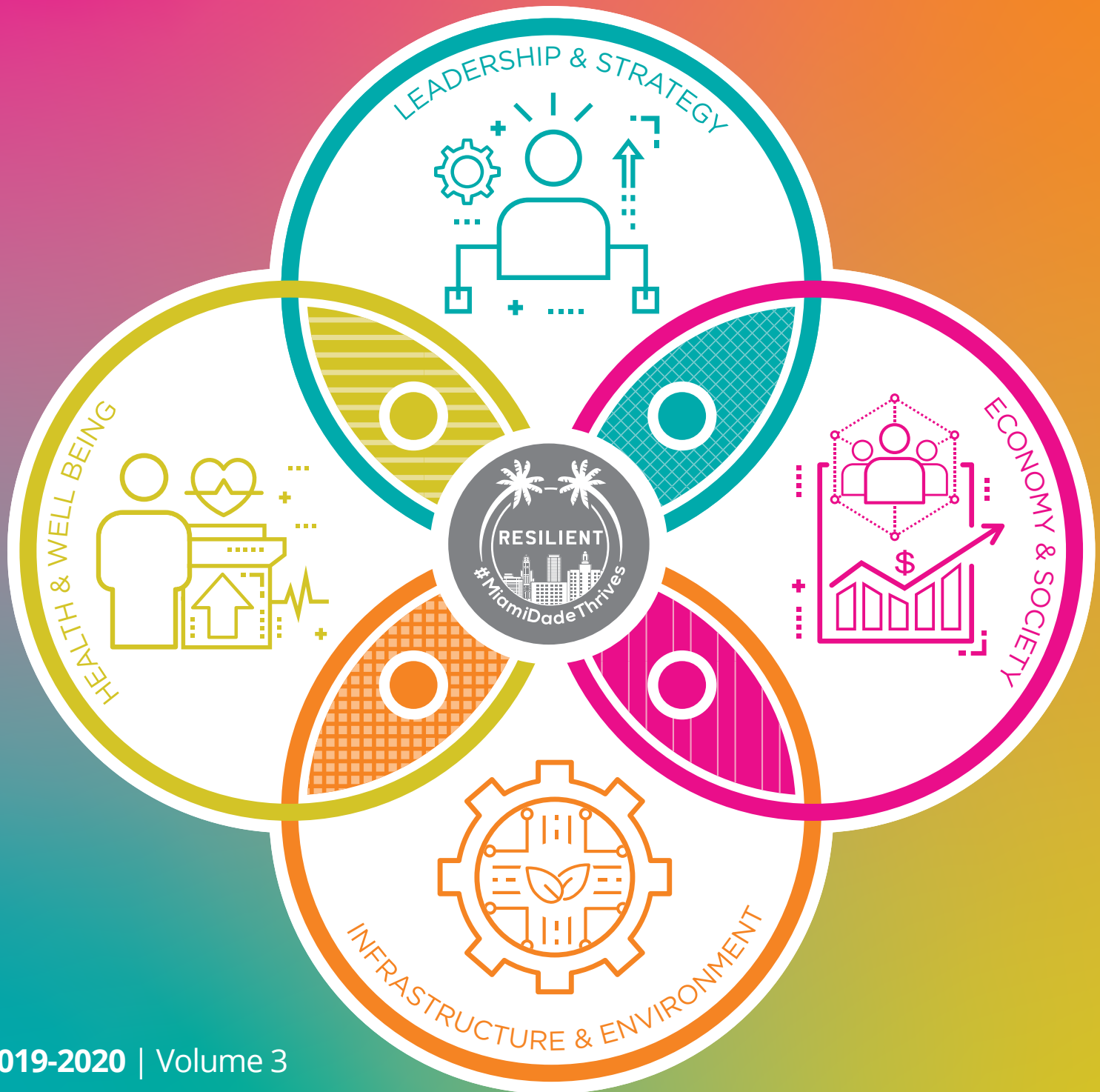


# BUSINESS PLAN ADOPTED BUDGET AND FIVE-YEAR FINANCIAL OUTLOOK

MIAMI-DADE COUNTY, FLORIDA



2019-2020 | Volume 3

## STRATEGIC AREAS:

- Neighborhood and Infrastructure
- Health and Society
- Economic Development
- General Government
- Supplemental Information





# **FY 2019-20 ADOPTED BUDGET AND MULTI-YEAR CAPITAL PLAN**





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# FY 2019-20 Adopted Budget and Multi-Year Plan

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## How to Read a Department's Budget Narrative

Continuous improvement and future resilience play a central role in Miami-Dade County's effort to deliver excellent government services in a fiscally responsible manner. The approach applies equally to the presentation of strategic, financial and operational information in the Budget and Multi-Year Capital Plan. These two pages highlight significant changes to department narratives and detail their major sections.

To ensure Miami-Dade County is growing as a resilient government, as part of our Strategic Plan refresh, unit measures are now being classified by Resilience Driver, as defined by the Rockefeller Foundation's City Resilience Framework (CRF), as well as the classification by Strategic Objective. Strategic Objectives – updated this year – are listed in Appendix U. Resilience Drivers represent key focus areas that help ensure Miami-Dade County is helping create a community that is prepared for, can withstand, and can recover from various types of challenges ranging in size and scope. The CRF describes the essential systems of a city or county in terms of four dimensions: **Health & Wellbeing (HW)**, **Economy & Society (ES)**, **Infrastructure & Environment (IE)** and **Leadership & Strategy (LS)**, each containing three drivers reflecting the actions cities can take to improve their resilience. Detailed descriptions of the 12 drivers can be found at the [100 Resilient Cities webpage](#).

The **resilience emoji** (🌱) is used to highlight County programs, projects, and functions which support the CRF.

The information below is a summary of the department budget narrative layout. The numbered bullets below correspond to the circled numbers on the sample narrative page that follows.

1. **Introduction** - A summary of the department's mission, functions, projects, partners and stakeholders
2. **Budget Charts** - Pie charts showing the department's expenditures by activity and its revenues by source
3. **Table of Organization** - A table that organizes the department by major functions and position amounts
4. **Unit Description** - Department narratives include sections for major functional units; each section begins with a description of the unit's role in the department and a list of its functions
5. **Unit Measures** - This section, when applicable, includes tables detailing how specific unit measures support the Miami-Dade County Strategic Plan and promote a resilient community. Measures are classified by Strategic Objective (SO), Resiliency Driver (RD), Type and Good Direction. Each measure includes a target and the actual level attained; for some measures, 'target' represents forecasted demand, not performance level
- **Division Highlights and Budget Enhancements or Reductions** (not pictured) - Notable programs/initiatives that support the achievement of a Strategic Plan Objective, along with relevant budget and performance impacts; enhancements are bold and reductions are italicized
- **Department-wide Enhancements or Reductions and Additional Comments** (not pictured) - Bullets detailing resource changes to existing programs and initiatives; detailing newly funded programs and initiatives; commenting on other relevant departmental matters; enhancements are bold and reductions are italicized
6. **Capital Budget Highlights and Operational Impacts** - Details the department capital budget information, total project cost, funding by source and impacts on operating budget
7. **Selected Item Highlights and Details** - Reflects costs associated with specific operating budget line items
8. **Fee Adjustments** - For departments with fee adjustments, this section lists any fee for service that the department has created, increased, decreased or eliminated
9. **Operating Financial Summary** - Tables detailing the department's operating revenues and expenditures, non-operating expenditures, if applicable, and expenditures by major programs
10. **Capital Budget Summary** - Departments with a capital budget will include a table detailing capital revenues and expenditures and a description of notable capital projects and associated impacts on the operating budget
11. **Funded Capital Project Schedules** - Departments with a capital budget will have tables detailing all funded project schedules
12. **Unfunded/Unmet Needs** - Tables detailing important department resources that remain unfunded in the capital and operating budgets
- **Maps and Charts** (not pictured) - Maps or charts relevant to department funding or service delivery, if applicable

The figure displays a comprehensive financial review for the FY 2019-20 Proposed Budget and Multi-Year Capital Plan, organized into four main sections: Medical Examiner, Expenditures by Activity, Revenues by Source, and Divisional Financial Summary.

**Medical Examiner:** This section includes a table of expenditures categorized by activity (e.g., Medical Examiner, Medical Examiner, Medical Examiner) and a corresponding table of revenues by source (e.g., Medical Examiner, Medical Examiner, Medical Examiner). It also features a pie chart illustrating the distribution of expenditures by activity.

**Expenditures by Activity:** This section provides a detailed breakdown of expenditures by activity, including a table of expenditures by activity and a corresponding table of revenues by source. It also includes a pie chart showing the distribution of expenditures by activity.

**Revenues by Source:** This section details the sources of revenue, including a table of revenues by source and a corresponding table of expenditures by activity. It also features a pie chart illustrating the distribution of revenues by source.

**Divisional Financial Summary:** This section provides a high-level overview of the financial performance of the divisions, including a table of divisional financial summary and a corresponding table of expenditures by activity. It also includes a pie chart showing the distribution of expenditures by activity.

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## DEPARTMENT DETAILS





# STRATEGIC AREA

## Neighborhood and Infrastructure

### Mission:

To provide efficient, accountable, accessible and courteous neighborhood services that enhance quality of life and involve the community

GOALS	OBJECTIVES
SAFE, HEALTHY AND ATTRACTIVE NEIGHBORHOODS AND COMMUNITIES	Promote livable and beautiful neighborhoods
	Ensure buildings are sustainable, safe and resilient
	Promote the efficient and best use of land
	Protect the community from public nuisances and incidents that threaten public health
	Ensure animal health and welfare
CONTINUITY OF CLEAN WATER AND COMMUNITY SANITATION SERVICES	Provide adequate drinking water supply and wastewater disposal services
	Provide well maintained drainage to minimize flooding
	Provide adequate and sustainable solid waste collection and disposal capacity
PROTECTED AND RESTORED ENVIRONMENT RESOURCES	Maintain air quality
	Protect and maintain surface and drinking water sources
	Protect, maintain and restore waterways, coastline and beaches
	Preserve and enhance natural areas and green spaces





## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Animal Services

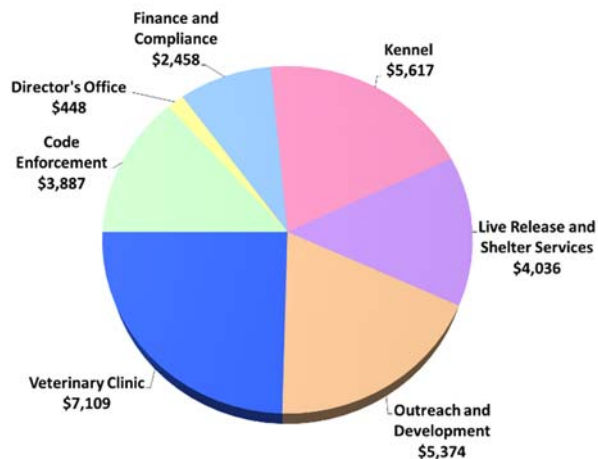
The Miami-Dade County Animal Services Department (ASD) saves the lives of abandoned animals and ensures public safety and health by promoting animal welfare, enforcing animal cruelty laws, providing access to free and low cost spay/neuter programs and educating the community regarding responsible pet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

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

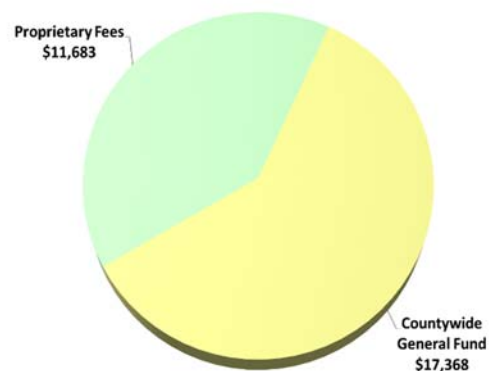
ASD partners with the Miami-Dade Police Department by providing training to law enforcement agencies to identify and report animal cruelty. ASD will continue its spay/neuter community partnerships with the Humane Society of Greater Miami (HSGM) and the Miami Veterinary Foundation (MVF) along with its partnership with the South Florida Society for the Prevention of Cruelty to Animals (SFSPCA) to rescue, house and care for abandoned/abused large animals and livestock.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

	<div> <p style="text-align: center;"><u>DIRECTOR'S OFFICE</u> Oversees all operational, administrative and policy functions of the Department</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>2</td><td>2</td></tr> </table> </div>	<u>FY 18-19</u>	<u>FY 19-20</u>	2	2
<u>FY 18-19</u>	<u>FY 19-20</u>				
2	2				
	<div> <p style="text-align: center;"><u>KENNEL</u> Tasked with the care of all shelter animals</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>90</td><td>89</td></tr> </table> </div>	<u>FY 18-19</u>	<u>FY 19-20</u>	90	89
<u>FY 18-19</u>	<u>FY 19-20</u>				
90	89				
	<div> <p style="text-align: center;"><u>VETERINARY CLINIC</u> Oversees all veterinary services to shelter animals</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>43</td><td>43</td></tr> </table> </div>	<u>FY 18-19</u>	<u>FY 19-20</u>	43	43
<u>FY 18-19</u>	<u>FY 19-20</u>				
43	43				
	<div> <p style="text-align: center;"><u>LIVE RELEASE AND SHELTER SERVICES</u> Oversees pet life saving programs and processing of all financial transactions for shelter services</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>55</td><td>55</td></tr> </table> </div>	<u>FY 18-19</u>	<u>FY 19-20</u>	55	55
<u>FY 18-19</u>	<u>FY 19-20</u>				
55	55				
	<div> <p style="text-align: center;"><u>CODE ENFORCEMENT</u> Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>33</td><td>38</td></tr> </table> </div>	<u>FY 18-19</u>	<u>FY 19-20</u>	33	38
<u>FY 18-19</u>	<u>FY 19-20</u>				
33	38				
	<div> <p style="text-align: center;"><u>FINANCE AND COMPLIANCE</u> Oversees administrative functions of the Department</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>26</td><td>23</td></tr> </table> </div>	<u>FY 18-19</u>	<u>FY 19-20</u>	26	23
<u>FY 18-19</u>	<u>FY 19-20</u>				
26	23				
	<div> <p style="text-align: center;"><u>OUTREACH AND DEVELOPMENT</u> Responsible for grants and development, building maintenance, janitorial services, security, technology infrastructure, warehouse and inventory management, related contract oversight and public and media relations</p> <table> <tr> <td><u>FY 18-19</u></td><td><u>FY 19-20</u></td></tr> <tr> <td>10</td><td>10</td></tr> </table> </div>	<u>FY 18-19</u>	<u>FY 19-20</u>	10	10
<u>FY 18-19</u>	<u>FY 19-20</u>				
10	10				

The FY 2019-20 total number of full-time equivalent positions is 260.8

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: DIRECTOR'S OFFICE

The Director's Office oversees all operational, administrative and policy functions of the Department in order to ensure the health and welfare of cats and dogs, protects animals from cruelty, ensures public safety, enforces the sections of the Miami-Dade County Code and Florida Statutes that address animal care and maximizes the animal live release rate.

- Develops departmental strategy and policy
- Manages performance of divisions and develops annual business plan
- Oversees No-Kill initiatives
- Supports the Animal Services Foundation
- Seeks alternative funding sources and partnerships with other organizations to maximize resources

### DIVISION COMMENTS

- The Department will continue its oversight and expansion of "No-Kill" initiatives to sustain a minimum 90 percent save rate

### DIVISION: LIVE RELEASE AND SHELTER SERVICES

The Live Release and Shelter Services Division oversees the no-kill programs, provides customer service and coordinates community and special events with the goal of increasing the live release rates of shelter animals.

- Facilitates and processes pet adoptions
- Coordinates animal transfers to rescue groups
- Provides lost and found pet services
- Handles data entry and financial transactions for the clinic and shelter services
- Manages hundreds of community adoption events
- Oversees Petco and other off-site adoption venues
- Handles the Trap, Neuter and Release (TNR) Program
- Oversees the Transport Program by relocating homeless pets outside of the county and state
- Oversees the Foster and Volunteer Program
- Oversees the continued expansion of adoption outlets via special events and partnerships
- Oversees the Pet Retention Initiative in partnership with the ASPCA to reduce the number of pets abandoned at the shelter

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Save rate*	NI1-5	ES-1	OC	↑	89%	90%	90%	91%	90%
Adoptions	NI1-5	ES-1	OC	↑	9,674	9,534	9,000	9,426	9,500
Rescues**	NI1-5	ES-1	OC	↑	3,620	3,359	4,300	3,140	3,650
Returns to owner	NI1-5	ES-1	OC	↑	2,247	1,502	1,800	2,156	1,500
Transports	NI1-5	ES-1	OC	↑	1,282	785	700	656	750
TNRs	NI1-5	ES-1	OC	↑	9,278	10,254	10,000	10,378	10,250

\* Save rate data is represented by calendar year; all other data is shown by fiscal year. ASD's save rate data and definitions are available [online](#) and audited annually for reporting purposes

\*\* Prior year Actuals for Rescues now reflect the inclusion of Transfers, previously reported individually

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2019-20, the Department will continue its "No-Kill" initiatives, such as the Foster, Transport, Adoption and Rescue Programs, with the goal of maintaining a "No-Kill" shelter status
- In FY 2019-20, the Department will continue to pursue growth of the Foster Program by expanding outreach efforts to private industries to find alternative positive outcomes for shelter pets without the need to have them housed and cared for at the shelter
- In FY 2019-20, the Department will continue its partnership with PETCO to provide an off-site adoption venue with a 100 percent adoption rate
- In FY 2019-20, the Department will continue its relationship with Miami-Dade Corrections and Rehabilitation's Second Chance Program; the program develops marketable skills for inmate participants to increase their employability upon release and improves the behavior of the dogs to increase their opportunities for rehoming

### **DIVISION: KENNEL**

The Kennel Division is tasked with the care and well-being of all animals housed at the shelter, including adhering to proper cleaning protocols to prevent the spread of disease, feeding, monitoring and identifying animals with potential health and behavioral issues, with the goal of providing all animals abandoned at the shelter an opportunity for adoption or rescue.

- Provides food and water to shelter animals
- Responsible for cleaning and disinfecting kennel area to minimize the spread of infectious disease
- Supports pet enrichment programs
- Moves animals between adoption, receiving, clinic and holding areas of the kennel
- Assists constituents with rehoming and lost and found
- Supports Pet Retention initiatives
- Supports the Trap, Neuter and Release (TNR) Program for cats

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Shelter intake	NI1-5	ES-1	IN	↔	29,276	29,519	28,000	29,406	28,000

### DIVISION COMMENTS

- In FY 2019-20, the Department will continue the Pet Retention Initiative, launched in conjunction with the ASPCA, aimed at assisting families in crisis or at risk of surrendering their pets
- The FY 2019-20 Adopted Budget reflects the transfer and reclassification of one vacant ASD Care Specialist position to the Finance and Compliance Division which occurred during FY 2018-19

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: VETERINARY CLINIC**

The Veterinary Clinic Division provides all veterinary services to shelter animals.

- Prepares shelter animals for adoption, transport and rescue
- Operates rabies/microchip clinic for the public
- Provides all medical treatments and preventive care to shelter animals
- Provides all necessary surgeries to shelter animals, including spay and neuter procedures
- Humanely euthanizes shelter animals
- Performs low-cost spay/neuter services at the main shelter and community events; and partners with the Humane Society, Miami Veterinary Foundation (MVF) and other organizations to provide low-cost surgeries throughout the community
- Manages in-house pet population and monitors health and wellness
- Oversees the Homestead public spay/neuter services
- Oversees and expands spay/neuter services outreach through the mobile animal clinic and through community partners
- Prepares laboratory submittals of all suspected rabies cases
- Performs forensic live animal exams and necropsies for cruelty investigations
- Provides expert testimony in criminal animal cruelty cases
- Oversees partnership with the University of Florida Veterinary Shelter Medicine Program to provide expertise to shelter staff and internships to veterinary students

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Rabies vaccines delivered by clinic	NI1-5	HW-3	OC	↔	30,810	30,810	30,000	32,304	30,000
Spay/Neuter Surgeries	NI1-5	HW-3	OC	↑	23,656	24,693	24,000	24,344	24,500

### **DIVISION COMMENTS**

- ☛ The FY 2019-20 Adopted Budget continues the Oral Targeted Treatment of Emergent Rabies plan intended to prevent rabies outbreaks in the County's urban areas
- ☛ In FY 2019-20, the Department will continue its partnership with the Humane Society of Greater Miami to provide free income qualified spay/neuter services to the community (\$400,000)
- ☛ The FY 2019-20 Adopted Budget funds ASD's agreement with the Miami Veterinary Foundation to provide low cost spay/neuter services via private veterinarians in the community at a value of \$350,000 annually and continues an agreement with the City of Homestead to operate and maintain a low cost spay/neuter clinic in South Dade; the Clinic is open three days per week
- ☛ In FY 2019-20, the Department will continue to provide free large scale spay/neuter surgeries for at risk populations
- In FY 2019-20, the Department will continue to provide lifesaving heartworm treatment at no cost for dogs adopted from the shelter
- ☛ The FY 2019-20 Adopted Budget funds the University of Florida Veterinary Shelter Medicine internship program aimed at improving shelter wellness care (\$125,000)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: CODE ENFORCEMENT**

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

- Investigates cases of animal abuse and neglect
- Conducts dangerous dog investigations and maintains associated registry
- Investigates animal bites to a person; ensures quarantine of potentially rabid animals through a Memorandum of Understanding (MOU) with the Florida Department of Health
- Protects the public from stray and dangerous dogs by removing them from public property
- Provides training and support to local law enforcement agencies in the identification and response to animal related crimes
- Oversees field operations
- Coordinates regulatory and enforcement activities
- Removes dead animals from public rights of way
- Conducts field returns to owners by rescuing dogs at large and identifying the pet owner; provides field pet retention services
- Provides emergency support to police as needed in response to animal control requests
- Issues and manages all computer-generated license/rabies renewals and citations; represents the Department at hearings and in animal cruelty criminal judicial proceedings
- Conducts inspections and responds to complaints related to pet dealers and breeders to ensure humane treatment of animals

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Stray animal pickup response time (in calendar days)*	NI1-4	HW-3	EF	↓	1.9	1.6	1.3	2.5	1.5
Dead animal pickup response time (in calendar days)	NI1-4	HW-3	EF	↓	1.2	1.2	1.3	1.5	1.2

\* Response time in FY 2018-19 was higher than anticipated due to staff turnover in the Division

### **DIVISION COMMENTS**

- 📌 **In FY 2019-20, the Department will continue to fund its agreement with the SFSPCA to house and care for large animals and livestock; additional funds have been set aside in the Future Services Reserve to mitigate the burden of extraordinary cases on the SFSPCA (\$200,000)**
- 📌 In FY 2019-20, the Department of Solid Waste Management will continue to fund three Disposal Technician positions in ASD to collect and dispose of dead animals countywide (\$177,000)
- In FY 2019-20, the Department will continue anti-cruelty outreach and training to MDPD and all municipal police agencies
- The FY 2019-20 Adopted Budget reflects the transfer of five positions from the Finance and Compliance Division, consolidating all code compliance efforts

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OUTREACH AND DEVELOPMENT

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

- Pursues grant opportunities to fund the expansion of spay/neuter services, veterinary care and other services in support of pet retention and adoptions

#### DIVISION COMMENTS

- In FY 2019-20, ASD intends to implement a new shelter management application that improves data management and reporting on all facets of the Department (clinical, compliance and adoptions)

### DIVISION: FINANCE AND COMPLIANCE

The Finance and Compliance Division oversees administrative functions in the Department.

- Develops and monitors budget; tracks financial trends
- Oversees all department financial transactions including collections and accounts payable/receivable
- Directs human resources activities, such as recruitment, labor relations, training, benefits and payroll
- Oversees and maintains all private veterinary issuance of licenses and rabies vaccination records
- Manages department procurement activities
- Oversees and supports performance management, productivity reporting and business plan development

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Dogs licensed in Miami-Dade County*	NI1-5	HW-3	OP	↔	215,810	221,055	216,000	226,000	221,000

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

#### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget reflects one overage for an ASD Chief of Budget, Finance and Licensing approved during FY 2018-19 to improve supervision over the financial activities of the Department**
- In FY 2018-19, the Department will continue its Memorandum of Understanding with the Finance Department to pursue collection of unpaid civil citations (payments are based on a percentage of collected revenue)
- The FY 2019-20 Adopted Budget reflects the transfer of five positions to the Code Enforcement Division consolidating all code compliance efforts
- The FY 2019-20 Adopted Budget reflects the transfer and reclassification of one vacant ASD Care Specialist position from the Kennel Division which occurred during FY 2018-19

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of two vehicles (\$180,000); the County's fleet replacement plan is included under Non-Departmental project #2000000511
- In FY 2019-20, ASD will contribute to the debt service payments for the Pet Adoption and Protection Center (\$331,000), the Liberty City Spay/Neuter Clinic (\$126,000) and the fleet replacement plan (\$117,000)
- The FY 2019-20 Adopted Budget supports the completion of a new Animal Services clinic in Liberty City (\$4.444 million); the clinic opened in October 2019 and is a unique partnership between the American Society for the Prevention of Cruelty to Animals (ASPCA) and the County to provide services to an underserved area of the County; the ASPCA contributed \$2 million toward its development and will maintain and operate the clinic
- As part of the County's Countywide Infrastructure Investment Program (CIIP), the FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes funding the acquisition of property adjacent to the Pet Adoption and Protection Center (PAPC) and miscellaneous facility improvements (\$3.248 million) and the development of a dog park (\$550,000) adjacent to the Liberty City Spay/Neuter Clinic

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	437	498	781	722	781
Fuel	87	103	105	108	125
Overtime	700	175	245	256	260
Rent	29	22	18	26	20
Security Service	497	433	350	366	440
Temporary Services	1,302	37	0	15	0
Travel and Registrations	95	71	85	87	95
Utilities	338	363	370	365	385



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	12,748	11,543	16,160	17,368
Animal License Fees from Licensing Stations	5,721	6,256	6,100	6,250
Animal License Fees from Shelter	1,771	1,916	1,898	1,890
Animal Shelter Fees	1,411	1,504	1,503	1,451
Carryover	138	123	60	0
Code Violation Fines	2,078	1,854	1,702	1,755
Donations	156	158	93	122
Grants From Other Local Units	117	245	50	0
Miscellaneous Revenues	85	132	66	70
Surcharge Revenues	170	159	130	145
<b>Total Revenues</b>	<b>24,395</b>	<b>23,890</b>	<b>27,762</b>	<b>29,051</b>
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	11,461	10,486	11,679	12,166
Fringe Benefits	4,075	4,969	5,903	5,971
Court Costs	23	28	35	36
Contractual Services	1,842	1,758	2,274	2,230
Other Operating	4,604	4,097	4,782	5,541
Charges for County Services	1,004	1,125	1,631	1,666
Grants to Outside Organizations	435	549	650	725
Capital	511	597	655	594
<b>Total Operating Expenditures</b>	<b>23,955</b>	<b>23,609</b>	<b>27,609</b>	<b>28,929</b>
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	171	128	93	122
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	60	0
<b>Total Non-Operating Expenditures</b>	<b>171</b>	<b>128</b>	<b>153</b>	<b>122</b>

(dollars in thousands)	Total Funding		Total Positions	
	Budget	Adopted	Budget	Adopted
Expenditure By Program	FY 18-19	FY 19-20	FY 18-19	FY 19-20
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Director's Office	409	448	2	2
Live Release and Shelter Services	4,051	4,036	55	55
Kennel	5,624	5,617	90	89
Veterinary Clinic	6,438	7,109	43	43
Code Enforcement	3,188	3,887	33	38
Outreach and Development	5,037	5,374	10	10
Finance and Compliance	2,862	2,458	26	23
<b>Total Operating Expenditures</b>	<b>27,609</b>	<b>28,929</b>	<b>259</b>	<b>260</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
ASPCA Contribution	2,000	0	0	0	0	0	0	0	2,000
Capital Asset Series 2016 Bonds	2,310	0	0	0	0	0	0	0	2,310
CDBG Reimbursement	134	0	0	0	0	0	0	0	134
CIIP Proceeds	0	3,798	1,250	0	0	0	0	0	5,048
Total:	4,444	3,798	1,250	0	0	0	0	0	9,492
<b>Expenditures</b>									
<b>Strategic Area: NI</b>									
Animal Services Facilities	3,858	586	0	0	0	0	0	0	4,444
Infrastructure Improvements	0	3,798	1,250	0	0	0	0	0	5,048
Total:	3,858	4,384	1,250	0	0	0	0	0	9,492

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **INFRASTRUCTURE IMPROVEMENTS - ANIMAL SERVICES FACILITIES SYSTEMWIDE**

**PROJECT #: 2000001284**



DESCRIPTION: Acquire property adjacent to the Pet Adoption and Protection Center (PAPC) and development of a dog park adjacent to the Liberty City Spay/Neuter Clinic

LOCATION: Various Sites  
Various Sites

District Located:  
District(s) Served:

Countywide  
Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
CIIP Proceeds	0	3,798	1,250	0	0	0	0	0	5,048
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>3,798</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,048</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Infrastructure Improvements	0	798	1,250	0	0	0	0	0	2,048
Land Acquisition/Improvements	0	3,000	0	0	0	0	0	0	3,000
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>3,798</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,048</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### LIBERTY CITY SPAY/NEUTER CLINIC

PROJECT #: 2000000349



DESCRIPTION: Build a new satellite facility for animal clinic services

LOCATION: 1312 NW 62 St

Unincorporated Miami-Dade County

District Located: 3

District(s) Served:

3

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
ASPCA Contribution	2,000	0	0	0	0	0	0	0	2,000
Capital Asset Series 2016 Bonds	2,310	0	0	0	0	0	0	0	2,310
CDBG Reimbursement	134	0	0	0	0	0	0	0	134
<b>TOTAL REVENUES:</b>	<b>4,444</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,444</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Art Allowance	58	0	0	0	0	0	0	0	58
Construction	2,764	586	0	0	0	0	0	0	3,350
Furniture Fixtures and Equipment	233	0	0	0	0	0	0	0	233
Permitting	83	0	0	0	0	0	0	0	83
Planning and Design	356	0	0	0	0	0	0	0	356
Project Administration	114	0	0	0	0	0	0	0	114
Technology Hardware/Software	250	0	0	0	0	0	0	0	250
<b>TOTAL EXPENDITURES:</b>	<b>3,858</b>	<b>586</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,444</b>

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Fund one Administrative Officer 2 (Training Bureau)	\$0	\$60	1
Fund two Outreach Specialists (Pet Retention Program)	\$0	\$136	2
Fund one Outreach Specialist (Foster Coordinator)	\$0	\$69	1
Fund three Veterinary Clerks	\$0	\$142	3
Fund one Accountant 1 (Finance)	\$0	\$56	1
Fund one Administrative Officer 3 (Finance and Compliance)	\$0	\$64	1
Fund one Investigator (Humane Services Response Team)	\$0	\$55	1
Fund one Maintenance Mechanic	\$0	\$55	1
Fund one Administrative Officer 2 (Community Liaison)	\$0	\$59	1
Fund one Customer Service Supervisor 1	\$0	\$68	1
Fund one Outreach Specialist (Volunteer Coordinator)	\$0	\$69	1
Fund one Licensing Clerk	\$0	\$47	1
Fund one Outreach Specialist	\$0	\$60	1
Fund one Clerk 4 (Records Management)	\$0	\$50	1
Fund two ASD Customer Clerks	\$0	\$93	2
Fund one Accountant 2	\$0	\$66	1
Fund one Special Projects Administrator 1 (Training Bureau)	\$0	\$72	1
Fund four Animal Care Specialists	\$0	\$166	4
Fund one Assistant Enforcement Supervisor	\$0	\$71	1
Establish a year-round paid internship program	\$0	\$101	0
<b>Total</b>	<b>\$0</b>	<b>\$1,559</b>	<b>26</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Solid Waste Management

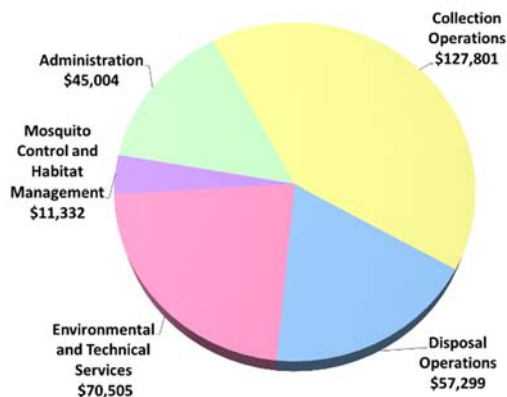
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, provides mosquito control services and enforces County ordinances as appropriate countywide.

As part of the Neighborhood and Infrastructure strategic area, DSWM provides a variety of services for residents, including garbage and trash collection and curbside collection of recyclable materials. In addition, DSWM operates 13 Trash and Recycling Centers (TRCs) in the WCSA and provides waste transfer and disposal services countywide to municipalities and private haulers. DSWM is also responsible for the operation and management of three regional transfer stations and associated fleet, two operating landfills and the Resources Recovery facility (one of the largest resource recovery facilities in the world) and a co-located ashfill. Other services provided include residential and commercial code enforcement, litter clean-up, transit bus stop litter collection, maintenance of two County-owned closed landfills, illegal dumping enforcement and removal and storm debris removal. Additionally, DSWM has countywide responsibility for the regulation of private waste collection, transportation of waste and recycling activities. DSWM also provides a full range of mosquito control activities including education and outreach, abatement (larviciding and adulticiding programs), mosquito population surveillance and enforcement throughout Miami-Dade County.

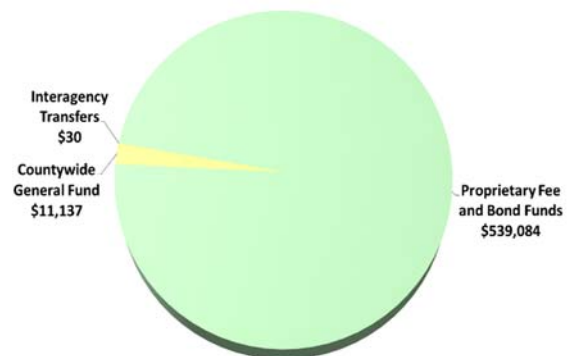
In fulfilling its purpose, DSWM provides disposal services to municipalities and private haulers and manages an agreement for the operation of the Resources Recovery facility. Landscape businesses also obtain permits from DSWM for use of the TRCs, landfills and the resource recovery facility. The Department coordinates with federal and state regulators, other County departments, and municipalities for the implementation of disposal site mitigation. DSWM also works with community stakeholders, such as homeowners' associations, to maximize customer satisfaction, as well as the Department of Health on mosquito control issues, which impact public health and welfare.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u></p> <p>Formulates departmental policy, implements County policy and provides overall direction and coordination of departmental operations and management</p>		
	<u>FY 18-19</u> 6	<u>FY 19-20</u> 6
<p style="text-align: center;"><u>COLLECTION OPERATIONS</u></p> <p>Provides residential and commercial garbage and trash collection; operates the neighborhood Trash and Recycling Centers; and provides bulky waste pick-ups and illegal dumping removal</p>		
	<u>FY 18-19</u> 584	<u>FY 19-20</u> 581
<p style="text-align: center;"><u>DISPOSAL OPERATIONS</u></p> <p>Disposes of all waste that enters the system and maintains disposal capacity; manages three regional transfer stations, the North and South Dade Landfills and the Resources Recovery ashfill; enforces solid waste regulations</p>		
	<u>FY 18-19</u> 298	<u>FY 19-20</u> 301
<p style="text-align: center;"><u>ENVIRONMENTAL AND TECHNICAL SERVICES</u></p> <p>Maintains capital waste management infrastructure, oversees landfill environmental compliance and administers fleet maintenance and resource recovery activities</p>		
	<u>FY 18-19</u> 45	<u>FY 19-20</u> 45
<p style="text-align: center;"><u>ADMINISTRATION</u></p> <p>Implements departmental policy and provides overall direction on personnel, finance, budget, intergovernmental affairs, planning, procurement, information systems, media relations, outreach and customer service department-wide; administers the curbside recycling program</p>		
	<u>FY 18-19</u> 104	<u>FY 19-20</u> 104
<p style="text-align: center;"><u>MOSQUITO CONTROL AND HABITAT MANAGEMENT</u></p> <p>Provides the full range of Mosquito Control activities countywide, including public outreach activities, mosquito population surveillance and inspection and institution of standard protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the County</p>		
	<u>FY 18-19</u> 59	<u>FY 19-20</u> 59

The FY 2019-20 total number of full-time equivalent positions is 1,108.25

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATION**

Formulates departmental policy and provides overall direction and coordination of departmental operations and management; implements departmental policy and provides overall direction on personnel, finance, budget, intergovernmental affairs, planning, procurement, fleet management, information systems, media relations, outreach and customer service department-wide; and administers the curbside recycling program.

### **DIVISION COMMENTS**

- In FY 2019-20, the Department will continue to receive payments from other County departments to include parking revenues from the Hickman Garage (\$844,000), rent from Juvenile Services (\$605,000), and rent from Parks, Recreation and Open Spaces (\$921,000) for use of the Hickman Building; the FY 2019-20 Adopted Budget also includes payments to the Communications Department to provide website maintenance and updates (\$850,000), to the Office of the Inspector General for expenses associated with audits and reviews (\$61,000) and to Audit and Management Services for audit services (\$130,000)
- The FY 2019-20 Adopted Budget includes funding for residential curbside recycling providing more than 350,000 households within the WCSA and nine municipalities with service every other week (\$9.498 million)
- The FY 2019-20 Adopted Budget includes a reimbursement to the Human Resources Department for 50 percent of a Personnel Specialist 2 position to assist with expediting a high volume of compensation position reviews (\$44,000)
- The FY 2019-20 Adopted Budget includes the financing of 95 new vehicles for Waste Collection Operations (\$1.788 million annual debt service payment), 53 new vehicles for Waste Disposal Operations (\$1.797 million annual debt service payment), and four new vehicles for Mosquito Control (\$21,000 annual debt service payment)

### **DIVISION: COLLECTION OPERATIONS**

The Collection Operations Division provides residential and commercial garbage and trash collection, operates neighborhood Trash and Recycling Centers and provides bulky waste pick-ups and illegal dumping removal.

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Trash and Recycling Center: tons collected (in thousands)*	NI2-3	HW-1	IN	↔	125	109	128	147	129
Bulky waste complaints per 1,000 regular bulky waste orders created**	NI2-3	HW-1	OC	↓	8	10	8	16	10
Average illegal dumping pick-up response time (in calendar days)	NI1-1	HW-1	EF	↓	4	3	3	3	3
Average bulky waste response time (in calendar days)	NI2-3	HW-1	EF	↓	8	8	7	7	7
Bulky waste trash tons collected (in thousands)*	NI2-3	HW-1	IN	↔	131	89	134	140	131

\* The FY 2017-18 Actuals were lower due to post Hurricane Irma sweeps performed; FY 2018-19 reflected a higher amount associated with increased rain which results in heavier tonnage of trash

\*\* The FY 2018-19 Actuals reflect a higher number of complaints as a result of increase in demand associated with an active storm season

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The annual household residential curbside collection rate will increase by \$20 to \$484 for FY 2019-20; this fee will allow the Department to maintain current service levels to include two weekly residential curbside garbage pickups, biweekly residential recycling pick-up, two 25 cubic yard annual bulky waste pickups per household, and unlimited use of the 13 Trash and Recycling Centers
- The FY 2019-20 Adopted Budget includes a transfer of three positions from Collections to Disposal Operations to properly align the functions in the Code Enforcement Division
- In FY 2019-20, the Department will continue to provide trash collection services (\$41.997 million), which include the UMSA litter program along corridors and at hotspots (\$1.237 million)
- In FY 2019-20, the Department will continue to provide curbside garbage collection services (\$81.852 million) to include commercial garbage collection by contract (\$2.030 million) and waste collection pick-ups at specific non-shelter bus stops (\$780,000)
- In FY 2019-20, the Department will continue to pay the Greater Miami Service Corps for litter pickup, cart repairs and other special projects (\$184,000)
- The FY 2019-20 Adopted Budget continues to fund three Disposal Technicians within the Animal Services Department (\$189,000)
- As a result of Hurricane Irma, the Department implemented pre-storm hurricane protective measures and, shortly after the storm, began its hurricane recovery efforts with debris removal throughout the Waste Collection Service Area (WCSA) and along county rights-of-way (approximately \$160 million); currently, the Department is working with FEMA to receive obligated funds to offset the costs; it is anticipated that 90 percent of the total cost will be reimbursed through federal and state sources; a one-time fee adjustment will be required to fund unreimbursed recovery costs

### **DIVISION: DISPOSAL OPERATIONS**

The Disposal Operations Division is responsible for disposal of all waste that enters the system and maintaining disposal capacity; managing three regional transfer stations, the North and South Dade Landfills and the Resources Recovery ashfill; and permitting and enforcing solid waste regulations.

#### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Disposal tons accepted at full fee (in thousands)*	NI2-3	HW-1	IN	↔	1,686	1,870	1,709	1,668	1,743
Years of remaining disposal capacity (Level of Service)**	NI2-3	HW-1	IN	↔	15	13	13	12	11
Total (Revenue) Tons Transferred in (in thousands)	NI2-3	HW-1	IN	↔	618	602	631	603	643

\* The FY 2018-19 Actual reflects a lower than anticipated rate of tonnage disposed due to reassignment of trash materials to the correct category of cover material at landfills

\*\* The FY 2018-19 Actual reflects a higher than anticipated rate of tonnage disposed due to Hurricane Irma; the FY 2019-20 Target reflects normalized tonnage disposed reducing disposal capacity by one year

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes a projected increase of 1.13 percent in the Consumer Price Index (CPI) applied to disposal fees, consistent with contracts and interlocal agreements
- The FY 2019-20 Adopted Budget includes a transfer of three positions from Collection Operations to properly align the functions within the Code Enforcement section
- The FY 2019-20 Adopted Budget includes the transportation and disposal of Roll Off operations (\$6.520 million) at the Trash and Recycling Centers (TRC)
- In FY 2019-20, the Department will continue to fund the daily performance and management of the Community Service Program (\$196,000), using local, state and federal corrections agencies to perform debris collection from the right-of-way in the Department of Transportation and Public Works

### **DIVISION: ENVIRONMENTAL AND TECHNICAL SERVICES**

The Environmental and Technical Services Division is responsible for maintaining capital waste management infrastructure and overseeing facilities maintenance, environmental compliance and the Resources Recovery contract.

#### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of Florida Department Environmental Protection reporting deadlines met	NI2-3	HW-1	EF	↑	100%	100%	100%	100%	100%
Compliance inspections performed*	NI2-3	HW-1	OP	↔	508	643	500	240	240
Patrons served by Home Chemical Collection program**	NI2-3	HW-1	OP	↔	6,223	5,942	6,300	7,749	7,500
Average quantity of household chemical waste collected per patron (in pounds)***	NI2-3	HW-1	EF	↑	133	116	115	115	115

\* The FY 2018-19 Actual was revised because the program was restructured to perform compliance inspections on permitted facilities; FY 2019-20 Target was revised to reflect anticipated facilities to be inspected

\*\* The FY 2018-19 Actual came in higher than projected due to an enhanced outreach program to residents; FY 2019-20 Target was revised to reflect additional participation from residents

\*\*\* The FY 2019-20 Target was revised to correct a scrivener's error



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2019-20, the Department will continue to receive two percent of the Utility Service Fee (USF) of the average retail Water and Sewer customer's bill to fund landfill remediation and other USF eligible projects (\$17.180 million)
- In FY 2019-20, the Department will continue environmental and technical service operations that include facilities maintenance (\$4.333 million) and environmental services (\$3.144 million)
- In FY 2019-20, the Department will continue the operation of two Home Chemical Collection Centers (\$571,000)
- In FY 2019-20, DSWM will continue to pursue options to replace the expired power purchase agreement associated with the Resource Recovery Plant to obtain long-term energy rates; in June 2017, DSWM entered into an Electric Power Purchase Agreement with the City of Homestead through December 31, 2029 (\$5 million per year); the FY 2019-20 Adopted Budget also includes the continuation of the contract with Covanta Dade Renewable Energy, Ltd. to operate and maintain the County's Resources Recovery facility (\$61.542 million), including other supplemental contracts to support the Resources Recovery operation (\$465,000)
- In FY 2019-20, the Department will provide funding for Environment Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division (\$100,000)

### **DIVISION: MOSQUITO CONTROL AND HABITAT MANAGEMENT**

The Mosquito Control and Habitat Management Division performs a full range of mosquito control activities countywide including public outreach, mosquito population surveillance and inspection and institution of industry protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the county.

#### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of service requests responded to within two business days	NI1-4	HW-3	EF	↑	95%	98%	96%	99%	97%

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the purchase of a mobile in-house laboratory and equipment that will enable the Department to test for emerging diseases and expand the testing program geographically and biologically (\$500,000 total cost; \$300,000 programmed in FY 2019-20)**
- In FY 2019-20, DSWM will continue a proactive larviciding-based program in areas previously impacted by the Zika virus and other areas where residents and visitors are known to congregate (\$6.229 million)
- The FY 2019-20 Adopted Budget includes a robust public information campaign to inform residents of Miami-Dade County on effective measures that prevent mosquito breeding on their properties and in their communities (\$688,000)
- The FY 2019-20 Adopted Budget includes a reimbursement for mosquito spraying from the Seaport, Homestead Air Reserve Base and the Water and Sewer Department (\$30,000) as well as a reimbursement from the Department of Transportation and Public Works Road and Bridge Division (\$165,000) for treating drains
- The FY 2019-20 Adopted Budget does not include funding for contracted crews in case of an outbreak; as with other natural events, if an outbreak occurs, resources required will be funded by General Fund reserves

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☛ Included in the Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan is the completion of construction of Cell 5 at the South Dade Landfill; this project will have a neutral operational impact to the Department because once Cell 4 has reached maximum capacity for disposal, the operations will shift to Cell 5 (total project cost \$27.8 million; \$63,000 in FY 2019-20)
- ☛ The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 152 vehicles (\$23.289 million) for the replacement of its aging fleet funded with lease purchase financing (\$22.438 million for heavy fleet, \$753,000 for light fleet and \$98,000 for the Mosquito Division); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- ☛ The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes Utility Service Fee supported bond proceeds for the Munisport Landfill Closure (total project cost \$35.7 million; \$2.8 million in FY 2019-20) and Virginia Key Closure (total project cost \$46.360 million; \$3.5 million in FY 2019-20); these projects have no operating impact to the Department as these capital costs are related to remediating the landfill sites
- ☛ Included in the Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan is the construction of a new Home Chemical Collection (HC2) Center located at the 58th Street transfer station facility (total project cost is \$3 million, \$1.776 million in FY 2019-20)
- ☛ The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan addresses power supply concerns in the event of a hurricane or other natural disaster by installing backup power generators at the South Dade Landfill, North Dade Landfill, North East Transfer Station and 58th Street facility (total project cost \$1.262 million, \$345,000 in FY 2019-20)
- ☛ Programmed in the Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan is the purchase of 215 acres of land east of the North Dade Landfill to serve as a buffer zone (\$6.8 million) and the purchase of 175 acres west of the South Dade Landfill (\$5.3 million) to provide the capability for future expansion
- ☛ The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan concludes remediation of contaminated areas at Taylor Park (\$2.7 million)

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	1,305	1,728	1,251	1,212	1,222
Fuel	6,502	7,705	8,699	7,157	8,207
Overtime	7,723	9,561	3,009	5,889	4,807
Rent	1,564	1,813	1,943	1,722	1,806
Security Services	2,086	1,987	1,651	1,881	1,697
Temporary Services	1,390	1,107	606	575	582
Travel and Registration	54	85	169	121	180
Utilities	76,616	74,468	73,206	71,851	80,393

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 18-19	Adopted Fee FY 19-20	Dollar Impact FY 19-20
• Waste Collection Fees (*approved by the Board June 18, 2019)	\$464	\$484	\$6,580,000
• Disposal Contract Tipping Fee Rate Fee per Ton	\$62.67	\$63.38	\$1,244,000
• Transfer Fee Rate Per Ton	\$13.69	\$13.83	\$88,000

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	5,297	7,080	12,924	11,137
Carryover	208,579	208,299	222,028	213,274
Collection Fees and Charges	147,598	157,078	154,547	164,883
Disposal Fees and Charges	132,143	142,207	118,712	122,297
Interest Earnings	1,367	2,971	728	1,112
Intradepartmental Transfers	15,419	0	165	165
Loan Repayments	0	31,895	0	0
Recyclable Material Sales	1,742	1,742	1,479	1,414
Resource Recovery Energy Sales	9,521	10,273	10,214	10,308
Transfer Fees	8,557	8,865	8,202	8,451
Utility Service Fee	32,587	18,946	15,990	17,180
Mosquito State Grant	20,219	0	43	0
Interagency Transfers	184	0	30	30
Total Revenues	583,213	589,356	545,062	550,251

#### **Operating Expenditures**

##### **Summary**

Salary	62,469	62,782	60,605	64,613
Fringe Benefits	23,131	24,956	27,946	29,193
Court Costs	4	7	13	13
Contractual Services	151,567	141,426	146,981	149,856
Other Operating	20,256	20,905	18,505	16,509
Charges for County Services	47,993	48,134	48,059	50,297
Grants to Outside Organizations	0	125	121	125
Capital	8,230	28,292	1,687	1,335
Total Operating Expenditures	313,650	326,627	303,917	311,941

#### **Non-Operating Expenditures**

##### **Summary**

Transfers	4,319	4,879	44,251	18,037
Distribution of Funds In Trust	1,408	1,512	1,491	1,775
Debt Service	16,009	15,626	18,204	22,521
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	177,199	195,977
Total Non-Operating Expenditures	21,736	22,017	241,145	238,310

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Administration	43,394	45,004	110	112
Collection Operations	123,002	127,801	584	579
Disposal Operations	51,169	57,299	298	301
Environmental and Technical Services	73,190	70,505	45	45
Mosquito Control and Habitat Management	13,162	11,332	59	59
Total Operating Expenditures	303,917	311,941	1,096	1,096

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	11,250	0	0	0	0	0	0	0	11,250
Donations	1,000	0	0	0	0	0	0	0	1,000
Future Solid Waste Disp.	0	0	0	0	0	0	0	88,775	88,775
Notes/Bonds									
Interest Earnings	4,673	0	0	0	0	0	0	0	4,673
Solid Waste System Rev. Bonds Series 2001	2,461	0	0	0	0	0	0	0	2,461
Solid Waste System Rev. Bonds Series 2005	21,431	0	0	0	0	0	0	0	21,431
Solid Waste System Rev. Bonds Series 2015	39,361	0	0	0	0	0	0	0	39,361
Utility Service Fee	1,753	2,828	1,189	0	1,360	19,700	0	31,619	58,449
Waste Collection Operating Fund	3,740	600	100	100	100	100	100	2,805	7,645
Waste Disposal Operating Fund	49,507	14,609	12,918	26,221	7,256	38,201	3,710	3,176	155,598
<b>Total:</b>	<b>135,176</b>	<b>18,037</b>	<b>14,207</b>	<b>26,321</b>	<b>8,716</b>	<b>58,001</b>	<b>3,810</b>	<b>126,375</b>	<b>390,643</b>
<b>Expenditures</b>									
<b>Strategic Area: NI</b>									
Waste Collection	3,740	600	100	100	100	100	100	2,805	7,645
Waste Disposal	44,454	12,349	12,546	20,991	6,196	11,891	3,400	21,144	132,971
Waste Disposal Environmental Projects	53,218	11,388	19,415	8,584	6,324	46,145	445	104,508	250,027
<b>Total:</b>	<b>101,412</b>	<b>24,337</b>	<b>32,061</b>	<b>29,675</b>	<b>12,620</b>	<b>58,136</b>	<b>3,945</b>	<b>128,457</b>	<b>390,643</b>

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **40/50 YEAR BUILDING RECERTIFICATION**

**PROJECT #: 2000000792**



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

**LOCATION:** Disposal Facilities  
Various Sites

**District Located:** 1, 6, 8  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Waste Disposal Operating Fund	58	510	580	152	0	0	0	0	1,300
<b>TOTAL REVENUES:</b>	<b>58</b>	<b>510</b>	<b>580</b>	<b>152</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,300</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	22	30	120	52	0	0	0	0	224
Planning and Design	30	430	410	90	0	0	0	0	960
Project Contingency	6	50	50	10	0	0	0	0	116
<b>TOTAL EXPENDITURES:</b>	<b>58</b>	<b>510</b>	<b>580</b>	<b>152</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,300</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### 58 STREET HOME CHEMICAL COLLECTION CENTER

**PROJECT #: 507960**



**DESCRIPTION:** Construct a new Home Chemical Collection (HC2) Center located at the 58th Street facility; construct drainage improvements to address ongoing flooding; improve vehicle flow to include resurfacing and striping

**LOCATION:** 8701 NW 58 St  
Unincorporated Miami-Dade County

**District Located:** 12  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Waste Disposal Operating Fund	750	1,776	474	0	0	0	0	0	3,000
<b>TOTAL REVENUES:</b>	<b>750</b>	<b>1,776</b>	<b>474</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	302	1,550	380	0	0	0	0	0	2,232
Planning and Design	388	126	54	0	0	0	0	0	568
Project Contingency	60	100	40	0	0	0	0	0	200
<b>TOTAL EXPENDITURES:</b>	<b>750</b>	<b>1,776</b>	<b>474</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>

### CENTRAL TRANSFER STATION - COMPACTOR REPLACEMENT AND TIPPING FLOOR IMPROVEMENTS

**PROJECT #: 5058000**



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

**LOCATION:** 1150 NW 20 St  
City of Miami

**District Located:** 3  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Solid Waste System Rev. Bonds Series 2001	1,395	0	0	0	0	0	0	0	1,395
Waste Disposal Operating Fund	3,558	996	1,087	0	0	691	0	691	7,023
<b>TOTAL REVENUES:</b>	<b>4,953</b>	<b>996</b>	<b>1,087</b>	<b>0</b>	<b>0</b>	<b>691</b>	<b>0</b>	<b>691</b>	<b>8,418</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	1,122	770	775	0	0	530	0	530	3,727
Furniture Fixtures and Equipment	2,740	0	77	0	0	10	0	10	2,837
Planning and Design	856	126	135	0	0	91	0	91	1,299
Project Contingency	235	100	100	0	0	60	0	60	555
<b>TOTAL EXPENDITURES:</b>	<b>4,953</b>	<b>996</b>	<b>1,087</b>	<b>0</b>	<b>0</b>	<b>691</b>	<b>0</b>	<b>691</b>	<b>8,418</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### COLLECTION FACILITY - IMPROVEMENTS

**PROJECT #: 5056840**



DESCRIPTION: Provide various improvements to collection facilities to include stormwater, water and sewer systems and drainage to comply with state and federal Environmental Protection Agency codes and rules

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Collection Operating Fund	1,395	100	100	100	100	100	100	100	2,095
<b>TOTAL REVENUES:</b>	<b>1,395</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>2,095</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,318	72	72	72	72	72	72	72	1,822
Planning and Design	17	18	18	18	18	18	18	18	143
Project Contingency	60	10	10	10	10	10	10	10	130
<b>TOTAL EXPENDITURES:</b>	<b>1,395</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>2,095</b>

### DISPOSAL FACILITIES - IMPROVEMENTS

**PROJECT #: 5055760**



DESCRIPTION: Provide various improvements to disposal facilities to include connecting tipping floors and enhancing stormwater systems per Florida Department of Environmental Protection Agency regulations

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	2,786	350	100	100	100	100	100	100	3,736
<b>TOTAL REVENUES:</b>	<b>2,786</b>	<b>350</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>3,736</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	2,303	273	53	53	53	53	53	53	2,894
Planning and Design	218	57	37	37	37	37	37	37	497
Project Contingency	265	20	10	10	10	10	10	10	345
<b>TOTAL EXPENDITURES:</b>	<b>2,786</b>	<b>350</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>3,736</b>

### DISPOSAL FACILITIES - REPLACEMENT/ADDITION OF SCALES

**PROJECT #: 5010750**



DESCRIPTION: Furnish and install four steel platform motor truck scales and associated electronic controls; remove existing scales at Northeast (2), Central (1) and West (2) transfer stations, which are used to weigh waste delivered for disposal and; install a new exit scale for tare weight at the West Transfer Station

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	416	146	241	47	0	0	0	0	850
<b>TOTAL REVENUES:</b>	<b>416</b>	<b>146</b>	<b>241</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	379	121	205	27	0	0	0	0	732
Planning and Design	27	15	16	16	0	0	0	0	74
Project Contingency	10	10	20	4	0	0	0	0	44
<b>TOTAL EXPENDITURES:</b>	<b>416</b>	<b>146</b>	<b>241</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>850</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL SYSTEM FACILITIES - BACKUP POWER GENERATORS

PROJECT #: 509270



DESCRIPTION: Install five new emergency generators at the South Dade and North Dade landfills, North East Transfer Station and NW 58th Street facility

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	732	345	185	0	0	0	0	0	1,262
<b>TOTAL REVENUES:</b>	<b>732</b>	<b>345</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,262</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	33	10	10	0	0	0	0	0	53
Furniture Fixtures and Equipment	642	320	160	0	0	0	0	0	1,122
Planning and Design	35	10	10	0	0	0	0	0	55
Project Contingency	22	5	5	0	0	0	0	0	32
<b>TOTAL EXPENDITURES:</b>	<b>732</b>	<b>345</b>	<b>185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,262</b>

### ENVIRONMENTAL IMPROVEMENTS

PROJECT #: 5050251



DESCRIPTION: Install groundwater monitoring wells and other equipment to perform Florida Department of Environmental Protection, United States Environmental Protection Agency and the Department's required test studies

LOCATION: To Be Determined  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	898	30	30	30	30	30	30	30	1,108
<b>TOTAL REVENUES:</b>	<b>898</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>1,108</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	766	5	5	5	5	5	5	5	801
Permitting	3	1	1	1	1	1	1	1	10
Planning and Design	35	21	21	21	21	21	21	21	182
Project Contingency	94	3	3	3	3	3	3	3	115
<b>TOTAL EXPENDITURES:</b>	<b>898</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>1,108</b>

### LANDFILL GAS MANAGEMENT SYSTEM

PROJECT #: 2000000788



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

LOCATION: Disposal Sites  
Throughout Miami-Dade County

District Located: 1, 8  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	200	680	42	0	0	0	0	0	922
<b>TOTAL REVENUES:</b>	<b>200</b>	<b>680</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>922</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	28	540	42	0	0	0	0	0	610
Planning and Design	162	120	0	0	0	0	0	0	282
Project Contingency	10	20	0	0	0	0	0	0	30
<b>TOTAL EXPENDITURES:</b>	<b>200</b>	<b>680</b>	<b>42</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>922</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MIAMI GARDENS LANDFILL - CLOSURE

PROJECT #: 2000000352



DESCRIPTION: Close five-acre Miami Gardens landfill site

LOCATION: NW 37 Ave and NW 183 St  
Miami Gardens

District Located: 1  
District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Utility Service Fee	91	1,770	1,189	0	0	0	0	0	3,050
<b>TOTAL REVENUES:</b>	<b>91</b>	<b>1,770</b>	<b>1,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,050</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	1,550	1,050	0	0	0	0	0	2,600
Planning and Design	91	120	39	0	0	0	0	0	250
Project Contingency	0	100	100	0	0	0	0	0	200
<b>TOTAL EXPENDITURES:</b>	<b>91</b>	<b>1,770</b>	<b>1,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,050</b>

### MUNISPORT LANDFILL - CLOSURE GRANT

PROJECT #: 5010690



DESCRIPTION: Close the Munisport Landfill through the Municipal Landfill Closure Grant

LOCATION: NE 145 St and Biscayne Blvd  
North Miami

District Located: 3  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Interest Earnings	4,673	0	0	0	0	0	0	0	4,673
Solid Waste System Rev. Bonds Series 2005	17,999	0	0	0	0	0	0	0	17,999
Solid Waste System Rev. Bonds Series 2015	13,028	0	0	0	0	0	0	0	13,028
<b>TOTAL REVENUES:</b>	<b>35,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,700</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	25,838	2,800	2,354	2,354	2,354	0	0	0	35,700
<b>TOTAL EXPENDITURES:</b>	<b>25,838</b>	<b>2,800</b>	<b>2,354</b>	<b>2,354</b>	<b>2,354</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,700</b>

### NEW TRANSFER STATION - NORTH EAST

PROJECT #: 2000001050



DESCRIPTION: Purchase land, design and construct a new transfer station that will replace the current North East Transfer Station which is 50 year

LOCATION: To Be Determined  
Unincorporated Miami-Dade County

District Located: 1  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	0	0	0	15,050	15,050
Notes/Bonds									
Waste Disposal Operating Fund	0	0	0	4,900	650	0	0	0	5,550
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,900</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>15,050</b>	<b>20,600</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	14,300	14,300
Land Acquisition/Improvements	0	0	0	4,900	0	0	0	0	4,900
Planning and Design	0	0	0	0	650	0	0	400	1,050
Project Contingency	0	0	0	0	0	0	0	350	350
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,900</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>15,050</b>	<b>20,600</b>



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### NEW TRANSFER STATION - SOUTH

**PROJECT #:** 2000000353



DESCRIPTION: Purchase land, design and construct a new transfer station in South Miami-Dade County  
 LOCATION: To be Determined District Located: 8, 9  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	0	100	5,500	700	0	11,100	3,300	0	20,700
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>100</b>	<b>5,500</b>	<b>700</b>	<b>0</b>	<b>11,100</b>	<b>3,300</b>	<b>0</b>	<b>20,700</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	0	0	10,600	3,000	0	13,600
Land Acquisition/Improvements	0	0	5,500	0	0	0	0	0	5,500
Planning and Design	0	100	0	700	0	500	100	0	1,400
Project Contingency	0	0	0	0	0	0	200	0	200
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>100</b>	<b>5,500</b>	<b>700</b>	<b>0</b>	<b>11,100</b>	<b>3,300</b>	<b>0</b>	<b>20,700</b>

### NORTH DADE LANDFILL - EAST CELL CLOSURE

**PROJECT #:** 509110



DESCRIPTION: Design and construct closure of the North Dade Landfill East Cell per Florida Department of Environmental Protection regulations  
 LOCATION: 21500 NW 47 Ave District Located: 1  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Utility Service Fee	0	0	0	0	0	19,700	0	0	19,700
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,700</b>	<b>0</b>	<b>0</b>	<b>19,700</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	0	0	15,550	0	0	15,550
Planning and Design	0	0	0	0	0	2,650	0	0	2,650
Project Contingency	0	0	0	0	0	1,500	0	0	1,500
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,700</b>	<b>0</b>	<b>0</b>	<b>19,700</b>

### NORTH DADE LANDFILL - EAST CELL CONSTRUCTION

**PROJECT #:** 2000001053



DESCRIPTION: Permit, design and construct East Cell at the North Dade Landfill per Florida Department of Environmental Protection regulations  
 LOCATION: 21500 NW 47 Ave District Located: 1  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	0	0	0	19,500	19,500
Notes/Bonds									
Waste Disposal Operating Fund	0	0	450	12,900	0	0	0	0	13,350
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>12,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,500</b>	<b>32,850</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	12,000	0	0	0	17,700	29,700
Planning and Design	0	0	450	800	0	0	0	1,800	3,050
Project Contingency	0	0	0	100	0	0	0	0	100
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>450</b>	<b>12,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,500</b>	<b>32,850</b>

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### NORTH DADE LANDFILL - GAS EXTRACTION SYSTEM (PHASE II)

**PROJECT #: 50510091**



**DESCRIPTION:** Design and construct an active gas extraction system to the East Cell of the North Dade Landfill including piping and flare retrofit per Florida Department of Environmental Protection regulations

**LOCATION:** 21500 NW 47 Ave      District Located: 1  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Solid Waste System Rev. Bonds Series 2001	589	0	0	0	0	0	0	0	589
Waste Disposal Operating Fund	20	100	100	100	100	100	100	591	1,211
<b>TOTAL REVENUES:</b>	<b>609</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>591</b>	<b>1,800</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	511	62	62	62	62	62	62	478	1,361
Planning and Design	66	28	28	28	28	28	28	63	297
Project Contingency	32	10	10	10	10	10	10	50	142
<b>TOTAL EXPENDITURES:</b>	<b>609</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>591</b>	<b>1,800</b>

### NORTH DADE LANDFILL - GROUNDWATER REMEDIATION

**PROJECT #: 5057380**



**DESCRIPTION:** Construct a ground water remediation system around North Dade Landfill

**LOCATION:** 21500 NW 47 Ave      District Located: 1  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Solid Waste System Rev. Bonds Series 2015	1,480	0	0	0	0	0	0	0	1,480
<b>TOTAL REVENUES:</b>	<b>1,480</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,480</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	0	0	0	0	957	92	92	122	1,263
Planning and Design	0	0	0	0	0	35	35	30	100
Project Contingency	0	0	0	0	93	8	8	8	117
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,050</b>	<b>135</b>	<b>135</b>	<b>160</b>	<b>1,480</b>

### NORTH DADE LANDFILL - LAND PURCHASE

**PROJECT #: 609860**



**DESCRIPTION:** Purchase 215 acres of land east of NW 47 Ave for future expansion improvements or as a buffer to the landfill

**LOCATION:** 21500 NW 47 Ave      District Located: 1  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Waste Disposal Operating Fund	1	0	0	3,395	3,404	0	0	0	6,800
<b>TOTAL REVENUES:</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3,395</b>	<b>3,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,800</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Land Acquisition/Improvements	0	0	0	3,200	3,200	0	0	0	6,400
Planning and Design	1	0	0	195	204	0	0	0	400
<b>TOTAL EXPENDITURES:</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3,395</b>	<b>3,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,800</b>

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### NORTHEAST TRANSFER STATION - IMPROVEMENTS

PROJECT #: 509100



DESCRIPTION: Design tipping floor expansion by using a retaining wall and privacy screening for new development and replace aging equipment

LOCATION: 18701 NE 6 Ave District Located: 1  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	1,259	2,980	1,361	0	0	0	0	0	5,600
<b>TOTAL REVENUES:</b>	<b>1,259</b>	<b>2,980</b>	<b>1,361</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,600</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	785	2,660	1,040	0	0	0	0	0	4,485
Planning and Design	405	30	221	0	0	0	0	0	656
Project Contingency	69	290	100	0	0	0	0	0	459
<b>TOTAL EXPENDITURES:</b>	<b>1,259</b>	<b>2,980</b>	<b>1,361</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,600</b>

### NORTHEAST TRANSFER STATION - WASTE WATER COLLECTION SYSTEM

PROJECT #: 2000000791



#### REFURBISHMENT

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

LOCATION: 18701 NE 6 Ave District Located: 1  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	140	480	280	0	0	0	0	0	900
<b>TOTAL REVENUES:</b>	<b>140</b>	<b>480</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	410	255	0	0	0	0	0	665
Planning and Design	130	30	5	0	0	0	0	0	165
Project Contingency	10	40	20	0	0	0	0	0	70
<b>TOTAL EXPENDITURES:</b>	<b>140</b>	<b>480</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>

### OLD SOUTH DADE LANDFILL - STORMWATER PUMP STATION MODIFICATIONS

PROJECT #: 601660



DESCRIPTION: Modify the old South Dade Landfill stormwater pump station

LOCATION: 23707 SW 97 Ave District Located: 8  
Unincorporated Miami-Dade County District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	400	150	0	0	0	0	0	0	550
<b>TOTAL REVENUES:</b>	<b>400</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	270	140	0	0	0	0	0	0	410
Planning and Design	104	0	0	0	0	0	0	0	104
Project Contingency	26	10	0	0	0	0	0	0	36
<b>TOTAL EXPENDITURES:</b>	<b>400</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>550</b>

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### REMEDICATION - TAYLOR PARK

PROJECT #: 606750



DESCRIPTION: Remediate contaminated areas within Taylor Park  
 LOCATION: 15450 W Dixie Hwy District Located: 2  
 North Miami Beach District(s) Served: 2

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Utility Service Fee	1,642	1,058	0	0	0	0	0	0	2,700
<b>TOTAL REVENUES:</b>	<b>1,642</b>	<b>1,058</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,700</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,430	950	0	0	0	0	0	0	2,380
Planning and Design	162	18	0	0	0	0	0	0	180
Project Contingency	50	90	0	0	0	0	0	0	140
<b>TOTAL EXPENDITURES:</b>	<b>1,642</b>	<b>1,058</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,700</b>

### RESOURCES RECOVERY - VARIOUS CAPITAL IMPROVEMENTS

PROJECT #: 508640



DESCRIPTION: Continue ongoing capital improvements including but not limited to a new transformer, turbine control upgrades, enhanced boiler protection, parking lot lighting and storm drainage improvements, installation of fire hoses at the Bio Mass building, replacement of trailers with permanent structures and purchase 10 acres of land south of the Resources Recovery Facility  
 LOCATION: 6990 NW 97 Ave District Located: 12  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Donations	1,000	0	0	0	0	0	0	0	1,000
Waste Disposal Operating Fund	14,678	550	100	100	100	26,000	0	0	41,528
<b>TOTAL REVENUES:</b>	<b>15,678</b>	<b>550</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>26,000</b>	<b>0</b>	<b>0</b>	<b>42,528</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	5,903	435	0	0	0	0	0	0	6,338
Land Acquisition/Improvements	8,930	0	0	0	0	0	0	0	8,930
Other Capital	0	0	0	0	0	26,000	0	0	26,000
Planning and Design	682	115	100	100	100	0	0	0	1,097
Project Contingency	163	0	0	0	0	0	0	0	163
<b>TOTAL EXPENDITURES:</b>	<b>15,678</b>	<b>550</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>26,000</b>	<b>0</b>	<b>0</b>	<b>42,528</b>

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### RESOURCES RECOVERY ASH LANDFILL - CELL 20 CLOSURE

**PROJECT #: 503220**



DESCRIPTION: Design and construct closure of Resources Recovery Cell 20 per Florida Department of Environmental Protection regulations

LOCATION: 6990 NW 97 Ave      District Located: 12  
Doral      District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Utility Service Fee	0	0	0	0	0	0	0	3,000	3,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	2,510	2,510
Planning and Design	0	0	0	0	0	0	0	290	290
Project Contingency	0	0	0	0	0	0	0	200	200
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>

### SCALE HOUSE - CANOPIES AND ACCESS CONTROL GATES

**PROJECT #: 2000000630**



DESCRIPTION: Install automatic access control gates and canopies over all scales

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	431	1,655	1,170	244	0	0	0	0	3,500
<b>TOTAL REVENUES:</b>	<b>431</b>	<b>1,655</b>	<b>1,170</b>	<b>244</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	74	1,100	750	175	0	0	0	0	2,099
Planning and Design	342	415	310	59	0	0	0	0	1,126
Project Contingency	15	140	110	10	0	0	0	0	275
<b>TOTAL EXPENDITURES:</b>	<b>431</b>	<b>1,655</b>	<b>1,170</b>	<b>244</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>

### SCALEHOUSE - EXPANSION PROJECT

**PROJECT #: 505670**



DESCRIPTION: Expand and improve disposal system scalehouses at the North Dade and South Dade landfills and West and Central transfer stations

LOCATION: Various Sites      District Located: 1, 9, 10  
Throughout Miami-Dade County      District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	1,440	1,660	0	0	0	0	0	0	3,100
<b>TOTAL REVENUES:</b>	<b>1,440</b>	<b>1,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	734	1,460	0	0	0	0	0	0	2,194
Planning and Design	586	50	0	0	0	0	0	0	636
Project Contingency	120	150	0	0	0	0	0	0	270
<b>TOTAL EXPENDITURES:</b>	<b>1,440</b>	<b>1,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,100</b>

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### SOUTH DADE LANDFILL - CELL 4 CLOSURE

PROJECT #: 504370



DESCRIPTION: Design and construct the closure of South Dade Landfill Cell 4 per Florida Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave District Located: 8  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Utility Service Fee	20	0	0	0	1,360	0	0	13,619	14,999
Waste Disposal Operating Fund	1	0	0	0	0	0	0	0	1
<b>TOTAL REVENUES:</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,360</b>	<b>0</b>	<b>0</b>	<b>13,619</b>	<b>15,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	0	1,095	0	0	10,920	12,015
Planning and Design	20	0	0	0	135	0	0	1,399	1,554
Project Contingency	1	0	0	0	130	0	0	1,300	1,431
<b>TOTAL EXPENDITURES:</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,360</b>	<b>0</b>	<b>0</b>	<b>13,619</b>	<b>15,000</b>

### SOUTH DADE LANDFILL - CELL 4 GAS EXTRACTION AND ODOR CONTROL

PROJECT #: 509280



DESCRIPTION: Design and construct a methane gas collection system from the South Dade Landfill cell 4, as well as an odor control system to address odor and air emission issues per Florida Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave District Located: 8  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	1,139	100	100	100	100	100	100	861	2,600
<b>TOTAL REVENUES:</b>	<b>1,139</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>861</b>	<b>2,600</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	763	50	50	50	50	50	50	770	1,833
Planning and Design	335	40	40	40	40	40	40	11	586
Project Contingency	41	10	10	10	10	10	10	80	181
<b>TOTAL EXPENDITURES:</b>	<b>1,139</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>861</b>	<b>2,600</b>

### SOUTH DADE LANDFILL - CELL 5 CLOSURE

PROJECT #: 501350



DESCRIPTION: Design and construct closure of South Dade Landfill Cell 5 per Florida Department of Environmental Protection regulations

LOCATION: 24000 NW 97 Ave District Located: 8  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Utility Service Fee	0	0	0	0	0	0	0	15,000	15,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	11,600	11,600
Planning and Design	0	0	0	0	0	0	0	2,100	2,100
Project Contingency	0	0	0	0	0	0	0	1,300	1,300
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>	<b>15,000</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SOUTH DADE LANDFILL - CELL 5 CONSTRUCTION

**PROJECT #: 505480**



DESCRIPTION: Construct the last 50-acre cell at the South Dade Landfill per Florida Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave District Located: 8  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	11,250	0	0	0	0	0	0	0	11,250
Waste Disposal Operating Fund	16,487	63	0	0	0	0	0	0	16,550
<b>TOTAL REVENUES:</b>	<b>27,737</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,800</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	24,667	53	0	0	0	0	0	0	24,720
Planning and Design	2,500	0	0	0	0	0	0	0	2,500
Project Contingency	570	10	0	0	0	0	0	0	580
<b>TOTAL EXPENDITURES:</b>	<b>27,737</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,800</b>

### SOUTH DADE LANDFILL - CELL 6 CLOSURE

**PROJECT #: 2000001056**



DESCRIPTION: Design and construct closure of South Dade Landfill Cell 6 per Federal Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave District Located: 8  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	0	0	0	10,000	10,000
Notes/Bonds									
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	7,800	7,800
Planning and Design	0	0	0	0	0	0	0	1,300	1,300
Project Contingency	0	0	0	0	0	0	0	900	900
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>

### SOUTH DADE LANDFILL - CELL 6 CONSTRUCTION

**PROJECT #: 2000001055**



DESCRIPTION: Permit, design and construct horizontal expansion at the South Dade Landfill to extend disposal capacity to include Cell 6 per Florida Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave District Located: 8  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	0	0	0	26,150	26,150
Notes/Bonds									
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,150</b>	<b>26,150</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	20,950	20,950
Planning and Design	0	0	0	0	0	0	0	2,600	2,600
Project Contingency	0	0	0	0	0	0	0	2,600	2,600
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,150</b>	<b>26,150</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SOUTH DADE LANDFILL - GROUNDWATER REMEDIATION

