

A close-up photograph of several yellow orchids with delicate petals and dark spots on their centers. The flowers are in sharp focus, with some petals showing subtle veining. The background is softly blurred, showing more of the same flowers.

BUSINESS PLAN ADOPTED BUDGET AND FIVE-YEAR FINANCIAL OUTLOOK

MIAMI-DADE COUNTY, FLORIDA



2020-2021 | Volume 3

STRATEGIC AREAS:

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



FY 2020-21 ADOPTED BUDGET AND MULTI-YEAR CAPITAL PLAN

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FY 2020-21 Adopted Budget and Multi-Year Plan

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

FY 2020-21 Adopted Budget and Multi-Year Plan

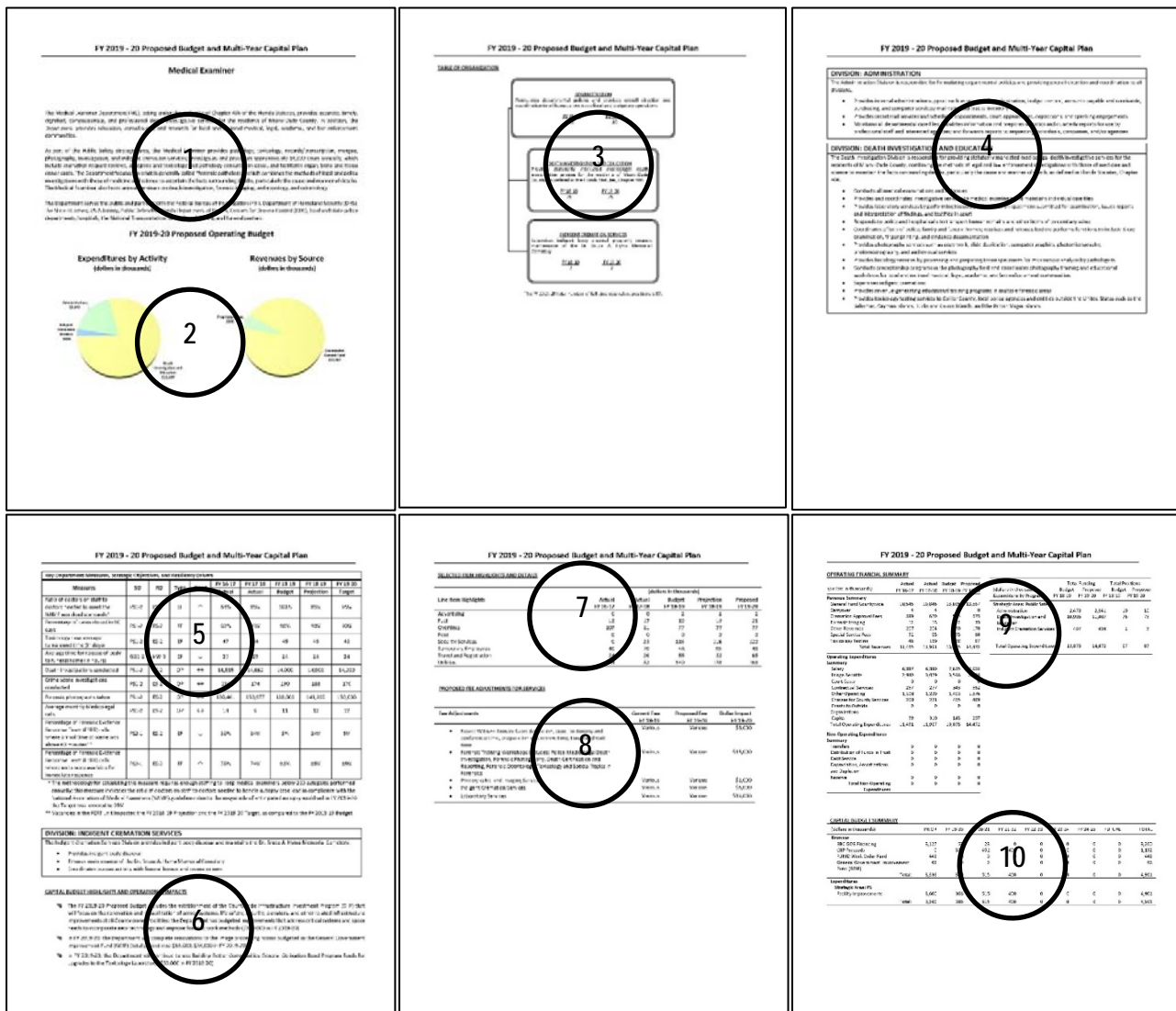


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DEPARTMENT DETAILS



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

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Animal Services

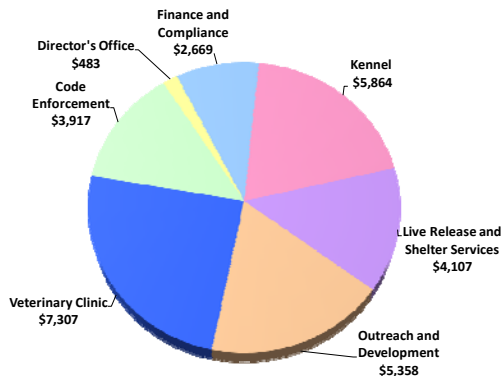
The Miami-Dade County Animal Services Department (ASD) saves the lives of abandoned animals and ensures public safety and health by promoting animal welfare, enforcing animal cruelty laws, providing access to free or low cost vaccinations and spay/neuter programs and educating the community regarding 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.

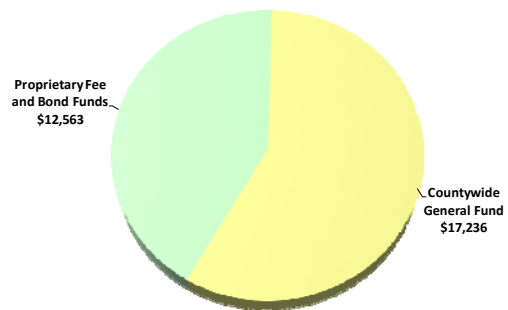
ASD partners with the Miami-Dade Police Department and law enforcement agencies countywide by providing training to identify and report animal cruelty. ASD will continue its spay/neuter community partnerships with the Humane Society of Greater Miami (HSGM) and the Miami Veterinary Foundation (MVF) along 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 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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

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 19-20</u> 2</td><td><u>FY 20-21</u> 2</td></tr> </table> </div>	<u>FY 19-20</u> 2	<u>FY 20-21</u> 2
<u>FY 19-20</u> 2	<u>FY 20-21</u> 2		
	<div> <p style="text-align: center;"><u>KENNEL</u> Tasked with the care of all shelter animals</p> <table> <tr> <td><u>FY 19-20</u> 89</td><td><u>FY 20-21</u> 89</td></tr> </table> </div>	<u>FY 19-20</u> 89	<u>FY 20-21</u> 89
<u>FY 19-20</u> 89	<u>FY 20-21</u> 89		
	<div> <p style="text-align: center;"><u>VETERINARY CLINIC</u> Oversees all veterinary services to shelter animals</p> <table> <tr> <td><u>FY 19-20</u> 43</td><td><u>FY 20-21</u> 43</td></tr> </table> </div>	<u>FY 19-20</u> 43	<u>FY 20-21</u> 43
<u>FY 19-20</u> 43	<u>FY 20-21</u> 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 19-20</u> 55</td><td><u>FY 20-21</u> 55</td></tr> </table> </div>	<u>FY 19-20</u> 55	<u>FY 20-21</u> 55
<u>FY 19-20</u> 55	<u>FY 20-21</u> 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 19-20</u> 38</td><td><u>FY 20-21</u> 38</td></tr> </table> </div>	<u>FY 19-20</u> 38	<u>FY 20-21</u> 38
<u>FY 19-20</u> 38	<u>FY 20-21</u> 38		
	<div> <p style="text-align: center;"><u>FINANCE AND COMPLIANCE</u> Oversees administrative functions of the Department</p> <table> <tr> <td><u>FY 19-20</u> 23</td><td><u>FY 20-21</u> 23</td></tr> </table> </div>	<u>FY 19-20</u> 23	<u>FY 20-21</u> 23
<u>FY 19-20</u> 23	<u>FY 20-21</u> 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 19-20</u> 10</td><td><u>FY 20-21</u> 10</td></tr> </table> </div>	<u>FY 19-20</u> 10	<u>FY 20-21</u> 10
<u>FY 19-20</u> 10	<u>FY 20-21</u> 10		

The FY 2020-21 total number of full-time equivalent positions is 260.8

FY 2020 - 21 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, Vaccinate and Release (TNVR) 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 American Society for the Prevention of Cruelty to Animals (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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Save rate*	NI1-5	ES-1	OC	↑	90%	90%	90%	90%	90%
Adoptions	NI1-5	ES-1	OC	↑	9,534	9,426	9,500	8,500	9,500
Rescues	NI1-5	ES-1	OC	↑	3,359	3,140	3,650	3,000	3,500
Returns to owner	NI1-5	ES-1	OC	↑	1,502	2,156	1,500	1,900	1,900
Transports**	NI1-5	ES-1	OC	↑	785	656	750	400	500
TNVRs**	NI1-5	ES-1	OC	↑	10,254	10,378	10,250	9,500	10,000

* Save rate data is represented by calendar year and the FY 2018-19 Actuals have been updated to reflect the 2019 save rate; all other data is shown by fiscal year. ASD's save rate data and definitions are available [online](#) and audited annually for reporting purposes

** FY 2019-20 Projection and FY 2020-21 Target reflect the impact of COVID-19

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

DIVISION COMMENTS

- ☛ In FY 2020-21, 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 2020-21, 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 2020-21, the Department will continue its partnership with Petco to provide an off-site adoption venue with a 100 percent adoption rate
- ☛ In FY 2020-21, 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, Vaccinate and Release (TNVR) Program for cats

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Shelter intake*	NI1-5	ES-1	IN	↔	29,519	29,406	28,000	25,000	29,000

* FY 2019-20 Projection reflects the impact of COVID-19

DIVISION COMMENTS

- In FY 2020-21, 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

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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
- Performs low-cost spay/neuter services at the PAPC and community events; 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 treatment, develops and oversees disease management protocols 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 and monitors other zoonotic diseases to protect human health
- Performs forensic live animal exams and necropsies for cruelty investigations
- Provides expert testimony in criminal animal cruelty cases
- Humanely euthanizes shelter animals
- 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Rabies vaccines delivered by clinic	NI1-5	HW-3	OC	↔	30,810	32,304	30,000	27,000	30,000
Spay/Neuter Surgeries*	NI1-5	HW-3	OC	↑	24,693	24,344	24,500	22,000	24,500

* FY 2019-20 Projection reflects the impact of COVID-19

DIVISION COMMENTS

- ☛ The FY 2020-21 Adopted Budget continues the Wildlife Rabies Vaccination Effort intended to prevent rabies outbreaks in the County's urban areas
- ☛ In FY 2020-21, 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 2020-21 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 2020-21, the Department will continue to provide free large scale spay/neuter surgeries for at risk populations
- In FY 2020-21, the Department will continue to provide lifesaving heartworm treatment at no cost for dogs adopted from the shelter
- ☛ The FY 2020-21 Adopted Budget funds the University of Florida Veterinary Shelter Medicine internship program aimed at improving shelter wellness care (\$125,000)

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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 of 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Stray animal pickup response time (in calendar days)	NI1-4	HW-3	EF	↓	1.6	2.5	1.5	1.5	1.5
Dead animal pickup response time (in calendar days)	NI1-4	HW-3	EF	↓	1.2	1.5	1.2	1.2	1.2

DIVISION COMMENTS

- In FY 2020-21, the Department will continue to fund its agreement with the SFSPCA to house and care for large animals and livestock (\$200,000)
- In FY 2020-21, the Department of Solid Waste Management will continue to fund three Disposal Technician positions in ASD to collect and dispose of dead animals countywide (\$185,000)
- In FY 2020-21, the Department will continue anti-cruelty outreach and training to MDPD and all municipal police agencies

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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 2020-21, 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Dogs licensed in Miami-Dade County*	NI1-5	HW-3	OP	↔	221,055	222,806	221,000	200,000	220,000

* 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; the FY 2018-19 Actual was updated due to these end of year adjustments; FY 2019-20 Projection reflects the impact of COVID-19

DIVISION COMMENTS

- In FY 2020-21, 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)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2020-21, ASD will continue to contribute to the debt service payments for the PAPC (\$331,000), the Liberty City Spay/Neuter Clinic (\$126,000) and the fleet replacement plan (\$117,000)
- As part of the County's Countywide Infrastructure Investment Program (CIIP), the FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes funding for the acquisition of property adjacent to the PAPC to increase parking accessibility for staff and visitors (\$3.248 million), the development of a dog park (\$550,000) adjacent to the Liberty City Spay/Neuter Clinic and miscellaneous infrastructure and safety improvements to the PAPC and the Homestead Spay and Neuter Clinic facilities

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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	498	722	781	580	785
Fuel	103	108	125	112	126
Overtime	175	256	260	242	280
Rent	22	26	20	20	20
Security Service	433	366	440	317	400
Temporary Services	37	15	0	56	80
Travel and Registrations	71	87	95	48	90
Utilities	363	365	385	303	396

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	11,543	13,945	17,368	17,236
Animal License Fees from Licensing Stations	6,256	6,694	6,250	6,800
Animal License Fees from Shelter	1,916	2,051	1,890	2,050
Animal Shelter Fees	1,504	1,444	1,451	1,409
Carryover	123	154	0	0
Code Violation Fines	1,854	1,926	1,755	1,960
Donations	159	177	122	94
Grants From Other Local Units	245	288	0	0
Miscellaneous Revenues	132	134	70	90
Surcharge Revenues	159	145	145	160
Total Revenues	23,891	26,958	29,051	29,799

Operating Expenditures

Summary

Salary	10,486	11,170	12,166	12,894
Fringe Benefits	4,969	5,626	5,971	6,057
Court Costs	28	23	36	15
Contractual Services	1,758	1,709	2,230	2,110
Other Operating	4,095	5,103	5,541	5,680
Charges for County Services	1,125	1,650	1,666	1,650
Grants to Outside Organizations	549	676	725	700
Capital	597	670	594	599
Total Operating Expenditures	23,607	26,627	28,929	29,705

Non-Operating Expenditures

Summary

Transfers	128	18	122	94
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	128	18	122	94

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Neighborhood and Infrastructure				
Director's Office	448	483	2	2
Live Release and Shelter Services	4,036	4,107	55	55
Kennel	5,617	5,864	89	89
Veterinary Clinic	7,109	7,307	43	43
Code Enforcement	3,887	3,917	38	38
Outreach and Development	5,374	5,358	10	10
Finance and Compliance	2,458	2,669	23	23
Total Operating Expenditures	28,929	29,705	260	260

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Capital Asset Series 2016 Bonds	914	0	0	0	0	0	0	0	914
Capital Asset Series 2020C Bonds	500	0	0	0	0	0	0	0	500
CIIP Program Revenues	0	764	3,784	0	0	0	0	0	4,548
Total:	1,414	764	3,784	0	0	0	0	0	5,962
Expenditures									
Strategic Area: NI									
Animal Services Facilities	686	228	0	0	0	0	0	0	914
Infrastructure Improvements	14	1,250	3,784	0	0	0	0	0	5,048
Total:	700	1,478	3,784	0	0	0	0	0	5,962

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), develop a dog park adjacent to the Liberty City Spay/Neuter Clinic and provide various miscellaneous infrastructure and security improvements to facilities

LOCATION: Various Sites
Various Sites

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	500	0	0	0	0	0	0	0	500
CIIP Program Revenues	0	764	3,784	0	0	0	0	0	4,548
TOTAL REVENUES:	500	764	3,784	0	0	0	0	0	5,048
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	14	0	2,034	0	0	0	0	0	2,048
Land Acquisition/Improvements	0	1,250	1,750	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	14	1,250	3,784	0	0	0	0	0	5,048

PET ADOPTION AND PROTECTION CENTER (PAPC)

PROJECT #: 2000001307



DESCRIPTION: Provide various repairs and renovations as needed

LOCATION: 3599 NW 79 Ave
Doral

District Located:
District(s) Served:

12
Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2016 Bonds	914	0	0	0	0	0	0	0	914
TOTAL REVENUES:	914	0	0	0	0	0	0	0	914
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	473	228	0	0	0	0	0	0	701
Permitting	8	0	0	0	0	0	0	0	8
Planning and Design	89	0	0	0	0	0	0	0	89
Project Administration	116	0	0	0	0	0	0	0	116
TOTAL EXPENDITURES:	686	228	0	0	0	0	0	0	914

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

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Fund one Clerk 4 (Foster) to provide better service to foster parents, pets and volunteers, to conduct trainings and to continue to recruit new fosters and volunteers	\$0	\$50	1
Fund one Accountant 2 to oversee payables, receivables and purchasing card and petty cash reconciliations and to serve as a backup for lower level positions	\$0	\$66	1
Fund two Veterinary Clerks (Clerk 2) to support the data entry function associated with State mandated medical record keeping and allow for the Veterinary Technicians currently assigned to the data entry function to perform in a technical capacity, improving the level of veterinary care provided to shelter animals and expanding the number of surgeries the Department is able to provide	\$0	\$95	2
Fund one Inventory Manager to manage the Inventory Clerks and ensure they are following Standard Operating Procedures	\$0	\$50	1
Fund one Clerk 4 (Event Support) to assist with the coordination of the Department's outreach events; duties would include site visits, securing sponsors, permitting requests, selection of pets, set up and break down, staff scheduling, coordinating staff efforts and recruiting new partnership opportunities	\$0	\$50	1
Fund one Personnel Specialist 2 to oversee payroll processing and corrections, onboarding, employee records management and HR training coordination	\$0	\$53	1
Fund one Accountant 1 (Finance) to ensure compliance with payable procedures and to assist in meeting payment deadlines	\$0	\$56	1
Fund one Administrative Officer 2 (Training Bureau) to promote career mobility, reduce employee turnover and on-the-job injuries and improve the overall training of employees	\$0	\$60	1
Fund one Administrative Officer 2 (Community Liaison) to assist with special assignments, ad hoc reports and overall administrative support as well as to act as the constituent liaison, handle of phone calls, act as the 311 liaison and respond to public records	\$0	\$59	1
Fund one Investigator (Humane Services Response Team) to address proactive enforcement of backyard breeders and to respond to animal cruelty investigations, dangerous dog complaints and illegal pet sales	\$0	\$55	1
Fund one Administrative Officer 2 (Outreach Specialist) to coordinate fundraising events and other events such as the art contests, and to attend certain events when needed to assist with outreach and development	\$0	\$60	1
Fund three Transport Operators (T&R Drivers) to assist with trapping free roaming community cats around the County for TNVR services	\$0	\$94	3
Fund one Maintenance Mechanic to properly maintain the complex HVAC system and service all the facilities managed by the Department	\$0	\$55	1
Purchase an inventory system to enable the automated tracking of supplies; the system will allow for auto-orders to be placed based on thresholds assigned by operational needs	\$109	\$130	0
Total	\$109	\$933	16

FY 2020 - 21 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.

