities to the Commission. No later than June 1st of each year, the committee with jurisdiction over budgetary matters shall meet to: review and discuss the commission committees' recommended new service delivery priorities for the ensuing fiscal year; identify revenues and resources necessary to fund such priorities; and no later than June 15th,

APPLICABLE LEGISLATION/POLICY

forward its findings to the Commission for its consideration at its regularly scheduled meeting immediately following June 15th or a special meeting called for such purpose. At such meeting, the Commission shall, by motion, approve those new service delivery priorities it wishes to implement in the ensuing fiscal year's County budget. The Board may by resolution or motion suspend the requirements imposed on the Commission Auditor and commission committees pursuant to this subsection.

The County shall adopt budgets and develop its long and short-term financial and capital improvement plans containing estimates developed utilizing a professional revenue estimating process. Participants in the process shall include, but not be limited to: the Director of the Office of Management and Budget (or its successor department), or his/her designee; the Director of the Finance Department or his/her designee; and the Commission Auditor or his/her designee. If there is not unanimity amongst the participants as to what an estimate should be, each participant's estimate shall be presented to the County Commission.

Commencing Fiscal Year 2012-13, prior to the Board's consideration of the resolution adopting its proposed millage rates for use in the preparation of the notice of proposed property taxes, a public hearing shall be held before a Committee of the Whole to discuss the proposed millage rates for the ensuing fiscal year, including, but not limited to, the impact of such proposed millage rates on funding for community-based organizations and the community.

https://library.municode.com/fl/miami_-_dade_county/codes/code_of_ordinances?nodeId=PTIIICOR_CH2AD_ARTCXVIII.5GORE_S2-1795ALCORE

Section 2-1800A, Public Meetings Regarding New or Increased Taxes or Fees, requires six public meetings to be conducted throughout the County whenever the proposed budget or the proposed budget ordinances for the ensuing fiscal year provide for new taxes or fees or for increases in the rates of ad valorem taxes, local option sales and gasoline taxes, water and sewer rates, franchise fees, utility service taxes, garbage/trash collection fees, mass transit fares, impact fees, or County imposed auto registration fees. Such meetings shall be conducted by county staff to solicit community input about the proposed new or increased taxes or fees.

https://library.municode.com/fl/miami_-_dade_county/codes/code_of_ordinances?nodeId=PTIIICOR_CH2AD_ARTCXVIII.5GORE_S2-1800APUMERENEINTAFE

Ordinance No. 14-02, adopted January 22, 2014, amends the Board's rules of procedure to require a separate vote for approval of each millage rate levied by the County at the time the Board considers the millage rates to be included in the Truth in Millage Notice to Taxpayers an approval of millage rates at its annual public budget hearings.

<http://intra/gia/matter.asp?matter=132252&file=true&yearFolder=Y2013>

Ordinance No. 07-45, adopted March 6, 2007, standardized the resource allocation and reserve procedures to be followed in the preparation and adoption of the County's annual budget and requiring budget format to provide clear bases on which to hold management accountable for operating within adopted budget.

<http://intra/gia/matter.asp?matter=070515&file=true&yearFolder=Y2007>

APPLICABLE LEGISLATION/POLICY

Ordinance No. 15-44, adopted June 2, 2015, amends the Code to allow at the first and second budget hearings a separate motion and vote on certain amendments to the Mayor's proposed budget and to require the distribution of changes memoranda no later than 48 hours prior to the first and second budget hearings by both the Administration and the Commission Auditor.

<http://intra/gia/matter.asp?matter=150301&file=true&yearFolder=Y2015>

Ordinance No. 19-46, adopted on June 4, 2019, amends the Code to eliminate a Committee of the Whole meeting to review and discuss the Mayor's proposed budget.

<http://intra/gia/matter.asp?matter=190961&file=true&yearFolder=Y2019>

Resolution No. R-31-09, adopted on January 22, 2009, approved a new investment policy for public funds and its associated implementation.

<http://intra/gia/matter.asp?matter=083625&file=true&yearFolder=Y2008>

Resolution No. R-541-14, adopted June 3, 2014, amended the Commission Auditor's Annual Work Program to include the task of analyzing the County's budget to identify savings that can be attained without impacting delivery of services.

<http://intra/gia/matter.asp?matter=141113&file=true&yearFolder=Y2014>

Resolution No. R-530-10, adopted May 4, 2010, directs the Commission Auditor to track all agenda items with a fiscal impact for the required financial budgetary impact analysis and identify for the Board those items which do not include the required information.

<http://intra/gia/matter.asp?matter=101189&file=false&yearFolder=Y2010>

CONTRIBUTORS

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The Office of the Commission Auditor, Miami-Dade Board of County Commissioners

The Office of the Commission Auditor (OCA) was established in September 2002 by Ordinance 03-2 to provide support and professional analysis of the policy, service, budgetary and operational issues before the Miami-Dade Board of County Commissioners. The Commission Auditor's duties include reporting to the Board of County Commissioners on the fiscal operations of County departments, as well as whether the fiscal and legislative policy directions of the Commission are being efficiently and effectively implemented.