**PROJECT #: 5051580**



**DESCRIPTION:** Construct a trench along the east side of South Dade Landfill cells 1 and 2 to prevent clogging and to collect the required quantity of groundwater for treatment to include the installation of a series of wells along the east berm

**LOCATION:** 24000 SW 97 Ave  
Unincorporated Miami-Dade County

**District Located:** 8  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Solid Waste System Rev. Bonds Series 2001	477	0	0	0	0	0	0	0	477
Waste Disposal Operating Fund	362	0	0	0	80	80	80	50	652
<b>TOTAL REVENUES:</b>	<b>839</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>50</b>	<b>1,129</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	706	0	0	0	75	75	75	46	977
Planning and Design	102	0	0	0	0	0	0	0	102
Project Contingency	31	0	0	0	5	5	5	4	50
<b>TOTAL EXPENDITURES:</b>	<b>839</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>50</b>	<b>1,129</b>

### SOUTH DADE LANDFILL - HORIZONTAL EXPANSION

**PROJECT #: 2000001054**



**DESCRIPTION:** Conduct engineering evaluation to determine feasibility of extending the disposal capacity at the South Dade Landfill; evaluation to include slope stability analysis, impacts of expansion on the landfill liner system, a conceptual plan and Florida Department of Environmental Protection solid waste and air permit applications

**LOCATION:** 24000 SW 97 Ave  
Unincorporated Miami-Dade County

**District Located:** 8  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Waste Disposal Operating Fund	0	650	0	0	0	0	0	0	650
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Planning and Design	0	650	0	0	0	0	0	0	650
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650</b>

### SOUTH DADE LANDFILL - LAND PURCHASE

**PROJECT #: 609120**



**DESCRIPTION:** Purchase 175 acres of land west of SW 97 Ave for future expansion, improvements and/or as a buffer to the South Dade Landfill

**LOCATION:** 23707 SW 97 Ave  
Unincorporated Miami-Dade County

**District Located:** 8  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Waste Disposal Operating Fund	8	0	0	2,600	2,692	0	0	0	5,300
<b>TOTAL REVENUES:</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>2,600</b>	<b>2,692</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,300</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Land Acquisition/Improvements	0	0	0	2,500	2,592	0	0	0	5,092
Planning and Design	8	0	0	100	100	0	0	0	208
<b>TOTAL EXPENDITURES:</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>2,600</b>	<b>2,692</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,300</b>



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SOUTH DADE LANDFILL TIPPING FLOOR IMPROVEMENT

PROJECT #: 2000000629



DESCRIPTION: Retrofit tip floor at South Dade Landfill; provide improvements to the facility to include tipping floor restoration and expansion, replacement of fire suppression system, repairs to roof structure and electrical upgrades

LOCATION: 24000 SW 97 Ave  
Unincorporated Miami-Dade County

District Located: 8  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	2,747	753	0	0	0	0	0	0	3,500
<b>TOTAL REVENUES:</b>	<b>2,747</b>	<b>753</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	2,581	723	0	0	0	0	0	0	3,304
Planning and Design	6	20	0	0	0	0	0	0	26
Project Contingency	160	10	0	0	0	0	0	0	170
<b>TOTAL EXPENDITURES:</b>	<b>2,747</b>	<b>753</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>

### TRASH AND RECYCLING CENTER - VARIOUS IMPROVEMENTS

PROJECT #: 5054061



DESCRIPTION: Construct improvements to 13 trash and recycling centers to include new entrances, gates, stairs, fencing, storm water systems and walls

LOCATION: Trash and Recycling Centers  
Various Sites

District Located: Systemwide  
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Collection Operating Fund	2,345	500	0	0	0	0	0	2,705	5,550
<b>TOTAL REVENUES:</b>	<b>2,345</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,705</b>	<b>5,550</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,921	290	0	0	0	0	0	2,270	4,481
Planning and Design	304	130	0	0	0	0	0	235	669
Project Contingency	120	80	0	0	0	0	0	200	400
<b>TOTAL EXPENDITURES:</b>	<b>2,345</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,705</b>	<b>5,550</b>

### VIRGINIA KEY - LANDFILL CLOSURE

PROJECT #: 606610



DESCRIPTION: Close the Virginia Key Landfill

LOCATION: Virginia Key  
City of Miami

District Located: 7  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	0	0	0	18,075	18,075
Notes/Bonds									
Solid Waste System Rev. Bonds Series 2005	3,432	0	0	0	0	0	0	0	3,432
Solid Waste System Rev. Bonds Series 2015	24,853	0	0	0	0	0	0	0	24,853
<b>TOTAL REVENUES:</b>	<b>28,285</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,075</b>	<b>46,360</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	2,577	2,200	14,000	900	0	0	0	17,997	37,674
Planning and Design	3,112	1,000	0	0	500	0	0	0	4,612
Project Contingency	174	300	1,500	100	0	0	0	2,000	4,074
<b>TOTAL EXPENDITURES:</b>	<b>5,863</b>	<b>3,500</b>	<b>15,500</b>	<b>1,000</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>19,997</b>	<b>46,360</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WEST TRANSFER STATION - IMPROVEMENTS

**PROJECT #: 501410**



DESCRIPTION: Renovate and replace tipping floor and entire drainage system at the West Transfer Station

LOCATION: 2900 SW 72 Ave  
Coral Gables

District Located: 6

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Waste Disposal Operating Fund	996	535	1,118	853	0	0	0	853	4,355
<b>TOTAL REVENUES:</b>	<b>996</b>	<b>535</b>	<b>1,118</b>	<b>853</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>853</b>	<b>4,355</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	721	210	908	635	0	0	0	635	3,109
Planning and Design	159	185	110	138	0	0	0	138	730
Project Contingency	16	40	100	80	0	0	0	80	316
Technology Hardware/Software	100	100	0	0	0	0	0	0	200
<b>TOTAL EXPENDITURES:</b>	<b>996</b>	<b>535</b>	<b>1,118</b>	<b>853</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>853</b>	<b>4,355</b>

### UNFUNDED CAPITAL PROJECTS

#### PROJECT NAME

HICKMAN GARAGE - BUILDING IMPROVEMENTS  
RESOURCES RECOVERY FACILITY - NEW  
TRAINING AND EDUCATION FACILITY - NEW  
TRASH AND RECYCLING CENTER (WEST) - NEW

#### LOCATION

270 NW 2 St  
To Be Determined  
To Be Determined  
To Be Determined

(dollars in thousands)

#### ESTIMATED PROJECT COST

	2,600
	1,600,000
	2,000
	5,650
<b>UNFUNDED TOTAL</b>	<b>1,610,250</b>

# FY 2019-20 Adopted Budget and Multi-Year Capital Plan

## Neighborhood Trash and Recycling Centers

1. North Dade 21500 NW 47 Ave
2. Norwood 19901 NW 7 Ave
3. Palm Springs 7870 NW 178 St
4. Golden Glades 140 NW 160 St
5. West Little River 1830 NW 79 St
6. Snapper Creek 2200 SW 117 Ave
7. Sunset Kendall 8000 SW 107 Ave
8. Chapman Field 13600 SW 60 Ave
9. Richmond Heights 14050 Boggs Dr
10. West Perrine 16651 SW 107 Ave
11. Eureka Drive 9401 SW 184 St
12. South Miami Heights 20800 SW 117 Ct
13. Moody Drive 12970 SW 268 St

## Resources Recovery Facility

14. Resources Recovery 6990 NW 97 Ave

## Landfills

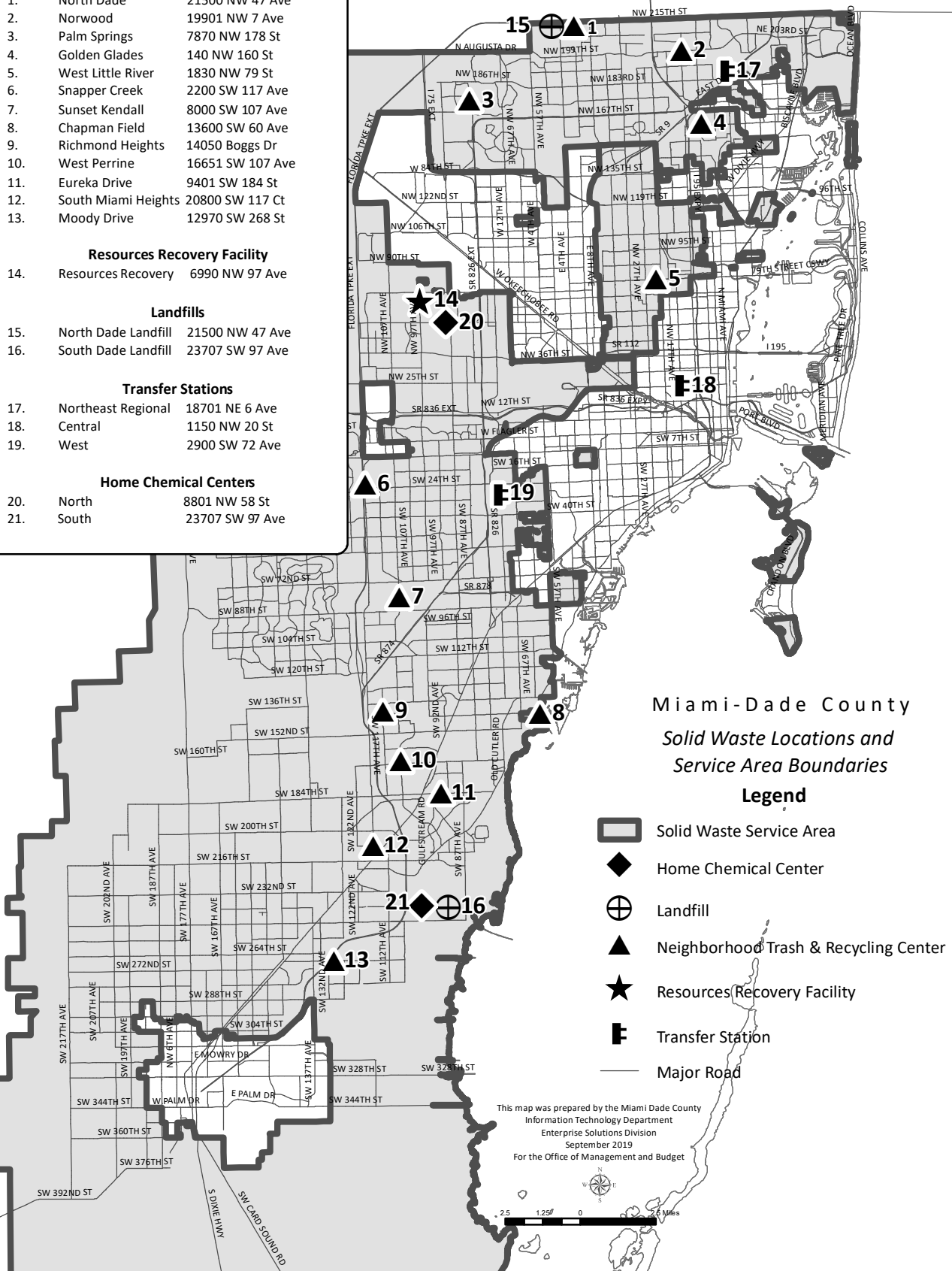
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave

## Transfer Stations

17. Northeast Regional 18701 NE 6 Ave
18. Central 1150 NW 20 St
19. West 2900 SW 72 Ave

## Home Chemical Centers

20. North 8801 NW 58 St
21. South 23707 SW 97 Ave



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Water and Sewer

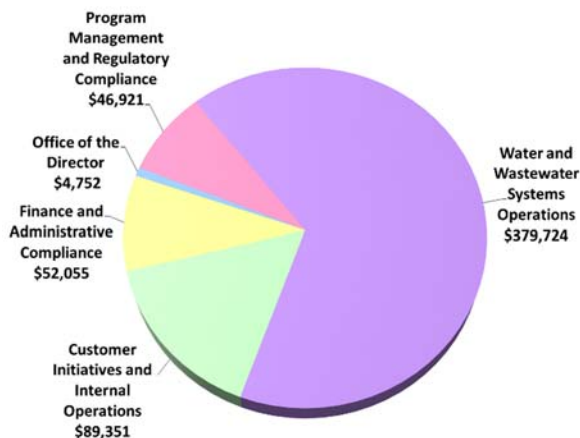
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures and providing for process improvements and cost efficiencies.

As part of the Neighborhood and Infrastructure strategic area, the Department's main functions are water production and distribution, as well as wastewater collection, treatment, reuse and disposal. WASD operates three regional wastewater treatment plants, one shared (City of Hialeah) reverse osmosis plant and five local water treatment plants, with a total permitted capacity of 464 million gallons per day (MGD) and three regional wastewater treatment plants with a total permitted capacity of 376 MGD. Additionally, WASD operates and maintains 94 water supply wells (grouped into 14 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridian Aquifer; more than 1,000 sewer pump stations; more than 8,700 miles of water distribution mains; and 6,400 miles of wastewater mains and lateral collection pipes. The Department implements water conservation measures, provides high quality drinking water and plans and improves infrastructure for future growth.

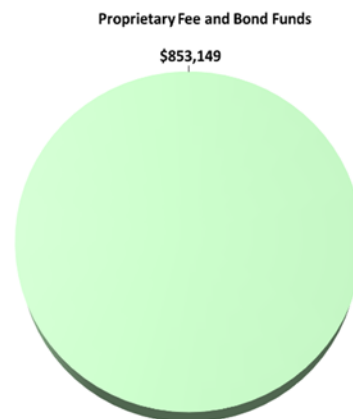
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 447,000 water and 363,000 wastewater retail customers as of September 30, 2018. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale (12 municipal and the Homestead Air Reserve Base) wastewater customers within Miami-Dade County on a daily basis. The total combined population served at the retail and wholesale level is approximately 2.3 million residents. In providing these services, the Department interacts with and is regulated by the United States Environmental Protection Agency, the Florida Department of Environmental Protection, the Miami-Dade County Health Department, the South Florida Water Management District and the Regulatory and Economic Resources Department (RER).

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

	<p><u>OFFICE OF THE DIRECTOR</u> Formulates and establishes departmental policy; directs overall operations</p> <table><tr><td><u>FY 18-19</u> 12</td><td><u>FY 19-20</u> 12</td></tr></table>	<u>FY 18-19</u> 12	<u>FY 19-20</u> 12
<u>FY 18-19</u> 12	<u>FY 19-20</u> 12		
	<p><u>WATER AND WASTEWATER SYSTEMS OPERATIONS</u> Operates and maintains water and wastewater systems: treatment plants, transmission/distribution systems and pump stations</p> <table><tr><td><u>FY18-19</u> 1,622</td><td><u>FY19-20</u> 1,635</td></tr></table>	<u>FY18-19</u> 1,622	<u>FY19-20</u> 1,635
<u>FY18-19</u> 1,622	<u>FY19-20</u> 1,635		
	<p><u>FINANCE AND ADMINISTRATIVE COMPLIANCE</u> Directs financial, budget, capital funding coordination and information technology functions; directs contractual compliance and quality assurance of construction/contractual work as well as compliance with the Small Business Enterprise Program</p> <table><tr><td><u>FY 18-19</u> 240</td><td><u>FY 19-20</u> 238</td></tr></table>	<u>FY 18-19</u> 240	<u>FY 19-20</u> 238
<u>FY 18-19</u> 240	<u>FY 19-20</u> 238		
	<p><u>PROGRAM MANAGEMENT AND REGULATORY COMPLIANCE</u> Manages capital improvement program and consent decree projects; directs compliance with state and federal agreements and utilities development</p> <table><tr><td><u>FY 18-19</u> 319</td><td><u>FY 19-20</u> 329</td></tr></table>	<u>FY 18-19</u> 319	<u>FY 19-20</u> 329
<u>FY 18-19</u> 319	<u>FY 19-20</u> 329		
	<p><u>CUSTOMER INITIATIVES AND INTERNAL OPERATIONS</u> Directs legislative activities, municipal policies and public information dissemination; directs customer service, procurement, personnel, fleet and general activities</p> <table><tr><td><u>FY 18-19</u> 598</td><td><u>FY 19-20</u> 602</td></tr></table>	<u>FY 18-19</u> 598	<u>FY 19-20</u> 602
<u>FY 18-19</u> 598	<u>FY 19-20</u> 602		

The FY 2019-20 total number of full-time equivalent positions is 2,817.6.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: OFFICE OF THE DIRECTOR**

Formulates and establishes departmental policy; directs overall operations and legal support.

- Defines department policies and strategic goals
- Provides legal support

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes a water and wastewater rate restructuring to all customer revenue tiers that results in a rate which is reflective of actual usage combined with the consideration of fiscal requirements related to capital investments that are mandated; rates for usage tiers representing customers with the highest poverty rates were reduced or held flat; although the rate structures for other tiers for residential, multi-family and non-residential customers were increased, the non-residential customer rate increase is higher
- Effective October 1, 2019, the wholesale water rate will decrease to \$1.6904 from \$1.7628, or by \$0.0724 per thousand gallons; the wastewater wholesale rate will increase to \$3.1954 from \$3.0937, or by \$0.1017 per thousand gallons; wholesale customers' bills include a true-up adjustment to recover actual cost for FY 2017-18
- The FY 2019-20 Adopted Budget includes a Memorandum of Understanding with the Office of the Inspector General to perform specialized audits as required (\$75,000) and payments to the Audit and Management Services Department for expenses associated with audits and reviews (\$500,000)

### **DIVISION: WATER AND WASTEWATER SYSTEMS OPERATIONS**

Operates and maintains the water and wastewater treatment plants, pump stations, and water distribution, wastewater collection and transmission lines.

- Directs water and wastewater systems operating goals and procedures
- Directs and oversees operation of water system including installations, repairs and maintenance of water infrastructure
- Directs and oversees operation of wastewater system including treatment and disposal as well as the maintenance of wastewater pumping and collection systems
- Installs, repairs, relocates, maintains and replaces water mains, valves and fire lines countywide
- Installs, repairs, relocates, maintains and replaces wastewater gravity sewer lines, force mains, valves, sewer laterals and manholes countywide
- Manages the Water Cross Connection Control program
- Installs, repairs, relocates, maintains and replaces water meters
- Performs mechanical, electrical and structural maintenance of water and wastewater plants and wastewater lift stations
- Administers the SCADA system, telemetry and radios
- Provides laboratory analysis to comply with regulatory agencies' requirements

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average time to respond to sewage overflows (in minutes)	NI2-1	HW-1	EF	↓	37	49	45	39	45
Percentage of pumps in service*	NI2-1	HW-1	EF	↑	98%	100%	100%	95%	100%
Wastewater mainline valves exercised	NI2-1	HW-1	OP	↔	6,346	6,484	6,000	6,314	6,000
Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Program (in thousands)**	NI2-1	HW-1	OC	↑	271	189	166	287	160
Percentage compliance with drinking water standards	NI2-1	HW-1	OC	↑	100%	100%	100%	100%	100%

\*In FY 2018-19 approximately 52 out of the 1,038 pump stations were out of service due to regular maintenance, breaks, clogs, obsolete equipment and natural disasters

\*\*The FY 2018-19 Actual amount of water saved was higher due to more rebate applications being processed through the year

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the establishment of 14 new positions to enhance water transmission and pump stations divisions, plant operations and maintenance
- The FY 2019-20 Adopted Budget includes the transfer of one position to Customer Initiatives and Internal Operations to support general maintenance functions

### **DIVISION: FINANCE AND ADMINISTRATIVE COMPLIANCE**

Directs financial, budget and capital funding coordination, and information technology functions.

- Coordinates financial activities including debt administration, investments, grants and cash management
- Administers Controller's functions, general ledger, assets control and accounts payable; prepares retail, wholesale and special billings and collection
- Manages the Department's operating and capital budgets
- Manages business process support for customer care and billing, enterprise resource planning financial and enterprise asset management software systems
- Manages information technology
- Oversees contract compliance, provides strategic planning and directs performance improvement and efficiency savings programs

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Bond rating evaluation by Fitch	GG4-1	ES-3	OC	↑	A+	A+	A+	A+	A+
Bond rating evaluation by Standard and Poor's*	GG4-1	ES-3	OC	↑	A+	A+	A+	Aa-	Aa-
Bond rating evaluation by Moody's	GG4-1	ES-3	OC	↑	Aa3	Aa3	Aa3	Aa3	Aa3

\*The change in the bond rating in FY 2018-19 from A+ to Aa- reflects an improvement

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the transfer of two positions to Customer Initiatives and Internal Operation to support customer service and general operations
- The FY 2019-20 Adopted Budget includes payments to the Finance Department for expenses associated with cash management services (\$50,000)
- The FY 2018-19 year-end combined fund balance is projected to be \$16.2 million in rate stabilization and general reserve funds; in FY 2019-20, these reserves are expected to increase to a combined balance of \$108.2 million and the Department is projecting a year-end fund balance of \$80 million in the operating budget as required for bond ordinances

### **DIVISION: PROGRAM MANAGEMENT AND REGULATORY COMPLIANCE**

Directs compliance with state and federal agreements and utilities development.

- Directs planning of water and wastewater facilities and infrastructure
- Directs design and construction activities for both the water and wastewater systems
- Oversees environmental regulations and compliance with federal and state agreements
- Directs Water Use Efficiency and Water Loss Reduction programs
- Processes applications for new water services, mains, pump stations and fire hydrant installations by private contractors

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of Consent Decree Wastewater Projects on Schedule*	NI2-1	IE-1	OC	↑	95%	99%	97%	93%	97%
Percent compliance with 20-Year Water Use Permit (WUP) as scheduled	NI2-1	IE-1	OC	↑	100%	100%	100%	100%	100%
Percentage of Comprehensive Development Master Plan and Development Impact Committee comments provided in a timely manner	NI2-1	LS-3	EF	↑	100%	100%	100%	100%	100%
Percentage of Ocean Outfall Legislation projects on schedule	NI2-1	IE-1	OC	↑	100%	100%	100%	100%	100%

\*The FY 2018-19 Actual was lower due to four consent decree projects having construction delays, contractor defaults or contractor terminations

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the establishment of four positions to enhance surveying, planning and regulatory compliance functions and seven positions to enhance plans reviews and service locator functions**
- The FY 2019-20 Adopted Budget includes the transfer of one position to Customer Initiatives and Internal Operations to enhance general maintenance operations
- In FY 2019-20, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power plan and an employee awareness program, which includes an energy conservation website, newsletter and workshops
- The FY 2019-20 Adopted Budget includes funding to the Parks, Recreation and Open Spaces (PROS) Department for Cooperative Extension's Florida Yards and Neighborhoods Program (\$285,000) and funding for CBO environmental related grants (\$200,000)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: CUSTOMER INITIATIVES AND INTERNAL OPERATIONS**

Directs legislative and municipal policies, public information dissemination, and security services and emergency communication; directs retail customer services, meter installations and maintenance, procurement, human resources, fleet and other general maintenance services.

- Manages retail customer services, human capital planning and general maintenance
- Coordinates communications with media and customers
- Coordinates state and federal legislative actions and liaises with municipalities
- Coordinates items submitted to the Board of County Commissioners

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Training hours per employee	NI2-1	LS-1	OP	↔	15	15	15	14	19
Average call wait time (in minutes)*	NI2-1	LS-2	EF	↓	2.3	3.0	2.5	1.2	2.5
Percentage of calls answered within two minutes (monthly)*	NI2-1	LS-2	OC	↑	65%	53%	75%	76%	70%
Percentage of non-emergency requests dispatched in less than three business days	NI2-1	HW-1	OC	↑	88%	78%	99%	99%	99%

\*The FY 2018-19 average wait time decreased because the department reassigned pool reserve agents to be utilized during peak times







### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the transfer of four positions from Water and Wastewater Systems Operations, Program Management and Regulatory Compliance and Finance and Administrative Compliance to enhance customer service and general maintenance activities
- The Department continues working on an outreach campaign that includes branding of the Department for community recognition and will inform the citizens on water and wastewater services and the Multi-Year Capital Improvements Plan
- The FY 2019-20 Adopted Budget includes a payment to the Human Resources Department for testing and validation services (\$17,000)
- The FY 2019-20 Adopted Budget includes a payment to the Community Action and Human Services Department for landscape maintenance by the Greater Miami Service Corps (\$100,000)

### **CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- ☛ In FY 2018-19, while developing the FY 2019-20 Adopted Budget, the Department re-evaluated all capital projects; with an emphasis on all federal, state, and local requirements, the scope and timing of many projects were modified; based on changes in scope, new projects were added in the amount of \$873 million, the completion or removal of some projects decreased the capital plan by \$273 million, reclassifying some projects that are now unfunded, decreased the capital plan by \$2.251 billion and changes to active projects based on pricing and scope revisions decreased the plan by \$2.243 billion; based on all project modifications, the multi-year capital plan decreased by \$3.894 billion; further revisions are expected in the FY 2020-21 budget process
- ☛ The Department continues to evaluate every project in the capital budget for scope, timeframe and revisions to estimates with the most current industry cost data; this continuous diligence has resulted in the Multi-Year Capital Plan being reduced from \$13.299 billion in FY 2017-18 to \$11.395 billion in FY 2018-19, and to \$7.5 billion dollars in the FY 2019-20 Adopted Budget

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

-  The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan is systematic and responsible in addressing regulatory requirements related to aging infrastructure such as pump stations, treatment plants, transmission lines and necessary upgrades (\$7.524 billion); the capital plan addresses \$5.848 billion in wastewater needs, \$1.510 billion in water needs and BBC-GOB Water and Wastewater projects of \$166.234 million
-  The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of various water system capital projects; FY 2019-20 includes \$196 million of projects such as the Hialeah/Preston Water Treatment Plant (\$21.358 million), Alexander Orr Water Treatment Plant (\$15.462 million), Small Diameter Water Main Replacement Program (\$35.354 million) and Water Distribution System (\$21.087 million)
-  The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan also addresses the continued implementation of various wastewater systems capital projects (\$445.531 million); major demands include: Pump Station Improvement Program (\$14.250 million), Ocean Outfalls Program (\$13.269 million), Consent Decree (\$191.825 million) and Pump Station Resilience Program (\$15.991 million)
-  In FY 2012-13, the Department negotiated a consent agreement with the Federal Environmental Protection Agency (EPA) to address regulatory violations resulting from failing wastewater infrastructure for approximately \$1.6 billion; the agreement was adopted by the Board of County Commissioners on May 21, 2013; on April 9, 2014, the U.S. District Court for the Southern District approved the Consent Decree, replacing and superseding the two existing Consent Decrees issued in the early-mid 1990s; all projects contained in the Consent Decree are currently included in the capital plan, but as projects advance, schedules for completion may need to be modified, with the approval of the EPA; increased debt requirements will lead to future rate adjustments
-  In FY 2019-20, the Department is continuing to increase its focus on Inflow/Infiltration (I&I) to reduce flows into the wastewater system from ground water and rain; this will result in a reduction of conveyed and treated flows at Wastewater treatment plants resulting in a capital and operational savings; a study will begin to quantify this savings; the FY 2019-20 budget for I&I is \$13.431 million
-  The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 539 vehicles to replace its aging fleet (heavy fleet - \$8.515 million and light fleet - \$6.510 million); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption, and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental project #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	731	619	920	968	992
Fuel	2,584	2,913	2,837	2,833	3,069
Overtime	14,795	16,053	15,994	15,894	16,082
Rent	1,201	798	1,327	320	838
Security Services	12,905	11,888	16,000	11,589	14,000
Temporary Services	1,235	773	1,500	908	1,527
Travel and Registration	210	222	509	148	402

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 18-19	Adopted Fee FY 19-20	Dollar Impact FY 19-20
• Waste Haulers Calibration Certificate	0	\$100.00	\$9,800
• Hauled Waste Receiving Station Clean-up	0	\$414.00	\$1,500
• Departmental review of Other Waste Load Disposal	0	\$111.00	\$2,666
• Laboratory sampling of Other Waste Load disposal. Fee is charged per sample.	0	\$563.00	\$2,812
• Septic Tank Disposal Fee - After Hours. Fee per 100 gallons.	0	\$10.00	\$2,473
• Grease Trap Disposal Fee - After Hours. (Per 100 gallons)	0	\$14.00	\$11,475
• Backflow Prevention Assembly test Report submission	0	\$5.00	\$130,000
• Septic Tank Waste Disposal Fee per 100 gallons	\$3.25	\$5.00	\$1,500,000
• Water Retail Rate Adjustments	various	various	\$32,927,000
• Wastewater Retail Rate Adjustments	various	various	\$3,498,000
• Water Wholesale Rate per one thousand gallons	\$1.76	\$1.66	\$-2,288,000
• Wastewater Wholesale Rate per one thousand gallons	\$3.09	\$3.19	\$-1,723,000

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
Carryover	68,551	71,638	74,199	78,099
Miscellaneous Non-Operating	3,144	9,566	7,788	14,150
Other Revenues	28,932	30,275	30,404	32,322
Retail Wastewater	288,910	295,564	314,420	317,918
Retail Water	265,636	268,275	269,552	302,479
Transfer From Other Funds	0	0	18,440	1,793
Wholesale Wastewater	88,938	78,425	77,991	76,268
Wholesale Water	34,916	39,310	32,408	30,120
Total Revenues	779,027	793,053	825,202	853,149
<b>Operating Expenditures Summary</b>				
Salary	166,400	181,390	174,843	191,971
Fringe Benefits	57,782	65,547	73,474	75,514
Contractual Services	88,675	70,399	109,953	94,684
Other Operating	32,380	38,798	46,259	41,017
Charges for County Services	53,293	58,057	64,063	77,176
Capital	93,102	112,395	92,373	92,441
Total Operating Expenditures	491,632	526,586	560,965	572,803
<b>Non-Operating Expenditures Summary</b>				
Transfers	18,498	9,843	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	175,086	183,672	186,138	200,286
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	78,099	80,060
Total Non-Operating Expenditures	193,584	193,515	264,237	280,346

(dollars in thousands)	Total Funding Budget FY 18-19	Total Funding Adopted FY 19-20	Total Positions Budget FY 18-19	Total Positions Adopted FY 19-20
Expenditure By Program				
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Office of the Director	4,075	4,752	12	12
Water and Wastewater	368,262	379,724	1,622	1,635
Systems Operations				
Finance and Administrative	50,048	52,055	240	238
Compliance				
Program Management and	48,279	46,921	319	329
Regulatory Compliance				
Customer Initiatives and	90,301	89,351	598	602
Internal Operations				
Total Operating Expenditures	560,965	572,803	2,791	2,816

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	32,036	12,152	16,579	19,484	20,796	30,900	34,287	0	166,234
Fire Hydrant Fund	9,971	2,500	2,500	2,500	2,500	2,500	2,500	2,500	27,471
Future WASD Revenue Bonds	0	346,494	447,026	508,070	572,287	608,232	559,610	1,483,791	4,525,510
Miami Springs Wastewater Construction Fund	867	0	207	252	0	0	0	0	1,326
Miami Springs Water Construction Fund	8,657	4,653	0	0	0	0	0	0	13,310
State Revolving Loan Wastewater Program	41,046	0	0	0	0	0	0	0	41,046
State Revolving Loan Water Program	40,788	6,560	6,958	307	0	0	0	0	54,613
WASD Revenue Bonds Sold	1,122,673	0	0	0	0	0	0	0	1,122,673
Wastewater Connection Charges	129,977	51,038	64,820	31,491	18,453	20,753	18,000	0	334,532
Wastewater Renewal Fund	224,186	42,701	55,500	55,000	55,000	55,000	55,000	55,000	597,387
Wastewater Special Construction Fund	8,517	0	0	0	0	0	0	0	8,517
Water Connection Charges	25,338	10,867	289	0	0	0	0	0	36,494
Water Renewal and Replacement Fund	201,279	47,299	34,500	35,000	35,000	35,000	40,000	40,000	468,078
Water Special Construction Fund	24,397	500	500	500	500	500	500	0	27,397
WIFIA Loan	99,700	0	0	0	0	0	0	0	99,700
Total:	1,969,432	524,764	628,879	652,604	704,536	752,885	709,897	1,581,291	7,524,288
<b>Expenditures</b>									
<b>Strategic Area: NI</b>									
GOB Water and Wastewater Projects	32,036	12,152	16,579	19,484	20,796	30,900	34,287	0	166,234
Wastewater Projects	1,285,969	434,645	505,701	535,352	582,625	618,523	568,625	1,316,149	5,847,589
Water Projects	409,593	194,646	157,035	137,702	122,322	110,462	109,613	269,092	1,510,465
Total:	1,727,598	641,443	679,315	692,538	725,743	759,885	712,525	1,585,241	7,524,288

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### CENTRAL DISTRICT - WASTEWATER TREATMENT PLANT UPGRADES

PROJECT #: 9653421



DESCRIPTION: Construct digester improvements, digested sludge holding tanks, miscellaneous electrical improvements, outfall rehabilitation, a new gas pipeline, a new flushing water line and a sludge handling facility; various upgrades and rehabilitation of plant including pump stations 1 and 2

LOCATION: Virginia Key District Located: 7  
City of Miami District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	750	2,500	1,550	500	200	500	8,500	14,500
WASD Revenue Bonds Sold	500	0	0	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>500</b>	<b>750</b>	<b>2,500</b>	<b>1,550</b>	<b>500</b>	<b>200</b>	<b>500</b>	<b>8,500</b>	<b>15,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	465	698	2,325	1,441	465	186	465	7,905	13,950
Planning and Design	35	52	175	109	35	14	35	595	1,050
<b>TOTAL EXPENDITURES:</b>	<b>500</b>	<b>750</b>	<b>2,500</b>	<b>1,550</b>	<b>500</b>	<b>200</b>	<b>500</b>	<b>8,500</b>	<b>15,000</b>

#### CENTRAL MIAMI-DADE - WASTEWATER TRANSMISSION MAINS AND PUMP STATION IMPROVEMENTS

PROJECT #: 9650241



DESCRIPTION: Construct a force main crossing Bear Cut, a force main in Flagler St from SW 37 Ave to SW 10 Ave and a force main from Miami Beach to the Central District Wastewater Treatment Plant

LOCATION: Wastewater System - Central District Area District Located: Systemwide  
City of Miami District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	7,964	4,246	3,000	1,000	0	0	0	16,210
WASD Revenue Bonds Sold	11,369	0	0	0	0	0	0	0	11,369
<b>TOTAL REVENUES:</b>	<b>11,369</b>	<b>7,964</b>	<b>4,246</b>	<b>3,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,579</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	10,005	7,009	3,737	2,640	880	0	0	0	24,271
Land Acquisition/Improvements	227	159	85	60	20	0	0	0	551
Planning and Design	1,137	796	424	300	100	0	0	0	2,757
<b>TOTAL EXPENDITURES:</b>	<b>11,369</b>	<b>7,964</b>	<b>4,246</b>	<b>3,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,579</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$2,253,000 and includes 0 FTE(s)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CENTRAL MIAMI-DADE - WATER TRANSMISSION MAINS IMPROVEMENTS

**PROJECT #:** 9654041



**DESCRIPTION:** Replace various low-pressure water mains; install a 20-inch water main at railroad crossings via microtunneling method

**LOCATION:** Central Miami-Dade County Area  
City of Miami

**District Located:**  
**District(s) Served:**

Systemwide  
Systemwide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Future WASD Revenue Bonds	0	0	0	254	700	1,000	4,220	4,271	10,445
Water Renewal and Replacement Fund	266	0	0	0	0	0	0	0	266
<b>TOTAL REVENUES:</b>	<b>266</b>	<b>0</b>	<b>0</b>	<b>254</b>	<b>700</b>	<b>1,000</b>	<b>4,220</b>	<b>4,271</b>	<b>10,711</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	255	0	0	241	665	950	4,009	4,058	10,178
Planning and Design	11	0	0	13	35	50	211	213	533
<b>TOTAL EXPENDITURES:</b>	<b>266</b>	<b>0</b>	<b>0</b>	<b>254</b>	<b>700</b>	<b>1,000</b>	<b>4,220</b>	<b>4,271</b>	<b>10,711</b>

### COMMERCIAL AND INDUSTRIAL CORRIDORS - EXTENSION OF SEWER SYSTEM (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #:** 967090



**DESCRIPTION:** Extend sewer service to developed commercial and industrial corridors in Miami-Dade County as per BCC Resolution R-537-14

**LOCATION:** Various Sites  
Throughout Miami-Dade County

**District Located:**  
**District(s) Served:**

Countywide  
Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
BBC GOB Financing	9,298	10,383	15,476	18,975	20,470	30,900	20,498	0	126,000
<b>TOTAL REVENUES:</b>	<b>9,298</b>	<b>10,383</b>	<b>15,476</b>	<b>18,975</b>	<b>20,470</b>	<b>30,900</b>	<b>20,498</b>	<b>0</b>	<b>126,000</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	8,799	10,272	15,476	18,975	20,470	27,900	17,423	0	119,315
Planning and Design	499	111	0	0	0	3,000	3,075	0	6,685
<b>TOTAL EXPENDITURES:</b>	<b>9,298</b>	<b>10,383</b>	<b>15,476</b>	<b>18,975</b>	<b>20,470</b>	<b>30,900</b>	<b>20,498</b>	<b>0</b>	<b>126,000</b>

### FLOW REDUCTION PROGRAM (FRP)

**PROJECT #:** 9650201



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

**LOCATION:** Systemwide  
Various Sites

**District Located:**  
**District(s) Served:**

Systemwide  
Systemwide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Future WASD Revenue Bonds	0	7,277	8,725	10,700	10,900	11,200	13,700	194,764	257,266
WASD Revenue Bonds Sold	5,525	0	0	0	0	0	0	0	5,525
<b>TOTAL REVENUES:</b>	<b>5,525</b>	<b>7,277</b>	<b>8,725</b>	<b>10,700</b>	<b>10,900</b>	<b>11,200</b>	<b>13,700</b>	<b>194,764</b>	<b>262,791</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	4,972	6,550	7,852	9,630	9,810	10,080	12,330	175,288	236,512
Planning and Design	553	727	873	1,070	1,090	1,120	1,370	19,476	26,279
<b>TOTAL EXPENDITURES:</b>	<b>5,525</b>	<b>7,277</b>	<b>8,725</b>	<b>10,700</b>	<b>10,900</b>	<b>11,200</b>	<b>13,700</b>	<b>194,764</b>	<b>262,791</b>

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### LIFT STATIONS - UPGRADES AND STRUCTURAL IMPROVEMENTS

PROJECT #: 9650371



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

LOCATION: Systemwide  
Various Sites

District Located: Systemwide  
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,381	0	0	0	0	0	0	2,381
WASD Revenue Bonds Sold	2,374	0	0	0	0	0	0	0	2,374
Wastewater Renewal Fund	8,505	3,500	3,500	3,500	3,500	3,500	3,500	3,500	33,005
<b>TOTAL REVENUES:</b>	<b>10,879</b>	<b>5,881</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>37,760</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	7,940	5,467	2,800	2,800	2,800	2,800	2,800	2,800	30,207
Land Acquisition/Improvements	695	479	245	245	245	245	245	245	2,644
Major Machinery and Equipment	297	205	105	105	105	105	105	105	1,132
Planning and Design	994	683	350	350	350	350	350	350	3,777
<b>TOTAL EXPENDITURES:</b>	<b>9,926</b>	<b>6,834</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>37,760</b>

### MIAMI SPRINGS - PUMP STATION UPGRADES (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 967730



DESCRIPTION: Upgrade electrical control panels, pumps and the proprietary supervisory control data acquisition (SCADA) system

LOCATION: Various Sites  
Various Sites

District Located: 6  
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	733	75	25	5	0	0	0	0	838
<b>TOTAL REVENUES:</b>	<b>733</b>	<b>75</b>	<b>25</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>838</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	733	75	25	5	0	0	0	0	838
<b>TOTAL EXPENDITURES:</b>	<b>733</b>	<b>75</b>	<b>25</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>838</b>

### MIAMI SPRINGS CONSTRUCTION FUND - WASTEWATER

PROJECT #: 969110



DESCRIPTION: Construct wastewater collection system improvements in Miami Springs

LOCATION: Miami Springs  
Miami Springs

District Located: 6  
District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Miami Springs Wastewater Construction Fund	867	0	207	252	0	0	0	0	1,326
<b>TOTAL REVENUES:</b>	<b>867</b>	<b>0</b>	<b>207</b>	<b>252</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,326</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	789	0	188	229	0	0	0	0	1,206
Planning and Design	78	0	19	23	0	0	0	0	120
<b>TOTAL EXPENDITURES:</b>	<b>867</b>	<b>0</b>	<b>207</b>	<b>252</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,326</b>

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### MIAMI SPRINGS CONSTRUCTION FUND - WATER

PROJECT #: 965450



DESCRIPTION: Repair and/or replace water transmission pipes in Miami Springs

LOCATION: Miami Springs  
Miami Springs

District Located: 6  
District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Miami Springs Water Construction Fund	8,657	4,653	0	0	0	0	0	0	13,310
<b>TOTAL REVENUES:</b>	<b>8,657</b>	<b>4,653</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,310</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	7,791	4,188	0	0	0	0	0	0	11,979
Planning and Design	866	465	0	0	0	0	0	0	1,331
<b>TOTAL EXPENDITURES:</b>	<b>8,657</b>	<b>4,653</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,310</b>

### NEEDS ASSESSMENT PROJECTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 964350



DESCRIPTION: Construction of water and sewer enhancements including water mains, pipelines and sewer collection systems

LOCATION: Various Sites  
Various Sites

District Located: Systemwide  
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	10,812	1,394	789	504	326	0	0	0	13,825
<b>TOTAL REVENUES:</b>	<b>10,812</b>	<b>1,394</b>	<b>789</b>	<b>504</b>	<b>326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,825</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	9,267	1,394	789	504	326	0	0	0	12,280
Permitting	171	0	0	0	0	0	0	0	171
Planning and Design	1,374	0	0	0	0	0	0	0	1,374
<b>TOTAL EXPENDITURES:</b>	<b>10,812</b>	<b>1,394</b>	<b>789</b>	<b>504</b>	<b>326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,825</b>

### NORTH DISTRICT - WASTEWATER TREATMENT PLANT UPGRADES

PROJECT #: 9653411



DESCRIPTION: Construct a chlorine improvement process, replace sluice gates in the pre-treatment bar screen room and provide for various upgrades and rehabilitation of the plant

LOCATION: 2575 NE 151 St  
North Miami

District Located: 4  
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,008	4,912	5,800	4,500	3,500	18,000	0	38,720
WASD Revenue Bonds Sold	7,182	0	0	0	0	0	0	0	7,182
<b>TOTAL REVENUES:</b>	<b>7,182</b>	<b>2,008</b>	<b>4,912</b>	<b>5,800</b>	<b>4,500</b>	<b>3,500</b>	<b>18,000</b>	<b>0</b>	<b>45,902</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	6,895	1,928	4,715	5,568	4,320	3,360	17,280	0	44,066
Planning and Design	287	80	197	232	180	140	720	0	1,836
<b>TOTAL EXPENDITURES:</b>	<b>7,182</b>	<b>2,008</b>	<b>4,912</b>	<b>5,800</b>	<b>4,500</b>	<b>3,500</b>	<b>18,000</b>	<b>0</b>	<b>45,902</b>



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### NORTH MIAMI-DADE - WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS

PROJECT #: 9652101



DESCRIPTION: Improve pump stations to increase system flexibility  
 LOCATION: Wastewater System - North District Area District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,933	16,044	15,689	25,700	39,120	19,450	44,836	165,772
WASD Revenue Bonds Sold	1,821	0	0	0	0	0	0	0	1,821
Wastewater Connection Charges	262	750	1,591	3,032	6,365	0	0	0	12,000
<b>TOTAL REVENUES:</b>	<b>2,083</b>	<b>5,683</b>	<b>17,635</b>	<b>18,721</b>	<b>32,065</b>	<b>39,120</b>	<b>19,450</b>	<b>44,836</b>	<b>179,593</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,875	5,115	15,872	16,849	28,858	35,208	17,504	40,352	161,633
Land Acquisition/Improvements	63	171	529	562	962	1,174	584	1,345	5,390
Planning and Design	145	397	1,234	1,310	2,245	2,738	1,362	3,139	12,570
<b>TOTAL EXPENDITURES:</b>	<b>2,083</b>	<b>5,683</b>	<b>17,635</b>	<b>18,721</b>	<b>32,065</b>	<b>39,120</b>	<b>19,450</b>	<b>44,836</b>	<b>179,593</b>

### NORTH MIAMI-DADE - WATER TRANSMISSION MAIN IMPROVEMENTS

PROJECT #: 9654031



DESCRIPTION: Install 36-inch water main along NW 87 Ave to improve transmission capabilities in the north central area of the county and a 48-inch water main connection to the Carol City tank  
 LOCATION: North Miami-Dade County Area District Located: Systemwide  
 Miami Gardens District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	9,383	31,956	12,364	1,731	551	386	0	56,371
WASD Revenue Bonds Sold	11,852	0	0	0	0	0	0	0	11,852
Water Connection Charges	20,092	9,220	289	0	0	0	0	0	29,601
Water Renewal and Replacement Fund	240	0	0	0	0	0	0	0	240
<b>TOTAL REVENUES:</b>	<b>32,184</b>	<b>18,603</b>	<b>32,245</b>	<b>12,364</b>	<b>1,731</b>	<b>551</b>	<b>386</b>	<b>0</b>	<b>98,064</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	30,257	17,487	30,310	11,621	1,627	518	363	0	92,183
Planning and Design	1,927	1,116	1,935	743	104	33	23	0	5,881
<b>TOTAL EXPENDITURES:</b>	<b>32,184</b>	<b>18,603</b>	<b>32,245</b>	<b>12,364</b>	<b>1,731</b>	<b>551</b>	<b>386</b>	<b>0</b>	<b>98,064</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OUTFALL LEGISLATION

**PROJECT #:** 962670



DESCRIPTION: Eliminate outfall flows to the ocean  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	42,577	43,687	81,836	151,655	206,305	239,376	515,628	1,281,064
State Revolving Loan Wastewater Program	41,046	0	0	0	0	0	0	0	41,046
WASD Revenue Bonds Sold	106,063	0	0	0	0	0	0	0	106,063
Wastewater Connection Charges	19,652	16,420	15,910	14,240	12,088	20,753	18,000	0	117,063
Wastewater Special Construction Fund	1,064	0	0	0	0	0	0	0	1,064
WIFIA Loan	99,700	0	0	0	0	0	0	0	99,700
<b>TOTAL REVENUES:</b>	<b>267,525</b>	<b>58,997</b>	<b>59,597</b>	<b>96,076</b>	<b>163,743</b>	<b>227,058</b>	<b>257,376</b>	<b>515,628</b>	<b>1,646,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	150,284	70,850	90,724	118,689	163,714	208,893	236,786	474,378	1,514,318
Land Acquisition/Improvements	1,634	770	986	1,289	1,779	2,271	2,574	5,156	16,459
Planning and Design	11,436	5,391	6,903	9,032	12,457	15,894	18,016	36,094	115,223
<b>TOTAL EXPENDITURES:</b>	<b>163,354</b>	<b>77,011</b>	<b>98,613</b>	<b>129,010</b>	<b>177,950</b>	<b>227,058</b>	<b>257,376</b>	<b>515,628</b>	<b>1,646,000</b>

### OUTFALL LEGISLATION - CAPACITY

**PROJECT #:** 2000000580



DESCRIPTION: Redirect flows to regional plants and account for peak flows through 2035  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	11,258	26,310	67,894	69,523	60,538	55,500	114,400	405,423
WASD Revenue Bonds Sold	7,201	0	0	0	0	0	0	0	7,201
Wastewater Connection Charges	41,468	25,000	41,691	11,000	0	0	0	0	119,159
<b>TOTAL REVENUES:</b>	<b>48,669</b>	<b>36,258</b>	<b>68,001</b>	<b>78,894</b>	<b>69,523</b>	<b>60,538</b>	<b>55,500</b>	<b>114,400</b>	<b>531,783</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	45,262	33,720	63,241	73,371	64,656	56,301	51,615	106,392	494,558
Land Acquisition/Improvements	487	363	680	789	695	605	555	1,144	5,318
Planning and Design	2,920	2,175	4,080	4,734	4,172	3,632	3,330	6,864	31,907
<b>TOTAL EXPENDITURES:</b>	<b>48,669</b>	<b>36,258</b>	<b>68,001</b>	<b>78,894</b>	<b>69,523</b>	<b>60,538</b>	<b>55,500</b>	<b>114,400</b>	<b>531,783</b>

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### PEAK FLOW MANAGEMENT FACILITIES

**PROJECT #:** 9653371



DESCRIPTION: Evaluate and construct alternatives for peak flow management facilities and associated infrastructure  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	738	3,207	1,500	950	750	300	5,599	13,044
Wastewater Connection Charges	1,088	1,498	0	0	0	0	0	0	2,586
<b>TOTAL REVENUES:</b>	<b>1,088</b>	<b>2,236</b>	<b>3,207</b>	<b>1,500</b>	<b>950</b>	<b>750</b>	<b>300</b>	<b>5,599</b>	<b>15,630</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	979	2,012	2,886	1,350	855	675	270	5,039	14,066
Planning and Design	109	224	321	150	95	75	30	560	1,564
<b>TOTAL EXPENDITURES:</b>	<b>1,088</b>	<b>2,236</b>	<b>3,207</b>	<b>1,500</b>	<b>950</b>	<b>750</b>	<b>300</b>	<b>5,599</b>	<b>15,630</b>

### PUMP STATION RESILIENCE PROGRAM (PSRP)

**PROJECT #:** 200000784



DESCRIPTION: Implement a pump station resiliency program to improve pump stations systemwide  
 LOCATION: Systemwide  
 Various Sites

District Located: Countywide  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	15,991	18,177	16,754	21,453	40,245	36,755	127,648	277,023
WASD Revenue Bonds Sold	11,883	0	0	0	0	0	0	0	11,883
Wastewater Connection Charges	46,945	0	0	0	0	0	0	0	46,945
<b>TOTAL REVENUES:</b>	<b>58,828</b>	<b>15,991</b>	<b>18,177</b>	<b>16,754</b>	<b>21,453</b>	<b>40,245</b>	<b>36,755</b>	<b>127,648</b>	<b>335,851</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	51,180	13,912	15,814	14,576	18,664	35,014	31,976	111,054	292,190
Land Acquisition/Improvements	588	160	182	167	214	402	368	1,277	3,358
Major Machinery and Equipment	2,941	800	909	838	1,073	2,012	1,838	6,382	16,793
Planning and Design	4,119	1,119	1,272	1,173	1,502	2,817	2,573	8,935	23,510
<b>TOTAL EXPENDITURES:</b>	<b>58,828</b>	<b>15,991</b>	<b>18,177</b>	<b>16,754</b>	<b>21,453</b>	<b>40,245</b>	<b>36,755</b>	<b>127,648</b>	<b>335,851</b>

### PUMP STATIONS - GENERATORS AND MISCELLANEOUS UPGRADES

**PROJECT #:** 9652002



DESCRIPTION: Install emergency generators and construct miscellaneous upgrades at wastewater pump stations  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,229	1,605	1,634	1,590	1,601	1,645	1,750	11,054
WASD Revenue Bonds Sold	641	0	0	0	0	0	0	0	641
<b>TOTAL REVENUES:</b>	<b>641</b>	<b>1,229</b>	<b>1,605</b>	<b>1,634</b>	<b>1,590</b>	<b>1,601</b>	<b>1,645</b>	<b>1,750</b>	<b>11,695</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	571	1,094	1,428	1,455	1,415	1,425	1,464	1,557	10,409
Major Machinery and Equipment	25	49	64	65	64	64	66	70	467
Planning and Design	45	86	113	114	111	112	115	123	819
<b>TOTAL EXPENDITURES:</b>	<b>641</b>	<b>1,229</b>	<b>1,605</b>	<b>1,634</b>	<b>1,590</b>	<b>1,601</b>	<b>1,645</b>	<b>1,750</b>	<b>11,695</b>

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### PUMP STATIONS - IMPROVEMENT PROGRAM

**PROJECT #: 9651071**



DESCRIPTION: Upgrade pump stations systemwide to meet departmental forecasted demands  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	8,993	1,699	0	0	0	0	0	10,692
WASD Revenue Bonds Sold	104,698	0	0	0	0	0	0	0	104,698
Wastewater Connection Charges	2,628	5,257	2,628	0	0	0	0	0	10,513
<b>TOTAL REVENUES:</b>	<b>107,326</b>	<b>14,250</b>	<b>4,327</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,903</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	101,960	13,537	4,111	0	0	0	0	0	119,608
Planning and Design	5,366	713	216	0	0	0	0	0	6,295
<b>TOTAL EXPENDITURES:</b>	<b>107,326</b>	<b>14,250</b>	<b>4,327</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,903</b>

### SAFE DRINKING WATER ACT MODIFICATIONS

**PROJECT #: 9654061**



DESCRIPTION: Modify water treatment to comply with Surface Water Treatment (SWT) and Disinfectant/Disinfection By Product (D-DBP) Regulations  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,250	5,341	7,500	6,794	3,000	1,000	43,250	69,135
WASD Revenue Bonds Sold	2,226	0	0	0	0	0	0	0	2,226
Water Connection Charges	246	1,647	0	0	0	0	0	0	1,893
Water Renewal and Replacement Fund	2,620	0	0	0	0	0	0	0	2,620
<b>TOTAL REVENUES:</b>	<b>5,092</b>	<b>3,897</b>	<b>5,341</b>	<b>7,500</b>	<b>6,794</b>	<b>3,000</b>	<b>1,000</b>	<b>43,250</b>	<b>75,874</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	4,685	3,585	4,913	6,900	6,250	2,760	920	39,790	69,803
Planning and Design	407	312	428	600	544	240	80	3,460	6,071
<b>TOTAL EXPENDITURES:</b>	<b>5,092</b>	<b>3,897</b>	<b>5,341</b>	<b>7,500</b>	<b>6,794</b>	<b>3,000</b>	<b>1,000</b>	<b>43,250</b>	<b>75,874</b>

### SANITARY SEWER SYSTEM - EXTENSION

**PROJECT #: 9653281**



DESCRIPTION: Extend sewer system lines to include the existing sanitary sewer needs assessment  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
WASD Revenue Bonds Sold	163	0	0	0	0	0	0	0	163
Wastewater Renewal Fund	18,841	1,500	3,000	3,500	3,500	3,500	3,500	3,500	40,841
<b>TOTAL REVENUES:</b>	<b>19,004</b>	<b>1,500</b>	<b>3,000</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>41,004</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	10,036	9,853	2,910	3,395	3,395	3,395	3,395	3,395	39,774
Planning and Design	310	305	90	105	105	105	105	105	1,230
<b>TOTAL EXPENDITURES:</b>	<b>10,346</b>	<b>10,158</b>	<b>3,000</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>41,004</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SANITARY SEWER SYSTEM - IMPROVEMENTS

**PROJECT #: 9650221**



DESCRIPTION: Construct sanitary sewer system improvements using funds from the special construction fund including special taxing districts

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
WASD Revenue Bonds Sold	10,535	0	0	0	0	0	0	0	10,535
Wastewater Special Construction Fund	4,454	0	0	0	0	0	0	0	4,454
<b>TOTAL REVENUES:</b>	<b>14,989</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,989</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	11,870	495	495	495	495	495	495	0	14,840
Planning and Design	119	5	5	5	5	5	5	0	149
<b>TOTAL EXPENDITURES:</b>	<b>11,989</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>14,989</b>

### SEWER PUMP STATION SYSTEMS - CONSENT DECREE PROJECTS

**PROJECT #: 964440**



DESCRIPTION: Design, construct and rehabilitate pump stations infrastructure systems to comply with EPA Consent Decree

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located:  
District(s) Served:

Countywide  
Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	14,607	5,076	2,199	1,026	216	0	0	23,124
WASD Revenue Bonds Sold	84,841	0	0	0	0	0	0	0	84,841
Wastewater Connection Charges	2,759	0	0	0	0	0	0	0	2,759
<b>TOTAL REVENUES:</b>	<b>87,600</b>	<b>14,607</b>	<b>5,076</b>	<b>2,199</b>	<b>1,026</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>110,724</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	75,337	12,562	4,365	1,891	883	186	0	0	95,224
Land Acquisition/Improvements	875	146	51	22	10	2	0	0	1,106
Major Machinery and Equipment	7,885	1,315	457	198	92	19	0	0	9,966
Planning and Design	3,503	584	203	88	41	9	0	0	4,428
<b>TOTAL EXPENDITURES:</b>	<b>87,600</b>	<b>14,607</b>	<b>5,076</b>	<b>2,199</b>	<b>1,026</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>110,724</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$1,200,000 and includes 0 FTE(s)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SMALL DIAMETER WATER MAINS - REPLACEMENT PROGRAM

PROJECT #: 2000000072



DESCRIPTION: Design, construct and replace undersized water mains to improve fire flows, pressure to homes and quality of water

LOCATION: Systemwide  
Throughout Miami-Dade County

District Located:  
District(s) Served:

Countywide  
Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Fire Hydrant Fund	464	0	0	0	0	0	0	0	464
Future WASD Revenue Bonds	0	23,795	21,045	33,238	33,964	25,508	17,096	25,101	179,747
State Revolving Loan Water Program	40,788	6,560	6,958	307	0	0	0	0	54,613
WASD Revenue Bonds Sold	38,904	0	0	0	0	0	0	0	38,904
Water Renewal and Replacement Fund	25,703	0	0	0	0	0	5,000	5,000	35,703
<b>TOTAL REVENUES:</b>	<b>105,859</b>	<b>30,355</b>	<b>28,003</b>	<b>33,545</b>	<b>33,964</b>	<b>25,508</b>	<b>22,096</b>	<b>30,101</b>	<b>309,431</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	72,843	32,119	30,002	34,990	35,368	27,757	20,186	27,391	280,656
Planning and Design	8,017	3,235	3,001	3,555	3,596	2,751	1,910	2,710	28,775
<b>TOTAL EXPENDITURES:</b>	<b>80,860</b>	<b>35,354</b>	<b>33,003</b>	<b>38,545</b>	<b>38,964</b>	<b>30,508</b>	<b>22,096</b>	<b>30,101</b>	<b>309,431</b>

### SOUTH DISTRICT - WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS

PROJECT #: 9651061



DESCRIPTION: Construct piping improvements to pump station number 536 and force main upgrade in SW 117 Ave

LOCATION: Wastewater System - South District Area  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	50	100	2,299	7,500	10,572	0	0	20,521
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>50</b>	<b>100</b>	<b>2,299</b>	<b>7,500</b>	<b>10,572</b>	<b>0</b>	<b>0</b>	<b>20,521</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	45	90	2,069	6,750	9,515	0	0	18,469
Land Acquisition/Improvements	0	1	2	46	150	211	0	0	410
Planning and Design	0	4	8	184	600	846	0	0	1,642
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>50</b>	<b>100</b>	<b>2,299</b>	<b>7,500</b>	<b>10,572</b>	<b>0</b>	<b>0</b>	<b>20,521</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SOUTH DISTRICT - WASTEWATER TREATMENT PLANT EXPANSION (PHASE 3)

**PROJECT #:** 9655481



DESCRIPTION: Expand the South District Wastewater Plant and injection wells and install emergency generators  
 LOCATION: 8950 SW 232 St District Located: 8  
 Unincorporated Miami-Dade County District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	949	1,700	2,000	300	0	0	0	4,949
WASD Revenue Bonds Sold	108	0	0	0	0	0	0	0	108
Wastewater Connection Charges	72	186	0	0	0	0	0	0	258
<b>TOTAL REVENUES:</b>	<b>180</b>	<b>1,135</b>	<b>1,700</b>	<b>2,000</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,315</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	165	1,029	1,530	1,800	270	0	0	0	4,794
Planning and Design	15	106	170	200	30	0	0	0	521
<b>TOTAL EXPENDITURES:</b>	<b>180</b>	<b>1,135</b>	<b>1,700</b>	<b>2,000</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,315</b>

### SOUTH DISTRICT - WASTEWATER TREATMENT PLANT UPGRADES

**PROJECT #:** 9653401



DESCRIPTION: Construct plant process improvements including injection and monitoring wells, installation of emergency generators, acquiring a land buffer, construction of a landfill gas pipeline, installation of co-generation units and construction of sludge handling facilities  
 LOCATION: 8950 SW 232 St District Located: 8  
 Unincorporated Miami-Dade County District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	699	5,626	10,102	4,250	500	250	54,378	75,805
WASD Revenue Bonds Sold	173	0	0	0	0	0	0	0	173
Wastewater Connection Charges	200	200	0	0	0	0	0	0	400
<b>TOTAL REVENUES:</b>	<b>373</b>	<b>899</b>	<b>5,626</b>	<b>10,102</b>	<b>4,250</b>	<b>500</b>	<b>250</b>	<b>54,378</b>	<b>76,378</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	344	817	5,063	9,092	3,825	450	225	48,940	68,756
Planning and Design	29	82	563	1,010	425	50	25	5,438	7,622
<b>TOTAL EXPENDITURES:</b>	<b>373</b>	<b>899</b>	<b>5,626</b>	<b>10,102</b>	<b>4,250</b>	<b>500</b>	<b>250</b>	<b>54,378</b>	<b>76,378</b>

### SOUTH MIAMI HEIGHTS - WATER TREATMENT PLANT AND WELLFIELD

**PROJECT #:** 9652821



DESCRIPTION: Construct water treatment plant, wellfields and various water transmission mains in south Miami-Dade County  
 LOCATION: 11800 SW 208 St District Located: 9  
 Unincorporated Miami-Dade County District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,548	1,100	1,075	1,000	1,000	10,300	0	19,023
WASD Revenue Bonds Sold	22,745	0	0	0	0	0	0	0	22,745
<b>TOTAL REVENUES:</b>	<b>22,745</b>	<b>4,548</b>	<b>1,100</b>	<b>1,075</b>	<b>1,000</b>	<b>1,000</b>	<b>10,300</b>	<b>0</b>	<b>41,768</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	20,698	4,139	1,001	978	910	910	9,373	0	38,009
Planning and Design	2,047	409	99	97	90	90	927	0	3,759
<b>TOTAL EXPENDITURES:</b>	<b>22,745</b>	<b>4,548</b>	<b>1,100</b>	<b>1,075</b>	<b>1,000</b>	<b>1,000</b>	<b>10,300</b>	<b>0</b>	<b>41,768</b>

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### SOUTH MIAMI-DADE - WATER TRANSMISSION MAINS IMPROVEMENTS

**PROJECT #: 9650021**



DESCRIPTION: Construct various water transmission mains to serve south Miami-Dade County after the new South Miami Heights water treatment plant is in service

LOCATION: South Miami-Dade County      District Located: Systemwide  
Various Sites      District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	500	379	3,735	149	0	0	0	4,763
WASD Revenue Bonds Sold	400	0	0	0	0	0	0	0	400
<b>TOTAL REVENUES:</b>	<b>400</b>	<b>500</b>	<b>379</b>	<b>3,735</b>	<b>149</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,163</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	384	450	341	3,362	134	0	0	0	4,671
Planning and Design	16	50	38	373	15	0	0	0	492
<b>TOTAL EXPENDITURES:</b>	<b>400</b>	<b>500</b>	<b>379</b>	<b>3,735</b>	<b>149</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,163</b>

### SYSTEM IMPROVEMENTS PROJECT (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 962830**



DESCRIPTION: Replace undersized water mains and install new fire hydrants

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	11,193	300	289	0	0	0	13,789	0	25,571
<b>TOTAL REVENUES:</b>	<b>11,193</b>	<b>300</b>	<b>289</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,789</b>	<b>0</b>	<b>25,571</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	10,239	300	289	0	0	0	13,789	0	24,617
Permitting	43	0	0	0	0	0	0	0	43
Planning and Design	847	0	0	0	0	0	0	0	847
Project Administration	64	0	0	0	0	0	0	0	64
<b>TOTAL EXPENDITURES:</b>	<b>11,193</b>	<b>300</b>	<b>289</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,789</b>	<b>0</b>	<b>25,571</b>

### WASTEWATER - COLLECTION AND TRANSMISSION LINES CONSENT DECREE PROJECTS

**PROJECT #: 968150**



DESCRIPTION: Design, construct and rehabilitate collection and transmission infrastructure lines to comply with EPA Consent Decree

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	16,729	11,700	11,936	10,414	8,700	8,700	8,700	76,879
WASD Revenue Bonds Sold	252,740	0	0	0	0	0	0	0	252,740
Wastewater Connection Charges	9,889	0	0	0	0	0	0	0	9,889
Wastewater Renewal Fund	3,907	0	0	0	0	0	0	0	3,907
<b>TOTAL REVENUES:</b>	<b>266,536</b>	<b>16,729</b>	<b>11,700</b>	<b>11,936</b>	<b>10,414</b>	<b>8,700</b>	<b>8,700</b>	<b>8,700</b>	<b>343,415</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	245,213	15,391	10,764	10,981	9,581	8,004	8,004	8,004	315,942
Major Machinery and Equipment	18,657	1,171	819	836	729	609	609	609	24,039
Planning and Design	2,666	167	117	119	104	87	87	87	3,434
<b>TOTAL EXPENDITURES:</b>	<b>266,536</b>	<b>16,729</b>	<b>11,700</b>	<b>11,936</b>	<b>10,414</b>	<b>8,700</b>	<b>8,700</b>	<b>8,700</b>	<b>343,415</b>



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### WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT

PROJECT #: 968090



DESCRIPTION: Install new sewer service to commercial properties utilizing septic tanks  
 LOCATION: Various Sites  
 Throughout Miami-Dade County

District Located: Systemwide  
 District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	19	0	0	0	0	0	0	19
WASD Revenue Bonds Sold	5,280	0	0	0	0	0	0	0	5,280
<b>TOTAL REVENUES:</b>	<b>5,280</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,299</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	4,699	17	0	0	0	0	0	0	4,716
Land Acquisition/Improvements	53	0	0	0	0	0	0	0	53
Planning and Design	528	2	0	0	0	0	0	0	530
<b>TOTAL EXPENDITURES:</b>	<b>5,280</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,299</b>

### WASTEWATER - EQUIPMENT

PROJECT #: 9650301



DESCRIPTION: Acquire equipment and associated wastewater system capital support materials  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
WASD Revenue Bonds Sold	552	0	0	0	0	0	0	0	552
Wastewater Renewal Fund	48,914	10,184	16,000	15,000	15,000	15,000	15,000	15,000	150,098
<b>TOTAL REVENUES:</b>	<b>49,466</b>	<b>10,184</b>	<b>16,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>150,650</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Furniture Fixtures and Equipment	1,147	0	0	0	0	0	0	0	1,147
Major Machinery and Equipment	45,468	9,573	19,462	15,000	15,000	15,000	15,000	15,000	149,503
<b>TOTAL EXPENDITURES:</b>	<b>46,615</b>	<b>9,573</b>	<b>19,462</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>150,650</b>

### WASTEWATER - PIPES AND INFRASTRUCTURE PROJECTS

PROJECT #: 968750



DESCRIPTION: Replace and install new pipelines in areas requiring service improvements  
 LOCATION: Various Sites  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Wastewater Renewal Fund	15,835	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,835
<b>TOTAL REVENUES:</b>	<b>15,835</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>36,835</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	14,251	2,700	2,700	2,700	2,700	2,700	2,700	2,700	33,151
Major Machinery and Equipment	792	150	150	150	150	150	150	150	1,842
Planning and Design	792	150	150	150	150	150	150	150	1,842
<b>TOTAL EXPENDITURES:</b>	<b>15,835</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>36,835</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WASTEWATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES

**PROJECT #:** 9653201



DESCRIPTION: Construct and/or renovate regional general maintenance centers, office facilities and storage warehouses  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	750	1,500	1,500	2,500	3,000	3,500	127,879	140,629
WASD Revenue Bonds Sold	3,081	0	0	0	0	0	0	0	3,081
Wastewater Renewal Fund	3,566	0	0	0	0	0	0	0	3,566
<b>TOTAL REVENUES:</b>	<b>6,647</b>	<b>750</b>	<b>1,500</b>	<b>1,500</b>	<b>2,500</b>	<b>3,000</b>	<b>3,500</b>	<b>127,879</b>	<b>147,276</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	3,835	3,119	1,410	1,410	2,350	2,820	3,290	120,207	138,441
Land Acquisition/Improvements	41	33	15	15	25	30	35	1,279	1,473
Major Machinery and Equipment	163	133	60	60	100	120	140	5,114	5,890
Planning and Design	40	33	15	15	25	30	35	1,279	1,472
<b>TOTAL EXPENDITURES:</b>	<b>4,079</b>	<b>3,318</b>	<b>1,500</b>	<b>1,500</b>	<b>2,500</b>	<b>3,000</b>	<b>3,500</b>	<b>127,879</b>	<b>147,276</b>

### WASTEWATER - SYSTEM MAINTENANCE AND UPGRADES

**PROJECT #:** 9650361



DESCRIPTION: Maintain and develop existing wastewater system facilities, structures and equipment  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Wastewater Renewal Fund	46,617	15,796	20,000	20,000	20,000	20,000	20,000	20,000	182,413
<b>TOTAL REVENUES:</b>	<b>46,617</b>	<b>15,796</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>182,413</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	17,343	4,475	4,000	4,000	4,000	4,000	4,000	4,000	45,818
Major Machinery and Equipment	22,693	17,902	16,000	16,000	16,000	16,000	16,000	16,000	136,595
<b>TOTAL EXPENDITURES:</b>	<b>40,036</b>	<b>22,377</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>182,413</b>

### WASTEWATER - TELEMETERING SYSTEM

**PROJECT #:** 9652481



DESCRIPTION: Install a computer system to monitor and control wastewater flows and pressures at various pump stations  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
WASD Revenue Bonds Sold	1,279	0	0	0	0	0	0	0	1,279
Wastewater Renewal Fund	1,441	121	1,000	1,000	1,000	1,000	1,000	1,000	7,562
<b>TOTAL REVENUES:</b>	<b>2,720</b>	<b>121</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>8,841</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	2,599	121	1,121	1,000	1,000	1,000	1,000	1,000	8,841
<b>TOTAL EXPENDITURES:</b>	<b>2,599</b>	<b>121</b>	<b>1,121</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>8,841</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WASTEWATER TREATMENT PLANTS - CONSENT DECREE PROJECTS

PROJECT #: 964120



DESCRIPTION: Design, construct and rehabilitate infrastructure at wastewater treatment plants to comply with EPA Consent Decree

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	99,162	184,101	177,782	180,704	155,823	97,449	57,067	952,088
WASD Revenue Bonds Sold	355,268	0	0	0	0	0	0	0	355,268
Wastewater Connection Charges	5,014	1,727	3,000	3,219	0	0	0	0	12,960
Wastewater Renewal Fund	37,064	0	0	0	0	0	0	0	37,064
<b>TOTAL REVENUES:</b>	<b>397,346</b>	<b>100,889</b>	<b>187,101</b>	<b>181,001</b>	<b>180,704</b>	<b>155,823</b>	<b>97,449</b>	<b>57,067</b>	<b>1,357,380</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	324,236	154,069	179,617	173,761	173,475	149,590	93,552	54,784	1,303,084
Major Machinery and Equipment	3,377	1,605	1,871	1,810	1,808	1,558	974	571	13,574
Planning and Design	10,133	4,815	5,613	5,430	5,421	4,675	2,923	1,712	40,722
<b>TOTAL EXPENDITURES:</b>	<b>337,746</b>	<b>160,489</b>	<b>187,101</b>	<b>181,001</b>	<b>180,704</b>	<b>155,823</b>	<b>97,449</b>	<b>57,067</b>	<b>1,357,380</b>

### WASTEWATER TREATMENT PLANTS - MISCELLANEOUS UPGRADES

PROJECT #: 9652061



DESCRIPTION: Upgrade wastewater treatment plants to meet regulatory requirements

LOCATION: Wastewater Treatment Plants District Located: Systemwide  
Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,793	1,160	1,000	0	0	0	0	3,953
WASD Revenue Bonds Sold	688	0	0	0	0	0	0	0	688
<b>TOTAL REVENUES:</b>	<b>688</b>	<b>1,793</b>	<b>1,160</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,641</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	647	1,685	1,090	940	0	0	0	0	4,362
Planning and Design	41	108	70	60	0	0	0	0	279
<b>TOTAL EXPENDITURES:</b>	<b>688</b>	<b>1,793</b>	<b>1,160</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,641</b>

### WASTEWATER TREATMENT PLANTS - REPLACEMENT AND RENOVATION

PROJECT #: 9653261



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

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Wastewater Renewal Fund	39,496	8,600	9,000	9,000	9,000	9,000	9,000	9,000	102,096
Wastewater Special Construction Fund	2,999	0	0	0	0	0	0	0	2,999
<b>TOTAL REVENUES:</b>	<b>42,495</b>	<b>8,600</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>105,095</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	36,774	11,767	8,550	8,550	8,550	8,550	8,550	8,550	99,841
Major Machinery and Equipment	387	124	90	90	90	90	90	90	1,051
Planning and Design	1,548	495	360	360	360	360	360	360	4,203
<b>TOTAL EXPENDITURES:</b>	<b>38,709</b>	<b>12,386</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>9,000</b>	<b>105,095</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WATER - DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS

PROJECT #: 9653311



DESCRIPTION: Install various water mains throughout the distribution system

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Fire Hydrant Fund	306	0	0	0	0	0	0	0	306
Future WASD Revenue Bonds	0	16,713	12,470	12,535	10,797	5,500	4,500	0	62,515
WASD Revenue Bonds Sold	33,069	0	0	0	0	0	0	0	33,069
Water Renewal and Replacement Fund	34,416	3,874	1,500	1,500	1,500	1,500	1,500	1,500	47,290
Water Special Construction Fund	15,076	0	0	0	0	0	0	0	15,076
<b>TOTAL REVENUES:</b>	<b>82,867</b>	<b>20,587</b>	<b>13,970</b>	<b>14,035</b>	<b>12,297</b>	<b>7,000</b>	<b>6,000</b>	<b>1,500</b>	<b>158,256</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	73,477	19,400	13,312	13,373	11,773	6,900	5,980	1,380	145,595
Land Acquisition/Improvements	799	211	145	145	128	75	65	15	1,583
Planning and Design	5,591	1,476	1,013	1,017	896	525	455	105	11,078
<b>TOTAL EXPENDITURES:</b>	<b>79,867</b>	<b>21,087</b>	<b>14,470</b>	<b>14,535</b>	<b>12,797</b>	<b>7,500</b>	<b>6,500</b>	<b>1,500</b>	<b>158,256</b>

### WATER - EQUIPMENT

PROJECT #: 9650141



DESCRIPTION: Acquire equipment and associated water system capital support materials

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,500	2,500	3,500	3,500	3,500	3,500	102,000	120,000
Water Renewal and Replacement Fund	27,451	8,799	8,000	8,000	8,000	8,000	8,000	8,000	84,250
<b>TOTAL REVENUES:</b>	<b>27,451</b>	<b>10,299</b>	<b>10,500</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>110,000</b>	<b>204,250</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Furniture Fixtures and Equipment	491	1,500	2,500	3,500	3,500	3,500	3,500	102,000	120,491
Major Machinery and Equipment	26,960	8,799	8,000	8,000	8,000	8,000	8,000	8,000	83,759
<b>TOTAL EXPENDITURES:</b>	<b>27,451</b>	<b>10,299</b>	<b>10,500</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>	<b>110,000</b>	<b>204,250</b>