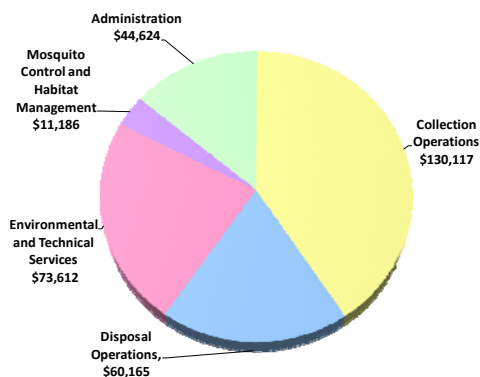
As part of the Neighborhood and Infrastructure strategic area, DSWM provides a variety of services for residents, including garbage and trash collection and curbside collection of recyclable materials. In addition, DSWM operates 13 Trash and Recycling Centers (TRCs) in the WCSA and provides waste transfer 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 that impact public health and welfare.

FY 2020-21 Adopted Operating Budget

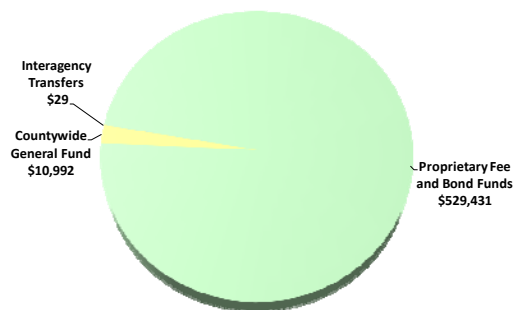
Expenditures by Activity

(dollars in thousands)



Revenues by Source

(dollars in thousands)



FY 2020 - 21 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 19-20</u> 6	<u>FY 20-21</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 19-20</u> 579	<u>FY 20-21</u> 577
<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 19-20</u> 301	<u>FY 20-21</u> 314
<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 19-20</u> 45	<u>FY 20-21</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 19-20</u> 106	<u>FY 20-21</u> 106
<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 industry 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 19-20</u> 59	<u>FY 20-21</u> 64

The FY 2020-21 total number of full-time equivalent positions is 1,111.25

FY 2020 - 21 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

- The FY 2020-21 Adopted Budget includes the transfer in of two positions to Administration from Collections Operations to strengthen procurement services and technical equipment training abilities of the Department; also included is the transfer out of two positions from Administration to Mosquito Control that better aligns that Division's oversight and reduces the need for cost accounting procedures
- In FY 2020-21, the Department will continue to receive payments from other County departments to include parking revenues from the Hickman Garage (\$564,000), rent from Juvenile Services (\$605,000) and rent from Parks, Recreation and Open Spaces (\$921,000) for use of the Hickman Building; also included are payments to the Communications Department to provide website maintenance and updates (\$820,000), the Office of the Inspector General for expenses associated with audits and reviews (\$61,000) and Audit and Management Services for audit services (\$127,000)
- The FY 2020-21 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 (\$9.641 million)
- The FY 2020-21 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 (\$47,000)
- The FY 2020-21 Adopted Budget includes the financing of 77 new vehicles for Waste Collection Operations (\$1.637 million annual debt service payment), 45 new vehicles for Waste Disposal Operations (\$1.412 million, annual debt service payment) and nine new vehicles for Mosquito Control (\$43,000, 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Trash and Recycling Center: tons collected (in thousands)*	NI2-3	HW-1	IN	↔	109	150	129	160	130
Bulky waste complaints per 1,000 regular bulky waste orders created**	NI2-3	HW-1	OC	↓	10	16	10	10	10
Average illegal dumping pick-up response time (in calendar days)	NI1-1	HW-1	EF	↓	3	3	3	4	3
Average bulky waste response time (in calendar days)	NI2-3	HW-1	EF	↓	8	7	7	7	7
Bulky waste trash tons collected (in thousands)**	NI2-3	HW-1	IN	↔	89	140	131	130	130

* The FY 2018-19 Actual reflects a higher amount because of the increased demand as Hurricane Dorian became a threat and the FY 2019-20 Projection is higher because of increased activity associated with stay at home restrictions due to COVID-19

** The FY 2018-19 Actual reflects a higher amount because of the increased demand as Hurricane Dorian became a threat

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

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the transfer out of two positions from Collections Operations to Administration in order to provide stronger procurement services and technical equipment training abilities to the Department
- The annual household residential curbside collection rate will remain at \$484 for FY 2020-21; 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
- In FY 2020-21, the Department will continue to provide trash collection services (\$44.460 million), which include the UMSA litter program along corridors and at hotspots (\$1.302 million)
- In FY 2020-21, the Department will continue to provide curbside garbage collection services (\$81.302 million) to include commercial garbage collection by contract (\$2.061 million) and waste collection pick-ups at specific non-shelter bus stops (\$819,300)
- In FY 2020-21, the Department will continue to pay the Greater Miami Service Corps for litter pickup, cart repairs and other special projects (\$184,000)
- The FY 2020-21 Adopted Budget continues to fund three Disposal Technicians within the Animal Services Department (\$189,000)
- The FY 2020-21 Adopted Budget includes all reimbursements to date for Hurricane Irma totaling \$140.2 million; this amount represents 87.3 percent of the total cost (\$160.6 million) but is within 95.5 percent of departmental expectations of what can be reimbursed

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Disposal tons accepted at full fee (in thousands)*	NI2-3	HW-1	IN	↔	1,870	1,668	1,743	1,585	1,585
Total (Revenue) Tons Transferred in (in thousands)*	NI2-3	HW-1	IN	↔	602	603	643	572	575
Years of remaining disposal capacity (Level of Service)	NI2-3	HW-1	IN	↔	13	12	11	11	10

* The FY 2019-20 Projection reflects a lower than anticipated rate of tonnage disposed and transferred due to closed commercial facilities generating less waste as a result of COVID-19; the FY 2020-21 Target assumes a residual effect of COVID-19

DIVISION COMMENTS

- **The FY 2020-21 Adopted Budget includes three Waste Equipment Operator positions (\$225,000) and 10 Trash Truck Driver positions (\$690,000) added as overages in FY 2019-20 to reduce overtime expense; the overtime was a result of increased waste in the transfer of garbage to the Resource Recovery Facility**
- The FY 2020-21 Adopted Budget includes an increase of 0.29 percent in the Consumer Price Index (CPI) applied to disposal fees, consistent with contracts and interlocal agreements
- The FY 2020-21 Adopted Budget includes the transportation and disposal of waste through roll off operations (\$6.397 million) at the Trash and Recycling Centers (TRCs)
- In FY 2020-21, 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 rights-of-way by the Department of Transportation and Public Works

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

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	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	↔	643	244	240	240	240
Patrons served by Home Chemical Collection program**	NI2-3	HW-1	OP	↔	5,942	7,749	7,500	7,750	7,750
Average quantity of household chemical waste collected per patron (in pounds)***	NI2-3	HW-1	EF	↑	116	115	115	100	100

* The FY 2017-18 Actual included compliance inspections on more than just permitted facilities; the performance measure was revised in FY 2018-19 to include only permitted facilities

** In FY 2018-19 an enhanced outreach program was created for residents

*** The FY 2019-20 Projection includes reduced waste as a result of COVID-19 as residents used less; the FY 2020-21 Target includes a reduction as there will be a residual carry-over impact

DIVISION COMMENTS

- In FY 2020-21, 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 (\$17.6 million)
- In FY 2020-21, the Department will continue environmental and technical service operations that include facilities maintenance (\$3.896 million) and environmental services (\$3.285 million)
- In FY 2020-21, the Department will continue the operation of two Home Chemical Collection Centers (\$967,000)
- In FY 2020-21, 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 2020-21 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 (\$65.161 million), including other supplemental contracts to support the Resources Recovery operation (\$550,000)
- In FY 2020-21, 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)

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

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of service requests responded to within two business days*	NI1-4	HW-3	EF	↑	98.0%	99.5%	97.0%	97.0%	97.0%

* The FY 2018-19 Actual reflects a lower than anticipated mosquito season




DIVISION COMMENTS

- 
The FY 2020-21 Adopted Budget includes two additional Mosquito Field Technician positions (\$189,000) and one Mosquito Laboratory Technician position (\$89,000), added as overages in the current fiscal year to proactively prevent arbovirus outbreaks and to decrease the mosquito population during peak times
- 
 The FY 2020-21 Adopted Budget includes the transfer of two positions into Mosquito Control and Habitat Management from Administration to align divisional oversight and to reduce cost accounting procedures
- In FY 2020-21, 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 (\$5.802 million)
- The FY 2020-21 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 (\$502,000)
- The FY 2020-21 Adopted Budget includes a reimbursement for mosquito spraying from the Seaport, Homestead Air Reserve Base and the Water and Sewer Department (\$29,000), as well as a reimbursement from the Department of Transportation and Public Works Road and Bridge Division (\$165,000) for treating drains
- 
 The FY 2020-21 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

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- 
 The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the construction of a 9,000 square foot LEED certified administration building at the 58th Street Facility to house the Mosquito Control and Habitat Management operations, as well as improved drainage to the surrounding area and vehicular flow through resurfacing and stripping; this project is funded through the Countywide Infrastructure Improvement Program (CIIP)(total project cost of \$7.330 million, \$4.622 million in FY 2020-21)
- 
 The Department's FY 2020-21 Adopted Budget Multi-Year Capital Plan includes the purchase of 152 vehicles (\$23.287 million) for the replacement of its aging fleet funded with lease purchase financing (\$22.838 million for heavy fleet, \$269,000 for light fleet and \$180,000 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 2020-21 Adopted Budget and Multi-Year Capital Plan includes Solid Waste System revenue bond proceeds for the Munisport Landfill Closure (total project cost \$35.732 million; \$2.354 million in FY 2020-21) and Virginia Key Closure (total project cost \$46 million; \$370,000 in FY 2020-21); these projects have no operating impact to the Department as these capital costs are related to remediating the landfill sites

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

-  The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes construction of a new Home Chemical Collection (HC2) Center that will give area residents an option of disposing household chemicals in a sustainable manner; the new proposed HC2 will be located at the 58th Street facility (total project cost \$2.633 million, \$1.585 million in FY 2020-21)
-  The FY 2020-21 Adopted Budget and Multi-Year Capital Plan provides capital improvements at the South Dade Landfill to include improvements to its Sequence Batch Reactor (SBR) system that that will provide continued treatment of leachate and other ground water contaminants (total project \$3.456 million; \$598,000 in FY 2020-21), as well as improvements to the gas collection and control systems that will provide odor control and improved air emissions (total project cost \$4.080 million, \$1.330 million in FY 2020-21)
-  Programmed in the Department's FY 2020-21 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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	1,728	1,225	1,222	1,147	1,291
Fuel	7,712	7,197	8,207	7,908	8,218
Overtime	9,561	5,865	4,807	5,936	5,794
Rent	1,802	1,722	1,806	1,956	1,785
Security Services	1,987	1,937	1,697	1,677	1,650
Temporary Services	1,122	670	582	307	117
Travel and Registration	85	132	180	215	214
Utilities	74,691	78,727	80,393	80,842	81,698

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 19-20	Adopted Fee FY 20-21	Dollar Impact FY 20-21
<ul style="list-style-type: none"> Disposal Contract Tipping Fee Rate Fee per Ton 	\$63.38	\$63.57	\$303,000
<ul style="list-style-type: none"> Transfer Fee Rate Per Ton 	\$13.85	\$13.90	\$29,000

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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	7,080	8,452	11,137	10,992
Carryover	208,299	234,887	213,274	211,981
Collection Fees and Charges	157,078	159,368	164,883	165,341
Disposal Fees and Charges	142,207	132,314	122,297	114,830
Interest Earnings	2,971	4,022	1,112	2,200
Intradepartmental Transfers	0	165	165	165
Loan Repayments	31,895	11,108	0	0
Recyclable Material Sales	1,742	1,533	1,414	1,460
Resource Recovery Energy Sales	10,273	10,400	10,308	8,208
Transfer Fees	8,865	8,465	8,451	7,646
Utility Service Fee	18,946	17,679	17,180	17,600
Interagency Transfers	0	33	30	29
Total Revenues	589,356	588,426	550,251	540,452
Operating Expenditures				
Summary				
Salary	62,782	62,856	64,613	67,064
Fringe Benefits	24,956	26,759	29,193	30,281
Court Costs	7	3	13	9
Contractual Services	141,426	149,431	149,856	155,503
Other Operating	20,905	15,014	16,509	16,814
Charges for County Services	48,134	49,681	50,297	48,511
Grants to Outside Organizations	125	104	125	125
Capital	28,292	15,168	1,335	1,397
Total Operating Expenditures	326,627	319,016	311,941	319,704
Non-Operating Expenditures				
Summary				
Transfers	4,879	24,365	18,037	10,932
Distribution of Funds In Trust	1,512	1,519	1,775	1,685
Debt Service	15,626	17,158	22,521	15,987
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	195,977	192,144
Total Non-Operating Expenditures	22,017	43,042	238,310	220,748

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Neighborhood and Infrastructure				
Administration	45,004	44,624	112	112
Collection Operations	127,801	130,117	579	577
Disposal Operations	57,299	60,165	301	314
Environmental and Technical Services	70,505	73,612	45	45
Mosquito Control and Habitat Management	11,332	11,186	59	64
Total Operating Expenditures	311,941	319,704	1,096	1,112

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Capital Asset Series 2020C Bonds	500	0	0	0	0	0	0	0	500
CIIP Program Revenues	0	4,322	2,423	85	0	0	0	0	6,830
Donations	1,000	0	0	0	0	0	0	0	1,000
Future Solid Waste Disp.	0	0	0	0	0	0	0	26,150	26,150
Notes/Bonds									
Interest Earnings	4,705	0	0	0	0	0	0	0	4,705
Solid Waste System Rev. Bonds Series 2005	60,792	0	0	0	0	0	0	0	60,792
Utility Service Fee	164	320	3,235	3,745	17,670	16,100	0	58,611	99,845
Waste Collection Operating Fund	20	1,470	2,696	2,226	1,407	359	655	4,597	13,430
Waste Disposal Operating Fund	18,475	9,142	20,637	10,642	54,343	15,950	5,900	63,238	198,327
Total:	85,656	15,254	28,991	16,698	73,420	32,409	6,555	152,596	411,579
Expenditures									
Strategic Area: NI									
Environmental Projects	0	4,622	2,623	85	0	0	0	0	7,330
Facility Improvements	0	60	433	0	103	164	0	398	1,158
Waste Collection	20	1,442	2,283	2,381	1,304	195	655	4,549	12,829
Waste Disposal	4,643	6,752	18,525	8,750	19,085	15,950	5,770	42,245	121,720
Waste Disposal Environmental Projects	49,900	5,402	21,597	11,747	55,282	16,100	1,630	106,884	268,542
Total:	54,563	18,278	45,461	22,963	75,774	32,409	8,055	154,076	411,579

FUNDED CAPITAL PROJECTS

(dollars in thousands)

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3A COLLECTION FACILITY

PROJECT #: 2000001375



DESCRIPTION: Perform various infrastructure improvements to include but not limited to entrance signs, blacktopping, asphaltting of parking lot and striping, refurbishment of restrooms and various other infrastructure improvements

LOCATION: 18701 NE 6 Ave

Unincorporated Miami-Dade County

District Located:

1

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	30	280	310	0	0	680	1,300
TOTAL REVENUES:	0	0	30	280	310	0	0	680	1,300
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	265	280	0	0	560	1,105
Planning and Design	0	0	30	15	0	0	0	60	105
Project Contingency	0	0	0	0	30	0	0	60	90
TOTAL EXPENDITURES:	0	0	30	280	310	0	0	680	1,300

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3A COLLECTION FACILITY

PROJECT #: 2000001387



TRUCK WASH UPGRADE

DESCRIPTION: Install an Automated Truck-wash unit and one manual unit in the second bay at the 3A Collection Facility and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	35	370	0	0	0	0	370	775
TOTAL REVENUES:	0	35	370	0	0	0	0	370	775
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	50	0	0	0	0	50	100
Furniture Fixtures and Equipment	0	20	280	0	0	0	0	280	580
Planning and Design	0	15	20	0	0	0	0	20	55
Project Contingency	0	0	20	0	0	0	0	20	40
TOTAL EXPENDITURES:	0	35	370	0	0	0	0	370	775

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3B COLLECTION FACILITY

PROJECT #: 2000001376



DESCRIPTION: Perform various infrastructure improvements to include but not limited to entrance signs, blacktopping, asphaltting of parking lot and striping, refurbishment of restrooms and various other infrastructure improvements

LOCATION: 8000 SW 107 Ave District Located: 10
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	30	360	390	0	0	705	1,485
TOTAL REVENUES:	0	0	30	360	390	0	0	705	1,485
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	345	360	0	0	580	1,285
Planning and Design	0	0	30	15	0	0	0	75	120
Project Contingency	0	0	0	0	30	0	0	50	80
TOTAL EXPENDITURES:	0	0	30	360	390	0	0	705	1,485

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

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3B COLLECTION FACILITY TRUCK WASH UPGRADE

PROJECT #: 2000001388



DESCRIPTION: Install an Automated Truck-wash unit and one manual unit in the second bay, at the 3B Collection Facility and various other infrastructure improvements

LOCATION: 8000 SW 107 Ave District Located: 10
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	35	0	370	0	0	0	370	775
TOTAL REVENUES:	0	35	0	370	0	0	0	370	775
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	50	0	0	0	50	100
Furniture Fixtures and Equipment	0	20	0	280	0	0	0	280	580
Planning and Design	0	15	0	20	0	0	0	20	55
Project Contingency	0	0	0	20	0	0	0	20	40
TOTAL EXPENDITURES:	0	35	0	370	0	0	0	370	775

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET COLLECTION FACILITY

PROJECT #: 2000001377



DESCRIPTION: Perform various infrastructure improvements to include but not limited to entrance signs, blacktopping, asphaltting of parking lot and striping, refurbishment of restrooms and various other improvements; perform structural and electrical repairs to certify building occupancy for 40/50 Year Building Recertification as per Section 8-11 (f) of the Miami-Dade County Code

LOCATION: 8701 NW 58 St District Located: 12
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	40	320	0	0	655	0	1,015
TOTAL REVENUES:	0	0	40	320	0	0	655	0	1,015
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	290	0	0	550	0	840
Planning and Design	0	0	40	0	0	0	50	0	90
Project Contingency	0	0	0	30	0	0	55	0	85
TOTAL EXPENDITURES:	0	0	40	320	0	0	655	0	1,015

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET COLLECTION FACILITY TRUCK WASH UPGRADE

PROJECT #: 2000001389



DESCRIPTION: Install an Automated Truck-wash unit and one manual unit in the second bay at the 58 Street Collection Facility and various other infrastructure improvements

LOCATION: 8701 NW 58 St District Located: 12
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	20	330	0	0	0	0	0	330	680
TOTAL REVENUES:	20	330	0	0	0	0	0	330	680
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	20	0	0	0	0	0	20	40
Furniture Fixtures and Equipment	0	280	0	0	0	0	0	280	560
Planning and Design	20	10	0	0	0	0	0	10	40
Project Contingency	0	20	0	0	0	0	0	20	40
TOTAL EXPENDITURES:	20	330	0	0	0	0	0	330	680

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - CHAPMAN FIELD TRASH AND RECYCLING CENTER

PROJECT #: 2000001371



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 13600 SW 60 Ave District Located: 8
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	117	89	40	0	0	120	366
TOTAL REVENUES:	0	0	117	89	40	0	0	120	366
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	87	64	30	0	0	100	281
Planning and Design	0	0	20	15	10	0	0	20	65
Project Contingency	0	0	10	10	0	0	0	0	20
TOTAL EXPENDITURES:	0	0	117	89	40	0	0	120	366

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - EUREKA DRIVE TRASH AND RECYCLING CENTER

PROJECT #: 2000001370



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 9401 SW 184 St
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	60	210	67	0	0	0	176	513
TOTAL REVENUES:	0	60	210	67	0	0	0	176	513
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	50	167	57	0	0	0	156	430
Planning and Design	0	10	20	10	0	0	0	20	60
Project Contingency	0	0	23	0	0	0	0	0	23
TOTAL EXPENDITURES:	0	60	210	67	0	0	0	176	513

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - GOLDEN GLADES TRASH AND RECYCLING CENTER

PROJECT #: 2000001362



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 140 NW 160 St
Unincorporated Miami-Dade County

District Located: 2
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	76	116	78	0	0	94	364
TOTAL REVENUES:	0	0	76	116	78	0	0	94	364
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	46	96	68	0	0	74	284
Planning and Design	0	0	20	10	10	0	0	20	60
Project Contingency	0	0	10	10	0	0	0	0	20
TOTAL EXPENDITURES:	0	0	76	116	78	0	0	94	364

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - MOODY DRIVE TRASH AND RECYCLING CENTER

PROJECT #: 2000001369



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 12970 SW 268 St District Located: 9
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	207	0	103	0	0	246	556
TOTAL REVENUES:	0	0	207	0	103	0	0	246	556
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	152	0	88	0	0	216	456
Planning and Design	0	0	35	0	10	0	0	20	65
Project Contingency	0	0	20	0	5	0	0	10	35
TOTAL EXPENDITURES:	0	0	207	0	103	0	0	246	556

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE TRASH AND RECYCLING CENTER

PROJECT #: 2000001368



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	489	64	118	0	0	128	799
TOTAL REVENUES:	0	0	489	64	118	0	0	128	799
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	399	54	108	0	0	108	669
Planning and Design	0	0	45	10	10	0	0	20	85
Project Contingency	0	0	45	0	0	0	0	0	45
TOTAL EXPENDITURES:	0	0	489	64	118	0	0	128	799

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - NORWOOD TRASH AND RECYCLING CENTER

PROJECT #: 2000001367



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 19901 NW 7 Ave
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	157	0	61	0	0	162	380
TOTAL REVENUES:	0	0	157	0	61	0	0	162	380
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	112	0	46	0	0	132	290
Planning and Design	0	0	25	0	15	0	0	30	70
Project Contingency	0	0	20	0	0	0	0	0	20
TOTAL EXPENDITURES:	0	0	157	0	61	0	0	162	380

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - PALM SPRING TRASH AND RECYCLING CENTER

PROJECT #: 2000001361



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 7870 NW 178 St
Unincorporated Miami-Dade County

District Located: 13
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	60	249	0	0	130	0	170	609
TOTAL REVENUES:	0	60	249	0	0	130	0	170	609
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	50	216	0	0	110	0	150	526
Planning and Design	0	10	20	0	0	10	0	20	60
Project Contingency	0	0	13	0	0	10	0	0	23
TOTAL EXPENDITURES:	0	60	249	0	0	130	0	170	609

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - RICHMOND HEIGHTS TRASH AND RECYCLING CENTER

PROJECT #: 2000001412



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 14050 Boggs Dr
Unincorporated Miami-Dade County

District Located: 9
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	188	0	72	0	0	184	444
TOTAL REVENUES:	0	0	188	0	72	0	0	184	444
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	143	0	62	0	0	164	369
Planning and Design	0	0	25	0	10	0	0	20	55
Project Contingency	0	0	20	0	0	0	0	0	20
TOTAL EXPENDITURES:	0	0	188	0	72	0	0	184	444

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SNAPPER CREEK TRASH AND RECYCLING CENTER

PROJECT #: 2000001366



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 2200 SW 117 Ave
Unincorporated Miami-Dade County

District Located: 11
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	770	114	190	71	0	0	182	1,327
TOTAL REVENUES:	0	770	114	190	71	0	0	182	1,327
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	670	89	150	64	0	0	168	1,141
Planning and Design	0	55	15	25	7	0	0	14	116
Project Contingency	0	45	10	15	0	0	0	0	70
TOTAL EXPENDITURES:	0	770	114	190	71	0	0	182	1,327

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH MIAMI HEIGHTS

PROJECT #: 2000001365



TRASH AND RECYCLING CENTER

DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 20800 SW 117 Ct District Located: 9
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	0	69	124	69	0	0	178	440
TOTAL REVENUES:	0	0	69	124	69	0	0	178	440
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	49	99	54	0	0	148	350
Planning and Design	0	0	10	15	15	0	0	30	70
Project Contingency	0	0	10	10	0	0	0	0	20
TOTAL EXPENDITURES:	0	0	69	124	69	0	0	178	440

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SUNSET KENDALL TRASH

PROJECT #: 2000001364



AND RECYCLING CENTER

DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 8000 SW 107 Ave District Located: 10
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	60	67	88	0	65	0	160	440
TOTAL REVENUES:	0	60	67	88	0	65	0	160	440
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	50	47	78	0	50	0	140	365
Planning and Design	0	10	10	10	0	10	0	20	60
Project Contingency	0	0	10	0	0	5	0	0	15
TOTAL EXPENDITURES:	0	60	67	88	0	65	0	160	440

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST LITTLE RIVER TRASH AND RECYCLING CENTER

PROJECT #: 2000001360



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 1830 NW 79 St
Unincorporated Miami-Dade County

District Located: 3
District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	60	226	0	0	164	0	152	602
TOTAL REVENUES:	0	60	226	0	0	164	0	152	602
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	50	180	0	0	144	0	132	506
Planning and Design	0	10	20	0	0	10	0	10	50
Project Contingency	0	0	26	0	0	10	0	10	46
TOTAL EXPENDITURES:	0	60	226	0	0	164	0	152	602

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST PERRINE TRASH AND RECYCLING CENTER

PROJECT #: 2000001363



DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphaltting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

LOCATION: 16651 SW 107 Ave
Unincorporated Miami-Dade County

District Located: 9
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Collection Operating Fund	0	60	57	158	95	0	0	190	560
TOTAL REVENUES:	0	60	57	158	95	0	0	190	560
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	50	42	158	80	0	0	160	490
Planning and Design	0	10	5	0	10	0	0	20	45
Project Contingency	0	0	10	0	5	0	0	10	25
TOTAL EXPENDITURES:	0	60	57	158	95	0	0	190	560

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET HOME CHEMICAL COLLECTION CENTER

PROJECT #: 507960



DESCRIPTION: Construct a new Home Chemical Collection (HC2) Center; provide drainage improvements to address ongoing flooding; improve vehicular flow to include resurfacing and striping

LOCATION: 8701 NW 58 St District Located: 12
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	1,048	1,585	0	0	0	0	0	0	2,633
TOTAL REVENUES:	1,048	1,585	0	0	0	0	0	0	2,633
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	340	1,431	0	0	0	0	0	0	1,771
Planning and Design	708	54	0	0	0	0	0	0	762
Project Contingency	0	100	0	0	0	0	0	0	100
TOTAL EXPENDITURES:	1,048	1,585	0	0	0	0	0	0	2,633

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET LANDFILL ACCESS ROAD

PROJECT #: 2000001383



DESCRIPTION: Improve access road to the 58 Street Landfill and various other infrastructure improvements

LOCATION: 8701 NW 58 St District Located: 12
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	405	0	0	0	0	0	0	405
TOTAL REVENUES:	0	405	0	0	0	0	0	0	405
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	310	0	0	0	0	0	0	310
Planning and Design	0	60	0	0	0	0	0	0	60
Project Contingency	0	35	0	0	0	0	0	0	35
TOTAL EXPENDITURES:	0	405	0	0	0	0	0	0	405

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - BACKUP POWER GENERATORS

PROJECT #: 509270



DESCRIPTION: Install five new emergency generators at the South Dade and North Dade Landfills, North East Transfer Stations and NW 58th Street facilities and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	957	0	0	0	0	0	0	1,060	2,017
TOTAL REVENUES:	957	0	0	0	0	0	0	1,060	2,017
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	163	0	0	0	0	0	0	80	243
Furniture Fixtures and Equipment	712	0	0	0	0	0	0	900	1,612
Planning and Design	55	0	0	0	0	0	0	80	135
Project Contingency	27	0	0	0	0	0	0	0	27
TOTAL EXPENDITURES:	957	0	0	0	0	0	0	1,060	2,017

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION

PROJECT #: 2000001373



DESCRIPTION: Perform improvements at the Central Transfer Station to include asphaltting of access roads, entrance signs, upgrade of storm-water management system, visual barriers, exterior painting of buildings and various other infrastructure improvements

LOCATION: 1150 NW 20 St
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	32	20	155	0	0	0	350	557
TOTAL REVENUES:	0	32	20	155	0	0	0	350	557
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	32	0	120	0	0	0	280	432
Planning and Design	0	0	20	20	0	0	0	40	80
Project Contingency	0	0	0	15	0	0	0	30	45
TOTAL EXPENDITURES:	0	32	20	155	0	0	0	350	557

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION

PROJECT #: 2000001352



BUILDING UPGRADE

DESCRIPTION: Perform structural and electrical repairs to certify building occupancy for 40/50 Year Building Recertification (1981) as per Section 8-11 (f) of the Miami-Dade County Code; perform electrical upgrades, roofing repairs to administration offices, canopies over scales and various other infrastructure improvements

LOCATION: 1150 NW 20 St
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	300	0	0	0	40	255	720	1,315
TOTAL REVENUES:	0	300	0	0	0	40	255	720	1,315
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	215	0	0	0	0	200	325	740
Furniture Fixtures and Equipment	0	40	0	0	0	0	0	320	360
Planning and Design	0	20	0	0	0	40	25	45	130
Project Contingency	0	25	0	0	0	0	30	30	85
TOTAL EXPENDITURES:	0	300	0	0	0	40	255	720	1,315

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION

PROJECT #: 2000001349



EQUIPMENT

DESCRIPTION: Replace scales, barrier arms, compactors, odor control systems, leachate pumps, control panels, fiber optics, telephone systems and various other infrastructure improvements

LOCATION: 1150 NW 20 St District Located: 3
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	50	0	0	60	4,000	4,520	8,630
TOTAL REVENUES:	0	0	50	0	0	60	4,000	4,520	8,630
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	40	40
Furniture Fixtures and Equipment	0	0	50	0	0	60	4,000	4,440	8,550
Planning and Design	0	0	0	0	0	0	0	40	40
TOTAL EXPENDITURES:	0	0	50	0	0	60	4,000	4,520	8,630

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION

PROJECT #: 2000001378



TIP FLOOR

DESCRIPTION: Retrofit tip floor and push walls at the Central Transfer Station every five years and various other infrastructure improvements

LOCATION: 1150 NW 20 St District Located: 3
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	300	0	0	0	300	900	1,500
TOTAL REVENUES:	0	0	300	0	0	0	300	900	1,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	210	0	0	0	210	630	1,050
Planning and Design	0	0	65	0	0	0	65	195	325
Project Contingency	0	0	25	0	0	0	25	75	125
TOTAL EXPENDITURES:	0	0	300	0	0	0	300	900	1,500

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - FUTURE PROJECTS

PROJECT #: 2000001386



DESCRIPTION: Improvements to the South Dade and 58 Street Home Chemical Centers access roads, buildings and facilities; design and construct tipping floor push walls and ramps every five years at the West Transfer Station and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	535	0	0	2,409	2,944
TOTAL REVENUES:	0	0	0	0	535	0	0	2,409	2,944
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	0	450	0	0	1,975	2,425
Planning and Design	0	0	0	0	45	0	0	250	295
Project Contingency	0	0	0	0	40	0	0	184	224
TOTAL EXPENDITURES:	0	0	0	0	535	0	0	2,409	2,944

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL

PROJECT #: 2000001393



DESCRIPTION: Provide various infrastructure improvements as necessary to the North Dade Landfill administrative building

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	190	0	0	0	0	0	190	380
TOTAL REVENUES:	0	190	0	0	0	0	0	190	380
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	145	0	0	0	0	0	145	290
Planning and Design	0	30	0	0	0	0	0	30	60
Project Contingency	0	15	0	0	0	0	0	15	30
TOTAL EXPENDITURES:	0	190	0	0	0	0	0	190	380

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL ACCESS ROAD

PROJECT #: 2000001382



DESCRIPTION: Improve access road to the North Dade Landfill and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	40	210	0	0	0	0	0	250
TOTAL REVENUES:	0	40	210	0	0	0	0	0	250
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	170	0	0	0	0	0	170
Planning and Design	0	40	20	0	0	0	0	0	60
Project Contingency	0	0	20	0	0	0	0	0	20
TOTAL EXPENDITURES:	0	40	210	0	0	0	0	0	250

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL SCALE HOUSE

PROJECT #: 2000001347



DESCRIPTION: Install cameras and canopies over scales, renovate restrooms and various other infrastructure improvements as necessary at the North Dade Landfill

LOCATION: 21500 NW 47 Ave
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	20	370	0	0	0	0	0	320	710
TOTAL REVENUES:	20	370	0	0	0	0	0	320	710
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	310	0	0	0	0	0	250	560
Planning and Design	20	30	0	0	0	0	0	40	90
Project Contingency	0	30	0	0	0	0	0	30	60
TOTAL EXPENDITURES:	20	370	0	0	0	0	0	320	710

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION

PROJECT #: 2000001374



DESCRIPTION: Provide various improvements to include asphaltting of access roads, upgrading the storm-water management system, removing visual barriers, updating entrance signs, exterior painting of buildings and various other infrastructure improvements

LOCATION: 18701 NE 6 Ave
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	375	320	0	10	20	0	640	1,365
TOTAL REVENUES:	0	375	320	0	10	20	0	640	1,365
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	300	275	0	0	0	0	550	1,125
Furniture Fixtures and Equipment	0	0	0	0	10	20	0	0	30
Planning and Design	0	40	20	0	0	0	0	40	100
Project Contingency	0	35	25	0	0	0	0	50	110
TOTAL EXPENDITURES:	0	375	320	0	10	20	0	640	1,365

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER

PROJECT #: 2000001353



STATION BUILDING UPGRADE

DESCRIPTION: Perform structural and electrical repairs to certify building occupancy for 40/50 Year Building Recertification as per Section 8-11 (f) of the Miami-Dade County Code; perform infrastructure improvements to include electrical upgrades, roofing repairs to the administrative offices, canopies over scales and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	325	245	0	0	0	0	1,220	1,790
TOTAL REVENUES:	0	325	245	0	0	0	0	1,220	1,790
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	265	200	0	0	0	0	750	1,215
Furniture Fixtures and Equipment	0	0	0	0	0	0	0	320	320
Planning and Design	0	40	25	0	0	0	0	80	145
Project Contingency	0	20	20	0	0	0	0	70	110
TOTAL EXPENDITURES:	0	325	245	0	0	0	0	1,220	1,790

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER

PROJECT #: 2000001350



STATION EQUIPMENT

DESCRIPTION: Replace scales, barrier arms, compactors and grizzles, odor control systems, leachate pumps and control panels, fiber optics, telephone systems and various other infrastructure improvements at the Northeast Transfer Station

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	220	2,860	160	0	0	60	2,880	6,180
TOTAL REVENUES:	0	220	2,860	160	0	0	60	2,880	6,180
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	10	0	0	0	0	0	40	50
Furniture Fixtures and Equipment	0	190	2,860	160	0	0	60	2,820	6,090
Planning and Design	0	10	0	0	0	0	0	20	30
Project Contingency	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	220	2,860	160	0	0	60	2,880	6,180

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER

PROJECT #: 2000001384



STATION TIPPING FLOOR

DESCRIPTION: Retrofit tip floor, surge pit and ramp every five years and various other infrastructure improvements
 LOCATION: 18701 NE 6 Ave District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	45	230	0	0	0	0	400	1,200	1,875
TOTAL REVENUES:	45	230	0	0	0	0	400	1,200	1,875
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	200	0	0	0	0	350	1,050	1,600
Planning and Design	45	20	0	0	0	0	30	90	185
Project Contingency	0	10	0	0	0	0	20	60	90
TOTAL EXPENDITURES:	45	230	0	0	0	0	400	1,200	1,875

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - RESOURCES RECOVERY

PROJECT #: 508640



DESCRIPTION: Continue on-going capital improvements to include a new transformer, turbine control upgrades, enhanced boiler protection, parking lot lighting, storm drainage, installation of fire hoses at the Bio Mass building, replace the old trailers with a permanent structure, dust suppression system, purchase 10 acres of land south of the Resources Recovery and the value of Net Inventory and Rolling Stock due to Covanta on current Agreement termination
 LOCATION: 6990 NW 97 Ave District Located: 12
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Donations	1,000	0	0	0	0	0	0	0	1,000
Waste Disposal Operating Fund	13,731	0	0	0	26,000	0	0	0	39,731
TOTAL REVENUES:	14,731	0	0	0	26,000	0	0	0	40,731
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	5,723	0	0	0	0	0	0	0	5,723
Land Acquisition/Improvements	8,413	0	0	0	0	0	0	0	8,413
Other Capital	0	0	0	0	26,000	0	0	0	26,000
Planning and Design	595	0	0	0	0	0	0	0	595
TOTAL EXPENDITURES:	14,731	0	0	0	26,000	0	0	0	40,731