### WATER - MAIN EXTENSIONS

PROJECT #: 9651051



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

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Water Special Construction Fund	1,321	500	500	500	500	500	500	0	4,321
<b>TOTAL REVENUES:</b>	<b>1,321</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>4,321</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,321	500	500	500	500	500	500	0	4,321
<b>TOTAL EXPENDITURES:</b>	<b>1,321</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>4,321</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WATER - PIPES AND INFRASTRUCTURE PROJECTS

PROJECT #: 967190



DESCRIPTION: Replace pipe and construct infrastructure repairs

LOCATION: Countywide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	8,928	6,277	3,750	2,350	0	0	0	21,305
WASD Revenue Bonds Sold	2,267	0	0	0	0	0	0	0	2,267
Water Renewal and Replacement Fund	34,730	8,000	8,000	8,000	8,000	8,000	8,000	8,000	90,730
Water Special Construction Fund	8,000	0	0	0	0	0	0	0	8,000
<b>TOTAL REVENUES:</b>	<b>44,997</b>	<b>16,928</b>	<b>14,277</b>	<b>11,750</b>	<b>10,350</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>122,302</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	28,392	13,267	11,305	9,435	8,399	6,660	7,124	5,920	90,502
Major Machinery and Equipment	8,442	3,944	3,361	2,805	2,497	1,980	2,119	1,760	26,908
Planning and Design	1,535	717	611	510	454	360	385	320	4,892
<b>TOTAL EXPENDITURES:</b>	<b>38,369</b>	<b>17,928</b>	<b>15,277</b>	<b>12,750</b>	<b>11,350</b>	<b>9,000</b>	<b>9,628</b>	<b>8,000</b>	<b>122,302</b>

### WATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES

PROJECT #: 9650271



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

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	0	0	0	0	0	48,020	48,020
WASD Revenue Bonds Sold	394	0	0	0	0	0	0	0	394
<b>TOTAL REVENUES:</b>	<b>394</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,020</b>	<b>48,414</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	370	0	0	0	0	0	0	45,139	45,509
Land Acquisition/Improvements	4	0	0	0	0	0	0	480	484
Major Machinery and Equipment	16	0	0	0	0	0	0	1,921	1,937
Planning and Design	4	0	0	0	0	0	0	480	484
<b>TOTAL EXPENDITURES:</b>	<b>394</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,020</b>	<b>48,414</b>

### WATER - SYSTEM MAINTENANCE AND UPGRADES

PROJECT #: 9650181



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

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Water Renewal and Replacement Fund	36,920	16,485	14,304	15,000	15,000	15,000	15,000	15,000	142,709
<b>TOTAL REVENUES:</b>	<b>36,920</b>	<b>16,485</b>	<b>14,304</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>142,709</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	33,143	17,458	14,400	14,400	14,400	14,400	14,400	14,400	137,001
Planning and Design	1,381	727	600	600	600	600	600	600	5,708
<b>TOTAL EXPENDITURES:</b>	<b>34,524</b>	<b>18,185</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>142,709</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WATER - TELEMETERING SYSTEM ENHANCEMENTS

PROJECT #: 9656780



DESCRIPTION: Acquire and install a centralized computer system at water treatment plants and wellfields  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Water Renewal and Replacement Fund	2,075	141	1,196	1,000	1,000	1,000	1,000	1,000	8,412
<b>TOTAL REVENUES:</b>	<b>2,075</b>	<b>141</b>	<b>1,196</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>8,412</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	891	65	615	460	460	460	460	460	3,871
Major Machinery and Equipment	1,043	76	722	540	540	540	540	540	4,541
<b>TOTAL EXPENDITURES:</b>	<b>1,934</b>	<b>141</b>	<b>1,337</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>8,412</b>

### WATER SYSTEM - FIRE HYDRANT INSTALLATION

PROJECT #: 9653461



DESCRIPTION: Install fire hydrants and construct related system improvements  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Fire Hydrant Fund	9,201	2,500	2,500	2,500	2,500	2,500	2,500	2,500	26,701
<b>TOTAL REVENUES:</b>	<b>9,201</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>26,701</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	5,146	2,450	2,450	2,450	2,450	2,450	2,450	6,321	26,167
Planning and Design	105	50	50	50	50	50	50	129	534
<b>TOTAL EXPENDITURES:</b>	<b>5,251</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>6,450</b>	<b>26,701</b>

### WATER TREATMENT PLANT - ALEXANDER ORR, JR. EXPANSION

PROJECT #: 9650031



DESCRIPTION: Construct high service pumps, a 48-inch finished water line, install a new generator and construct chlorine facilities  
 LOCATION: 6800 SW 87 Ave District Located: 7  
 Unincorporated Miami-Dade County District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	15,462	13,864	12,001	14,826	24,903	22,938	0	103,994
WASD Revenue Bonds Sold	16,669	0	0	0	0	0	0	0	16,669
Water Renewal and Replacement Fund	7,900	0	0	0	0	0	0	0	7,900
<b>TOTAL REVENUES:</b>	<b>24,569</b>	<b>15,462</b>	<b>13,864</b>	<b>12,001</b>	<b>14,826</b>	<b>24,903</b>	<b>22,938</b>	<b>0</b>	<b>128,563</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	22,358	14,070	12,616	10,921	13,492	22,662	20,874	0	116,993
Major Machinery and Equipment	246	155	139	120	148	249	229	0	1,286
Planning and Design	1,965	1,237	1,109	960	1,186	1,992	1,835	0	10,284
<b>TOTAL EXPENDITURES:</b>	<b>24,569</b>	<b>15,462</b>	<b>13,864</b>	<b>12,001</b>	<b>14,826</b>	<b>24,903</b>	<b>22,938</b>	<b>0</b>	<b>128,563</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WATER TREATMENT PLANT - FLORIDIAN REVERSE OSMOSIS

**PROJECT #: 966620**



**DESCRIPTION:** Construct a 10-million gallons per day (MGD) Reverse Osmosis Treatment Plant using Upper Floridian Aquifer; the jointly-owned plant will equally serve the City of Hialeah and WASD service areas; total cost of \$160 million, includes contribution and expenditures of \$80 million from City of Hialeah

**LOCATION:** 700 W 2 Ave  
Hialeah

**District Located:** 6  
**District(s) Served:** Systemwide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Future WASD Revenue Bonds	0	1,200	1,000	800	0	0	0	0	3,000
WASD Revenue Bonds Sold	1,000	0	0	0	0	0	0	0	1,000
Water Connection Charges	5,000	0	0	0	0	0	0	0	5,000
Water Renewal and Replacement	1,867	0	0	0	0	0	0	0	1,867
<b>Fund</b>									
<b>TOTAL REVENUES:</b>	<b>7,867</b>	<b>1,200</b>	<b>1,000</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,867</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	7,631	1,164	970	776	0	0	0	0	10,541
Planning and Design	236	36	30	24	0	0	0	0	326
<b>TOTAL EXPENDITURES:</b>	<b>7,867</b>	<b>1,200</b>	<b>1,000</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,867</b>

### WATER TREATMENT PLANT - HIALEAH/PRESTON IMPROVEMENTS

**PROJECT #: 9650041**



**DESCRIPTION:** Construct pump station east of the reservoir outside the transmission loop; construct five-mega-gal elevated remote storage, new laboratory and filter backwash water tank; install two emergency generators; construct chlorine facilities; and various upgrades to plant and remote storage

**LOCATION:** 700 W 2 Ave and 1100 W 2 Ave  
Hialeah

**District Located:** 6  
**District(s) Served:** Systemwide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Future WASD Revenue Bonds	0	21,358	9,019	1,914	1,011	0	0	0	33,302
WASD Revenue Bonds Sold	13,190	0	0	0	0	0	0	0	13,190
<b>TOTAL REVENUES:</b>	<b>13,190</b>	<b>21,358</b>	<b>9,019</b>	<b>1,914</b>	<b>1,011</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,492</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	10,420	16,873	7,125	1,512	799	0	0	0	36,729
Land Acquisition/Improvements	1,846	2,990	1,263	268	141	0	0	0	6,508
Planning and Design	924	1,495	631	134	71	0	0	0	3,255
<b>TOTAL EXPENDITURES:</b>	<b>13,190</b>	<b>21,358</b>	<b>9,019</b>	<b>1,914</b>	<b>1,011</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>46,492</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$15,000,000 and includes 0 FTE(s)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WATER TREATMENT PLANTS - AUTOMATION

**PROJECT #:** 963110



DESCRIPTION: Construct facilities and install equipment to automate functions at water treatment plants  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
WASD Revenue Bonds Sold	2,247	0	0	0	0	0	0	0	2,247
<b>TOTAL REVENUES:</b>	<b>2,247</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,247</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,747	500	0	0	0	0	0	0	2,247
<b>TOTAL EXPENDITURES:</b>	<b>1,747</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,247</b>

### WATER TREATMENT PLANTS - REPLACEMENT AND RENOVATIONS

**PROJECT #:** 9650161



DESCRIPTION: Renovate and replace water treatment plant facilities and structures within plant sites  
 LOCATION: Water Treatment Plants District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	0	229	1,000	1,000	545	0	2,774
WASD Revenue Bonds Sold	3,745	0	0	0	0	0	0	0	3,745
Water Renewal and Replacement Fund	27,091	10,000	1,500	1,500	1,500	1,500	1,500	1,500	46,091
<b>TOTAL REVENUES:</b>	<b>30,836</b>	<b>10,000</b>	<b>1,500</b>	<b>1,729</b>	<b>2,500</b>	<b>2,500</b>	<b>2,045</b>	<b>1,500</b>	<b>52,610</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	21,530	16,855	1,410	1,625	2,350	2,350	1,922	1,410	49,452
Major Machinery and Equipment	458	359	30	35	50	50	41	30	1,053
Planning and Design	917	717	60	69	100	100	82	60	2,105
<b>TOTAL EXPENDITURES:</b>	<b>22,905</b>	<b>17,931</b>	<b>1,500</b>	<b>1,729</b>	<b>2,500</b>	<b>2,500</b>	<b>2,045</b>	<b>1,500</b>	<b>52,610</b>

### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
CENTRAL DISTRICT WASTEWATER TREATMENT PLANT - IMPROVEMENTS	Throughout Miami Dade County	699
NEW WATER TREATMENT PLANTS - SOUTH MIAMI AND SURFACE	Throughout Miami Dade County	690,818
OCEAN OUTFALLS - CAPACITY PROJECTS	Throughout Miami Dade County	1,730,281
OCEAN OUTFALLS - LEGISLATION PROJECTS	Throughout Miami Dade County	3,469,517
SOUTH DISTRICT WASTEWATER TREATMENT PLANT - IMPROVEMENTS	Throughout Miami Dade County	6,075
UNDERSIZED WATER MAINS - REPLACEMENTS	Throughout Miami Dade County	15,963
WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT	Throughout Miami Dade County	143,601
WATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT	Throughout Miami Dade County	480,016
WATER INFRASTRUCTURE - VARIOUS IMPROVEMENTS	Throughout Miami Dade County	5,700
WATER TREATMENT PLANT - ALEX ORR	Throughout Miami Dade County	33,863
WATER TREATMENT PLANT - PRESTON	Throughout Miami Dade County	57,331
WATER TREATMENT PLANT- HIALEAH	Throughout Miami Dade County	21,620
<b>UNFUNDED TOTAL</b>		<b>6,655,484</b>





## STRATEGIC AREA

### Health and Society

#### Mission:

To improve the quality of life and promote independence by providing health care, housing and social and human services to those in need

GOALS	OBJECTIVES
BASIC NEEDS OF VULNERABLE MIAMI-DADE COUNTY RESIDENTS ARE MET	Reduce homelessness throughout Miami-Dade County
	Assist residents at risk of being hungry
	Promote the independence and wellbeing of the elderly
	Improve access to abuse prevention, intervention and support services
SELF-SUFFICIENT AND HEALTHY POPULATION	Provide the necessary support services for vulnerable residents and special populations
	Ensure that all children are school ready
	Create, maintain and preserve affordable housing
	Foster healthy living and access to vital health services



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Community Action and Human Services

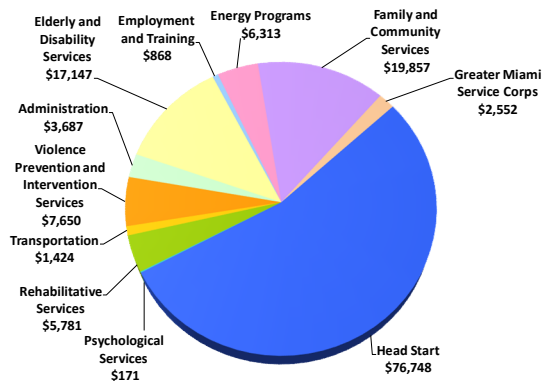
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Society strategic area, CAHSD provides a unique blend of programs and services to residents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

The service delivery model for the Department places emphasis on a coordinated community response approach involving the active engagement of public and private providers to ensure quality and accessibility of well-integrated services. As the coordinator of social services for Miami-Dade County, CAHSD's central intake approach allows for an assessment of residents' eligibility for a wide variety of services at a single point of entry. The Department has 13 family and community service centers and outreach programs to reach underserved areas in Miami-Dade County. The comprehensive services include, but are not limited to, Head Start and school readiness, elderly services, veterans' services, family and child empowerment programs, migrant farmworker programs, domestic violence and violence prevention, emergency food, shelter, utility assistance, home repair and weatherizing and substance abuse rehabilitative services. These family focused services are complemented by broad opportunities for residents to actively engage in community advisory committees, community boards, foundations and volunteer programs.

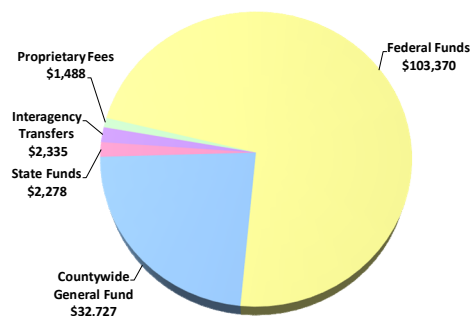
CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veterans Affairs and Department of Justice. Also included are the State of Florida Department of Economic Opportunity and Department of Children and Families, the Alliance for Aging, Miami-Dade County Public Schools, the Eleventh Judicial Circuit, various community-based organizations and County departments.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)

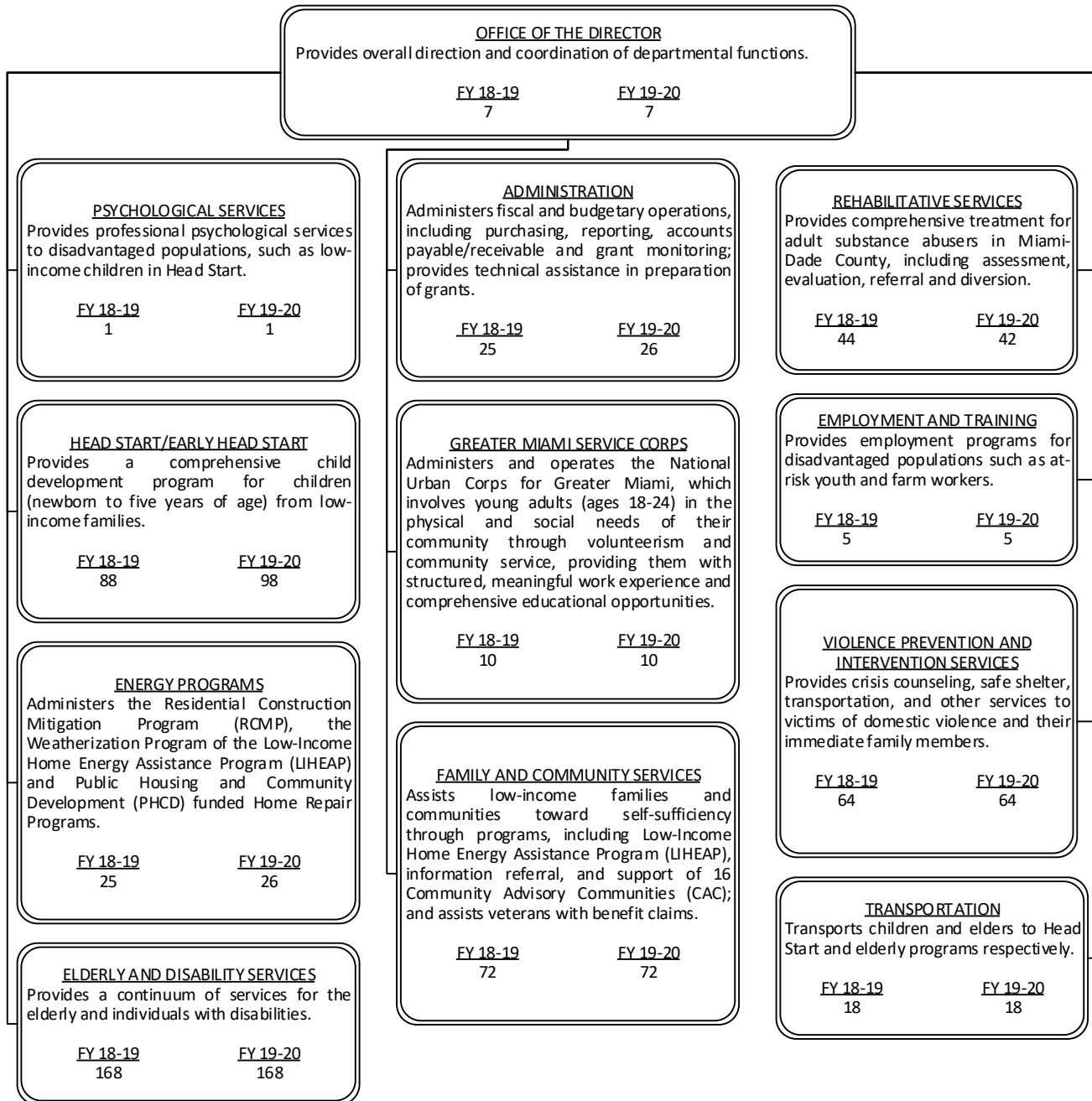


**Revenues by Source**  
(dollars in thousands)



# FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2019-20 total number of full-time equivalent positions is 569.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATION**

The Administration Division includes the Office of the Director and provides overall direction and coordination of departmental functions.

- Provides overall coordination of all Department functions
- Staffs the Community Action Agency Board
- Performs all personnel functions
- Administers and provides fiscal and budgetary support to departmental operations including purchasing, reporting, accounts payable/receivable and grant monitoring
- Develops and maintains information systems
- Coordinates BCC agenda items
- Maintains department and program accreditations

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget reflects a position to provide support for the activities related to the Military Affairs Advisory Board (\$110,000)

### **DIVISION: HEAD START**

The Head Start Division provides a comprehensive child development program for children (newborn to five years of age) of low-income families.

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Early Head Start slots*	HS2-2	HW-1	OP	↔	752	752	752	1,248	1,248
Head Start slots**	HS2-2	HW-1	OP	↔	6,818	6,818	6,818	6,738	6,738

\* One slot may benefit more than one child in a school year

\*\* One slot may benefit more than one child in a school year; Head Start slots have been adjusted to reflect the standards included in the contract with the funding agency

### **DIVISION COMMENTS**

- ☛ The FY 2019-20 Adopted Budget includes \$13.254 million for the Early Head Start Child Care Partnership for 656 children ages birth to three years old; the \$10.068 million expansion grant awarded during FY 2018-19 supports ten new positions in the Head Start Division
- ☛ In FY 2019-20 the Department, with the support of the Office of Management and Budget, will collaborate with the Beacon Council Foundation, CareerSource South Florida and various Head Start and Early Head Start delegate agencies to promote and expand the Miami Community Ventures Program which will provide support services such as transportation, job training, education and social services to eligible parents of Head Start and Early Head Start children to encourage economic independence (\$1 million)
- ☛ The FY 2019-20 Adopted Budget includes \$62.194 million from the United States Department of Health and Human Services for Head Start and Early Head Start; other revenues include \$1.3 million from the United States Department of Agriculture for the Summer Meals Program
- ☛ The Head Start contract with delegates for FY 2019-20 includes 6,738 Head Start slots and 1,248 Early Head Start slots; per slot payment ranges from \$6,448 to \$6,959 for Head Start slots and from \$8,741 to \$13,474 for Early Head Start slots

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: EMPLOYMENT AND TRAINING

The Employment and Training Division provides employment programs services such as vocational training, career planning/development and financial assistance for disadvantaged populations such as at-risk youth and farm workers.

### DIVISION: REHABILITATIVE SERVICES

The Rehabilitative Services Division administers comprehensive treatment services for adult substance abusers in Miami-Dade County.

- Provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion and in-jail treatment services
- Provides intake assessment, residential and outpatient services to adult substance abusers
- Provides counseling services to individuals charged with DUI at the Turner Guilford Knight Correctional Center (TGK)


#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Individuals admitted to community-based residential substance abuse treatment services*	HS1-4	HW-3	OP	↔	483	430	560	374	440
Substance abuse assessments completed by Community Services (Central Intake)	HS1-4	HW-3	OP	↔	1,856	1,858	2,200	1,708	2,000
Individuals diverted to outpatient substance abuse treatment by Drug Court	HS1-4	HW-3	OP	↔	465	303	360	247	300
Percentage of users satisfied with accessibility to substance abuse related intervention and prevention services	HS1-4	HW-3	OC	↑	97%	97%	97%	97%	97%
Individuals provided with correctional-based substance abuse treatment**	HS1-4	HW-3	OP	↔	40	0	40	0	40

\* FY 2019-20 target has decreased due to longer stays of existing clients

\*\* This program was not conducted during FY 2018-19; it is anticipated to resume in FY 2019-20

#### DIVISION COMMENTS

-  The FY 2019-20 Adopted Budget includes \$123,000 from the Jail Based Substance Abuse Trust Fund for support of the DUI Program, which provides correctional-based substance abuse services to DUI offenders
- The FY 2019-20 Adopted Budget reflects the elimination of two vacant positions related to the coordination of Marchman Act duties (\$169,000); these positions were duplicative of filled positions in the Administrative Office of the Courts

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ELDERLY AND DISABILITY SERVICES**

The Elderly and Disability Services Division provides services to elders and young adults with disabilities to help maintain them in their own homes.

- Provides a continuum of services for the elderly, including specialized senior centers, meals for the elderly, recreation, health support, transportation, home care and care planning (e.g. Meals for the Elderly, Meals on Wheels, Foster Grandparents and Senior Companions programs)
- Provides a continuum of services and programs including Disability Services and Independent Living (D/SAIL) for individuals with disabilities, including independent living skills and employment placement assistance

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Elders remaining in their own homes through In-Home Support Services	HS1-3	HW-1	OP	↔	575	500	500	405	500
Persons with disabilities assisted in gaining independence, autonomy and control over their lives	HS2-1	HW-2	OP	↔	607	600	600	603	600
Elders participating as Senior Companions	HS1-3	HW-2	OP	↔	219	157	140	154	140
Elders participating as Foster Grandparents	HS1-3	HW-2	OP	↔	111	100	100	108	100
At-risk children served by Foster Grandparents	HS1-3	HW-2	OP	↔	198	198	168	191	168
Meals served through congregate meals	HS1-3	HW-1	OP	↔	284,949	296,071	270,000	276,298	270,000
Meals served through Meals on Wheels	HS1-3	HW-1	OP	↔	179,016	165,786	175,000	184,527	175,000
Funded senior volunteer opportunities	HS1-3	HW-2	OC	↑	565	500	500	500	500

### **DIVISION COMMENTS**

- In FY 2019-20, the Elderly and Disability Services Division, with funding from the Department of Elder Affairs through the Alliance for Aging, will provide community-based services to 15,960 elderly clients

### **DIVISION: PSYCHOLOGICAL SERVICES**

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

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ENERGY PROGRAMS

The Energy Programs Division provides a range of services to low- to moderate-income homeowners in Miami-Dade County through the Weatherization Assistance Program (WAP), Low Income Home Energy Assistance Program (LIHEAP), the Residential Construction Mitigation Program (RCMP), Water Conservation Initiatives, Residential Shuttering, Single Family Rehab and other community development programs; these services increase energy and water efficiency and conservation, reduce energy costs, increase the value of homes and communities, reduce greenhouse gas emissions, increase community awareness of the importance of energy and water conservation and improve the quality of life of homeowners by addressing health and safety issues, while enhancing an individual's or a family's ability to become self-sufficient.

- Oversees maintenance, repairs and improvements for more than 50 departmental facilities
- Manages leases for department facilities

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Homes receiving weatherization services*	HS2-1	HW-1	OP	↔	54	11	53	13	90
Low- to moderate-income households, including elderly and disabled homeowners, receiving house painting services	HS2-1	HW-1	OP	↔	57	48	42	36	57

\* Actuals for FY 2018-19 were below the target due to a higher than usual number of rejected homes requiring work beyond the scope of weatherization services (roof leaks, electrical work and illegal structures) and proposals which exceeded the annual adjusted average cost per home permitted by WAP Procedures and Guidelines

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget adds one Construction Manager 3 to support the Department's activities for projects funded by the Countywide Infrastructure Investment Plan (\$131,000)**
- ☛ The FY 2019-20 Adopted Budget includes a total of \$850,000 for the Weatherization Assistance Program, which enables low-income families to permanently reduce their energy bills by making their homes more energy efficient
- ☛ The FY 2019-20 Adopted Budget includes a reimbursement of expenses of \$117,000 from the General Fund to support the Department's Hurricane Shutter Installation Program
- ☛ The FY 2019-20 Adopted Budget includes \$240,000 in Documentary Surtax Program funding for Single Family Home Rehabilitation (\$110,000) and the Paint and Shutter Program (\$130,000) and \$1.1 million from the Department of Public Housing and Community Development for the Home Repair and Rehabilitation Program; the program is now fully administered by the Department's staff as a direct service benefit



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: GREATER MIAMI SERVICE CORPS**

The Greater Miami Service Corps (GMSC) Division administers and operates the National Urban Corps for Greater Miami, which involves young adults (ages 18-24) in the physical and social needs of their community through volunteerism and community service, while providing a structured and meaningful work experience and comprehensive educational opportunities.

- Reengages young adults in educational pathways leading to a high school or general education diploma
- Provides skills based training in construction, hospitality and environmental stewardship
- Provides opportunities for young adults to engage in community work experience
- Connects young adults to placement in unsubsidized employment and/or education

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Young adults placed in unsubsidized employment and/or education*	ED1-3	HW-2	OC	↑	77	135	40	94	40
Unemployed young adults provided work experience and employability skills training	ED1-3	HW-2	OP	↔	486	518	400	478	400
Cost per youth provided training and career services	ED1-3	HW-2	EF	↓	\$6,126	\$6,735	\$6,104	\$6,365	\$6,380

\* Actuals for FY 2018-19 reflect an increase due to additional grant funding received during the program year

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the following contracts and interdepartmental transfers: \$273,000 from Public Housing and Community Development for landscape and beautification services, \$202,000 from Solid Waste Management for beautification projects, \$170,000 in community-based organization funding to provide case management, training and support services, \$110,000 from Water and Sewer Department for landscape maintenance, \$60,000 from Miami-Dade Fire Rescue for custodial services, \$10,000 from the Regulatory and Economic Resources Department to secure abandoned buildings and unsafe structures and \$10,000 from the Miami-Dade Economic Advisory Trust for office support services
- The FY 2019-20 Adopted Budget includes funding of \$300,000 from YouthBuild, \$267,000 from AmeriCorps, \$150,000 from the City of Miami to support the employment and training initiative and landscape maintenance, \$134,000 from the Florida Department of Transportation for beautification and graffiti abatement services, \$84,000 from YouthBuild USA for scholarship awards for youths enrolled in YouthBuild and \$25,000 from the United Way to support financial literacy training
- In FY 2019-20, the Greater Miami Service Corps will continue to receive up to 200 transit passes per month in exchange for no fewer than 3,500 volunteer hours for the Department of Transportation and Public Works

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: TRANSPORTATION

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

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Number of one-way trips provided to eligible clients*	HS1-4	HW-2	OC	↑	27,600	29,050	29,000	73,104	73,000

\* Actuals for FY 18-19 reflect the use of a new methodology to determine one-way trips as a unit of service provided each time a passenger enters the vehicle, is transported, then exits the vehicle. Future targets have been adjusted accordingly

### DIVISION: FAMILY AND COMMUNITY SERVICES

The Family and Community Services Division provides services including family and community development, the Low Income Home Energy Assistance Program (LIHEAP), information referral, computer training, emergency food and shelter assistance, relocation assistance, youth intervention, and employment readiness and placement through the Community Services Block Grant (CSBG).

- Assists low-income families and communities toward self-sufficiency
- Provides staff support to 16 Community Advisory Committees (CAC)
- Administers programs focusing on the development and care of veterans
- Provides employment programs for disadvantaged populations such as at-risk youth and farmworkers
- Provides psychological assessments, case management, staff/parent training and individual, group and family counseling

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Residents accessing services at neighborhood based Community Enrichment Centers*	HS2-1	HW-2	OP	↔	60,663	64,196	62,052	205,890	205,000
Residents participating in comprehensive self-sufficiency services	HS2-1	HW-2	OP	↔	396	407	405	408	405
Veterans assisted with benefit claims	HS2-1	HW-2	OP	↔	968	964	970	972	970

\* Actuals for FY 2018-19 reflect a new methodology which includes residents served by CAHSD tenants. This methodology was not recorded in previous years; future targets have been adjusted accordingly

#### DIVISION COMMENTS

- ☛ In FY 2019-20, the Department will continue to provide self-sufficiency services to Community Services Block Grant (CSBG) eligible residents through the Family and Community Services Division, by using its network of 13 Community Resource Centers to improve access for low-income residents (\$4.298 million in CSBG and \$3.189 million in Countywide General Fund)
- ☛ In FY 2019-20, Low Income Home Energy Assistance Program (LIHEAP) funding increased by \$2.325 million and is expected to serve approximately 24,888 residents with financial assistance in paying their electricity bills

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: VIOLENCE PREVENTION AND INTERVENTION SERVICES**

The Violence Prevention and Intervention Services Division coordinates clinical intervention services to families in distress, including shelter services for survivors of domestic violence.

- Provides crisis counseling, information and referral, safe shelter, transportation, emergency financial assistance, emergency food and clothing and advocacy and support services to survivors of violent and domestic crimes and their immediate family members through the Coordinated Victims Assistance Center (CVAC)
- Provides early intervention services to high-risk children to prevent the development of problematic behaviors; individual treatment and family group counseling services are offered for family violence survivors
- Provides crisis intervention services to survivors of domestic violence, including the filing of injunctions with the courts, through the Domestic Violence Intake Unit
- Implements and monitors the Internship Program through the American Psychological Association, providing accredited services to Head Start and Early Head Start children and other program clients within CAHSD

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Domestic violence survivors provided shelter and advocacy	HS1-4	HW-1	OP	↔	1,972	1,965	2,000	1,878	2,000
Number of farmworkers/migrants employed	HS2-1	HW-2	OC	↑	88	27	80	54	62
Farmworkers and migrants retained in employment for ninety days	HS2-1	HW-2	OC	↑	79	68	72	54	58

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes reimbursement of expenses of \$118,000 from the General Fund to support the Redlands Christian Migrant Association, which is the six percent local match required by the school readiness program, to provide school readiness services to 625 farmworker children
- As required by state statute, the FY 2019-20 Adopted Budget includes the required General Fund contribution for the Homeless Shelter Services maintenance of effort (\$1.921 million is required, \$4.236 million is allocated)

### **CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 13 vehicles (\$563,000) to replace its aging fleet; over the next three years, the Department is planning to spend \$1.297 million to replace 32 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- The FY 2019-20 Adopted Budget includes the establishment of the Countywide Infrastructure Investment Program (CIIP) that will focus on the renovation and rehabilitation of power systems, life safety, security, elevators and other related infrastructure required improvements at all County owned facilities (total project cost \$11.958 million; \$6.340 million in FY 2019-20)
- In FY 2019-20, work will continue on the Culmer/Overtown Neighborhood Service Center renovations (total project cost \$7.5 million, \$1.688 million in FY 2019-20)
- The Department continues to analyze the most cost-effective way to redevelop the Wynwood/Allapattah Regional Neighborhood Service Center sites (total project cost \$15 million); the Department will seek to repurpose the BBC-GOB proceeds if development efficiencies are identified

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	0	36	11	57	127
Fuel	37	154	204	137	164
Overtime	107	393	0	331	17
Rent	80	958	793	1,016	904
Security Services	46	2,036	1,798	2,247	2,101
Temporary Services	634	2,767	2,883	2,651	3,432
Travel and Registration	33	243	236	211	262
Utilities	324	1,620	1,577	1,567	1,563

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
Court-Related Revenues	0	109	0	0
General Fund Countywide	28,476	27,554	33,046	32,727
Interest Earnings	0	9	0	0
Miscellaneous Revenues	0	2	0	0
Transportation Revenues	0	-33	0	0
Fees for Services	66	62	75	75
Miscellaneous Revenues	574	252	294	286
Other Revenues	603	750	441	621
Rental Income	579	1,939	581	506
State Grants	3,221	2,923	3,385	2,278
Federal Grants	82,607	83,640	86,756	103,370
Miscellaneous Revenues	0	-337	0	0
Interagency Transfers	1,638	1,735	1,465	2,335
Interfund Transfers	0	82	0	0
<b>Total Revenues</b>	<b>117,764</b>	<b>118,687</b>	<b>126,043</b>	<b>142,198</b>

### Operating Expenditures

<b>Summary</b>				
Salary	30,222	30,027	32,783	33,302
Fringe Benefits	10,264	11,156	13,848	13,679
Court Costs	0	1	1	11
Contractual Services	6,434	8,032	6,329	9,198
Other Operating	5,841	9,355	6,327	7,821
Charges for County Services	3,462	3,286	3,362	3,115
Grants to Outside Organizations	61,250	59,373	63,380	74,837
Capital	367	176	13	235
<b>Total Operating Expenditures</b>	<b>117,840</b>	<b>121,406</b>	<b>126,043</b>	<b>142,198</b>

### Non-Operating Expenditures

<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	17	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
<b>Total Non-Operating Expenditures</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>0</b>

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Expenditure By Program</b>				
<b>Strategic Area: Health and Society</b>				
Administration	4,185	3,687	32	33
Elderly and Disability Services	16,529	17,147	168	168
Employment and Training	726	868	5	5
Energy Programs	4,917	6,313	25	26
Family and Community Services	16,241	19,857	72	72
Greater Miami Service Corps	2,442	2,552	10	10
Head Start	65,558	76,748	88	98
Psychological Services	293	171	1	1
Rehabilitative Services	5,785	5,781	44	42
Transportation	1,627	1,424	18	18
Violence Prevention and Intervention Services	7,740	7,650	64	64
<b>Total Operating Expenditures</b>	<b>126,043</b>	<b>142,198</b>	<b>527</b>	<b>537</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	9,702	2,322	40	552	0	12,640	602	4,642	30,500
Capital Asset Series 2013A Bonds	1,231	0	0	0	0	0	0	0	1,231
CIIP Proceeds	0	6,340	2,850	0	0	0	2,768	0	11,958
Total:	10,933	8,662	2,890	552	0	12,640	3,370	4,642	43,689
<b>Expenditures</b>									
<b>Strategic Area: HS</b>									
Facility Improvements	210	290	0	0	0	0	0	0	500
Infrastructure Improvements	0	6,340	2,850	0	0	0	2,768	0	11,958
Neighborhood Service Centers	8,172	1,688	0	0	0	12,640	0	0	22,500
Rehabilitative Services Facilities	1,946	949	40	552	0	0	602	4,642	8,731
Total:	10,328	9,267	2,890	552	0	12,640	3,370	4,642	43,689

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **INFRASTRUCTURE IMPROVEMENTS - COMMUNITY ACTION AND HUMAN SERVICES**

**PROJECT #: 2000001280**



#### **FACILITIES SYSTEMWIDE**

**DESCRIPTION:** Provide the necessary repairs and/or refurbishment to the County's aging facilities including but not limited to, elevators, roofs, plumbing, electrical, air conditioning, furniture, fixtures, equipment and various other building infrastructure needs as required

**LOCATION:** Various Sites  
Various Sites

**District Located:**

Countywide

**District(s) Served:**

Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
CIIP Proceeds	0	6,340	2,850	0	0	0	2,768	0	11,958
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>6,340</b>	<b>2,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,768</b>	<b>0</b>	<b>11,958</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Infrastructure Improvements	0	6,340	2,850	0	0	0	2,768	0	11,958
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>6,340</b>	<b>2,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,768</b>	<b>0</b>	<b>11,958</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - CULMER/OVERTOWN NEIGHBORHOOD SERVICE CENTER RENOVATIONS

PROJECT #: 844020



DESCRIPTION: Renovate the existing Culmer/Overtown Neighborhood Service Center facility  
 LOCATION: 1600 NW 3 Ave District Located: 3  
 City of Miami District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	5,812	1,688	0	0	0	0	0	0	7,500
<b>TOTAL REVENUES:</b>	<b>5,812</b>	<b>1,688</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	4,081	776	0	0	0	0	0	0	4,857
Furniture Fixtures and Equipment	80	15	0	0	0	0	0	0	95
Permitting	92	0	0	0	0	0	0	0	92
Planning and Design	563	20	0	0	0	0	0	0	583
Project Administration	812	81	0	0	0	0	0	0	893
Project Contingency	0	774	0	0	0	0	0	0	774
Technology Hardware/Software	184	22	0	0	0	0	0	0	206
<b>TOTAL EXPENDITURES:</b>	<b>5,812</b>	<b>1,688</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500</b>

### INFRASTRUCTURE IMPROVEMENTS - KENDALL COTTAGES COMPLEX REFURBISHMENT

PROJECT #: 844680



DESCRIPTION: Refurbish the 11 Kendall Cottages (approximately 4,600 square foot per cottage) for County operated day treatment services for children with special needs  
 LOCATION: 11024 SW 84 St District Located: 10  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	1,320	344	40	552	0	0	602	4,642	7,500
<b>TOTAL REVENUES:</b>	<b>1,320</b>	<b>344</b>	<b>40</b>	<b>552</b>	<b>0</b>	<b>0</b>	<b>602</b>	<b>4,642</b>	<b>7,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Building Acquisition/Improvements	739	0	0	0	0	0	0	4,642	5,381
Construction	207	328	0	0	0	0	0	0	535
Infrastructure Improvements	0	0	40	552	0	0	602	0	1,194
Permitting	18	7	0	0	0	0	0	0	25
Planning and Design	144	0	0	0	0	0	0	0	144
Project Administration	212	9	0	0	0	0	0	0	221
<b>TOTAL EXPENDITURES:</b>	<b>1,320</b>	<b>344</b>	<b>40</b>	<b>552</b>	<b>0</b>	<b>0</b>	<b>602</b>	<b>4,642</b>	<b>7,500</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - NEW DIRECTIONS - RESIDENTIAL REHABILITATIVE SERVICES

PROJECT #: 6009530



DESCRIPTION: Purchase pre-fabricated structures to replace existing living quarters  
 LOCATION: 3140 NW 76 St District Located: 2  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Asset Series 2013A Bonds	1,231	0	0	0	0	0	0	0	1,231
<b>TOTAL REVENUES:</b>	<b>1,231</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,231</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	500	605	0	0	0	0	0	0	1,105
Planning and Design	27	0	0	0	0	0	0	0	27
Project Administration	99	0	0	0	0	0	0	0	99
<b>TOTAL EXPENDITURES:</b>	<b>626</b>	<b>605</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,231</b>

### INFRASTRUCTURE IMPROVEMENTS - WEST PERRINE SENIOR CITIZEN CENTER

PROJECT #: 936310



DESCRIPTION: Renovate, upgrade or expand the existing West Perrine Senior Center  
 LOCATION: SW 102 Ave and SW 172 St District Located: 9  
 Unincorporated Miami-Dade County District(s) Served: 9

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	210	290	0	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>210</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	140	290	0	0	0	0	0	0	430
Planning and Design	70	0	0	0	0	0	0	0	70
<b>TOTAL EXPENDITURES:</b>	<b>210</b>	<b>290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

### NEW WYNWOOD/ALLAPATTAH REGIONAL NEIGHBORHOOD SERVICE CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 8463701



DESCRIPTION: Construct and/or renovate the existing Wynwood and Allapattah neighborhood service centers  
 LOCATION: 2902 NW 2 Ave District Located: 3  
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	2,360	0	0	0	0	12,640	0	0	15,000
<b>TOTAL REVENUES:</b>	<b>2,360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,640</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	600	0	0	0	0	12,640	0	0	13,240
Planning and Design	1,155	0	0	0	0	0	0	0	1,155
Project Administration	605	0	0	0	0	0	0	0	605
<b>TOTAL EXPENDITURES:</b>	<b>2,360</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,640</b>	<b>0</b>	<b>0</b>	<b>15,000</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
NEW DIRECTION - DEMOLISH/REBUILD COTTAGES	3140 NW 76 St	12,500
SOCIAL SERVICES CASE MANAGEMENT SYSTEM	Various Sites	3,500
<b>UNFUNDED TOTAL</b>		<b>16,000</b>

<b>Department Operational Unmet Needs</b>			
<b>Description</b>	<b>(dollars in thousands)</b>		<b>Positions</b>
	<b>Startup Costs/ Non Recurring Costs</b>	<b>Recurring Costs</b>	
Add one Social Services Administrator position to provide administrative service support to include assisting with contract monitoring and compliance and community collaboration for the residential and three outpatient locations	\$0	\$107	1
Add two Social Worker 1 positions to provide comprehensive assessments in the homes of clients, referrals, management and development of care plans for Miami-Dade County's at-risk elderly population and provide quality assurance and data management as required by funders, i.e. Department of Elder Affairs Client Information and Referral Tracking System	\$0	\$138	2
Add five Home Care Aide Supervisor positions to oversee additional Home Care Aides required to serve 120 additional clients in the Elderly and Disability Services Division	\$0	\$346	5
Add 20 Home Care Aide positions to provide service to 120 additional clients and reduce waitlist of 3,400 elderly residents requiring in-home support services	\$0	\$909	20
Add one Social Worker 2 position to provide supervision of the Care Planning staff of eight and review case files in accordance with funding stipulations	\$0	\$80	1
Add one Rehabilitative Services Supervisor position to coordinate the treatment provided to an average of 90 drug court clients at Diversion Treatment - MDC; as a consequence of not having this position, group therapy sessions are not facilitated as scheduled and documentation of treatment is deficient, all potentially negatively impacting the Department's accreditation	\$0	\$89	1
Add one Adult Center Manager position to provide supervision of all Rehabilitative Services Counselors, temps and support personnel, and to oversee facility safety and cleanliness	\$0	\$83	1
Add two Social Worker 1 positions to address the extensive case management needs of the population served who are mostly homeless, unemployed and indigent	\$0	\$144	2
Add two Rehabilitative Services Counselor 1 positions to provide night coverage at the residential treatment program; one employee on duty during midnight and weekend shifts is a safety hazard	\$0	\$144	2
Fund one Outreach Counselor position to work with community-based organizations, Miami-Dade County Public Schools, foster care, and state and county justice providers to connect young people ages 18-24 to positive services that provide education and training leading to employment and/or post-secondary placement	\$50	\$50	1
Provide funding for home rehabilitation for homeowners from a waitlist of 145 currently unserved by federal/state/local grants	\$0	\$1,800	0
<b>Total</b>	<b>\$50</b>	<b>\$3,890</b>	<b>36</b>



**COMMUNITY ACTION AND HUMAN SERVICES BUDGET BY MAJOR PROGRAM**  
(dollars in thousands)

PROGRAM BY DIVISION	Prior FY	GENERAL FUNDS		FEDERAL / STATE		OTHER FUNDS		TOTAL		SERVICE LEVEL	
	Adopted FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
ADMINISTRATION											
Administration	FY 2018-19	\$ 4,185	32					\$ 4,185	32		N/A
	FY 2019-20	\$ 3,687	33					\$ 3,687	33		
EMPLOYMENT AND TRAINING											
At-Risk Youth	FY 2018-19	\$ 99	1					\$ 99	1	500	At-risk youth/young adults engaged in career development and employment readiness
	FY 2019-20	\$ 84	1					\$ 84	1	500	
South Dade Skills Center	FY 2018-19	\$ 224	1	\$ 403	3			\$ 627	4	80	Farmworkers and migrants employed
	FY 2019-20	\$ 204	1	\$ 400	3	\$ 180		\$ 784	4	80	
Subtotal (Employment)	FY 2018-19	\$ 323	2	\$ 403	3			\$ 726	5		
	FY 2019-20	\$ 288	2	\$ 400	3	\$ 180		\$ 868	5		
PSYCHOLOGICAL SERVICES											
Psychological Services	FY 2018-19	\$ 293	1					\$ 293	1	2,000	Services provided to adults and children including individual and group/family therapy, evaluations, assessments, consultation and trainings
	FY 2019-20	\$ 171	1					\$ 171	1	2,000	
REHABILITATIVE SERVICES											
Division Administration	FY 2018-19	\$ 340	1					\$ 340	1		N/A
	FY 2019-20	\$ 318	1					\$ 318	1		
Community Services (Intake and Treatment)	FY 2018-19	\$ 2,081	8	\$ 2,171	21	\$ 10	3	\$ 4,262	32	2,200	Assessments completed of new clients
	FY 2019-20	\$ 1,936	8	\$ 2,360	21	\$ 10	3	\$ 4,306	32	2,000	
Treatment Alternatives to Street Crimes (TASC)	FY 2018-19	\$ 1,118	9			\$ 65	2	\$ 1,183	11	360	Drug Court clients referred receiving treatment including counseling, testing, medication and support services
	FY 2019-20	\$ 1,092	9			\$ 65	2	\$ 1,157	11	300	
Subtotal (Rehabilitative)	FY 2018-19	\$ 3,539	18	\$ 2,171	21	\$ 75	5	\$ 5,785	44		
	FY 2019-20	\$ 3,346	18	\$ 2,360	21	\$ 75	5	\$ 5,781	44		
VIOLENCE PREVENTION AND INTERVENTION (VPI)											
Advocates for Victims	FY 2018-19	\$ 3,861	24	\$ 2,639	35	\$ 167		\$ 6,667	59	2,000	Victims provided with shelter and advocacy services including legal, safety planning, crisis and youth counseling, food, and transportation
	FY 2019-20	\$ 3,344	24	\$ 2,719	33	\$ 45		\$ 6,108	57	2,000	
Domestic Violence Intake	FY 2018-19	\$ 625	5	\$ 448				\$ 1,073	5	4,000	Victims completing intake assessment and receiving onsite advocacy services including filing for injunctions, legal, counseling, relocation support, rental assistance, and food
	FY 2019-20	\$ 769	5	\$ 773	2			\$ 1,542	7	4,000	
Subtotal (VPI)	FY 2018-19	\$ 4,486	29	\$ 3,087	35	\$ 167		\$ 7,740	64		
	FY 2019-20	\$ 4,113	29	\$ 3,492	35	\$ 45		\$ 7,650	64		
ELDERLY											
Division Administration	FY 2018-19	\$ 1,490	6					\$ 1,490	6		N/A
	FY 2019-20	\$ 1,501	6					\$ 1,501	6		
Adult Day Care	FY 2018-19	\$ 1,891	17	\$ 455	11	\$ 52	3	\$ 2,398	31	300	Elders and individuals with disabilities provided with health, social and related social services in a protective setting to prevent institutionalization
	FY 2019-20	\$ 1,753	17	\$ 487	11	\$ 52	3	\$ 2,292	31	300	
High Risk Elderly Meals	FY 2018-19	\$ 1,000		\$ 711				\$ 1,711		498,035	Meals provided to elders identified as High Risk for malnutrition and other health-related conditions
	FY 2019-20	\$ 1,000		\$ 711				\$ 1,711		498,035	
Meals for the Elderly	FY 2018-19	\$ 1,013	1	\$ 1,172	13	\$ 232		\$ 2,417	14	270,000	Hot nutritious meals served to seniors in congregate sites to prevent malnutrition and isolation
	FY 2019-20	\$ 1,494	1	\$ 1,172	13	\$ 232		\$ 2,898	14	270,000	
Meals on Wheels	FY 2018-19	\$ 101	1	\$ 586				\$ 687	1	175,000	Meals delivered to low-income, ill and isolated seniors
	FY 2019-20	\$ 140	1	\$ 586				\$ 726	1	175,000	
Senior Centers	FY 2018-19	\$ 566	9					\$ 566	9	330	Elders engaged in social and nutritional services in addition to receiving in-home care
	FY 2019-20	\$ 577	9					\$ 577	9	330	
Care Planning	FY 2018-19	\$ 746	8	\$ 42	1			\$ 788	9	1,575	Isolated elders provided with case management and in-home services
	FY 2019-20	\$ 878	8	\$ 42	1			\$ 920	9	1,575	
Foster Grandparents	FY 2018-19	\$ 205	1	\$ 269	2			\$ 474	3	100	Elders participating as foster grandparents to children and youth with special needs
	FY 2019-20	\$ 216	1	\$ 269	2			\$ 485	3	100	
Home Care Program	FY 2018-19	\$ 4,182	80	\$ 158				\$ 4,340	80	500	Elders remaining in their own homes through in-home services
	FY 2019-20	\$ 4,177	80	\$ 158				\$ 4,335	80	500	
Retired Seniors Volunteer Program (RSVP)	FY 2018-19	\$ 96	1	\$ 105	1			\$ 201	2	500	Elders engaged in community service to meet educational, respite and disaster preparedness needs.
	FY 2019-20	\$ 99	1	\$ 105	1			\$ 204	2	500	
Senior Companions	FY 2018-19	\$ 168	1	\$ 613	3	\$ 8		\$ 789	4	140	Seniors assisting elderly peers through companionship and respite services
	FY 2019-20	\$ 174	1	\$ 618	3			\$ 792	4	140	
Disability Services and Independent Living (D/SAIL)	FY 2018-19	\$ 481	8	\$ 187	1			\$ 668	9	600	Individuals with disabilities provided with various on-site and in-home services
	FY 2019-20	\$ 501	8	\$ 205	1			\$ 706	9	600	
Subtotal (Elderly)	FY 2018-19	\$ 11,939	133	\$ 4,298	32	\$ 292	3	\$ 16,529	168		
	FY 2019-20	\$ 12,510	133	\$ 4,352	32	\$ 284	3	\$ 17,147	168		

**COMMUNITY ACTION AND HUMAN SERVICES BUDGET BY MAJOR PROGRAM**  
(dollars in thousands)

PROGRAM BY DIVISION	Prior FY	GENERAL FUNDS		FEDERAL / STATE		OTHER FUNDS		TOTAL		SERVICE LEVEL	
	Adopted FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
ENERGY											
Home Repair and Rehabilitation	FY 2018-19					\$ 546	3	\$ 546	3	16	Homes improved by the HOME/ Single Family Rehab Program
	FY 2019-20					\$ 1,100	3	\$ 1,100	3	22	
Home Weatherization / Energy Conservation Program	FY 2018-19	\$ 378	2	\$ 531	4			\$ 909	6	53	Homes improved by the Weatherization Assistance Program (WAP)
	FY 2019-20	\$ 379	2	\$ 850	4			\$ 1,229	6	90	
Painting and/or Shuttering Program	FY 2018-19					\$ 204	3	\$ 204	3	42	Homes improved by the Surtax/ Single Family Home Rehab Program
	FY 2019-20					\$ 240	3	\$ 240	3	57	
Facility Maintenance	FY 2018-19	\$ 2,842	13			\$ 416		\$ 3,258	13	800	Facility service requests completed
	FY 2019-20	\$ 3,281	13			\$ 463		\$ 3,744	13	800	
Subtotal (Energy)	FY 2018-19	\$ 3,220	15	\$ 531	4	\$ 1,166	6	\$ 4,917	25		
	FY 2019-20	\$ 3,660	15	\$ 850	4	\$ 1,803	6	\$ 6,313	25		
GREATER MIAMI SERVICE CORPS											
Greater Miami Service Corps	FY 2018-19			\$ 1,346	5	\$ 1,096	5	\$ 2,442	10	440	Youth engaged in education and employment activities
	FY 2019-20			\$ 1,356	5	\$ 1,196	5	\$ 2,552	10	440	
Subtotal (GMSC)	FY 2018-19			\$ 1,346	5	\$ 1,096	5	\$ 2,442	10		
	FY 2019-20			\$ 1,356	5	\$ 1,196	5	\$ 2,552	10		
HEAD START											
Head Start and Early Head Start	FY 2018-19			\$ 64,258	88			\$ 64,258	88	7,570	Funded slots to serve children ages 0-5 in early learning
	FY 2019-20			\$ 75,448	98			\$ 75,448	98	7,986	
Summer Meals	FY 2018-19			\$ 1,300				\$ 1,300		494,000	Meals served to youth during out-of-school summer months
	FY 2019-20			\$ 1,300				\$ 1,300		494,000	
Subtotal (Head Start)	FY 2018-19			\$ 65,558	88			\$ 65,558	88		
	FY 2019-20			\$ 76,748	98			\$ 76,748	98		
TRANSPORTATION											
Transportation	FY 2018-19	\$ 1,567	18			\$ 60		\$ 1,627	18	29,000	Eliminating transportation barriers for seniors and children (one-way trips). Service level reflects the use of a new methodology
	FY 2019-20	\$ 1,394	18			\$ 30		\$ 1,424	18	73,000	
FAMILY AND COMMUNITY SERVICES											
Neighborhood Centers/ Community Resource Centers	FY 2018-19	\$ 3,203	31	\$ 3,280	33			\$ 6,483	64	38,550	Clients accessing one or more services including utility/rental assistance, computer and employability skills training, tax preparation, and family development/support. Service level reflects the use of a new methodology
	FY 2019-20	\$ 3,190	31	\$ 4,298	33			\$ 7,487	64	205,000	
Emergency Food & Shelter Program	FY 2018-19			\$ 185				\$ 185		428	Clients served
	FY 2019-20			\$ 185		\$ 210		\$ 395		913	
Low-Income Home Energy Assistance Program (LIHEAP)	FY 2018-19			\$ 9,282	4			\$ 9,282	4	23,500	Households provided with energy costs assistance
	FY 2019-20			\$ 11,607	4			\$ 11,607	4	24,888	
Veterans Services	FY 2018-19	\$ 291	4					\$ 291	4	970	
	FY 2019-20	\$ 368	4					\$ 368	4	970	
Subtotal (Family and Community Services)	FY 2018-19	\$ 3,494	35	\$ 12,747	37			\$ 16,241	72		
	FY 2019-20	\$ 3,558	35	\$ 16,090	37	\$ 210		\$ 19,857	72		
TOTAL	FY 2018-19	\$ 33,046	283	\$ 90,141	225	\$ 2,856	19	\$ 126,043	527		
	FY 2019-20	\$ 32,727	284	\$ 105,648	235	\$ 3,823	19	\$ 142,198	538		

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Homeless Trust

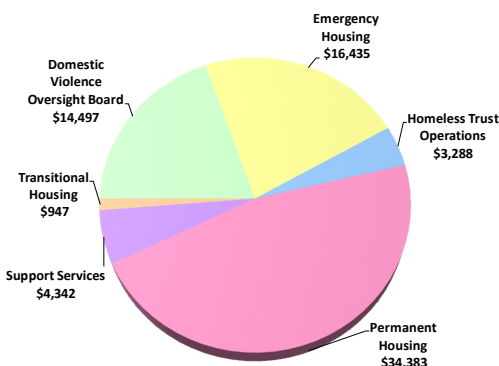
The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for services to homeless individuals and families throughout Miami-Dade County. The Homeless Trust advises the Board of County Commissioners (BCC) on issues related to homelessness; serves as the identified "Collaborative Applicant" for the United States Department of Housing and Urban Development (USHUD) Continuum of Care and the State's Homeless Coalition for Miami-Dade County; and implements the Miami-Dade County Community Homeless Plan. The Homeless Trust administers the one percent Food and Beverage Tax proceeds, 85 percent of which is dedicated to homeless housing and services, as well as federal, state, local and other resources dedicated to providing housing and services for the homeless, including survivors of domestic violence, and provides administrative, contractual and policy formulation assistance related to homeless and domestic violence services. The Homeless Trust also provides administrative support to the Domestic Violence Oversight Board (DVOB), which administers 15 percent of the one percent Food and Beverage Tax proceeds and assists in coordinating and monitoring the construction and operations of domestic violence centers in Miami-Dade County.

As part of the Health and Society strategic area, the Homeless Trust funds and monitors prevention services, temporary and permanent housing as well as supportive services for the homeless. Each area is specifically designed to meet the unique needs of homeless individuals and families when they first enter the system and as their needs develop and evolve over time. This blend of housing and services comprises what is known as the homeless continuum of care. Over 8,600 emergency, transitional and permanent housing beds have been developed by or through the Homeless Trust since its inception in 1993. A Board of Trustees, comprised of 27 members, governs the Homeless Trust. Membership consists of appointed leadership, including County and City commissioners, representatives from the Judiciary, the Superintendent of Schools, the Florida Department of Children and Families Regional Administrator and the City of Miami Manager. The Board also includes representation from Miami Homes for All; business, civic and faith-based community groups; homeless service providers; homeless individuals; and formerly homeless individuals. To fulfill its mission of assisting homeless individuals and families, the Homeless Trust relies on the services offered by provider agencies within the community, including its private sector partner, Chapman Partnership.

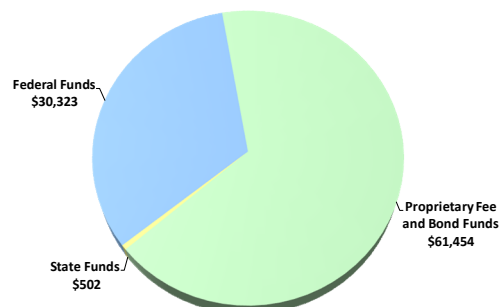
The DVOB was created to serve in an advisory and oversight capacity to the BCC with respect to issues affecting or relating to domestic violence. Specifically, the DVOB was created to serve in accordance with state law and to develop and submit to the BCC a comprehensive plan for use of the portion of the Food and Beverage Tax proceeds dedicated to the provision of domestic violence centers as prescribed in Chapter 2, Article LXVI of the Code of Miami-Dade County (the "Plan"). The DVOB is also responsible for pursuing maximization of available federal and state matching funds and monitoring and evaluating the provision of services to domestic violence survivors. The DVOB coordinates and monitors the construction and operations of domestic violence centers in Miami-Dade County supported by the Food and Beverage Tax proceeds.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



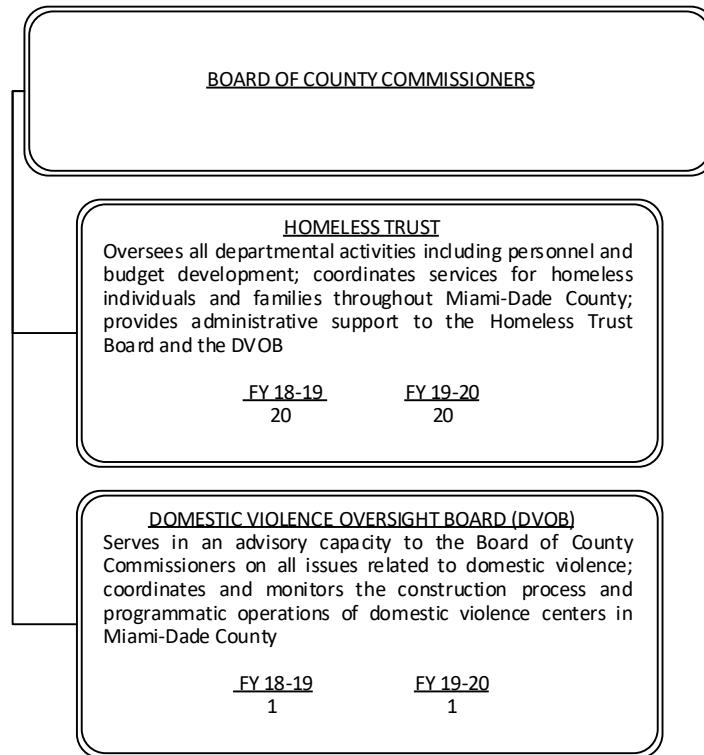
**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION



The FY 2019-20 total number of full-time equivalent positions is 21.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: HOMELESS TRUST OPERATIONS

The Homeless Trust Division oversees all departmental activities, including personnel and budget development, and coordinates housing and services for homeless and formerly homeless individuals and families throughout Miami-Dade County.

- Utilizes local, state and federal funds to assist the homeless and formerly homeless
- Implements policies developed by the Homeless Trust Board and Committees
- Serves as staff to the Board of the Homeless Trust and liaison to the Office of the Mayor and the BCC
- Coordinates Homeless Trust activities and recommends, defines and monitors operating goals, objectives and procedures for the Homeless Trust
- Administers 85 percent of the one percent Food and Beverage Tax proceeds
- Provides a continuum of housing and support services for targeted special populations, including services related to sexual assault and domestic violence, mental health and substance abuse
- Provides culturally sensitive prevention, outreach and intervention services for homeless and formerly homeless individuals and families, including veterans, chronically homeless, youth and families
- Administers 140 individual grant-funded programs with 29 organizations to provide essential homeless services in Miami-Dade County
- Conducts two countywide homeless census counts each year to assess the type and number of homeless individuals in Miami-Dade County and surveys and analyzes system data to improve utilization and performance
- Manages the local Homeless Management Information System to track system utilization, needs, gaps and trends
- Coordinates referrals of homeless individuals and families to permanent supportive housing

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average number of days persons remain homeless	HS1-1	HW-1	OC	↓	135	136	125	137	130
Percentage of individuals who return to homelessness within two years	HS1-1	HW-1	OC	↓	27%	27%	25%	24%	25%
Total number of homeless persons*	HS1-1	HW-1	OC	↓	3,721	3,516	3,400	3,472	3,450
Percentage of persons who achieve an increase in income upon exiting a homeless program	HS1-1	HW-1	OC	↑	61%	48%	63%	52%	50%
Number of persons entering the system for the first time**	HS1-1	HW-1	OC	↓	5,448	4,900	5,400	4,313	4,850
Percentage of persons who access permanent housing upon exiting a homeless program	HS1-1	HW-1	OC	↑	59%	56%	61%	57%	58%

\*FY 2017-18 Actuals previously reported in the FY 2018-19 Adopted Budget Book were updated to reflect the data reported to HUD in May 2019; FY 2018-19 Actuals will be released through the HUD Exchange online platform during FY 2019-20 and will be updated accordingly

\* The total number of homeless persons is obtained from an annual point-in-time count of sheltered and unsheltered persons performed in the last ten days of January; the FY 2016-17 Actuals were updated to reflect the accurate count of the total number of homeless persons

\*\* As per HUD guidelines, first time entry into the homeless system is viewed only within a two-year window of time

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- ☛ For FY 2019-20, the Homeless Trust secured \$31.48 million in funding from USHUD to support homeless and formerly homeless households and to create three new projects; two projects offer rental assistance and support services for an estimated 86 homeless households; another project offers short-term transitional housing, rental assistance and supportive services to unaccompanied homeless youth ages 18-24, including those aging out of foster care and lesbian, gay, bisexual, transgender and queer (LGBTBQ+) youth
- ☛ During the 2019 Legislative Session, the Homeless Trust secured a special appropriation of \$100,000 for a permanent housing program for persons with mental illness, with referrals to be made in partnership with the 11th Judicial Circuit to divert homeless persons with serious mental illness from jail, treatment programs or the streets into housing with supportive services; this program will be enhanced with an additional \$50,000 allocation from the Town of Surfside
- ☛ In Federal Fiscal Year (FFY) 2019, federal funding for USHUD programs was largely sustained to provide critical affordable housing and community development programs, particularly homeless programs, essential to preventing and ending homelessness; this includes Homeless Assistance Grants, Tenant and Project Based Rental Assistance Programs (Section 8, Family Unification Vouchers, Section 202/811 Supportive Housing Programs), public housing, the HOME Investment Partnerships Program, the Emergency Solutions Grants Program and Community Development Block Grants; nearly half of the Homeless Trust's budget relies on direct federal funding, not including indirect partnerships with housing authorities, HUD-assisted property owners and entitlement jurisdictions
- ☛ The FY 2019-20 Adopted Budget includes strategic investments to continue to reduce the number of unsheltered single adults, including \$1.2 million for low-barrier, innovative permanent housing
- ☛ The FY 2019-20 Adopted Budget includes \$1 million to assist with the acquisition and operation of a permanent housing program targeted toward homeless seniors (55+) who comprise of one of the fastest growing homeless populations
- ☛ The FY 2019-20 Adopted Budget includes \$325,000 for technology enhancements to improve the coordinated entry of homeless persons into the Continuum of Care, sharing and/or warehousing data across systems and moving toward a paperless contracting solution and website enhancements
- ☛ The FY 2019-20 Adopted Budget includes \$145,000 in state Challenge Grant funding with an additional \$50,000 from the United Way of Miami-Dade to provide dedicated rental assistance with support services to unaccompanied youth ages 18-24
- ☛ In FY 2019-20, the Homeless Trust Capital Reserves are funded at \$4.109 million for future infrastructure repairs; Tax Equalization Reserves are funded at \$5.053 million for any emergencies or significant reductions to the Food and Beverage Tax collection

### **DIVISION: DOMESTIC VIOLENCE OVERSIGHT BOARD**

The Domestic Violence Oversight Board (DVOB) advises the Board of County Commissioners (BCC) with respect to all issues affecting or relating to domestic violence.

- Submits to the BCC a comprehensive plan with a budget and specific recommendations for the use of the 15 percent of the Food and Beverage Tax proceeds for domestic violence centers; helps maximize funds by seeking matching federal and state funds; fosters positive relationships between domestic violence centers, the courts, police and other criminal justice and social services agencies; and pursues other issues the BCC finds relevant
- Coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County and effectively and continually addresses the continuum of domestic violence services, issues and policy in the community
- Monitors service provider contracts, evaluates the provision of services to domestic violence survivors and coordinates services between shelters
- Guides technical assistance provided through USHUD and facilitated by the Domestic Violence Housing and Technical Assistance Consortium to improve policies, identify promising practices and strengthen collaborations needed to improve housing options for survivors of domestic violence and their children in order to enhance safety, stability and well-being

## **FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan**

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### **DIVISION COMMENTS**

- ☛ In FY 2019-20, the Division will continue to oversee the use of the 15 percent portion of the Food and Beverage Tax; approximately \$1.9 million is budgeted for the continued support of "The Lodge," a shelter for survivors of domestic violence, as well as other supportive services
- ☛ During FY 2018-19, the BCC approved the DVOB's recommendation for Miami-Dade County to conduct a comprehensive study on the state of Intimate Partner Violence (IPV) in Miami-Dade County; the scope of the study has been developed and the DVOB in consultation with the Internal Services Department (ISD) is determining the cost, timeline and funding source for the IPV Study
- ☛ In FY 2019-20, DVOB and Homeless Trust leadership will hold a facilitated meeting to begin to identify collaborative strategies and coordinated care for participants in both systems
- ☛ The BCC approved the transfer of the Domestic Violence Oversight Board (DVOB) to the Office of Community Advocacy through Ordinance #19-81; this change will be included in the FY 2019-20 end-of-year supplement

### **ADDITIONAL INFORMATION**

- ☛ In FY 2019-20, DVOB and Homeless Trust leadership will hold a facilitated meeting to begin to identify collaborative strategies and coordinated care for participants in both systems
- ☛ The FY 2019-20 Adopted Budget includes an allocation from the General Fund Future Services Reserve to the Sundari Foundation, Inc., operators of the Lotus House Women's Shelter, for emergency shelter to provide evidence-based, trauma-informed housing and services for homeless women, youth and children with special needs (\$450,000)

### **CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- ☛ The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the construction of the Second Domestic Violence Shelter funded with Food and Beverage Tax proceeds; the shelter will provide a minimum of 60 emergency shelter beds for domestic violence survivors and their dependents; construction is expected to start in the first quarter of FY 2019-20 and is scheduled to be completed in the first quarter of FY 2020-21 with an operational impact to the Department of \$2.385 million starting in FY 2020-21 (total project cost \$16.238 million; \$12.348 million in FY 2019-20)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	198	166	171	197	170
Fuel	0	0	0	1	0
Overtime	0	0	0	0	0
Rent	98	101	101	101	101
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	3	8	7	5	7
Utilities	15	12	11	19	19

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
Carryover	29,710	28,132	30,747	30,745
Food and Beverage Tax	25,471	27,713	26,748	30,027
Interest Earnings	125	378	57	430
Miscellaneous Revenues	5	21	10	2
Other Revenues	200	378	200	250
State Grants	834	995	684	502
Federal Grants	24,393	25,097	34,423	30,323
Total Revenues	80,738	82,714	92,869	92,279

#### **Operating Expenditures**

##### **Summary**

Salary	1,416	1,492	1,664	1,738
Fringe Benefits	501	559	668	696
Court Costs	0	0	0	0
Contractual Services	151	35	132	140
Other Operating	659	898	573	835
Charges for County Services	586	13	323	333
Grants to Outside Organizations	48,035	47,472	59,607	57,793
Capital	9	346	4,698	12,357
Total Operating Expenditures	51,357	50,815	67,665	73,892

#### **Non-Operating Expenditures**

##### **Summary**

Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	25,204	18,387
Total Non-Operating Expenditures	0	0	25,204	18,387

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
Expenditure By Program				
<b>Strategic Area: Health and Society</b>				
Homeless Trust Operations	2,913	3,288	20	20
Domestic Violence Oversight Board	6,831	14,497	1	1
Emergency Housing	16,030	16,435	0	0
Permanent Housing	36,785	34,383	0	0
Support Services	3,804	4,342	0	0
Transitional Housing	1,302	947	0	0
Total Operating Expenditures	67,665	73,892	21	21



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Food and Beverage Tax	16,238	0	0	0	0	0	0	0	16,238
Total:	16,238	0	0	0	0	0	0	0	16,238
<b>Expenditures</b>									
<b>Strategic Area: HS</b>									
Domestic Violence Facilities	3,890	12,348	0	0	0	0	0	0	16,238
Total:	3,890	12,348	0	0	0	0	0	0	16,238

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### SECOND DOMESTIC VIOLENCE SHELTER

PROJECT #: 207931



DESCRIPTION: Construct a new domestic violence shelter that will provide a minimum of 60 emergency shelter beds for domestic violence survivors and their dependents

LOCATION: Undisclosed District Located: Countywide  
Not Applicable District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Food and Beverage Tax	16,238	0	0	0	0	0	0	0	16,238
<b>TOTAL REVENUES:</b>	<b>16,238</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,238</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Art Allowance	0	234	0	0	0	0	0	0	234
Construction	2,132	10,595	0	0	0	0	0	0	12,727
Furniture Fixtures and Equipment	0	300	0	0	0	0	0	0	300
Permitting	270	46	0	0	0	0	0	0	316
Planning and Design	1,005	316	0	0	0	0	0	0	1,321
Project Administration	483	77	0	0	0	0	0	0	560
Project Contingency	0	550	0	0	0	0	0	0	550
Technology Hardware/Software	0	230	0	0	0	0	0	0	230
<b>TOTAL EXPENDITURES:</b>	<b>3,890</b>	<b>12,348</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,238</b>

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$2,385,000 and includes 0 FTE(s)

### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
PERMANENT SUPPORTIVE HOUSING - ADDITIONAL	Various Sites	7,200
RAPID REHOUSING - SHORT-TO-MEDIUM TERM RENTAL ASSISTANCE	Various Sites	18,600
SENIOR SUPPORTIVE HOUSING - ADDITIONAL	Various Sites	2,500
THE LODGE SHELTER FOR SURVIVORS OF DOMESTIC VIOLENCE - REPAIRS AND REFURBISHMENT	Undisclosed	2,500
THIRD DOMESTIC VIOLENCE SHELTER - NEW CONSTRUCTION	Undisclosed	16,500
<b>UNFUNDED TOTAL</b>		<b>47,300</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Public Housing and Community Development

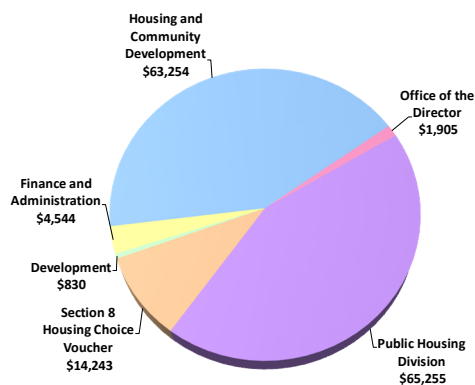
The Department of Public Housing and Community Development (PHCD) administers funding for the County's housing and community development programs including public housing, subsidized private rental housing, affordable housing, rehabilitation and revitalization. These programs provide decent, safe, sanitary and affordable housing and promote viable urban communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals. PHCD's annual new funding comes primarily from the United States Department of Housing and Urban Development (HUD), which provides funding for programs including Public Housing, Capital Grants, Section 8, HOPE VI, Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME) and Emergency Solutions Grant (ESG). Additionally, PHCD administers State of Florida Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) funds to develop and finance affordable housing.

As part of the Health and Society and the Economic Development strategic areas, PHCD oversees approximately 9,300 units of public housing, of which 1,767 are tax credit units and 829 are mixed-income units, and provides monthly subsidies for approximately 17,000 households in various Section 8 housing programs. PHCD monitors and oversees performance through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). By administering federal and state funded programs, PHCD promotes economic opportunities and community development with the goal of creating and retaining jobs for low-income to moderate-income persons, as well as providing oversight on the construction of new affordable and workforce housing development projects while managing mixed-use development acquisition projects.