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL

PROJECT #: 2000001392



DESCRIPTION: Perform structural and electrical repairs to certify building occupancy for 40/50 Year Building Recertification (1981) as per Section 8-11 (f) of the Miami-Dade County Code; renovate restrooms

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	200	30	285	0	0	655	520	1,690
TOTAL REVENUES:	0	200	30	285	0	0	655	520	1,690
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	155	0	250	0	0	550	405	1,360
Planning and Design	0	30	30	15	0	0	50	80	205
Project Contingency	0	15	0	20	0	0	55	35	125
TOTAL EXPENDITURES:	0	200	30	285	0	0	655	520	1,690

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL ACCESS ROAD

PROJECT #: 2000001379



DESCRIPTION: Improve access road to the South Dade Landfill and perform various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	45	490	0	0	0	0	0	490	1,025
TOTAL REVENUES:	45	490	0	0	0	0	0	490	1,025
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	420	0	0	0	0	0	420	840
Planning and Design	45	40	0	0	0	0	0	40	125
Project Contingency	0	30	0	0	0	0	0	30	60
TOTAL EXPENDITURES:	45	490	0	0	0	0	0	490	1,025

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL SCALEHOUSE

PROJECT #: 2000001346



DESCRIPTION: Install cameras and scales canopies over scales, upgrade restrooms and perform miscellaneous and general office infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	565	0	0	0	0	0	320	885
TOTAL REVENUES:	0	565	0	0	0	0	0	320	885
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	475	0	0	0	0	0	250	725
Planning and Design	0	45	0	0	0	0	0	40	85
Project Contingency	0	45	0	0	0	0	0	30	75
TOTAL EXPENDITURES:	0	565	0	0	0	0	0	320	885

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL TIP

PROJECT #: 2000000629



FLOOR

DESCRIPTION: Perform improvements to the facility to include tipping floor restoration and expansion, replacement of fire suppression system, roof repairs, electrical upgrades and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	2,419	605	0	35	285	0	0	855	4,199
TOTAL REVENUES:	2,419	605	0	35	285	0	0	855	4,199
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	2,138	550	0	0	225	0	0	675	3,588
Planning and Design	168	35	0	35	35	0	0	105	378
Project Contingency	113	20	0	0	25	0	0	75	233
TOTAL EXPENDITURES:	2,419	605	0	35	285	0	0	855	4,199

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION

PROJECT #: 2000001372



DESCRIPTION: Provide improvements to include asphaltting of access roads, entrance signs, upgrade of storm-water management system, visual barriers, exterior painting of buildings and various other infrastructure improvements

LOCATION: 2900 SW 72 Ave District Located: 6
Coral Gables District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	12	20	415	30	0	0	830	1,307
TOTAL REVENUES:	0	12	20	415	30	0	0	830	1,307
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	12	0	380	30	0	0	760	1,182
Planning and Design	0	0	20	10	0	0	0	20	50
Project Contingency	0	0	0	25	0	0	0	50	75
TOTAL EXPENDITURES:	0	12	20	415	30	0	0	830	1,307

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION

PROJECT #: 2000001351



BUILDING UPGRADE

DESCRIPTION: Perform structural and electrical repairs to certify building occupancy for 40/50 Year Building Recertification as per Section 8-11 (f) of the Miami-Dade County Code; Perform electrical upgrades, roofing repairs to the administrative building, install canopies over scales and scale house; Provide employee breakroom, restroom and various other infrastructure improvements

LOCATION: 2900 SW 72 Ave
Coral Gables

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	640	775	99	0	30	0	800	2,344
TOTAL REVENUES:	0	640	775	99	0	30	0	800	2,344
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	540	715	84	0	0	0	350	1,689
Furniture Fixtures and Equipment	0	30	0	0	0	30	0	320	380
Planning and Design	0	70	30	15	0	0	0	80	195
Project Contingency	0	0	30	0	0	0	0	50	80
TOTAL EXPENDITURES:	0	640	775	99	0	30	0	800	2,344

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION

PROJECT #: 2000001348



EQUIPMENT

DESCRIPTION: Replace scales, barrier arms, grizzlies, odor control systems, leachate pumps and control panels, fiber optics, telephone systems and various other infrastructure improvements

LOCATION: 2900 SW 72 Ave
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	100	0	820	60	160	0	0	280	1,420
TOTAL REVENUES:	100	0	820	60	160	0	0	280	1,420
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	425	0	0	0	0	125	550
Furniture Fixtures and Equipment	0	0	250	60	160	0	0	120	590
Planning and Design	0	0	20	0	0	0	0	25	45
Project Contingency	0	0	45	0	0	0	0	10	55
Technology Hardware/Software	100	0	80	0	0	0	0	0	180
TOTAL EXPENDITURES:	100	0	820	60	160	0	0	280	1,420

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

ENVIRONMENTAL IMPROVEMENTS - NORTH DADE LANDFILL GAS MANAGEMENT SYSTEM

PROJECT #: 2000001359



DESCRIPTION: Upgrade, refurbish and construct new elements of the Landfill Gas Management System at the North Dade Landfill

LOCATION: 21500 NW 47 Ave

Unincorporated Miami-Dade County

District Located: 1

District(s) Served:

1

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	120	960	0	655	0	0	0	1,735
TOTAL REVENUES:	0	120	960	0	655	0	0	0	1,735
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	800	0	550	0	0	0	1,350
Planning and Design	0	120	80	0	50	0	0	0	250
Project Contingency	0	0	80	0	55	0	0	0	135
TOTAL EXPENDITURES:	0	120	960	0	655	0	0	0	1,735

ENVIRONMENTAL IMPROVEMENTS - NORTH DADE LANDFILL GROUNDWATER AND MONITORING WELLS

PROJECT #: 2000001357



DESCRIPTION: Install groundwater remediation system, monitoring well pumps and other equipment at the North Dade Landfill to perform Florida Department of Environmental Protection Agency and United States Environmental Protection Agency sampling.

LOCATION: 21500 NW 47 Ave

Unincorporated Miami-Dade County

District Located: 1

District(s) Served:

1

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2005	1,480	0	0	0	0	0	0	0	1,480
Waste Disposal Operating Fund	0	0	96	0	0	0	0	192	288
TOTAL REVENUES:	1,480	0	96	0	0	0	0	192	1,768
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	24	0	0	0	0	1,311	1,335
Furniture Fixtures and Equipment	0	0	72	0	0	0	0	144	216
Planning and Design	0	0	0	0	0	0	0	100	100
Project Contingency	0	0	0	0	0	0	0	117	117
TOTAL EXPENDITURES:	0	0	96	0	0	0	0	1,672	1,768

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ENVIRONMENTAL IMPROVEMENTS - RESOURCES RECOVERY ASH LANDFILL

PROJECT #: 2000001358



DESCRIPTION: Install groundwater monitoring well pumps and other equipment at the Resources Recovery Ash Landfill to perform Florida Department of Environmental Protection Agency and United States Environmental Protection Agency sampling

LOCATION: 6990 NW 97 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	72	0	0	0	0	144	216
TOTAL REVENUES:	0	0	72	0	0	0	0	144	216
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	18	0	0	0	0	36	54
Furniture Fixtures and Equipment	0	0	54	0	0	0	0	108	162
TOTAL EXPENDITURES:	0	0	72	0	0	0	0	144	216

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL GAS COLLECTION AND CONTROL SYSTEM

PROJECT #: 2000001354



DESCRIPTION: Design and construct a landfill gas collection system at the South Dade Landfill to control odor and air emissions issues per Florida Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	1,330	0	720	0	0	130	1,900	4,080
TOTAL REVENUES:	0	1,330	0	720	0	0	130	1,900	4,080
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	1,100	0	600	0	0	0	1,500	3,200
Planning and Design	0	120	0	60	0	0	130	250	560
Project Contingency	0	110	0	60	0	0	0	150	320
TOTAL EXPENDITURES:	0	1,330	0	720	0	0	130	1,900	4,080

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL GROUNDWATER

PROJECT #: 2000001356



DESCRIPTION: Install groundwater monitoring well pumps and other equipment at the South Dade Landfill to perform Florida Department of Environmental Protection Agency and United States Environmental Protection Agency sampling

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	151	0	0	0	0	303	454
TOTAL REVENUES:	0	0	151	0	0	0	0	303	454
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	38	0	0	0	0	76	114
Furniture Fixtures and Equipment	0	0	113	0	0	0	0	227	340
TOTAL EXPENDITURES:	0	0	151	0	0	0	0	303	454

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ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL SBR SYSTEM

PROJECT #: 2000001381



DESCRIPTION: Provide various capital improvements to the Sequence Batch Reactor (SBR) at South Dade Landfill for continued treatment of leachate and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	598	573	207	383	0	0	1,695	3,456
TOTAL REVENUES:	0	598	573	207	383	0	0	1,695	3,456
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	452	326	30	325	0	0	1,575	2,708
Furniture Fixtures and Equipment	0	60	171	125	47	0	0	0	403
Planning and Design	0	41	31	32	11	0	0	120	235
Project Contingency	0	45	45	20	0	0	0	0	110
TOTAL EXPENDITURES:	0	598	573	207	383	0	0	1,695	3,456

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL STORMWATER SYSTEM

PROJECT #: 2000001380



DESCRIPTION: Improve South Dade Landfill Storm-water system and various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	60	385	0	0	0	445
TOTAL REVENUES:	0	0	0	60	385	0	0	0	445
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	0	325	0	0	0	325
Planning and Design	0	0	0	60	30	0	0	0	90
Project Contingency	0	0	0	0	30	0	0	0	30
TOTAL EXPENDITURES:	0	0	0	60	385	0	0	0	445

LAND ACQUISITION - NORTH DADE LANDFILL

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	1	0	3,395	3,404	0	0	0	0	6,800
TOTAL REVENUES:	1	0	3,395	3,404	0	0	0	0	6,800
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Land Acquisition/Improvements	0	0	3,200	3,200	0	0	0	0	6,400
Planning and Design	1	0	195	204	0	0	0	0	400
TOTAL EXPENDITURES:	1	0	3,395	3,404	0	0	0	0	6,800

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LAND ACQUISITION - SOUTH DADE LANDFILL

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 District Located: 8
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	8	0	2,600	2,692	0	0	0	0	5,300
TOTAL REVENUES:	8	0	2,600	2,692	0	0	0	0	5,300
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Land Acquisition/Improvements	0	0	2,500	2,592	0	0	0	0	5,092
Planning and Design	8	0	100	100	0	0	0	0	208
TOTAL EXPENDITURES:	8	0	2,600	2,692	0	0	0	0	5,300

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - FUTURE PROJECTS

PROJECT #: 2000001390



DESCRIPTION: Permit, design and construct East and West Cells at the North Dade Landfill and horizontal expansion at the South Dade Landfill to extend disposal capacity to include Cell 6; Design and construct closure of North Dade Landfill East and West Cells, Resources Recovery Cell 20, and South Dade Landfill Cell 5 and Cell 6 per Florida Department of Environmental Protection regulations

LOCATION: Various Sites District Located: 1, 8, 12
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	0	0	0	26,150	26,150
Notes/Bonds									
Utility Service Fee	0	0	0	100	3,920	16,100	0	43,231	63,351
Waste Disposal Operating Fund	0	0	0	450	7,000	0	0	14,000	21,450
TOTAL REVENUES:	0	0	0	550	10,920	16,100	0	83,381	110,951
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	0	9,500	12,650	0	71,110	93,260
Planning and Design	0	0	0	550	700	2,250	0	6,936	10,436
Project Contingency	0	0	0	0	720	1,200	0	5,335	7,255
TOTAL EXPENDITURES:	0	0	0	550	10,920	16,100	0	83,381	110,951

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - MIAMI GARDENS LANDFILL

PROJECT #: 2000000352



DESCRIPTION: Close five-acre Miami Gardens landfill site

LOCATION: NW 37 Ave and NW 183 St District Located: 1
Miami Gardens District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Utility Service Fee	164	320	3,010	0	0	0	0	0	3,494
TOTAL REVENUES:	164	320	3,010	0	0	0	0	0	3,494
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	200	2,800	0	0	0	0	0	3,000
Planning and Design	164	120	10	0	0	0	0	0	294
Project Contingency	0	0	200	0	0	0	0	0	200
TOTAL EXPENDITURES:	164	320	3,010	0	0	0	0	0	3,494

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LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - MUNISPORT LANDFILL

PROJECT #: 5010690



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

LOCATION: NE 152 St and Biscayne Blvd
North Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Interest Earnings	4,705	0	0	0	0	0	0	0	4,705
Solid Waste System Rev. Bonds Series 2005	31,027	0	0	0	0	0	0	0	31,027
TOTAL REVENUES:	35,732	0	0	0	0	0	0	0	35,732
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	29,524	2,354	0	0	2,354	0	1,500	0	35,732
TOTAL EXPENDITURES:	29,524	2,354	0	0	2,354	0	1,500	0	35,732

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - NORTH DADE LANDFILL VERTICAL EXPANSION

PROJECT #: 2000001052



DESCRIPTION: Conduct engineering evaluation to determine feasibility of extending the disposal capacity at the North 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: 21500 NW 47 Ave
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	100	260	90	0	0	0	0	0	450
TOTAL REVENUES:	100	260	90	0	0	0	0	0	450
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Planning and Design	100	260	50	0	0	0	0	0	410
Project Contingency	0	0	40	0	0	0	0	0	40
TOTAL EXPENDITURES:	100	260	90	0	0	0	0	0	450

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - SOUTH DADE LANDFILL CELL 4

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
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Utility Service Fee	0	0	225	1,310	13,750	0	0	0	15,285
Waste Disposal Operating Fund	1	0	0	0	0	0	0	0	1
TOTAL REVENUES:	1	0	225	1,310	13,750	0	0	0	15,286
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	1,190	11,250	0	0	0	12,440
Planning and Design	0	0	225	120	1,200	0	0	0	1,545
Project Contingency	1	0	0	0	1,300	0	0	0	1,301
TOTAL EXPENDITURES:	1	0	225	1,310	13,750	0	0	0	15,286

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LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - SOUTH DADE LANDFILL

PROJECT #: 2000001054



HORIZONTAL EXPANSION

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 District Located: 8
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	50	150	300	300	0	0	0	800
TOTAL REVENUES:	0	50	150	300	300	0	0	0	800
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Planning and Design	0	50	150	300	300	0	0	0	800
TOTAL EXPENDITURES:	0	50	150	300	300	0	0	0	800

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - VIRGINIA KEY LANDFILL

PROJECT #: 606610



DESCRIPTION: Close the City of Miami Virginia Key Landfill

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2005	28,285	0	0	0	0	0	0	0	28,285
Utility Service Fee	0	0	0	2,335	0	0	0	15,380	17,715
TOTAL REVENUES:	28,285	0	0	2,335	0	0	0	15,380	46,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	2,507	0	15,500	7,000	0	0	0	15,380	40,387
Planning and Design	2,873	250	650	400	0	0	0	0	4,173
Project Contingency	0	120	120	1,200	0	0	0	0	1,440
TOTAL EXPENDITURES:	5,380	370	16,270	8,600	0	0	0	15,380	46,000

LONG TERM FUTURE PROJECTS - 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 years old and in disrepair

LOCATION: To Be Determined District Located: 1
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	2,500	300	200	100	100	24,500	27,700
TOTAL REVENUES:	0	0	2,500	300	200	100	100	24,500	27,700
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	22,000	22,000
Land Acquisition/Improvements	0	0	2,500	0	0	0	0	0	2,500
Planning and Design	0	0	0	300	200	100	100	1,800	2,500
Project Contingency	0	0	0	0	0	0	0	700	700
TOTAL EXPENDITURES:	0	0	2,500	300	200	100	100	24,500	27,700

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LONG TERM FUTURE PROJECTS - NEW TRANSFER STATION (SOUTH DADE)

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Waste Disposal Operating Fund	0	200	4,400	1,300	18,400	15,700	0	0	40,000
TOTAL REVENUES:	0	200	4,400	1,300	18,400	15,700	0	0	40,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	0	800	18,000	14,000	0	0	32,800
Land Acquisition/Improvements	0	0	4,200	500	400	200	0	0	5,300
Planning and Design	0	200	200	0	0	1,500	0	0	1,900
TOTAL EXPENDITURES:	0	200	4,400	1,300	18,400	15,700	0	0	40,000

MOSQUITO CONTROL AND HABITAT MANAGEMENT BUILDING

PROJECT #: 2000001394



DESCRIPTION: Construct a new 9,000 sq ft LEED certified facility to house Mosquito Control and Habitat Management operations; provide drainage improvements to address ongoing flooding; improve vehicular flow to include resurfacing and striping
 LOCATION: 8901 NW 58 St District Located: 12
 Unincorporated Miami-Dade County District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	500	0	0	0	0	0	0	0	500
CIIP Program Revenues	0	4,322	2,423	85	0	0	0	0	6,830
TOTAL REVENUES:	500	4,322	2,423	85	0	0	0	0	7,330
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	4,070	1,260	0	0	0	0	0	5,330
Furniture Fixtures and Equipment	0	0	450	0	0	0	0	0	450
Planning and Design	0	402	422	0	0	0	0	0	824
Project Contingency	0	0	341	0	0	0	0	0	341
Technology Hardware/Software	0	150	150	85	0	0	0	0	385
TOTAL EXPENDITURES:	0	4,622	2,623	85	0	0	0	0	7,330

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
HICKMAN GARAGE - BUILDING IMPROVEMENTS	270 NW 2 St	2,600
RESOURCES RECOVERY FACILITY - NEW	To Be Determined	1,600,000
TRAINING AND EDUCATION FACILITY - NEW	To Be Determined	2,000
TRASH AND RECYCLING CENTER (WEST) - NEW	To Be Determined	5,650
UNFUNDED TOTAL		1,610,250