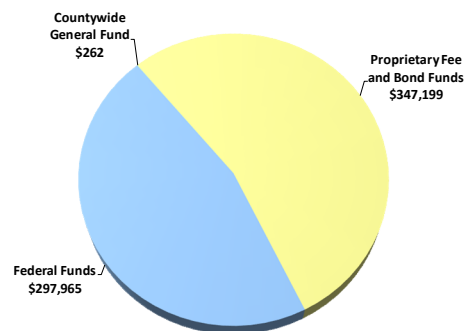
PHCD's stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County's workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations and other County departments to achieve the mission of providing quality, affordable housing opportunities and economic independence opportunities to extremely low to moderate-income residents of Miami-Dade County.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)

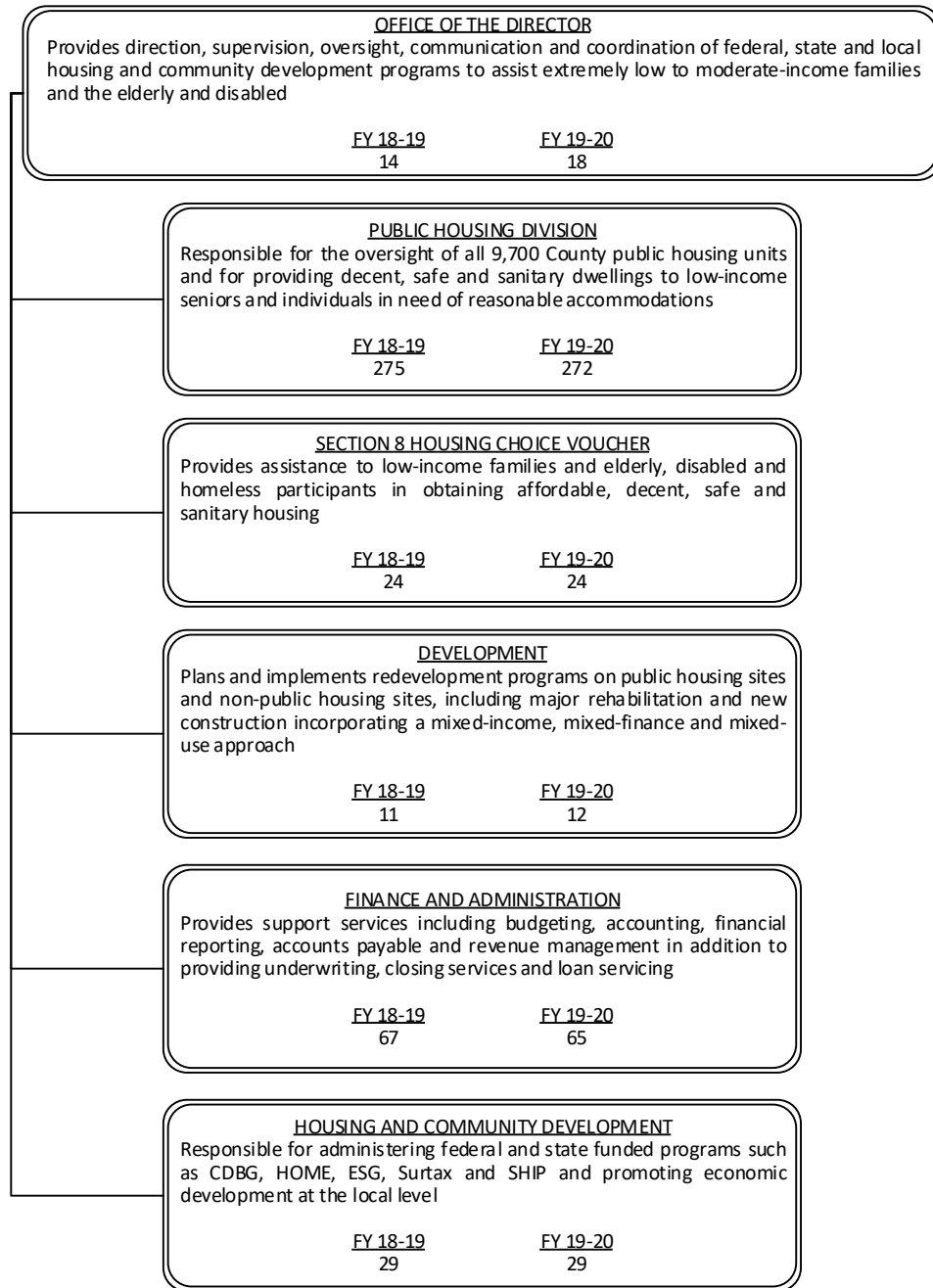


**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2019-20 total number of full-time equivalent positions is 428 FTEs.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers affordable and public housing programs for the County.

- Provides direction, communication and coordination of federal and local housing and community development programs to assist extremely low- to moderate-income families and the elderly and disabled
- Audits operations to ensure compliance with HUD and departmental regulations
- Provides direction for fraud and criminal investigations, compliance and reasonable accommodations according to the American with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities
- Provides management supervision for agency divisions and offices including safety, operations, emergency management operations and procurement
- Monitors HUD's Public Housing Assessment System (PHAS)
- Interacts with the Mayor, Board of County Commissioners (BCC), residents, community groups and other public and private entities to ensure attainment of PHCD's goals and objectives

### DIVISION: PUBLIC HOUSING DIVISION

The Public Housing Division oversees and manages the public housing portfolio within the County. The Division is responsible for property management services and assisting public housing residents with attaining self-sufficiency through strategic partnerships with both public and private service providers.

- Responsible for oversight of all County-owned public housing units
- Provides on-going rehabilitation of public housing vacant units for prospective residents and rehabilitation of vacant units for residents with reasonable accommodation needs
- Provides maintenance support services to all public housing units as needed
- Manages the capital asset inventory
- Provides relocation leasing, rent collection, evictions, policy reviews and future developments
- Manages applications for public housing, interviews prospective residents, determines eligibility, assigns units and maintains waiting list of current applications
- Plans and manages the design and construction of all capital improvement projects for existing public housing developments
- Provides direct oversight of the Applicant Leasing Center

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average occupancy rate	HS2-3	HW-1	OC	↑	94%	96%	96%	94%	95%
Average monthly number of families renting*	HS2-3	HW-1	OP	↔	7,586	8,472	7,591	6,985	7,154
Public Housing Assessment System (PHAS) point score**	HS2-3	HW-1	OC	↑	Received Waiver/No Score	Pending issuance of score	74	74	75

\* FY 2018-19 Actual reflects a lower base number of public housing units due to units that will transition into mixed finance redevelopment

\*\* The Department's goal is to achieve a Standard Performer or higher designation as measured by the PHAS score; the PHAS point score represents a computation based on HUD criteria that measures the efficiency of a public housing agency's management; scores of 90 points or above result in a high performer designation; scores below 90 but above 60 are designated as a standard performer; FY 2017-18 score has not been issued by HUD and FY 2018-19 Actual is a preliminary score pending HUD certification

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- Despite past modest increases in overall allocations nationally for public housing, increases to allocations to PHCD were nominal; going forward, regardless of the final allocation number received for federal fiscal year (FFY) 2020, the federal budget reductions currently proposed by the Administration in combination with PHCD's backlog of unmet capital and operational needs will not provide enough federal funding to allow PHCD to bridge the capital or operational budgetary gap for public housing
- PHCD continues to explore ways to effectively manage federal budgetary shortfalls through the use of HUD's Rental Assistance Demonstration (RAD) program; all funds that are obtained by PHCD through the RAD program are subject to HUD approval and availability of funding from both federal and private sector resources and, in past years, the RAD program maintained a hard limit on the number of units nationally that were eligible for redevelopment; Congress increased the number of units eligible for redevelopment that may qualify for funds under the program from 225,000 to 455,000; this increase in the eligible unit limit serves as the basis for the comprehensive redevelopment of all of HUD's public housing inventory

### **DIVISION: SECTION 8 HOUSING CHOICE VOUCHER**

The Section 8 Housing Choice Voucher Division administers the following special programs: Moderate Rehabilitation, Housing Choice Voucher (HCV), Project Based Voucher (PBV), HUD-Veterans Affairs Supportive Housing (HUD-VASH) vouchers and Moderate Rehabilitation Single Room Occupancy.

- Provides rental assistance to low-income families and elderly, disabled and homeless participants seeking affordable, decent, safe and sanitary housing
- Oversees the activities of the Housing Choice Voucher contractor
- Conducts Housing Quality Standards (HQS) inspections at least annually for all special programs
- Determines eligibility for admissions and processes applications for all Section 8 rental assistance programs, except for the Section 8 New Construction program

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of available annual budget authority used to lease in the Section 8 HCV program*	HS2-3	HW-1	OC	↑	101%	100%	95%	96%	95%
Section Eight Management Assessment Program (SEMAP) score**	HS2-3	HW-1	OC	↑	135 / 93%	135 / 93%	140 / 97%	135 / 93%	135 / 93%

\* Maximum utilization of vouchers is driven by funding made available to PHCD by HUD on an annual basis; projected impacts of the proposed federal budget reductions have been factored into the FY 2019-20 Target

\*\* SEMAP measures the performance of the public housing agencies that administer the Housing Choice Voucher Program in 14 key areas; the actual points shown (out of a maximum of 145 obtainable points) translate into a percentage of the total points that may be obtained; scores of at least 90 percent shall be rated high performers; FY 2018-19 Actual is a preliminary score pending HUD certification

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### DIVISION COMMENTS

- For the fiscal year ending September 30, 2019, the preliminary score of 135 points for Section 8 met the requirements for the SEMAP High Performer designation; this score translates to 93 percent of the total 145 obtainable points; high performers have a score above 90 percent
- The Department continues to analyze the projected staffing and operational impacts of the FFY 2019 adopted federal budget reductions on the Section 8 programs

### **DIVISION: DEVELOPMENT**

The Development Division manages capital funding sources, including Building Better Communities General Obligation Bond for affordable housing projects.

- Plans and implements public housing development projects on public housing sites and other County sites using a mixed-income, mixed-finance, mixed-use approach (as applicable) including major rehabilitation and new construction projects
- Manages the County's Infill Housing Program
- Administers various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds
- Reviews/negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements
- Works with developers to obtain federal, state and municipal approvals
- Manages conversion of existing public housing units to comply with Uniform Federal Accessibility Standards (UFAS) in accordance with the Voluntary Compliance Agreement (VCA)

### DIVISION COMMENTS

- In FY 2019-20, the Development Division, with HUD and Board approval, will continue with the implementation of the Rental Assistance Demonstration (RAD) program
- In FY 2019-20, the Infill Housing Program will continue to be administered by one Construction Manager 2 position (CM2) and one Chief Real Estate Officer position (\$262,000) to be reimbursed from the Countywide General Fund
- In FY 2019-20, the Division will continue the planning and administration of the redevelopment program, including Liberty Square, Lincoln Gardens, Senator Villas and various other sites including the Senior Campus, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23, Three Round Towers, Elizabeth Virrick I, Elizabeth Virrick II, Smathers Phase I and Modello development projects

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FINANCE AND ADMINISTRATION**

The Finance and Administration Division provides financial and administrative support services to the Department and ensures that federal and County requirements are met.

- Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management
- Oversees systems of financial internal controls to ensure sustainability of program compliance and to ensure that the financial statements are presented in accordance with Generally Accepted Accounting Principles (GAAP) and all other federal requirements
- Implements various enhancements and process improvement initiatives to provide accurate and timely financial data
- Administers electronic payment system for tenants and direct debit program
- Provides affordable housing and community development underwriting
- Processes homeownership loan applications
- Provides underwriting and closing services for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance loans
- Provides loan servicing to a loan portfolio of over 7,000 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides administrative support including human resources, technical services and employee development
- Provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF)
- Reviews and approves Memorandum of Understanding (MOU) from the Information Technology Department (ITD), which provides information technology services to the department
- Provides employee training and development

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Financial Assessment of Public Housing Agencies (FASS) Score*	HS2-3	HW-1	OC	↑	Received Waiver/ No Score	25	25	25	25
Percentage of invoices paid on time	HS2-3	ES-3	OC	↑	85%	77%	86%	78%	86%
Percent of Surtax loans in repayment**	HS2-3	ES-3	OP	↔	80%	67%	75%	64%	75%
Percentage of vendor contracts reviewed for compliance***	HS2-3	ES-3	OC	↑	17%	20%	20%	20%	20%
Percentage of homeownership loans closed within 60 days****	ED3-1	HW-1	OC	↑	35%	25%	40%	75%	40%

\* The FASS Score is HUD's measure of whether the housing agency has sufficient financial resources and is managing those resources effectively to support the provision of decent, safe and sanitary housing in their public housing projects; the highest score achievable is 25; FY 2018-19 Actual is a preliminary score pending HUD certification

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

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

\*\*\*\* Measure was created in FY 2015-16 with a target of 30 days to close loans; during FY 2017-18, the Department revised the goal to 60 days to close loans, which resulted in scoring improvement based upon a more realistic target given the available level of staff resources

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: HOUSING AND COMMUNITY DEVELOPMENT

The Housing and Community Development Division administers and monitors federal and state funded programs to promote affordable housing development, economic development, historical preservation, housing rehabilitation, capital improvements to public facilities and public services.

- Promotes economic development with the goal of creating and retaining jobs for low- to moderate-income persons
- Identifies and constructs new housing development projects, manages mixed use development acquisition and manages disposition activities for County owned properties
- Administers CDBG, Surtax, NSP, ESG, SHIP and HOME affordable housing programs; ensures compliance with all program requirements for grants processed with federal, state and local funds
- Provides administration of architectural, engineering and construction contracts and oversight of construction and rehabilitation field work
- Prepares the CDBG Five-Year Consolidated Plan, Consolidated Annual Performance and Evaluation Report, Analysis of Impediments to Fair Housing and Annual Action Plan
- Issues and facilitates the County's competitive process for award of CDBG, HOME, ESG, SHIP and Documentary Stamp Surtax funds
- Oversees planning analysis for determinations of Neighborhood Revitalization Strategy Areas, slum and blight findings and other federally mandated assessments for community redevelopment and substantial amendments to the Consolidated Plan
- Conducts environmental reviews and issues clearances for all federally funded projects
- Provides neighborhood planning support for all programs
- Oversees the management of seven affordable and market rate properties (829 units) and nine Section 8 New Construction properties (536 units) owned by Miami-Dade County
- Provides staff support to two BCC-appointed boards, the Affordable Housing Advisory Board and the Affordable Housing Trust Fund Board

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of CDBG projects completed on time*	HS2-3	HW-1	EF	↑	62%	65%	70%	66%	70%
Number of open HOME projects monitored twice a year	HS2-3	HW-1	OP	↔	30	21	45	35	45
Number of jobs created or retained**	ED1-1	HW-2	OC	↑	52	42	70	71	65
Number of affordable housing units constructed or rehabilitated***	HS2-3	HW-1	OP	↔	1,218	995	1,500	872	1,500

\* Timely completion of projects helps the Department maintain a ratio of unexpended funds not higher than 1.5 times the annual CDBG allocation; FY 2018-19 Actual was impacted by the voluntary grant reduction

\*\* This is an economic development goal which utilizes CDBG funding; each \$35,000 grant should result in one job; the estimated cost to create 70 jobs is \$2.45 million dollars

\*\*\* Figures reflect only those affordable housing units where PHCD funding was provided or units resulting from a County public housing redevelopment project; FY 2018-19 Actual reflects lingering construction delays from Hurricane Irma as well as delays in approvals for credit underwriting



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### DIVISION COMMENTS

- The FY 2019-20 Documentary Stamp Surtax revenue is budgeted at \$29 million; the FY 2019-20 carryover of \$194.271 million is allocated to on-going projects; total funding budgeted for affordable housing, including Surtax, is \$259.286 million
- In FY 2019-20 the Division budgeted less revenue due to reductions of various funding sources such as CDBG, program income, HOME and loan servicing fees; the reductions will impact the grants and loans issued by the Department
- The calendar year (CY) 2020 CDBG Entitlement is budgeted at \$10.8 million; the CY 2020 HOME entitlement is budgeted at \$4.4 million; the CY 2020 Emergency Solutions Grant (ESG) entitlement is budgeted at \$1.04 million; federal funding for these programs could be significantly impacted by future reductions in the federal budget and may result in the elimination of certain programs
- The CY 2020 Community Development Block Grant includes economic development, housing, public service and capital improvement activities and includes an allocation for administration of \$2.17 million; however, HUD has determined that the County must pay back CDBG funds due to activities found in non-compliance with program requirements; therefore, PHCD advised all County departments to exclude any CDBG funds from its revenue sources in the FY 2019-20 Adopted Budget, which will be the last year of the repayment schedule
- During CY 2020, PHCD will continue to pursue an electronic submission process for the annual Request for Applications; administering the competitive process online will result in better quality submissions from community-based organizations and housing development entities applying for County funds, achievement of paper reduction goals and processing efficiencies

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes \$974,000 of Documentary Surtax funds to pay the debt service related to the Scott Carver Development Phase 3; the Surtax funds will be transferred to the General Government Improvement Fund (GGIF) where the debt payment is budgeted
- In FY 2019-20, the Department will continue the redevelopment of Liberty Square, a public/private redevelopment initiative that is anticipated to take five years to complete; the project includes the demolition of all existing public housing units in Liberty Square, development of the vacant Lincoln Gardens site and the construction of new infrastructure and dwelling units; this project is focused on transforming neighborhoods into viable, energy efficient, mixed-income and sustainable neighborhoods with access to well-functioning services, high quality public schools and education programs, early learning programs and services, public transportation and jobs for residents; the development contract amount for the project is \$307.216 million of which \$52.272 million is funded from County and federal sources; the estimated annual operating impact will begin in FY 2020-21 when the development will be turned over to a private management company that will receive operating subsidies through PHCD; after this transfer takes place, the annual cost to PHCD to provide oversight of the private management company is estimated at \$100,000
- In FY 2019-20, PHCD is projected to expend \$7.842 million in federal Capital Fund Program (CFP) dollars to address long-term infrastructure needs in various public housing developments to include elevators, roofs, windows, fire alarm systems and Uniform Federal Accessibility Standards (UFAS) compliance; it is important to note that the FY 2019-20 federal budget may include further reductions that could significantly impact the Department's ability to address infrastructure needs at various public housing sites; as a result of the infrastructure improvements, there is no fiscal impact to the Department's operating budget at this time; however, when applicable, the Department will install energy efficient equipment that in the long-term will provide some operational savings
- In FY 2019-20, the Department will continue working on its application to HUD under the Capital Fund Financing Program (CFFP), whereby a public housing authority may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual CFFP funds to make debt service payments for either a bond or conventional bank loan transaction; it is estimated that the Department will generate approximately \$45 million to rehabilitate/upgrade existing public housing units, remove and replace obsolete public housing units, increase the number of units on its underutilized sites and permit commercial and other special purpose uses where appropriate
- In FY 2019-20 the Department will purchase 19 vehicles (\$568,000) to replace aging and leased fleet; over the next four years, the Department is planning to spend \$1.116 million to purchase 35 vehicles as part of its replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	82	38	84	30	345
Fuel	191	267	197	232	283
Overtime	730	1,944	867	458	1,643
Rent	1,359	1,359	1,400	1,359	1,400
Security Services	2,111	2,845	2,174	4,109	2,259
Temporary Services	3,721	3,934	3,833	2,961	3,523
Travel and Registration	95	34	98	60	33
Utilities	11,057	11,181	11,389	10,310	10,419

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	0	0	215	262
Carryover - CD	2,223	1,224	1,224	1,339
Carryover - DRI/EZ/EH	6,916	5,126	9,322	12,470
Carryover - EDI/BEDI	2,580	774	774	630
Carryover CDBG	9,123	26,716	29,354	27,073
Carryover HOME	18,930	16,572	16,249	15,984
Carryover NSP	988	209	1,079	488
Carryover SHIP	10,459	14,650	14,955	14,158
Carryover Surtax	138,585	141,184	154,000	194,271
Documentary Stamp Surtax	36,593	33,280	30,000	29,000
Interest Income	181	3,212	262	3,079
Loan Repayments	15,106	23,743	12,106	16,867
Loans Servicing Fees	136	1,411	1,877	1,668
Miscellaneous Revenues	6,529	15,079	7,268	10,832
Program Income	0	0	53	0
Rental Income	18,171	18,565	18,171	17,903
SHIP	7,439	5,330	1,437	1,437
CDBG	7,549	11,031	12,758	10,858
CDBG Program Income	555	378	625	468
Emergency Shelter Grant	101	1,278	1,040	1,040
Federal Funds	6,712	7,676	5,719	5,190
HOME	10,137	4,411	4,845	4,436
HOME Program Income	493	2,637	789	1,437
Housing Assistance Payments	172,036	165,149	166,800	202,069
NSP Program Income	174	36	174	36
Public Housing Subsidy	42,868	56,065	48,343	48,660
Section 8 Admin Fee	16,448	17,556	20,439	23,771
Total Revenues	531,032	573,292	559,878	645,426
<b>Operating Expenditures Summary</b>				
Salary	26,231	31,857	31,395	31,136
Fringe Benefits	8,169	9,901	12,172	11,635
Court Costs	125	288	125	177
Contractual Services	18,769	25,795	30,024	24,816
Other Operating	88,488	64,147	74,623	72,726
Charges for County Services	7,000	9,601	7,401	9,541
Grants to Outside Organizations	0	0	0	0
Capital	0	0	0	0
Total Operating Expenditures	148,782	141,589	155,740	150,031
<b>Non-Operating Expenditures Summary</b>				
Transfers	164,885	167,245	166,800	204,595
Distribution of Funds In Trust	0	0	0	0
Debt Service	3,189	4,463	3,414	3,548
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	214,176	6,180	233,924	287,252
Total Non-Operating Expenditures	382,250	177,888	404,138	495,395

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Strategic Area: Health and Society</b>				
Office of the Director	1,640	1,905	14	18
Public Housing Division	66,021	65,255	275	272
Section 8 Housing Choice Voucher	14,928	14,243	24	24
Development	1,164	830	11	12
Finance and Administration	4,679	4,544	67	65
<b>Strategic Area: Economic Development</b>				
Housing and Community Development	67,308	63,254	29	29
Total Operating Expenditures	155,740	150,031	420	420

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	23,494	2,830	2,790	3,186	0	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	2,000	0	0	0	8,000
Capital Funds Program (CFP) - 714	6,512	0	0	0	0	0	0	0	6,512
Capital Funds Program (CFP) - 715	7,285	0	0	0	0	0	0	0	7,285
Capital Funds Program (CFP) - 716	7,370	317	13	0	0	0	0	0	7,700
Capital Funds Program (CFP) - 717	5,429	1,995	0	0	0	0	0	0	7,424
Capital Funds Program (CFP) - 718	1,373	3,448	4,141	2,013	0	0	0	0	10,975
Capital Funds Program (CFP) - 719	0	2,082	2,910	4,015	2,760	0	0	0	11,767
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
Hope VI Grant	640	460	4,064	0	0	0	0	0	5,164
Replacement Housing Factor (RHF)	1,517	391	0	0	0	0	0	0	1,908
Total:	53,620	15,523	17,918	13,214	4,760	0	0	0	105,035
<b>Expenditures</b>									
<b>Strategic Area: HS</b>									
New Affordable Housing Units	25,011	7,221	10,854	7,186	2,000	0	0	0	52,272
Procurement Improvements	0	0	0	0	0	0	0	0	0
Public Housing Improvements	28,609	8,302	7,064	6,028	2,760	0	0	0	52,763
Total:	53,620	15,523	17,918	13,214	4,760	0	0	0	105,035

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **ARCHITECTURAL AND INSPECTION SERVICES (CAPITAL FUND PROGRAMS (CFP))**

**PROJECT #: 807910**



DESCRIPTION: Reimburse planning, architectural design and inspections costs for public housing developments

LOCATION: Countywide

District Located:

Countywide

Various Public Housing Regions

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Funds Program (CFP) - 714	1,179	0	0	0	0	0	0	0	1,179
Capital Funds Program (CFP) - 715	1,130	0	0	0	0	0	0	0	1,130
Capital Funds Program (CFP) - 716	1,497	300	0	0	0	0	0	0	1,797
Capital Funds Program (CFP) - 717	1,250	86	0	0	0	0	0	0	1,336
Capital Funds Program (CFP) - 718	133	490	660	486	0	0	0	0	1,769
Capital Funds Program (CFP) - 719	0	877	600	600	291	0	0	0	2,368
<b>TOTAL REVENUES:</b>	<b>5,189</b>	<b>1,753</b>	<b>1,260</b>	<b>1,086</b>	<b>291</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,579</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Planning and Design	5,189	1,753	1,260	1,086	291	0	0	0	9,579
<b>TOTAL EXPENDITURES:</b>	<b>5,189</b>	<b>1,753</b>	<b>1,260</b>	<b>1,086</b>	<b>291</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,579</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### HOPE VI - SCOTT HOMES HISTORICAL BUILDING

**PROJECT #:** 2000000243



DESCRIPTION: Modernize the one remaining historically designated building in the Scott Homes development  
 LOCATION: 7163 NW 22 Ave District Located: 3  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Hope VI Grant	640	460	0	0	0	0	0	0	1,100
<b>TOTAL REVENUES:</b>	<b>640</b>	<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	500	440	0	0	0	0	0	0	940
Planning and Design	90	20	0	0	0	0	0	0	110
Project Administration	50	0	0	0	0	0	0	0	50
<b>TOTAL EXPENDITURES:</b>	<b>640</b>	<b>460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,100</b>

### LIBERTY SQUARE AND LINCOLN GARDENS

**PROJECT #:** 2000000108



DESCRIPTION: Re-development of Liberty Square and Lincoln Gardens  
 LOCATION: Various Sites District Located: 3  
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	23,494	2,830	2,790	3,186	0	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	2,000	0	0	0	8,000
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
Hope VI Grant	0	0	4,064	0	0	0	0	0	4,064
Replacement Housing Factor (RHF)	1,517	391	0	0	0	0	0	0	1,908
<b>TOTAL REVENUES:</b>	<b>25,011</b>	<b>7,221</b>	<b>10,854</b>	<b>7,186</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,272</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	22,322	6,938	10,575	7,027	1,960	0	0	0	48,822
Planning and Design	2,689	283	279	159	40	0	0	0	3,450
<b>TOTAL EXPENDITURES:</b>	<b>25,011</b>	<b>7,221</b>	<b>10,854</b>	<b>7,186</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>52,272</b>

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$100,000 and includes 0 FTE(s)

### N-DWELLING STRUCTURAL IMPROVEMENTS (CAPITAL FUND PROGRAM (CFP))

**PROJECT #:** 803240



DESCRIPTION: Repair and maintain non-dwelling structures to include community building spaces and administration buildings in various public housing developments  
 LOCATION: Countywide District Located: Countywide  
 Various Public Housing Regions District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 716	20	17	13	0	0	0	0	0	50
Capital Funds Program (CFP) - 717	64	0	0	0	0	0	0	0	64
Capital Funds Program (CFP) - 718	15	15	10	10	0	0	0	0	50
Capital Funds Program (CFP) - 719	0	5	10	15	20	0	0	0	50
<b>TOTAL REVENUES:</b>	<b>149</b>	<b>37</b>	<b>33</b>	<b>25</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	149	37	33	25	20	0	0	0	264
<b>TOTAL EXPENDITURES:</b>	<b>149</b>	<b>37</b>	<b>33</b>	<b>25</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SITE IMPROVEMENTS AND DWELLING STRUCTURES (CAPITAL FUND PROGRAMS (CFP))

PROJECT #: 803250



DESCRIPTION: Perform comprehensive modernization and repairs to existing County owned public housing units  
 LOCATION: Countywide District Located: 13  
 Various Public Housing Regions District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Funds Program (CFP) - 714	5,333	0	0	0	0	0	0	0	5,333
Capital Funds Program (CFP) - 715	6,105	0	0	0	0	0	0	0	6,105
Capital Funds Program (CFP) - 716	5,853	0	0	0	0	0	0	0	5,853
Capital Funds Program (CFP) - 717	4,115	1,909	0	0	0	0	0	0	6,024
Capital Funds Program (CFP) - 718	1,225	2,943	3,471	1,517	0	0	0	0	9,156
Capital Funds Program (CFP) - 719	0	1,200	2,300	3,400	2,449	0	0	0	9,349
<b>TOTAL REVENUES:</b>	<b>22,631</b>	<b>6,052</b>	<b>5,771</b>	<b>4,917</b>	<b>2,449</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,820</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	22,631	6,052	5,771	4,917	2,449	0	0	0	41,820
<b>TOTAL EXPENDITURES:</b>	<b>22,631</b>	<b>6,052</b>	<b>5,771</b>	<b>4,917</b>	<b>2,449</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,820</b>

### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
PUBLIC HOUSING - REPAIRS, MODERNIZATION AND EQUIPMENT	Various Sites	420,000
<b>UNFUNDED TOTAL</b>		<b>420,000</b>



## STRATEGIC AREA

### Economic Development

#### Mission:

To expand and further diversify Miami-Dade County's economy and employment opportunities, by promoting, coordinating and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents

GOALS	OBJECTIVES
AN ENVIRONMENT THAT PROMOTES A GROWING, RESILIENT AND DIVERSIFIED ECONOMY	Promote and support a diverse mix of industries vital to a growing economy
	Create and maintain an environment friendly to businesses, large and small
	Expand job training opportunities aligned with the needs of the local economy
	Continue to leverage Miami-Dade County's strengths in tourism and international commerce
	Provide world-class airport and seaport facilities
ENTREPRENEURIAL DEVELOPMENT OPPORTUNITIES WITHIN MIAMI-DADE COUNTY	Encourage creation of new small businesses
	Expand opportunities for small business to compete for Miami-Dade County contracts
REVITALIZED COMMUNITIES	Foster stable homeownership throughout Miami-Dade County
	Promote development in distressed communities to ensure long-term vitality





## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Aviation

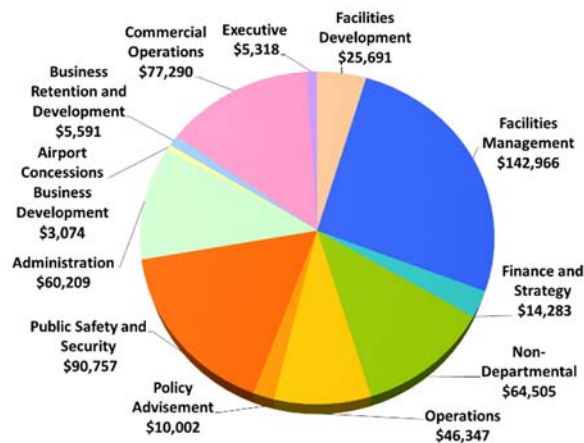
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Transportation and Economic Development strategic areas, MDAD operates Miami International Airport (MIA) and four General Aviation Airports (GAA). MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is considered a primary economic engine for Miami-Dade County and is the major trans-shipment point between the Americas, the Caribbean and Europe. Servicing 103 airlines with routes to over 150 cities on four continents, MIA ranks number one in the United States for international freight and third for international passenger traffic. MIA's vision is to grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.

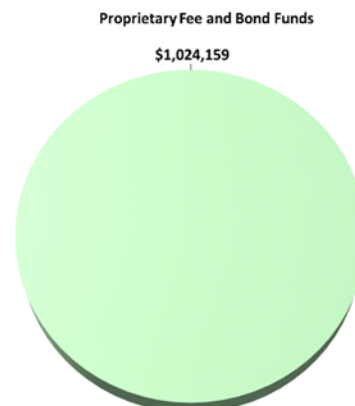
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection, business leaders and the media.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<u>EXECUTIVE</u> Provides leadership and direction to Department staff in accomplishing stated goals and objectives; provides legal representation to MDAD			
<u>FY 18-19</u> 15		<u>FY 19-20</u> 15	
<u>POLICY ADVISEMENT</u> Directs all administrative, financial, operational and policy activities for the Department  <u>FY 18-19</u> <u>FY 19-20</u> 50                                      50		<u>OPERATIONS</u> Provides secure, safe and efficient airfield areas, terminal gates and cargo loading positions for aircraft users; oversees traffic operations and addresses aircraft issues within the community  <u>FY 18-19</u> <u>FY 19-20</u> 445                                      446	
<u>FACILITIES MANAGEMENT</u> Maintains functional, safe and secure facilities, equipment, structures and utilities for internal and external customers  <u>FY 18-19</u> <u>FY 19-20</u> 461                                      471		<u>PUBLIC SAFETY AND SECURITY</u> Directs the investigative police and uniform services; oversees the fire and rescue services at MIA and enforces all local, state and federally mandated security requirements  <u>FY 18-19</u> <u>FY 19-20</u> 123                                      122	
<u>FINANCE AND STRATEGY</u> Oversees accounting and financial services; develops and monitors the operating and capital budgets  <u>FY 18-19</u> <u>FY 19-20</u> 74                                      74		<u>FACILITIES DEVELOPMENT</u> Manages the planning, design and construction of facilities and provides support for the environmental, civil and fuel engineering needs of the Department  <u>FY 18-19</u> <u>FY 19-20</u> 41                                      63	
<u>BUSINESS RETENTION AND DEVELOPMENT</u> Manages the rental and permit agreements of the airport system properties and facilities; monitors concessionaire lease agreements  <u>FY 18-19</u> <u>FY 19-20</u> 40                                      42		<u>ADMINISTRATION</u> Oversees personnel and support services functions; provides information technology and telecommunications services and procurement activities to MDAD and its diverse user base  <u>FY 18-19</u> <u>FY 19-20</u> 142                                      139	
<u>AIRPORT CONCESSIONS BUSINESS DEVELOPMENT</u> Provides customers with superior airport concessions and services by creating business opportunities at MIA for international, national and local firms  <u>FY 18-19</u> <u>FY 19-20</u> 9                                      10			

The FY 2019-20 total number of full-time equivalent positions is 1,432 FTE

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: EXECUTIVE

The Executive Division, which includes the Office of the Director, provides leadership and direction to Department staff in accomplishing the stated goals and objectives.

- Establishes departmental policy, directs overall management, provides long-term vision and implements legislative policy and directives
- Provides legal services to operational divisions

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Departmental Administrative Coordinator from Public Safety and Security to provide office support in the Director's office
- *The FY 2019-20 Adopted Budget includes the transfer of one Paralegal position to the County Attorney Office to assist with increased demand associated with administrative workload*

### DIVISION: ADMINISTRATION

The Administration Division is responsible for managing support functions including procurement, human resources, information technology and the aviation warehouse.

- Provides human resource services: recruitment, employee counseling, training and staff development and administration of policy and procedures
- Advertises solicitations for Invitations to Bid (ITB), Requests for Proposals (RFP) and Architectural and Engineering (A&E)
- Provides information technology and telecommunication services to MDAD and its diverse user base
- Ensures that minority businesses have bidding opportunities on contracts at MIA
- Coordinates procurement activities in order to provide quality goods and services to the Department

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA (millions)	ED2-2	ES-3	OC	↑	\$159.8	\$146.6	\$152.5	\$165.0	\$166.7
Local small car rental concession business (millions)	ED2-2	ES-3	OC	↑	\$8.4	\$7.5	\$9.6	\$6.1	\$7.5
Small business and community outreach meetings held	ED2-2	ES-3	OP	↔	44	45	46	50	53

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of one Division Director to oversee the functions of the contracts and procurement divisions and the transfer of one Aviation Senior Procurement Contracts Officer from the Internal Services Department to provide support for contract solicitation processes (\$214,000)**
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Aviation A/E Administrator position from Business Retention and Development to provide support for the contract solicitation processes
- *The FY 2019-20 Adopted Budget includes the transfer of six positions to the Internal Services Department to consolidate the responsibilities of the Minority Affairs Division (\$577,000)*

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: BUSINESS RETENTION AND DEVELOPMENT

The Business Retention and Development Division expands and develops revenue sources for MIA and the GAA; administers and monitors air carrier and concessionaire lease agreements; and plans future business and economic development for the Department.

- Develops, negotiates and administers leases of land, building spaces and storage areas throughout the County's airport system
- Manages concessionaire lease agreements for the Department
- Monitors lease agreements for the hotel, lounge, restaurant and parking services

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
MIA non-terminal rental revenue (millions)	GG4-1	ES-3	OC	↑	\$59.1	\$60.9	\$60.0	\$61.1	\$60.3
GAA revenue (millions)	GG4-1	ES-3	OC	↑	\$11.6	\$11.4	\$9.5	\$10.2	\$9.5

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of one Special Projects Administrator 1 position and one Administrative Officer 3 position to provide administrative support to upper management (\$192,000)
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Aviation A/E Administrator to Administration to provide support for the contract solicitation process and one Special Project Administrator 1 position from Operations to provide oversight and support for the concessions program

### DIVISION: FACILITIES DEVELOPMENT

The Facilities Development Division manages the planning and development of, and acquisition of funds for, improvements to Miami-Dade County's public use airports to meet growing aviation demands, and supports the environmental, civil and aviation fuel needs of the Department.

- Provides design and construction services to the airports' internal and external customers
- Provides short- and long-range planning for MIA's infrastructure, concourse and terminals, and for individual projects and programs
- Manages federal and state grants that provide funding for MIA's Capital Improvement Program
- Acts in a technical advisory capacity to key stakeholders including the FAA concerning safety standards, regulatory compliance and operating and planning issues
- Conducts land use/zoning analyses
- Supports the environmental, civil and aviation fuel needs of the Department
- Monitors the levels and quality of the domestic water, sewage and storm water systems
- Manages, monitors and maintains Airside Operations area pavement
- Performs audits of tenants for environmental compliance

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Airspace analyses conducted for airport construction (monthly average)*	ED1-5	IE-3	OP	↔	199	178	60	543	50

\*FY 2018-19 Actual reflects the completion of the FPL Hardening program

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of 22 positions to provide adequate staffing levels for completion of the Capital Improvement Program (CIP) (\$2.146 million)

### **DIVISION: FACILITIES MANAGEMENT**

The Facilities Management Division maintains all airport systems and facilities in optimum working condition, including the environmental systems, infrastructure and fuel systems.

- Ensures that facilities at the airport are kept operationally reliable at all times
- Maintains and repairs the facilities and utility systems at MIA and GAA
- Ensures readiness of all new facilities including testing, commissioning and turnover; sets operational standards; and updates MDAD design guidelines

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of ten positions to provide support for maintenance of equipment, buildings, and facilities throughout MIA (\$495,000)

### **DIVISION: FINANCE AND STRATEGY**

The Finance and Strategy Division is responsible for management of accounting and financial services; development and monitoring of the operating and capital budgets; and development and monitoring of the Department's business plan.

- Oversees all accounting activities, including cost accounting, accounts payable and receivable, cash management, and generation of financial statements; coordinates with external auditor for year-end financial audit
- Manages capital and operating budget activities
- Develops and monitors the business plan for the Department on an annual basis
- Applies sound project management principles to control scope, cost, schedule and quality of capital projects at the Aviation Department

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
MIA cost per enplaned passenger	ED1-5	ES-3	OC	↓	\$19.83	\$19.20	\$19.87	\$19.23	\$18.92
MIA passengers (millions)	ED1-5	ES-3	OC	↑	43.8	44.9	45.6	45.8	46.0
MIA cargo tonnage (millions)	ED1-5	ES-3	OC	↑	2.3	2.4	2.3	2.3	2.4
Landing Fee Rate (per 1,000 lbs. in dollars)	ED1-5	ES-3	OC	↓	\$1.63	\$1.67	\$1.62	\$1.62	\$1.62
Enplaned Passengers (millions)	ED1-5	ES-3	OC	↑	21.6	22.2	22.8	22.7	23.1

### DIVISION COMMENTS

- The Department will maintain a competitive landing fee in FY 2019-20 at \$1.62 per 1,000 pound unit of landed weight, which remains at the same level as FY 2018-19

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: AIRPORT CONCESSIONS BUSINESS DEVELOPMENT**

The Airport Concessions Business Development Division provides customers with superior airport concessions and services and creates business opportunities at MIA for international, national and local firms.

- Oversees non-aeronautical revenues generated through the concession program
- Develops, maintains and initiates concessions at MIA to maximize revenue opportunities and meet customer service needs
- Updates the concessions master plan to include national brands, regional brands and local participation in all concessions throughout MIA and add temporary and/or permanent locations to satisfy demand
- Organizes quarterly tenant meetings and individual tenant meetings as needed
- Monitors contract compliance and addresses non-compliance issues through remediation or termination
- Develops, monitors and maintains sales and revenue budget for concessions at MIA
- Conducts annual survey of airport patrons for comparative information on MIA airport patrons' preferences in addition to researching comparable airport benchmarks
- Manages the MIA Mystery Shopper program for terminal-wide concessions to encourage customer service at all levels
- Continues to foster relationships with the travel concessions industry on current and future business opportunities at MIA

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the addition of one Administrative Officer 2 position to provide administrative support to upper management (\$80,000)

### **DIVISION: OPERATIONS**

The Operations Division provides for a safe and secure airfield at MIA; manages the day-to-day operations within the terminal building; oversees the 24 hour traffic operations, which extend from the terminal curb to the airport property line, including the cargo area; oversees operations at the GAA; and addresses the issue of aircraft related noise and land compatibility within the community.

- Manages the day-to-day operation of the facility and acts as a mediator to resolve complaints/issues for tenants, airlines and passengers in MIA terminals
- Provides secure, safe and efficient airfield areas, terminal gates and cargo loading positions for aircraft users
- Provides for the smooth flow of traffic through the airport, monitors ground transportation activity and enforces parking regulations at MIA
- Provides users with a modern, safe and efficiently operated system of airports from which all services associated with general aviation can be acquired
- Develops and implements measures to reduce the negative impact of aircraft noise in residential areas of Miami-Dade County

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Air Operations Area (AOA) Certification Driver Training Attendance	GG4-1	IE-3	OC	↑	7,355	7,881	7,360	8,274	7,515

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of one Airport Operations Agent to provide adequate staffing level at Miami-Opa Locka Executive Airport (\$52,000)**
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Special Projects Administrator 1 position to Business Retention and Development to provide oversight and support for the concessions program and one Special Projects Administrator 1 position from Public Safety and Security to assist upper management with administrative functions

### **DIVISION: POLICY ADVISEMENT**

The Policy Advisement Division directs all administrative, financial and operational activities for the Department; plans and coordinates air carrier route development and route maintenance; manages long-term special projects; and shapes departmental policies.

- Coordinates agenda items for the Board of County Commissioners
- Creates an environment that is visually stimulating for passengers at the airport
- Oversees MIA's image, branding, customer service and electronic and social media
- Coordinates, develops and directs all media relations activities, special events and external communications for the Department
- Prepares marketing plans to attract new business
- Ensures adherence to federal, state and County rules through the Professional Compliance section
- Provides protocol services to ensure a smooth passage of dignitaries through the airport

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of new hires receiving "Miami Begins with MIA" training	ED1-5	IE-3	EF	↑	N/A	100%	100%	100%	100%
Overall customer service ratings for MIA*	ED1-5	IE-3	OC	↑	N/A	N/A	N/A	759	750

\*FY 2018-19 Actual reflects first year that process was in effect

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of one Senior Social Media Specialist position to keep up with expanding workload within the area of digital marketing (\$70,000)**
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Airport Operations Agent to Public Safety and Security to provide enforcement of security directives

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: PUBLIC SAFETY AND SECURITY**

The Public Safety and Security Division oversees investigative police and uniform services as well as fire and rescue services and ensures enforcement of all local, state and federally mandated security requirements.

- Oversees investigative police and uniform services
- Oversees fire and rescue services at MIA
- Ensures the secure movement of people and goods through MIA and enforces all local, state and federally mandated security requirements

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average number of overall crimes at MIA	PS3-3	ES-2	OC	↓	60	67	70	57	70

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Departmental Administrative Coordinator to the Executive Division to provide office support within the Director's office, one Special Projects Administrator 1 to Operations to assist management with administrative functions and one Airport Operations Agent from Policy Advisement to provide enforcement of security directives

### **ADDITIONAL INFORMATION**

- The FY 2019-20 Adopted Budget continues the ninth year of repayment, by the County to MDAD, of a \$14.507 million Federal Aviation Administration (FAA) finding resulting from a FY 2007-08 financial review; repayments will be \$1.45 million for 10 years which began in FY 2010-11
- In FY 2019-20, the Department will increase the number of international routes to 109 from 108 and cargo carriers to 39 from 38 during the same period; the Department will increase low-fare carriers in FY 2019-20 to eleven from ten
- MDAD's promotional funds total \$337,500 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community and Global Outreach Programs (\$235,000), Air Cargo Americas International Congress and Exhibition (\$50,000) and various other activities (\$52,500)

### **CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- ✎ The FY 2019-20 Adopted Budget and Multi-Year Capital Plan, to be referred to as the Capital Improvement Plan (CIP), has fifteen subprograms: MIA Central Base Apron and Utilities, Concourse E, South Terminal, Miscellaneous Projects, Passenger Boarding Bridges, Central Terminal, North Terminal, Terminal Wide, Concourse G Projects, Concourse H Projects, Airside Projects, Landside Projects, Cargo Projects, General Aviation Airport Projects and Reserve Maintenance Projects (total project cost \$1.79 billion; \$351 million in FY 2019-20)
- ✎ The Central Base Apron and Utilities project started construction in the second quarter of 2019 (total project cost \$108.482 million; \$44.112 million in FY 2019-20)
- ✎ Concourse E is now open and in use, South Terminal improvement continues with the installation of the Baggage Handling System (total project cost \$345.685 million; \$44.4 million in FY 2019-20)
- ✎ The Miscellaneous Projects Subprogram is now underway with the installation of central terminal ticket counters (total project cost \$516.794 million; \$78.431 million in FY 2019-20)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

- ✎ The Passenger Boarding Bridge Program has started with the fabrication of the first seven passenger boarding bridges; the balance of the subprograms have started and are making progress and the Reserve Maintenance Subprogram continues to maintain terminal and cargo buildings; the Department anticipates that these improvements will generate greater efficiency in the movement of passengers and planes through MIA, which may result in long term savings and increase revenues (total project cost \$77.85 million, \$13.509 million in FY 2019-20)
- ✎ The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes construction of interior service roads at Miami Opa-Locka Executive Airport, replacement of buildings at Miami Executive Airport, construction of an Airports Operations Control Room (AOC) and construction of runway incursion mitigation projects at Miami Executive Airport (total project cost \$28.012 million; \$6.328 million in FY 2019-20)
- ✎ The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 73 vehicles (\$6.662 million); over the next five years, the Department has budgeted \$13.395 million to replace 155 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	760	888	1,182	1,067	1,319
Fuel	906	1,276	1,283	1,030	1,463
Overtime	5,162	3,533	4,457	3,708	4,433
Security Services	6,202	9,071	8,581	9,945	8,948
Temporary Services	97	18	50	172	130
Travel and Registration	389	351	898	254	886
Utilities	47,541	48,717	50,372	60,148	50,886

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 18-19	Adopted Fee FY 19-20	Dollar Impact FY 19-20
• Concourse Use Fee	4.26	2.40	\$-131,164,000
• Baggage Claim Fee	1.56	0.87	\$-9,447,000
• Baggage Make-up (Capital)	.36	.31	\$-890,000
• Terminal Rent - Class I	89.88	95.00	\$94,000
• Terminal Rent - Class II	134.82	142.50	\$6,823,000
• Terminal Rent - Class III	89.88	95.00	\$1,342,000
• Terminal Rent - Class IV	44.94	47.50	\$783,000
• Terminal Rent - Class V	22.47	23.75	\$13,000
• Terminal Rent - Class VI	89.88	95.00	\$20,000
• Screening Fee	.49	.85	\$7,456,000
• International Facility Fee	2.36	10.66	\$108,992,000

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20	(dollars in thousands)	Total Funding Budget FY 18-19	Adopted FY 19-20	Total Positions Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>					<b>Expenditure By Program</b>				
Aviation Fees and Charges	379,779	379,776	402,860	378,331	<b>Strategic Area: Economic Development</b>				
Carryover	106,181	102,792	84,730	87,883	Executive	5,157	5,318	15	15
Commercial Operations	271,737	273,653	279,753	280,198	Administration	62,219	60,209	142	139
Non-Operating Revenue	87,220	97,709	87,000	92,000	Business Retention and Development	5,967	5,591	40	42
Other Revenues	19,268	24,214	18,933	23,534	Commercial Operations	74,707	77,290	0	0
Rental Income	150,278	147,748	149,707	162,213	Facilities Development	22,523	25,691	41	63
Total Revenues	1,014,463	1,025,892	1,022,983	1,024,159	Facilities Management	126,350	142,966	461	471
<b>Operating Expenditures Summary</b>					Finance and Strategy	13,719	14,283	74	74
Salary	92,769	94,661	101,836	106,528	Airport Concessions	2,994	3,074	9	10
Fringe Benefits	32,573	35,328	41,009	42,050	Business Development				
Court Costs	194	373	494	400	Non-Departmental	61,616	64,505	0	0
Contractual Services	87,803	94,640	107,097	121,011	Operations	44,970	46,347	445	446
Other Operating	129,196	139,135	166,204	173,374	Policy Advisement	9,727	10,002	50	50
Charges for County Services	84,115	87,943	97,254	99,413	Public Safety and Security	87,008	90,757	123	122
Grants to Outside Organizations	0	0	0	0	Total Operating Expenditures	516,957	546,033	1,400	1,432
Capital	3,324	2,789	3,063	3,257					
Total Operating Expenditures	429,974	454,869	516,957	546,033					
<b>Non-Operating Expenditures Summary</b>									
Transfers	481,697	472,130	418,143	385,300					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	87,883	92,826					
Total Non-Operating Expenditures	481,697	472,130	506,026	478,126					

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Aviation 2016 Commercial Paper	200,000	0	0	0	0	0	0	0	200,000
Aviation Passenger Facility Charge	0	43,530	46,533	33,866	18,571	0	0	0	142,500
Aviation Revenue Bonds	78,004	7,786	9,362	1,956	0	0	0	0	97,108
Claims Construction Fund	664	0	0	0	0	0	0	0	664
Double-Barreled GO Bonds	4,288	12,471	13,418	0	0	0	0	0	30,177
FDOT Funds	66,383	20,127	16,311	7,858	8,504	0	0	0	119,183
Federal Aviation Administration	42,387	44,827	4,764	0	0	0	0	0	91,978
Future Financing	4,721	140,147	179,285	191,424	110,173	0	0	0	625,750
Improvement Fund	9,926	7,264	23,344	27,558	1,061	0	0	0	69,153
Reserve Maintenance Fund	119,960	54,834	20,100	24,000	27,000	30,000	35,000	0	310,894
Transportation Security Administration Funds	81,161	20,000	0	0	0	0	0	0	101,161
Total:	607,494	350,986	313,117	286,662	165,309	30,000	35,000	0	1,788,568
<b>Expenditures</b>									
<b>Strategic Area: ED</b>									
Facility Improvements	607,494	350,986	313,117	286,662	165,309	30,000	35,000	0	1,788,568
Total:	607,494	350,986	313,117	286,662	165,309	30,000	35,000	0	1,788,568

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **GENERAL AVIATION AIRPORT PROJECTS**

**PROJECT #: 2000001049**



**DESCRIPTION:** Replace buildings 102 and 109 at Miami Executive Airport; construct interior service road at Miami-Opa locka Executive Airport (OPF); construct runway incursion mitigation option 2 - Phase 1 project at Miami Executive Airport; and construct runway incursion mitigation hot spot#1 with Taxiway H - west extension to Threshold 9R at Miami Executive Airport

**LOCATION:** General Aviation Airports      District Located: 1, 11  
Various Sites      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
FDOT Funds	100	1,873	1,366	0	0	0	0	0	3,339
Federal Aviation Administration	1,190	2,962	0	0	0	0	0	0	4,152
Future Financing	0	0	10,334	3,933	0	0	0	0	14,267
Improvement Fund	2,323	1,187	943	0	0	0	0	0	4,453
Reserve Maintenance Fund	1,395	306	100	0	0	0	0	0	1,801
<b>TOTAL REVENUES:</b>	<b>5,008</b>	<b>6,328</b>	<b>12,743</b>	<b>3,933</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,012</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	3,938	6,116	12,743	3,933	0	0	0	0	26,730
Planning and Design	1,070	212	0	0	0	0	0	0	1,282
<b>TOTAL EXPENDITURES:</b>	<b>5,008</b>	<b>6,328</b>	<b>12,743</b>	<b>3,933</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,012</b>

#### **MIAMI INTERNATIONAL AIRPORT - AIRSIDE PROJECTS**

**PROJECT #: 2000001046**



**DESCRIPTION:** Install a new Airport Surface Management System (SMS) that will help to manage the movement of aircraft from the apron to the taxiways and runways

**LOCATION:** Miami International Airport      District Located: 6  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
FDOT Funds	0	1,000	3,096	0	0	0	0	0	4,096
Future Financing	0	0	6,288	7,039	0	0	0	0	13,327
Improvement Fund	1,281	2,785	707	707	1,061	0	0	0	6,541
<b>TOTAL REVENUES:</b>	<b>1,281</b>	<b>3,785</b>	<b>10,091</b>	<b>7,746</b>	<b>1,061</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,964</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	353	3,053	10,091	7,746	1,061	0	0	0	22,304
Planning and Design	928	732	0	0	0	0	0	0	1,660
<b>TOTAL EXPENDITURES:</b>	<b>1,281</b>	<b>3,785</b>	<b>10,091</b>	<b>7,746</b>	<b>1,061</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,964</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT - CARGO PROJECTS

PROJECT #: 2000001048



DESCRIPTION: Perform various improvements to building 845 including but not limited to roof repairs and interior space reconfiguration

LOCATION: Miami International Airport District Located: 6  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Improvement Fund	120	1,635	545	0	0	0	0	0	2,300
<b>TOTAL REVENUES:</b>	<b>120</b>	<b>1,635</b>	<b>545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	120	1,635	545	0	0	0	0	0	2,300
<b>TOTAL EXPENDITURES:</b>	<b>120</b>	<b>1,635</b>	<b>545</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>

### MIAMI INTERNATIONAL AIRPORT - CENTRAL BASE APRON AND UTILITIES

PROJECT #: 2000000093



DESCRIPTION: Replace, reconfigure and expand apron-east of the old Pan American 3095 Hangar; construct a new service road and service road bridge; provide new pavement markings; and provide culvert and filling of existing canal

LOCATION: Miami International Airport District Located: 6  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Aviation 2016 Commercial Paper	5,886	0	0	0	0	0	0	0	5,886
Aviation Passenger Facility Charge	0	15,222	12,873	14,405	0	0	0	0	42,500
FDOT Funds	1,675	7,320	0	0	0	0	0	0	8,995
Federal Aviation Administration	14,334	16,570	4,764	0	0	0	0	0	35,668
Future Financing	0	5,000	5,000	5,433	0	0	0	0	15,433
<b>TOTAL REVENUES:</b>	<b>21,895</b>	<b>44,112</b>	<b>22,637</b>	<b>19,838</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>108,482</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	16,981	44,112	22,608	19,838	0	0	0	0	103,539
Planning and Design	4,914	0	29	0	0	0	0	0	4,943
<b>TOTAL EXPENDITURES:</b>	<b>21,895</b>	<b>44,112</b>	<b>22,637</b>	<b>19,838</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>108,482</b>

### MIAMI INTERNATIONAL AIRPORT - CENTRAL TERMINAL

PROJECT #: 2000001041



DESCRIPTION: Install fire protection system and CCTV system

LOCATION: Miami International Airport District Located: 6  
Unincorporated Miami-Dade County District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Aviation Revenue Bonds	61	242	2,257	1,956	0	0	0	0	4,516
<b>TOTAL REVENUES:</b>	<b>61</b>	<b>242</b>	<b>2,257</b>	<b>1,956</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,516</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	188	2,257	1,956	0	0	0	0	4,401
Planning and Design	61	54	0	0	0	0	0	0	115
<b>TOTAL EXPENDITURES:</b>	<b>61</b>	<b>242</b>	<b>2,257</b>	<b>1,956</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,516</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT - CONCOURSE E REHABILITATION

**PROJECT #:** 2000000094



**DESCRIPTION:** Renovate MIA's Concourse E to include interior, exterior and code requirement upgrades; upgrade passenger loading bridge; replace automated people mover; rehabilitate apron pavement of Concourse E's Satellite and Lower Concourse; and implement automated processing for inbound international passengers working in conjunction with the Department of Homeland Security utilizing the latest technology and modified Transportation Security Administration approved processes

**LOCATION:** Miami International Airport      District Located: 6  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Aviation 2016 Commercial Paper	23,096	0	0	0	0	0	0	0	23,096
Aviation Revenue Bonds	75,000	0	0	0	0	0	0	0	75,000
FDOT Funds	44,660	2,303	873	37	8,504	0	0	0	56,377
Federal Aviation Administration	8,735	0	0	0	0	0	0	0	8,735
Future Financing	0	42,181	25,752	29,161	11,585	0	0	0	108,679
Reserve Maintenance Fund	73,798	0	0	0	0	0	0	0	73,798
<b>TOTAL REVENUES:</b>	<b>225,289</b>	<b>44,484</b>	<b>26,625</b>	<b>29,198</b>	<b>20,089</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>345,685</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	211,786	42,226	26,109	28,977	20,089	0	0	0	329,187
Planning and Design	13,503	2,258	516	221	0	0	0	0	16,498
<b>TOTAL EXPENDITURES:</b>	<b>225,289</b>	<b>44,484</b>	<b>26,625</b>	<b>29,198</b>	<b>20,089</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>345,685</b>

### MIAMI INTERNATIONAL AIRPORT - CONCOURSE G PROJECTS

**PROJECT #:** 2000001044



**DESCRIPTION:** Install pre-conditioned air equipment in the concourse

**LOCATION:** Miami International Airport      District Located: 6  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Aviation Revenue Bonds	1,310	3,143	786	0	0	0	0	0	5,239
<b>TOTAL REVENUES:</b>	<b>1,310</b>	<b>3,143</b>	<b>786</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,239</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	1,310	3,143	786	0	0	0	0	0	5,239
<b>TOTAL EXPENDITURES:</b>	<b>1,310</b>	<b>3,143</b>	<b>786</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,239</b>

### MIAMI INTERNATIONAL AIRPORT - CONCOURSE H PROJECTS

**PROJECT #:** 2000001045



**DESCRIPTION:** Renovate all second level and ramp level bathrooms in the concourse

**LOCATION:** Miami International Airport      District Located: 6  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Reserve Maintenance Fund	540	2,679	0	0	0	0	0	0	3,219
<b>TOTAL REVENUES:</b>	<b>540</b>	<b>2,679</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,219</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	411	2,649	0	0	0	0	0	0	3,060
Planning and Design	129	30	0	0	0	0	0	0	159
<b>TOTAL EXPENDITURES:</b>	<b>540</b>	<b>2,679</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,219</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT - LANDSIDE PROJECTS

PROJECT #: 2000001047



DESCRIPTION: Replace the existing Parking Access and Revenue Control System; paint the Dolphin and Flaming parking garages; replace fire main in buildings 890, 891 and 896; renovate offices in building 3030; relocate Fuel Farm utilities; re-route Employee Parking Lot Road to east side of parking lot

LOCATION: Miami International Airport District Located: 6  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Double-Barreled GO Bonds	3,713	6,464	0	0	0	0	0	0	10,177
Reserve Maintenance Fund	3,826	8,849	0	0	0	0	0	0	12,675
<b>TOTAL REVENUES:</b>	<b>7,539</b>	<b>15,313</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,852</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	7,311	15,283	0	0	0	0	0	0	22,594
Planning and Design	228	30	0	0	0	0	0	0	258
<b>TOTAL EXPENDITURES:</b>	<b>7,539</b>	<b>15,313</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,852</b>

### MIAMI INTERNATIONAL AIRPORT - MISCELLANEOUS PROJECTS

PROJECT #: 2000000096



DESCRIPTION: Provide pavement of taxiways T, S and R; relocate taxi lot; construct Airport Operations Control Room (AOC); build employee parking garage; replace Concourse E through H ticket counters; and repair MIA parking garage structure

LOCATION: Miami International Airport District Located: 6  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Aviation 2016 Commercial Paper	41,922	0	0	0	0	0	0	0	41,922
Aviation Passenger Facility Charge	0	18,818	12,882	0	0	0	0	0	31,700
Aviation Revenue Bonds	1,142	2,671	6,319	0	0	0	0	0	10,132
Double-Barreled GO Bonds	575	6,007	13,418	0	0	0	0	0	20,000
FDOT Funds	8,200	1,226	3,011	2,935	0	0	0	0	15,372
Federal Aviation Administration	14,740	25,295	0	0	0	0	0	0	40,035
Future Financing	0	24,414	93,356	94,875	96,988	0	0	0	309,633
Improvement Fund	0	0	21,149	26,851	0	0	0	0	48,000
<b>TOTAL REVENUES:</b>	<b>66,579</b>	<b>78,431</b>	<b>150,135</b>	<b>124,661</b>	<b>96,988</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>516,794</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	56,489	75,321	150,135	124,558	96,988	0	0	0	503,491
Planning and Design	10,090	3,110	0	103	0	0	0	0	13,303
<b>TOTAL EXPENDITURES:</b>	<b>66,579</b>	<b>78,431</b>	<b>150,135</b>	<b>124,661</b>	<b>96,988</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>516,794</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT - NORTH TERMINAL

**PROJECT #:** 2000001042



**DESCRIPTION:** Relocate MIA's ID Section; relocate driver training area; and replace credentialing and Identity Management System for the airport

**LOCATION:** Miami International Airport      District Located: 6  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Claims Construction Fund	664	0	0	0	0	0	0	0	664
Improvement Fund	6,202	1,657	0	0	0	0	0	0	7,859
<b>TOTAL REVENUES:</b>	<b>6,866</b>	<b>1,657</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,523</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	6,773	1,657	0	0	0	0	0	0	8,430
Planning and Design	93	0	0	0	0	0	0	0	93
<b>TOTAL EXPENDITURES:</b>	<b>6,866</b>	<b>1,657</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,523</b>

### MIAMI INTERNATIONAL AIRPORT - PASSENGER BOARDING BRIDGES PROGRAM

**PROJECT #:** 2000000596



**DESCRIPTION:** Replace 34 Passenger Boarding Bridges (PBBs) and associated equipment at concourses D, E, F and G within the next 5 years

**LOCATION:** Miami International Airport      District Located: 6  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Aviation 2016 Commercial Paper	810	0	0	0	0	0	0	0	810
Aviation Passenger Facility Charge	0	9,490	20,778	19,461	18,571	0	0	0	68,300
Future Financing	4,721	4,019	0	0	0	0	0	0	8,740
<b>TOTAL REVENUES:</b>	<b>5,531</b>	<b>13,509</b>	<b>20,778</b>	<b>19,461</b>	<b>18,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,850</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	5,122	13,083	20,338	18,761	17,630	0	0	0	74,934
Planning and Design	409	426	440	700	941	0	0	0	2,916
<b>TOTAL EXPENDITURES:</b>	<b>5,531</b>	<b>13,509</b>	<b>20,778</b>	<b>19,461</b>	<b>18,571</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,850</b>

### MIAMI INTERNATIONAL AIRPORT - RESERVE MAINTENANCE PROJECTS

**PROJECT #:** 2000000068



**DESCRIPTION:** Provide funding for various unusual and/or extraordinary projects including but not limited to maintenance, repairs, renewals and/or replacement; provide funding for replacement of IT equipment, miscellaneous environmental projects and paving rehabilitation

**LOCATION:** Miami International Airport      District Located: 6  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Reserve Maintenance Fund	40,076	43,000	20,000	24,000	27,000	30,000	35,000	0	219,076
<b>TOTAL REVENUES:</b>	<b>40,076</b>	<b>43,000</b>	<b>20,000</b>	<b>24,000</b>	<b>27,000</b>	<b>30,000</b>	<b>35,000</b>	<b>0</b>	<b>219,076</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	37,672	40,420	18,800	22,560	25,380	28,200	32,900	0	205,932
Planning and Design	2,404	2,580	1,200	1,440	1,620	1,800	2,100	0	13,144
<b>TOTAL EXPENDITURES:</b>	<b>40,076</b>	<b>43,000</b>	<b>20,000</b>	<b>24,000</b>	<b>27,000</b>	<b>30,000</b>	<b>35,000</b>	<b>0</b>	<b>219,076</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT - SOUTH TERMINAL IMPROVEMENTS

PROJECT #: 2000000095



DESCRIPTION: Enhance MIA's south terminal baggage handling system; replace roof in Concourse H; renovate Concourse H to include conversion of gates H12, H14 and H15 from domestic only gates to international capable arrival gates; and modify gate H15 to accommodate A-380 aircraft to sustain airport growth and flexibility

LOCATION: Miami International Airport District Located: 6  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Aviation 2016 Commercial Paper	128,286	0	0	0	0	0	0	0	128,286
Aviation Revenue Bonds	491	1,730	0	0	0	0	0	0	2,221
FDOT Funds	11,748	6,405	7,965	4,886	0	0	0	0	31,004
Federal Aviation Administration	3,388	0	0	0	0	0	0	0	3,388
Future Financing	0	60,533	34,355	50,983	1,600	0	0	0	147,471
Transportation Security Administration Funds	81,161	20,000	0	0	0	0	0	0	101,161
<b>TOTAL REVENUES:</b>	<b>225,074</b>	<b>88,668</b>	<b>42,320</b>	<b>55,869</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>413,531</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	214,592	85,623	42,320	55,869	1,600	0	0	0	400,004
Planning and Design	10,482	3,045	0	0	0	0	0	0	13,527
<b>TOTAL EXPENDITURES:</b>	<b>225,074</b>	<b>88,668</b>	<b>42,320</b>	<b>55,869</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>413,531</b>

### MIAMI INTERNATIONAL AIRPORT - TERMINAL WIDE PROJECTS

PROJECT #: 2000001043



DESCRIPTION: Replace MIA's public address system including but not limited to head-end equipment and amplifiers in all terminal and concourse areas

LOCATION: Miami International Airport District Located: 6  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	4,000	4,200	0	0	0	0	0	8,200
Reserve Maintenance Fund	325	0	0	0	0	0	0	0	325
<b>TOTAL REVENUES:</b>	<b>325</b>	<b>4,000</b>	<b>4,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,525</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	4,000	4,200	0	0	0	0	0	8,200
Planning and Design	325	0	0	0	0	0	0	0	325
<b>TOTAL EXPENDITURES:</b>	<b>325</b>	<b>4,000</b>	<b>4,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,525</b>



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands)
		ESTIMATED PROJECT COST
MIA - APRON AND TAXI LANE PAVEMENTS - CONCOURSES D AND E	Miami International Airport	5,600
MIA - APRON AND TAXI LANE PAVEMENTS - CONCOURSES E AND F	Miami International Airport	10,440
MIA - CARGO OPTIMIZATION PROGRAM - PHASE 1 AND 2	Miami International Airport	14,000
MIA - CENTRAL BASE APRON UTILITIES IMPROVEMENTS - PHASE 2	Miami International Airport	38,000
MIA - CENTRAL TERMINAL REDEVELOPMENT	Miami International Airport	522,000
MIA - EXPAND CONCOURSE D TO THE EAST EXTENSION	Miami International Airport	396,000
MIA - EXPAND CONCOURSE D TO THE WEST EXTENSION	Miami International Airport	449,000
MIA - LAND ACQUISITION	Miami International Airport	15,000
MIA - LANDSIDE PROJECTS	Miami International Airport	37,000
MIA - MIDFIELD BLAST FENCE	Miami International Airport	10,000
MIA - NORTH TERMINAL IMPROVEMENTS	Miami International Airport	61,000
MIA - PERIMETER ROAD WIDENING	Miami International Airport	20,000
MIA - SOUTH TERMINAL EXPANSION	Miami International Airport	356,000
MIA - TERMINAL WIDE PROJECTS	Miami International Airport	84,000
MIAMI - OPA LOCKA EXECUTIVE AIRPORT - IMPROVEMENTS	Miami - Opa locka Executive Airport	1,300
<b>UNFUNDED TOTAL</b>		<b>2,019,340</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Miami-Dade Economic Advocacy Trust

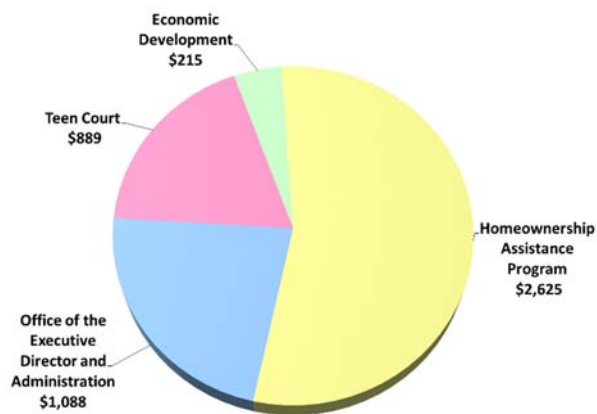
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black community within Targeted Urban Areas (TUAs) as identified by Miami-Dade County.

As part of the Economic Development and Public Safety strategic areas, MDEAT encourages and facilitates the coordination of programs providing assistance to the Black community and strives for the elimination of disparities within the community-at-large. These programs include affordable housing opportunities for low-to-moderate income families, a teen court diversion program for youths and various economic development initiatives to better the Black community of Miami-Dade County.

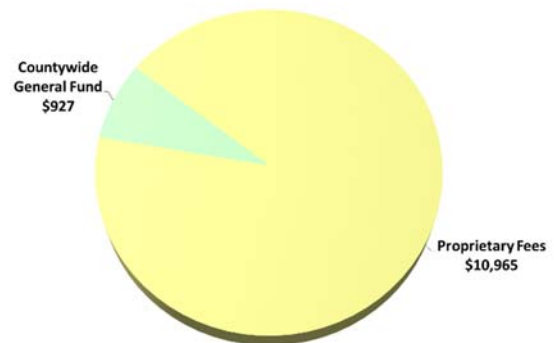
MDEAT is governed by a 15 member Board of Trustees selected by the Miami-Dade Economic Advocacy Trust Nominating Council and appointed by the Board of County Commissioners. The Executive Director nomination is submitted by the Board of Trustees to the County Mayor, who recommends the nominee to the Board of County Commissioners for approval.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><b><u>OFFICE OF THE EXECUTIVE DIRECTOR</u></b></p> <p>Oversees programs, special initiatives and advocacy activities that address disparities that exist for the Black community within Targeted Urban Areas as identified by Miami-Dade County in the areas of housing, economic development and criminal justice</p> <p style="text-align: center;"><u>FY 18-19</u>                      <u>FY 19-20</u> 2                                      2</p>
	<p style="text-align: center;"><b><u>ADMINISTRATION</u></b></p> <p>Develops the Department's operating and capital budgets; administers grant funds; performs procurement, personnel and accounts receivable and payable functions</p> <p style="text-align: center;"><u>FY 18-19</u>                      <u>FY 19-20</u> 4                                      4</p>
	<p style="text-align: center;"><b><u>ECONOMIC DEVELOPMENT</u></b></p> <p>Promotes business expansion, retention and job creation in the Black community within Targeted Urban Areas through capacity-building workshops, trainings and special initiatives based on emerging economic trends</p> <p style="text-align: center;"><u>FY 18-19</u>                      <u>FY 19-20</u> 1                                      1</p>
	<p style="text-align: center;"><b><u>TEEN COURT</u></b></p> <p>Provides an alternative sanctioning program for first-time misdemeanor juvenile offenders, as well as training for youth interested in the field of law</p> <p style="text-align: center;"><u>FY 18-19</u>                      <u>FY 19-20</u> 8                                      8</p>
	<p style="text-align: center;"><b><u>HOMEOWNERSHIP ASSISTANCE PROGRAM</u></b></p> <p>Provides homeownership opportunities to low-to-moderate income families through technical and financial assistance</p> <p style="text-align: center;"><u>FY 18-19</u>                      <u>FY 19-20</u> 5                                      9</p>

The FY 2019-20 total number of full-time equivalent positions is 24

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: OFFICE OF THE EXECUTIVE DIRECTOR AND ADMINISTRATION**

The Office of the Executive Director and the Administration Division provide overall leadership and coordination of departmental operations and ensure financial, fiscal and accounting controls.

- Oversees programs, special initiatives and advocacy activities that address disparities of Black residents in comparison to the community-at-large in the areas of homeownership, economic development and criminal justice
- Develops the operating and capital budgets
- Administers grant funds
- Performs procurement, personnel and accounting functions

### **DIVISION: HOMEOWNERSHIP ASSISTANCE PROGRAM**

The Homeownership Assistance Program Division provides homeownership opportunities to low-to-moderate income families through technical and financial assistance.

- Provides down payment and closing cost assistance to qualified first-time low-to-moderate income homebuyers
- Processes mortgage applications for affordable homeownership
- Establishes partnerships with public, private sector and financial institutions to provide housing opportunities for low-to-moderate income homebuyers

#### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
New homeowners provided closing costs and down payment assistance*	ED3-1	HW-1	OP	↔	294	275	275	261	300
Affordable housing community forums and housing events held	ED3-1	ES-3	OP	↔	31	32	40	29	40

\* Actuals for FY 2018-19 reflect a decrease due to a lack of affordable housing

#### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes four additional positions to assist with the Homeownership Assistance Program: an Administrative Officer 3 that will serve as a loan servicing manager, an Office Support Specialist 1 to perform receptionist functions, an Office Support Specialist 2 to perform clerical functions and a Training Specialist 3 to provide training and assistance to various loan providers, as well as the public

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ECONOMIC DEVELOPMENT

The Economic Development Division helps to address the socio-economic disparity of the Black community within Targeted Urban Areas by advocating and coordinating initiatives and programs for the benefit of the community-at-large.

- Promotes business expansion, retention and job creation in the Black community
- Promotes expansion of the small business community through capacity-building workshops, trainings and special initiatives based on emerging economic trends

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Community Economic Development Forums sponsored	ED2-1	ES-3	OP	↔	3	6	6	6	6

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget continues funding for a summer youth employment program that connects high school students with employment opportunities throughout the business, government and legal communities within the Targeted Urban Areas (\$22,000)

### DIVISION: TEEN COURT

The Teen Court Division provides an alternative sanctioning program for first-time misdemeanor juvenile offenders, as well as training for youths interested in law.

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Juveniles referred to Teen Court*	PS1-1	ES-2	OP	↔	298	218	300	170	300
Workshops held for Teen Court participants*	PS1-1	ES-2	OP	↔	193	191	200	234	200
Courtroom sessions held by participating juveniles*	PS1-1	ES-2	OP	↔	225	161	220	137	185

\*The reported number of juveniles referred to Teen Court was comparatively lower in FY 2018-19; this reduction is attributed to the reduced number of juvenile arrests; as a result, an increased number of workshops for Teen Court participants and volunteers were held

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	37	2	43	34	40
Fuel	0	0	0	0	0
Overtime	0	1	0	0	0
Rent	0	0	13	0	13
Security Services	19	19	10	19	15
Temporary Services	13	33	52	61	0
Travel and Registration	2	1	2	1	0
Utilities	12	9	9	9	9

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	492	782	891	927
Carryover	4,641	5,729	5,985	7,594
Documentary Stamp Surtax	3,182	2,894	2,700	2,500
Donations	0	20	0	0
Interest Earnings	23	84	24	110
Surtax Loan Payback	2	2	2	1
Teen Court Fees	777	749	776	760
Total Revenues	9,117	10,260	10,378	11,892
<b>Operating Expenditures Summary</b>				
Salary	1,287	1,321	1,477	1,636
Fringe Benefits	454	489	594	682
Contractual Services	90	156	115	156
Other Operating	80	49	104	102
Charges for County Services	65	48	132	122
Grants to Outside Organizations	1,474	1,438	1,838	2,118
Capital	0	0	1	1
Total Operating Expenditures	3,450	3,501	4,261	4,817
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	6,117	7,075
Total Non-Operating Expenditures	0	0	6,117	7,075

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Strategic Area: Public Safety</b>				
Teen Court	822	889	8	8
<b>Strategic Area: Economic Development</b>				
Office of the Executive Director and Administration	1,030	1,088	6	6
Economic Development	211	215	1	1
Homeownership Assistance Program	2,198	2,625	5	9
Total Operating Expenditures	4,261	4,817	20	24

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

<b><u>Department Operational Unmet Needs</u></b>			
<b>Description</b>	<b>(dollars in thousands)</b>		<b>Positions</b>
	<b>Startup Costs/ Non-Recurring Costs</b>	<b>Recurring Costs</b>	
Expand the Teen Court Program to the south end of Miami-Dade County	\$62	\$138	2
Provide funding for a disparity study as per the Ordinance 09-70	\$200	\$0	0
Hire one Economic Development Statistician to manage the Disparity Study and assist with data collection for the advocacy efforts of the trust	\$0	\$100	1
Replace the office paneling and install new electrical and computer wiring	\$210	\$0	0
Hire one Policy Analyst	\$0	\$100	1
Hire one Legislative Analyst	\$0	\$100	1
<b>Total</b>	<b>\$472</b>	<b>\$438</b>	<b>5</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Regulatory and Economic Resources

The Regulatory and Economic Resources (RER) Department's mission is to enable sustainable economic development through smart regulatory, planning and resiliency strategies and business expansion initiatives. In fulfilling this mission, the Department strives to provide efficient regulatory, planning and economic development services and pursue resilience to ensure overall health of the community now and in the future. RER provides a broad portfolio of services in order to support its mission.