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

Neighborhood Trash and Recycling Centers

1. North Dade 21500 NW 47 Ave
2. Norwood 199010 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

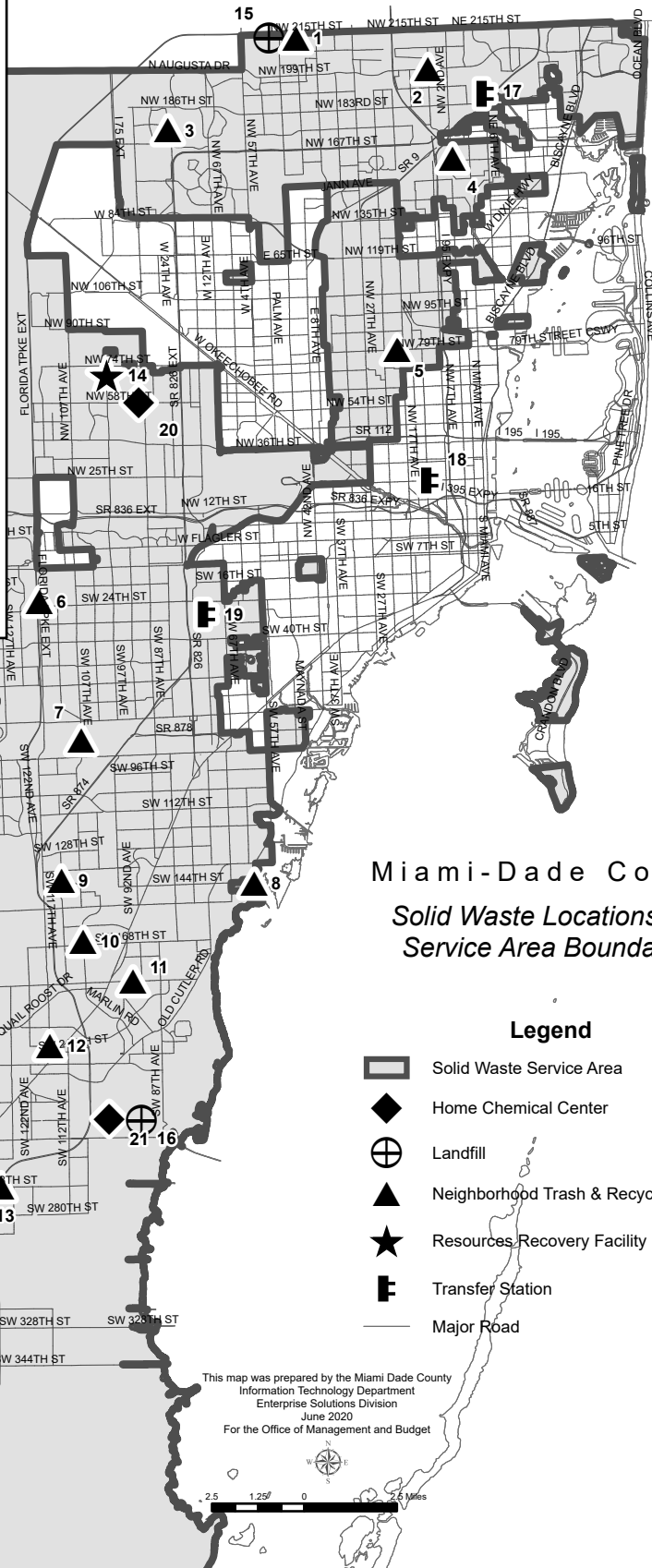
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave

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



Miami-Dade County
Solid Waste Locations and
Service Area Boundaries

Legend

- Solid Waste Service Area
- Home Chemical Center
- Landfill
- Neighborhood Trash & Recycling Center
- Resources Recovery Facility
- Transfer Station
- Major Road

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

Water and Sewer

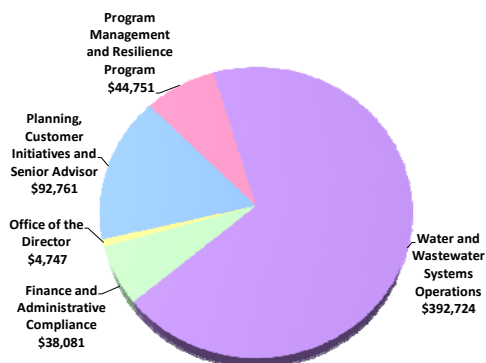
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures and providing for process improvements and cost efficiencies.

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 both a water and a wastewater system. The Water System consists of three regional water 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). 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 Floridan Aquifer and more than 8,700 miles of water distribution mains. The Wastewater System includes three regional wastewater treatment plants with a total permitted capacity of 376 MGD, more than 1,000 sewer pump stations 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.

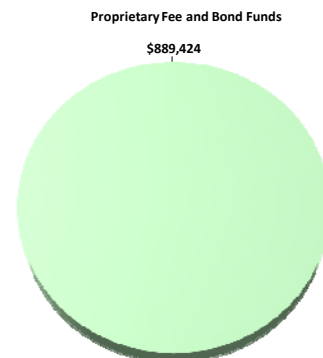
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 450,000 water and 366,000 wastewater retail customers as of September 30, 2019. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale (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 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u> Formulates and establishes departmental policy; directs overall operations</p> <table><tr><td><u>FY 19-20</u> 12</td><td><u>FY 20-21</u> 8</td></tr></table>	<u>FY 19-20</u> 12	<u>FY 20-21</u> 8
<u>FY 19-20</u> 12	<u>FY 20-21</u> 8		
	<p style="text-align: center;"><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>FY 19-20</u> 1,635</td><td><u>FY 20-21</u> 1,670</td></tr></table>	<u>FY 19-20</u> 1,635	<u>FY 20-21</u> 1,670
<u>FY 19-20</u> 1,635	<u>FY 20-21</u> 1,670		
	<p style="text-align: center;"><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</p> <table><tr><td><u>FY 19-20</u> 238</td><td><u>FY 20-21</u> 237</td></tr></table>	<u>FY 19-20</u> 238	<u>FY 20-21</u> 237
<u>FY 19-20</u> 238	<u>FY 20-21</u> 237		
	<p style="text-align: center;"><u>PROGRAM MANAGEMENT AND RESILIENCE PROGRAM</u> Directs water and wastewater design and construction activities for plants and pipelines; oversees the Resilience Program</p> <table><tr><td><u>FY 19-20</u> 329</td><td><u>FY 20-21</u> 162</td></tr></table>	<u>FY 19-20</u> 329	<u>FY 20-21</u> 162
<u>FY 19-20</u> 329	<u>FY 20-21</u> 162		
	<p style="text-align: center;"><u>PLANNING, CUSTOMER INITIATIVES AND SENIOR ADVISOR</u> Directs the planning of the capital improvement program, compliance with state and federal agreements, utilities development, legislative activities, municipal policies, procurement, personnel, customer service and public information dissemination; oversees Consent Decree program and directs renewal and replacement capital projects, fleet and general activities</p> <table><tr><td><u>FY 19-20</u> 602</td><td><u>FY 20-21</u> 739</td></tr></table>	<u>FY 19-20</u> 602	<u>FY 20-21</u> 739
<u>FY 19-20</u> 602	<u>FY 20-21</u> 739		

The FY 2020-21 total number of full-time equivalent positions is 2,816.8

FY 2020 - 21 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 2020-21 Adopted Budget continues a phased-in water and wastewater rate restructuring to all retail customers 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; rate structures for all tiers of residential, multi-family and non-residential customers were increased; the multi-family rate increase is higher than that for single family residential customers
- As part of a reorganization performed in FY 2019-20, four positions were transferred out of the Office of the Director: one to the Finance and Administrative Compliance Division and three to the Planning, Customer Initiatives and Senior Advisor Division
- Effective October 1, 2020, the wholesale water rate will increase by \$0.1043, from \$1.6904 to \$1.7947 per thousand gallons; the wastewater wholesale rate will also increase by \$0.1017, from \$3.1954 to \$3.2971 per thousand gallons; wholesale customers' bills include a true-up credit adjustment to recover actual cost for FY 2018-19
- The FY 2020-21 Adopted Budget includes a Memorandum of Understanding with the Office of the Inspector General to perform specialized audits as required (\$50,000) and payments to the Audit and Management Services Department for expenses associated with audits and reviews (\$500,000)
- In FY 2020-21, the Department will be revising its Leak Adjustment policies to provide additional options for residents that experience undetected leaks; proposed changes now include adjustments for unconcealed leaks and high bills with unknown sources (after certain requirements are met) and changes to existing leak adjustment policies that extend repair time and frequency of adjustments; the estimated fiscal impact is a \$1.4 million reduction in retail revenues

DIVISION: WATER AND WASTEWATER SYSTEMS OPERATIONS

Operates and maintains the water and wastewater treatment plants, pump stations, 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, meters, 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
- 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
- Directs security activities as well as the emergency communication center when activated

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

Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Average time to respond to sewage overflows (in minutes)	NI2-1	HW-1	EF	↓	49	39	45	45	45
Percentage of non-emergency requests dispatched in less than three business days	NI2-1	HW-1	OC	↑	78%	82%	99%	99%	99%
Percentage of pumps in service*	NI2-1	HW-1	EF	↑	100%	95%	100%	99%	99%
Wastewater mainline valves exercised	NI2-1	HW-1	OP	↔	6,484	6,314	6,000	6,240	6,000
Percentage compliance with drinking water standards	NI2-1	HW-1	OC	↑	100%	100%	100%	100%	100%

*In FY 18-19 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 18-19 Actual has been updated accordingly

DIVISION COMMENTS

- As part of a reorganization performed in FY 2019-20, a total of 35 positions were transferred into the Water and Wastewater Systems Operation Division from the Planning, Customer Initiatives and Senior Advisor Division

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	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+	Aa-	Aa-	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 18-19 from A+ to Aa- reflects an improvement

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

DIVISION COMMENTS

- As part of a reorganization performed in FY 2019-20, one position was transferred into the Finance and Administrative Compliance Division from the Office of the Director and two positions were transferred out to the Planning, Customer Initiatives and Senior Advisor Division
- The FY 2020-21 Adopted Budget includes payments to the Finance Department for expenses associated with cash management services (\$50,000)
- The FY 2019-20 year-end combined fund balance is projected to be \$112 million in rate stabilization and general reserve funds; in FY 2020-21, these reserves are expected to increase to a combined balance of \$117.8 million; in addition, the Department is projecting a year end fund balance of \$79.3 million in the operating budget pursuant to the bond ordinances

DIVISION: PROGRAM MANAGEMENT AND RESILIENCE PROGRAM

Directs compliance with state and federal agreements related to the ocean outfall legislation and resilience programs.

- Directs design and construction activities for both water and wastewater plants and pipelines
- Oversees capital program management for programs such as the Ocean Outfall Program and flow reduction programs
- Directs resilience program including Water Use Efficiency and Water Loss Reduction programs

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of Ocean Outfall Legislation projects on schedule	NI2-1	IE-1	OC	↑	100%	100%	100%	100%	100%
Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Program (in thousands)*	NI1-2	HW-1	OC	↑	189	287	160	200	200

* The FY 19-20 Projection and FY 20-21 Target reflect impacts due to COVID-19

DIVISION COMMENTS

- As part of a reorganization performed in FY 2019-20, a total of 167 positions were transferred from the Program Management and Resilience Program to the Planning, Customer Initiatives and Senior Advisor Division
- The FY 2020-21 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)
- In FY 2020-21, 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

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

DIVISION: PLANNING, CUSTOMER INITIATIVES AND SENIOR ADVISOR

Directs planning of water and wastewater facilities and infrastructure, oversees environmental regulations compliance, legislative and municipal policies and public information dissemination; directs retail customer services, procurement, human resources, fleet and other general maintenance services.

- Directs planning of water and wastewater facilities and infrastructure
- Oversees environmental regulations and compliance with federal and state agreements
- Processes applications for new water services, mains, pump stations and fire hydrant installations by private contractors
- Oversees compliance with the Consent Decree Program and capital renewal and replacement activities
- 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of Consent Decree Wastewater Projects on Schedule*	NI2-1	IE-1	OC	↑	99%	93%	97%	91%	86%
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%
Training hours per employee**	NI2-1	LS-1	OP	↔	15	14	19	17	17
Average call wait time (in minutes)***	NI2-1	LS-2	EF	↓	3.0	1.2	2.5	3.5	3.5
Percentage of calls answered within two minutes (monthly)***	NI2-1	LS-2	OC	↑	53%	76%	70%	45%	50%

* The FY 19-20 Projection and FY 20-21 Target continue to trend lower due to consent decree projects having construction delays, contractor defaults, contractor terminations and impacts related to COVID-19

** The FY 19-20 Projection and FY 20-21 Target reflect impacts from COVID-19

*** The FY 18-19 Actual wait time decreased because the Department reassigned pool reserve agents to be utilized during peak times; the FY 19-20 Projection and FY 20-21 Target reflect impacts from COVID-19

DIVISION COMMENTS

- As part of a reorganization performed in FY 2019-20, a total of 35 positions were transferred out of the Planning, Customer Initiatives and Senior Advisor division to the Water and Waste Water Systems Operations Division and a total of 172 positions were transferred into the Planning, Customer Initiatives and Senior Advisor Division, three coming from the Office of the Director, two coming from Finance and Administrative Compliance and 167 from the Program Management and Resilience Program Division
- The FY 2020-21 Adopted Budget includes a payment to the Community Action and Human Services Department for landscape maintenance by the Greater Miami Service Corps (\$100,000)
- 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 2020-21 Adopted Budget includes a payment to the Human Resources Department for testing and validation services (\$47,000)

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

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  In FY 2019-20, while developing the FY 2020-21 Adopted Budget and Multi-Year Capital Plan, the Department continued to evaluate all capital projects with an emphasis on all federal, state and local requirements; as a result of the review, project scopes, estimates and the timing of many projects were modified and new projects were added in the amount of \$357.7 million; WASD's capital plan decreased by \$366.3 million due to projects being completed or removed and changes to active projects based on pricing and scope revisions increased the capital plan by \$3.9 million; based on departmental reviews and project modifications, the multi-year capital plan decreased by \$4.7 million from FY 2019-20
-  The Department's FY 2020-21 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 and transmission lines and necessary upgrades (\$7.519 billion); the capital plan addresses \$5.743 billion in wastewater needs, \$1.65 billion in water needs and BBC-GOB Water and Wastewater projects of \$126.838 million
-  The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of various water system capital projects such as the Hialeah/Preston Water Treatment Plant (\$11.152 million), Alexander Orr Water Treatment Plant (\$12.293 million), Small Diameter Water Main Replacement Program (\$18.459 million) and Water Distribution System (\$22.374 million)
-  The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan also addresses the continued implementation of various wastewater systems capital projects such as the Pump Station Improvement Program (\$13.983 million), Ocean Outfalls Program (\$75.713 million), Consent Decree (\$210.944 million) and Pump Station Resilience Program (\$15.728 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 2020-21, the Department is continuing to increase its focus on its Inflow and Infiltration Program 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 capital and operational savings; the FY 2020-21 budget for I&I is \$11.9 million
-  For FY 2020-21, the Department streamlined the Outfall Legislation capital project (total \$1.354 billion) to only include the legislation and regulatory component, separating out the capacity component project to be programmed as South District Expansion (total \$651.209 million)
-  In FY 2019-20, the Department will introduce a resolution that authorizes the Agreement for Capacity Allocation in Phase 1 of the C-51 Reservoir to the Board of County Commissioners; the project will provide a regional alternative water supply and involves construction of a 14,000 acre-foot in-ground reservoir in central Palm Beach County

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	619	968	992	756	899
Fuel	2,913	2,833	3,069	3,545	3,717
Overtime	16,053	15,894	16,082	16,006	16,398
Rent	798	320	838	739	962
Security Services	11,888	11,589	14,000	12,600	13,500
Temporary Services	773	908	1,517	1,008	1,660
Travel and Registration	222	148	402	329	335

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

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 19-20	Adopted Fee FY 20-21	Dollar Impact FY 20-21
• Domestic Waste Disposal Fee - After Hours Fee (Per 100 gallons)	\$10.00	\$13.10	\$774,000
• Fats, Oil and Grease Fee - After Hours (Per 100 gallons)	\$14.00	\$18.80	\$852,000
• Fats, Oil, Grease (FOG) and Other Waste Disposal Fee (Per 100 gallons)	\$7.00	\$9.40	\$672,187
• Domestic Waste Disposal Fee (Per 100 gallons)	\$5.00	\$6.55	\$716,389
• Wastewater Wholesale Rate per one thousand gallons	\$3.19	\$3.29	\$2,102,000
• Water Wholesale Rate per one thousand gallons	\$1.66	\$1.79	\$-1,941,000
• Wastewater Retail Rate Adjustments	various	various	\$14,380,000
• Water Retail Rate Adjustments	various	various	\$8,877,000

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
Carryover	71,638	74,199	78,099	80,060
Miscellaneous Non-Operating	9,566	15,355	14,150	18,237
Other Revenues	30,275	30,033	32,322	32,306
Retail Wastewater	295,564	308,853	317,918	332,298
Retail Water	268,275	277,305	302,479	311,356
Transfer From Other Funds	0	0	1,793	8,618
Wholesale Wastewater	78,425	83,450	76,268	78,370
Wholesale Water	39,310	34,810	30,120	28,179
Loan Repayments	0	10,000	0	0
Total Revenues	793,053	834,005	853,149	889,424
Operating Expenditures Summary				
Salary	181,390	184,175	191,971	194,278
Fringe Benefits	65,547	87,095	75,514	77,678
Contractual Services	70,399	73,424	94,684	90,074
Other Operating	38,798	36,561	41,017	37,180
Charges for County Services	58,057	60,967	77,176	76,354
Capital	112,395	131,891	92,441	97,500
Total Operating Expenditures	526,586	574,113	572,803	573,064
Non-Operating Expenditures Summary				
Transfers	9,843	11,104	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	183,672	195,465	200,286	237,099
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	80,060	79,261
Total Non-Operating Expenditures	193,515	206,569	280,346	316,360

(dollars in thousands)	Total Funding Budget FY 19-20	Total Funding Adopted FY 20-21	Total Positions Budget FY 19-20	Total Positions Adopted FY 20-21
Expenditure By Program				
Strategic Area: Neighborhood and Infrastructure				
Office of the Director	4,752	4,747	12	8
Water and Wastewater	379,724	392,724	1,635	1,670
Systems Operations				
Finance and Administrative	52,055	38,081	238	237
Compliance				
Program Management and Resilience Program	46,921	44,751	329	162
Planning, Customer Initiatives and Senior Advisor	89,351	92,761	602	739
Total Operating Expenditures	572,803	573,064	2,816	2,816