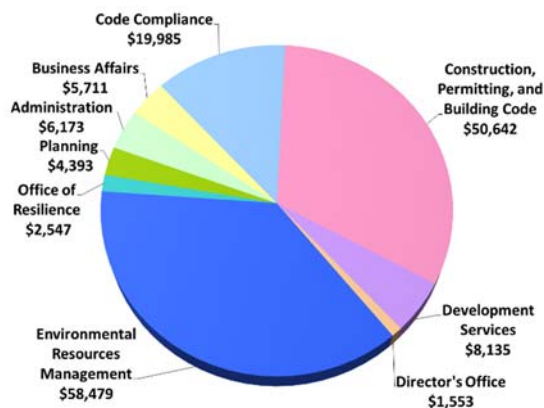
RER performs activities that are related to both the Neighborhood and Infrastructure and the Economic Development strategic areas. As part of the Neighborhood and Infrastructure strategic area, RER provides services, such as contractor licensing enforcement, construction products evaluation, training, education and certification of building code enforcement personnel countywide; reviews zoning and land platting applications, issues building permits and performs inspections to verify compliance with the applicable construction codes and regulations; and investigates complaints, enforces the correction of building code violations related to new and existing buildings, enforces local regulations related to unsafe buildings and structures and provides neighborhood code compliance services. The Department oversees protection of our air, water and soil resources, including protection of the Biscayne Aquifer, our sole source of drinking water; responds to complaints regarding pollution; oversees clean-up of contaminated soil; protects, restores and enhances natural areas and monitors environmental resources; manages beach renourishment; and acquires and protects environmentally endangered lands. RER prepares zoning recommendations, coordinates all concurrency management activities, reviews development plans for compliance with zoning regulations, issues certificates of use, administers impact fee collections and provides technical support at zoning meetings of the Board of County Commissioners (BCC) and Community Zoning Appeals Boards. RER administers and enforces growth management through the Comprehensive Development Master Plan (CDMP) and the Historic Preservation ordinance. Finally, the Department is responsible for proactively engaging all County departments, as well as other jurisdictions and stakeholders, to plan and execute strategies to address the most pressing threats to the resiliency of Miami-Dade County.

As part of the Economic Development strategic area, RER promotes film and television related industries; promotes economic growth through administration of local economic development programs including the Qualified Target Industry (QTI) and the Targeted Jobs Incentive Fund (TJIF) programs; and enforces consumer laws and licensing requirements that protect purchasers of goods and services. Other functions include coordinating international trade activities and coordination with the County's agricultural industry.

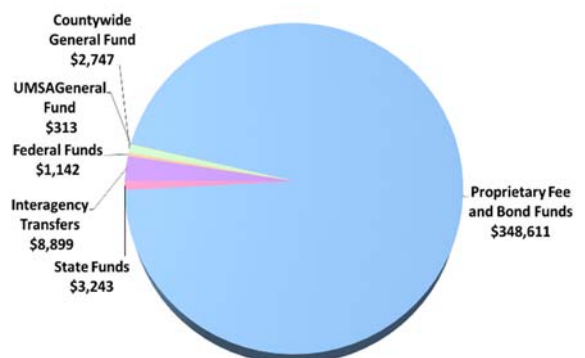
RER works closely with the building and development industry, local, state and federal environmental regulatory agencies and other County departments that require close coordination, including Fire Rescue, Transportation and Public Works and the Water and Sewer Department.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



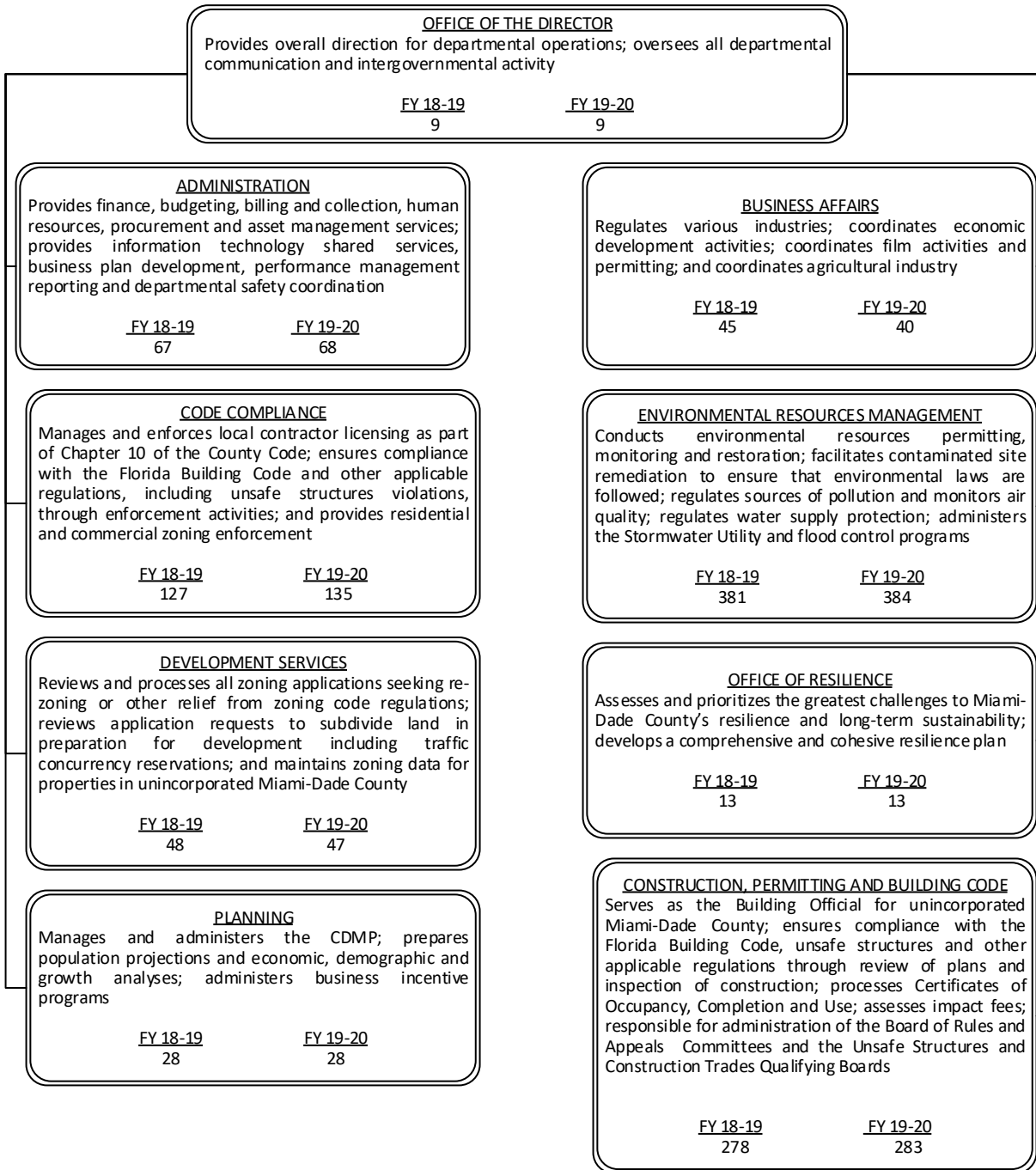
**Revenues by Source**  
(dollars in thousands)





# FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2019-20 total number of full-time equivalent positions is 1007.75

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: DIRECTOR'S OFFICE**

The Office of the Director is responsible for overseeing policies and procedures; coordinating intergovernmental and communications activities; providing long-term vision and overall direction and coordination for all divisions; and representing the interests of the Department at the local, national and international levels.

### **DIVISION: CONSTRUCTION, PERMITTING, AND BUILDING CODE**

The Construction, Permitting and Building Code Division serves as the Building Official for unincorporated Miami-Dade County and enforces the Florida Building Code (FBC) and other applicable construction regulations through the review of plans and inspection of construction.

- Processes construction permit applications
- Inspects structures to ensure compliance with the Florida Building Code (FBC) and issues permits
- Provides administrative and clerical support for the Board of Rules and Appeals, the Construction Trades Qualifying Board and the Unsafe Structures Board
- Provides technical information and assistance to unincorporated and municipal building departments to ensure uniformity in the enforcement and interpretation of the FBC
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County
- Issues contractor licenses

#### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of field inspections rejected	NI1-2	IE-1	EF	↓	15%	15%	20%	19%	20%
Average business days to process residential permit applications	NI1-2	IE-1	EF	↓	11	10	12	10	12
Average business days to process commercial permit applications	NI1-2	IE-1	EF	↓	22	22	23	22	23
Permits issued*	NI1-2	IE-1	OP	↔	50,988	67,830	50,000	64,924	50,000

\* FY 2017-18 Actual and FY 2018-19 Actual reflect increased activity due to permits issued as a result of Hurricane Irma

#### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the addition of four positions (\$394,000) and the transfer of one position from the Development Services Division to support and increase oversight of roofing and electrical site inspections and front counter customer service at the Permitting and Inspection Center

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ENVIRONMENTAL RESOURCES MANAGEMENT**

The Environmental Resources Management Division protects air, water, soils and natural systems that are vital to human health and safety and provide habitat for unique plant and animal communities that occur nowhere else in the world.

- Oversees countywide environmental regulatory functions including air and water quality monitoring, endangered lands acquisition and restoration and remediation of contaminated sites
- Manages, coordinates and administers environmental education programs
- Enforces federal, state and local laws to prevent water and air pollution; protects vulnerable drinking water supply and water infrastructure; and minimizes flooding
- Investigates complaints received from the public
- Administers the Stormwater Utility and flood control programs
- Supports the Environmental Quality Control Board in review of and action upon appeals or requests for variances

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of contaminated site rehabilitation documents reviewed within 60 days	NI3-2	IE-2	EF	↑	93%	93%	92%	91%	92%
Percentage of wellfield monitoring samples collected on an annual basis	NI3-2	IE-2	EF	↑	99%	99%	99%	99%	99%
Percentage of sanitary nuisance complaints responded to within 24 hours	NI3-2	IE-1	EF	↑	96%	93%	95%	93%	95%
Percentage of Resource Protection Permit applications reviewed within 30 days (Class I - VI Permits)	NI3-2	IE-1	EF	↑	99%	96%	99%	99%	99%
Percentage of wetland acres reviewed for unauthorized impacts*	NI3-2	IE-1	EF	↑	83%	50%	50%	50%	50%
Percentage of samples from Biscayne Bay surface water in compliance with County bacterial standard	NI3-2	IE-2	OC	↑	99%	92%	99%	95%	99%
Percentage of surface water monitoring samples collected within 30 days	NI3-2	IE-2	EF	↑	99%	98%	99%	99%	99%
Percentage of building permit plans reviewed within eight business days	NI3-2	IE-1	EF	↑	93%	95%	95%	95%	95%
Percentage of state air quality permits issued within 60 days	NI3-1	IE-1	EF	↑	98%	100%	100%	100%	95%
Percentage of County air quality permits issued within eight days**	NI3-1	IE-1	EF	↑	91%	74%	100%	91%	70%

\*The FY 2016-17 Actual reflects additional one-time inspections checking for unauthorized dumping of solid waste materials in remote areas of the County

\*\*FY 2019-20 Target revised to reflect actual trend

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- ☛ **The FY 2019-20 Adopted Budget includes the addition of one Hydrogeologist 2 (\$81,000) and two Environmental Resources Project Supervisors (\$189,000) to perform petroleum tank inspections on behalf of the State of Florida**
- ☛ The FY 2019-20 Adopted Budget includes budgeted reimbursements of \$500,000 from the Miami-Dade Aviation Department for personnel and operating expenses; activities related to oversight of environmental aspects of construction activities, assessment and oversight of the cleanup of contaminated sites and inspections of permitted facilities
- ☛ In FY 2019-20, the Parks, Recreation and Open Spaces Department will continue managing land in the Environmentally Endangered Lands (EEL) Program, with funding support from the EEL Program (\$3 million); additionally, the FY 2019-20 Proposed Budget includes a \$2.85 million transfer from the Environmentally Endangered Lands (EEL) Acquisition Trust Fund to the EEL Management Trust Fund for continued maintenance of previously purchased properties
- ☛ In FY 2019-20, the Environmental Resources Management Division will continue to support a sustainable environment by offering free trees to plant in the community through the Adopt-a-Tree Program funded by donations and operating funds (\$208,000) and funding for Environment Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division (\$430,000)
- ☛ The FY 2019-20 Adopted Budget includes a transfer of \$140,000 to the Miami River Commission for debris removal and water purification activities along the portion of the Miami River West of NW 27th Avenue that lies within the Unincorporated Municipal Service Area (UMSA)

### **DIVISION: PLANNING**

The Planning Division provides policies for sound growth management, historic preservation, urban planning and transportation development through the CDMP and related activities.

- Conducts long and short-range planning activities relating to the social, economic and physical development and growth management of the County
- Administers and implements the County's CDMP and its policies
- Conducts studies promoting smart growth
- Conducts demographic, economic and geographic research
- Provides support to County departments, the Board of County Commissioners, advisory committees and boards and outside local agencies and governments
- Administers the Concurrency Management Program, Agricultural Practices Board and Historic Preservation Board
- Coordinates countywide historic preservation activities and implements the requirements of Miami-Dade County's Historic Preservation ordinance
- Conducts economic analysis to assist the administration and the BCC in evaluating policy options and administers state and local economic incentives, including the QTI and County TJIF

### DIVISION COMMENTS

- ☛ **The FY 2019-20 Adopted Budget includes \$1.056 million (\$556,000 funded by planning revenue and \$500,000 funded by the Future Services Reserve) associated with support and outreach efforts related to the 2020 decennial Census Campaign; allocation of the funding from the Future Services Reserve will be recommended by the Census Liaison to the Board of County Commissioners for consideration**
- The FY 2019-20 Adopted Budget includes a reimbursement of \$70,000 from the Transportation Planning Organization to coordinate long and short-range land use and demographic activities while reviewing transportation-related projects and activities in coordination with the metropolitan transportation planning process

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### **DIVISION: DEVELOPMENT SERVICES**

The Development Services Division maintains zoning data and implements the zoning code, including the permitted uses, for properties in unincorporated Miami-Dade County.

- Reviews and evaluates zoning public hearing applications and land platting
- Prepares community-based development plans and implementing ordinances
- Provides technical assistance to developers and the public
- Provides support to various boards and committees including the Development Impact Committee (DIC) Executive Council, Community Zoning Appeals Board and the Board of County Commissioners

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the transfer of one position to the Construction, Permitting and Building Code Division to support roofing inspections

### **DIVISION: ADMINISTRATION**

The Administration Division provides coordination of departmental personnel, finance, budget, planning, procurement, information systems and customer service functions.

- Prepares and monitors the Department's operating and capital budgets
- Coordinates the departmental business plan and performance management reports
- Oversees revenue collection, billing, grant management, accounts payable, financial reporting, procurement, capital and material inventory control and fleet management
- Coordinates information technology shared services for the Department
- Manages personnel functions including payroll, labor management, recruitment, compensation, personnel reporting, employee safety, emergency management and performance evaluation
- Pursues opportunities for technology improvements to improve customer service, increase efficiency and provide greater information access and exchange department-wide

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the transfer of one position from the Code Compliance Division to provide broader and enhanced administrative support and compliance functions throughout the Department
- The FY 2019-20 Adopted Budget includes payments in the amount of \$126,000 for services provided by Audit and Management Services (\$75,000), Human Resources (\$42,000), and Finance (\$9,000) for Purchase Card Industry (PCI) compliance

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: BUSINESS AFFAIRS

The Business Affairs Division incorporates functions related to regulation, agriculture, consumer protection, economic development, and film and entertainment activities.

- Licenses and regulates the locksmith, towing, motor vehicle, moving, vehicle immobilization, motor vehicle title loan and water re-metering industries; registers telecommunication companies; and issues domestic partnership certificates
- Promotes the film and entertainment industry through various initiatives, including business attraction and industry development, policy formation efforts at the state and local levels, the issuing of film permits, administration of the Television, Film and Entertainment Production Incentives Program and coordination of support between production companies and County departments
- Administers Wage Theft Program to promote economic security for Miami-Dade County residents

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Business matchmaking meetings arranged*	ED1-4	ES-3	OP	↔	165	180	180	41	0
Inbound missions supported*	ED1-4	ES-3	OP	↔	50	48	50	32	0
Film industry jobs created	ED1-1	ES-3	OC	↑	11,035	12,640	12,500	11,034	12,600

\* Legislation was adopted July 10, 2019 that placed these functions performed by RER to be formally transferred to the BCC effective October 1st, 2019

### DIVISION COMMENTS

- 👉 The FY 2019-20 Adopted Budget includes support to the Slamdance Miami Film Festival in the amount of \$15,000; Slamdance Miami is a transformative festival that provides local filmmakers a voice on the international stage as well as attracting new filmmakers to our area and will, on its own, market Miami-Dade County as a filming destination
- 👉 The FY 2019-20 Adopted Budget includes the purchase of additional licenses, giving increased functionality to the Consumer Protection online licensing module (\$256,000)
- 👉 The FY 2019-20 Adopted budget includes \$1.55 million allocation to be used towards business development technology initiatives that includes \$400,000 towards an eMerge Americas conference that takes place March 2020, a \$1 million allocation towards the Technology Foundation of the Americas that is acting as the fiscal agent for the Global Co-Creation Lab, and \$150,000 to be allocated to the Venture Hive program to provide consultation services
- 👉 The FY 2019-20 Adopted Budget includes support from the Greater Miami Convention and Visitors Bureau for economic development and film activities (\$75,000)
- 👉 The Department is formalizing grant agreements based on the \$90 million in Economic Development Fund (EDF) allocations approved by the Board of County Commission (BCC); to date, grant agreements valued at \$40.6 million have been approved
- In FY 2019-20, the Department will verify compliance with the amended Film and Entertainment Production Incentive Program which modified minimum application requirements and procedures to ensure productions continue to be attracted to film in the County; the program was designed to attract production companies through rebates of \$50,000 or \$100,000 based on expenditures within the County, the budget includes \$500,000 programmed in General Government
- The FY 2019-20 Adopted Budget includes the transfer of the Jay Molina International Trade Consortium from the purview of the Mayor to the Board of County Commissioners (BCC), as adopted on July 7, 2019 Ordinance No. 19-63; five positions from RER will be transferred to the BCC

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: OFFICE OF RESILIENCE**

The Office of Resilience is responsible for assessing and prioritizing the greatest threats to Miami-Dade County's resilience and long-term sustainability and developing a comprehensive and cohesive Resilience Plan.

- Engages and works with diverse leaders and stakeholders from within County government and throughout the community to insure inclusive input in determining and addressing the most pressing threats to Miami-Dade County
- Works closely with Rockefeller 100 Resilient Cities and other partners to develop a Resilience Plan that ensures resilience strategies are integrated within all of the County's planning and operations
- Develops, coordinates and facilitates an enhanced capital plan to begin preparing existing and future infrastructure for current and future impacts of flooding, sea level rise, storm surge and other climate change related threats and impacts
- Implements the Sustainable Buildings Program and facilitates other efforts to decrease greenhouse gas emissions by increasing the use of renewable energy and improving fuel and energy efficiency, both County and community-wide
- Facilitates education and outreach on climate change, sea level rise, energy and water efficiency and other resilience issues and efforts being undertaken by the County and its local and regional partners, to internal and external entities
- Works with strategic partners to utilize innovative research and solutions to create jobs and economic opportunities in the community while building resilience

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Number of activities implemented to decrease Countywide energy consumption	GG4-4	LS-1	OP	↔	35	40	39	49	45
Number of adaptation/resiliency activities in progress or completed	GG4-4	LS-1	OP	↔	14	20	11	12	12

### **DIVISION COMMENTS**

- ☛ The FY 2019-20 Adopted Budget includes \$500,000 to support efforts relating to the Resilient305 Strategy, a partnership between Miami-Dade County, the City of Miami and Miami Beach created to address resilience challenges in our communities that include sea level rise, an insufficient transportation system, the lack of affordable housing and infrastructure failures; this strategy will also address other priority shocks and stresses in a collaborative and synergistic process
- ☛ The FY 2019-20 Adopted Budget includes an allocation to Marine Research Hub of South Florida, funded from the Future Services Reserve, to create partnerships with local universities and leaders in the marine industry in the hopes of making the region an industry hub for marine sciences (\$50,000)
- ☛ In FY 2019-20, the Department will continue to develop a program for existing large private and public sector buildings to track and reduce energy and water consumption and associated costs and improve the performance and resilience of facilities in our community

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: CODE COMPLIANCE**

The Code Compliance Division administers code compliance efforts related to the Florida Building Code (FBC), including construction work conducted without a permit and unsafe structures violations and Neighborhood Codes, including zoning and owners' maintenance violations, and performs contractor licensing enforcement activities.

- Processes violations of the FBC, Chapters 8 and 10 of the County Code and unsafe structures regulations; directs all enforcement activities
- Provides residential and commercial code enforcement to enhance the safety and aesthetics of the community through residential outreach and promotion of voluntary compliance
- Oversees nuisance abatement, zoning violations and other maintenance regulations

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average calendar days from zoning complaint to first inspection	NI1-3	ES-2	EF	↓	3	6	3	4	3
Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection	NI1-1	ES-2	EF	↓	4	5	3	4	3
Rate of Voluntary Compliance with Warning Letters Issued	NI1-1	ES-2	EF	↑	65%	63%	67%	64%	65%
Average Days from Junk/Trash/Overgrowth Complaint to First Inspection	NI1-1	ES-2	EF	↓	3	5	3	4	3






### **DIVISION COMMENTS**

- ☛ The FY 2019-20 Adopted Budget includes the addition of one Compliance Officer 1 (\$74,000) position to perform annual inspections as part of the renewal process for a home office certificate of use as required by updated regulations
- ☛ The FY 2019-20 Adopted Budget includes the addition of one Roofing Inspector (\$109,000) and two Building Inspector (\$208,000) positions to effectively and timely address FBC complaints, as well as enhance customer service levels by addressing the backlog of work without permit cases, pending Notice of Violation Compliance Inspections and overdue Civil Violation Notice Compliance Inspections
- ☛ The FY 2019-20 Adopted Budget includes the addition of one Compliance Officer 2 (\$80,000) and four Compliance Officer 1 (\$284,000) positions to establish a code education and compliance roving team in the unincorporated municipal service area that will primarily address urgent code compliance matters and neighborhood aesthetics, as well as further implement the Division's "Let's Work Together" initiative to and educate and collaborate with residents on matters to proactively seek compliance
- The FY 2019-20 Adopted Budget includes the transfer of one position to the Administrative Services Division to support broader administrative support and compliance functions throughout the Department
- ☛ The FY 2019-20 Adopted Budget includes \$10,000 for the removal of abandoned vehicles from public and private properties, \$200,000 to secure abandoned buildings that engender unsafe environments and \$500,000 to demolish abandoned buildings that create safety, physical and potential health threats to the community



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 39 vehicles (\$861,000) to replace its aging fleet; over the next five years, the Department is planning to spend \$2.352 million to replace 114 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511
-  In FY 2019-20, the Department will continue to maintain and improve beaches, which enhance quality of life and increase tourism, through the Miami-Dade County Beach Erosion and Renourishment Program funded from the Army Corps of Engineers (\$48.875 million), Florida Department of Environmental Protection (\$1.483 million), Beach Renourishment Fund (\$1.5 million), City of Miami Beach Contribution (\$1.5 million) and Building Better Communities General Obligation Bond proceeds (BBC-GOB) (\$100,000); the total project cost is \$233.472 million, with \$53.458 million in FY 2019-20
-  In FY 2019-20, the Department will continue restoring and stabilizing the wetlands, shoreline and islands in and adjacent to Biscayne Bay and its tributaries funded from the Biscayne Bay Environmental Trust Fund (\$1 million) and Florida Inland Navigational District grant proceeds (\$100,000); the total project cost is \$2.2 million, with \$1.1 million in FY 2019-20
-  In FY 2019-20, the Department will continue to ensure that environmentally endangered lands are protected and thrive as native habitats through the Environmentally Endangered Lands (EEL) purchasing land program funded from BBC-GOB proceeds (\$2.5 million); the total project cost is \$43.2 million, with \$3 million in FY 2019-20
-  In FY 2019-20, the Department anticipates spending \$3 million for the purchase of development rights; \$10 million borrowed from this project to support beach renourishment will be restored when the current balance is depleted

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	311	315	339	377	321
Fuel	270	305	265	309	270
Overtime	901	1,036	1,083	1,369	1,300
Rent	8,452	8,459	8,689	8,600	8,756
Security Services	20	29	33	61	50
Temporary Services	385	307	433	398	420
Travel and Registration	193	180	210	245	221
Utilities	874	830	1,010	757	1,028

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	1,710	1,734	2,019	2,747
General Fund UMSA	537	105	314	313
Auto Tag Fees	1,884	1,968	1,900	1,900
Building Administrative Fees	1,714	1,771	1,250	1,250
Carryover	133,669	143,665	145,337	171,552
Code Compliance Fees	4,717	4,217	3,858	4,316
Code Fines / Lien Collections	8,867	10,847	7,980	8,113
Construction / Plat Fees	4,127	5,074	3,906	4,551
Contractor's Licensing and Enforcement Fees	1,471	1,981	1,503	1,883
Environmentally Endangered Land Fees	689	861	800	844
Fees and Charges	2,974	3,246	2,789	3,083
Foreclosure Registry	947	766	720	618
Impact Fee Administration	3,067	3,749	3,445	3,230
Local Business Tax Receipt	471	471	471	471
Miscellaneous Revenues	403	963	423	1,351
Operating Permit Fee	7,837	7,943	7,662	7,546
Other Revenues	2,668	6,102	5,139	6,588
Permitting Trades Fees	30,197	37,628	33,112	33,728
Plan Review Fee	9,795	11,282	9,320	10,087
Planning Revenue	1,420	2,010	635	666
Product Control Certification Fees	1,961	2,861	2,488	2,303
Stormwater Utility Fees (County)	35,246	36,119	41,845	42,663
Transfer From Other Funds	0	0	681	0
Utility Service Fee	31,936	33,563	33,661	34,359
Zoning Revenue	8,478	8,206	7,301	7,509
State Grants	2,632	3,346	3,465	3,243
Federal Grants	1,039	1,300	1,211	1,142
Airport Project Fees	389	387	500	500
Interagency Transfers	7,866	2,580	1,195	8,399
<b>Total Revenues</b>	<b>308,711</b>	<b>334,745</b>	<b>324,930</b>	<b>364,955</b>
<b>Operating Expenditures Summary</b>				
Salary	69,645	70,851	74,266	77,153
Fringe Benefits	23,353	25,182	28,236	29,172
Court Costs	5	3	20	24
Contractual Services	3,642	4,337	5,232	7,180
Other Operating	11,564	11,168	12,506	14,122
Charges for County Services	21,783	23,079	25,054	26,912
Grants to Outside Organizations	430	257	430	431
Capital	2,763	2,027	2,741	2,624
<b>Total Operating Expenditures</b>	<b>133,185</b>	<b>136,904</b>	<b>148,485</b>	<b>157,618</b>
<b>Non-Operating Expenditures Summary</b>				
Transfers	24,609	25,853	37,269	43,429
Distribution of Funds In Trust	0	0	0	0
Debt Service	7,252	7,191	7,252	7,253
Depreciation, Amortizations and Depletion Reserve	0	0	0	0
	0	0	131,924	156,655
<b>Total Non-Operating Expenditures</b>	<b>31,861</b>	<b>33,044</b>	<b>176,445</b>	<b>207,337</b>

(dollars in thousands)	Total Funding Budget FY 18-19	Total Funding Adopted FY 19-20	Total Positions Budget FY 18-19	Total Positions Adopted FY 19-20
<b>Expenditure By Program</b>				
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Administration	6,038	6,173	67	68
Code Compliance	17,818	19,985	127	135
Construction, Permitting, and Building Code	44,814	50,642	278	283
Development Services	7,549	8,135	48	47
Director's Office	1,521	1,553	9	9
Environmental Resources Management	58,292	58,479	381	384
Office of Resilience	2,481	2,547	13	13
Planning	4,187	4,393	28	28
<b>Strategic Area: Economic Development</b>				
Business Affairs	5,785	5,711	45	40
<b>Total Operating Expenditures</b>	<b>148,485</b>	<b>157,618</b>	<b>996</b>	<b>1,007</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Army Corps of Engineers	90,419	48,875	34,800	2,860	1,590	0	3,690	0	182,234
BBC GOB Financing	77,868	26,400	20,188	6,811	15,824	699	11,700	510	160,000
Beach Renourishment Fund	0	1,500	1,639	2,205	1,615	0	2,041	0	9,000
Biscayne Bay Envir. Trust Fund	1,000	1,000	0	0	0	0	0	0	2,000
City of Miami Beach Contribution	780	1,500	1,500	780	2,776	884	780	0	9,000
Endangered Lands Voted Millage	3,200	0	0	0	0	0	0	0	3,200
Florida Department of Environmental Protection	7,662	1,483	1,625	2,864	4,291	1,515	3,288	510	23,238
Florida Inland Navigational District	100	100	0	0	0	0	0	0	200
Future Financing	0	0	0	0	10,000	0	0	0	10,000
Stormwater Utility	2,170	6,000	2,170	3,638	4,800	3,212	3,665	0	25,655
US Department of Agriculture	5,480	0	0	0	0	0	0	0	5,480
<b>Total:</b>	<b>188,679</b>	<b>86,858</b>	<b>61,922</b>	<b>19,158</b>	<b>40,896</b>	<b>6,310</b>	<b>25,164</b>	<b>1,020</b>	<b>430,007</b>
<b>Expenditures</b>									
<b>Strategic Area: NI</b>									
Beach Projects	106,386	53,458	39,652	8,898	10,461	3,098	10,499	1,020	233,472
Drainage Improvements	2,170	6,000	2,170	3,638	4,800	3,212	3,665	0	25,655
Environmental Projects	17,558	4,100	3,000	3,022	10,000	0	0	0	37,680
Environmentally Endangered Lands Projects	32,545	3,000	3,000	3,000	1,035	400	220	0	43,200
<b>Strategic Area: ED</b>									
Community Development Projects	27,500	20,800	14,600	1,100	15,000	0	11,000	0	90,000
<b>Total:</b>	<b>186,159</b>	<b>87,358</b>	<b>62,422</b>	<b>19,658</b>	<b>41,296</b>	<b>6,710</b>	<b>25,384</b>	<b>1,020</b>	<b>430,007</b>

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### BEACH - EROSION MITIGATION AND RENOURISHMENT

PROJECT #: 2000000344



DESCRIPTION: Provide beach renourishment for eroded portions of Miami-Dade County beaches in cooperation with the U.S. Army Corps of Engineers

LOCATION: Miami-Dade County Beaches  
Various Sites

District Located: 4, 5  
District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Army Corps of Engineers	90,419	48,875	34,800	2,860	1,590	0	3,690	0	182,234
BBC GOB Financing	7,525	100	88	189	189	699	700	510	10,000
Beach Renourishment Fund	0	1,500	1,639	2,205	1,615	0	2,041	0	9,000
City of Miami Beach Contribution	780	1,500	1,500	780	2,776	884	780	0	9,000
Florida Department of Environmental Protection	7,662	1,483	1,625	2,864	4,291	1,515	3,288	510	23,238
<b>TOTAL REVENUES:</b>	<b>106,386</b>	<b>53,458</b>	<b>39,652</b>	<b>8,898</b>	<b>10,461</b>	<b>3,098</b>	<b>10,499</b>	<b>1,020</b>	<b>233,472</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	106,386	53,458	39,652	8,898	10,461	3,098	10,499	1,020	233,472
<b>TOTAL EXPENDITURES:</b>	<b>106,386</b>	<b>53,458</b>	<b>39,652</b>	<b>8,898</b>	<b>10,461</b>	<b>3,098</b>	<b>10,499</b>	<b>1,020</b>	<b>233,472</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### BISCAYNE BAY - RESTORATION AND SHORELINE STABILIZATION

**PROJECT #: 5555691**



DESCRIPTION: Restore, enhance and stabilize wetlands, shoreline and islands in and adjacent to Biscayne Bay and its tributaries

LOCATION: Biscayne Bay and Tributaries  
Various Sites

District Located: 4, 5, 7, 8  
District(s) Served: 5, 7, 8

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Biscayne Bay Envir. Trust Fund	1,000	1,000	0	0	0	0	0	0	2,000
Florida Inland Navigational District	100	100	0	0	0	0	0	0	200
<b>TOTAL REVENUES:</b>	<b>1,100</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,200</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,100	1,100	0	0	0	0	0	0	2,200
<b>TOTAL EXPENDITURES:</b>	<b>1,100</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,200</b>

### CANAL IMPROVEMENTS

**PROJECT #: 2000000940**



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

LOCATION: Throughout Miami-Dade County  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Stormwater Utility	2,170	6,000	2,170	3,638	4,800	3,212	3,665	0	25,655
<b>TOTAL REVENUES:</b>	<b>2,170</b>	<b>6,000</b>	<b>2,170</b>	<b>3,638</b>	<b>4,800</b>	<b>3,212</b>	<b>3,665</b>	<b>0</b>	<b>25,655</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	2,170	6,000	2,170	3,638	4,800	3,212	3,665	0	25,655
<b>TOTAL EXPENDITURES:</b>	<b>2,170</b>	<b>6,000</b>	<b>2,170</b>	<b>3,638</b>	<b>4,800</b>	<b>3,212</b>	<b>3,665</b>	<b>0</b>	<b>25,655</b>

### ECONOMIC DEVELOPMENT FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 988925**



DESCRIPTION: Provide funding for a Countywide economic development fund from Building Better Communities General Obligation Bond Program

LOCATION: Countywide  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	20,000	16,000	13,000	0	15,000	0	11,000	0	75,000
<b>TOTAL REVENUES:</b>	<b>20,000</b>	<b>16,000</b>	<b>13,000</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>11,000</b>	<b>0</b>	<b>75,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	20,000	16,000	13,000	0	15,000	0	11,000	0	75,000
<b>TOTAL EXPENDITURES:</b>	<b>20,000</b>	<b>16,000</b>	<b>13,000</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>11,000</b>	<b>0</b>	<b>75,000</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### ECONOMIC DEVELOPMENT FUND - TARGETED URBAN AREAS (TUA) (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 981999



DESCRIPTION: Provide funding for economic development in TUAs from Building Better Communities General Obligation Bond Program

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	7,500	4,800	1,600	1,100	0	0	0	0	15,000
<b>TOTAL REVENUES:</b>	<b>7,500</b>	<b>4,800</b>	<b>1,600</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	7,500	4,800	1,600	1,100	0	0	0	0	15,000
<b>TOTAL EXPENDITURES:</b>	<b>7,500</b>	<b>4,800</b>	<b>1,600</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,000</b>

### ENVIRONMENTALLY ENDANGERED LANDS PROGRAM

PROJECT #: 5555621

DESCRIPTION: Acquire and manage environmentally sensitive and endangered lands

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	31,865	2,500	2,500	2,500	635	0	0	0	40,000
Endangered Lands Voted Millage	3,200	0	0	0	0	0	0	0	3,200
<b>TOTAL REVENUES:</b>	<b>35,065</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>635</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,200</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Land Acquisition/Improvements	32,545	3,000	3,000	3,000	1,035	400	220	0	43,200
<b>TOTAL EXPENDITURES:</b>	<b>32,545</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>1,035</b>	<b>400</b>	<b>220</b>	<b>0</b>	<b>43,200</b>

### PURCHASE DEVELOPMENT RIGHTS FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 986940

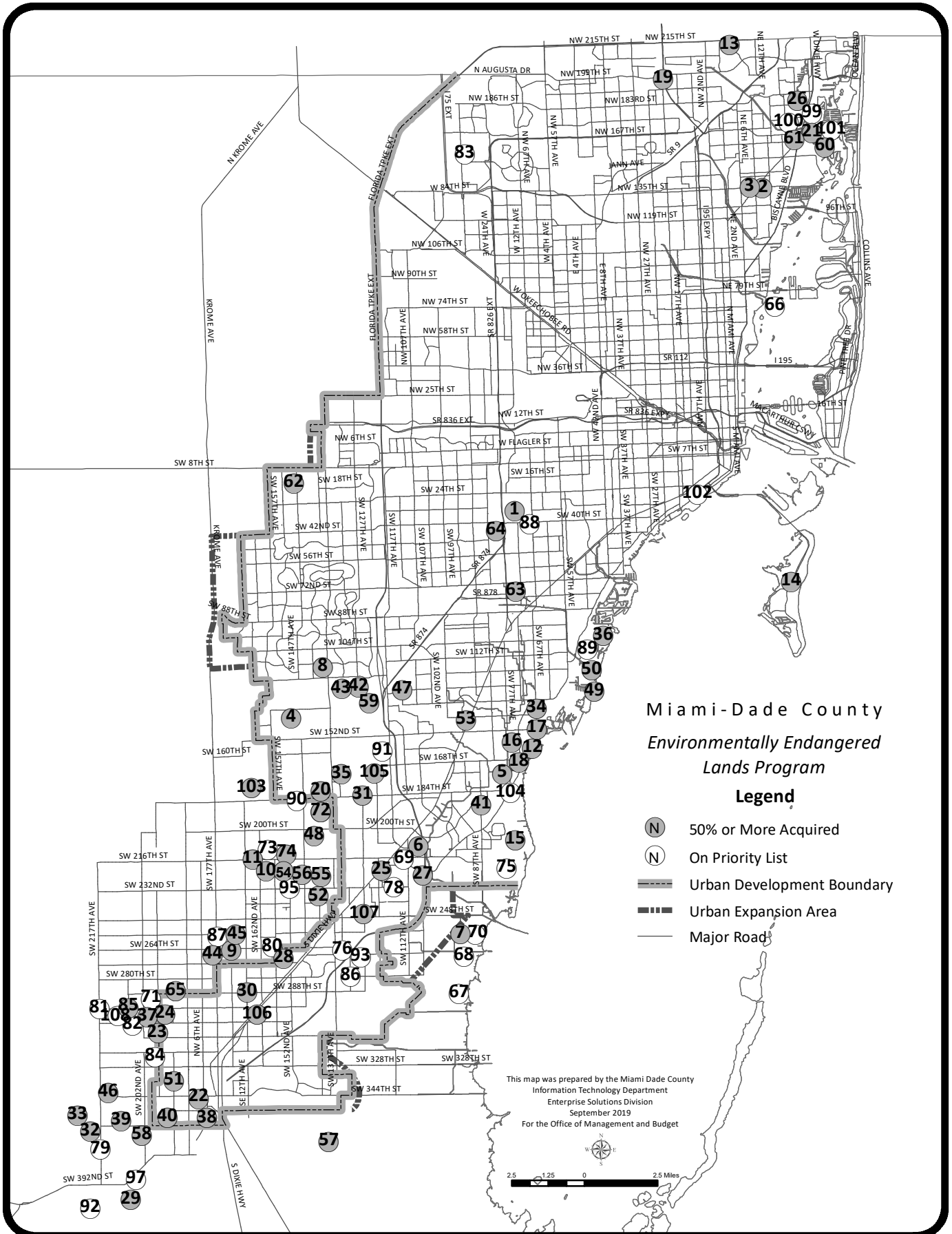


DESCRIPTION: Provide funding for a program to purchase development rights of appropriate properties

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	10,978	3,000	3,000	3,022	0	0	0	0	20,000
Future Financing	0	0	0	0	10,000	0	0	0	10,000
US Department of Agriculture	5,480	0	0	0	0	0	0	0	5,480
<b>TOTAL REVENUES:</b>	<b>16,458</b>	<b>3,000</b>	<b>3,000</b>	<b>3,022</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,480</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Land Acquisition/Improvements	16,458	3,000	3,000	3,022	10,000	0	0	0	35,480
<b>TOTAL EXPENDITURES:</b>	<b>16,458</b>	<b>3,000</b>	<b>3,000</b>	<b>3,022</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,480</b>

# FY 2019-20 Adopted Budget and Multi-Year Capital Plan



# FY 2019-20 Adopted Budget and Multi-Year Capital Plan

## Acquisition Projects: Environmentally Endangered Lands Program

Acquired Projects											
No	Site Name	Location	Type	Acres	Priority	No	Site Name	Location	Type	Acres	Priority
1	A. D. Barnes Park	3775 SW 74 Ave	Natural Areas	24	♦	54	Ross Hammock	SW 223 St & SW 157 Ave	Tropical Hammocks	19.2	♦
2	Arch Creek Addition	NE 135 St & US 1	Buffer	1.2	♦	55	Silver Palm Groves	SW 232 St & SW 142 Ave	Rockridge Pinelands	20.4	♦
3	Arch Creek Park	NE 135 St & US-1	Natural Areas	8.5	♦	56	Silver Palm Hammock	SW 228 St & SW 149 Ave	Tropical Hammocks	10	♦
4	Big George & Little George	SW 150 St & SW 152 Ave	Tropical Hammocks	20.1	♦	57	South Dade Wetlands	South Dade County	Wetlands	22,953	♦
5	Bill Sadowski Park	17555 SW 79 Ave	Natural Areas	23	♦	58	Sunny Palms (Navy Wells #42)	SW 368 St & SW 202 Ave	Rockridge Pinelands	40.8	♦
6	Black Creek Forest	SW 214 St & SW 112 Ave	Pineland	7	♦	59	Tamiami Complex Addition	SW 134 St & SW 122 Ave	Rockridge Pinelands	25.6	♦
7	Black Point Wetlands	SW 248 St & SW 112 Ave	Coastal Wetlands	78.9	♦	60	Terama Tract in Oleta Preserve	Oleta Preserve	Coastal Wetlands	29.7	♦
8	(Boystown) Camp Matecumbe	SW 112 St & SW 137 Ave	Rockridge Pinelands	76.7	♦	61	Oleta Tract C	NE 163 St & US-1	Coastal Wetlands	2.5	♦
9	Camp Owaissa Bauer	SW 264 St & SW 170 Ave	Natural Areas	80	♦	62	Tree Island Park	SW 10 St & SW 147 Ave	Wetlands	120	♦
10	Castellow Additions	SW 226 St & SW 157 Ave	Tropical Hammocks	34.9	♦	63	Trinity	SW 76 St & SW 74 Ave	Rockridge Pinelands	10	♦
11	Castellow Hammock Park	22301 SW 162 Ave	Natural Areas	55	♦	64	Tropical Park	7900 Bird Rd	Natural Areas	5	♦
12	Charles Deering Estate	16701 SW 72 Ave	Natural Areas	332	♦	65	West Biscayne	SW 288 St & SW 190 Ave	Rockridge Pinelands	15.1	♦
13	County Line Scrub	NE 215 St & NE 4 Ave	Xeric Coastal Scrub	15	♦	72	Calderon Pineland	SW 192 St & SW 140 Ave	Rockridge Pinelands	15.2	♦
14	Crandon Park	7200 Crandon Blvd	Natural Areas	444	♦	74	Chernoff Hammock	SW 218 St & SW 154 Ave	Tropical Hammocks	4.5	♦
15	Cutler Wetlands & Addition	SW 210 St & SW 85 Ave	Coastal Wetlands	454.1	♦	85	Northrop Pineland	SW 296 St & SW 207th Ave	Rockridge Pinelands	12.8	♦
16	Deering Glade Parcel	SW 158 St & Old Cutler Rd	Buffer	9.7	♦	103	Wilkins Pierson	SW 184 St & SW 164 Ave	Rockridge Pinelands	10	♦
17	Deering North Addition	SW 152 St & SW 67 Ave	Coastal Wetlands	40.7	♦	105	Metrozoo Pinelands	12400 SW 152 St	Rockridge Pinelands	142.4	♦
18	Deering South Addition	SW 168 St & SW 72 Ave	Pineland	32	♦	106	Seminole Wayside Park Addition	SW 300 St & US-1	Rockridge Pinelands	4.3	♦
19	Dolphin Center Addition	NW 196 St & NW 17 Ave	Xeric Coastal Scrub	3.9	♦	107	Andrew Dodge New Pines Preserve	SW 248 St & SW 127 Ave	Rockridge Pinelands	3.5	♦
20	Eachus Pineland	SW 184 St & SW 142 Ave	Rockridge Pinelands	17.2	♦	Unacquired Projects					
21	East & East East Greynolds Park	17530 W Dixie Hwy	Natural Areas	33	♦	No	Site Name	Location	Type	Acres	Priority
22	Florida City	SW 344 St & SW 185 Ave	Rockridge Pinelands	23.5	♦	57	South Dade Wetlands	South Dade County	Wetlands	12,045	A
23	Fuchs Hammock	SW 304 St & SW 198 Ave	Natural Areas	24	♦	66	Bird Key	NW 79 St & Biscayne Bay	Mangrove	37.5	A
24	Fuchs Hammock Addition	SW 304 St & SW 198 Ave	Rockridge Pinelands	14.8	♦	67	Biscayne Wetlands	SW 280 St & SW 107 Ave	Coastal Wetlands	864.1	A
25	Goulds	SW 224 St & SW 120 Ave	Rockridge Pinelands	40.5	♦	68	Biscayne Wetlands North Addition	SW 270 St & SW 107 Ave	Coastal Wetlands	300	B
26	Greynolds Park	17530 W Dixie Hwy	Natural Areas	53	♦	69	Black Creek Forest	SW 216 St & SW 112 Ave	Pineland	45.5	A
27	Harden Hammock	SW 226 St & SW 107 Ave	Tropical Hammocks	12.4	♦	70	Black Point Wetlands	SW 248 St & SW 97 Ave	Coastal Wetlands	191.8	A
28	Hattie Bauer Hammock	SW 267 St & SW 157 Ave	Tropical Hammocks	14	♦	71	Bowers Pineland	SW 296 St & SW 197 Ave	Rockridge Pinelands	9.8	A
29	Holiday Hammock	SW 400 St & SW 207 Ave	Tropical Hammocks	40	♦	73	Castellow #31	SW 218 St & SW 157 Ave	Tropical Hammocks	14.1	A
30	Ingram	SW 288 St & SW 167 Ave	Rockridge Pinelands	9.9	♦	75	Cutler Wetlands	SW 196 St & SW 232 St	Coastal Wetlands	794.4	A
31	Larry & Penny Thompson Park	SW 184 St & SW 127 Ave	Natural Areas	193	♦	76	Dixie Heights Pineland	SW 268 St & SW 132 Ave	Rockridge Pinelands	29	B
32	Loveland Hammock	SW 360 St & SW 222 Ave	Tropical Hammocks	15.1	♦	78	Goulds Addition	SW 232 St & SW 117 Ave	Rockridge Pinelands	35.8	A
33	Lucille Hammock	SW 352 St & SW 222 Ave	Tropical Hammocks	20.8	♦	79	Hammock Island	SW 360 St & SW 217 Ave	Tropical Hammocks	64.7	B
34	Ludlam	SW 143 St & SW 67 Ave	Rockridge Pinelands	10.2	♦	80	Hattie Bauer Pineland	SW 266 St & SW 157 Ave	Rockridge Pinelands	5	A
35	Martinez (Richmond Complex)	SW 152 St & SW 130 Ave	Rockridge Pinelands	142	♦	81	Homestead General Airport Hammock	SW 296 St & SW 217 Ave	Tropical Hammocks	4	A
36	Matheson Hammock Park	SW 96 St & Old Cutler Rd	Natural Areas	381	♦	82	Kings Highway	SW 304 St & SW 202 Ave	Rockridge Pinelands	31.1	B
37	Meissner Hammock	SW 302 St & SW 212 Ave	Tropical Hammocks	10.3	♦	83	Maddens Hammock	NW 164 St & SW 87 Ave	Tropical Hammocks	15.6	B
38	Navy Wells #23	SW 352 St & SW 182 Ave	Rockridge Pinelands	19.9	♦	84	Navy Wells #2	SW 328 St & SW 197 Ave	Rockridge Pinelands	20	A
39	Navy Wells #39	SW 360 St & SW 210 Ave	Rockridge Pinelands	13.1	♦	86	Notre Dame Pineland	SW 280 St & SW 132 Ave	Rockridge Pinelands	46.8	B
40	Navy Wells Preserve	SW 356 St & SW 192 Ave	Natural Areas	239	♦	87	Owaissa Bauer Addition #2	SW 264 St & SW 175 Ave	Rockridge Pinelands	10	A
41	Ned Glenn Preserve (Whispering Pines)	SW 188 St & SW 87 Ave	Rockridge Pinelands	20	♦	88	Pino Pineland	SW 39 St & SW 69 Ave	Rockridge Pinelands	3.8	A
42	Nixon Smiley Addition (Tamiami #6)	SW 128 St & SW 127 Ave	Rockridge Pinelands	63	♦	89	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Coastal Wetlands	21.5	A
43	Nixon Smiley Pineland	SW 128 St & SW 133 Ave	Natural Areas	59	♦	90	Railroad Pineland	SW 184 St & SW 147 Ave	Rockridge Pinelands	18.2	B
44	Owaissa Bauer Addition #1	SW 264 St & SW 177 Ave	Rockridge Pinelands	9.4	♦	91	Richmond Complex	SW 152 St & SW 130 Ave	Rockridge Pinelands	210.8	A
45	Owaissa Bauer Addition #3	SW 262 St & SW 170 Ave	Tropical Hammocks	1.2	♦	92	Round Hammock	SW 408 St & SW 220 Ave	Tropical Hammocks	31.1	A
46	Palm Drive	SW 344 St & SW 212 Ave	Rockridge Pinelands	20	♦	93	School Board	SW 268 St & SW 129 Ave	Rockridge Pinelands	18.7	A
47	Pineshore Park	SW 128 St & SW 112 Ave	Natural Areas	7.8	♦	95	Silver Palm Addition	SW 232 St & SW 152 Ave	Rockridge Pinelands	20	A
48	Quail Roost	SW 200 St & SW 144 Ave	Rockridge Pinelands	48.5	♦	97	SW Island Hammock	SW 392 St & SW 207 Ave	Tropical Hammocks	12.4	A
49	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Coastal Wetlands	19.9	♦	99	Oleta Tract A	NE 171 St & US-1	Coastal Wetlands	2.1	A
50	R. Hardy Matheson Preserve	SW 112 St & Old Cutler Rd	Natural Areas	692	♦	100	Oleta Tract B	NE 165 St & US-1	Coastal Wetlands	3.5	A
51	Rock Pit #39	SW 336 St & SW 192 Ave	Rockridge Pinelands	8.7	♦	101	Oleta Tract D	NE 191 St & NE 24 Ave	Coastal Wetlands	7.4	A
52	Rock Pit #46	SW 232 St & SW 142 Ave	Rockridge Pinelands	5	♦	102	Vizcaya Hammock Addition	3300 South Miami Ave	Tropical Hammocks	2	A
53	Rockdale & Addition	SW 144 St & US-1	Rockridge Pinelands	37.1	♦	104	Cutler Wetlands North Addition Hammock	SW 184 St & Old Cutler Rd	Tropical Hammocks	37	B
						108	Pine Ridge Sanctuary	SW 300 St & SW 211 Ave	Rockridge Pinelands	14	A

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Seaport

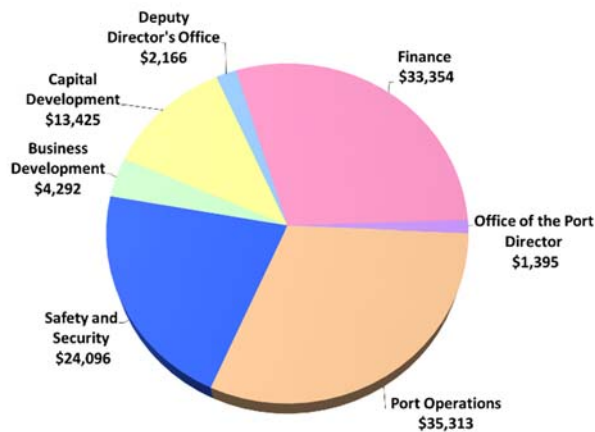
The Seaport Department manages and operates the Dante B. Fascell Port of Miami or PortMiami. PortMiami is the busiest passenger cruise port in the world and the 12th busiest cargo container port in the United States.

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

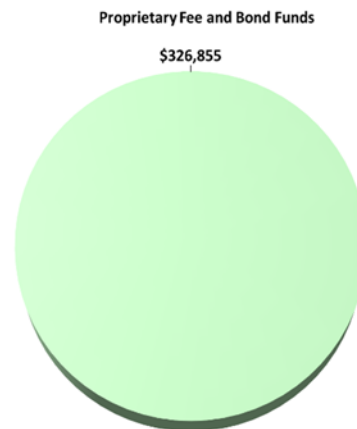
As the second largest economic engine in Miami-Dade County, PortMiami contributes \$43 billion annually to the local economy and supports more than 334,400 jobs in South Florida. Seaport works with the maritime, cruise and cargo industries; truckers; freight forwarders; various federal and state agencies;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

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



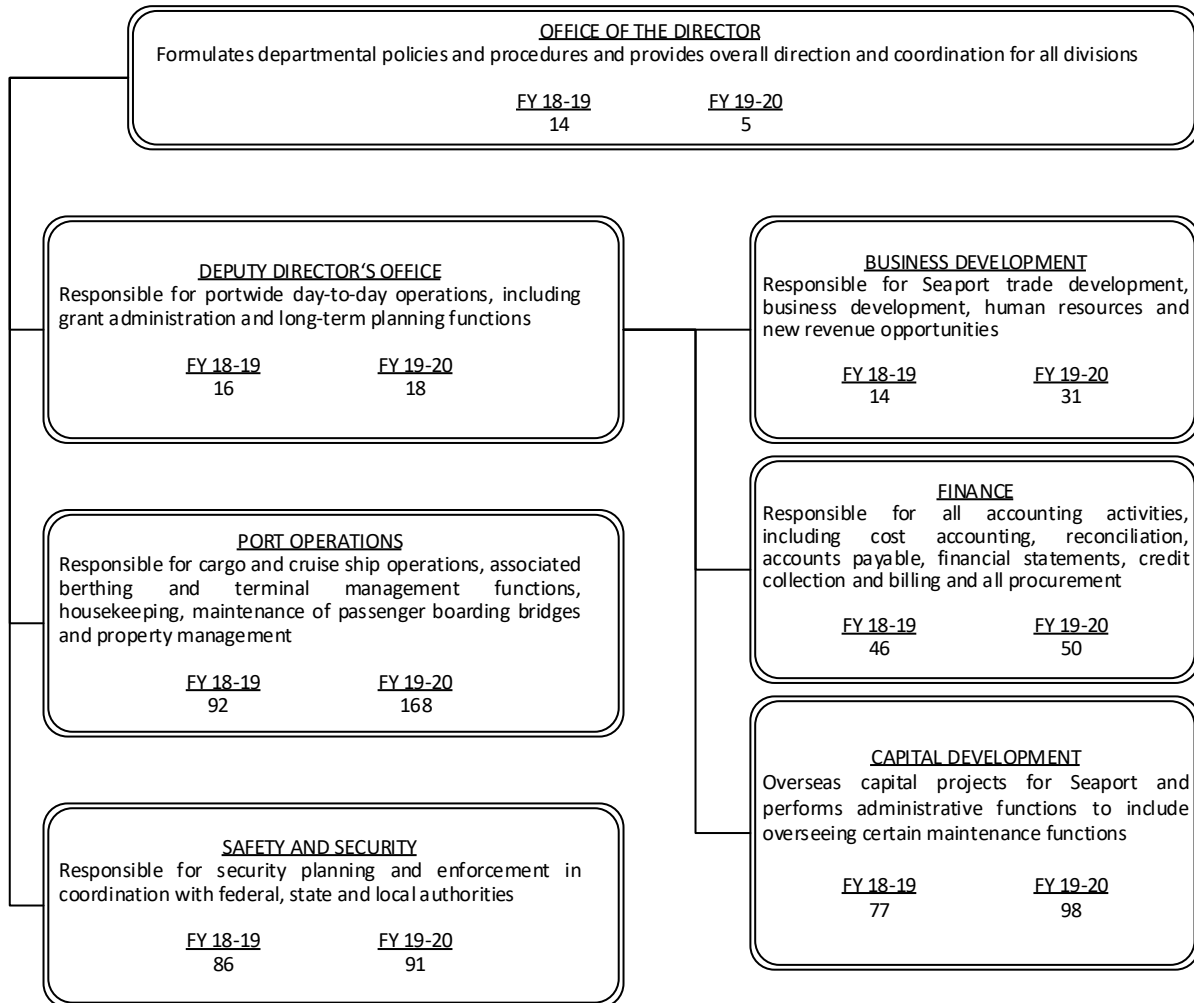
**Revenues by Source**  
(dollars in thousands)





## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2019-20 total number of full-time equivalent positions is 561

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE PORT DIRECTOR

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

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

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Cruise passengers (in thousands)*	ED1-5	ES-3	OC	↑	5,340	5,592	6,500	6,840	7,063
Number of TEUs (Twenty Foot Equivalent) (in thousands)*	ED1-5	ES-3	OC	↑	1,024	1,084	1,080	1,100	1,121

\*FY 2017-18 Actuals have been revised to reflect more up to date information

#### DIVISION COMMENTS

- In 2019 PortMiami's credit rating was upgraded to A3 with an outlook stable by Moody's Investor Services; the A rating by both Moody's and Fitch reflects PortMiami's strong competitive position as the Cruise Capital of the World and leading cargo port
- The FY 2019-20 Adopted Budget includes a departmental reorganization to provide efficient departmental management by transferring the Human Relations function with eight positions to the Business Development Division and one Strategic Initiatives Manager position from the Business Development Division
- The FY 2019-20 Adopted Budget includes a departmental reorganization that eliminates one vacant Administrative Officer 3 and one vacant Specialist Government and Internal Affairs position*

### DIVISION: DEPUTY DIRECTOR'S OFFICE

The Office of the Deputy Port Director is responsible for day-to-day operations, including grant administration and planning functions.

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

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Property leases occupancy rate	ED1-5	ES-3	OC	↑	95%	95%	95%	95%	95%

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of one Seaport Environmental Manager, one Executive Assistant to the Deputy Director and one Environmental Resources Specialist to enhance the Port's environmental efforts and management strength (\$278,000)**
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Manager of Seaport Planning position to the Capital Development Division to assist with capital grants projects
- PortMiami has won the 2019 Porthole Cruise Magazine award in recognition for its customer service, quality operations and all around excellence

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: PORT OPERATIONS

The Port Operations Division is responsible for cargo and cruise ship operations and property management.

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

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Crane availability	ED1-5	ES-3	EF	↑	99.5%	99%	99%	99%	99%

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of 44 positions to handle the proper level of housekeeping functions and maintenance for current and new cruise terminals (\$2.1 million)
- The FY 2019-20 Adopted Budget includes the addition of 16 Passenger Boarding Bridge technicians to cope with added boarding bridges and greater maintenance requirements on the current bridges (\$1.2 million)
- The FY 2019-20 Adopted Budget includes the conversion of 16 part-time positions into full-time positions for the parking management and revenue collection functions (\$302,000)

### DIVISION: BUSINESS DEVELOPMENT

The Business Development Division is responsible for business retention and development as well as long term planning of Seaport requirements, communications and outreach.

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

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Advertising revenue generated	ED1-5	ES-3	OC	↑	\$208,000	\$360,000	\$200,000	\$100,000	\$100,000

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of one Executive Secretary, one Special Project Administrator 1, three Administrative Officer 2s, one Administrative Officer 3 and one Graphics Technician 2 to provide administrative support for the negotiations of terminals AA, AAA, H, K and B, including trade and new contract agreements (\$507,000)
- The FY 2019-20 Adopted Budget includes the addition of one Training Specialist 2 to assist with the new employee hiring process and employee trainings, one Administrative Officer 2 to monitor investigations related to FMLA requests and one Customer Service Representative 1 responsible for departmental customer service inquiries including quarterly customer surveys at various terminals (\$201,000)
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers the Human Relations function with eight positions from the Office of the Port Director and one Strategic Initiatives Manager position to the Office of the Port Director
- In January 2019 PortMiami reported its busiest cargo month in its history with over 104,000 TEUs while in December 2018 it reported its highest passenger month with over 784,000 cruise passengers
- In FY 2019-20 MSC Cruises will inaugurate operations of the Meraviglia at PortMiami with 220,000 passengers and \$4.4 million in revenue

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: CAPITAL DEVELOPMENT

The Capital Development Division manages implementation of capital improvement programs.

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

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of projects completed on time and within budget	ED1-5	IE-3	EF	↑	95%	95%	98%	98%	98%

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of 12 positions to oversee planning, programming, design and implementation of \$1 billion in capital projects over the next five years (\$1.055 million)
- The FY 2019-20 Adopted Budget includes the addition of four Maintenance Mechanics, two Painters, one Carpenter and the conversion of one Maintenance Mechanic into a full-time position due to increased usage of existing terminals with more cruise ship calls and renovations of terminal facilities (\$435,000)
- The FY 2019-20 Adopted Budget includes a departmental reorganization that transfers one Manager of Seaport Planning position from the Deputy Director's Office to assist with capital grants projects

### DIVISION: FINANCE

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

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

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of purchase requisitions completed	ED1-2	ES-3	OC	↑	95%	95%	95%	95%	95%

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of three Accountants, one Budget Analyst, and two Clerk 4 positions due to the anticipated increase to accounting workload due to new capital projects (\$380,000)
- The FY 2019-20 Adopted Budget includes the addition of one Buyer, one Procurement and Contract Manager, one Administrative Officer 2 and one Administrative Officer 3 due to the anticipated increase in procurement activities due to the new construction projects (\$324,000)
- The FY 2019-20 Adopted Budget includes the transfer of six positions to the Information Technology Department as part of the County's IT consolidation

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: SAFETY AND SECURITY

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

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

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Number of Seaport Enforcement Officers*	PS3-3	ES-2	OP	↑	60	60	61	61	67

\*FY 2017-18 Actuals have been revised to reflect more up to date information

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of six Seaport Enforcement Specialist positions due to a change in state requirements for crew member screening on cruise ships and in cruise ship terminals (\$384,000)**
- In conjunction with the Miami-Dade Police Department, the FY 2019-20 Adopted Budget includes the addition of five Police Officers to handle additional workload due to added Port facilities (\$550,000)
- *The FY 2019-20 Adopted Budget includes a departmental reorganization that eliminates a vacant Seaport Security Operations Supervisor*

### ADDITIONAL INFORMATION

- The Seaport's Promotional Fund is budgeted at \$925,000 in FY 2019-20 and will be used for activities pursuant to Administrative Order 7-32 as applicable; these funds are not proposed as competitive grant funding but rather as allocations for limited programs that promote Port maritime activities; funding is provided for the following activities: Greater Miami Convention and Visitors Bureau (\$75,000), Latin Chamber of Commerce (CAMACOL) (\$50,000), Florida International University (FIU) for the Inter-American Conference of Mayors (\$35,000), Seatrade Cruise Global Exhibition and Conference (\$90,000), American Association of Port Authorities (AAPA) Latin Ports Delegation Annual Congress (\$30,000), Cargo and Cruise Marketing Program and Community Outreach (\$155,000), the International Economic Forum of the Americas (\$35,000), National Salute to America's Heroes (\$25,000), 5000 Role Models of Excellence (\$15,000), Promotional Events and Inaugurals (\$150,000), Miami Smooth Jazz Festival (\$25,000), Florida-Caribbean Summit (\$25,000), Boys and Girls Club of Miami-Dade (\$15,000), Super Bowl LIV (\$175,000) and National Association of Counties (NACO) (\$25,000)
- In FY 2019-20, Seaport will continue its MOUs with Audit and Management Services to conduct audits of various departmental operations and services (\$190,000), the Department of Transportation and Public Works to continue taxi cab inspection (\$100,000) and survey crews (\$145,000), the Department of Solid Waste Management for mosquito control (\$50,000), the Human Resources Department for compensation analyses (\$50,000), and the County Attorney's Office for legal services (\$1 million)
- In FY 2019-20, the Department will continue its comprehensive cargo program that increases cargo traffic by providing various incentives based on volumes

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☛ The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes an investment of \$1 billion for six new terminals over the next five years
- ☛ The Port's boutique Terminal J, which caters to small vessels and luxury cruises, is undergoing a \$4.1 million upgrade which is projected to be completed in FY 2019-20
- ☛ New cruise Terminal B will open in February 2020 and will accommodate Norwegian Cruise Line vessels carrying up to 5,000 passengers (total project cost \$251.8 million, \$218.3 million in FY 2019-20); the project is estimated to have an operating impact in FY 2019-20 of \$400,000 and including four FTEs
- ☛ In FY 2019-20, the Department will continue to repair and upgrade both cargo and cruise bulkheads, expected to add at least 30 years of life to the Port (total project cost \$60.311 million; \$33.3 million in FY 2019-20); the Department does not anticipate any operational impact resulting from this project
- ☛ As a result of building new Terminal B, the old terminals B and C will be refurbished and recast as new Terminal C (total project cost \$18.7 million)
- ☛ In anticipation of the Port's receiving larger ships, the Department will add up to five new post-panamax gantry cranes which will bring the total number of cranes at the Port to 17; the additional cranes will allow the Port to handle more than one million TEUs annually (total project cost \$54.4 million; \$50 million in FY 2019-20); it is anticipated that this project will have an annual operating impact of \$500,000 per crane, for a total operating impact of \$2 million beginning in FY 2019-20 including eight FTEs
- ☛ The new cruise terminal V for Virgin Voyages will break ground in the fall of 2019 and is slated for completion by November 2021 (total project cost \$180 million, \$65 million in FY 2019-20)
- ☛ The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 15 vehicles (\$396,000); over the next five years, the Department has budgeted \$2.168 million to replace 80 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	445	311	447	368	354
Fuel	134	150	166	158	153
Overtime	1,537	1,617	1,725	1,715	1,765
Security Services	20,195	17,128	22,483	23,066	24,096
Temporary Employees	12	0	20	0	0
Travel and Registration	123	231	146	306	467
Utilities	4,890	4,882	5,113	4,913	4,954

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 18-19	Adopted Fee FY 19-20	Dollar Impact FY 19-20
• Water use per ton	\$2.95	\$3.04	\$115,000
• Various Passenger Dockage and Wharfage rates	Various	Various	\$2,527,000
• Various Cargo Dockage and Wharfage rates	Various	Various	\$704,000
• Various Crane charges	Various	Various	\$501,000
• Various Terminal Rental charges	Various	Various	\$600,000

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
Carryover	67,117	82,156	79,161	121,053
FDOT Revenues	4,000	17,000	17,000	17,000
Proprietary Fees	150,858	160,321	169,094	188,802
Total Revenues	221,975	259,477	265,255	326,855
<b>Operating Expenditures Summary</b>				
Salary	23,088	22,932	24,971	28,610
Fringe Benefits	8,545	8,451	10,812	12,687
Court Costs	10	23	17	38
Contractual Services	16,965	17,339	18,904	25,224
Other Operating	10,755	15,638	14,216	15,546
Charges for County Services	22,302	24,336	27,750	31,013
Grants to Outside Organizations	0	0	0	0
Capital	557	227	1,814	923
Total Operating Expenditures	82,222	88,946	98,484	114,041
<b>Non-Operating Expenditures Summary</b>				
Transfers	375	-16,408	500	925
Distribution of Funds In Trust	0	0	0	0
Debt Service	57,222	75,258	82,493	89,374
Depreciation, Amortizations and Depletion Reserve	0	0	83,778	122,515
Total Non-Operating Expenditures	57,597	58,850	166,771	212,814

(dollars in thousands)	Total Funding Budget FY 18-19	Total Funding Adopted FY 19-20	Total Positions Budget FY 18-19	Total Positions Adopted FY 19-20
<b>Expenditure By Program</b>				
<b>Strategic Area: Economic Development</b>				
Office of the Port Director	2,569	1,395	14	5
Deputy Director's Office	1,684	2,166	16	18
Port Operations	25,223	35,313	92	168
Business Development	2,922	4,292	14	31
Capital Development	11,149	13,425	77	98
Finance	32,454	33,354	46	50
Safety and Security	22,483	24,096	86	91
Total Operating Expenditures	98,484	114,041	345	461

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
FDOT Funds	2,300	37,600	4,800	0	0	0	0	0	44,700
Federal Transportation Grant	0	15,047	0	0	0	0	0	0	15,047
Future Financing	15,400	524,393	393,200	289,500	208,600	123,400	102,100	0	1,656,593
Seaport Bonds/Loans	144,214	0	0	0	0	0	0	0	144,214
Tenant Financing	4,000	1,000	0	0	0	0	0	0	5,000
Total:	165,914	578,040	398,000	289,500	208,600	123,400	102,100	0	1,865,554
<b>Expenditures</b>									
<b>Strategic Area: ED</b>									
Cargo Facilities Improvements	40,811	56,500	49,500	24,300	12,300	1,900	0	0	185,311
Equipment Acquisition	4,400	50,000	0	0	0	0	0	0	54,400
Facility Improvements	0	6,500	6,400	5,900	1,200	0	0	0	20,000
New Passenger Facilities	5,600	93,000	192,500	79,900	56,000	73,000	0	0	500,000
Passenger Facilities Improvements	12,000	48,000	0	0	0	0	0	0	60,000
Port Facility Improvements	69,603	87,040	149,600	179,400	139,100	48,500	102,100	0	775,343
Terminal Improvements	33,500	237,000	0	0	0	0	0	0	270,500
Total:	165,914	578,040	398,000	289,500	208,600	123,400	102,100	0	1,865,554

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### CARGO GATE - MODIFICATIONS

PROJECT #: 644010



DESCRIPTION: Purchase and install security systems for new gateway as required  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
FDOT Funds	0	2,000	0	0	0	0	0	0	2,000
Federal Transportation Grant	0	7,000	0	0	0	0	0	0	7,000
Future Financing	900	7,500	1,300	0	0	0	0	0	9,700
<b>TOTAL REVENUES:</b>	<b>900</b>	<b>16,500</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,700</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	900	16,500	1,300	0	0	0	0	0	18,700
<b>TOTAL EXPENDITURES:</b>	<b>900</b>	<b>16,500</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,700</b>

#### CHANNEL MODIFICATIONS

PROJECT #: 2000000028



DESCRIPTION: Improvements to Seaport channels as a result of the new terminal additions at the Port of Miami  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	3,200	3,900	22,000	49,000	44,000	12,000	0	0	134,100
<b>TOTAL REVENUES:</b>	<b>3,200</b>	<b>3,900</b>	<b>22,000</b>	<b>49,000</b>	<b>44,000</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>134,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	3,200	3,900	22,000	49,000	44,000	12,000	0	0	134,100
<b>TOTAL EXPENDITURES:</b>	<b>3,200</b>	<b>3,900</b>	<b>22,000</b>	<b>49,000</b>	<b>44,000</b>	<b>12,000</b>	<b>0</b>	<b>0</b>	<b>134,100</b>

#### CONSTRUCTION SUPERVISION

PROJECT #: 6430061



DESCRIPTION: Provide supervision of on-going construction projects at the Seaport  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	9,800	9,800	9,500	9,000	8,500	0	0	46,600
Seaport Bonds/Loans	36,703	0	0	0	0	0	0	0	36,703
<b>TOTAL REVENUES:</b>	<b>36,703</b>	<b>9,800</b>	<b>9,800</b>	<b>9,500</b>	<b>9,000</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>83,303</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	13,801	0	0	0	0	0	0	0	13,801
Planning and Design	22,902	9,800	9,800	9,500	9,000	8,500	0	0	69,502
<b>TOTAL EXPENDITURES:</b>	<b>36,703</b>	<b>9,800</b>	<b>9,800</b>	<b>9,500</b>	<b>9,000</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>83,303</b>



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CONTAINER YARD - IMPROVEMENTS (SEABOARD)

**PROJECT #: 644520**



DESCRIPTION: Implement container yard improvements in the Seaport terminal area for drainage improvements  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	7,700	11,500	9,000	4,500	1,900	0	0	34,600
Seaport Bonds/Loans	18,500	0	0	0	0	0	0	0	18,500
Tenant Financing	4,000	1,000	0	0	0	0	0	0	5,000
<b>TOTAL REVENUES:</b>	<b>22,500</b>	<b>8,700</b>	<b>11,500</b>	<b>9,000</b>	<b>4,500</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>58,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	22,500	8,700	11,500	9,000	4,500	1,900	0	0	58,100
<b>TOTAL EXPENDITURES:</b>	<b>22,500</b>	<b>8,700</b>	<b>11,500</b>	<b>9,000</b>	<b>4,500</b>	<b>1,900</b>	<b>0</b>	<b>0</b>	<b>58,100</b>

### CRUISE TERMINAL AAAA - NEW

**PROJECT #: 2000001291**



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	11,400	62,000	103,400	60,000	4,300	0	0	241,100
Seaport Bonds/Loans	900	0	0	0	0	0	0	0	900
<b>TOTAL REVENUES:</b>	<b>900</b>	<b>11,400</b>	<b>62,000</b>	<b>103,400</b>	<b>60,000</b>	<b>4,300</b>	<b>0</b>	<b>0</b>	<b>242,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	900	11,400	59,000	103,400	60,000	4,300	0	0	239,000
Furniture Fixtures and Equipment	0	0	3,000	0	0	0	0	0	3,000
<b>TOTAL EXPENDITURES:</b>	<b>900</b>	<b>11,400</b>	<b>62,000</b>	<b>103,400</b>	<b>60,000</b>	<b>4,300</b>	<b>0</b>	<b>0</b>	<b>242,000</b>

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

### CRUISE TERMINAL B - NEW

**PROJECT #: 2000000571**



DESCRIPTION: Construct a new Terminal B to accommodate Norwegian Cruise Line operations  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	218,300	0	0	0	0	0	0	218,300
Seaport Bonds/Loans	33,500	0	0	0	0	0	0	0	33,500
<b>TOTAL REVENUES:</b>	<b>33,500</b>	<b>218,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>251,800</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	30,500	218,300	0	0	0	0	0	0	248,800
Furniture Fixtures and Equipment	3,000	0	0	0	0	0	0	0	3,000
<b>TOTAL EXPENDITURES:</b>	<b>33,500</b>	<b>218,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>251,800</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$400,000 and includes 4 FTE(s)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CRUISE TERMINAL C

PROJECT #: 2000000923



DESCRIPTION: Provide renovations to combine terminals B and C to accommodate various cruise lines  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
FDOT Funds	0	6,600	0	0	0	0	0	0	6,600
Future Financing	0	12,100	0	0	0	0	0	0	12,100
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>18,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,700</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	17,700	0	0	0	0	0	0	17,700
Furniture Fixtures and Equipment	0	1,000	0	0	0	0	0	0	1,000
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>18,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18,700</b>

### CRUISE TERMINAL F - PHASE 2

PROJECT #: 2000000979



DESCRIPTION: Expand Terminal F to accommodate added Carnival Cruise ships  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	26,000	69,000	43,900	0	0	0	0	138,900
Seaport Bonds/Loans	1,100	0	0	0	0	0	0	0	1,100
<b>TOTAL REVENUES:</b>	<b>1,100</b>	<b>26,000</b>	<b>69,000</b>	<b>43,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>140,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,100	26,000	69,000	40,900	0	0	0	0	137,000
Furniture Fixtures and Equipment	0	0	0	3,000	0	0	0	0	3,000
<b>TOTAL EXPENDITURES:</b>	<b>1,100</b>	<b>26,000</b>	<b>69,000</b>	<b>43,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>140,000</b>

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

### CRUISE TERMINAL J - IMPROVEMENTS

PROJECT #: 642930



DESCRIPTION: Upgrade and remodel Terminal J to attract luxury cruise operations by replacing carpet, installing new elevators and completing various terminal repair/upgrades  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	600	0	0	0	0	0	0	600
Seaport Bonds/Loans	3,500	0	0	0	0	0	0	0	3,500
<b>TOTAL REVENUES:</b>	<b>3,500</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	3,500	600	0	0	0	0	0	0	4,100
<b>TOTAL EXPENDITURES:</b>	<b>3,500</b>	<b>600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,100</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CRUISE TERMINAL K - NEW