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
BBC GOB Financing	17,229	16,793	47,344	33,930	17,752	6,640	2,150	0	141,838
Fire Hydrant Fund	3,676	2,500	2,500	2,500	2,500	2,500	2,500	2,500	21,176
Future WASD Revenue Bonds	0	383,748	446,384	490,496	541,398	561,639	412,231	965,861	3,801,757
Miami Springs Water Construction Fund	13,311	600	0	0	0	0	0	0	13,911
State Revolving Loan Wastewater Program	20,000	20,000	0	0	0	0	0	0	40,000
State Revolving Loan Water Program	44,181	1,000	307	1,735	0	0	0	0	47,223
WASD Revenue Bonds Sold	1,363,033	0	0	0	0	0	0	0	1,363,033
Wastewater Connection Charges	69,906	27,315	52,185	43,612	23,477	21,478	7,000	0	244,973
Wastewater Renewal Fund	212,519	47,500	55,500	55,000	55,000	55,000	50,000	50,000	580,519
Wastewater Special Construction Fund	8,157	0	1,000	4,000	4,000	674	0	0	17,831
Water Connection Charges	60,302	790	0	0	0	0	0	0	61,092
Water Renewal and Replacement Fund	257,800	47,501	39,500	40,000	40,000	40,000	45,000	45,000	554,801
Water Special Construction Fund	14,834	500	500	500	500	500	500	0	17,834
WIFIA Loan	628,586	0	0	0	0	0	0	0	628,586
Total:	2,713,534	548,247	645,220	671,773	684,627	688,431	519,381	1,063,361	7,534,574
Expenditures									
Strategic Area: NI									
GOB Water and Wastewater Projects	17,229	16,793	47,344	33,930	17,752	6,640	2,150	0	141,838
Wastewater Projects	1,338,668	499,197	585,808	630,390	687,087	679,173	495,306	827,572	5,743,201
Water Projects	568,217	144,600	153,482	206,781	120,206	117,844	79,471	258,934	1,649,535
Total:	1,924,114	660,590	786,634	871,101	825,045	803,657	576,927	1,086,506	7,534,574

FUNDED CAPITAL PROJECTS

(dollars in thousands)

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	16,496	16,718	32,319	33,925	17,752	6,640	2,150	0	126,000
TOTAL REVENUES:	16,496	16,718	32,319	33,925	17,752	6,640	2,150	0	126,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	15,927	16,537	31,568	33,082	17,409	6,640	2,150	0	123,313
Planning and Design	569	181	751	843	343	0	0	0	2,687
TOTAL EXPENDITURES:	16,496	16,718	32,319	33,925	17,752	6,640	2,150	0	126,000

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

LIFT STATIONS - UPGRADES AND STRUCTURAL IMPROVEMENTS

PROJECT #: 9650371



DESCRIPTION: Repair, replace and upgrade existing lift stations throughout the wastewater system
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Wastewater Renewal Fund	11,242	0	3,500	3,500	3,500	3,500	3,500	3,500	32,242
TOTAL REVENUES:	11,242	0	3,500	3,500	3,500	3,500	3,500	3,500	32,242
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	6,881	2,113	2,800	2,800	2,800	2,800	2,800	2,800	25,794
Land Acquisition/Improvements	602	185	245	245	245	245	245	245	2,257
Major Machinery and Equipment	258	79	105	105	105	105	105	105	967
Planning and Design	860	264	350	350	350	350	350	350	3,224
TOTAL EXPENDITURES:	8,601	2,641	3,500	3,500	3,500	3,500	3,500	3,500	32,242

PEAK FLOW MANAGEMENT - FACILITIES

PROJECT #: 9653371



DESCRIPTION: Evaluate and construct alternatives for peak flow management facilities and associated infrastructure
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	3,681	2,617	1,000	2,130	0	0	5,599	15,027
WASD Revenue Bonds Sold	1,747	0	0	0	0	0	0	0	1,747
Wastewater Connection Charges	1,893	693	0	0	0	0	0	0	2,586
TOTAL REVENUES:	3,640	4,374	2,617	1,000	2,130	0	0	5,599	19,360
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	2,184	2,625	1,570	600	1,278	0	0	3,359	11,616
Planning and Design	1,456	1,749	1,047	400	852	0	0	2,240	7,744
TOTAL EXPENDITURES:	3,640	4,374	2,617	1,000	2,130	0	0	5,599	19,360

PEAK FLOW MANAGEMENT - FLOW REDUCTION PROGRAM (FRP)

PROJECT #: 9650201



DESCRIPTION: Implement a Flow Reduction Program which is comprised of two main components: Inflow and Infiltration reduction and Pump Station Optimization by implementing real time controls at pump stations
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	11,900	14,200	15,500	15,500	15,000	13,500	168,664	254,264
WASD Revenue Bonds Sold	61,077	0	0	0	0	0	0	0	61,077
TOTAL REVENUES:	61,077	11,900	14,200	15,500	15,500	15,000	13,500	168,664	315,341
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	61,077	11,900	14,200	15,500	15,500	15,000	13,500	168,664	315,341
TOTAL EXPENDITURES:	61,077	11,900	14,200	15,500	15,500	15,000	13,500	168,664	315,341

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PEAK FLOW MANAGEMENT - SOUTH DISTRICT EXPANSION

PROJECT #: 2000000580



DESCRIPTION: Redirect flows to regional plants and account for peak flows through 2035

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	7,649	1,127	1,873	0	22,834	43,500	101,217	178,200
State Revolving Loan Wastewater Program	10,000	0	0	0	0	0	0	0	10,000
WASD Revenue Bonds Sold	18,274	0	0	0	0	0	0	0	18,274
Wastewater Connection Charges	55,148	15,946	31,472	23,985	7,000	5,000	7,000	0	145,551
Wastewater Special Construction Fund	1	0	0	0	0	0	0	0	1
WIFIA Loan	299,183	0	0	0	0	0	0	0	299,183
TOTAL REVENUES:	382,606	23,595	32,599	25,858	7,000	27,834	50,500	101,217	651,209
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	95,147	35,675	62,984	77,119	75,559	81,700	88,152	121,875	638,211
Planning and Design	1,915	769	1,285	1,574	1,542	1,668	1,758	2,487	12,998
TOTAL EXPENDITURES:	97,062	36,444	64,269	78,693	77,101	83,368	89,910	124,362	651,209

PUMP STATIONS - GENERATORS AND MISCELLANEOUS UPGRADES

PROJECT #: 9652002



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

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	3,080	3,456	4,802	5,600	5,046	2,850	300	25,134
WASD Revenue Bonds Sold	2,346	0	0	0	0	0	0	0	2,346
TOTAL REVENUES:	2,346	3,080	3,456	4,802	5,600	5,046	2,850	300	27,480
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	2,346	3,080	3,456	4,802	5,600	5,046	2,850	300	27,480
TOTAL EXPENDITURES:	2,346	3,080	3,456	4,802	5,600	5,046	2,850	300	27,480

PUMP STATIONS - IMPROVEMENT PROGRAM

PROJECT #: 9651071



DESCRIPTION: Upgrade pump stations systemwide to meet departmental forecasted demands

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	8,387	5,863	569	0	0	0	29,807	44,626
WASD Revenue Bonds Sold	103,504	0	0	0	0	0	0	0	103,504
Wastewater Connection Charges	5,168	2,500	0	0	0	0	0	0	7,668
TOTAL REVENUES:	108,672	10,887	5,863	569	0	0	0	29,807	155,798
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	89,739	11,886	4,984	484	0	0	0	25,336	132,429
Planning and Design	15,837	2,097	879	85	0	0	0	4,471	23,369
TOTAL EXPENDITURES:	105,576	13,983	5,863	569	0	0	0	29,807	155,798

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PUMP STATIONS - MIAMI SPRINGS UPGRADES (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROJECT #: 967730

DESCRIPTION: Upgrade electrical control panels, pumps and the proprietary supervisory control data acquisition system
 LOCATION: Various Sites District Located: 6
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	733	75	25	5	0	0	0	0	838
TOTAL REVENUES:	733	75	25	5	0	0	0	0	838
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	733	75	25	5	0	0	0	0	838
TOTAL EXPENDITURES:	733	75	25	5	0	0	0	0	838

PUMP STATIONS - RESILIENCE PROGRAM (PSRP) PROJECT #: 2000000784

DESCRIPTION: Implement a pump station resiliency program to improve pump stations systemwide
 LOCATION: Systemwide District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	15,528	25,031	38,523	56,367	50,686	38,193	32,192	256,520
WASD Revenue Bonds Sold	15,869	0	0	0	0	0	0	0	15,869
Wastewater Connection Charges	513	0	0	0	0	0	0	0	513
TOTAL REVENUES:	16,382	15,528	25,031	38,523	56,367	50,686	38,193	32,192	272,902
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	12,460	12,111	19,274	29,663	43,403	39,028	29,408	24,788	210,135
Planning and Design	3,722	3,617	5,757	8,860	12,964	11,658	8,785	7,404	62,767
TOTAL EXPENDITURES:	16,182	15,728	25,031	38,523	56,367	50,686	38,193	32,192	272,902

PUMP STATIONS - SEWER SYSTEMS CONSENT DECREE PROJECTS PROJECT #: 964440

DESCRIPTION: Design, construct and rehabilitate pump stations infrastructure systems to comply with the Federal EPA Consent Decree
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	8,961	2,021	0	0	0	0	0	10,982
WASD Revenue Bonds Sold	100,111	0	0	0	0	0	0	0	100,111
Wastewater Connection Charges	1,914	0	0	0	0	0	0	0	1,914
TOTAL REVENUES:	102,025	8,961	2,021	0	0	0	0	0	113,007
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	96,924	8,513	1,920	0	0	0	0	0	107,357
Planning and Design	5,101	448	101	0	0	0	0	0	5,650
TOTAL EXPENDITURES:	102,025	8,961	2,021	0	0	0	0	0	113,007

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
WASD Revenue Bonds Sold	167	0	0	0	0	0	0	0	167
Wastewater Renewal Fund	25,348	2,310	3,000	3,500	3,500	3,500	3,500	3,500	48,158
TOTAL REVENUES:	25,515	2,310	3,000	3,500	3,500	3,500	3,500	3,500	48,325
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	20,426	6,286	2,880	3,360	3,360	3,360	3,360	3,360	46,392
Planning and Design	851	262	120	140	140	140	140	140	1,933
TOTAL EXPENDITURES:	21,277	6,548	3,000	3,500	3,500	3,500	3,500	3,500	48,325

SANITARY SEWER SYSTEM - IMPROVEMENTS

PROJECT #: 9650221



DESCRIPTION: Provide sanitary sewer system improvements funded from the special construction fund including special taxing districts
 LOCATION: Systemwide
 Various Sites

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,186	0	0	0	0	0	0	1,186
WASD Revenue Bonds Sold	5,917	0	0	0	0	0	0	0	5,917
Wastewater Special Construction Fund	3,543	0	0	0	0	0	0	0	3,543
TOTAL REVENUES:	9,460	1,186	0	0	0	0	0	0	10,646
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	6,460	1,686	500	500	500	500	500	0	10,646
TOTAL EXPENDITURES:	6,460	1,686	500	500	500	500	500	0	10,646

WASTEWATER - CENTRAL MIAMI-DADE 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
 City of Miami

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,900	3,502	1,000	0	0	0	0	7,402
WASD Revenue Bonds Sold	18,763	0	0	0	0	0	0	0	18,763
TOTAL REVENUES:	18,763	2,900	3,502	1,000	0	0	0	0	26,165
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	18,763	2,900	3,502	1,000	0	0	0	0	26,165
TOTAL EXPENDITURES:	18,763	2,900	3,502	1,000	0	0	0	0	26,165

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$2,253,000 and includes 0 FTE(s)

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WASTEWATER - COLLECTION AND TRANSMISSION LINES CONSENT DECREE PROJECTS

PROJECT #: 968150



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

LOCATION: Various Sites
Throughout Miami-Dade County

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	581	500	1,040	1,411	0	0	0	3,532
WASD Revenue Bonds Sold	105,471	0	0	0	0	0	0	0	105,471
TOTAL REVENUES:	105,471	581	500	1,040	1,411	0	0	0	109,003
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	104,416	575	495	1,030	1,397	0	0	0	107,913
Planning and Design	1,055	6	5	10	14	0	0	0	1,090
TOTAL EXPENDITURES:	105,471	581	500	1,040	1,411	0	0	0	109,003

WASTEWATER - EQUIPMENT

PROJECT #: 9650301



DESCRIPTION: Acquire equipment and associated wastewater system capital support materials as needed

LOCATION: Systemwide
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Wastewater Renewal Fund	60,328	0	16,000	15,000	15,000	15,000	15,000	15,000	151,328
TOTAL REVENUES:	60,328	0	16,000	15,000	15,000	15,000	15,000	15,000	151,328
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Furniture Fixtures and Equipment	44,833	12,033	19,462	15,000	15,000	15,000	15,000	15,000	151,328
TOTAL EXPENDITURES:	44,833	12,033	19,462	15,000	15,000	15,000	15,000	15,000	151,328

WASTEWATER - INFRASTRUCTURE IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 2000001494



DESCRIPTION: Replace, upgrade and expand existing wastewater infrastructure throughout the wastewater system, to include force mains, injection wells, pump stations, electrical systems and plant treatment processes

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	0	15,000	0	0	0	0	0	15,000
TOTAL REVENUES:	0	0	15,000	0	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	0	15,000	0	0	0	0	0	15,000
TOTAL EXPENDITURES:	0	0	15,000	0	0	0	0	0	15,000

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

PROJECT #: 9652101



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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	19,523	23,413	26,473	22,500	19,000	11,500	37,956	160,365
WASD Revenue Bonds Sold	7,452	0	0	0	0	0	0	0	7,452
Wastewater Connection Charges	1,307	2,591	6,032	2,070	750	2,478	0	0	15,228
TOTAL REVENUES:	8,759	22,114	29,445	28,543	23,250	21,478	11,500	37,956	183,045
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	8,321	21,008	27,973	27,116	22,088	20,404	10,925	36,058	173,893
Planning and Design	438	1,106	1,472	1,427	1,162	1,074	575	1,898	9,152
TOTAL EXPENDITURES:	8,759	22,114	29,445	28,543	23,250	21,478	11,500	37,956	183,045

WASTEWATER - OUTFALL LEGISLATION

PROJECT #: 962670



DESCRIPTION: Eliminate outfall flows to the ocean
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	26,369	40,812	81,225	190,229	277,826	199,948	182,384	998,793
State Revolving Loan Wastewater Program	10,000	20,000	0	0	0	0	0	0	30,000
WASD Revenue Bonds Sold	76,783	0	0	0	0	0	0	0	76,783
Wastewater Connection Charges	3,472	2,092	11,462	12,543	14,000	14,000	0	0	57,569
Wastewater Special Construction Fund	45	0	1,000	4,000	4,000	674	0	0	9,719
WIFIA Loan	181,612	0	0	0	0	0	0	0	181,612
TOTAL REVENUES:	271,912	48,461	53,274	97,768	208,229	292,500	199,948	182,384	1,354,476
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	97,080	71,926	100,709	122,744	220,836	301,039	199,154	173,265	1,286,753
Land Acquisition/Improvements	1,021	758	1,060	1,291	2,324	3,169	2,097	1,824	13,544
Planning and Design	4,089	3,029	4,239	5,168	9,298	12,675	8,386	7,295	54,179
TOTAL EXPENDITURES:	102,190	75,713	106,008	129,203	232,458	316,883	209,637	182,384	1,354,476

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WASTEWATER - PIPES AND INFRASTRUCTURE PROJECTS

PROJECT #: 968750



DESCRIPTION: Replace and/or install new wastewater pipelines in areas requiring service improvements
 LOCATION: Various Sites District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Wastewater Renewal Fund	8,666	0	3,000	3,000	3,000	3,000	3,000	3,000	26,666
TOTAL REVENUES:	8,666	0	3,000	3,000	3,000	3,000	3,000	3,000	26,666
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	5,100	2,700	2,700	2,700	2,700	2,700	2,700	2,700	24,000
Major Machinery and Equipment	283	150	150	150	150	150	150	150	1,333
Planning and Design	283	150	150	150	150	150	150	150	1,333
TOTAL EXPENDITURES:	5,666	3,000	3,000	3,000	3,000	3,000	3,000	3,000	26,666

WASTEWATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES

PROJECT #: 9653201



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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	300	300	2,500	3,000	2,751	0	114,485	123,336
WASD Revenue Bonds Sold	447	0	0	0	0	0	0	0	447
Wastewater Renewal Fund	4,566	0	0	0	0	0	0	0	4,566
TOTAL REVENUES:	5,013	300	300	2,500	3,000	2,751	0	114,485	128,349
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	3,131	1,757	276	2,300	2,760	2,531	0	105,326	118,081
Planning and Design	272	153	24	200	240	220	0	9,159	10,268
TOTAL EXPENDITURES:	3,403	1,910	300	2,500	3,000	2,751	0	114,485	128,349

WASTEWATER - SOUTH DISTRICT TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS

PROJECT #: 9651061



DESCRIPTION: Provide piping improvements to pump station number 536 and force main upgrade in SW 117 Ave
 LOCATION: Wastewater System - South District Area District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	100	2,299	7,500	10,572	0	0	0	20,471
WASD Revenue Bonds Sold	50	0	0	0	0	0	0	0	50
TOTAL REVENUES:	50	100	2,299	7,500	10,572	0	0	0	20,521
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	45	90	2,069	6,750	9,515	0	0	0	18,469
Land Acquisition/Improvements	1	2	46	150	211	0	0	0	410
Planning and Design	4	8	184	600	846	0	0	0	1,642
TOTAL EXPENDITURES:	50	100	2,299	7,500	10,572	0	0	0	20,521

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Wastewater Renewal Fund	39,305	24,245	20,000	20,000	20,000	20,000	15,000	15,000	173,550
TOTAL REVENUES:	39,305	24,245	20,000	20,000	20,000	20,000	15,000	15,000	173,550
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	7,860	4,349	4,500	4,000	4,000	4,000	3,000	3,000	34,709
Major Machinery and Equipment	31,445	17,396	18,000	16,000	16,000	16,000	12,000	12,000	138,841
TOTAL EXPENDITURES:	39,305	21,745	22,500	20,000	20,000	20,000	15,000	15,000	173,550

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Wastewater Renewal Fund	1,160	452	1,000	1,000	1,000	1,000	1,000	1,000	7,612
TOTAL REVENUES:	1,160	452	1,000	1,000	1,000	1,000	1,000	1,000	7,612
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	693	798	1,121	1,000	1,000	1,000	1,000	1,000	7,612
TOTAL EXPENDITURES:	693	798	1,121	1,000	1,000	1,000	1,000	1,000	7,612

WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT UPGRADES

PROJECT #: 9653421



DESCRIPTION: Construct digester improvements, digested sludge holding tanks, electrical improvements, outfall rehabilitation, install a new gas pipeline and a new flushing water line, construct a sludge handling facility and provide various plant upgrades and rehabilitation to include pump stations 1 and 2
 LOCATION: Virginia Key District Located: 7
 City of Miami District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,399	6,435	40,676	23,047	21,413	22,269	23,278	141,517
WASD Revenue Bonds Sold	1,735	0	0	0	0	0	0	0	1,735
WIFIA Loan	59,405	0	0	0	0	0	0	0	59,405
TOTAL REVENUES:	61,140	4,399	6,435	40,676	23,047	21,413	22,269	23,278	202,657
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	4,515	6,158	24,759	63,409	27,360	19,914	20,710	21,649	188,474
Planning and Design	339	463	1,863	4,772	2,059	1,499	1,559	1,629	14,183
TOTAL EXPENDITURES:	4,854	6,621	26,622	68,181	29,419	21,413	22,269	23,278	202,657

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WASTEWATER TREATMENT PLANT - NORTH DISTRICT UPGRADES

PROJECT #: 9653411



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

LOCATION: 2575 NE 151 St
North Miami

District Located: 4
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,719	11,500	12,500	1,136	1,800	18,324	13,000	60,979
WASD Revenue Bonds Sold	7,795	0	0	0	0	0	0	0	7,795
Wastewater Renewal Fund	875	0	0	0	0	0	0	0	875
WIFIA Loan	88,386	0	0	0	0	0	0	0	88,386
TOTAL REVENUES:	97,056	2,719	11,500	12,500	1,136	1,800	18,324	13,000	158,035
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	9,720	5,980	12,013	23,924	32,795	29,296	24,304	12,610	150,642
Planning and Design	344	294	400	1,128	2,057	1,813	967	390	7,393
TOTAL EXPENDITURES:	10,064	6,274	12,413	25,052	34,852	31,109	25,271	13,000	158,035

WASTEWATER TREATMENT PLANT - SOUTH DISTRICT EXPANSION (PHASE 3)

PROJECT #: 9655481



DESCRIPTION: Install emergency generators and expand the South District Wastewater Plant and injection wells

LOCATION: 8950 SW 232 St
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,966	2,474	0	0	0	0	0	7,440
WASD Revenue Bonds Sold	222	0	0	0	0	0	0	0	222
Wastewater Connection Charges	391	0	0	0	0	0	0	0	391
Wastewater Renewal Fund	725	0	0	0	0	0	0	0	725
TOTAL REVENUES:	1,338	4,966	2,474	0	0	0	0	0	8,778
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	1,338	4,966	2,474	0	0	0	0	0	8,778
TOTAL EXPENDITURES:	1,338	4,966	2,474	0	0	0	0	0	8,778

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WASTEWATER TREATMENT PLANT - SOUTH DISTRICT UPGRADES

PROJECT #: 9653401



DESCRIPTION: Provide plant process infrastructure improvements to include 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,007	6,301	8,301	11,069	2,000	1,757	32,421	62,856
WASD Revenue Bonds Sold	972	0	0	0	0	0	0	0	972
Wastewater Connection Charges	100	493	0	0	0	0	0	0	593
TOTAL REVENUES:	1,072	1,500	6,301	8,301	11,069	2,000	1,757	32,421	64,421
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	998	1,400	5,860	7,720	10,294	1,860	1,634	30,152	59,918
Planning and Design	74	100	441	581	775	140	123	2,269	4,503
TOTAL EXPENDITURES:	1,072	1,500	6,301	8,301	11,069	2,000	1,757	32,421	64,421

WASTEWATER TREATMENT PLANTS - CONSENT DECREE PROJECTS

PROJECT #: 964120



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

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	186,231	203,013	159,469	127,131	73,939	29,919	13,124	792,826
WASD Revenue Bonds Sold	532,492	0	0	0	0	0	0	0	532,492
Wastewater Connection Charges	0	3,000	3,219	5,014	1,727	0	0	0	12,960
Wastewater Renewal Fund	12,018	0	0	0	0	0	0	0	12,018
TOTAL REVENUES:	544,510	189,231	206,232	164,483	128,858	73,939	29,919	13,124	1,350,296
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	496,658	200,367	195,889	156,209	122,397	70,242	28,423	12,468	1,282,653
Planning and Design	26,139	10,577	10,343	8,274	6,461	3,697	1,496	656	67,643
TOTAL EXPENDITURES:	522,797	210,944	206,232	164,483	128,858	73,939	29,919	13,124	1,350,296

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WASTEWATER TREATMENT PLANTS - MISCELLANEOUS UPGRADES

PROJECT #: 9652061



DESCRIPTION: Upgrade wastewater treatment plants to meet regulatory requirements
 LOCATION: Wastewater Treatment Plants
 Various Sites

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,160	1,000	0	0	0	0	0	3,160
WASD Revenue Bonds Sold	1,482	0	0	0	0	0	0	0	1,482
TOTAL REVENUES:	1,482	2,160	1,000	0	0	0	0	0	4,642
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	1,393	2,030	940	0	0	0	0	0	4,363
Planning and Design	89	130	60	0	0	0	0	0	279
TOTAL EXPENDITURES:	1,482	2,160	1,000	0	0	0	0	0	4,642

WASTEWATER TREATMENT PLANTS - REPLACEMENT AND RENOVATION

PROJECT #: 9653261



DESCRIPTION: Renovate and replace wastewater treatment plant facilities and structures within plant sites
 LOCATION: Systemwide
 Various Sites

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Wastewater Renewal Fund	48,286	20,493	9,000	9,000	9,000	9,000	9,000	9,000	122,779
Wastewater Special Construction Fund	4,568	0	0	0	0	0	0	0	4,568
TOTAL REVENUES:	52,854	20,493	9,000	9,000	9,000	9,000	9,000	9,000	127,347
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	41,498	19,468	17,264	8,550	8,550	8,550	8,550	8,550	120,980
Major Machinery and Equipment	437	205	182	90	90	90	90	90	1,274
Planning and Design	1,747	820	726	360	360	360	360	360	5,093
TOTAL EXPENDITURES:	43,682	20,493	18,172	9,000	9,000	9,000	9,000	9,000	127,347

WATER - CENTRAL MIAMI-DADE TRANSMISSION MAINS IMPROVEMENTS

PROJECT #: 9654041



DESCRIPTION: Replace various low-pressure water mains and install a 20-inch water main at railroad crossings via microtunneling method
 LOCATION: Central Miami-Dade County Area
 City of Miami

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	254	700	1,000	4,220	4,271	0	10,445
Water Renewal and Replacement Fund	266	0	0	0	0	0	0	0	266
TOTAL REVENUES:	266	0	254	700	1,000	4,220	4,271	0	10,711
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	258	0	241	665	950	4,009	4,058	0	10,181
Planning and Design	8	0	13	35	50	211	213	0	530
TOTAL EXPENDITURES:	266	0	254	700	1,000	4,220	4,271	0	10,711

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	11,322	11,092	5,297	0	0	0	0	27,711
WASD Revenue Bonds Sold	50,163	0	0	0	0	0	0	0	50,163
Water Renewal and Replacement Fund	39,906	10,552	6,500	6,500	6,500	6,500	6,500	6,500	89,458
Water Special Construction Fund	12,681	0	0	0	0	0	0	0	12,681
TOTAL REVENUES:	102,750	21,874	17,592	11,797	6,500	6,500	6,500	6,500	180,013
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	91,422	21,702	22,400	11,928	6,790	6,790	7,275	6,305	174,612
Planning and Design	2,828	672	692	369	210	210	225	195	5,401
TOTAL EXPENDITURES:	94,250	22,374	23,092	12,297	7,000	7,000	7,500	6,500	180,013

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,500	3,500	3,500	3,500	3,500	3,500	98,500	118,500
WASD Revenue Bonds Sold	1,500	0	0	0	0	0	0	0	1,500
Water Renewal and Replacement Fund	34,009	6,867	8,000	8,000	8,000	8,000	8,000	8,000	88,876
TOTAL REVENUES:	35,509	9,367	11,500	11,500	11,500	11,500	11,500	106,500	208,876
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Furniture Fixtures and Equipment	35,009	9,367	12,000	11,500	11,500	11,500	11,500	106,500	208,876
TOTAL EXPENDITURES:	35,009	9,367	12,000	11,500	11,500	11,500	11,500	106,500	208,876

WATER - FIRE HYDRANT INSTALLATION

PROJECT #: 9653461



DESCRIPTION: Install fire hydrants and construct related system infrastructure improvements

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Fire Hydrant Fund	3,676	2,500	2,500	2,500	2,500	2,500	2,500	2,500	21,176
Water Renewal and Replacement Fund	1,459	0	0	0	0	0	0	0	1,459
TOTAL REVENUES:	5,135	2,500	2,500	2,500	2,500	2,500	2,500	2,500	22,635
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	5,135	2,500	2,500	2,500	2,500	2,500	2,500	2,500	22,635
TOTAL EXPENDITURES:	5,135	2,500	2,500	2,500	2,500	2,500	2,500	2,500	22,635

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WATER - MAIN EXTENSIONS

PROJECT #: 9651051



DESCRIPTION: Construct water main extensions funded from the special construction fund including special taxing districts
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Water Special Construction Fund	1,058	500	500	500	500	500	500	0	4,058
TOTAL REVENUES:	1,058	500	500	500	500	500	500	0	4,058
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	762	360	360	360	360	360	360	0	2,922
Planning and Design	296	140	140	140	140	140	140	0	1,136
TOTAL EXPENDITURES:	1,058	500	500	500	500	500	500	0	4,058

WATER - MIAMI SPRINGS CONSTRUCTION FUND

PROJECT #: 965450



DESCRIPTION: Repair and/or replace water transmission pipes in Miami Springs
 LOCATION: Miami Springs District Located: 6
 Miami Springs District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Miami Springs Water Construction Fund	13,311	600	0	0	0	0	0	0	13,911
TOTAL REVENUES:	13,311	600	0	0	0	0	0	0	13,911
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	13,311	600	0	0	0	0	0	0	13,911
TOTAL EXPENDITURES:	13,311	600	0	0	0	0	0	0	13,911

WATER - NORTH MIAMI-DADE 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,000	6,912	7,152	14,551	9,386	5,000	0	47,001
WASD Revenue Bonds Sold	1,436	0	0	0	0	0	0	0	1,436
Water Connection Charges	26,958	288	0	0	0	0	0	0	27,246
Water Renewal and Replacement Fund	79	0	0	0	0	0	0	0	79
TOTAL REVENUES:	28,473	4,288	6,912	7,152	14,551	9,386	5,000	0	75,762
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	27,335	4,116	6,636	6,866	13,969	9,011	4,800	0	72,733
Planning and Design	1,138	172	276	286	582	375	200	0	3,029
TOTAL EXPENDITURES:	28,473	4,288	6,912	7,152	14,551	9,386	5,000	0	75,762

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WATER - PIPES AND INFRASTRUCTURE PROJECTS

PROJECT #: 967190



DESCRIPTION: Replace pipes and provide various infrastructure improvements

LOCATION: Countywide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	15,111	1,786	0	0	0	0	0	16,897
WASD Revenue Bonds Sold	11,162	0	0	0	0	0	0	0	11,162
Water Renewal and Replacement Fund	62,041	3,000	3,000	3,000	3,000	3,000	3,000	3,000	83,041
Water Special Construction Fund	1,095	0	0	0	0	0	0	0	1,095
TOTAL REVENUES:	74,298	18,111	4,786	3,000	3,000	3,000	3,000	3,000	112,195
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	72,812	17,749	4,690	2,940	2,940	2,940	2,940	2,940	109,951
Planning and Design	1,486	362	96	60	60	60	60	60	2,244
TOTAL EXPENDITURES:	74,298	18,111	4,786	3,000	3,000	3,000	3,000	3,000	112,195

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	0	0	0	0	0	48,018	48,018
WASD Revenue Bonds Sold	396	0	0	0	0	0	0	0	396
TOTAL REVENUES:	396	0	0	0	0	0	0	48,018	48,414
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	396	0	0	0	0	0	0	48,018	48,414
TOTAL EXPENDITURES:	396	0	0	0	0	0	0	48,018	48,414

WATER - SAFE DRINKING WATER ACT MODIFICATIONS

PROJECT #: 9654061



DESCRIPTION: Modify water treatment to comply with Surface Water Treatment and Disinfectant/Disinfection By Product (D-DBP) regulations

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	5,360	8,475	7,100	3,500	1,500	0	43,250	69,185
WASD Revenue Bonds Sold	51,640	0	0	0	0	0	0	0	51,640
Water Connection Charges	25,647	502	0	0	0	0	0	0	26,149
Water Renewal and Replacement Fund	2,620	0	0	0	0	0	0	0	2,620
TOTAL REVENUES:	79,907	5,862	8,475	7,100	3,500	1,500	0	43,250	149,594
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	9,206	6,221	7,797	75,532	3,220	1,380	0	39,790	143,146
Planning and Design	801	541	678	568	280	120	0	3,460	6,448
TOTAL EXPENDITURES:	10,007	6,762	8,475	76,100	3,500	1,500	0	43,250	149,594

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WATER - 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	7,959	22,119	20,123	20,752	17,500	17,700	21,666	127,819
State Revolving Loan Water Program	44,181	1,000	307	1,735	0	0	0	0	47,223
WASD Revenue Bonds Sold	90,395	0	0	0	0	0	0	0	90,395
Water Connection Charges	2,000	0	0	0	0	0	0	0	2,000
Water Renewal and Replacement Fund	31,672	0	0	0	0	0	5,000	5,000	41,672
TOTAL REVENUES:	168,248	8,959	22,426	21,858	20,752	17,500	22,700	26,666	309,109
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	132,541	17,636	25,598	25,616	24,564	21,475	21,665	25,433	294,528
Planning and Design	6,780	823	1,254	1,243	1,188	1,025	1,035	1,233	14,581
TOTAL EXPENDITURES:	139,321	18,459	26,852	26,859	25,752	22,500	22,700	26,666	309,109

WATER - SOUTH MIAMI-DADE TRANSMISSION MAINS IMPROVEMENTS

PROJECT #: 9650021



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

LOCATION: South Miami-Dade County
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	379	3,735	149	0	0	0	0	4,263
WASD Revenue Bonds Sold	900	0	0	0	0	0	0	0	900
TOTAL REVENUES:	900	379	3,735	149	0	0	0	0	5,163
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	374	689	3,100	124	0	0	0	0	4,287
Planning and Design	76	140	635	25	0	0	0	0	876
TOTAL EXPENDITURES:	450	829	3,735	149	0	0	0	0	5,163

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WATER - SYSTEM MAINTENANCE AND UPGRADES

PROJECT #: 9650181



DESCRIPTION: Develop and maintain existing water system facilities, structures and equipment
 LOCATION: Systemwide
 Various Sites

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Water Renewal and Replacement Fund	41,053	16,886	19,304	20,000	20,000	20,000	20,000	20,000	177,243
TOTAL REVENUES:	41,053	16,886	19,304	20,000	20,000	20,000	20,000	20,000	177,243
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	31,542	22,555	20,056	19,200	19,200	19,200	19,200	19,200	170,153
Planning and Design	1,314	940	836	800	800	800	800	800	7,090
TOTAL EXPENDITURES:	32,856	23,495	20,892	20,000	20,000	20,000	20,000	20,000	177,243

WATER - TELEMETERING SYSTEM ENHANCEMENTS

PROJECT #: 9656780



DESCRIPTION: Acquire and install a centralized computer system at water treatment plants and wellfields
 LOCATION: Systemwide
 Various Sites

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Water Renewal and Replacement Fund	1,287	898	1,196	1,000	1,000	1,000	1,000	1,000	8,381
TOTAL REVENUES:	1,287	898	1,196	1,000	1,000	1,000	1,000	1,000	8,381
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	527	413	615	460	460	460	460	460	3,855
Major Machinery and Equipment	619	485	722	540	540	540	540	540	4,526
TOTAL EXPENDITURES:	1,146	898	1,337	1,000	1,000	1,000	1,000	1,000	8,381

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
 Unincorporated Miami-Dade County

District Located: 7
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	12,293	20,780	30,862	24,903	22,938	0	0	111,776
WASD Revenue Bonds Sold	29,356	0	0	0	0	0	0	0	29,356
Water Renewal and Replacement Fund	7,279	0	0	0	0	0	0	0	7,279
TOTAL REVENUES:	36,635	12,293	20,780	30,862	24,903	22,938	0	0	148,411
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	28,299	11,679	19,741	29,319	23,658	21,791	0	0	134,487
Planning and Design	8,336	614	1,039	1,543	1,245	1,147	0	0	13,924
TOTAL EXPENDITURES:	36,635	12,293	20,780	30,862	24,903	22,938	0	0	148,411

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WATER TREATMENT PLANT - 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
WASD Revenue Bonds Sold	2,247	0	0	0	0	0	0	0	2,247
TOTAL REVENUES:	2,247	0	0	0	0	0	0	0	2,247
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	877	741	0	0	0	0	0	0	1,618
Planning and Design	341	288	0	0	0	0	0	0	629
TOTAL EXPENDITURES:	1,218	1,029	0	0	0	0	0	0	2,247

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,000	800	0	0	0	0	0	1,800
WASD Revenue Bonds Sold	647	0	0	0	0	0	0	0	647
Water Connection Charges	5,697	0	0	0	0	0	0	0	5,697
Water Renewal and Replacement Fund	121	0	0	0	0	0	0	0	121
TOTAL REVENUES:	6,465	1,000	800	0	0	0	0	0	8,265
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	6,465	970	776	0	0	0	0	0	8,211
Planning and Design	0	30	24	0	0	0	0	0	54
TOTAL EXPENDITURES:	6,465	1,000	800	0	0	0	0	0	8,265

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 provide various upgrades to plant and remote storage
 LOCATION: 700 W 2 Ave and 1100 W 2 Ave District Located: 6
 Hialeah District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	10,552	9,763	10,662	1,500	0	0	0	32,477
WASD Revenue Bonds Sold	26,362	0	0	0	0	0	0	0	26,362
TOTAL REVENUES:	26,362	10,552	9,763	10,662	1,500	0	0	0	58,839
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	24,216	10,483	9,177	10,022	1,410	0	0	0	55,308
Planning and Design	1,546	669	586	640	90	0	0	0	3,531
TOTAL EXPENDITURES:	25,762	11,152	9,763	10,662	1,500	0	0	0	58,839

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$15,000,000 and includes 0 FTE(s)