PROJECT #: 2000000980



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	2,000	13,000	36,000	56,000	73,000	0	0	180,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>2,000</b>	<b>13,000</b>	<b>36,000</b>	<b>56,000</b>	<b>73,000</b>	<b>0</b>	<b>0</b>	<b>180,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	2,000	10,000	36,000	56,000	73,000	0	0	177,000
Furniture Fixtures and Equipment	0	0	3,000	0	0	0	0	0	3,000
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2,000</b>	<b>13,000</b>	<b>36,000</b>	<b>56,000</b>	<b>73,000</b>	<b>0</b>	<b>0</b>	<b>180,000</b>

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

### CRUISE TERMINAL V - NEW

PROJECT #: 2000000978



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	65,000	110,500	0	0	0	0	0	175,500
Seaport Bonds/Loans	4,500	0	0	0	0	0	0	0	4,500
<b>TOTAL REVENUES:</b>	<b>4,500</b>	<b>65,000</b>	<b>110,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	4,500	65,000	107,500	0	0	0	0	0	177,000
Furniture Fixtures and Equipment	0	0	3,000	0	0	0	0	0	3,000
<b>TOTAL EXPENDITURES:</b>	<b>4,500</b>	<b>65,000</b>	<b>110,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>180,000</b>

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$300,000 and includes 4 FTE(s)

### CRUISE TERMINALS A AND AA - ROADWAYS

PROJECT #: 2000000724



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	18,900	9,900	0	0	0	0	0	28,800
Seaport Bonds/Loans	10,900	0	0	0	0	0	0	0	10,900
<b>TOTAL REVENUES:</b>	<b>10,900</b>	<b>18,900</b>	<b>9,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,700</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	10,900	18,900	9,900	0	0	0	0	0	39,700
<b>TOTAL EXPENDITURES:</b>	<b>10,900</b>	<b>18,900</b>	<b>9,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,700</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CRUISE TERMINALS AA/AAA - NEW

**PROJECT #:** 2000000570



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	900	4,000	3,000	0	0	0	0	7,900
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>900</b>	<b>4,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,900</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	900	4,000	3,000	0	0	0	0	7,900
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>900</b>	<b>4,000</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,900</b>

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$500,000 and includes 5 FTE(s)

### FEDERAL INSPECTION FACILITY

**PROJECT #:** 641540



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	5,000	11,000	300	0	0	0	0	16,300
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>5,000</b>	<b>11,000</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,300</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	5,000	11,000	300	0	0	0	0	16,300
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>5,000</b>	<b>11,000</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,300</b>

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$50,000 and includes 0 FTE(s)

### GANTRY CRANES

**PROJECT #:** 2000000131



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
FDOT Funds	2,300	18,000	0	0	0	0	0	0	20,300
Future Financing	0	32,000	0	0	0	0	0	0	32,000
Seaport Bonds/Loans	2,100	0	0	0	0	0	0	0	2,100
<b>TOTAL REVENUES:</b>	<b>4,400</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,400</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Major Machinery and Equipment	4,400	50,000	0	0	0	0	0	0	54,400
<b>TOTAL EXPENDITURES:</b>	<b>4,400</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,400</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$2,000,000 and includes 8 FTE(s)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### GARAGE K - NEW

PROJECT #: 2000001288



DESCRIPTION: Construct a new garage to support the passenger growth for the new Terminal K  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	48,000	0	0	0	0	0	0	48,000
Seaport Bonds/Loans	12,000	0	0	0	0	0	0	0	12,000
<b>TOTAL REVENUES:</b>	<b>12,000</b>	<b>48,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	12,000	48,000	0	0	0	0	0	0	60,000
<b>TOTAL EXPENDITURES:</b>	<b>12,000</b>	<b>48,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>

### INFRASTRUCTURE IMPROVEMENTS - CRUISE CAMPUS

PROJECT #: 2000001290



DESCRIPTION: Contribution for infrastructure improvements including but not limited to road work and relocations for future buildings constructed by Royal Caribbean Cruise Line, Norwegian Cruise Line and Carnival Cruise Line  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	6,500	6,400	5,900	1,200	0	0	0	20,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>6,500</b>	<b>6,400</b>	<b>5,900</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	6,500	6,400	5,900	1,200	0	0	0	20,000
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>6,500</b>	<b>6,400</b>	<b>5,900</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,000</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$50,000 and includes 0 FTE(s)

### INFRASTRUCTURE IMPROVEMENTS - PORT WIDE

PROJECT #: 645430



DESCRIPTION: Provide infrastructure improvements in various areas of the Port  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
FDOT Funds	0	0	2,300	0	0	0	0	0	2,300
Future Financing	0	14,900	12,400	10,600	20,600	20,500	102,100	0	181,100
Seaport Bonds/Loans	8,900	0	0	0	0	0	0	0	8,900
<b>TOTAL REVENUES:</b>	<b>8,900</b>	<b>14,900</b>	<b>14,700</b>	<b>10,600</b>	<b>20,600</b>	<b>20,500</b>	<b>102,100</b>	<b>0</b>	<b>192,300</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	8,900	14,900	14,700	10,600	20,600	20,500	102,100	0	192,300
<b>TOTAL EXPENDITURES:</b>	<b>8,900</b>	<b>14,900</b>	<b>14,700</b>	<b>10,600</b>	<b>20,600</b>	<b>20,500</b>	<b>102,100</b>	<b>0</b>	<b>192,300</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### INLAND PORT DEVELOPMENT

**PROJECT #:** 2000000572



**DESCRIPTION:** Continue Inland Port development of container storage and transfer staging areas

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

**District Located:** 5  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Future Financing	0	240	0	0	0	0	0	0	240
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	0	240	0	0	0	0	0	0	240
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>240</b>

### NORTH BULKHEAD - REHABILITATION

**PROJECT #:** 644300



**DESCRIPTION:** Provide repairs and improvements to the north bulkhead terminal

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

**District Located:** 5  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Future Financing	0	18,300	9,300	1,500	0	0	0	0	29,100
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>18,300</b>	<b>9,300</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,100</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	0	18,300	9,300	1,500	0	0	0	0	29,100
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>18,300</b>	<b>9,300</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,100</b>

### SOUTH BULKHEAD - REHABILITATION

**PROJECT #:** 646300



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

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

**District Located:** 5  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Federal Transportation Grant	0	8,047	0	0	0	0	0	0	8,047
Future Financing	11,300	6,953	3,700	0	0	0	0	0	21,953
Seaport Bonds/Loans	1,211	0	0	0	0	0	0	0	1,211
<b>TOTAL REVENUES:</b>	<b>12,511</b>	<b>15,000</b>	<b>3,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,211</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	12,511	15,000	3,700	0	0	0	0	0	31,211
<b>TOTAL EXPENDITURES:</b>	<b>12,511</b>	<b>15,000</b>	<b>3,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31,211</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SOUTH FLORIDA CONTAINER - TERMINAL IMPROVEMENTS

**PROJECT #:** 647150



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
FDOT Funds	0	11,000	2,500	0	0	0	0	0	13,500
Future Financing	0	5,300	30,500	15,300	7,800	0	0	0	58,900
Seaport Bonds/Loans	4,900	0	0	0	0	0	0	0	4,900
<b>TOTAL REVENUES:</b>	<b>4,900</b>	<b>16,300</b>	<b>33,000</b>	<b>15,300</b>	<b>7,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,300</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	4,900	16,300	33,000	15,300	7,800	0	0	0	77,300
<b>TOTAL EXPENDITURES:</b>	<b>4,900</b>	<b>16,300</b>	<b>33,000</b>	<b>15,300</b>	<b>7,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,300</b>

### VARIOUS FACILITY MOVES

**PROJECT #:** 6410330



DESCRIPTION: Movement of customer warehouses and/or other facilities as determined  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	3,100	6,500	400	0	3,200	0	0	13,200
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>3,100</b>	<b>6,500</b>	<b>400</b>	<b>0</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>13,200</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	3,100	6,500	400	0	3,200	0	0	13,200
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>3,100</b>	<b>6,500</b>	<b>400</b>	<b>0</b>	<b>3,200</b>	<b>0</b>	<b>0</b>	<b>13,200</b>

### WATER AND SEWER UPGRADES

**PROJECT #:** 647720



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	0	400	1,700	5,500	0	0	0	7,600
Seaport Bonds/Loans	5,500	0	0	0	0	0	0	0	5,500
<b>TOTAL REVENUES:</b>	<b>5,500</b>	<b>0</b>	<b>400</b>	<b>1,700</b>	<b>5,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,100</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	5,500	0	400	1,700	5,500	0	0	0	13,100
<b>TOTAL EXPENDITURES:</b>	<b>5,500</b>	<b>0</b>	<b>400</b>	<b>1,700</b>	<b>5,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,100</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands)
		ESTIMATED PROJECT COST
CRUISE FERRY COMPLEX - NEW	Dante B. Fascell Port of Miami-Dade	20,000
CRUISE TERMINALS - CONCOURSES AND BERTHING MODIFICATIONS	Dante B. Fascell Port of Miami-Dade	15,000
GANTRY CRANES - RUBBER TIRE REPLACEMENT	Dante B. Fascell Port of Miami-Dade	10,000
NEW BERTH O - WEST NEW APRON	Dante B. Fascell Port of Miami-Dade	67,000
PARKING GARAGES - EXPANSION	Dante B. Fascell Port of Miami-Dade	55,000
PASSENGER TERMINALS - MOBILE WALKWAYS	Dante B. Fascell Port of Miami-Dade	10,200
PORT OPERATIONS SITE - NEW FACILITY	Dante B. Fascell Port of Miami-Dade	23,500
PORT ROADWAY - REALIGNMENT	Dante B. Fascell Port of Miami-Dade	25,000
PORT UTILITIES - EXPAND AND MODERNIZE	Dante B. Fascell Port of Miami-Dade	15,000
RAIL ROAD TRACK - EXTENSION	Dante B. Fascell Port of Miami-Dade	1,000
WATER SERVICE CAPACITY - EXPANSION	Dante B. Fascell Port of Miami-Dade	5,000
<b>UNFUNDED TOTAL</b>		<b>246,700</b>

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





# STRATEGIC AREA

## General Government

### Mission:

To provide good government and support excellent public service delivery

GOALS	OBJECTIVES
ACCESSIBLE, FAIR AND RESPONSIBLE GOVERNMENT	Provide easy access to information and services
	Support a customer-focused organization
	Ensure fair, convenient and accurate Election services
EXCELLENT, ENGAGED AND RESILIENT WORKFORCE	Attract and hire new talent
	Promote employee development and leadership
	Ensure an inclusive and diverse workforce
OPTIMAL INTERNAL MIAMI-DADE COUNTY OPERATIONS AND SERVICE DELIVERY	Deploy effective and reliable technology solutions that support Miami-Dade County services
	Ensure security of systems and data
	Acquire “best value” goods and services in a timely manner
	Effectively utilize and maintain facilities and assets
EFFECTIVE LEADERSHIP AND MANAGEMENT PRACTICES	Provide sound financial and risk management
	Effectively allocate and utilize resources to meet current and future operating and capital needs
	Reduce County government’s greenhouse gas emissions and resource consumption
	Lead community sustainability efforts



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### Audit and Management Services

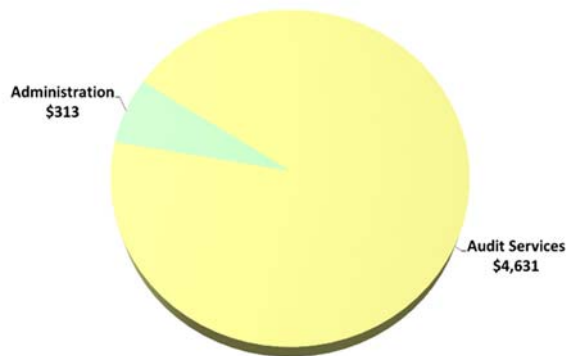
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

As part of the General Government strategic area, AMS examines the operations of County government, other governmental jurisdictions, and external companies, contractors, and grantees to ensure that public funds are being spent appropriately and efficiently. AMS regularly performs audits of high-risk functions and activities and responds to special audit requests from the Office of the Mayor, Board of County Commissioners, Deputy Mayors and Department Directors. Audits are conducted in accordance with professional internal auditing standards, which require assessing risks; planning and performing work to achieve desired objectives; and communicating results that are accurate, constructive, timely, and adequately supported.

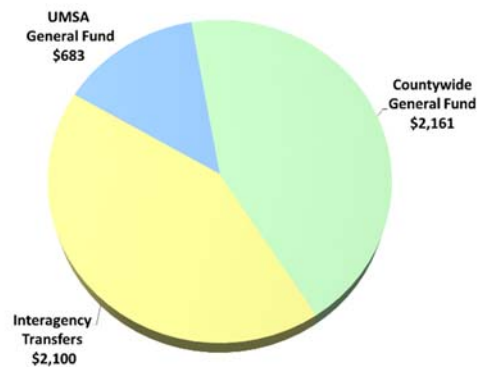
Department stakeholders include County departments and their business partners, as well as the general public.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

<u>AUDIT SERVICES</u> Performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government		
<u>FY 18-19</u>	<u>FY 19-20</u>	
34	34	

<u>ADMINISTRATIVE SUPPORT SERVICES</u> Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management, and information technology assistance		
<u>FY 18-19</u>	<u>FY 19-20</u>	
3	4	

The FY 2019-20 total number of full-time equivalent positions is 38.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: AUDIT SERVICES

The Audit Services Division performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government.

- Issues audit reports aimed at improving efficiency and effectiveness of County operations
- Assists in developing more effective approaches and tools for County departments responsible for monitoring grantees, to ensure consistency, efficiency, and effectiveness
- Develops in-house training curriculum commensurate with planned audits to ensure continued staff proficiency
- Consults with departments to ensure maximum collection of outstanding audit assessment fees
- Uses automated analytical tools to conduct operational analyses that yield cost savings and/or cost-avoidance, and identifies significant and/or unusual variances that, if timely detected, can avert or identify fraud, waste, or abuse
- Conducts follow-up audits to ensure appropriate actions have been taken to address significant audit findings

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of audit reports issued within 90 days of fieldwork completion	GG4-1	ES-3	EF	↑	46%	51%	50%	64%	50%
Amount collected from assessments (in thousands)*	GG4-1	ES-3	OC	↑	\$1,863	\$3,136	\$1,500	\$1,287	\$1,500
Amount assessed from audits (in thousands)*	GG4-1	ES-3	OC	↑	\$860	\$4,487	\$3,000	\$1,698	\$3,000
Audit reports issued	GG4-1	ES-3	OP	↔	52	43	30	50	40
Percentage of planned follow-up audits completed**	GG4-1	ES-3	OP	↔	74%	47%	50%	51%	50%

\* Assessments and collections vary annually based on the audit results and number of revenue audits performed

\*\* In FY 2016-17, a large percentage of the completed audits were the result of following up on compliance audits for the Citizen's Independent Transportation Trust

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the addition of a Clerk 3 (\$58,000) to assist with additional workload demands**
- ☛ The FY 2019-20 Adopted Budget includes \$2.1 million for direct audit services provided for County departments such as Aviation, Water and Sewer, Seaport, Solid Waste Management, Transportation and Public Works, Office of the Citizens' Independent Transportation Trust, and others

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	0	0	0	0	0
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	4	2	10	8	10
Utilities	31	33	34	31	34

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget Adopted	
			FY 18-19	FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	1,813	1,903	2,073	2,161
General Fund UMSA	604	634	691	683
Fees for Services	2,162	2,059	2,250	2,100
Total Revenues	4,579	4,596	5,014	4,944
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	3,227	3,291	3,485	3,436
Fringe Benefits	1,055	1,137	1,278	1,287
Court Costs	0	0	0	0
Contractual Services	0	0	0	0
Other Operating	116	113	167	146
Charges for County Services	42	49	74	68
Grants to Outside Organizations	0	0	0	0
Capital	2	6	10	7
Total Operating Expenditures	4,442	4,596	5,014	4,944
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
Expenditure By Program				
<b>Strategic Area: General Government</b>				
Administration	311	313	3	4
Audit Services	4,703	4,631	34	34
Total Operating Expenditures	5,014	4,944	37	38

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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<b><u>Department Operational Unmet Needs</u></b>			
<b>Description</b>	<b>(dollars in thousands)</b>		<b>Positions</b>
	<b>Startup Costs/ Non-Recurring Costs</b>	<b>Recurring Costs</b>	
Fund two Senior Auditors and three Associate Auditors to perform audits	\$0	\$456	5
<b>Total</b>	<b>\$0</b>	<b>\$456</b>	<b>5</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Commission on Ethics and Public Trust

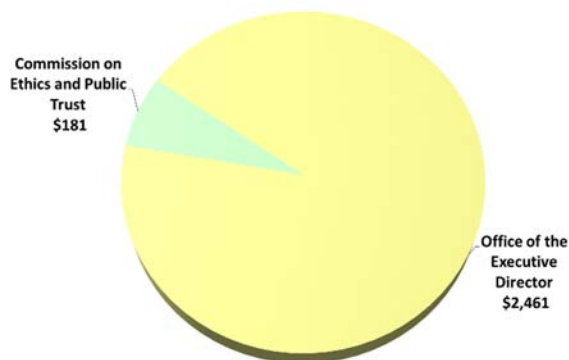
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

As part of the General Government strategic area, the Ethics Commission is dedicated to reinforcing public trust in the administration of government by informing County and municipal elected officials, employees, the public and the private sector about the County Conflict of Interest and Code of Ethics Ordinance (County Ethics Code). The Ethics Commission is authorized to investigate complaints and render advisory opinions related to the following County or municipal legislation: the County Ethics Code including sections related to Lobbyist Registration and Code of Silence, the Citizens' Bill of Rights, Ethical Campaign Practices, the Employee Protection Ordinance and the Public Service Honor Code. It also provides guidance on State of Florida Public Records and Government in the Sunshine laws. Community outreach and educational programs are crucial components of the Ethics Commission's mission. The Ethics Commission hosts a wide array of programs to educate the public on issues concerning ethics, good governance and accountability through town hall meetings, panel discussions and training workshops, as well as local and national conferences and forums.

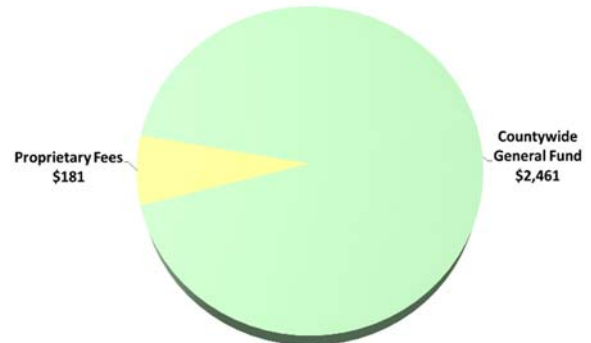
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors and vendors. The Ethics Commission works closely with the Office of the Inspector General and the State Attorney's Office, as well as other criminal law enforcement agencies.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)





## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

#### OFFICE OF THE EXECUTIVE DIRECTOR

Provides administrative support to the Ethics Commission; recommends legislative and policy initiatives that promote ethical government and accountability; issues and approves ethics opinions; supervises and participates in ethics training programs for public officials, employees and candidates for elected office.

FY 18-19  
13

FY 19-20  
16

The FY 2019-20 total number of full-time equivalent positions is 16 FTE.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: OFFICE OF THE EXECUTIVE DIRECTOR**

The Commission on Ethics and Public Trust promotes and enforces high standards of ethical conduct in government and builds and maintains confidence in public servants.

- Recommends legislative and policy initiatives that promote ethical government and accountability; liaises with the community through outreach activities, including speeches, media events, reports and publications
- Tries cases before the Ethics Commission and refers cases for criminal prosecution or other disposition(s) with appropriate agencies
- Responds to requests for advisory opinions by officials, employees and contractors under the authority of the Ethics Commission
- Conducts investigations of official and/or employee misconduct in County and municipal governments and processes complaints that are filed by the general public to be heard by the Ethics Commission
- Provides training for government officials and personnel, candidates for office, students and the business community regarding ordinances under the purview of the Ethics Commission and ethical practices in government
- Manages, assigns and reviews enforcement actions undertaken by the Ethics Commission investigators and the Commission Advocate
- Responsible for the day-to-day operation of the agency including budget and personnel functions

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Number of complaints filed	GG1-2	LS-2	IN	↔	29	51	35	52	40
Number of requests for opinions and inquiries filed*	GG1-2	LS-2	IN	↔	386	353	365	350	400
Number of investigations handled	GG1-2	LS-2	OP	↔	83	92	95	125	130
Number of Ethics trainings and workshops**	GG1-2	LS-2	OP	↔	389	393	410	400	410
Percentage of County employees trained within the past three years	GG1-2	LS-2	OC	↑	97%	100%	100%	100%	100%

\* FY 2018-19 Actual shown is an estimate; informal e-mail ethics “opinions” are no longer provided by the Commission on Ethics and all opinions are now issued in a formal hard-copy legal memorandum format; e-mail ethics guidance or exchanges between COE staff and requesting parties are no longer included in opinion totals; the methodology of this measure to include only formal written opinions will be updated in the FY 2020-21 Proposed Budget

\*\* FY 2018-19 Actual shown is an estimate; volunteers that made presentations on behalf of the COE were previously included in trainings and workshops totals; going forward, these volunteer presentations will no longer be included and only the numbers of trainings and workshops hosted by COE staff will be included in these totals; the methodology of this measure to include only trainings and workshops provided by COE staff will be updated in the FY 2020-21 Proposed Budget

### **DIVISION COMMENTS**

- ☛ **The FY 2019-20 Adopted Budget includes the conversion of two part-time Attorneys to full-time to provide additional legal opinions and briefings and the addition of one General Counsel to separate current legal responsibilities from various existing positions and clearly delineate duties for the COE Board (\$265,000)**
- ☛ As part of the FY 2019-20 Adopted Budget, the Office has reorganized its activities by eliminating one investigative position and one Director of Communications position and adding an Executive Assistant position and one Outreach Specialist position to more effectively address office support and better align outreach resources

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	0	0	0	0	1
Fuel	1	1	1	0	0
Overtime	0	0	0	0	0
Rent	94	96	97	96	102
Security Services	0	1	1	1	1
Temporary Services	0	0	0	0	0
Travel and Registration	2	5	6	1	6
Utilities	14	18	13	19	27

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	1,883	1,978	2,162	2,461
Carryover	320	140	0	14
Fees and Charges	82	99	85	93
Lobbyist Trust Fund	65	75	70	74
Total Revenues	2,350	2,292	2,317	2,642
<b>Operating Expenditures Summary</b>				
Salary	1,506	1,526	1,587	1,804
Fringe Benefits	477	477	531	597
Court Costs	0	0	0	0
Contractual Services	1	1	1	1
Other Operating	199	164	138	201
Charges for County Services	25	101	55	34
Capital	2	0	5	5
Total Operating Expenditures	2,210	2,269	2,317	2,642
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding Budget FY 18-19	Total Funding Adopted FY 19-20	Total Positions Budget FY 18-19	Total Positions Adopted FY 19-20
Expenditure By Program				
<b>Strategic Area: General Government</b>				
Commission on Ethics and Public Trust	155	181	0	0
Office of the Executive Director	2,162	2,461	13	16
Total Operating Expenditures	2,317	2,642	13	16

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Communications

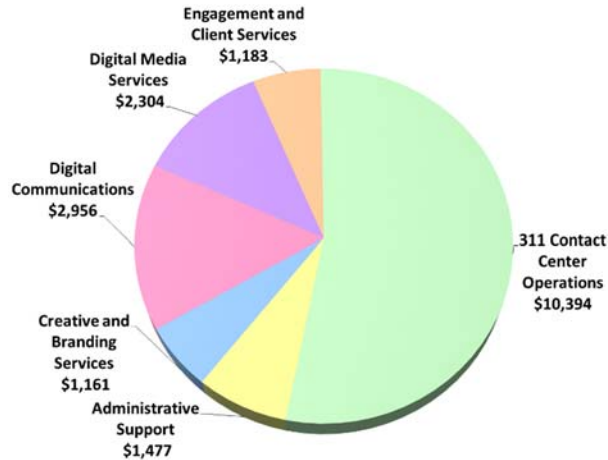
The Communications Department links County government to more than 2.8 million residents and over 16 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal ([www.miamidade.gov](http://www.miamidade.gov)), Miami-Dade Television (MDTV), digital media, printed collateral and multi-lingual radio programming. These service channels facilitate access to government services, assist departments in disseminating information about County services and programs through educational messaging and advertising and support enterprise branding efforts.

As part of the General Government strategic area, the Communications Department is aligned with two strategic objectives: provide easy access to information and services and support a customer-oriented organization.

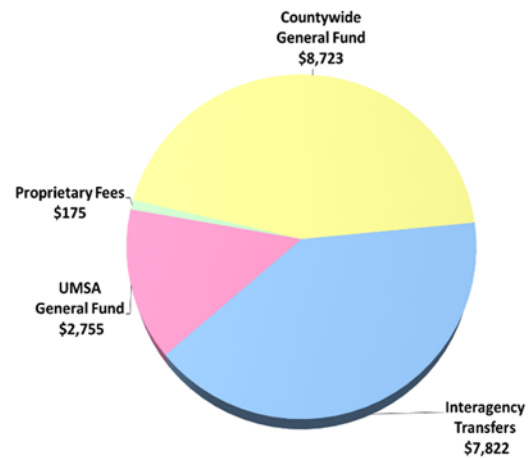
The Communications Department serves a variety of stakeholders including the public, elected officials, County departments and municipalities.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)

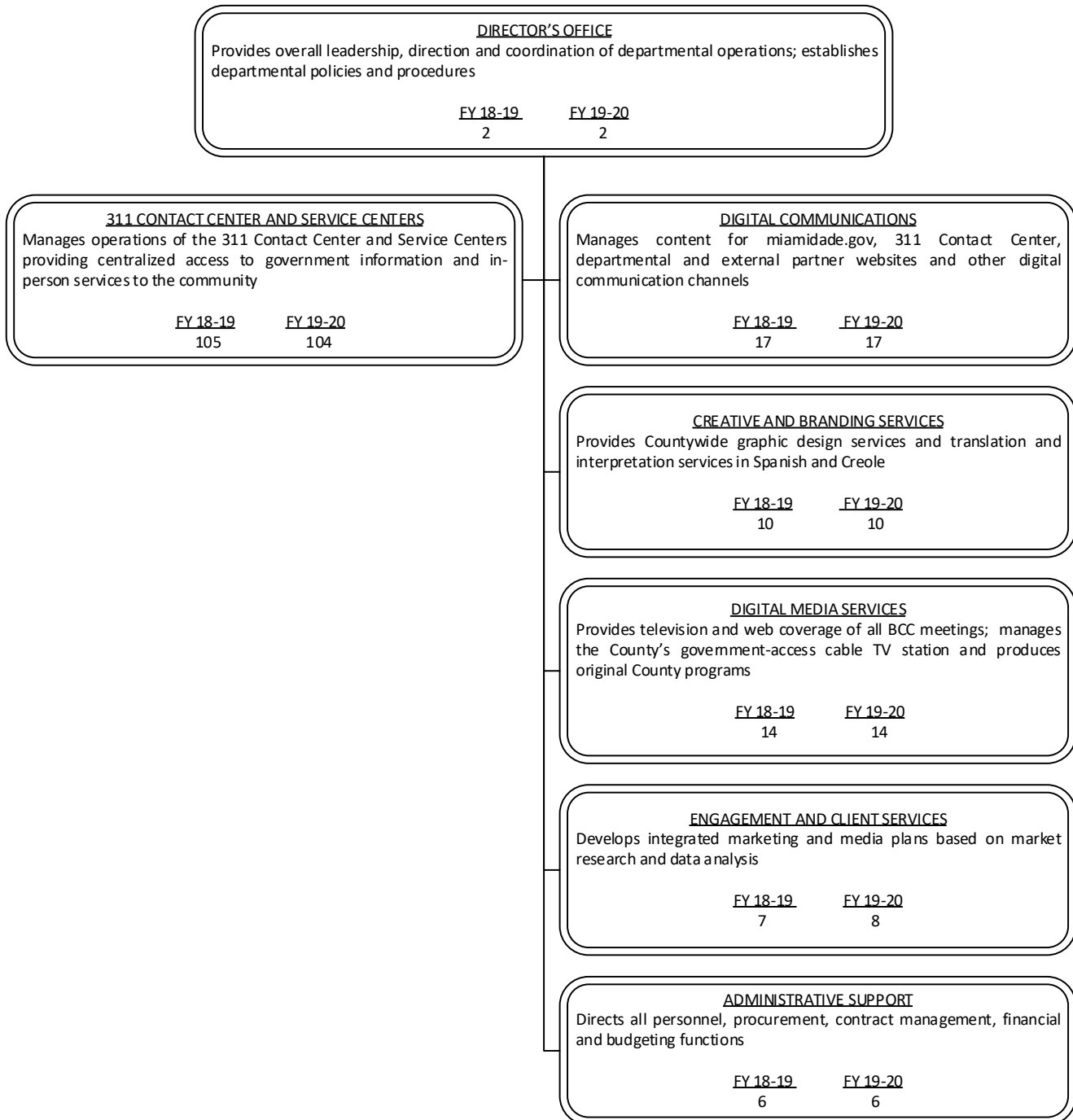


**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2019-20 total number of full-time equivalent positions is 167.57

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: 311 CONTACT CENTER OPERATIONS

The 311 Contact Center provides the public with centralized telephone, in-person and digital access to government information and services.

- Manages the day-to-day operations of the 311 Contact Center and manages three Service Centers located at the South Dade Government Center, North Dade Justice Center and the Permitting and Inspection Center to provide in-person services to the community
- Develops and maintains a comprehensive knowledgebase of government information and services through real-time updates
- Provides data analytics to promote Countywide customer service standards
- Develops and provides training to call center staff
- Applies quality assurance measures to improve service delivery

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Call volume (in millions)	GG1-1	LS-2	IN	↔	1.6	1.3	1.5	1.4	1.5
Average call wait time (in seconds)*	GG1-1	LS-2	EF	↓	249	187	180	111	180

\* The FY 2018-19 Actual reflects a higher number of cross-trained staff handling high volume business lines and an increase in the use of digital channels instead of phone calls for requesting County services

#### DIVISION COMMENTS

- During FY 2018-19, one 311 Call Center Specialist position was transferred to Engagement and Client Services and reclassified to a Marketing Services Coordinator position to address account management functions in the Department

### DIVISION: ADMINISTRATIVE SUPPORT

The Administrative Support Division manages the Department's fiscal accounting functions, processes payroll, prepares and maintains personnel documentation and provides policy support to the Department Director.

- Functions as liaison with elected officials and County administrative offices
- Responsible for the Department's table of organization, procedures and policies
- Manages performance of divisions and develops annual business plan
- Provides internal administrative support such as personnel administration, budget development and control, accounts payable and receivable and procurement

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Invoices processed within 45 calendar days	ED1-2	ES-3	EF	↑	95%	94%	98%	98%	96%

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ENGAGEMENT AND CLIENT SERVICES**

The Engagement and Client Services Division coordinates, plans and executes public education campaigns through market research, placement of advertisements and account management functions.

- Develops integrated marketing and media plans based on market research and conducts data analysis for post-public education performance reporting
- Proactively engages local communications channels to promote Countywide programs and services to the community
- Administers the County's marketing pool and provides communications support for departmental outreach events
- Manages the enterprise editorial calendar which drives integrated messaging across both traditional and digital communications channels

### **DIVISION COMMENTS**

- During FY 2018-19, one 311 Call Center Specialist was transferred from 311 Contact Center Operations and reclassified to a Marketing Services Coordinator position to address account management functions in the Department

### **DIVISION: DIGITAL COMMUNICATIONS**

The Digital Communications Division manages the miamidade.gov portal to enhance the digital customer experience.

- Handles the day-to-day management of the web portal and website content
- Models creative concepts for websites and interactive social media campaigns
- Develops and enforces policies for content, style and digital usability Countywide
- Develops messaging for portal subscribers, online news items, main Miami-Dade social media account postings, RSS feeds and e-newsletters
- Produces publications for County employees
- Manages executive/departmental projects and programs
- Supports Countywide media relations and public records request coordination
- Assures quality of content and web design to ensure usability and accessibility to all audiences across all digital channels
- Facilitates, collects and analyzes feedback to drive efficiencies
- Promotes open source civic engagement to identify customer service solutions and agency sharing

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Visits to the internet portal (in millions)*	GG1-1	LS-2	IN	↔	36	39	37	31	37

\* During FY 2018-19 the Department was simultaneously running different versions of the internet portal but capturing only visits to the newly revamped www.miamidade.gov website

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: DIGITAL MEDIA SERVICES

The Digital Media Services Division manages the County's government-access cable TV station, which provides live television and webcast coverage of public meetings, as well as original programming that informs residents about County programs and services via traditional and digital channels.

- Provides gavel-to-gavel television and webcasting coverage of all Board of County Commissioners and Board Committee meetings, as well as trusts, boards and planning organizations
- Produces original informational and public service programming for broadcast on Miami-Dade TV and Miami-Dade TV on-demand including the Miami-Dade YouTube channel and webcasting
- Provides photography services to departments, the Mayor's Office and the Board of County Commissioners
- Provides support services including video production of Hi-Definition TV and radio commercials
- Creates multi-media content and manages the main social media accounts for Miami-Dade County; manages Countywide social media management system
- Manages the Emergency Operations Center (EOC) video system during emergency activations and provides technical support for press conferences and other media availabilities

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Number of "Likes" to the Miami-Dade County Facebook page (in thousands)	GG1-1	LS-2	OC	↑	65	68	66	78	66

### DIVISION: CREATIVE AND BRANDING SERVICES

The Creative and Branding Services Division designs, develops and executes marketing and public education campaigns, including planning, creative concept development, graphic design and print and audio-visual production services; and develops and enforces policies for content, style and branding.

- Provides full service creative and branding services
- Provides translation and interpretation services in Spanish and Creole

### DIVISION COMMENTS

- In FY 2019-20, the Department will continue its Service Level Agreement with the Elections Department for translation services (\$50,000)

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes funding from the Department's operating revenue for the purchase of recording and duplication equipment to be used on County related segments from local networks for records creation for elected officials and County departments (\$160,000)
- The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of one vehicle for the Department (\$44,000); the County's fleet replacement plan is included under Non-Departmental Capital Budget Project #2000000511



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	115	128	190	192	240
Fuel	1	1	4	1	4
Overtime	217	18	75	40	55
Rent	34	45	16	45	34
Security Services	0	6	2	0	3
Temporary Services	50	70	235	56	85
Travel and Registration	11	38	51	32	45
Utilities	65	53	73	48	64

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	5,014	6,008	7,283	8,723
General Fund UMSA	1,764	2,003	2,427	2,755
Fees for Services	140	157	163	175
Interagency Transfers	10,244	9,461	9,340	7,822
Total Revenues	17,162	17,629	19,213	19,475
<b>Operating Expenditures Summary</b>				
Salary	10,654	10,246	10,933	11,110
Fringe Benefits	3,852	4,037	4,438	4,431
Court Costs	0	0	0	0
Contractual Services	201	315	441	350
Other Operating	1,272	926	1,397	1,480
Charges for County Services	1,098	1,329	1,870	1,874
Grants to Outside Organizations	0	0	0	0
Capital	85	776	134	230
Total Operating Expenditures	17,162	17,629	19,213	19,475
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Strategic Area: General Government</b>				
311 Contact Center Operations	10,168	10,394	105	104
Administrative Support	1,522	1,477	8	8
Engagement and Client Services	1,482	1,183	7	8
Digital Communications	2,648	2,956	17	17
Digital Media Services	2,183	2,304	14	14
Creative and Branding Services	1,210	1,161	10	10
Total Operating Expenditures	19,213	19,475	161	161

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Communications Operating Revenue	0	160	0	0	0	0	0	0	160
Total:	0	160	0	0	0	0	0	0	160
<b>Expenditures</b>									
<b>Strategic Area: GG</b>									
Equipment Acquisition	0	160	0	0	0	0	0	0	160
Total:	0	160	0	0	0	0	0	0	160

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **DUB CENTER IMPROVEMENTS**

**PROJECT #: 2000001036**



DESCRIPTION: Purchase miscellaneous recording equipment for Dub Center improvements

LOCATION: 111 NW 1 St

City of Miami

District Located:

5

District(s) Served:

Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Communications Operating Revenue	0	160	0	0	0	0	0	0	160
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>160</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Furniture Fixtures and Equipment	0	160	0	0	0	0	0	0	160
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>160</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands)
		ESTIMATED PROJECT COST
AUDIO AND VIDEO - SIGNAL ENGINEERING SUPPORT EQUIPMENT	111 NW 1 St	69
COMPUTERS - CONTROL ROOM	111 NW 1 St	170
UNIVERSAL POWER SUPPLY SYSTEM FOR SERVERS	111 NW 1 St	150
UNFUNDED TOTAL		<u>389</u>

<u>Department Operational Unmet Needs</u>			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Acquire a Customer Relationship Management (CRM) solution that can store and manage customer information across all County touchpoints; the solution maintains all information about a customer and prompts the customer to keep that information up to date and accurate. Used in conjunction with the CRM, a case management component tracks and records issues and their respective resolutions	\$2,000	\$1,200	0
<b>Total</b>	<b>\$2,000</b>	<b>\$1,200</b>	<b>0</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Elections

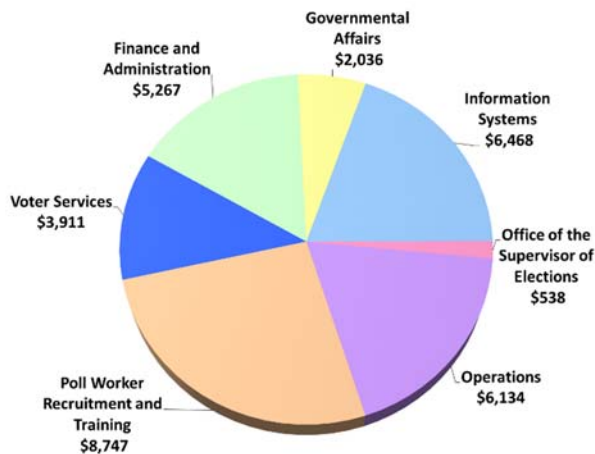
The Elections Department conducts elections that are accurate, convenient and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal and special taxing district elections are conducted and tabulated in a correct, uniform and impartial manner with adherence to federal, state and local election laws.

As part of the General Government strategic area, the Department also maintains accurate voter registration records; provides voter education and outreach; and provides voter information to candidates, political committees and residents. Additionally, the Department serves in the capacity of records custodian for candidate campaign finance reporting, financial disclosure and outside employment reporting.

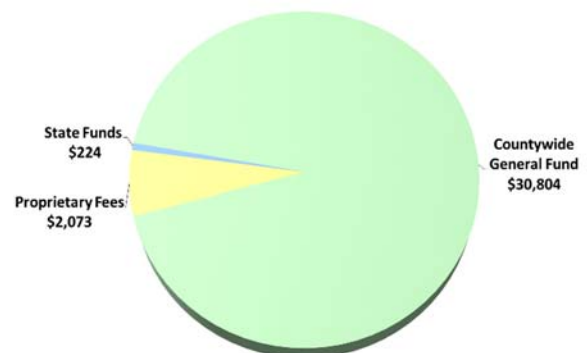
The Department serves an estimated 1.4 million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. The Elections staff interacts with federal, state and municipal officials on a regular basis.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>OFFICE OF THE SUPERVISOR OF ELECTIONS</u></p> <p>Formulates and directs overall policy for Department operations; ensures adherence with federal, state and local election laws</p> <p style="text-align: center;"><u>FY 18-19</u> 3</p> <p style="text-align: center;"><u>FY 19-20</u> 3</p>
	<p style="text-align: center;"><u>INFORMATION SYSTEMS</u></p> <p>Manages ballot programming and coding, Vote by Mail mailing and processing, tabulation of election results and departmental information management</p> <p style="text-align: center;"><u>FY 18-19</u> 22</p> <p style="text-align: center;"><u>FY 19-20</u> 21</p>
	<p style="text-align: center;"><u>FINANCE AND ADMINISTRATION</u></p> <p>Responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring and human resources</p> <p style="text-align: center;"><u>FY 18-19</u> 10</p> <p style="text-align: center;"><u>FY 19-20</u> 10</p>
	<p style="text-align: center;"><u>VOTER SERVICES</u></p> <p>Oversees voter registration services; manages the statewide Voter Registration System; manages absentee voting and departmental mailroom activities; processes petitions</p> <p style="text-align: center;"><u>FY 18-19</u> 22</p> <p style="text-align: center;"><u>FY 19-20</u> 24</p>
	<p style="text-align: center;"><u>OPERATIONS</u></p> <p>Oversees warehouse activities, including elections equipment logistics, ballot tracking and asset management; secures polling places countywide and ensures ADA compliance</p> <p style="text-align: center;"><u>FY 18-19</u> 18</p> <p style="text-align: center;"><u>FY 19-20</u> 19</p>
	<p style="text-align: center;"><u>OFFICE OF GOVERNMENTAL AFFAIRS</u></p> <p>Monitors federal, state and local legislation; coordinates elections Canvassing Board activities, candidate qualifying, ballot preparation and proofing and liaison activities with candidates and municipalities</p> <p style="text-align: center;"><u>FY 18-19</u> 12</p> <p style="text-align: center;"><u>FY 19-20</u> 12</p>
	<p style="text-align: center;"><u>POLL WORKER RECRUITMENT AND TRAINING</u></p> <p>Manages recruitment, training and compensation for early voting and election day poll workers and coordinates collection center activities on election night</p> <p style="text-align: center;"><u>FY 18-19</u> 12</p> <p style="text-align: center;"><u>FY 19-20</u> 16</p>

The FY 2019-20 total number of full-time equivalent positions is 105

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE SUPERVISOR OF ELECTIONS

The Office of the Supervisor of Elections formulates and directs overall policy for all departmental operations.

- Manages day-to-day operations of the Department
- Maintains compliance with all federal, state and local policies related to elections

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Municipal Clerk satisfaction with Elections Department overall	GG1-3	LS-1	OC	↑	99%	97%	99%	99%	99%

#### DIVISION COMMENTS

- As part of the Department's on-going commitment to voter convenience and as a result of state law, the Department will focus on the implementation of new ADA voting equipment and other systems upgrades in preparation for the 2020 General Election; resource allocation will continue to be deployed based on voter turnout and ballot length to ensure voter wait times are no more than one hour

### DIVISION: INFORMATION SYSTEMS

The Information Systems Division manages ballot programming and coding, tabulation of election results, Vote by Mail and departmental information technology.

- Prepares all ballot configurations
- Prepares ballot design and layout; creates election definition and programming
- Manages tabulation and reporting of election results
- Manages the ballot mailing and sorting system for Vote by Mail ballots
- Oversees departmental information technology infrastructure
- Allocates and orders ballots prior to elections

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Number of days to code ballots for all countywide elections	GG1-3	LS-1	EF	↓	5	5	3	5	5
Percentage of vote by mail ballots tabulated on time - countywide and special elections	GG1-3	LS-1	OC	↑	100%	100%	95%	100%	100%

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of two Computer Technician 2 positions for the processing of Vote by Mail ballots (\$160,000)
- During FY 2018-19, one Elections Section Manager position, one Elections Supervisor position and one Clerk 4 position were transferred from Information Systems to Poll Worker Recruitment and Training to align departmental resources for the 2020 Presidential Preference and the 2020 Primary Election
- The FY 2019-20 Adopted Budget includes funding for a total of twenty-three (23) early voting sites, open for 8 hours per day for fourteen (14) early voting days for the 2020 Presidential Preference and the 2020 Primary Election; this schedule is consistent with similar elections held in 2016

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FINANCE AND ADMINISTRATION**

The Finance and Administration Division is responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring and human resources.

- Responsible for budget and finance, including budget coordination, accounts payable and elections billing and collection
- Responsible for grants administration and procurement activities, including purchasing, contracts negotiation and management
- Manages personnel and human resource functions, including hiring of temporary staff hired through contracted employment agencies to provide extensive support for early voting, Vote by Mail ballot processing and Election Day assistance

### **DIVISION COMMENTS**

- As part of the efforts to achieve efficiencies and reduce wait times, the FY 2019-20 Adopted Budget includes funding for additional Ballot on Demand (BOD) printers and DS200 ballot scanners to deploy to early voting sites for the 2020 Presidential Preference and the 2020 Primary Election

### **DIVISION: VOTER SERVICES**

The Voter Services Division oversees public services; manages the statewide Voter Registration System; manages provisional voting and voter eligibility; coordinates all absentee ballot distribution; and is responsible for departmental mailroom operations.

- Updates all changes in voter registration records and maintains an accurate Voter Registration System
- Manages Vote by Mail
- Reviews and certifies local, statewide and federal petitions
- Responds to routine requests for information
- Manages departmental mailroom operations
- Manages the Voter Information Center at the Stephen P. Clark Center

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
New voter registrations*	GG1-3	LS-2	OP	↔	68,505	49,222	45,000	54,643	75,000
Percentage of voters utilizing vote by mail**	GG1-3	LS-2	EF	↑	26%	48%	50%	35%	50%
Petition reviews completed per hour	GG1-3	LS-1	EF	↑	44	35	35	30	35

\* The FY 2016-17 Actual is associated with the Department's community outreach events coinciding with the 2016 General Election; the FY 2019-20 Target reflects the Department's efforts for the 2020 elections

\*\* The FY 2016-17 and FY 2018-19 Actuals reflect a low percentage of voters voting absentee in scheduled municipal elections

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes funding for the Electronic Registration Information Center (ERIC) which allows the State of Florida to crosscheck voter registration data with that of 29 other member states; the ERIC will further ensure that the Florida Voter Registration system is accurate and up to date and will allow the State of Florida to provide counties information on potentially eligible residents who are not registered to vote; these new functions will require the Department to perform data matching, process outgoing notifications, respond to voter inquiries, process new voter registration applications and other list maintenance activities within the statutory deadlines; two additional positions are funded to perform these tasks (\$300,000)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OPERATIONS

The Operations Division manages the preparation and deployment of voting equipment, secures polling locations, oversees warehouse activities and asset management and develops logistical plans for elections.

- Coordinates the maintenance, repair, preparation and testing of voting equipment
- Manages warehouse activities, including ballot tracking and asset management
- Delivers and picks up voting equipment at polling places countywide
- Secures polling places countywide, including ensuring compliance with the Americans with Disabilities Act (ADA)
- Manages Election Day Call Center activities

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Election Central - Average call wait time (in seconds)*	GG1-3	LS-1	EF	↓	12	8	15	4	15

\* FY 2018-19 Actual reflects reduced call wait time due to better trained and more knowledgeable staff responding to calls from polling locations; in FY 2019-20 the Department will review whether adjustments to the Target are warranted

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the addition of one Elections Logistics Technician (\$68,000) to better streamline the election preparation processes
- The FY 2019-20 Adopted Budget includes funding for offsite warehouse locations to accommodate the increase in space needed to prepare and store voting equipment (\$153,000)

### DIVISION: GOVERNMENTAL AFFAIRS

The Governmental Affairs Division coordinates elections activities; serves as liaison to county candidates, political committees and municipal clerks regarding candidate qualifying, campaign financing and election laws; advances the Department's legislative efforts and monitors federal, state and local legislation; coordinates media activities and manages the Department's public profile; conducts outreach and voter education programs; responds to public records requests; and maintains records in accordance with election laws and local requirements.

- Monitors federal, state and local elections legislation and advances the Department's legislative efforts
- Manages candidate activities, including qualifying and financial reporting
- Serves as liaison to external entities, including municipal and other governments
- Coordinates media activities
- Acts as custodian of outside employment forms
- Manages public records requests and documentation
- Manages post-election audit activities and imaging of financial disclosures and voter records
- Coordinates voter outreach and education events
- Supervises voting at assisted living facilities and nursing homes

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of Treasurers' reports audited within 15 calendar days	GG1-3	LS-1	EF	↑	100%	98%	99%	99%	99%



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: POLL WORKER RECRUITMENT AND TRAINING**

The Poll Worker Recruitment and Training Division recruits and trains poll workers and manages early voting activities and the operation of polling places and collection centers on Election Day.

- Develops procedures and training materials to train all poll workers, administrative troubleshooters and collection center personnel in accordance with Florida Statutes for municipal and countywide elections
- Ensures adequate staffing levels of poll workers (County and temporary employees) for municipal and countywide elections, including recruitment, training and assignment of poll workers
- Manages early voting operations, including staffing, training and facilities
- Responsible for reconciliation and processing of poll worker payroll
- Operates collection centers on Election Day for municipal and countywide elections

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of voters who voted early (all elections)*	GG1-3	LS-2	OC	↑	22.9%	10%	25%	25%	25%
Poll workers trained**	GG1-3	LS-1	OP	↔	5,193	12,577	5,000	4,398	10,000

\* The FY 2017-18 Actual includes the number of voters who participated in the special elections held in February, May and June 2018





\*\* The FY 2017-18 Actual reflects the recruitment and staffing of poll workers coinciding with the 2018 Gubernatorial Election; the FY 2019-20 Target reflects the Department's efforts for the 2020 elections; this measure and its methodology was updated from the FY 2019-20 Proposed Budget to be consistent with the department's business plan

### **DIVISION COMMENTS**

- **The FY 2019-20 Adopted Budget includes the addition of one Elections Procedures Specialist (\$68,000) to manage the growth in the number of temporary employees and meet voter expectations regarding wait times**
- The FY 2019-20 Adopted Budget continues funding for a poll worker recruitment campaign; the campaign will assist the Department in maintaining its database of poll workers and provide consistent succession planning with training and utilization of new poll workers in advance of the 2020 Presidential Preference and the 2020 Primary Election (\$100,000)
- During FY 2018-19, one Elections Section Manager position, one Elections Supervisor position and one Clerk 4 position were transferred to Poll Worker Recruitment and Training from Information Systems to align departmental resources for the 2020 Presidential Preference and the 2020 Primary Election

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  In FY 2019-20, the Department will complete the purchase of 900 ADA compliant voting units and associated software, hardware and training costs as mandated by the State of Florida, which will provide a paper trail for voters with disabilities (total project cost \$6.115 million, \$200,000 in FY 2019-20); this implementation will have an annual operating impact of \$478,000 in FY 2019-20
-  The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes funding for the development of Phase 2 of a software application for the Department's Administrative Trouble Shooters (ATS); the application will allow real-time updating of forms, documentation and communication via smart tablets and will improve the efficiency of ATS routing on Election Day by assigning sites to each (\$60,000)
-  The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes funding for the purchase of one ballot inserter and one ballot sorter to provide greater output of vote by mail ballots (\$2.356 million); this implementation will have an annual operating impact of \$81,000 in FY 2019-20 and require one full-time position
-  The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes funding for the purchase of one vehicle and three forklifts (\$178,000) and funding for debt service obligations related to the Department's fleet replacement plan (\$26,300); the County's fleet replacement plan is included under Non-Departmental Capital Budget Project #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	545	523	496	342	514
Fuel	31	39	8	31	43
Overtime	522	442	367	449	552
Rent	145	25	105	52	154
Security Services	77	68	82	36	105
Temporary Services	8,454	5,055	5,541	5,872	9,837
Travel and Registration	28	12	35	34	45
Utilities	662	614	560	603	627

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	25,331	20,860	25,301	30,804
Municipal Reimbursement	1,045	1,894	350	2,073
State Grants	312	214	250	224
Total Revenues	26,688	22,968	25,901	33,101
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	14,869	10,860	12,810	17,546
Fringe Benefits	2,791	2,717	2,989	3,028
Court Costs	50	50	50	50
Contractual Services	2,832	1,934	2,715	3,609
Other Operating	3,198	3,851	2,848	4,591
Charges for County Services	2,753	3,493	4,452	4,243
Grants to Outside Organizations	47	32	37	34
Capital	148	31	0	0
Total Operating Expenditures	26,688	22,968	25,901	33,101
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding Budget FY 18-19	Total Funding Adopted FY 19-20	Total Positions Budget FY 18-19	Total Positions Adopted FY 19-20
<b>Expenditure By Program</b>				
<b>Strategic Area: General Government</b>				
Finance and Administration	4,230	5,267	10	10
Governmental Affairs	1,699	2,036	12	12
Information Systems	9,136	6,468	22	21
Office of the Supervisor of Elections	534	538	3	3
Operations	4,557	6,134	18	19
Poll Worker Recruitment and Training	2,929	8,747	12	16
Voter Services	2,816	3,911	22	24
Total Operating Expenditures	25,901	33,101	99	105

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Capital Asset Series 2018A Bonds	6,115	0	0	0	0	0	0	0	6,115
Future Financing	0	2,356	0	0	0	0	0	0	2,356
IT Funding Model	0	60	0	0	0	0	0	0	60
Total:	6,115	2,416	0	0	0	0	0	0	8,531
<b>Expenditures</b>									
<b>Strategic Area: GG</b>									
Computer and Systems Automation	5,915	200	0	0	0	0	0	0	6,115
Departmental Information Technology Projects	0	60	0	0	0	0	0	0	60
Equipment Acquisition	0	2,356	0	0	0	0	0	0	2,356
Total:	5,915	2,616	0	0	0	0	0	0	8,531

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### ADA COMPLIANT VOTING SYSTEM

PROJECT #: 2000000815



DESCRIPTION: Purchase 900 ADA compliant voting units and associated software and hardware mandated by F.S.101.56075; state statutes mandate that all counties must be compliant in providing a paper trail for voters with disabilities by the year 2020

LOCATION: 2700 NW 87 Ave  
Doral

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Asset Series 2018A Bonds	6,115	0	0	0	0	0	0	0	6,115
<b>TOTAL REVENUES:</b>	<b>6,115</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,115</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	5,915	200	0	0	0	0	0	0	6,115
<b>TOTAL EXPENDITURES:</b>	<b>5,915</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,115</b>

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

#### ADMINISTRATIVE TROUBLE SHOOTERS (ATS) ROUTING SOFTWARE - PHASE 2

PROJECT #: 2000001276



DESCRIPTION: Purchase and/or develop a routing application that can automatically assign routes and create maps to assist ATS election personnel on Election Day

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
IT Funding Model	0	60	0	0	0	0	0	0	60
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	0	60	0	0	0	0	0	0	60
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>

#### VOTE BY MAIL INSERTER AND BALLOT SORTER

PROJECT #: 2000001242



DESCRIPTION: Purchase one Vote by Mail Inserter and one Ballot Sorter to provide greater output of vote by mail ballots

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	2,356	0	0	0	0	0	0	2,356
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>2,356</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,356</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	2,356	0	0	0	0	0	0	2,356
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2,356</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,356</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$81,000 and includes 1 FTE(s)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
ELECTIONS BUILDING - RECONFIGURATION AND WAREHOUSE SPACING	2700 NW 87 Ave	1,000
UNFUNDED TOTAL		1,000

<u>Department Operational Unmet Needs</u>			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Purchase a wireless data service application to create modules for early voting event allocation, cellphone asset tracking/inventory and preventative maintenance record keeping, which will remove items from the department's inventory master and archive records	\$200	\$0	0
Hire one Special Projects Administrator 1 position to provide analysis, research and estimates; establish and maintain benchmarks for the department; and assist with post-election costs and inventory control	\$0	\$99	1
<b>Total</b>	<b>\$200</b>	<b>\$99</b>	<b>1</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Finance

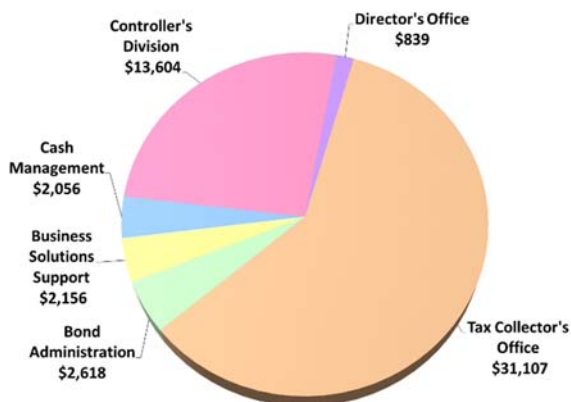
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution, code enforcement collections and collection on delinquent accounts for various County departments.

As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments and payroll checks, maintaining the County's general ledger system and providing financial reports. The Department collects and distributes current and delinquent real and personal property taxes, non-ad valorem special assessments for all local taxing authorities within Miami-Dade County, local business tax receipts and convention and tourist taxes. The Department also acts as an agent on behalf of the State of Florida to issue automobile, vessel, mobile home and hunting and fishing licenses; invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances; and manages the County's debt financing and debt issuances.

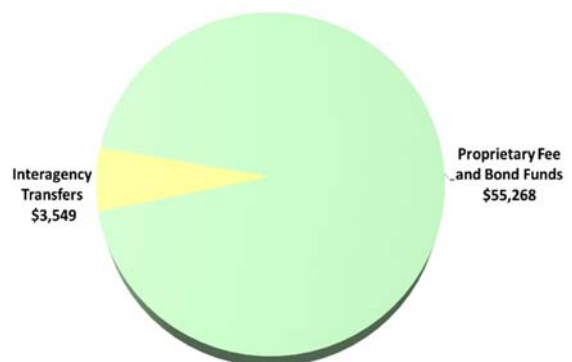
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management and Budget, the Office of the Property Appraiser, the Internal Services Department, the Human Resources Department, the Information Technology Department, municipalities with the code enforcement collections and outside financial consultants.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u> Formulates and directs overall financial policy of the County</p> <table><tr><td><u>FY 18-19</u> 8</td><td><u>FY 19-20</u> 8</td></tr></table>	<u>FY 18-19</u> 8	<u>FY 19-20</u> 8
<u>FY 18-19</u> 8	<u>FY 19-20</u> 8		
	<p style="text-align: center;"><u>CONTROLLER</u> Satisfies legal and mandated requirements; processes vendor payments and payroll; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting</p> <table><tr><td><u>FY 18-19</u> 138</td><td><u>FY 19-20</u> 140</td></tr></table>	<u>FY 18-19</u> 138	<u>FY 19-20</u> 140
<u>FY 18-19</u> 138	<u>FY 19-20</u> 140		
	<p style="text-align: center;"><u>CASH MANAGEMENT</u> Invests surplus funds in compliance with Florida Statutes, local ordinances, and investment policy</p> <table><tr><td><u>FY 18-19</u> 7</td><td><u>FY 19-20</u> 7</td></tr></table>	<u>FY 18-19</u> 7	<u>FY 19-20</u> 7
<u>FY 18-19</u> 7	<u>FY 19-20</u> 7		
	<p style="text-align: center;"><u>BOND ADMINISTRATION</u> Manages the County's debt financing</p> <table><tr><td><u>FY 18-19</u> 8</td><td><u>FY 19-20</u> 9</td></tr></table>	<u>FY 18-19</u> 8	<u>FY 19-20</u> 9
<u>FY 18-19</u> 8	<u>FY 19-20</u> 9		
	<p style="text-align: center;"><u>TAX COLLECTOR</u> Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, improvement liens, local business tax receipts, waste fees, excise utility taxes, convention and tourist development taxes, and license fees; and collection of delinquent accounts for various County departments; oversees code enforcement collections</p> <table><tr><td><u>FY 18-19</u> 226</td><td><u>FY 19-20</u> 241</td></tr></table>	<u>FY 18-19</u> 226	<u>FY 19-20</u> 241
<u>FY 18-19</u> 226	<u>FY 19-20</u> 241		
	<p style="text-align: center;"><u>BUSINESS SOLUTIONS SUPPORT</u> Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions, including the future ERP financial modules</p> <table><tr><td><u>FY 18-19</u> 24</td><td><u>FY 19-20</u> 24</td></tr></table>	<u>FY 18-19</u> 24	<u>FY 19-20</u> 24
<u>FY 18-19</u> 24	<u>FY 19-20</u> 24		

The FY 2019-20 total number of full-time equivalent positions is 435 FTEs

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: DIRECTOR'S OFFICE**

The Director's Office is responsible for formulating and directing the overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector and financial markets
- Provides overall administration of departmental operations
- Monitors Countywide financial regulatory compliance
- Serves on Enterprise Resource Planning (ERP) Steering Committee

### **DIVISION COMMENTS**

- In FY 2018-19, the Department is expected to transfer \$8.7 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects; the Adopted Budget includes a \$3.542 million carryover into FY 2019-20 that will be part of the \$5.9 million transfer to the GGIF
- The FY 2019-20 Adopted Budget includes transfers from Transportation and Public Works (\$353,000), Transportation Planning Organization (\$43,000), Parks, Recreation and Open Spaces (\$26,000), Regulatory and Economic Resources (\$10,000), Seaport (\$7,000), Internal Services (\$6,000), Tourist Development Tax (\$20,000), Aviation (\$62,000) and Water and Sewer Department (\$15,000) for accounting and compliance support

### **DIVISION: CONTROLLER'S DIVISION**

The Controller's Division provides fiscal and accounting controls over resources and related appropriations.

- Satisfies legal and mandated reporting requirements including the Comprehensive Annual Financial Report (CAFR), State Controller's Report, state and federal audit reports and the indirect cost allocation plan
- Records, reports on, and monitors the County's financial activities
- Maintains County financial accounting systems
- Processes vendor disbursements and County payroll
- Monitors County bank accounts to ensure timely reconciliations

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**



Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of invoices paid within 45 calendar days	ED1-2	ES-3	EF	↑	87%	91%	90%	94%	90%
Percentage of invoices paid within 30 calendar days	ED1-2	ES-3	EF	↑	67%	79%	70%	85%	70%
Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)	GG4-1	LS-1	OC	↑	Awarded	Awarded	Award	Award	Award

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the conversion of an Accountant 1 part-time position to full-time that is required for the maintenance of general ledgers; additionally, during FY 2018-19, one Accountant 3 overage was approved to assist with the FEMA cost reimbursement process from Hurricane Irma



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

-  During FY 2018-19, the federal government announced the approval of \$119 million in reimbursement towards the clean-up efforts that resulted from Hurricane Irma; it is anticipated that the State of Florida will cover an additional \$31 million bringing the total reimbursed to approximately \$150 million
-  The FY 2019-20 Adopted Budget includes a \$3.012 million transfer from the IT Funding Model to support the operations of Image and Workflow Automation (IWA)

### **DIVISION: TAX COLLECTOR'S OFFICE**

The Tax Collector's primary responsibility is to collect, account for, and distribute current and delinquent real and personal property ad valorem taxes, and non-ad valorem special assessments, for various state, county, local and municipal taxing authorities.


- Administers state laws, local ordinances and policies pertaining to the collection and distribution of taxes; distributes all tax revenues and assessment fees to the taxing authorities
- Collects and distributes Tourist and Convention Development taxes and all tourist taxes (including bed, food and beverage taxes) and issues Local Business Tax Receipts for businesses located in the County
- Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission by issuing state motor vehicle, vessel and mobile home licenses, tag renewals and title applications for automobiles, trucks and mobile homes; collecting and remitting sales tax to the State for the above transactions; and selling various hunting and fishing licenses and permits
- Oversees operation of 25 private auto tag agencies in the County
- Collects delinquent accounts receivable for various County departments
- Collects code enforcement fees and fines on behalf of various departments that enforce the County's code

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Total number of distributions processed*	GG4-1	ES-3	OP	↔	17	16	14	16	14
Debt portfolio fees collected (in thousands)	GG4-1	ES-3	OC	↑	\$4,067	\$6,777	\$6,441	\$6,954	\$6,782
Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)	GG4-1	ES-3	OC	↑	\$13,093	\$22,123	\$20,869	\$22,101	\$22,129
Average number of accounts worked per day per collector	GG4-1	ES-3	EF	↑	43	46	50	54	45
Total dollar-value of web-enabled transactions completed using the online services portal (dollars in millions)	GG1-1	LS-1	OC	↑	\$1,453	\$1,678	\$1,625	\$1,856	\$1,977

\* The distribution of taxes has a statutorily-required minimum of 14 distributions per year; the Tax Collector may process additional distributions for convenience of operations or as additional customer services

### **DIVISION COMMENTS**

-  The FY 2019-20 Adopted Budget includes the transfer of the Code Enforcement Unit from the Office of Clerk to the Finance Department; this transfer aligns similar County functions in the Credit and Collections Division (15 positions, \$1.88 million)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: BOND ADMINISTRATION

The Bond Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including swap transactions.

- Accesses the capital markets to provide capital funding as needed by County departments, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Prepares and submits the Annual Report to Bondholders encompassing all of the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to peripheral debt issuing authorities of the County, including the Educational Facilities Authority and Health Facilities Authority
- Makes payments on bonds/loan debt service

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of debt service payments made timely	GG4-1	LS-1	OC	↔	100%	100%	100%	100%	100%
Bond ratings evaluation by Moody's*	GG4-1	LS-1	OP	↑	Aa2	Aa2	Aa2	Aa2	Aa2
Bond ratings evaluation by Standard and Poor's*	GG4-1	LS-1	OP	↑	AA	AA	AA	AA	AA

\* Bond ratings shown are for General Obligation Bonds

#### DIVISION COMMENTS

- During FY 2018-19, a Senior Bond Analyst overage was approved and will focus on Public Private Partnership (P3) financings that will help with funding future infrastructure needs across the County

### DIVISION: CASH MANAGEMENT

The Cash Management Division is responsible for investing surplus funds in compliance with Florida Statutes, ordinances and the County's investment policy while maintaining sufficient cash balances to honor the obligations of the County.

- Handles all banking transactions for the County; invests surplus County funds, averaging between \$3 billion to \$4 billion annually
- Monitors the daily diversification of the County's portfolio and distributes earnings on investments

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Compliance with investment policy and guidelines	GG4-1	LS-1	OC	↑	100%	100%	100%	100%	100%
Average rate of return earned from County investments	GG4-1	LS-1	OC	↑	0.90%	1.59%	1.46%	2.34%	1.25%

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes transfers of \$8,000 from the Water and Sewer Department and \$34,000 from the Aviation Department for cash management activities

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: BUSINESS SOLUTIONS SUPPORT**

The Business Solutions Support Division is responsible for administering, planning, coordinating, and providing support for the Countywide implementation of various financial business solutions, including the future ERP financial modules.

- Provides Countywide functional support of the General Ledger, Accounts Payable, E-Commerce, Tax Collection and Delinquent Account Collection Systems and other related financial systems
- Supports creation and maintenance of chart of accounts fields and budget controls, application access to ensure proper segregation of duties, financial report generation and validation and training; provides customer support and implementation support for upgrades, fixes and enhancements
- Plans and directs required modifications to above financial systems to meet legislative (BCC, state and federal) requirements
- Assesses departmental business processes, developing and implementing strategic plans and projects that align information technology needs with the department's financial business functions
- Ensures proper system controls are maintained for the General Ledger, Accounts Payable and Purchasing systems to respond to the annual external financial audit; monitors and provides support to over 5,700 users of these systems
- Coordinates with the Information Technology Department (ITD) and departments in the implementation of new financial technologies to support Countywide and departmental initiatives as they relate to financial systems, such as ERP implementation, which includes over 14 financial modules

### **DIVISION COMMENTS**

- ☛ The implementation of the Enterprise Resource Planning (ERP) System, which includes ITD, the Office of Management and Budget, Finance, Internal Services and the Human Resources Department will continue to configure and build the ERP and provide change management services to replace the legacy applications of FAMIS, ADPICS, and Time & Leave (Payroll); it is estimated that this implementation will be completed by FY 2023-24; the FY 2019-20 Adopted Budget includes \$2.053 million from the ERP Project to reimburse the Finance department for ERP related expenses

### **CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- ☛ The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the acquisition and implementation of a credit and collection system to replace the existing application that is outdated and can no longer support the volume and complexity of today's operation; the Department is projecting to complete this project by the close of FY 2020-21 (total project cost \$400,000 with \$300,000 programmed in FY 2019-20)
- ☛ The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the acquisition and installation of an automated payment processing system to replace aging equipment no longer being supported by the vendor; the Department is projecting the installation of the system to be completed by the close of FY 2019-20 (total project cost \$400,000 with \$50,000 programmed in FY 2019-20)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	59	54	94	52	103
Fuel	0	0	0	0	0
Overtime	123	93	103	107	120
Rent	2,255	2,431	2,402	2,329	2,521
Security Services	235	252	306	262	291
Temporary Services	320	328	422	105	849
Travel and Registration	34	47	133	55	125
Utilities	165	155	198	168	193

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
Ad Valorem Fees	13,402	12,794	13,951	13,368
Auto Tag Fees	13,651	14,408	14,435	14,354
Bond Transaction Fees	1,253	2,267	600	1,807
Carryover	11,636	9,212	6,672	3,543
Code Fines / Lien Collections	0	0	0	1,860
Credit and Collections	4,067	6,777	6,441	6,782
Local Business Tax Receipt	3,913	4,117	4,000	4,111
Miscellaneous Revenues	0	0	0	20
Other Revenues	4,060	4,649	3,862	4,730
Tourist Tax Fees	3,806	4,304	4,217	4,693
Interdepartmental Transfer	557	557	164	537
Other	2,287	2,876	2,963	3,012
Total Revenues	58,632	61,961	57,305	58,817

#### **Operating Expenditures**

##### **Summary**

Salary	21,529	22,793	25,200	27,551
Fringe Benefits	7,753	8,764	10,102	10,759
Court Costs	17	16	26	61
Contractual Services	1,007	947	1,037	1,214
Other Operating	5,937	6,281	6,872	7,343
Charges for County Services	4,428	4,286	4,911	4,955
Grants to Outside Organizations	0	0	0	0
Capital	8	168	293	497
Total Operating Expenditures	40,679	43,255	48,441	52,380

#### **Non-Operating Expenditures**

##### **Summary**

Transfers	8,742	9,757	8,864	6,437
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	8,742	9,757	8,864	6,437

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Expenditure By Program</b>				
<b>Strategic Area: General Government</b>				
Director's Office	1,025	839	8	8
Controller's Division	13,081	13,604	138	140
Tax Collector's Office	27,854	31,107	226	241
Bond Administration	2,347	2,618	8	9
Cash Management	1,970	2,056	7	7
Business Solutions Support	2,164	2,156	24	24
Total Operating Expenditures	48,441	52,380	411	429

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Finance Operating Revenues	2,000	300	100	0	0	0	0	0	2,400
Total:	2,000	300	100	0	0	0	0	0	2,400
<b>Expenditures</b>									
<b>Strategic Area: GG</b>									
Computer and Systems Automation	350	50	0	0	0	0	0	0	400
E-Government Projects	0	300	100	0	0	0	0	0	400
Facility Improvements	300	1,300	0	0	0	0	0	0	1,600
Total:	650	1,650	100	0	0	0	0	0	2,400

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **AUTOMATED PAYMENT PROCESSING SYSTEM**

**PROJECT #:** 2000000701



DESCRIPTION: Replace aging payment processing system to include hardware and software  
 LOCATION: 200 NW 2 Ave  
 City of Miami

District Located: 5  
 District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Finance Operating Revenues	400	0	0	0	0	0	0	0	400
<b>TOTAL REVENUES:</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Technology Hardware/Software	350	50	0	0	0	0	0	0	400
<b>TOTAL EXPENDITURES:</b>	<b>350</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>

#### **CREDIT AND COLLECTION SYSTEM REPLACEMENT**

**PROJECT #:** 2000001261



DESCRIPTION: Replace aging credit and collections system  
 LOCATION: 2525 NW 62 St  
 Unincorporated Miami-Dade County

District Located: 3  
 District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Finance Operating Revenues	0	300	100	0	0	0	0	0	400
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>300</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Technology Hardware/Software	0	300	100	0	0	0	0	0	400
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>300</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### RECONFIGURE - 25TH AND 26TH FLOORS

PROJECT #: 2000000975



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

LOCATION: 111 NW 1 St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Finance Operating Revenues	1,600	0	0	0	0	0	0	0	1,600
<b>TOTAL REVENUES:</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,600</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Furniture Fixtures and Equipment	300	1,300	0	0	0	0	0	0	1,600
<b>TOTAL EXPENDITURES:</b>	<b>300</b>	<b>1,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,600</b>

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Hire an Accountant I in the Tax Collector Division to assist with daily accounting functions	\$0	\$77	1
Hire an Inventory Clerk in the Tax Collection Division to assist with mail room clerical functions	\$0	\$54	1
Hire an Accountant IV in the Controller's Division to oversee compliance for ACH controls	\$0	\$85	1
<b>Total</b>	<b>\$0</b>	<b>\$216</b>	<b>3</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

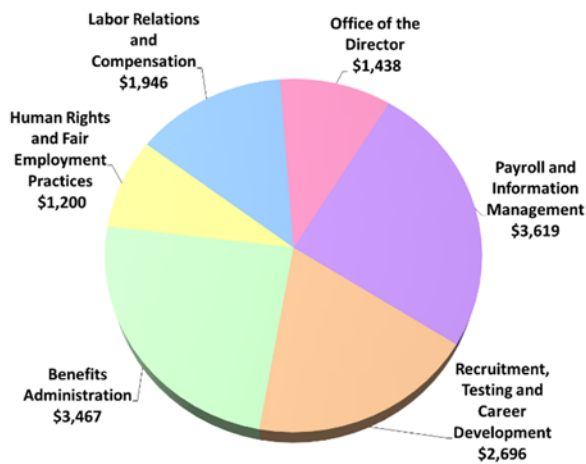
### Human Resources

The Department of Human Resources (HR) manages and provides both strategic and transactional services in labor relations, compensation, benefits, payroll, recruitment, testing and career development; and promotes diversity, fairness and equal opportunity in employment, housing, public accommodations and credit and financing practices, as well as through family leave and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code.

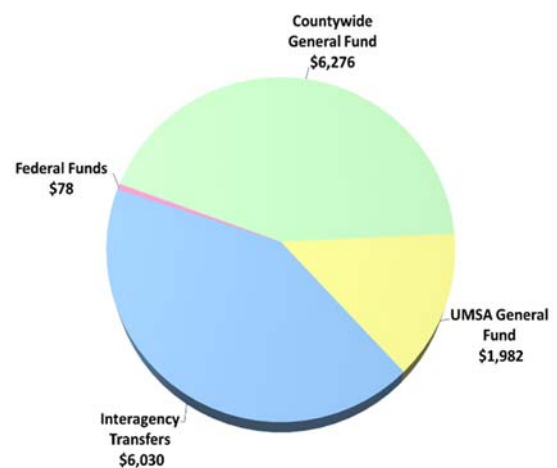
As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations. The Department monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. As staff to the Miami-Dade County Commission on Human Rights, HR provides administrative support to the board which receives, initiates, investigates and conciliates complaints of discrimination under federal, state and local laws.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u></p> <p>Formulates human resources, fair employment and human rights policy; oversees all departmental activities; and provides department-wide administrative support in the areas of procurement, budget, fiscal management and business planning</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 5                      6</p>
	<p style="text-align: center;"><u>PAYROLL AND INFORMATION MANAGEMENT</u></p> <p>Processes payroll, time and attendance transactions for all County employees; provides reporting and business intelligence functionality for personnel related issues; facilitates ERP system implementation; manages employee personnel and medical records</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 37                      37</p>
	<p style="text-align: center;"><u>LABOR RELATIONS AND COMPENSATION</u></p> <p>Plans, negotiates and administers all County collective bargaining agreements; manages and oversees all policies and practices related to discipline, grievances and appeals; administers County Pay Plan; conducts classification reviews and establishment/elimination of positions</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 16                      16</p>
	<p style="text-align: center;"><u>BENEFITS ADMINISTRATION</u></p> <p>Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; administers the pre-tax spending accounts, FRS and deferred compensation plans and employee recognition and wellness programs; provides counseling, assessments and referrals for substance abuse or other employee assistance needs</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 25                      25</p>
	<p style="text-align: center;"><u>RECRUITMENT, TESTING, AND CAREER DEVELOPMENT</u></p> <p>Assists departments in recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, including examinations; provides centralized employment services and administers the County's internships and training programs</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 25                      26</p>
	<p style="text-align: center;"><u>HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES</u></p> <p>Manages and oversees all policies and practices related to equality and anti-discrimination for County employees and residents of Miami-Dade County and provides support to the Commission on Human Rights</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 9                      11</p>

The FY 2019-20 total number of full-time equivalent positions is 121



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: OFFICE OF THE DIRECTOR**

The Office of the Director oversees all departmental activities and provides department-wide administrative support in the areas of procurement, budget, fiscal management and business planning.

- Develops and administers the County's HR systems
- Advises departments on personnel issues and appropriate methods of problem resolution
- Coordinates all recruitment and personnel issues and actions for Miami-Dade County; provides general administrative and strategic support, including fiscal management, budget preparation, procurement, records management and management information systems
- Leads the development and rollout of new strategic initiatives, including HR program development, strategic/business planning, departmental business and performance management and enhanced staff communications
- Formulates human resources, fair employment and human rights policies
- Coordinates departmental personnel representative functions
- Serves on Enterprise Resource Planning (ERP) Steering Committee

### **DIVISION COMMENTS**

- ☛ The FY 2019-20 Adopted Budget includes the transfer of one position from the Payroll and Information Management Division to the Office of the Director to assist with financial and procurement related functions

### **DIVISION: LABOR RELATIONS AND COMPENSATION**

The Labor Relations and Compensation Division manages the contracts negotiated with the County's ten labor unions; administers the County's medical assessment/drug and alcohol testing; administers employee appeals and collective bargaining grievances; provides guidance related to the provisions of the collective bargaining agreements; and maintains and administers the County's Pay Plan, including classification and re-classification reviews, minimum qualifications for job postings, salary surveys and the establishment and elimination of positions.

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of employee physicals' results processed within five business days	GG2-1	LS-1	EF	↑	91%	91%	90%	92%	90%
Percentage of collective bargaining grievances at step four that are resolved prior to arbitration*	GG2-1	LS-1	EF	↑	34%	36%	40%	64%	40%

\* Based on recent audit activities, FY 2016-17 and FY 2017-18 Actuals have been updated

### **DIVISION COMMENTS**

- ☛ The FY 2019-20 Adopted Budget includes \$65,000 from the Internal Services Department for unemployment management support
- ☛ The FY 2019-20 Adopted Budget includes \$173,000 for conducting compensation review studies from Solid Waste Management (\$42,500), Aviation (\$42,500), Regulatory and Economic Resources (\$44,000) and Seaport (\$44,000)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: PAYROLL AND INFORMATION MANAGEMENT**

The Payroll and Information Management Division processes the bi-weekly payroll for Miami-Dade County employees.

- Processes payroll including leave management for the more than 26,000 full-time and more than 2,000 part-time Miami-Dade County employees
- Manages employee personnel and medical records; maintains the Employee Master File and County Table of Organization; provides employment verification
- Processes employee tuition reimbursements, deductions and various benefits programs including the Deferred Retirement Option Program and adjustments to the Florida Retirement System
- Provides reporting and business intelligence functionality for personnel related issues to County departments, employees and members of the public
- Serves as the records custodian for both personnel and medical records for all active and terminated personnel
- Facilitates the implementation of the HR component of the ERP system

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Accuracy of HR payroll and paycheck processing	GG2-1	LS-1	OC	↑	99%	99%	99%	99%	99%

### **DIVISION COMMENTS**

- ☛ **The FY 2019-20 Adopted Budget includes an Administrative Secretary for the Payroll and Information Management Division to assist with various secretarial and administrative functions**
- ☛ In FY 2019-20, Human Resources along with the Information Technology Department, Office of Management and Budget, Finance Department and Internal Services Department will continue implementation of the Enterprise Resource Planning (ERP) System; it is anticipated that Payroll and Information Management will be heavily involved in this project for the next five years including \$885,000 in reimbursement for personnel required for implementation
- ☛ The FY 2019-20 Adopted Budget includes the transfer out of one position from the Payroll and Information Management Division to the Office of the Director to assist with financial and procurement related functions
- The FY 2019-20 Adopted Budget includes \$345,000 from the Internal Services Department for services related to workers' compensation wages

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: BENEFITS ADMINISTRATION

The Benefits Administration Division manages employee benefits, eligibility determinations, programming, plan design and benefits education and communications, as well as employee engagement and the County's Wellness Program, retiree workshops, health fairs, retirement counseling and insurance payment collection for employees on leave of absence. Also, through the Employee Support Services Section, the Division provides direct services and consultation to County employees and their qualified family members relating to psycho-social assessments and treatment referrals.

- Manages employee benefits for over 26,000 employees and over 9,000 retirees and their dependents, such as group medical, dental, vision, disability income protection, group legal, pre-tax spending accounts, life insurance plans and retirement plans
- Maintains employee and retiree benefits information; researches and recommends new benefit options/programs
- Ensures that all employee benefit programs meet the needs of participants, are cost effective and comply with legal requirements
- Encourages participation in employee programs through a variety of engagement and education opportunities in alignment with organizational goals

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Number of employee wellness events	GG2-1	LS-1	OP	↔	126	205	225	274	225
Number of completed Employee Personal Health Assessments	GG2-1	LS-1	OP	↔	861	2,154	2,300	1,043	2,300
Financial planning seminars held*	GG2-2	ES-3	OP	↔	48	65	48	64	48

\* The FY 2018-19 Budget was corrected

### DIVISION: RECRUITMENT, TESTING AND CAREER DEVELOPMENT

The Recruitment, Testing and Career Development Division provides uniform hiring procedures Countywide that ensure a fair and merit-oriented personnel system that enables the County to fulfill its operational objectives.

- Assists departments in recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, to include examinations
- Processes newly hired employees, conducts criminal background checks and issues photo identification cards
- Promotes and coordinates internship programs
- Provides career counseling and advises on human resources issues
- Administers layoff procedures and coordinates transfers, reinstatements and interagency internal placement activities




#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average recruitment time (in calendar days)	GG2-1	LS-1	EF	↓	50	55	55	49	50
County employees trained*	GG2-2	LS-1	OP	↔	36,087	18,128	9,000	40,862	14,000

\* FY 2016-17 Actuals include completion of mandatory Ethics training and Secure IT training for County employees; the FY 2018-19 Actual and FY 2019-20 Target reflect an increase in department requested trainings and mandatory ethics training

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- 
**The FY 2019-20 Adopted Budget includes an Administrative Secretary for the Recruitment, Testing and Career Development Division to assist with various secretarial and administrative functions**
- 
 In FY 2019-20, the Department is budgeted to receive \$400,000 (including \$60,000 from Aviation) from various departments for training classes including Supervisory Certification, the Frontline Leadership Development Program and New Employee Orientation
- 
 The FY 2019-20 Adopted Budget includes \$602,000 for Testing and Validation services from Transportation and Public Works (\$148,000), Police (\$125,000), Fire Rescue (\$223,000), Corrections and Rehabilitation (\$19,000), Aviation (\$26,700), Water and Sewer (\$16,800) and various other County departments (\$43,500)

### **DIVISION: HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES**


The Human Rights and Fair Employment Practices Division (HRFEP) enforces and oversees the County's Anti-Discrimination Ordinance and fair employment guidelines to ensure equal opportunity in employment, housing and public accommodations without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy, familial status, sexual orientation, veteran status, status as victim of domestic violence, dating violence or stalking, gender identity or expression or source of income and to prevent unlawful discrimination on such basis. HRFEP is comprised of two sections: Fair Employment Practices (internal employees) and the Commission on Human Rights (external customers).

#### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Case resolutions	GG2-3	LS-1	OP	↔	324	300	325	496	330
Cases resolved through successful mediation	GG2-3	ES-1	OP	↔	54	40	45	50	45
Cases mediated	GG2-3	ES-1	OP	↔	71	63	65	67	70
Number of employees trained*	GG2-2	LS-1	OP	↔	26,801	2,877	5,000	2,942	20,000
Number of External Outreach Events Attended	GG2-2	HW-2	OP	↔	15	44	35	125	50

\* The FY 2016-17 Actual reflects mandatory diversity training; the FY 2018-19 Budget was corrected; the FY 2019-20 Target reflects the addition of new specialized training courses, as well as mandatory refresher diversity training for County employees

### DIVISION COMMENTS

- 
**The FY 2019-20 Adopted Budget includes an HR Support Services Specialist to perform intake functions for the Human Rights and Fair Employment Practices Division; during FY 2018-19, the Division also added an HR Fair Employment Specialist that will investigate discrimination complaints and participate in public outreach**

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	0	10	11	1	11
Fuel	0	0	0	1	0
Overtime	18	12	17	11	16
Rent	0	0	0	0	147
Security Services	0	1	0	0	0
Temporary Services	119	0	15	0	0
Travel and Registration	7	8	11	6	12
Utilities	115	83	113	82	83

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	4,936	5,200	5,807	6,276
General Fund UMSA	1,644	1,732	1,936	1,982
Fees for Services	87	83	78	78
Interagency Transfers	2,054	1,921	2,266	2,563
Internal Service Charges	2,641	3,078	3,159	3,295
Other Revenues	0	90	172	172
Total Revenues	11,362	12,104	13,418	14,366
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	7,918	8,479	9,083	9,826
Fringe Benefits	2,685	2,974	3,440	3,635
Contractual Services	110	-44	14	11
Other Operating	227	172	383	388
Charges for County Services	417	523	498	506
Capital	5	0	0	0
Total Operating Expenditures	11,362	12,104	13,418	14,366
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
Expenditure By Program				
<b>Strategic Area: General Government</b>				
Office of the Director	1,243	1,438	5	6
Labor Relations and Compensation	1,807	1,946	16	16
Payroll and Information Management	3,339	3,619	37	37
Benefits Administration	3,331	3,467	25	25
Recruitment, Testing and Career Development	2,659	2,696	25	26
Human Rights and Fair Employment Practices	1,039	1,200	9	11
Total Operating Expenditures	13,418	14,366	117	121

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Human Resources Operating Revenue	200	0	0	0	0	0	0	0	200
Total:	200	0	0	0	0	0	0	0	200
<b>Expenditures</b>									
<b>Strategic Area: GG</b>									
Facility Improvements	0	200	0	0	0	0	0	0	200
Total:	0	200	0	0	0	0	0	0	200

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **RECONFIGURE - 20TH AND 21ST FLOORS**

**PROJECT #: 2000000976**



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

LOCATION: 111 NW 1 St  
City of Miami

District Located: 5  
District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Human Resources Operating Revenue	200	0	0	0	0	0	0	0	200
<b>TOTAL REVENUES:</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Furniture Fixtures and Equipment	0	200	0	0	0	0	0	0	200
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>200</b>

<b><u>Department Operational Unmet Needs</u></b>			
<b>Description</b>	<b>(dollars in thousands)</b>		<b>Positions</b>
	<b>Startup Costs/ Non-Recurring Costs</b>	<b>Recurring Costs</b>	
Hire one Fair Employment Practices Specialist and two Commission on Human Rights Specialists to resolve current caseload, provide training and outreach programs to County departments and monitor departmental diversity and employment practices	\$0	\$303	3
<b>Total</b>	<b>\$0</b>	<b>\$303</b>	<b>3</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Information Technology

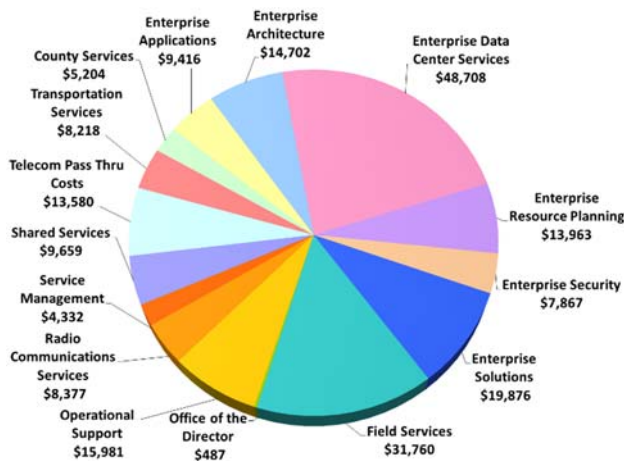
The Information Technology Department (ITD) provides information technology (IT) enterprise and infrastructure services that support the operations of all County departments.

As part of the General Government strategic area, the Department deploys emerging technologies in support of County government operations and services to the public. ITD provides a reliable and secure IT infrastructure, including network and hardware/software platforms, to support departmental applications and enterprise services. ITD partners with other County departments and management to implement and maintain technology solutions that enable efficient operations and delivery of County services, including telecommunications and radio operations. ITD ensures that its services improve government access, efficiency and effectiveness through the implementation of appropriate IT standards, methodologies, security and project management practices.

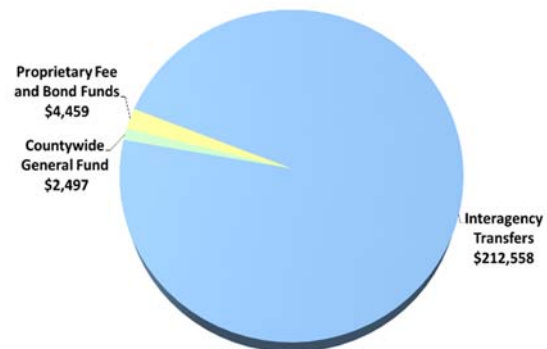
The Department's stakeholders include all County departments, elected officials, Miami-Dade County residents, local businesses, visitors, municipalities and anyone who visits the County's website.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



# FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<p style="text-align: center;"><b><u>OFFICE OF THE DIRECTOR &amp; OPERATIONAL SUPPORT</u></b> Oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions; provides financial, budgetary, human resources, project management and administrative support to IT operations</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 48                      49</p>	
<p style="text-align: center;"><b><u>ENTERPRISE APPLICATIONS</u></b> Provides multi-platform automated application systems for the support of public safety applications for all criminal justice departments</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 57                      60</p>	<p style="text-align: center;"><b><u>TRANSPORTATION SERVICES</u></b> Provides innovation, mobility capabilities and multi-platform departmental automated systems for transportation departments</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 0                        62</p>
<p style="text-align: center;"><b><u>ENTERPRISE ARCHITECTURE</u></b> Delivers enterprise middleware, architecture, business intelligence, agile coaching, smarter cities and provides support for 311 and RER</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 105                    77</p>	<p style="text-align: center;"><b><u>FIELD SERVICES</u></b> Delivers engineering, enterprise maintenance, installations and support for telephone systems, computer peripherals, wireless devices and wide and local area network support</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 128                    121</p>
<p style="text-align: center;"><b><u>ENTERPRISE RESOURCE PLANNING</u></b> Delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 53                      69</p>	<p style="text-align: center;"><b><u>ENTERPRISE SOLUTIONS</u></b> Delivers enterprise services for Geographic Information System (GIS), Enterprise Asset Management System (EAMS) and Electronic Content Management (ECM)</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 78                      111</p>
<p style="text-align: center;"><b><u>RADIO COMMUNICATION SERVICES</u></b> Provides local and regional public safety first responders and County departments with efficient, reliable and secure radio communications services and solutions</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 52                      54</p>	<p style="text-align: center;"><b><u>SHARED SERVICES</u></b> Develops IT multi-platform capabilities for the Water and Sewer Department providing for digital transformation and continuous business improvement; drives innovation and strategic IT direction Countywide through the Business Relationship Management Program</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 24                      74</p>
<p style="text-align: center;"><b><u>SERVICE MANAGEMENT</u></b> Provides centralized services and support to County Departments through the IT Services Desk, telephone services and services management</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 0                        34</p>	<p style="text-align: center;"><b><u>ENTERPRISE DATA CENTER SERVICES</u></b> Responsible for operations and support of the hardware and system software that run the County's mainframe and distributed systems environments</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 97                      151</p>
<p style="text-align: center;"><b><u>COUNTY SERVICES</u></b> Provides multi-platform Countywide and departmental automated systems for administrative, legislative, parks, property appraiser, public housing and community action needs</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 225                    40</p>	<p style="text-align: center;"><b><u>ENTERPRISE SECURITY</u></b> Develops and implements data security policies, manages enterprise security risk and manages the County's data security infrastructure, remote access, directory services and mobile messaging</p> <p style="text-align: center;"><u>FY 18-19</u>      <u>FY 19-20</u> 28                      28</p>

The FY 2019-20 total number of full-time equivalent is 930 FTEs.



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions.

- Oversees the development and use of technologies in order for County departments and their service partners to deliver quality customer service to the public.
- Directs strategic enterprise-wide integration of new technologies into the County's IT infrastructure and oversees IT resources and services
- Serves on Enterprise Resource Planning (ERP) Steering Committee

### DIVISION: OPERATIONAL SUPPORT

The Operational Support Division provides asset management, financial, budgetary, human resources and administrative support to IT operations.

- Provides asset management, financial and administrative support; manages human resource activities
- Provides IT project management oversight to better manage funding, improve project outcomes and increase customer satisfaction

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the transfer of one position from Field Services as a result of a departmental reorganization to better align services to meet customer needs

### DIVISION: TRANSPORTATION SERVICES

The Transportation Services Division provides innovation, mobility capabilities and multi-platform departmental automated systems for public works, waste management, seaport and transit business needs.

- Provides innovative technology solutions, integrating intelligent service and mobile technologies in support of Transport Mobility initiatives
- Provides Transportation data visualization platform for data sharing and analytics, facilitating Transportation performance and predictions
- Provides innovative technology solutions for Seaport and dashboards for Cruise, Crane and Cargo business units
- Provides innovative technology solutions for Waste Management and maintains waste collection, transfer, recycling and disposal service and management systems
- Maintains waste collection, transfer, recycling and disposal service and management systems
- Provides 24 X 7 multi-platform technology capabilities and support for critical and real-time systems in transportation, traffic and congestion management, public works and other applications

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the transfer of six positions from the Seaport as part of the continuous effort to consolidate IT functions and services under a centralized model**
- The FY 2019-20 Adopted Budget includes the establishment of the Transportation Services Division with the transfer of 56 positions from County Services as a result of a departmental reorganization to better align services that meet the customers' needs
- In FY 2019-20, the Division will continue to work on enabling the digitizing and modernization of transportation applications, integrating processes with other County departments and facilitating online and mobile technology for citizens

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ENTERPRISE ARCHITECTURE

The Enterprise Architecture Division delivers services for enterprise middleware, architecture, business intelligence, Smarter Cities operations, agile coaching and development support for 311 Answer Center and RER application portfolios.

- Administers the County's web and employee portal systems and their supporting middleware software systems (Websphere, IIS, etc.)
- Supports and maintains Regulatory and Economic Resources systems including Construction Permitting, Environmental Resources, For-Hire Transportation Licensing, Consumer Protection Services and Film and Entertainment Permitting
- Supports test and production systems using various server database management systems across multiple platforms
- Delivers support services Countywide for the 311 Answer Center and supports and maintains applications for the Communications Department
- Delivers program services for ITD internal productivity applications (ePSR, etc.)
- Delivers Countywide enterprise architecture services (software tools standardization, standard technology model, etc.)
- Supports the IBM Intelligent Operations Center (IOC) Smarter Cities software for Intelligent Waters Operations and Internet of Things (IoT) for leak detection and water conservation
- Supports IBM Video Analytics software for public safety and video forensics

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Portal availability	GG3-1	IE-3	OC	↑	99%	99%	99%	100%	99%
Percentage of time the Innovations Lab is in use	GG3-4	IE-3	EF	↑	62%	62%	62%	69%	62%

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the establishment of four new Senior Systems Analysts Programmers and two new System Analysts Programmer 2s to address the staffing requirement for technology projects that the department will implement and maintain for MDPD and RER**
- In FY 2019-20, ITD will continue the development of an enterprise land use management, licensing, permitting, plan review, inspections and code enforcement solution; this solution will expedite the enterprise permitting business processes and facilitate data sharing and reporting
- The FY 2019-20 Adopted Budget includes the transfer of 34 positions to Enterprise Data Center as a result of a departmental reorganization to better align services to meet customer needs

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FIELD SERVICES**

The Field Services Division is responsible for supporting and maintaining the Miami-Dade County Enterprise LAN, WAN and Fiber Optic infrastructure. Field Services also provides support of computer hardware, software and telephony.

- Provides telecommunications design and engineering services for new facilities and updates to existing facilities, including network solutions services for the integration of voice and data solutions
- Provides infrastructure cabling services for data, voice, video CCTV and cable TV
- Provides design, engineering and installation of telecommunication equipment including network, video, telephone systems and devices, personal computing, wireless and print devices, mainframe terminals and auxiliary peripheral devices; delivers equipment maintenance and support services
- Provides support 24 X 7 for the 911 and 311 networks and call centers
- Manages a carrier class core fiber optic network, as well as the routed and switched network configuration, connecting over 600 sites to a secure MetroNet
- Provides carrier-class voice and data network using fiber optic wireless point-to-point, point-to-multipoint, fixed outdoor or mobile Broadband networks

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of computer equipment repairs completed within 48 hours	GG3-1	IE-2	EF	↑	92%	92%	93%	91%	93%
Percentage of telephone equipment repairs completed within 48 hours	GG3-1	IE-2	EF	↑	91%	92%	93%	90%	93%
Percentage participation in County-wide "Power IT Down" initiative	GG4-3	IE-2	OC	↑	49%	50%	60%	50%	50%
Percentage of new computer equipment purchased that meets Energy Star Standards	GG4-3	IE-2	OC	↑	100%	100%	100%	100%	100%

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes the transfer of three positions to Radio Communications Services, two positions to Enterprise Solutions and two positions to Enterprise Architecture as a result of a departmental reorganization to better align services that meet the customers' needs
- The FY 2019-20 Adopted Budget includes the continued expansion of the Enterprise Voice Over IP (VOIP) system to various MDPD sites, the Richard E. Gerstein Justice Building and the Stephen P. Clark Center

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: RADIO COMMUNICATIONS SERVICES

The Radio Communications Services Division provides local and regional public safety first responders and County departments with efficient, reliable and secure radio communications services and solutions.

- Develops strategic direction of the County's 700/800 MHz radio communication systems
- Provides 24 X 7 support of the radio infrastructure
- Provides repair and installation of vehicle emergency lighting and mobile communications equipment
- Coordinates interoperability plans in the Southeast Florida region
- Coordinates communications talk groups
- Provides radio engineering and design services

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Cost of portable radio unit repair*	GG4-2	IE-2	EF	↓	\$128	\$134	\$154	\$134	\$157
Percentage of vehicle installations completed on time	GG3-4	IE-2	EF	↑	98%	98%	99%	100%	99%

\*Budget and Target values represent industry provider cost

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the transfer of three positions from Field Services for CAD 911 Support Services and the transfer of one IT Project Manager to Operational Support
- In FY 2019-20, ITD will continue the enhancement of the P25 800 MHz Radio Communications network which is focused on expanding and improving radio coverage; the upcoming project milestones are the construction and operational deployment of a radio tower site at the Integrated Command Facility Building

### DIVISION: ENTERPRISE APPLICATIONS

The Enterprise Applications Division provides multi-platform automated application systems for the support of public safety applications for the Clerk of Courts, Miami-Dade Police Department (MDPD), Miami-Dade Corrections and Rehabilitation (MDCR) and other criminal justice partners.

- Supports and maintains MDPD's criminal justice systems and applications relied upon by County, state, municipal and other public safety agencies
- Provides support to court-related applications such as Civil, Traffic and Parking, Jury and Electronic Subpoena systems
- Supports operational needs through automation of business processes for MDPD and MDCR

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the establishment of four additional Senior Systems Analyst Programmers to enhance application services Countywide**
- The modernization of the Criminal Justice Information System will create an integrated criminal justice solution for the 11th Judicial Circuit of Florida that will serve the information needs of all justice partner agencies; in FY 2018-19, a solicitation commenced that is expected to be awarded in the second quarter of FY 2019-20
- ITD has initiated the analysis and requirements gathering for MDPD's Law Records Management System (LRMS), which will provide a single and comprehensive operational policing system to manage Incident Crime information
- ITD has completed the analysis and requirements gathering for the modernization of MDPD's Laboratory Information Management System (LIMS); the project is scheduled to be completed by the first quarter of FY 2019-20
- The FY 2019-20 Adopted Budget includes the transfer of one Senior Analyst Programmer 1 to Enterprise Architecture, as a result of a departmental reorganization to better align services to meet customer needs

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ENTERPRISE DATA CENTER SERVICES

The Enterprise Data Center is responsible for the 24 X 7 operations, maintenance and support of the hardware and operating system software that run the County's mainframe and distributed systems computer environments; this Division provides management of domain, database, enterprise storage and backup, mainframe printing, server and application virtualization and desktop virtualization services

- Manages all enterprise-class operating system software; this includes performance tuning and capacity planning
- Operates the Command Center, which monitors production system operations and high-speed printing and provides after-hours call-center support
- Provides systems administration for all enterprise operating systems (z/OS, z/VM, z/Linux, AIX, Solaris, UNIX, Windows/Linux, VMWare and Citrix) and hardware in support of distributed systems and applications
- Provides mainframe application report printing, delivery and archive services
- Supports desktop virtualization infrastructure, deployment and support services and provides server and application virtualization services
- Supports network authentication (Active Directory) and Domain Name System (DNS) services
- Provides electronic mail (e-mail) and e-mail archiving services for communications within the County and with external entities, agencies and constituents while protecting against virus attacks and unsolicited commercial e-mail
- Supports the County's "private cloud" infrastructure

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Production systems availability	GG3-1	IE-3	OC	↑	99%	99%	99%	99%	99%
Percentage of effective mainframe capacity utilized	GG3-1	IE-3	OC	↑	79%	79%	80%	85%	80%

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the transfer of 38 positions from Enterprise Architecture and 16 from County Services as a result of a departmental reorganization to better align services to meet customer needs

### DIVISION: ENTERPRISE SECURITY

The Enterprise Security Division develops and implements data security policies, manages enterprise security risk and manages the County's data security infrastructure, remote access, directory services and mobile messaging.


- Reduces risk exposure present in the County's computer infrastructure by establishing mitigation programs, to include Cybersecurity awareness, forensic investigation, monitoring, audit compliance and risk management and digital resilience
- Provides information security services management including firewalls, intrusion detection and prevention, anti-virus software and Internet proxy infrastructure
- Provides multi-factor authentication and Identity and Access Management

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Purchasing Card Industry (PCI) Quarterly Compliance	GG3-2	IE-3	OC	↑	75%	100%	100%	100%	100%
Average number of e-mail messages blocked monthly (spam/virus/filtered content) (in millions)	GG3-2	IE-3	OP	↔	2.7	2.7	2.7	3.1	3.3

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

-  In FY 2019-20, ITD will continue the ongoing enhancements to MDPD and Enterprise (MetroNet) security architecture; these efforts will modernize the architecture to prevent, identify and notify of inadvertent and intentional disclosure of sensitive information; improve security for employees accessing County systems while away from the office or from mobile devices; and implement encryption for County-owned mobile devices
- The FY 2019-20 Adopted Budget includes the efforts to improve cybersecurity for payment card processing, elections, transportation and general county operations

### **DIVISION: SERVICE MANAGEMENT**

The Service Management Division provides centralized services and support to County departments through the IT Service Desk, telephone services and service management and maintains internal incident work order and billing systems.

- Serves as the point of contact for County agencies for ITD services, leveraging opportunities for enterprise solutions, and coordinates service delivery and measures performance according to established benchmarks and metrics
- Processes and coordinates requests for changes in telephone services such as connections/disconnections and moves including landlines and wireless devices
- Maintains the inventory of all circuits, lines, telephone sets, wireless devices and peripherals; reviews usage for all wireless devices; performs periodic checks to ensure contract rate compliance
- Provides IT customer service through first call resolution and incident/service request management

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the establishment of the Service Management Division with the transfer of 19 positions from County Services and 15 positions from Shared Services as a result of a departmental reorganization to better align services to meet customer needs

### **DIVISION: ENTERPRISE SOLUTIONS**

The Enterprise Solutions Division delivers enterprise services for the Geographic Information System (GIS), Enterprise Asset Management System (EAMS) and Electronic Content Management (ECM).

- The Enterprise Solutions Division is responsible for delivering consolidated enterprise services
- Implements and maintains program services Countywide for the Geographic Information System (GIS), Enterprise Asset Management System (EAMS) and Enterprise Content Management (ECM) system

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
System users - EAMS	GG3-1	IE-2	IN	↔	6,790	7,340	7,200	7,353	7,300
Assets tracked - EAMS (in thousands)	GG3-1	IE-2	IN	↔	1,113	981	1,000	991	1,200
Street segments and address ranges maintained quarterly - GIS	GG3-1	IE-2	OP	↔	108,415	109,862	110,000	111,824	112,000
Documents managed - ECM (in millions)	GG3-1	IE-2	IN	↔	49	65	75	100	97
Number of layers maintained in the County's Central Repository (Vector / Imagery)	GG3-1	IE-2	OP	↔	1,166	1,179	1,225	1,370	1,390

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the transfer of 31 positions from County Services and 2 positions from Field Services as a result of a departmental reorganization to better align services to meet customer needs
- In FY 2019-20, ITD will continue to enhance the GIS cloud strategy by adopting a hybrid solution, growing the on-premise cloud presence as well as leveraging the ArcGIS Online capabilities while also offering digitizing services as a new service to departments and municipalities
- In FY 2019-20, Enterprise Solutions will continue to deploy EAMS and Documentum solutions for departments, to also include Capital Inventory

### **DIVISION: ENTERPRISE RESOURCE PLANNING**

The Enterprise Resource Planning Division delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems.

- Leads the County's Enterprise Resource Planning (ERP) implementation to support the full HR/recruitment, payroll, financial, budgeting and procurement business processes
- Provides program services for PeopleSoft ERP and Hyperion
- Supports legacy financial and procurement systems (FAMIS & ADPICS)
- Supports legacy human resource and payroll systems
- Supports e-Commerce applications

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the establishment of an additional 16 full-time positions for the ERP Project Management Office (PMO) to oversee and support the full implementation of the Enterprise Resource Planning (ERP) System**
- In FY 2019-20, the implementation of the Enterprise Resource Planning (ERP) System, which includes ITD, the Office of Management and Budget, Finance, Internal Services and the Human Resources Department, will continue to configure, build and provide change management services to replace the legacy applications of FAMIS, ADPICS, and Time & Leave (Payroll), and training will be provided to all departments as the phased go-live dates occur for the initiative; the project will continue for the build, testing and deployment phases of roll out 1; with an anticipated go live for Financial and Supply Chain modules, significant process and reporting improvements are expected; roll out 2 will include the implementation of HR Payroll modules and the design, build, and testing phases for these modules

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: SHARED SERVICES

The Shared Services Division develops IT multi-platform capabilities for the Water and Sewer Department, providing for continuous business improvements and drives strategic IT direction Countywide through the Business Relationship Management Program.

- The Shared Services Division provides IT innovation and develops IT multi-platform capabilities for the Water and Sewer Department improving/enhancing current business models and processes with better integration across the ecosystem
- Provides support for WASD core vendor solutions and develops and supports interfaces and enhancements to augment functionality to all systems related to the Meter to Cash cycle; implements, develops, and maintains enterprise systems supporting financial, asset, and project management business as well as in-house custom applications supporting business functions for collaboration and communication, SCADA Historical, Consent Decree and other internal/external reporting requirements
- Develops WASD in-house Self-Service application to improve and modernize customer service and engagement while implementing business process efficiencies
- Develops and maintains Countywide IT Memoranda of Understanding (MOUs) with different agencies, establishing service levels and their associated cost; promotes the continuous improvement of service quality and customer satisfaction
- Drives strategic IT direction Countywide and municipal services, providing for process improvement, operational efficiencies and productivity through the Business Relationship Management Program
- Serves Countywide as the point of contact for County agencies' ITD services, leveraging opportunities for enterprise solutions and coordinates service delivery and measures performance according to established benchmarks and metrics
- Maintains WASD Help-Desk and Field Services Support, which includes desktop, terminal services and laptop level 1 support for in-house developed and enterprise applications and hardware

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the transfer of 66 positions from County Services and the transfer of 16 positions to Service Management as a result of a departmental reorganization to better align services to meet customer needs

### DIVISION: COUNTY SERVICES

The County Services Division provides multi-platform Countywide and departmental automated systems for administrative, legislative, and various County departments specific needs.

- Provides citizen application system development, implementation and support for the Parks, Recreation and Open Spaces, Internal Services, Community Action and Human Services, Animal Services and Public Housing and Community Development departments.





### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes the establishment of one Senior Web Developer position to enhance services Countywide and two Senior System Analyst Programmers for the development of the Legislative Management System**
- In FY 2019-20, ITD will continue to work with various County departments including Aviation and Fire Rescue to streamline County IT functions; this an on-going effort that will produce operational efficiencies, provide for expanded capabilities, improve continuity of operations and allow for better collaboration and information sharing
- In FY 2019-20, County Services will continue development and implementation efforts in the modernization of existing systems including a new Legislative Tracking System as well as replacements to the existing Recreational Management System and Community Action and Human Services Case Management system
- The FY 2019-20 Adopted Budget includes the transfer of 188 positions to several divisions as a result of a departmental reorganization to better align services to meet customer needs



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 11 vehicles (\$266,000); the County's fleet replacement plan is included under Non-Departmental project #2000000511
- ITD's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes a \$677,000 transfer to the General Government Improvement Fund (GGIF) to fund debt service for the Cyber Security project
-  The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes development towards the replacement of the existing Computer Aided Dispatch system for the Police and Fire Rescue departments that is expected to improve the processing time for emergency calls (total project cost \$27.391 million, \$8.138 million in FY 2019-20)
-  The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes several infrastructure replacement projects (\$8.387 million) to address required network improvements that assure network stability and redundancy
-  The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the implementation of a state-of-the-art, comprehensive, integrated Enterprise Resource Planning (ERP) application to support human resources recruitment, payroll; financial accounts receivable, accounts payable, general ledger, project accounting, fixed assets, contracts, billing, budgeting and financial planning and reporting; and procurement business processes (total project cost \$104.720 million, \$35.192 million in FY 2019-20)

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	33	23	40	35	40
Fuel	92	94	111	86	111
Overtime	1,727	1,338	1,424	1,592	3,995
Rent	2,804	3,790	4,129	3,752	4,129
Security Services	0	0	0	0	0
Temporary Services	4,050	1,080	1,964	416	60
Travel and Registration	163	127	205	109	172
Utilities	2,359	2,341	2,341	2,305	2,051

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	23,297	394	2,026	2,497
General Fund UMSA	8,185	131	676	0
Proprietary Fees	659	0	658	659
Recording Fee for Court	3,321	3,412	3,300	3,300
Technology				
Traffic Violation Surcharge	371	505	520	500
Carryover	0	0	5,908	5,351
Interagency Transfers	160,758	140,808	135,521	142,634
IT Funding Model	0	55,380	62,086	64,573
Total Revenues	196,591	200,630	210,695	219,514
<b>Operating Expenditures Summary</b>				
Salary	85,010	85,845	91,619	96,187
Fringe Benefits	23,145	25,843	29,340	31,405
Court Costs	0	0	0	0
Contractual Services	2,093	4,707	1,260	4,182
Other Operating	55,999	48,785	55,989	59,439
Charges for County Services	16,562	16,893	15,686	14,216
Grants to Outside Organizations	0	0	0	0
Capital	9,293	12,152	5,632	6,701
Total Operating Expenditures	192,102	194,225	199,526	212,130
<b>Non-Operating Expenditures Summary</b>				
Transfers	2,182	3,048	9,434	6,372
Distribution of Funds In Trust	0	0	0	0
Debt Service	2,307	8,632	1,735	1,012
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	4,489	11,680	11,169	7,384

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Strategic Area: General Government</b>				
Office of the Director	449	487	3	3
Operational Support	14,911	15,981	45	46
Transportation Services	0	8,218	0	62
Enterprise Architecture	25,708	14,702	105	77
Field Services	28,522	31,760	128	121
Radio Communications Services	7,457	8,377	52	54
Enterprise Applications	10,070	9,416	57	60
Enterprise Data Center Services	32,265	48,708	97	151
Enterprise Security	7,056	7,867	28	28
Service Management	0	4,332	0	34
Enterprise Solutions	16,077	19,876	78	111
Enterprise Resource Planning	12,155	13,963	53	69
Shared Services	3,312	9,659	24	74
Telecom Pass Thru Costs	13,443	13,580	0	0
County Services	28,101	5,204	225	40
Total Operating Expenditures	199,526	212,130	895	930

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
Future Financing	0	63,535	39,273	13,955	15,066	2,988	541	0	135,358
IT Funding Model	1,758	2,912	1,538	0	0	0	0	0	6,208
ITD Operating Revenue	21,364	6,372	8,957	8,007	8,292	0	0	0	52,992
Total:	69,122	72,819	49,768	21,962	23,358	2,988	541	0	240,558
<b>Expenditures</b>									
<b>Strategic Area: PS</b>									
Computer and Systems Automation	0	16,534	31,974	15,380	15,429	2,988	541	0	82,846
Infrastructure Improvements	1,155	1,972	2,581	609	1,950	0	0	0	8,267
<b>Strategic Area: GG</b>									
Computer and Systems Automation	43,745	35,409	26,519	217	217	0	0	0	106,107
Infrastructure Improvements	12,577	5,561	5,682	5,825	7,567	0	0	0	37,212
Telecommunications Equipment	1,957	637	1,385	1,036	1,111	0	0	0	6,126
Total:	59,434	60,113	68,141	23,067	26,274	2,988	541	0	240,558

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **CITRIX INFRASTRUCTURE - VIRTUAL DESKTOP AND THIN CLIENTS**

**PROJECT #:** 2000000947



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
ITD Operating Revenue	519	217	217	217	217	0	0	0	1,387
<b>TOTAL REVENUES:</b>	<b>519</b>	<b>217</b>	<b>217</b>	<b>217</b>	<b>217</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,387</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	519	217	217	217	217	0	0	0	1,387
<b>TOTAL EXPENDITURES:</b>	<b>519</b>	<b>217</b>	<b>217</b>	<b>217</b>	<b>217</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,387</b>

#### **CLOUD INFRASTRUCTURE**

**PROJECT #:** 2000000942



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
ITD Operating Revenue	11,990	595	2,671	2,804	2,945	0	0	0	21,005
<b>TOTAL REVENUES:</b>	<b>11,990</b>	<b>595</b>	<b>2,671</b>	<b>2,804</b>	<b>2,945</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,005</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	8,338	2,495	3,608	3,618	2,946	0	0	0	21,005
<b>TOTAL EXPENDITURES:</b>	<b>8,338</b>	<b>2,495</b>	<b>3,608</b>	<b>3,618</b>	<b>2,946</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,005</b>

#### **COMPUTER-AIDED DISPATCH (CAD) - REPLACEMENT**

**PROJECT #:** 2000000424



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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	27,391	0	0	0	0	0	0	27,391
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>27,391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,391</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	290	5,949	0	0	0	0	0	6,239
Project Administration	0	5,233	10,313	0	0	0	0	0	15,546
Project Contingency	0	0	1,203	0	363	0	0	0	1,566
Technology Hardware/Software	0	2,615	0	1,425	0	0	0	0	4,040
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>8,138</b>	<b>17,465</b>	<b>1,425</b>	<b>363</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,391</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS) - IMPLEMENTATION

PROJECT #: 2000000954



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

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	0	8,396	14,509	13,955	15,066	2,988	541	0	55,455
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>8,396</b>	<b>14,509</b>	<b>13,955</b>	<b>15,066</b>	<b>2,988</b>	<b>541</b>	<b>0</b>	<b>55,455</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	0	8,396	14,509	13,955	15,066	2,988	541	0	55,455
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>8,396</b>	<b>14,509</b>	<b>13,955</b>	<b>15,066</b>	<b>2,988</b>	<b>541</b>	<b>0</b>	<b>55,455</b>

### DEPLOYMENT OF 800 MHZ PUBLIC SAFETY RADIO SITES

PROJECT #: 1687880



DESCRIPTION: Acquire and deploy radio infrastructure equipment, shelter and tower for radio sites that will be connected to the Miami-Dade County 800 MHz Harris P25 radio system for improved public safety radio coverage

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
ITD Operating Revenue	2,198	1,849	2,224	1,000	996	0	0	0	8,267
<b>TOTAL REVENUES:</b>	<b>2,198</b>	<b>1,849</b>	<b>2,224</b>	<b>1,000</b>	<b>996</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,267</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	1,155	1,972	2,581	609	1,950	0	0	0	8,267
<b>TOTAL EXPENDITURES:</b>	<b>1,155</b>	<b>1,972</b>	<b>2,581</b>	<b>609</b>	<b>1,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,267</b>

### EDGE NETWORK PROJECT

PROJECT #: 2000000946



DESCRIPTION: Deploy new network edge switches countywide

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
ITD Operating Revenue	4,615	2,690	2,824	2,965	3,113	0	0	0	16,207
<b>TOTAL REVENUES:</b>	<b>4,615</b>	<b>2,690</b>	<b>2,824</b>	<b>2,965</b>	<b>3,113</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,207</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	4,239	3,066	2,074	2,207	4,621	0	0	0	16,207
<b>TOTAL EXPENDITURES:</b>	<b>4,239</b>	<b>3,066</b>	<b>2,074</b>	<b>2,207</b>	<b>4,621</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,207</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### FULL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION

**PROJECT #: 1682480**



**DESCRIPTION:** Implement a state-of-the art, comprehensive, integrated Enterprise Resource Planning (ERP) application to support the full HR/Recruitment, Payroll, Financial (AR, AP, GL, Project Accounting, Fixed Assets, Contracts, Billing, Budgeting, and Financial Reporting) and Procurement business processes

**LOCATION:** Countywide  
Throughout Miami-Dade County

**District Located:** Countywide  
**District(s) Served:** Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
Future Financing	0	27,748	24,764	0	0	0	0	0	52,512
IT Funding Model	1,758	2,912	1,538	0	0	0	0	0	6,208
<b>TOTAL REVENUES:</b>	<b>47,758</b>	<b>30,660</b>	<b>26,302</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,720</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Planning and Design	30,760	29,586	20,757	0	0	0	0	0	81,103
Project Administration	5,943	1,779	1,475	0	0	0	0	0	9,197
Technology Hardware/Software	6,523	3,827	4,070	0	0	0	0	0	14,420
<b>TOTAL EXPENDITURES:</b>	<b>43,226</b>	<b>35,192</b>	<b>26,302</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104,720</b>

### VOICE OVER INTERNET PROTOCOL (VOIP) PROJECT

**PROJECT #: 2000000945**



**DESCRIPTION:** Deploy Voice over Internet Protocol countywide

**LOCATION:** Various Sites  
Various Sites

**District Located:** Countywide  
**District(s) Served:** Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
ITD Operating Revenue	2,042	1,021	1,021	1,021	1,021	0	0	0	6,126
<b>TOTAL REVENUES:</b>	<b>2,042</b>	<b>1,021</b>	<b>1,021</b>	<b>1,021</b>	<b>1,021</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,126</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	1,957	637	1,385	1,036	1,111	0	0	0	6,126
<b>TOTAL EXPENDITURES:</b>	<b>1,957</b>	<b>637</b>	<b>1,385</b>	<b>1,036</b>	<b>1,111</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,126</b>

### UNFUNDED CAPITAL PROJECTS

**PROJECT NAME**  
EXADATA SERVER

**LOCATION**  
5680 SW 87 Ave

(dollars in thousands)  
**ESTIMATED PROJECT COST**

**UNFUNDED TOTAL**

1,868  
**1,868**

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### Inspector General

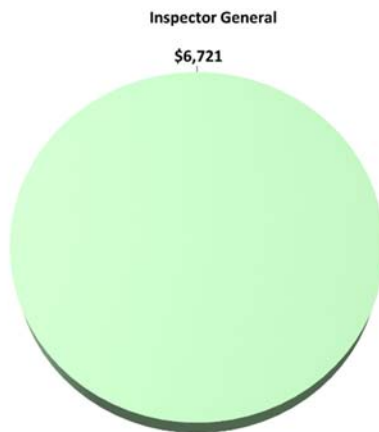
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste and abuse of power in County projects, programs and contracts. Created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government, the enacting legislation ensures that the OIG is independent and autonomous, so that it may carry out its oversight of such a large and diverse government without political interference.

As part of the General Government strategic area, the OIG routinely reviews and evaluates proposals, contracts and programs for a range of management criteria. The OIG also investigates a variety of cases, including contractors doing business with and/or receiving funds from the County and cases of employee and official misconduct.

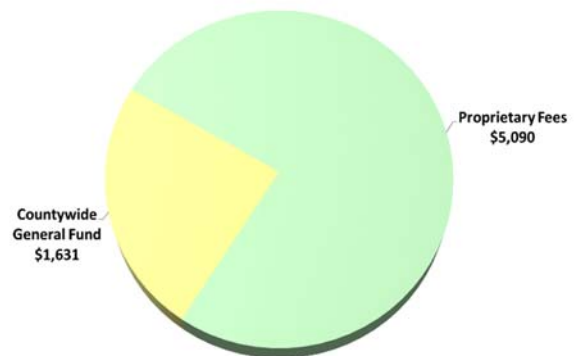
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials and vendors and contractors doing business with the County. The OIG has been designated a criminal justice agency by the Federal Bureau of Investigation and is accredited by the Commission for Florida Law Enforcement Accreditation based upon statewide standards for Offices of Inspectors General.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<b>INSPECTOR GENERAL</b> Provides oversight to Miami-Dade County operations by investigating, auditing and reviewing County programs, projects and contracts to detect and prevent fraud, mismanagement, waste and abuse	
<u>FY 18-19</u> 38	<u>FY 19-20</u> 38

The FY 2019-20 total number of full-time equivalent positions is 38

### DIVISION: INSPECTOR GENERAL

The OIG's principal objective is to promote honesty and efficiency in government and to prevent and detect misconduct, fraud and abuse in County programs and contracts. The OIG strives to ensure that taxpayers get a fair and honest accounting of their money and, where possible, seeks appropriate remedies to recover public funds.

- Investigates, audits and inspects programs, projects and contracts to detect and prevent fraud, mismanagement, waste and abuse
- Publicly reports findings and initiates or makes civil, administrative and criminal referrals where necessary
- Communicates the Office's accomplishments through report distribution, website communication and public awareness initiatives
- Provides all professional support to these functions including publicly reporting findings

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Contracts/programs audited and reviewed	GG1-2	LS-2	OP	↔	37	30	27	47	30
Reports issued	GG1-2	LS-2	OP	↔	9	11	15	7	15
Advisory memoranda issued	GG1-2	LS-2	OP	↔	12	26	20	22	20
Complaints received*	GG1-2	LS-2	IN	↔	308	344	300	312	300
Percentage of complainants receiving feedback about initial disposition of complaint within 30 days**	GG1-2	LS-2	OC	↑	N/A	N/A	95%	95%	95%

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

\*\* This measure considers only complainants providing contact information; due to delays in acquiring relevant data this performance measure began being monitored in FY 2018-19

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### ADDITIONAL INFORMATION

- The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes charges of one quarter of one percent to certain procurement and construction contracts (\$3.7 million), as well as additional reimbursements of \$825,000 for audits and investigative work performed for Aviation (\$500,000), Water and Sewer (\$75,000), Solid Waste Management (\$25,000), Transportation and Public Works (\$100,000) and the Miami-Dade County School Board (\$125,000)
- In FY 2018-19, the OIG will continue to train employees on the County's Employee Protection Ordinance (EPO); training on the EPO involves both live training sessions and video tutorials that educate employees on the various legal protections afforded to them, including confidentiality and protection from retaliation, when they report incidents of fraud, waste and abuse to the OIG; these outreach efforts will be continuously maintained
- In FY 2018-19, the OIG completed and issued its final report of investigation involving the baggage handling operation at Miami International Airport; as a result of this investigation, a new solicitation for a baggage handling operating agreement will be issued; the OIG's contract oversight unit has already begun its monitoring efforts related to the newly anticipated procurement and will continue monitoring in FY 2019-20
- Based on earlier oversight efforts involving the procurement and implementation of new traffic controllers for ten of the County's most congested corridors, in FY 2018-19, the OIG has been actively engaged in monitoring the County's procurement of an advanced traffic management system to be installed countywide; the OIG expects that these contract oversight efforts will continue into FY 2019-20
- The OIG is monitoring the County's effort to build a new civil courthouse; earlier efforts involved a Request for Qualifications and an unsolicited proposal; during FY 2018-19, the OIG has been monitoring Phase 1 of the County's new two-phase Request for Proposal process and has been attending a series of negotiation sessions with the short-listed proposers prior to the official start of Phase 2 of the procurement
- In FY 2018-19, the OIG is performing audits of selected County pool contracts involving the purchase of parts and repair services for transit buses and other support equipment; electrical and electronic components, tools, parts and supplies; and refrigerant gas for HVAC systems; the objectives of the audits include testing compliance with the contract and any other applicable resolutions, ordinances, policies and procedures
- In FY 2018-19, the OIG initiated an inspection of the County's new process that allows for-hire vehicles and Special Transportation Services (STS) providers to self-inspect and self-certify their vehicles rather than utilizing the County facility for obtaining annual inspection certificates
- As part of the OIG's continuing oversight efforts related to the Water and Sewer Department's (WASD) consent decree program, in FY 2018-19, the OIG reviewed WASD's proposed Amendment 1 to its contract with AECOM, the consultant for program and construction management services, and issued a memorandum to the BCC on its observations; one of the key goals of the OIG in conducting contract oversight is to provide decision makers with independent and objective observations in order to assist in decision making

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	18	0	0	0	0
Security Services	2	1	3	1	2
Temporary Services	0	0	0	0	0
Travel and Registration	38	45	52	35	52
Utilities	26	28	25	25	30



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	834	1,174	721	1,631
Carryover	2,102	1,589	1,400	565
Departmental Oversight (MOUs)	826	669	800	825
Fees and Charges	3,460	3,941	3,450	3,700
Interest Earnings	11	36	0	0
Miscellaneous Revenues	29	36	0	0
Total Revenues	7,262	7,445	6,371	6,721
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	4,172	4,261	4,648	4,932
Fringe Benefits	1,173	1,262	1,425	1,496
Court Costs	0	0	2	1
Contractual Services	0	0	2	2
Other Operating	160	133	183	184
Charges for County Services	85	85	68	62
Capital	83	33	43	44
Total Operating Expenditures	5,673	5,774	6,371	6,721
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Strategic Area: General Government</b>				
Inspector General	6,371	6,721	38	38
Total Operating Expenditures	6,371	6,721	38	38

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Internal Services

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

As part of the General Government strategic area, ISD supports governmental operations by providing procurement services, Countywide vendor services, facility management, construction management, fleet management, risk management, surplus property disposition services, capital inventory management and small business program management and services. Additionally, ISD is engaged in real estate development and management, Americans with Disabilities Act compliance, elevator regulation and parking services.

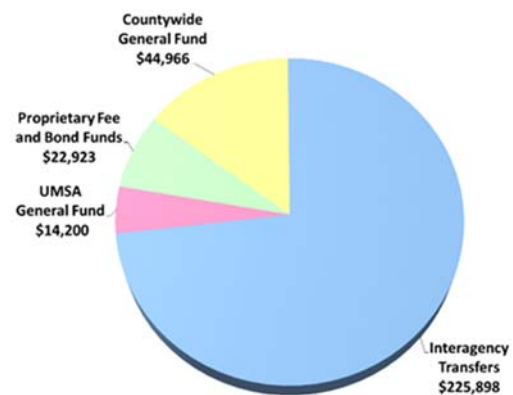
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations and Miami-Dade County residents and visitors.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)

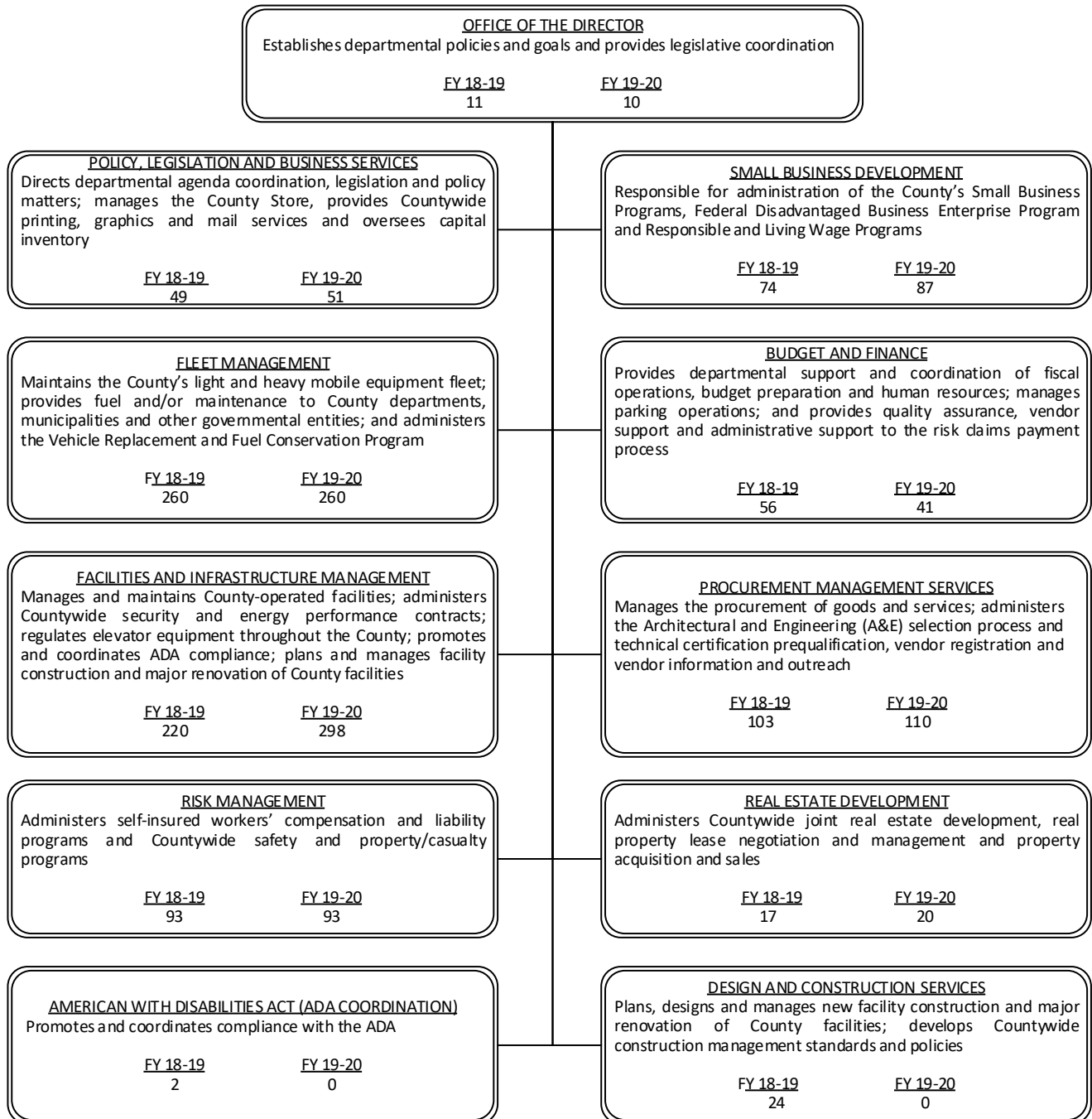


**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2019-20 total number of full-time equivalent positions is 976.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director provides overall strategy, policy and direction to the Department.

- Establishes overall vision and policy for the Department
- Sets performance targets and budget priorities
- Serves on Enterprise Resource Planning (ERP) Steering Committee

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Customer Satisfaction with ISD service levels and quality of work (out of 5)	GG1-2	IE-1	OC	↑	4.4	4.6	4.3	4.4	4.3

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the transfer of one Chief Procurement Officer position to Procurement Management Services as a result of a departmental reorganization to better align services to meet customer needs

### DIVISION: POLICY LEGISLATION AND BUSINESS SERVICES

The Policy Legislation and Business Services Division manages departmental agenda coordination, legislation, and policy matters; manages the County Store and disposition of surplus property; oversees the capital inventory process and fixed assets; and provides Countywide printing, graphics, and mail services.

#### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the conversion of two positions, one Mail Center Clerk 1 and one ISD Inventory and Supply Specialist, from part-time to full time to improve operating efficiency

### DIVISION: BUDGET AND FINANCE

The Budget and Finance Division provides departmental support services and manages fiscal operations, budget preparation, parking operations and the risk claims payment process

- Performs accounts payable and receivable, budget coordination and financial reporting functions
- Formulates and manages departmental business plan and performance measures
- Provides human resources support and coordination
- Manages and operates six parking garages and seven surface lots containing over 5,200 parking spaces in the Downtown Government Center and Civic Center vicinity
- Provides quality assurance and vendor and administrative support to the risk claims payment process
- Processes the County's self-insurance fund payments

#### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of invoices processed within 30 calendar days of receipt	GG4-1	IE-1	EF	↑	73%	81%	90%	95%	90%

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes one additional Personnel Technician to meet workload demands and improve operational efficiency
- The FY 2019-20 Adopted Budget reflects a departmental reorganization that includes the transfer of Parking Operations (20 positions) to the Facilities and Infrastructure Management Division and the transfer of four positions from the Risk Management Division to better align services that meet customers' needs

### **DIVISION: SMALL BUSINESS DEVELOPMENT**

The Small Business Development Division is responsible for the administration of the County's Small Business Programs, Federal Disadvantaged Business Enterprise Program, Responsible and Living Wage Programs, Miscellaneous Construction Contracts Program, and other contract services on behalf of the County.

- Certifies small businesses as Community Business Enterprises (CBE), Community Small Business Enterprises (CSBE), Local Disadvantaged Businesses (LDB), Micro/Small Business Enterprises (Micro/SBE) and Disadvantaged Business Enterprises (DBE)
- Analyzes construction, architecture and engineering and goods and services solicitations for inclusion of Small Business and Community Workforce program goals
- Coordinates and mediates dispute resolutions for small business program participants
- Provides assistance related to prompt payment issues between departments and small business primes and subcontractors
- Coordinates the update and dissemination of trade union wage schedules for all County-funded construction projects
- Establishes Selection Committees for the evaluation of County procurements
- Prequalifies firms for the Miscellaneous Construction Contracts (MCC) program and administers the Equitable Distribution Program (EDP)
- Administers the Bonding, Financial Assistance, Debarment and Anti-Discrimination Programs

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise programs	ED2-2	ES-3	OC	↑	1,724	1,767	1,852	1,782	1,847
Percentage of completed projects where small business opportunities were achieved	ED2-2	ES-3	OC	↑	98.2%	97.8%	100%	57.5%	100%
Percent of monitored projects in compliance with Small Business Programs	ED2-2	ES-3	OC	↑	92%	97%	85%	97%	95%

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the transfer of six positions from the Aviation Department to consolidate the responsibilities of the Minority Affairs Division and the establishment of an additional seven new positions as a result of a Memorandum of Understanding that will transfer all Small Business Development responsibilities from Aviation to ISD (\$872,000)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FACILITIES AND INFRASTRUCTURE MANAGEMENT**

The Facilities and Infrastructure Management Division manages and maintains County operated facilities and related infrastructure.

- Manages and maintains facilities totaling more than six million square feet of office, data center, court, warehouse and other space
- Administers countywide security and alarm installation contracts, as well as daily monitoring of alarm accounts and CCTV systems
- Regulates public and private elevator equipment throughout Miami-Dade County (except the cities of Miami and Miami Beach) and oversees elevator maintenance contracts countywide
- Manages and operates two chilled water plants and a power distribution sub-station; provides an emergency generator support team and 24-hour building controls monitoring
- Performs minor repairs, renovations and maintenance of ISD-operated facilities
- Plans, designs and manages facility construction and major renovation of County facilities
- Manages and operates six parking garages and seven surface lots containing over 5,200 parking spaces in the Downtown Government Center and Civic Center vicinity
- Provides program management and administration of facility construction and major renovations of County facilities countywide
- Designs and reconfigures interior office space, coordinates departmental relocations and manages tenant space allocation

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Total operating expenses per square foot*	GG3-4	IE-1	EF	↓	\$7.30	\$7.28	\$9.00	\$8.09	\$9.00
Percentage of regulated elevators with current Certificates of Operation	NI1-2	IE-1	OC	↑	87%	81%	90%	81%	90%

\*Expenses include the establishment of the Countywide Infrastructure Investment Plan (CIIP) that will focus on the renovation and rehabilitation of power systems, life safety, security, elevators and other related infrastructure required improvements at all County owned facilities

### **DIVISION COMMENTS**

- **The FY 2019-20 Adopted Budget includes 33 new positions that will enhance security and elevator inspections countywide and convert part-time hours into full-time positions to meet workload demands and realize operational efficiencies**
- To better align services to meet customer needs, the FY 2019-20 Adopted Budget includes the transfer of 46 positions from various ISD divisions: 20 positions from the Parking Operations Section of Budget and Finance, two positions from ADA Coordination and 21 positions from Design and Construction Services; one position was transferred to the Library Department and two were transferred to the Police Department from Design and Construction Services to assist with the implementation of the Countywide Infrastructure Investment Program (CIIP)
- In FY 2019-20, the Department will continue the County's commitment to provide the Greater Miami Service Corps opportunities to perform assorted lawn maintenance projects, as well as other facilities upkeep projects (\$50,000)
- In FY 2019-20, the Facilities and Infrastructure Management Adopted Budget includes a transfer to the General Government Improvement Fund (GGIF) to support the CIIP \$12.770 million

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FLEET MANAGEMENT**

The Fleet Management Division provides fleet maintenance and replacement services.

- Maintains the County's light and heavy mobile equipment fleet
- Provides fuel and/or maintenance to the County, certain municipalities and other governmental bodies
- Works with departments to prepare vehicle replacement schedules and reviews all vehicle specifications leading to vehicle purchases
- Administers the Vehicle Replacement and Fuel Conservation Programs
- Coordinates the rental of mobile equipment
- Manages the County's automotive contracts used for the acquisition of parts, commodities, fuel and related vehicle services

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of selected heavy equipment repairs that surpass industry standards*	GG3-4	IE-1	OC	↑	89%	89%	90%	87%	90%
Percentage of selected light equipment repairs that surpass industry standards*	GG3-4	IE-1	OC	↑	88%	90%	90%	88%	90%

\*FY 2018-19 target was derived assuming a lower attrition rate than what occurred for the fiscal year

### **DIVISION COMMENTS**

- The FY 2019-20 Adopted Budget includes no increase to Fleet Management labor rates for the maintenance of light and heavy vehicles
- The FY 2019-20 Adopted Budget includes the reclassification of an existing vacant position that will be established for day-to-day management of the Countywide Lease Vehicle Finance Program
- In FY 2018-19, the Fleet Management Division was ranked number one in the nation by the 100 Best Fleets in North America program; there are over 38,000 public fleets in North America and the 100 Best Fleets program recognizes and rewards peak performing fleet operations

### **DIVISION: STRATEGIC PROCUREMENT DIVISION**

The Procurement Management Services Division manages the procurement of goods and services purchased through bids, requests for proposals and other solicitation instruments; and administers the Architectural & Engineering selection process.

- Conducts market research to achieve best value contracts
- Develops and processes competitive and non-competitive solicitations using a variety of methods and best practices
- Coordinates vendor enrollment and vendor registration
- Advertises solicitations for Invitations to Bid (ITB), Requests for Proposals (RFP) and Architectural and Engineering (A&E)
- Recommends appropriate corrective action to promote competition where artificial barriers exist or where policy, process or procedures impede competition
- Provides outreach and customer service to vendors and other County departments

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Average number of days to award contracts over \$1 million*	GG3-3	LS-3	OC	↓	267	249	270	237	270
Average calendar days to complete A&E selection process	GG3-3	IE-1	EF	↓	233	361	225	270	225

\*FY 2018-19 improved performance due to a change in internal process that expedites the flow of contract items to the BCC and Mayor's Office for review and approval

### DIVISION COMMENTS

- The FY 2019-20 includes a new A&E Consultant Selection Coordinator position (\$132,000) that will be funded by the Seaport to manage all A&E procurement related activities and four ERP Business Analyst positions (\$507,000) that will be dedicated to the full implementation of the ERP project
- The FY 2019-20 Adopted Budget includes the transfer of two Construction Contracts Specialists from Design and Construction Services that will be dedicated to the establishment and management of contracts related to the Countywide Infrastructure Investment Plan (CIIP), the transfer of one Chief Procurement Officer position from the Office of the Director as a result of a departmental reorganization to better align services to meet customer needs and the transfer of one Senior Procurement Contracting Officer to the Aviation Department
- The FY 2019-20 Adopted Budget includes a transfer of \$1.43 million in User Access Program (UAP) revenue to the General Fund to support procurement-related functions in General Fund supported departments
- The FY 2019-20 Adopted Budget includes a transfer of \$1.634 million in User Access Program (UAP) revenue to support procurement-related functions in the Small Business Development Division
- In FY 2019-20, the implementation of the Enterprise Resource Planning (ERP) System, which includes ITD, the Office of Management and Budget, Finance, Internal Services and the Human Resources Department will continue to configure, build and provide change management services to replace the legacy applications of FAMIS, ADPICS and Time & Leave (Payroll); training will be provided to all departments as the phased go-live dates occur for the initiative

### **DIVISION: REAL ESTATE DEVELOPMENT**

The Real Estate Development Division administers Countywide real estate activities.

- Administers Countywide joint real estate development, real property lease negotiation and management and real property acquisition and disposal
- Manages the County's Building Better Communities General Obligation Bond program Affordable Housing projects

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Dollar value of surplus property sold (in thousands)*	GG3-4	ES-3	OP	↑	\$714	\$1,866	\$1,000	\$750	\$1,000

\*Dollar value varies on number of properties sold per year.

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes two new Real Estate Officers and one Administrative Officer 3 to meet workload demands and improve operational efficiency



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: RISK MANAGEMENT

The Risk Management Division administers Countywide and self-insurance programs and related loss prevention activities.

- Administers the County's self-insured workers' compensation and self-insured liability programs
- Procures and administers property casualty programs; determines and monitors insurance requirements
- Administers Safety and Loss Prevention program

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Subrogation collections (in thousands)*	GG4-1	LS-1	OP	↔	\$1,806	\$1,800	\$2,100	\$2,513	\$2,000

\*FY 2018-19 actuals were higher than budgeted due to two large, unanticipated collections that were pending from prior fiscal years

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget includes two Investigator 1 positions that will continue to address Worker's Compensation related issues and two Risk Management Safety Officer positions to meet the workload demands and improve operational efficiency**
- The FY 2019-20 Adopted Budget includes the transfer of four positions to Budget and Finance related to responsibilities of the Data Unit as a result of a departmental reorganization to better align services to meet customer needs
- In FY 2019-20, the Risk Management Division will continue to reimburse the County Attorney's Office for legal support in workers' compensation and tort cases (\$3.8 million)
- In FY 2019-20, the Risk Management Division will continue to fund four positions in the Department of Transportation and Public Works (DTPW); these positions will help maintain safety related to the traffic lights and signage system to minimize the County's risk exposure from system malfunctions (\$589,000)
- In FY 2019-20, the Risk Management Division will continue streamlining the claims handling procedures through the Comprehensive Claims Management System (CMS); the Workers Compensation unit will be implementing a countywide Return to Work Program focused on integrating injured employees back into the work force; the Office of Safety will be implementing new countywide procedures focused on improving worker safety
- In FY 2018-19 the global property insurance market continued to harden with rate increases of 5 to 25 percent; the County benefited from the strategy that was implemented in FY 2017-18 of locking in multi-year commitments from its key partners, limiting the premium increase on the Master County property program to 5.76 percent; in FY 2018-19 the amount of capacity written on a multi-year basis was increased by \$5 million; a total of 38 percent of the program is now on a multi-year basis, helping to insulate the County from increases anticipated for next year

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☛ The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the establishment of the Countywide Infrastructure Investment Program (CIIP) that will focus on the renovation and rehabilitation of power systems, life safety, security, elevators and other related infrastructure required improvements at all County owned facilities (\$24.413 million in FY 2019-20)
- ☛ The Department's FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the purchase of 33 vehicles (\$1.083 million); over the next five years, the Department has budgeted \$4.285 million to replace 139 vehicles as part of its fleet replacement plan; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- ☛ In FY 2019-20, the Department will continue to remove architectural barriers in County-owned buildings to allow for increased access for people with disabilities to programs and services offered by the County; the project is funded with Building Better Communities General Obligation Bond (BBC-GOB) proceeds (total project cost \$7.434 million; \$2.306 in FY 2019-20)
- ☛ In FY 2019-20, the Department will continue managing the redevelopment of the Larcenia J. Bullard Plaza into a multi-use facility to serve the community (total project cost \$8.347 million; \$2.782 million in FY 2019-20)

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	50	97	86	53	85
Fuel	21,686	28,636	22,809	26,406	25,283
Overtime	3,156	3,525	2,385	3,959	3,035
Rent	8,832	8,908	8,916	8,662	8,996
Security Services	19,122	21,131	28,434	21,881	34,111
Temporary Services	274	163	425	373	370
Travel and Registration	47	58	182	106	205
Utilities	13,860	13,012	14,998	11,802	14,032

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	43,623	42,335	42,932	44,966
General Fund UMSA	14,538	14,142	14,311	14,200
Carryover	22,466	15,730	11,807	7,189
External Fees	1,025	1,015	908	927
Fees for Services	8	0	0	0
Interest Income	27	75	20	60
Miscellaneous	0	0	130	0
Miscellaneous Revenues	138	840	0	853
Municipal Fines	366	360	400	400
User Access Program Fees	13,387	14,161	12,907	13,494
Fees and Charges	3,351	3,520	4,204	3,466
Interagency Transfers	3,873	4,480	7,543	7,520
Internal Service Charges	192,980	202,233	208,507	208,194
Other Revenues	4,937	4,714	5,743	6,718
Total Revenues	300,719	303,605	309,412	307,987
<b>Operating Expenditures Summary</b>				
Salary	62,224	60,960	66,146	70,553
Fringe Benefits	21,118	22,483	26,131	27,921
Court Costs	3	25	3	11
Contractual Services	45,767	47,540	56,809	62,477
Other Operating	68,872	78,336	71,794	74,666
Charges for County Services	41,220	34,235	44,592	31,349
Grants to Outside Organizations	0	0	0	0
Capital	484	443	732	624
Total Operating Expenditures	239,688	244,022	266,207	267,601
<b>Non-Operating Expenditures Summary</b>				
Transfers	11,717	10,472	7,656	5,264
Distribution of Funds In Trust	778	607	655	655
Debt Service	32,885	36,636	31,854	32,817
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	3,040	1,650
Total Non-Operating Expenditures	45,380	47,715	43,205	40,386

(dollars in thousands)	Total Funding Budget FY 18-19	Adopted FY 19-20	Total Positions Budget FY 18-19	Adopted FY 19-20
<b>Expenditure By Program</b>				
<b>Strategic Area: General Government</b>				
Office of the Director	2,273	1,792	11	10
Policy Legislation and Business Services	15,384	17,983	49	51
Americans with Disabilities Act (ADA) Coordination	230	0	2	0
Budget and Finance	7,809	5,175	56	41
Small Business Development	9,100	10,531	74	87
Design and Construction Services	14,846	0	24	0
Facilities and Infrastructure Management	101,084	113,818	220	298
Fleet Management	80,075	81,561	260	260
Strategic Procurement Division	14,231	14,615	103	110
Real Estate Development	4,938	5,669	17	20
Risk Management	16,237	16,457	93	93
Total Operating Expenditures	266,207	267,601	909	970

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
BBC GOB Financing	89,406	18,689	18,931	2,136	0	0	0	10,000	139,162
CIIP Proceeds	0	0	29,508	29,600	40,000	21,000	25,000	15,000	160,108
FEMA Hazard Mitigation Grant	438	0	0	0	0	0	0	0	438
FUMD Work Order Fund	132	0	0	0	0	0	0	0	132
General Government Improvement Fund (GGIF)	247	20,000	0	0	0	0	0	0	20,247
ISD Operating Revenue	2	0	0	0	0	0	0	0	2
<b>Total:</b>	<b>90,225</b>	<b>38,689</b>	<b>48,439</b>	<b>31,736</b>	<b>40,000</b>	<b>21,000</b>	<b>25,000</b>	<b>25,000</b>	<b>320,089</b>
<b>Expenditures</b>									
<b>Strategic Area: PS</b>									
Computer and Systems Automation	0	50	150	400	0	0	0	0	600
Facility Improvements	219	170	111	0	0	0	0	0	500
<b>Strategic Area: RC</b>									
Facility Improvements	309	195	196	0	0	0	0	0	700
<b>Strategic Area: NI</b>									
Infrastructure Improvements	0	20,000	29,508	29,600	40,000	21,000	25,000	15,000	180,108
<b>Strategic Area: HS</b>									
New Affordable Housing Units	76,539	7,830	10,959	0	0	0	0	0	95,328
<b>Strategic Area: GG</b>									
Community Development Projects	1,847	2,782	3,718	0	0	0	0	0	8,347
Facility Improvements	9,140	2,669	1,297	400	0	0	0	0	13,506
New Facilities	0	3,664	2,500	1,336	0	0	0	10,000	17,500
Physical Plant Improvements	2,171	1,329	0	0	0	0	0	0	3,500
<b>Total:</b>	<b>90,225</b>	<b>38,689</b>	<b>48,439</b>	<b>31,736</b>	<b>40,000</b>	<b>21,000</b>	<b>25,000</b>	<b>25,000</b>	<b>320,089</b>

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### DISTRICT 01 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 2000001192



DESCRIPTION: Design and construct affordable housing in commission district 1 - Georgia Ayers and Lake Vue Oasis  
 LOCATION: Various sites  
 District Located: 1  
 Various Sites  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	10,068	524	0	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>10,068</b>	<b>524</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	7,116	524	0	0	0	0	0	0	7,640
Land Acquisition/Improvements	1,443	0	0	0	0	0	0	0	1,443
Planning and Design	1,378	0	0	0	0	0	0	0	1,378
Project Administration	131	0	0	0	0	0	0	0	131
<b>TOTAL EXPENDITURES:</b>	<b>10,068</b>	<b>524</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DISTRICT 02 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 115952



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 2 - Northside Metrorail Station, Trade Winds Apartments and unallocated district funds

LOCATION: Various Sites District Located: 2  
Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	10,500	92	0	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>10,500</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	4,062	92	0	0	0	0	0	0	4,154
Land Acquisition/Improvements	4,139	0	0	0	0	0	0	0	4,139
Planning and Design	2,270	0	0	0	0	0	0	0	2,270
Project Administration	29	0	0	0	0	0	0	0	29
<b>TOTAL EXPENDITURES:</b>	<b>10,500</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 115958



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 5 - Porto Allegra, Toscana, Meridian and Villa Aurora

LOCATION: Various Sites District Located: 5  
Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	9,617	975	0	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>9,617</b>	<b>975</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	6,417	975	0	0	0	0	0	0	7,392
Land Acquisition/Improvements	1,478	0	0	0	0	0	0	0	1,478
Planning and Design	1,321	0	0	0	0	0	0	0	1,321
Project Administration	401	0	0	0	0	0	0	0	401
<b>TOTAL EXPENDITURES:</b>	<b>9,617</b>	<b>975</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### DISTRICT 06 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 118921



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 6

LOCATION: Various Sites District Located: 6  
Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	7,592	3,000	0	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>7,592</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	7,592	3,000	0	0	0	0	0	0	10,592
<b>TOTAL EXPENDITURES:</b>	<b>7,592</b>	<b>3,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DISTRICT 07 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 2000001193



#### OWNERSHIP

DESCRIPTION: Construct affordable housing units in Commission District 7 - renovations of cottages in Coral Gables  
 LOCATION: Various Sites District Located: 7  
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	10,496	96	0	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>10,496</b>	<b>96</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	9,971	96	0	0	0	0	0	0	10,067
Planning and Design	325	0	0	0	0	0	0	0	325
Project Administration	200	0	0	0	0	0	0	0	200
<b>TOTAL EXPENDITURES:</b>	<b>10,496</b>	<b>96</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### DISTRICT 09 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 2000001194



#### OWNERSHIP

DESCRIPTION: Construct affordable housing units in Commission District 9 - Caribbean Boulevard, Richmond Place  
 Townhomes, SBC Senior Housing and Florida City  
 LOCATION: Various Sites District Located: 9  
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	9,000	592	1,000	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>9,000</b>	<b>592</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	5,883	592	1,000	0	0	0	0	0	7,475
Land Acquisition/Improvements	3,000	0	0	0	0	0	0	0	3,000
Project Administration	117	0	0	0	0	0	0	0	117
<b>TOTAL EXPENDITURES:</b>	<b>9,000</b>	<b>592</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 116949



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 10  
 LOCATION: Various Sites District Located: 10  
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	3,037	1,000	6,555	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>3,037</b>	<b>1,000</b>	<b>6,555</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	3,000	1,000	6,555	0	0	0	0	0	10,555
Planning and Design	37	0	0	0	0	0	0	0	37
<b>TOTAL EXPENDITURES:</b>	<b>3,037</b>	<b>1,000</b>	<b>6,555</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DISTRICT 12 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 2000001195



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 12

LOCATION: 11239 NW 4 Terr

Sweetwater

District Located: 12

District(s) Served:

12

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	10,041	551	0	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>10,041</b>	<b>551</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	8,461	551	0	0	0	0	0	0	9,012
Planning and Design	587	0	0	0	0	0	0	0	587
Project Administration	993	0	0	0	0	0	0	0	993
<b>TOTAL EXPENDITURES:</b>	<b>10,041</b>	<b>551</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### DISTRICT 13 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROJECT #: 2000001196



#### OWNERSHIP

DESCRIPTION: Construct affordable housing units in Commission District 13 - Okeechobee Metrorail Station

LOCATION: 2659 W Okeechobee Rd

Hialeah

District Located: 13

District(s) Served:

13

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	6,188	1,000	3,404	0	0	0	0	0	10,592
<b>TOTAL REVENUES:</b>	<b>6,188</b>	<b>1,000</b>	<b>3,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	6,188	1,000	3,404	0	0	0	0	0	10,592
<b>TOTAL EXPENDITURES:</b>	<b>6,188</b>	<b>1,000</b>	<b>3,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,592</b>

### INFRASTRUCTURE IMPROVEMENTS - ABATEMENT OF HAZARDOUS MATERIALS IN

PROJECT #: 2000001185



#### COUNTY BUILDINGS

DESCRIPTION: Provide for abatement of lead, asbestos and other hazardous materials in mechanical and common areas in county buildings older than 15 years

LOCATION: Various Sites

Throughout Miami-Dade County

District Located:

District(s) Served:

Countywide

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	1,025	70	105	0	0	0	0	0	1,200
<b>TOTAL REVENUES:</b>	<b>1,025</b>	<b>70</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	730	70	105	0	0	0	0	0	905
Planning and Design	7	0	0	0	0	0	0	0	7
Project Administration	288	0	0	0	0	0	0	0	288
<b>TOTAL EXPENDITURES:</b>	<b>1,025</b>	<b>70</b>	<b>105</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - AMERICANS WITH DISABILITIES ACT BARRIER

PROJECT #: 2000001190



#### REMOVAL PROJECTS

DESCRIPTION: Remove architectural barriers in county parks and county-owned buildings to increase access for people with disabilities

LOCATION: Various Sites  
Various Sites

District Located:  
District(s) Served:

Countywide  
Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	4,436	2,306	692	0	0	0	0	0	7,434
<b>TOTAL REVENUES:</b>	<b>4,436</b>	<b>2,306</b>	<b>692</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,434</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	2,849	2,284	0	0	0	0	0	0	5,133
Permitting	63	22	0	0	0	0	0	0	85
Planning and Design	728	0	0	0	0	0	0	0	728
Project Administration	648	0	392	0	0	0	0	0	1,040
Project Contingency	148	0	300	0	0	0	0	0	448
<b>TOTAL EXPENDITURES:</b>	<b>4,436</b>	<b>2,306</b>	<b>692</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,434</b>

### INFRASTRUCTURE IMPROVEMENTS - CENTRAL SUPPORT FACILITY CHILLER

PROJECT #: 119260



DESCRIPTION: Replace two existing 1,500-ton chillers at the central support facility

LOCATION: 200 NW 1 St  
City of Miami

District Located:  
District(s) Served:

5  
Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	2,171	1,329	0	0	0	0	0	0	3,500
<b>TOTAL REVENUES:</b>	<b>2,171</b>	<b>1,329</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,566	1,329	0	0	0	0	0	0	2,895
Permitting	2	0	0	0	0	0	0	0	2
Planning and Design	123	0	0	0	0	0	0	0	123
Project Administration	480	0	0	0	0	0	0	0	480
<b>TOTAL EXPENDITURES:</b>	<b>2,171</b>	<b>1,329</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>

### INFRASTRUCTURE IMPROVEMENTS - CULTURAL PLAZA RENOVATION AND REHABILITATION

PROJECT #: 117480



DESCRIPTION: Perform structural renovations to include the replacement of plaza tile and re-grout expansion joints

LOCATION: 101 W Flagler St  
City of Miami

District Located:  
District(s) Served:

5  
Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	309	195	196	0	0	0	0	0	700
<b>TOTAL REVENUES:</b>	<b>309</b>	<b>195</b>	<b>196</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	301	195	196	0	0	0	0	0	692
Project Administration	8	0	0	0	0	0	0	0	8
<b>TOTAL EXPENDITURES:</b>	<b>309</b>	<b>195</b>	<b>196</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - DATA PROCESSING CENTER FACILITY REFURBISHMENT

PROJECT #: 115820



DESCRIPTION: Provide improvements to the Data Processing Center  
 LOCATION: 5680 SW 87 Ave District Located: 10  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	2,855	45	0	0	0	0	0	0	2,900
FEMA Hazard Mitigation Grant	438	0	0	0	0	0	0	0	438
FUMD Work Order Fund	132	0	0	0	0	0	0	0	132
ISD Operating Revenue	2	0	0	0	0	0	0	0	2
<b>TOTAL REVENUES:</b>	<b>3,427</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,472</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	2,594	45	0	0	0	0	0	0	2,639
Furniture Fixtures and Equipment	37	0	0	0	0	0	0	0	37
Permitting	9	0	0	0	0	0	0	0	9
Planning and Design	111	0	0	0	0	0	0	0	111
Project Administration	621	0	0	0	0	0	0	0	621
Technology Hardware/Software	55	0	0	0	0	0	0	0	55
<b>TOTAL EXPENDITURES:</b>	<b>3,427</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,472</b>

### INFRASTRUCTURE IMPROVEMENTS - FIRE CODE COMPLIANCE

PROJECT #: 2000001197



DESCRIPTION: Remove all non-plenum rated cables where required in buildings maintained by the Internal Services  
 Department, on an as needed basis and as required by the National Protection Association (NFPA) codes and  
 standards  
 LOCATION: Various Sites District Located: Countywide  
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	252	248	500	400	0	0	0	0	1,400
<b>TOTAL REVENUES:</b>	<b>252</b>	<b>248</b>	<b>500</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	252	248	410	330	0	0	0	0	1,240
Project Administration	0	0	50	40	0	0	0	0	90
Project Contingency	0	0	40	30	0	0	0	0	70
<b>TOTAL EXPENDITURES:</b>	<b>252</b>	<b>248</b>	<b>500</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,400</b>



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - INTEGRATED COMMAND FACILITY BUILD OUT

PROJECT #: 119670



#### SECURITY OPERATIONS

DESCRIPTION: Replace security infrastructure in the Security Operations Center including but not limited to, recorders, alarm monitoring and reporting equipment, cameras, fiber connections and software necessary to monitor alarms and dispatch security forces

LOCATION: 11500 NW 25 St  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	0	50	150	400	0	0	0	0	600
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>50</b>	<b>150</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	100	400	0	0	0	0	500
Planning and Design	0	0	50	0	0	0	0	0	50
Project Administration	0	50	0	0	0	0	0	0	50
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>50</b>	<b>150</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>600</b>

### INFRASTRUCTURE IMPROVEMENTS - ISD FACILITIES SYSTEMWIDE

PROJECT #: 2000001285



DESCRIPTION: Rehabilitate and renovate all existing ISD facilities that are required for a safe and secure infrastructure

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
CIIP Proceeds	0	0	29,508	29,600	40,000	21,000	25,000	15,000	160,108
General Government Improvement Fund (GGIF)	0	20,000	0	0	0	0	0	0	20,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>20,000</b>	<b>29,508</b>	<b>29,600</b>	<b>40,000</b>	<b>21,000</b>	<b>25,000</b>	<b>15,000</b>	<b>180,108</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Infrastructure Improvements	0	20,000	29,508	29,600	40,000	21,000	25,000	15,000	180,108
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>20,000</b>	<b>29,508</b>	<b>29,600</b>	<b>40,000</b>	<b>21,000</b>	<b>25,000</b>	<b>15,000</b>	<b>180,108</b>

### INFRASTRUCTURE IMPROVEMENTS - NORTH DADE JUSTICE FACILITY REFURBISHMENT

PROJECT #: 114640



DESCRIPTION: Repair or replace building equipment, refurbish facility including but not limited to, sealing and painting exterior, limited window replacement, carpet replacement and roof replacement

LOCATION: 15555 Biscayne Blvd  
North Miami

District Located: 4  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	219	170	111	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>219</b>	<b>170</b>	<b>111</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	165	170	111	0	0	0	0	0	446
Planning and Design	4	0	0	0	0	0	0	0	4
Project Administration	50	0	0	0	0	0	0	0	50
<b>TOTAL EXPENDITURES:</b>	<b>219</b>	<b>170</b>	<b>111</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### LARCENIA J. BULLARD PLAZA - REDEVELOPMENT

**PROJECT #:** 2000001199



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

**LOCATION:** 14518 Lincoln Blvd  
Richmond Heights

**District Located:** 9  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
BBC GOB Financing	1,600	2,782	3,718	0	0	0	0	0	8,100
General Government Improvement Fund (GGIF)	247	0	0	0	0	0	0	0	247
<b>TOTAL REVENUES:</b>	<b>1,847</b>	<b>2,782</b>	<b>3,718</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,347</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Art Allowance	0	96	0	0	0	0	0	0	96
Construction	0	2,340	2,528	0	0	0	0	0	4,868
Furniture Fixtures and Equipment	0	40	0	0	0	0	0	0	40
Land Acquisition/Improvements	582	0	0	0	0	0	0	0	582
Permitting	27	0	0	0	0	0	0	0	27
Planning and Design	770	63	20	0	0	0	0	0	853
Project Administration	468	243	0	0	0	0	0	0	711
Project Contingency	0	0	1,170	0	0	0	0	0	1,170
<b>TOTAL EXPENDITURES:</b>	<b>1,847</b>	<b>2,782</b>	<b>3,718</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,347</b>

### NORTH DADE GOVERNMENT CENTER - NEW

**PROJECT #:** 118480



**DESCRIPTION:** Construct a 15,500 sq ft North Dade Government Center including but not limited to, county offices, a multipurpose room and a commission district office; project to be built by 13 Pista, LLC

**LOCATION:** To Be Determined  
Unincorporated Miami-Dade County

**District Located:** 1  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
BBC GOB Financing	0	3,664	2,500	1,336	0	0	0	0	7,500
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>3,664</b>	<b>2,500</b>	<b>1,336</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Art Allowance	0	112	0	0	0	0	0	0	112
Construction	0	2,425	2,092	0	0	0	0	0	4,517
Furniture Fixtures and Equipment	0	0	200	736	0	0	0	0	936
Permitting	0	510	0	0	0	0	0	0	510
Planning and Design	0	400	0	0	0	0	0	0	400
Project Administration	0	217	108	0	0	0	0	0	325
Technology Hardware/Software	0	0	100	600	0	0	0	0	700
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>3,664</b>	<b>2,500</b>	<b>1,336</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,500</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MULTI-PURPOSE FACILITY AT MIAMI ARTS STUDIO 6-12 AT ZELDA GLAZER

**PROJECT #: 2000000378**



**DESCRIPTION:** Develop in collaboration with the Miami Dade Public Schools a multi-purpose facility at Miami Arts Studio 6-12 at Zelda Glazer school to host a variety of public services and events for the community

**LOCATION:** 15015 SW 24 St      District Located: 11  
Unincorporated Miami-Dade County      District(s) Served: Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
BBC GOB Financing	0	0	0	0	0	0	0	10,000	10,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Art Allowance	0	0	0	0	0	0	0	150	150
Construction	0	0	0	0	0	0	0	6,118	6,118
Furniture Fixtures and Equipment	0	0	0	0	0	0	0	1,000	1,000
Land Acquisition/Improvements	0	0	0	0	0	0	0	450	450
Permitting	0	0	0	0	0	0	0	200	200
Planning and Design	0	0	0	0	0	0	0	900	900
Project Administration	0	0	0	0	0	0	0	682	682
Technology Hardware/Software	0	0	0	0	0	0	0	500	500
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Management and Budget

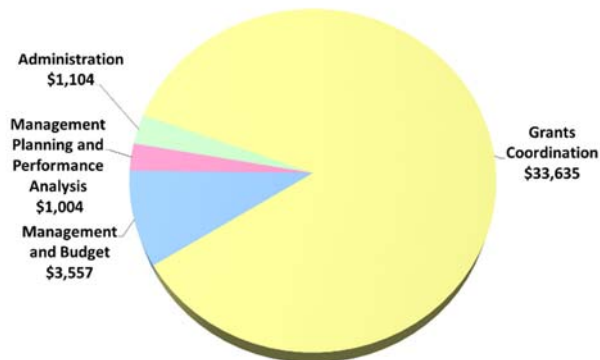
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages grant programs, identifies funding and partnership opportunities and assists County departments to maximize financial resources; and oversees the Building Better Communities (BBC) General Obligation Bond Program and the Countywide Infrastructure Investment Program (CIIP).

As part of the General Government strategic area, OMB supports the County's strategic planning, resilience planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; conducts organizational, management and business process reviews; promotes efforts to revitalize distressed areas or areas with impediments to private and public development; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; supports the County's capital programs; provides policy analysis regarding incorporation and annexation; provides direct administrative support to 16 advisory and community boards; and administers grants including, but not limited to, the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009.

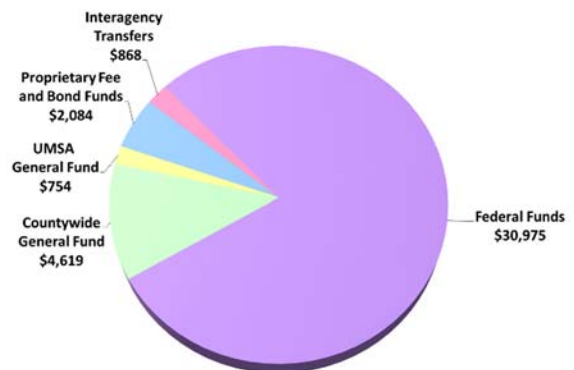
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>ADMINISTRATION</u></p> <p>Establishes and carries out departmental policies and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor.</p> <table><tr><td style="text-align: center;"><u>FY 18-19</u> 5</td><td style="text-align: center;"><u>FY 19-20</u> 5</td></tr></table>	<u>FY 18-19</u> 5	<u>FY 19-20</u> 5
<u>FY 18-19</u> 5	<u>FY 19-20</u> 5		
	<p style="text-align: center;"><u>MANAGEMENT AND BUDGET</u></p> <p>Develops and monitors the annual operating budget and multi-year capital plan; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; administers and coordinates annexation/incorporation efforts; manages capital programs.</p> <table><tr><td style="text-align: center;"><u>FY 18-19</u> 18</td><td style="text-align: center;"><u>FY 19-20</u> 19</td></tr></table>	<u>FY 18-19</u> 18	<u>FY 19-20</u> 19
<u>FY 18-19</u> 18	<u>FY 19-20</u> 19		
	<p style="text-align: center;"><u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u></p> <p>Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management, incorporating resilience dimensions.</p> <table><tr><td style="text-align: center;"><u>FY 18-19</u> 6</td><td style="text-align: center;"><u>FY 19-20</u> 6</td></tr></table>	<u>FY 18-19</u> 6	<u>FY 19-20</u> 6
<u>FY 18-19</u> 6	<u>FY 19-20</u> 6		
	<p style="text-align: center;"><u>GRANTS COORDINATION</u></p> <p>Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program; administers federal grants and identifies funding and partnership opportunities and assists County departments to maximize revenue support.</p> <table><tr><td style="text-align: center;"><u>FY 18-19</u> 35</td><td style="text-align: center;"><u>FY 19-20</u> 37</td></tr></table>	<u>FY 18-19</u> 35	<u>FY 19-20</u> 37
<u>FY 18-19</u> 35	<u>FY 19-20</u> 37		

The FY 2019-20 total number of full-time equivalent positions is 67 FTEs.

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATION**

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

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

### **DIVISION COMMENTS**

- In FY 2019-20, the implementation of the Enterprise Resource Planning (ERP) system, which includes ITD, the Office of Management and Budget, Finance, Internal Services and the Human Resources Department, will continue to configure and build the ERP and provide change management services to replace the legacy applications of FAMIS, ADPICS and Time & Leave (Payroll); training will be provided to all departments as the phased go-live dates occur for the initiative; staff time from the Administration, Management and Budget and Management Planning and Performance Analysis divisions will be reimbursed from the project budget (\$480,000)

### **DIVISION: MANAGEMENT AND BUDGET**

The Management and Budget Division ensures the financial viability of the County through sound financial management policies, is responsible for administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program, oversees the activities of all Community Redevelopment Areas (CRAs), coordinates all annexation and incorporation requests and manages capital programs.

- Prepares and monitors the County's operating and capital budgets; performs capital planning; and monitors the Building Better Communities General Obligation Bond (BBC) Program, the Countywide Infrastructure Improvement Program (CIIP) and the Quality Neighborhood Improvement Program (QNIP) projects
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Outlook
- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares redevelopment plans for all UMSA CRAs
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundary adjustments, financing, land acquisition and annual budgets and negotiates interlocal agreements between the County and the various CRAs
- Negotiates conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiates annexation agreements with municipalities; negotiates interlocal agreements with new municipalities; and coordinates the transition of services to newly incorporated municipalities
- Provides legislative and staff support for the BBC Citizens Advisory Committee
- Coordinates with the BCC offices, municipalities, not-for-profit organizations and County departments for allocation of General Obligation Bond funding

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

Key Department Measures, Strategic Objectives, and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Countywide Emergency Contingency Reserve balance (in millions)	GG4-1	LS-1	OC	↑	\$48.3	\$48.9	\$54.0	\$54.9	\$54.9
Carryover as a percentage of the General Fund Budget	GG4-1	LS-1	OC	↑	2.7%	2.2%	4.3%	4.8%	3.7%
Value of BBC-GOB funds Expended (in millions)	GG3-4	ES-3	OP	↔	\$68.0	\$74.9	\$181.4	\$80.0	\$208.3
Value of Countywide Infrastructure Investment Program (CIIP) funds expended (in millions)*	GG3-4	ES-3	OC	↑	N/A	N/A	N/A	N/A	\$124.6
Number of Business Days to process BBC-GOB reimbursement requests	GG3-4	LS-1	EF	↓	8	7	10	6	10
Number of Community Redevelopment Agencies (CRAs)	ED3-2	ES-3	IN	↔	14	14	14	15	15
County TIF Revenue Payments (in millions)**	ED3-2	ES-3	OC	↑	\$43.0	\$45.4	\$48.7	\$48.7	\$54.6
Percent of total County Urban Development Boundary area within TIF districts***	ED3-2	ES-3	IN	↔	3.7%	26.4%	26.4%	26.5%	26.5%

\*The CIIP program is being implemented in FY 2019-20

\*\*FY 2018-19 Actual and FY 2019-20 Target for TIF Revenue Payments have been adjusted to include SMART Transportation Infrastructure Improvement District (TIID) payments and the reimbursement received from the City of Miami Beach

\*\*\*This measure has been updated to include all tax increment districts, including SMART TIID

### DIVISION COMMENTS

- The FY 2019-20 Adopted Budget includes the initiation of the Countywide Infrastructure Investment Program (CIIP); staff of the Management and Budget Division will facilitate the program, coordinating contracting efforts, developing reporting requirements and communicating program progress; staff will be funded with CIIP proceeds (\$591,000); one Administrative Officer 2 has been added to provide administrative support for this function
- During FY 2019-20, the Department will continue to coordinate BBC GOB project planning and scheduling along with the monitoring of capital projects to ensure adherence to budgets and schedules; as of the end of FY 2017-18, \$1.791 billion of projects had been completed (this figure has been adjusted to exclude issuance and administrative costs included in prior years); the FY 2019-20 Adopted Budget includes \$208.3 million of BBC GOB projects
- The FY 2019-20 Adopted Budget includes a contribution from the Finance Department's Bond Administration Division for capital budgeting support (\$175,000)
- The FY 2019-20 Adopted Budget includes funding in the non-departmental management consulting budget for management consulting services related to CRA start-up activities (\$100,000); these costs will be reimbursed upon the creation of the CRA and the collection of the TIF revenues generated from the respective CRA
- The FY 2019-20 Adopted Budget includes \$1 million to support the return of the Orange Blossom Classic and Battle of the Bands at Hard Rock Stadium; this agreement will be monitored by the Management and Budget division, along with agreements supporting the Super Bowl LIV and the College Football Playoff National Championship

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS**

The Management Planning and Performance Analysis Division is responsible for the implementation of the County's results-oriented and resilience-focused government framework, which focuses on planning and accountability through performance management.

- Coordinates and supports the County's strategic planning, resilience planning and business planning processes
- Coordinates implementation of a Countywide performance management process, which focuses on monitoring and reporting activities
- Conducts management, organizational and process reviews with operating department personnel, utilizing best practice research
- Promotes the development of performance improvement skills in the County workforce
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services Pool

### **Key Department Measures, Strategic Objectives, and Resiliency Drivers**


Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Percentage of Strategic Plan Objectives and Resilience Dimensions supported by department business plans*	GG4-2	LS-3	OC	↑	95%	95%	95%	97%	100%
Average number of active users of the County performance management system**	GG4-2	LS-3	IN	↔	794	730	725	769	350
Performance analysis projects completed	GG4-2	LS-1	OC	↑	13	13	9	8	9
Percentage of active management and supervisory employees with Lean Six Sigma training	GG2-2	LS-1	OC	↑	10.2%	10.7%	11.0%	10.8%	11.0%
Number of County employees completing advanced Lean Six Sigma training programs***	GG2-2	LS-1	OP	↔	24	57	25	24	30

\*This measure updated in FY 2019-20 to include Resilience Dimensions

\*\*The FY 2019-20 Target has been adjusted downward due to the expected implementation of the performance management module of the ERP system; over time, it is expected that this measure will increase

\*\*\* The FY 2017-18 Actual has been corrected due to a scrivener's error

### **DIVISION COMMENTS**

-  In FY 2019-20, the Active Strategy Enterprise (ASE) performance management system will be replaced as part of Miami-Dade County's ERP system implementation; as part of this initiative, a first of its kind Resilience Balanced Scorecard will be rolled out Countywide, reporting on activities not only through the filter of traditional balanced scorecard elements and the County's Strategic Plan, but also including recognized Resilience Dimensions; a refreshed Strategic Plan for the organization, tying these elements together, will also be presented in FY 2019-20
- In FY 2019-20, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques, including introductory Yellow Belt classes and more advanced classes on specific tools including survey development, flowcharting, and decision analysis; in FY 2018-19, this program was recognized with a NACo Achievement Award
- In FY 2018-19, the Department completed several performance analysis projects, including reviews of the Homeless Trust's payment processes, administrative support requirements of the Animal Services Department's citation and licensing process, and Solid Waste Management's Bulky Waste program



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers and processes reimbursement requests for Community-based Organization (CBO) contracts; additionally, the Division monitors funding for the Mom and Pop Small Business Grant Program; manages and administers grants under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009 and two United States Department of Justice grants; identifies and promotes grant and revenue generating opportunities for County initiatives; and provides direct support to the Miami-Dade HIV/AIDS Partnership (planning council).

- Facilitates competitive solicitation processes for the allocation of funding to CBOs
- Develops and maintains a grant website to identify and promote grant opportunities; prepares grant applications; and provides grant-related training and technical assistance to County departments and CBOs
- Manages the County's sponsorship and marketing revenue contracts and facilitates sponsorship and marketing activities
- Manages the Innovations in Community-based Crime Reduction program grant (Project PEACE South Dade) and the Opioid Affected Youth-Initiative Project and other local, state and/or federal grants assigned to the Department to ensure implementation, performance and compliance

### Key Department Measures, Strategic Objectives, and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 19-20
					Actual	Actual	Budget	Actual	Target
Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities	GG4-1	ES-3	OC	↑	\$38	\$59	\$40	\$58.4	\$40
Percentage of reimbursement requests processed within 21 calendar days	GG4-2	LS-1	EF	↑	89%	94%	85%	95.3%	85%
Site visits - CBOs	GG4-2	LS-1	OP	↔	42	121	137	153	140
HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	HS2-1	HW-3	OP	↔	10,165	9,883	10,500	9,578	10,000
Percentage of Ryan White Program payments processed within 21 calendar days	HS2-1	LS-1	EF	↑	94%	99%	90%	98.2%	90%
Comprehensive Ryan White Program site visits (per contract year)*	HS2-1	HW-3	OP	↔	15	0	15	15	0

\* A federal waiver of the annual site visit requirement was approved for FY 2017-18 and FY 2019-20

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- **The FY 2019-20 Adopted Budget supports various food programs across the county, totaling \$1.26 million as follows Feeding South Florida, Inc. (\$200,000), Victory for Youth, Inc. (\$200,000), Curley's House (\$200,000), Joshua's Heart Foundation, Inc. (\$200,000) and Farm Share, Inc. (\$460,000)**
- The FY 2019-20 Adopted Budget allocates \$13.3 million for community-based organizations (CBOs), providing funding for organizations which participated in the CBO RFP #1516 competitive solicitation process; the next triennial competitive process must be held during the upcoming fiscal year, or Board action to extend existing contracts will be required; the annual competitive solicitation process to allocate \$730,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department (\$430,000), Water and Sewer Department (\$200,000) and Department of Solid Waste Management (\$100,000) will be facilitated; the total funding for allocation to CBOs for district specific needs is \$3.9 million (\$300,000 per Commission District) and in-kind funding for allocation remains at \$10,000 per Commission District; the FY 2019-20 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- **In FY 2018-19, two Special Projects Administrator 1 positions were added to support recently awarded United States Department of Justice grants: the Community-based Crime Reduction program (Project PEACE South Dade) and the Opioid Affected Youth Initiative Project; each grant is valued at \$1 million and has a duration of three years; grant funds support the positions which are responsible for program and grant implementation and management**
- The FY 2019-20 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$182,000)
- The FY 2019-20 Adopted Budget includes revenues generated through marketing and sponsorship agreements to support existing marketing and sponsorship efforts as well as develop new revenue generating opportunities (\$300,000); should marketing revenues exceed the budget, a vacant Special Projects Administrator 1 position will be funded to assist with increased contracting responsibilities
- In FY 2018-19, an Assistant Grants Analyst was converted to a Special Projects Administrator 1 to facilitate the triennial CBO solicitation process

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	18	10	45	58	45
Fuel	0	0	0	0	0
Overtime	0	0	0	-5	0
Rent	60	60	60	60	58
Security Services	0	0	0	0	0
Temporary Services	0	16	0	0	0
Travel and Registration	25	10	39	12	38
Utilities	37	41	41	55	46

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	4,075	4,426	5,012	4,619
General Fund UMSA	797	873	850	754
Building Better Communities	900	200	250	0
Bond Interest	0	0	0	591
CLIP Proceeds	699	847	836	1,083
CRA Administrative Reimbursement	0	350	200	300
Miscellaneous Revenues	0	25	25	110
QNIP Bond Proceeds	0	0	90	0
SNP Bond Interest Revenue	101	253	0	975
Other Miscellaneous Revenues	29,414	28,174	26,500	30,000
Ryan White Grant	460	175	175	175
Interagency Transfers	128	234	184	182
Interfund Transfers	470	170	323	511
Miscellaneous Revenues	37,044	35,727	34,445	39,300
Total Revenues				
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	6,205	5,781	6,607	6,872
Fringe Benefits	1,949	1,633	2,187	2,237
Court Costs	123	117	1	1
Contractual Services	16,614	19,037	0	100
Other Operating	2,852	2,922	272	257
Charges for County Services	330	366	456	573
Grants to Outside Organizations	8,957	5,828	24,846	29,184
Capital	13	42	76	76
Total Operating Expenditures	37,043	35,726	34,445	39,300
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding Budget FY 18-19	Adopted FY 19-20	Total Positions Budget FY 18-19	Adopted FY 19-20
<b>Expenditure By Program</b>				
<b>Strategic Area: Health and Society</b>				
Grants Coordination	26,500	30,975	12	14
<b>Strategic Area: General Government</b>				
Administration	1,068	1,104	5	5
Grants Coordination	2,704	2,660	23	23
Management and Budget	3,186	3,557	18	19
Management Planning and	987	1,004	6	6
Performance Analysis				
Total Operating Expenditures	34,445	39,300	64	67

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

<b>Department Operational Unmet Needs</b>			
<b>Description</b>	<b>(dollars in thousands)</b>		<b>Positions</b>
	<b>Startup Costs/ Non-Recurring Costs</b>	<b>Recurring Costs</b>	
Fill vacant Senior Grants Analyst position to manage and facilitate capacity building activities for community-based organizations	\$0	\$150	1
Fill vacant Contract Officer and Special Projects Administrator 2 positions to provide for additional monitoring of community-based organization contracts	\$10	\$201	2
Hire one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	\$15	\$415	2
Fill vacant Special Projects Administrator 2 position to enhance revenue generating efforts through sponsorship and marketing programs	\$0	\$75	1
Hire three Contracts Officers to perform enhanced monitoring of community-based organizations	\$10	\$225	3
<b>Total</b>	<b>\$35</b>	<b>\$1,066</b>	<b>9</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Property Appraiser

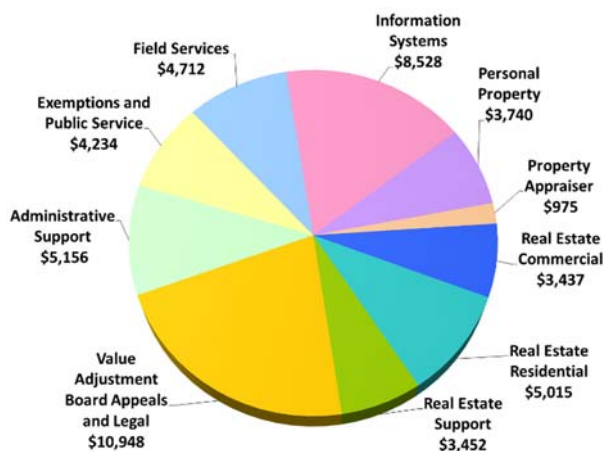
The elected Property Appraiser of Miami-Dade County has the primary responsibility to identify and appraise all real and tangible personal property within the county and certify the annual property tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and state law. Additional responsibilities include the maintenance of all associated property records, the administration of all exemptions, and the annual notification to all property owners in Miami-Dade County of the assessed value of their properties.

The Office performs statutory functions related to the assessment of property for the purpose of determining fair market and taxable values. The taxable values are then used by public schools, Miami-Dade County, municipalities and other taxing jurisdictions to set millage rates and derive budgeted revenue levels.

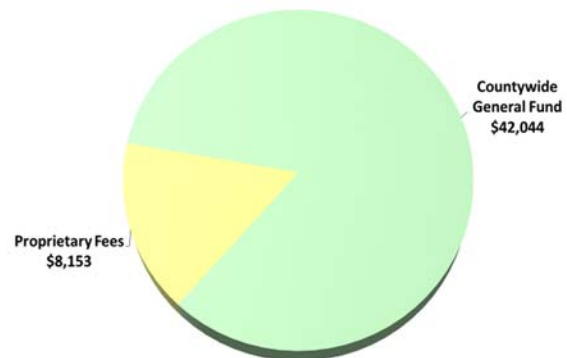
To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The Office's responsibilities are established by the Florida Constitution, Florida Statutes, and DOR rules and regulations. The budget for the Property Appraiser is subject to provisions outlined in Section 195.087 of the Florida Statutes, which include review and approval by DOR.

### FY 2019-20 Adopted Operating Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

PROPERTY APPRAISER OF MIAMI-DADE COUNTY*		
Oversees office budget, personnel and the production of an annual assessment roll within Florida Department of Revenue (DOR) parameters; acts as liaison with taxing authorities, municipalities, and DOR		
	<u>FY 18-19</u> 13	<u>FY 19-20</u> 14
<b><u>EXEMPTIONS AND PUBLIC SERVICE</u></b> Disseminates property assessment information relating to real and tangible property using the Office's website, office customer service assistance, e-mail, public presentations through various media, and the 311 Answer Center; receives, verifies, and qualifies or disqualifies all applications for statutory exemptions; investigates potential illegal exemptions  <u>FY 18-19</u> <u>FY 19-20</u> 82                      46		
<b><u>REAL ESTATE RESIDENTIAL</u></b> Gathers and evaluates data regarding all residential property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process  <u>FY 18-19</u> <u>FY 19-20</u> 49                      50		
<b><u>INFORMATION SERVICES</u></b> Maintains all electronic property record files, monitors changes made to those files and maintains various computer hardware devices and software utilized by the Office; addresses other information technology needs as required by the Property Appraiser  <u>FY 18-19</u> <u>FY 19-20</u> 29                      31		
<b><u>FIELD SERVICES</u></b> Performs inspections on all real property in the County  <u>FY 18-19</u> <u>FY 19-20</u> 53                      54		
		<b><u>REAL ESTATE COMMERCIAL</u></b> Gathers and evaluates data regarding all commercial property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process  <u>FY 18-19</u> <u>FY 19-20</u> 33                      32
		<b><u>PERSONAL PROPERTY</u></b> Gathers and evaluates data regarding all tangible personal property located within Miami-Dade County; conducts field inspections and taxpayer return verifications in the annual valuation process  <u>FY 18-19</u> <u>FY 19-20</u> 38                      38
		<b><u>VALUE ADJUSTMENT BOARD APPEALS AND LEGAL</u></b> Responsible for the analysis, preparation and defense of assessment values before the Value Adjustment Board and District Court  <u>FY 18-19</u> <u>FY 19-20</u> 107                      101
		<b><u>REAL ESTATE SUPPORT SERVICES</u></b> Performs reviews of residential and commercial sales, examines deeds, and reviews and processes requested changes to real property boundaries and characteristics in the property tax records  <u>FY 18-19</u> <u>FY 19-20</u> 0                          39

The FY 2019-20 total number of full-time equivalent position is 405 FTEs.

\* Table of Organization is subject to mid-year reorganization

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

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### ADDITIONAL INFORMATION

- **The FY 2019-20 Adopted Budget includes the addition of one position in the Information Systems Division to support the new tangible personal property and Computer-Aided Mass Appraisal (CAMA) system**
- The Office of the Property Appraiser underwent a mid-year reorganization during FY 2018-19 that resulted in the creation of a new Real Estate Support Services Division comprised of functions that were previously within the Exemptions and Public Service Division
- Pursuant to state statutes, the Tax Collector's Office will continue to charge a fee for all special and non-ad valorem assessment revenues collected on the tax bill and noticed on the Notice of Proposed Property Taxes (commonly referred to as the TRIM Notice); the collection fee is one percent of actual collection and covers notification and collection expenses incurred by the Tax Collector and the Property Appraiser; the following jurisdictions and/or special assessments are charged an administrative collection fee: City of Miami, City of Opa-Locka, Village of Miami Shores, City of Miami Springs, City of North Miami and Miami-Dade County Department of Solid Waste Management for solid waste fees; City of Miami and City of Coral Gables for non-ad valorem fire fees; City of Miami Coconut Grove Business Improvement District; and community development districts; administrative collection fee charges may be applied at the request of additional jurisdictions and/or special districts and agreed upon by the Tax Collector and the Property Appraiser
- Pursuant to State Statutes, the Property Appraiser's Office will bill the Children's Trust, the Florida Inland Navigation District and the South Florida Water Management District for services rendered
- In FY 2019-20, the Office will continue its Citizen Education and Public Outreach Program to educate the residents of Miami-Dade County regarding important property tax issues and exemption opportunities
- The budgetary treatment of certain expenditures such as payouts associated with employee separation and employee attrition differ from the County's budget documents and those submitted by the Office of the Property Appraiser to the Florida Department of Revenue (DOR); total expenditures are appropriated in the County budget ordinances in the budget of the Property Appraiser and various reserves

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2019-20 Adopted Budget and Multi-Year Capital Plan includes the replacement of the CAMA system, the core technology used by the Office of the Property Appraiser in developing the annual property tax roll; this project will enable the Office to continue to meet current and future operational needs as required by state law; it is expected that the Office will realize operational savings due to the reduction of outside contractual support required to maintain the current antiquated system; the total project cost is \$2 million with an estimated operational impact of \$700,000 in FY 2019-20

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Actual FY 18-19	Budget FY 19-20
Advertising	11	3	5	3	5
Fuel	13	18	18	18	18
Overtime	228	184	150	210	150
Rent	14	-7	11	11	11
Security Services	0	1	1	1	2
Temporary Services	0	0	0	0	0
Travel and Registration	14	9	12	11	12
Utilities	136	130	162	111	111

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 16-17	Actual FY 17-18	Budget FY 18-19	Adopted FY 19-20
<b>Revenue Summary</b>				
General Fund Countywide	39,497	37,746	40,743	42,044
Carryover	0	0	0	1,500
Internal Service Charges	0	3,522	3,397	3,848
Miscellaneous Revenues	31	28	25	25
Reimbursements from				
Taxing Jurisdictions	3,214	3,433	2,780	2,780
Total Revenues	42,742	44,729	46,945	50,197
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	27,184	27,904	28,850	30,025
Fringe Benefits	9,418	10,420	11,231	11,572
Court Costs	67	20	82	30
Contractual Services	2,150	1,698	2,787	4,519
Other Operating	1,329	1,348	1,639	1,647
Charges for County Services	2,023	2,006	2,304	2,346
Grants to Outside	0	0	0	0
Organizations				
Capital	47	39	52	58
Total Operating Expenditures	42,218	43,435	46,945	50,197
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations	0	0	0	0
and Depletion				
Reserve	0	0	0	0
Total Non-Operating	0	0	0	0
Expenditures				

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 18-19	Adopted FY 19-20	Budget FY 18-19	Adopted FY 19-20
<b>Strategic Area: General Government</b>				
Property Appraiser	918	975	6	6
Administrative Support	5,004	5,156	7	8
Exemptions and Public	7,144	4,234	82	46
Service				
Field Services	4,536	4,712	53	54
Information Systems	6,521	8,528	29	31
Personal Property	3,619	3,740	38	38
Real Estate Commercial	3,452	3,437	33	32
Real Estate Residential	4,680	5,015	49	50
Value Adjustment Board	11,071	10,948	107	101
Appeals and Legal				
Real Estate Support	0	3,452	0	39
Total Operating Expenditures	46,945	50,197	404	405



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
IT Funding Model	500	0	0	0	0	0	0	0	500
Operating Revenue	1,000	500	0	0	0	0	0	0	1,500
Total:	1,500	500	0	0	0	0	0	0	2,000
<b>Expenditures</b>									
<b>Strategic Area: GG</b>									
Computer and Systems Automation	0	2,000	0	0	0	0	0	0	2,000
Total:	0	2,000	0	0	0	0	0	0	2,000

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

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

**PROJECT #: 2000000955**



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

**LOCATION:** 111 NW 1 St  
City of Miami

**District Located:** 5  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
IT Funding Model	500	0	0	0	0	0	0	0	500
Operating Revenue	1,000	500	0	0	0	0	0	0	1,500
<b>TOTAL REVENUES:</b>	<b>1,500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Technology Hardware/Software	0	2,000	0	0	0	0	0	0	2,000
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>

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

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# SUPPLEMENTAL INFORMATION



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### Non-Departmental

#### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FUTURE	TOTAL
<b>Revenue</b>									
Animal Services Trust Fund	30	0	0	0	0	0	0	0	30
Assistance to Firefighters Grant	1,420	0	0	0	0	0	0	0	1,420
Aviation Revenues	19,848	6,662	2,303	2,511	1,919	0	0	0	33,243
BBC GOB Financing	323,374	26,139	39,838	4,024	563	0	9	0	393,947
BBC GOB Interest	300	0	0	0	0	0	0	0	300
Causeway Toll Revenue	344	0	0	0	0	0	0	0	344
Convention Development Tax Funds	0	750	0	0	0	0	0	0	750
Cultural Affairs Operating Revenue	114	0	0	0	0	0	0	0	114
Fire Impact Fees	3,200	1,532	0	0	0	0	0	0	4,732
Fire Rescue Taxing District	9,050	4,613	0	0	0	0	0	0	13,663
FTA Section 5307/5309 Formula Grant	1,419	1,000	0	0	0	0	0	0	2,419
Future Financing	10,000	0	0	0	0	0	0	0	10,000
General Government Improvement Fund (GGIF)	0	41,506	0	0	0	0	0	0	41,506
IT Funding Model	700	4,010	0	0	0	0	0	0	4,710
Law Enforcement Trust Fund (LETF)	870	120	0	0	0	0	0	0	990
Lease Financing - County Bonds/Debt	195,161	53,967	37,016	34,657	32,845	26,878	598	448	381,570
Miami-Dade Library Taxing District Operating Revenue	0	187	1,612	0	0	0	0	0	1,799
Passenger Transportation Regulatory Fees	26	0	0	0	0	0	0	0	26
People's Transportation Plan Bond Program	168	0	0	0	0	0	0	0	168
Police Impact Fees	275	0	0	0	0	0	0	0	275
Police Operating Revenue	45	55	0	0	0	0	0	0	100
PROS Departmental Trust Fund	650	1,032	0	0	0	0	0	0	1,682
PROS Operating Revenue	167	0	0	0	0	0	0	0	167
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	103	1,048	0	0	0	0	0	0	1,151
RER Operating Revenue	12,140	0	0	0	0	0	0	0	12,140
Secondary Gas Tax	2,683	861	166	333	465	783	605	0	5,896
Special Taxing District	0	0	4,170	0	0	0	0	0	4,170
Stormwater Utility	797	0	0	0	0	0	0	0	797
Vehicle Replacement Fund	4,730	435	2,786	1,492	1,586	1,514	0	0	12,543
Wastewater Renewal Fund	2,248	869	412	363	363	370	264	0	4,889
	48,062	15,025	27,535	33,353	0	0	0	0	123,975
<b>Total:</b>	<b>637,924</b>	<b>159,811</b>	<b>115,838</b>	<b>76,733</b>	<b>37,741</b>	<b>29,545</b>	<b>1,476</b>	<b>448</b>	<b>1,059,516</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

<b>Expenditures</b>									
<b>Strategic Area: PS</b>									
Computer and Systems Automation	550	380	0	0	0	0	0	0	930
Court Facilities	0	500	0	0	0	0	0	0	500
Other	0	14,553	0	0	0	0	0	0	14,553
<b>Strategic Area: RC</b>									
Cultural, Library, and Educational Facilities	26,952	7,000	10,000	0	0	0	9	0	43,961
Facility Improvements	0	3,259	0	0	0	0	0	0	3,259
Other	0	570	0	0	0	0	0	0	570
Park, Recreation, and Culture Projects	105,760	2,963	6,844	0	0	0	0	0	115,567
<b>Strategic Area: NI</b>									
Infrastructure Improvements	12,720	9,420	0	0	0	0	0	0	22,140
Other	0	2,034	0	0	0	0	0	0	2,034
Pedestrian Paths and Bikeways	0	3,000	7,170	0	0	0	0	0	10,170
Water, Sewer, and Flood Control Systems	43,584	2,363	5,219	0	0	0	0	0	51,166
<b>Strategic Area: HS</b>									
Facility Improvements	27,720	1,295	985	0	0	0	0	0	30,000
Health Care Equipment	0	0	0	0	0	0	0	0	0
Health Care Facility Improvements	11,387	1,613	0	0	0	0	0	0	13,000
New Head Start Facilities	0	0	0	0	0	0	0	0	0
New Health Care Facilities	12,010	3,700	1,290	0	0	0	0	0	17,000
Other	0	9,539	0	0	0	0	0	0	9,539
<b>Strategic Area: ED</b>									
New Facilities	976	0	0	4,024	0	0	0	0	5,000
<b>Strategic Area: GG</b>									
311 Answer Center Technology Improvements	0	0	0	0	0	0	0	0	0
ADA Accessibility Improvements	0	2	0	0	0	0	0	0	2
Computer and Systems Automation	0	250	0	0	0	0	0	0	250
Facility Improvements	0	2,000	0	0	0	0	0	0	2,000
Fleet Improvements	291,410	87,406	71,830	72,709	37,178	29,545	1,467	448	591,993
New Facilities	95,285	4,205	12,500	0	563	0	0	0	112,553
Other	0	13,329	0	0	0	0	0	0	13,329
<b>Total:</b>	<b>628,354</b>	<b>169,381</b>	<b>115,838</b>	<b>76,733</b>	<b>37,741</b>	<b>29,545</b>	<b>1,476</b>	<b>448</b>	<b>1,059,516</b>

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **ACQUIRE OR CONSTRUCT FUTURE MULTI-PURPOSE FACILITIES IN UMSA**

**PROJECT #: 117400**



**DESCRIPTION:** Acquire or construct future multi-purpose facilities in the Unincorporated Municipal Service Area; future funding includes an allocation of \$1.39 million for the development of a multi-purpose project at Miami Arts Studio 6-12 at Zelda Glazer as stipulated in Resolution R-1004-19 of the Board of County Commissioners

**LOCATION:** To Be Determined      District Located: Unincorporated Municipal Service Area  
To Be Determined      District(s) Served: Unincorporated Municipal Service Area

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
BBC GOB Financing	0	0	1,390	0	0	0	0	0	1,390
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>1,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,390</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Construction	0	0	1,390	0	0	0	0	0	1,390
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>1,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,390</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### ACQUIRE OR CONSTRUCT FUTURE MULTI-USE FACILITIES

**PROJECT #: 113960**



DESCRIPTION: Acquire or construct various multi-use County government facilities in order to bring services closer to local communities

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	25,169	1,821	8,610	0	0	0	0	0	35,600
<b>TOTAL REVENUES:</b>	<b>25,169</b>	<b>1,821</b>	<b>8,610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,600</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Building Acquisition/Improvements	24,672	38	0	0	0	0	0	0	24,710
Construction	257	1,783	8,610	0	0	0	0	0	10,650
Planning and Design	3	0	0	0	0	0	0	0	3
Project Administration	237	0	0	0	0	0	0	0	237
<b>TOTAL EXPENDITURES:</b>	<b>25,169</b>	<b>1,821</b>	<b>8,610</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,600</b>

### ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 6

**PROJECT #: 113900**



DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 6

LOCATION: To Be Determined      District Located: 6  
 To Be Determined      District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	1,016	1,284	0	0	0	0	0	0	2,300
<b>TOTAL REVENUES:</b>	<b>1,016</b>	<b>1,284</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	1,000	1,284	0	0	0	0	0	0	2,284
Planning and Design	16	0	0	0	0	0	0	0	16
<b>TOTAL EXPENDITURES:</b>	<b>1,016</b>	<b>1,284</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,300</b>

### AMERICANS WITH DISABILITIES ACT (ADA) REASONABLE ACCOMODATIONS

**PROJECT #: 981320**



DESCRIPTION: Provide reasonable accommodations for individuals with disabilities

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2	0	0	0	0	0	0	2
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	2	0	0	0	0	0	0	2
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### AUTOMATED AGENDA MANAGEMENT SOFTWARE

**PROJECT #:** 1735660



DESCRIPTION: Develop a new software to accomplish an automated legislative process  
 LOCATION: 111 NW 1 St  
 City of Miami

District Located: 5  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
IT Funding Model	150	100	0	0	0	0	0	0	250
<b>TOTAL REVENUES:</b>	<b>150</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Technology Hardware/Software	0	250	0	0	0	0	0	0	250
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250</b>

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$75,000 and includes 0 FTE(s)

### BASEBALL - CAPITAL RESERVE FUND (PER AGREEMENT)

**PROJECT #:** 2000000562

DESCRIPTION: Provide capital reserve for future stadium capital expenditures  
 LOCATION: 111 NW 1 St  
 City of Miami

District Located: Countywide  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Convention Development Tax Funds	0	750	0	0	0	0	0	0	750
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Building Acquisition/Improvements	0	750	0	0	0	0	0	0	750
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>

### DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2013B)

**PROJECT #:** 987570

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used for computer hardware and software acquisition and development  
 LOCATION: 2700 NW 87 Ave  
 Doral

District Located: 12  
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	201	0	0	0	0	0	0	201
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>201</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	201	0	0	0	0	0	0	201
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>201</b>



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### DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2016B)

**PROJECT #: 2000000714**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used for computer hardware and software acquisition and development

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	58	0	0	0	0	0	0	58
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	58	0	0	0	0	0	0	58
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>58</b>

### DEBT SERVICE - AMERICANS WITH DISABILITIES ACT (CAPITAL ASSET SERIES 2013B)

**PROJECT #: 986030**

DESCRIPTION: Provide funding for annual debt service payment; proceeds were used to modify County-owned facilities and rights-of-way to provide access to people with disabilities in accordance with the Americans with Disabilities Act (ADA)

LOCATION: Countywide  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	258	0	0	0	0	0	0	258
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>258</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>258</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	258	0	0	0	0	0	0	258
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>258</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>258</b>

### DEBT SERVICE - AMERICANS WITH DISABILITIES ACT (CAPITAL ASSET SERIES 2016B)

**PROJECT #: 2000000711**

DESCRIPTION: Provide funding for annual debt service payment; proceeds were used to modify County-owned facilities and rights-of-way to provide access to people with disabilities in accordance with the Americans with Disabilities Act (ADA)

LOCATION: Countywide  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	10	0	0	0	0	0	0	10
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	10	0	0	0	0	0	0	10
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - ANIMAL SERVICES VEHICLES

**PROJECT #: 2000000937**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire vehicles  
 LOCATION: Various Sites District Located: Countywide  
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	72	0	0	0	0	0	0	72
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	72	0	0	0	0	0	0	72
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>72</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>72</b>

### DEBT SERVICE - ANIMAL SHELTER (CAPITAL ASSET SERIES 2016A)

**PROJECT #: 2000000548**

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to construct the new Animal Services facility  
 LOCATION: 3599 NW 79 Ave District Located: 12  
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	812	0	0	0	0	0	0	812
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>812</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>812</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	812	0	0	0	0	0	0	812
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>812</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>812</b>

### DEBT SERVICE - BALLPARK STADIUM PROJECT (CAPITAL ASSET SERIES 2011A)

**PROJECT #: 984180**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used to provide County share of ballpark stadium public private partnership project; General Government Improvement funding provided by annual rent payment from Marlins  
 LOCATION: 501 NW 16 Ave District Located: 5  
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,509	0	0	0	0	0	0	2,509
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>2,509</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,509</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,509	0	0	0	0	0	0	2,509
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2,509</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,509</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - BUSES FOR COMMUNITY ACTION AND HUMAN SERVICES (CAPITAL ASSET SERIES 2013A)

PROJECT #: 982040

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to replace aging fleet and acquire 16 new buses to transport the variety of clients served by the Community Action and Human Services

Department

LOCATION: Various Sites

Various Sites

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	334	0	0	0	0	0	0	334
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>334</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>334</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	334	0	0	0	0	0	0	334
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>334</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>334</b>

### DEBT SERVICE - COAST GUARD PROPERTY (CAPITAL ASSET SERIES 2008B)

PROJECT #: 985070

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to purchase the Coast Guard property for temporary affordable housing

LOCATION: 12300 SW 152 St

Unincorporated Miami-Dade County

District Located:

9

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,195	0	0	0	0	0	0	2,195
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>2,195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,195</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,195	0	0	0	0	0	0	2,195
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2,195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,195</b>

### DEBT SERVICE - CORRECTIONS FIRE SYSTEMS PHASE 4 (CAPITAL ASSET SERIES 2016B)

PROJECT #: 2000000710

DESCRIPTION: Provide funding for annual debt service; financing proceeds are being used to close out Fire Systems Phase 4 and complete capital maintenance projects at various correctional facilities

LOCATION: Various Sites

Various Sites

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	716	0	0	0	0	0	0	716
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>716</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>716</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	716	0	0	0	0	0	0	716
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>716</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>716</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - CYBER SECURITY PHASE 1 (SUNSHINE STATE SERIES 2011A)

**PROJECT #: 985730**

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement technology infrastructure system security

LOCATION: 5680 SW 87 Ave  
Unincorporated Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	677	0	0	0	0	0	0	677
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>677</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>677</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	677	0	0	0	0	0	0	677
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>677</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>677</b>

### DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2013B)

**PROJECT #: 988020**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for repairs to the Miami-Dade County Courthouse façade

LOCATION: 73 W Flagler St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	818	0	0	0	0	0	0	818
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>818</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>818</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	818	0	0	0	0	0	0	818
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>818</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>818</b>

### DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2016B)

**PROJECT #: 2000000712**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for repairs to the Miami-Dade County Courthouse façade

LOCATION: 73 W Flagler St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	27	0	0	0	0	0	0	27
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	27	0	0	0	0	0	0	27
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - ELECTIONS ADA COMPLIANT VOTING EQUIPMENT (CAPITAL ASSET SERIES 2018A)

PROJECT #: 2000000952

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

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	508	0	0	0	0	0	0	508
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>508</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>508</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	508	0	0	0	0	0	0	508
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>508</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>508</b>

### DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2013A)

PROJECT #: 982250

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Reliavote Absentee Ballots Sorter and one Server to process outgoing and incoming absentee ballots and 1,400 Electronic Visual Identification Display Systems (EVIDS)

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	589	0	0	0	0	0	0	589
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>589</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>589</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	589	0	0	0	0	0	0	589
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>589</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>589</b>

### DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2013B)

PROJECT #: 981590

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility; acquire furniture, fixtures and equipment; and provide the necessary technology for the Elections Department

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	630	0	0	0	0	0	0	630
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>630</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	630	0	0	0	0	0	0	630
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>630</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>630</b>

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### DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2016B)

**PROJECT #: 2000000713**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility; acquire furniture, fixtures and equipment; and provide the necessary technology for the Elections Department

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	179	0	0	0	0	0	0	179
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>179</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	179	0	0	0	0	0	0	179
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>179</b>

### DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2013A)

**PROJECT #: 986330**

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

LOCATION: 111 NW 1 St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
IT Funding Model	0	3,530	0	0	0	0	0	0	3,530
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>3,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,530</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,530	0	0	0	0	0	0	3,530
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>3,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,530</b>

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

**PROJECT #: 982120**

DESCRIPTION: Provide funding for annual debt service payment

LOCATION: Various Sites  
Various Sites

District Located: 4, 8  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	92	0	0	0	0	0	0	92
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	92	0	0	0	0	0	0	92
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>92</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>92</b>

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

**PROJECT #: 9810010**

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

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,089	0	0	0	0	0	0	1,089
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>1,089</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,089</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,089	0	0	0	0	0	0	1,089
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>1,089</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,089</b>

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

**PROJECT #: 2000000939**

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

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

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	3,893	0	0	0	0	0	0	3,893
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>3,893</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,893</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,893	0	0	0	0	0	0	3,893
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>3,893</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,893</b>

### DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2013B)

**PROJECT #: 984120**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

LOCATION: 6801 NW 186 St District Located: 1  
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	253	0	0	0	0	0	0	253
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>253</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>253</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	253	0	0	0	0	0	0	253
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>253</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>253</b>

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### DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2016B)

**PROJECT #:** 2000000709

**DESCRIPTION:** Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

**LOCATION:** 6801 NW 186 St  
Unincorporated Miami-Dade County

**District Located:** 1  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
General Government Improvement Fund (GGIF)	0	10	0	0	0	0	0	0	10
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Debt Service/Bond Issuance Costs	0	10	0	0	0	0	0	0	10
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>

### DEBT SERVICE - HELICOPTER

**PROJECT #:** 2000000938

**DESCRIPTION:** Provide funding for annual debt service payment

**LOCATION:** Various Sites  
Various Sites

**District Located:** Countywide  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
General Government Improvement Fund (GGIF)	0	2,729	0	0	0	0	0	0	2,729
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>2,729</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,729</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Debt Service/Bond Issuance Costs	0	2,729	0	0	0	0	0	0	2,729
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2,729</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,729</b>

### DEBT SERVICE - NARROWBANDING

**PROJECT #:** 2000000145

**DESCRIPTION:** Provide funding for annual debt service payment; Federal Communications Commission (FCC) mandate to narrowband UHF frequencies that required Miami-Dade Fire Rescue to install more communications towers to receive and transmit UHF signals

**LOCATION:** Countywide  
Throughout Miami-Dade County

**District Located:** Countywide  
**District(s) Served:** Countywide

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
General Government Improvement Fund (GGIF)	0	5,189	0	0	0	0	0	0	5,189
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>5,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,189</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Debt Service/Bond Issuance Costs	0	5,189	0	0	0	0	0	0	5,189
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>5,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,189</b>



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### DEBT SERVICE - PARK IMPROVEMENTS (CAPITAL ASSET SERIES 2016A)

**PROJECT #: 2000000551**

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

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	307	0	0	0	0	0	0	307
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>307</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>307</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	307	0	0	0	0	0	0	307
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>307</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>307</b>

### DEBT SERVICE - POLICE VEHICLES

**PROJECT #: 2000000245**

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

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	4,880	0	0	0	0	0	0	4,880
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>4,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,880</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	4,880	0	0	0	0	0	0	4,880
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>4,880</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,880</b>

### DEBT SERVICE - PORTABLE CLASSROOMS FOR HEAD START/EARLY HEAD START PROGRAMS (CAPITAL ASSET SERIES 2013A)

**PROJECT #: 983090**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to purchase 17 new portable classrooms to replace older existing units

LOCATION: Countywide  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	254	0	0	0	0	0	0	254
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>254</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	254	0	0	0	0	0	0	254
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>254</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>254</b>

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### DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2009B)

**PROJECT #: 988720**

DESCRIPTION: Provide funding for annual debt service payment; financing will be used to close out completion of a variety of projects including Animal Services facility, technology equipment and PROS marinas and parking projects

LOCATION: Countywide  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	582	0	0	0	0	0	0	582
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>582</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>582</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	582	0	0	0	0	0	0	582
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>582</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>582</b>

### DEBT SERVICE - PUBLIC HEALTH TRUST - EQUIPMENT (CAPITAL ASSET ACQUISITION SERIES 2017A)

**PROJECT #: 200000933**

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

LOCATION: 1611 NW 12 Ave  
City of Miami

District Located: 3  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	3,331	0	0	0	0	0	0	3,331
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>3,331</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,331</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,331	0	0	0	0	0	0	3,331
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>3,331</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,331</b>

### DEBT SERVICE - PUBLIC HEALTH TRUST - INFRASTRUCTURE (SUNSHINE STATES SERIES 2011A)

**PROJECT #: 984100**

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

LOCATION: 1611 NW 12 Ave  
City of Miami

District Located: 3  
District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,248	0	0	0	0	0	0	1,248
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>1,248</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,248</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,248	0	0	0	0	0	0	1,248
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>1,248</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,248</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - PUBLIC HOUSING IMPROVEMENTS (CAPITAL ASSET 2016B)

**PROJECT #: 2000000708**

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds will be used to complete Hope IV, Phase One and Phase Two Projects and Scott Carver

LOCATION: 701 NW 1 Ct  
City of Miami

District Located: 3  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	868	0	0	0	0	0	0	868
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>868</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>868</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	868	0	0	0	0	0	0	868
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>868</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>868</b>

### DEBT SERVICE - PUBLIC HOUSING PROJECTS (SUNSHINE STATE SERIES 2011A)

**PROJECT #: 985810**

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to fund equipment and fixed improvements for security-related projects at public housing sites and for Ward Towers close-out costs

LOCATION: Countywide  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	335	0	0	0	0	0	0	335
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>335</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	335	0	0	0	0	0	0	335
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>335</b>

### DEBT SERVICE - PUBLIC SERVICE TAX BONDS (SERIES 2011)

**PROJECT #: 988490**

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

LOCATION: Countywide  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,150	0	0	0	0	0	0	1,150
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,150</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,150	0	0	0	0	0	0	1,150
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,150</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2019 (FUTURE FINANCING)

PROJECT #: 2000001260

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2019)

LOCATION: Unincorporated Miami-Dade County

District Located:

Unincorporated Municipal Service Area

Unincorporated Miami-Dade County

District(s) Served:

Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	391	0	0	0	0	0	0	391
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>391</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	391	0	0	0	0	0	0	391
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>391</b>

### DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2017 (CAPITAL ASSET SERIES 2018A)

PROJECT #: 2000000951

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

LOCATION: Unincorporated Miami-Dade County

District Located:

Unincorporated Municipal Service Area

Unincorporated Miami-Dade County

District(s) Served:

Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	836	0	0	0	0	0	0	836
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>836</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>836</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	836	0	0	0	0	0	0	836
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>836</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>836</b>

### DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2013A)

PROJECT #: 988880

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units

LOCATION: 7226 NW 22 Ave

District Located:

2

Unincorporated Miami-Dade County

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	974	0	0	0	0	0	0	974
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>974</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>974</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	974	0	0	0	0	0	0	974
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>974</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>974</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### FLAGLER STREET RECONSTRUCTION

PROJECT #: 2000000963



DESCRIPTION: Provide Flagler Street Reconstruction and Economic Development

LOCATION: Flagler St and Biscayne Blvd  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	0	3,000	3,000	0	0	0	0	0	6,000
Secondary Gas Tax	0	0	4,170	0	0	0	0	0	4,170
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>3,000</b>	<b>7,170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,170</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	3,000	7,170	0	0	0	0	0	10,170
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>3,000</b>	<b>7,170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,170</b>

### FLEET - REPLACEMENT VEHICLES AND SPECIAL EQUIPMENT

PROJECT #: 2000000511



DESCRIPTION: Purchase fleet replacement vehicles for both heavy and light fleet for various County departments as well as various special equipment to support County operations

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Animal Services Trust Fund	30	0	0	0	0	0	0	0	30
Assistance to Firefighters Grant	1,420	0	0	0	0	0	0	0	1,420
Aviation Revenues	19,848	6,662	2,303	2,511	1,919	0	0	0	33,243
Causeway Toll Revenue	344	0	0	0	0	0	0	0	344
Cultural Affairs Operating Revenue	114	0	0	0	0	0	0	0	114
Fire Impact Fees	3,200	1,532	0	0	0	0	0	0	4,732
Fire Rescue Taxing District	9,050	4,613	0	0	0	0	0	0	13,663
FTA Section 5307/5309 Formula Grant	1,419	1,000	0	0	0	0	0	0	2,419
Law Enforcement Trust Fund (LETF)	870	120	0	0	0	0	0	0	990
Lease Financing - County Bonds/Debt	195,161	53,967	37,016	34,657	32,845	26,878	598	448	381,570
Miami-Dade Library Taxing District	0	187	1,612	0	0	0	0	0	1,799
Operating Revenue	26	0	0	0	0	0	0	0	26
Passenger Transportation	168	0	0	0	0	0	0	0	168
Regulatory Fees									
People's Transportation Plan Bond Program	275	0	0	0	0	0	0	0	275
Police Impact Fees	45	55	0	0	0	0	0	0	100
Police Operating Revenue	650	1,032	0	0	0	0	0	0	1,682
PROS Departmental Trust Fund	167	0	0	0	0	0	0	0	167
PROS Operating Revenue	103	1,048	0	0	0	0	0	0	1,151
RER Operating Revenue	2,683	861	166	333	465	783	605	0	5,896
Special Taxing District	797	0	0	0	0	0	0	0	797
Stormwater Utility	4,730	435	2,786	1,492	1,586	1,514	0	0	12,543
Vehicle Replacement Fund	2,248	869	412	363	363	370	264	0	4,889
Wastewater Renewal Fund	48,062	15,025	27,535	33,353	0	0	0	0	123,975
<b>TOTAL REVENUES:</b>	<b>291,410</b>	<b>87,406</b>	<b>71,830</b>	<b>72,709</b>	<b>37,178</b>	<b>29,545</b>	<b>1,467</b>	<b>448</b>	<b>591,993</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Automobiles/Vehicles	290,715	86,319	71,830	72,709	37,178	29,545	1,467	448	590,211
Major Machinery and Equipment	695	1,087	0	0	0	0	0	0	1,782
<b>TOTAL EXPENDITURES:</b>	<b>291,410</b>	<b>87,406</b>	<b>71,830</b>	<b>72,709</b>	<b>37,178</b>	<b>29,545</b>	<b>1,467</b>	<b>448</b>	<b>591,993</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### HEALTH CARE FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 988710



DESCRIPTION: Provide resources for a health care capital fund to construct and improve emergency and health care facilities countywide

LOCATION: Countywide  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	12,010	3,700	1,290	0	0	0	0	0	17,000
<b>TOTAL REVENUES:</b>	<b>12,010</b>	<b>3,700</b>	<b>1,290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	9,551	3,700	1,290	0	0	0	0	0	14,541
Land Acquisition/Improvements	2,000	0	0	0	0	0	0	0	2,000
Planning and Design	459	0	0	0	0	0	0	0	459
<b>TOTAL EXPENDITURES:</b>	<b>12,010</b>	<b>3,700</b>	<b>1,290</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,000</b>

### HIALEAH COURTHOUSE ANNUAL EQUIPMENT AND MAINTENANCE

PROJECT #: 984330



DESCRIPTION: Provide funding for the Hialeah Courthouse annual capital maintenance

LOCATION: 11 E 6 St  
Hialeah

District Located: 6  
District(s) Served: 6, 12, 13

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	500	0	0	0	0	0	0	500
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	500	0	0	0	0	0	0	500
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>

### MARTIN LUTHER KING BUSINESS CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 111210



DESCRIPTION: Construct the Martin Luther King Business Center

LOCATION: 6100 NW 7 Ave  
Unincorporated Miami-Dade County

District Located: 3  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	976	0	0	4,024	0	0	0	0	5,000
<b>TOTAL REVENUES:</b>	<b>976</b>	<b>0</b>	<b>0</b>	<b>4,024</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	0	4,024	0	0	0	0	4,024
Land Acquisition/Improvements	768	0	0	0	0	0	0	0	768
Planning and Design	208	0	0	0	0	0	0	0	208
<b>TOTAL EXPENDITURES:</b>	<b>976</b>	<b>0</b>	<b>0</b>	<b>4,024</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MIAMI BEACH COMMUNITY HEALTH CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 985710



DESCRIPTION: Acquire and renovate existing facility to provide increased delivery of primary health care in the community  
 LOCATION: 720 Alton Rd District Located: 5  
 Miami Beach District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	7,387	613	0	0	0	0	0	0	8,000
<b>TOTAL REVENUES:</b>	<b>7,387</b>	<b>613</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	185	593	0	0	0	0	0	0	778
Land Acquisition/Improvements	7,109	0	0	0	0	0	0	0	7,109
Permitting	5	0	0	0	0	0	0	0	5
Planning and Design	25	0	0	0	0	0	0	0	25
Project Administration	63	20	0	0	0	0	0	0	83
<b>TOTAL EXPENDITURES:</b>	<b>7,387</b>	<b>613</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>

### MUNICIPAL PROJECTS - CULTURAL, LIBRARY, AND MULTICULTURAL EDUCATIONAL FACILITIES (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 982610



DESCRIPTION: Provide BBC GOB funding to municipalities supporting projects that improve cultural, library and multicultural educational facilities  
 LOCATION: Various Sites District Located: Countywide  
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	26,652	7,000	10,000	0	0	0	9	0	43,661
BBC GOB Interest	300	0	0	0	0	0	0	0	300
<b>TOTAL REVENUES:</b>	<b>26,952</b>	<b>7,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>43,961</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	25,966	7,000	10,000	0	0	0	9	0	42,975
Planning and Design	952	0	0	0	0	0	0	0	952
Project Administration	34	0	0	0	0	0	0	0	34
<b>TOTAL EXPENDITURES:</b>	<b>26,952</b>	<b>7,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>43,961</b>

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### MUNICIPAL PROJECTS - PARK AND RECREATION FACILITIES (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 981890



DESCRIPTION: Provide BBC GOB funding to municipalities supporting projects that construct and improve park and recreation facilities

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located:  
District(s) Served:

Countywide  
Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	105,760	2,963	6,844	0	0	0	0	0	115,567
<b>TOTAL REVENUES:</b>	<b>105,760</b>	<b>2,963</b>	<b>6,844</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,567</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	86,495	2,963	6,844	0	0	0	0	0	96,302
Land Acquisition/Improvements	4,247	0	0	0	0	0	0	0	4,247
Permitting	75	0	0	0	0	0	0	0	75
Planning and Design	13,918	0	0	0	0	0	0	0	13,918
Project Administration	1,025	0	0	0	0	0	0	0	1,025
<b>TOTAL EXPENDITURES:</b>	<b>105,760</b>	<b>2,963</b>	<b>6,844</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>115,567</b>

### MUNICIPAL PROJECTS - PUBLIC SERVICE OUTREACH FACILITIES (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 985560



DESCRIPTION: Provide BBC GOB funding to municipalities supporting projects that construct and improve public service outreach facilities

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located:  
District(s) Served:

Countywide  
Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	69,100	1,100	0	0	563	0	0	0	70,763
<b>TOTAL REVENUES:</b>	<b>69,100</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>563</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,763</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	58,858	1,100	0	0	563	0	0	0	60,521
Planning and Design	10,240	0	0	0	0	0	0	0	10,240
Project Administration	2	0	0	0	0	0	0	0	2
<b>TOTAL EXPENDITURES:</b>	<b>69,100</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>563</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,763</b>



## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### MUNICIPAL PROJECTS - WATER, SEWER, AND FLOOD CONTROL SYSTEMS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 9810960



DESCRIPTION: Provide BBC GOB funding to municipalities supporting projects that construct and improve water, sewer and flood control systems

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	43,584	2,363	5,219	0	0	0	0	0	51,166
<b>TOTAL REVENUES:</b>	<b>43,584</b>	<b>2,363</b>	<b>5,219</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,166</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	38,948	2,363	5,219	0	0	0	0	0	46,530
Permitting	64	0	0	0	0	0	0	0	64
Planning and Design	4,537	0	0	0	0	0	0	0	4,537
Project Administration	35	0	0	0	0	0	0	0	35
<b>TOTAL EXPENDITURES:</b>	<b>43,584</b>	<b>2,363</b>	<b>5,219</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>51,166</b>

### NOT-FOR-PROFIT CAPITAL FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 981030



DESCRIPTION: Provide funding for not-for-profit community-based organizations capital fund to construct and improve public service outreach facilities

LOCATION: Countywide  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	27,720	1,295	985	0	0	0	0	0	30,000
<b>TOTAL REVENUES:</b>	<b>27,720</b>	<b>1,295</b>	<b>985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	24,403	1,295	985	0	0	0	0	0	26,683
Land Acquisition/Improvements	3,317	0	0	0	0	0	0	0	3,317
<b>TOTAL EXPENDITURES:</b>	<b>27,720</b>	<b>1,295</b>	<b>985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>

### PUERTO RICAN COMMUNITY CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 111760



DESCRIPTION: Construct or acquire a Puerto Rican Community Center

LOCATION: To Be Determined  
To Be Determined

District Located: TBD  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	0	0	2,500	0	0	0	0	0	2,500
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	0	2,500	0	0	0	0	0	2,500
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP)

**PROJECT #:** 200000581



DESCRIPTION: Resurface sidewalks, install calming devices, landscape, provide park improvements and complete various drainage projects

LOCATION: Various Sites  
Unincorporated Miami-Dade County

District Located: Unincorporated Municipal Service Area  
District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Future Financing	10,000	0	0	0	0	0	0	0	10,000
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	12,140	0	0	0	0	0	0	0	12,140
<b>TOTAL REVENUES:</b>	<b>22,140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,140</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	12,720	9,420	0	0	0	0	0	0	22,140
<b>TOTAL EXPENDITURES:</b>	<b>12,720</b>	<b>9,420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,140</b>

### REPAIRS AND RENOVATIONS - GENERAL GOVERNMENT IMPROVEMENT PROGRAM

**PROJECT #:** 9810050



DESCRIPTION: Provide for unexpected repairs, renovations and minor capital projects as needed

LOCATION: Countywide  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,000	0	0	0	0	0	0	2,000
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	0	2,000	0	0	0	0	0	0	2,000
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>

### UNIVERSITY OF MIAMI (UM)/JACKSON MEMORIAL HOSPITAL (JMH) CENTER OF EXCELLENCE FOR HEARING AND COMMUNICATION DISORDERS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #:** 984070



DESCRIPTION: Provide funding to acquire, construct, equip, rehabilitate and enhance the University of Miami (UM)/Jackson Memorial Hospital (JMH) Center of Excellence for the Diagnosis of Communication Disorders

LOCATION: 120 NW 14 St  
City of Miami

District Located: 3  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
BBC GOB Financing	4,000	1,000	0	0	0	0	0	0	5,000
<b>TOTAL REVENUES:</b>	<b>4,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	FUTURE	TOTAL
Construction	3,965	1,000	0	0	0	0	0	0	4,965
Planning and Design	35	0	0	0	0	0	0	0	35
<b>TOTAL EXPENDITURES:</b>	<b>4,000</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>

## FY 2019 - 20 Adopted Budget and Multi-Year Capital Plan

### WORK FORCE SCHEDULING SOLUTION

**PROJECT #:** 2000000845



**DESCRIPTION:** Purchase and implement a software application to provide both the Department of Corrections and Rehabilitation and the Miami-Dade County Police Department with the ability to automate time collection, manage staffing rosters, conduct shift bidding and automate vacancy filling in conjunction with audit controls to enhance payroll accountability and reporting

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

<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
IT Funding Model	550	380	0	0	0	0	0	0	930
<b>TOTAL REVENUES:</b>	<b>550</b>	<b>380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>930</b>
<b>EXPENDITURE SCHEDULE:</b>	<b>PRIOR</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>FUTURE</b>	<b>TOTAL</b>
Technology Hardware/Software	550	380	0	0	0	0	0	0	930
<b>TOTAL EXPENDITURES:</b>	<b>550</b>	<b>380</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>930</b>

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$270,000 and includes 4 FTE(s)

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