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WATER TREATMENT PLANT - 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	545	229	1,000	1,000	0	0	0	2,774
Water Renewal and Replacement Fund	36,008	9,298	1,500	1,500	1,500	1,500	1,500	1,500	54,306
TOTAL REVENUES:	36,008	9,843	1,729	2,500	2,500	1,500	1,500	1,500	57,080
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	26,328	9,252	9,145	2,350	2,350	1,410	1,410	1,410	53,655
Major Machinery and Equipment	560	197	195	50	50	30	30	30	1,142
Planning and Design	1,120	394	389	100	100	60	60	60	2,283
TOTAL EXPENDITURES:	28,008	9,843	9,729	2,500	2,500	1,500	1,500	1,500	57,080

WATER TREATMENT PLANT - SOUTH MIAMI HEIGHTS

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,100	1,075	1,000	1,000	10,300	0	0	14,475
WASD Revenue Bonds Sold	34,153	0	0	0	0	0	0	0	34,153
TOTAL REVENUES:	34,153	1,100	1,075	1,000	1,000	10,300	0	0	48,628
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	31,080	1,001	978	910	910	9,373	0	0	44,252
Planning and Design	3,073	99	97	90	90	927	0	0	4,376
TOTAL EXPENDITURES:	34,153	1,100	1,075	1,000	1,000	10,300	0	0	48,628

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
OCEAN OUTFALLS - CAPACITY PROJECTS	Throughout Miami Dade County	1,730,281
OCEAN OUTFALLS - LEGISLATION PROJECTS	Throughout Miami Dade County	3,374,000
UNDERSIZED WATER MAINS - REPLACEMENTS	Throughout Miami Dade County	15,963
WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT	Throughout Miami Dade County	143,601
WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT IMPROVEMENTS	Throughout Miami Dade County	699
WASTEWATER TREATMENT PLANT - SOUTH DISTRICT IMPROVEMENTS	Throughout Miami Dade County	6,075
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) - IMPROVEMENTS	Throughout Miami Dade County	33,863
WATER TREATMENT PLANT (HIALEAH) - IMPROVEMENTS	Throughout Miami Dade County	21,620
WATER TREATMENT PLANT (PRESTON) - IMPROVEMENTS	Throughout Miami Dade County	57,331
WATER TREATMENT PLANTS - NEW FACILITIES SOUTH MIAMI AND SURFACE	Throughout Miami Dade County	690,818
UNFUNDED TOTAL		6,559,967

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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

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Community Action and Human Services

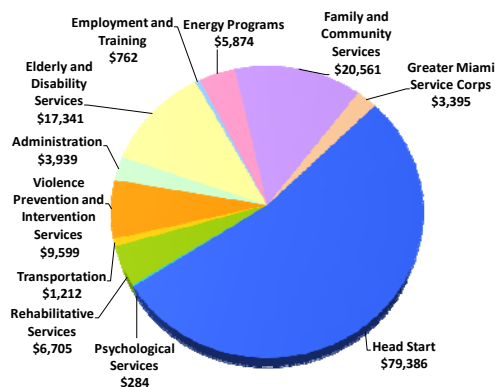
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Society strategic area, CAHSD provides a unique blend of programs and services to residents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

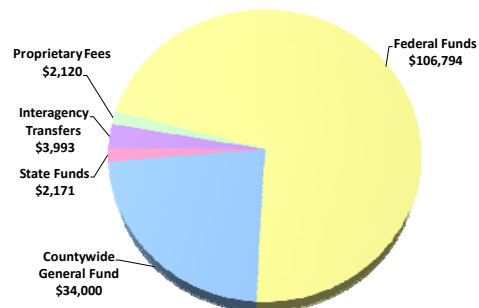
CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veterans Affairs and Department of Justice. Also included are the State of Florida Department of Economic Opportunity and Department of Children and Families, the Alliance for Aging, Miami-Dade County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

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

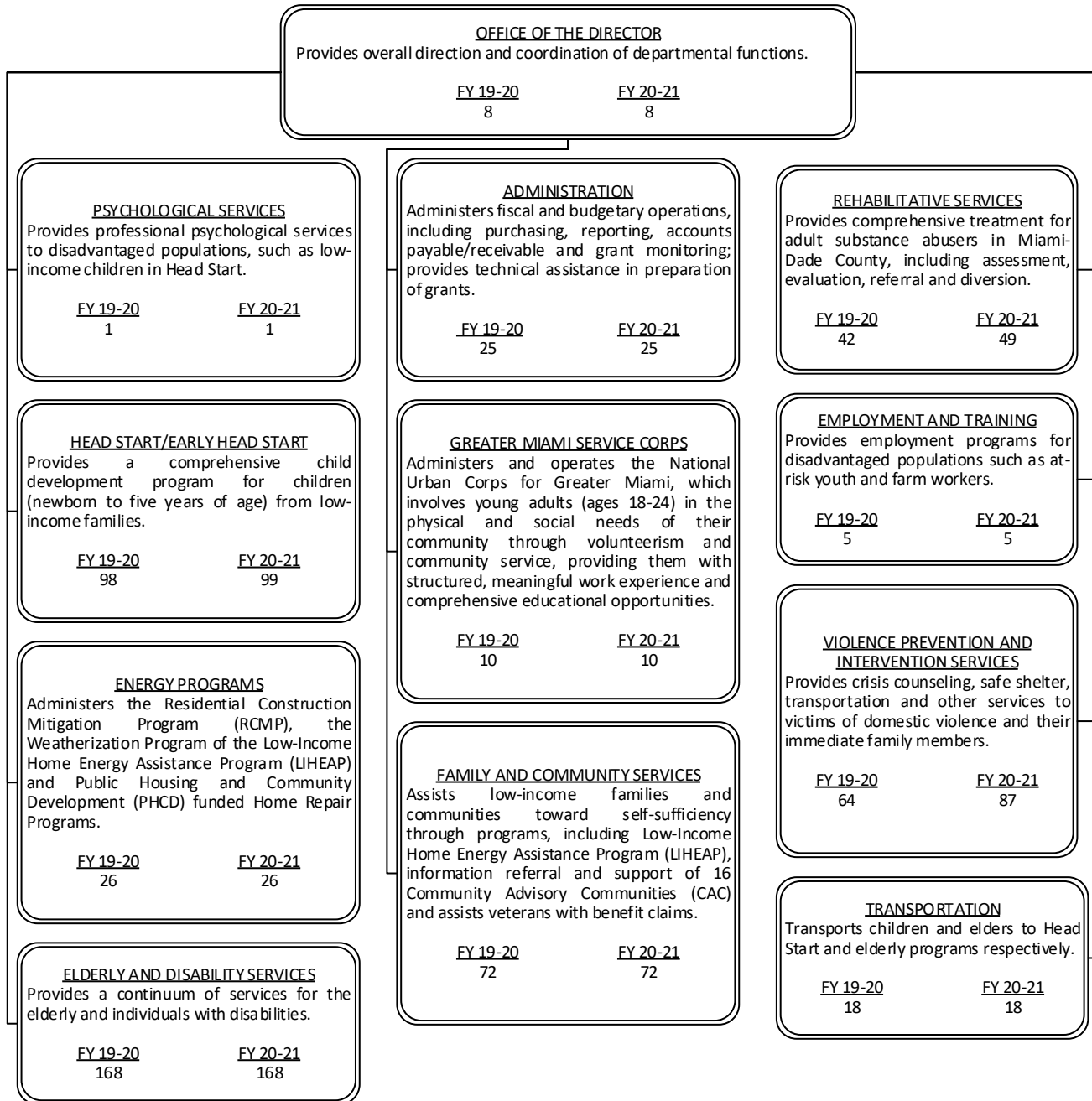


Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION



The FY 2020-21 total number of full-time equivalent positions is 568.

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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: 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Early Head Start slots*	HS2-2	HW-1	OP	↔	752	1,248	1,248	1,248	1,248
Head Start slots**	HS2-2	HW-1	OP	↔	6,818	6,738	6,738	6,738	6,710

* 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; the FY 20-21 Adopted Budget for the Head Start program projects to provide twenty-eight (28) fewer slots for future four-year old children participating in the program, pursuant to the average cost per slot guidelines of the Head Start program

DIVISION COMMENTS

- ☛ The FY 2020-21 Adopted Budget includes \$76.919 million from the United States Department of Health and Human Services for Head Start and Early Head Start; other revenues include \$850,000 from the Children's Trust and \$1.6 million from the United States Department of Agriculture for the Summer Meals Program
- ☛ The Head Start contract for FY 2020-21 includes 6,710 Head Start slots and 1,248 Early Head Start slots; per slot payment ranges from \$7,009 to \$7,388 for Head Start slots and from \$9,138 to \$14,099 for Early Head Start slots
- The FY 2019-20 shows an error in the number of full-time positions count, which has been corrected for FY 2020-21
- In FY 2019-20 the COVID-19 safety protocols in place expected children's attendance at the summer meals feeding sites to be minimal with an average of 3,200 children being served daily for a projected total cost of \$526,316

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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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Individuals admitted to community-based residential substance abuse treatment services	HS1-4	HW-3	OP	↔	430	374	440	460	460
Substance abuse assessments completed by Community Services (Central Intake)	HS1-4	HW-3	OP	↔	1,858	1,708	2,000	2,030	2,030
Individuals diverted to outpatient substance abuse treatment by Drug Court	HS1-4	HW-3	OP	↔	303	247	300	320	320
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	↔	0	0	40	40	40

DIVISION COMMENTS

- During FY 2019-20, the department received an additional \$387,000 in funding from the Substance Abuse and Mental Health Services Administration (SAMHSA) that funded five new positions: one Administrative Officer 3, two Rehabilitative Services Counselor 2, one Rehabilitative Services Counselor 1 and one Social Worker Aide, to enhance treatment and provide additional services to 150 existing Central Intake clients on an outpatient basis
- During FY2019-20 the department received an additional \$369,000 in funding from the South Florida Behavioral Health Network (SFBHN) that funded two new positions: one Rehabilitative Counselor 2 and one Rehabilitative Counselor 1 to serve an additional 20 residential clients and provide 30 additional outpatient clients with screening, assessment and referral services

 The FY 2020-21 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

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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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Elders remaining in their own homes through In-Home Support Services	HS1-3	HW-1	OP	↔	500	405	500	500	500
Persons with disabilities assisted in gaining independence, autonomy and control over their lives	HS2-1	HW-2	OP	↔	600	603	600	600	600
Elders participating as Senior Companions	HS1-3	HW-2	OP	↔	157	154	140	140	140
Elders participating as Foster Grandparents	HS1-3	HW-2	OP	↔	100	108	100	100	100
At-risk children served by Foster Grandparents	HS1-3	HW-2	OP	↔	198	191	168	198	198
Meals served through congregate meals	HS1-3	HW-1	OP	↔	296,071	276,298	270,000	270,000	270,000
Meals served through Meals on Wheels	HS1-3	HW-1	OP	↔	165,786	184,527	175,000	175,000	175,000
Funded senior volunteer opportunities	HS1-3	HW-2	OC	↑	500	500	500	500	500

DIVISION COMMENTS

- In FY 2020-21, the Elderly and Disability Services Division will provide community-based services to 16,000 elderly clients with funding from the Department of Elder Affairs through the Alliance for Aging

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

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.

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Homes receiving weatherization services*	HS2-1	HW-1	OP	↔	11	13	90	44	66
Low- to moderate-income households, including elderly and disabled homeowners, receiving house painting services**	HS2-1	HW-1	OP	↔	48	36	57	10	0

* FY 2018-19 Actual was low due to 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

** FY 2020-21 Target reflects a loss of grant funding

DIVISION COMMENTS

- ☛ The FY 2020-21 Adopted Budget includes a total of \$850,000 for the Weatherization Assistance Program, which enables 66 low-income families to permanently reduce their energy bills by making their homes more energy efficient
- ☛ The FY 2020-21 Adopted Budget includes a reimbursement of expenses of \$117,000 from the General Fund to support the Department's Hurricane Shutter Installation Program
- During FY 2020-21 the department will apply for renewal funding of \$1.1 million for the HOME program to provide approximately 21 single-family home rehabilitations and Documentary Surtax funding of \$240,000 to provide administrative oversight of the paint, shutter and single-family home rehabilitation services

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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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Young adults placed in unsubsidized employment and/or education*	ED1-3	HW-2	OC	↑	135	94	40	40	40
Unemployed young adults provided work experience and employability skills training	ED1-3	HW-2	OP	↔	518	478	400	400	400
Cost per youth provided training and career services	ED1-3	HW-2	EF	↓	\$6,735	\$6,365	\$6,380	\$6,311	\$6,738

* FY 2018-19 Actual reflects the impact of additional grant funding received during the program year

DIVISION COMMENTS

- The FY 2020-21 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, \$171,000 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 and \$10,000 from the Regulatory and Economic Resources Department to secure abandoned buildings and unsafe structures
- The FY 2020-21 Adopted Budget includes funding of \$300,000 from YouthBuild, \$150,000 from AmeriCorps, \$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 \$180,00 from the Right Turn Grant Way to support financial literacy training
- In FY 2020-21, 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 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of one-way trips provided to eligible clients*	HS1-4	HW-2	OC	↑	29,050	73,104	73,000	73,000	73,000

* FY 2018-19 Actual reflects 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. This methodology is consistent with the formula utilized by the Florida Department of Transportation; categories for future periods 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Residents accessing services at neighborhood based Community Enrichment Centers*	HS2-1	HW-2	OP	↔	64,196	205,890	205,000	205,000	205,000
Residents participating in comprehensive self-sufficiency services	HS2-1	HW-2	OP	↔	407	408	405	405	405
Veterans assisted with benefit claims	HS2-1	HW-2	OP	↔	964	972	970	970	970

* FY 2018-19 Actual reflects a new methodology which includes residents served by CAHSD tenants. This methodology was not recorded in previous years; categories for future periods have been adjusted, accordingly; FY 2019-20 Projection and FY 2020-21 Adopted Budget do not include the additional meals served in response to COVID-19; Congregate meals have been delivered directly to the elderly homes

DIVISION COMMENTS

- ☛ In FY 2020-21, 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 (\$3.108 million in CSBG and \$3.778 million in Countywide General Fund)
- ☛ In FY 2020-21, Low Income Home Energy Assistance Program (LIHEAP) funding increased by \$1.168 million and it is expected to serve approximately 24,888 residents with financial assistance in paying their electricity bills

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Domestic violence survivors provided shelter and advocacy	HS1-4	HW-1	OP	↔	1,965	1,878	2,000	1,900	2,800
Number of farmworkers/migrants employed	HS2-1	HW-2	OC	↑	27	54	62	54	54
Farmworkers and migrants retained in employment for ninety days	HS2-1	HW-2	OC	↑	68	54	58	54	54

DIVISION COMMENTS

- 
During FY 2019-20 the department assumed the management of The Lodge, a domestic violence shelter, resulting in the addition of 21 positions funded by Food and Beverage taxes; for FY 2020-21, the annual cost to maintain this level of service is \$1.96 million
- 
During FY 2019-20 the department received an additional \$77,000 from the Victims of Crime Act-Office of the Attorney General (VOCA-OAG) grant for two additional VOCA Specialist 1 positions to provide enhanced court related services to clients seeking protective orders
- 
The FY 2020-21 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

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

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes \$3.5 million for the Casa Familia Community Center; the Community Center will be available for public use, offering a wide range of recreational activities, social opportunities and educational programs for residents and other individuals within the community to maximize independence, as well as promote self-sufficiency and self-determination; the Community Center is a part of a larger affordable housing development of 50 apartment units with a total development cost of approximately \$25 million
-  The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the purchase of ten vehicles (\$405,000) to replace its aging fleet; 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 equipment failure; the County's fleet replacement plan is included under Non-Departmental project #2000000511
-  The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the continuation of the Countywide Infrastructure Investment Program (CIIP) that will focus on infrastructure improvements at all County-owned facilities to include but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevators, roofs and various other building infrastructure repairs and renovations as needed (total project cost \$25.563 million, \$2.955 million in FY 2020-21)
-  In FY 2020-21, it is projected the Department will complete the renovations of the Culmer/Overtown Neighborhood Service Center in the first quarter of FY 2020-21 (total project cost \$7.5 million, \$254,000 in FY 2020-21)
-  The Department continues to analyze the most cost-effective way to redevelop the Wynwood/Allapattah Regional Neighborhood Service Center sites; the Department will seek to repurpose the BBC-GOB proceeds if development efficiencies are identified

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	36	57	127	74	107
Fuel	154	137	164	134	174
Overtime	393	331	17	67	0
Rent	958	1,016	904	891	903
Security Services	2,036	2,247	2,101	2,147	2,351
Temporary Services	2,767	2,651	3,432	3,299	3,294
Travel and Registration	243	211	262	204	240
Utilities	1,620	1,567	1,563	1,452	1,646

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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
Court-Related Revenues	109	0	0	0
General Fund Countywide	27,554	30,035	32,727	34,000
Interest Earnings	9	5	0	0
Miscellaneous Revenues	2	0	0	0
Transportation Revenues	-33	0	0	0
Fees for Services	62	65	75	75
Miscellaneous Revenues	252	65	286	265
Other Revenues	750	980	621	1,274
Rental Income	1,939	389	506	506
State Grants	2,923	2,017	2,278	2,171
Federal Grants	83,640	92,474	103,370	106,794
Miscellaneous Revenues	-337	0	0	0
Interagency Transfers	1,735	2,174	2,335	3,993
Interfund Transfers	82	0	0	0
Total Revenues	118,687	128,204	142,198	149,078
Operating Expenditures Summary				
Salary	30,027	30,742	33,302	35,897
Fringe Benefits	11,156	12,087	13,679	14,922
Court Costs	1	6	11	2
Contractual Services	8,032	8,082	9,198	9,122
Other Operating	9,355	6,766	7,821	7,906
Charges for County Services	3,286	3,274	3,115	3,103
Grants to Outside Organizations	59,373	66,954	74,837	78,075
Capital	176	245	235	31
Total Operating Expenditures	121,406	128,156	142,198	149,058
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	17	4	0	20
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	17	4	0	20

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Health and Society				
Administration	3,687	3,939	33	33
Elderly and Disability Services	17,147	17,341	168	168
Employment and Training	868	762	5	5
Energy Programs	6,313	5,874	26	26
Family and Community Services	19,857	20,561	72	72
Greater Miami Service Corps	2,552	3,395	10	10
Head Start	76,748	79,386	98	99
Psychological Services	171	284	1	1
Rehabilitative Services	5,781	6,705	42	49
Transportation	1,424	1,212	18	18
Violence Prevention and Intervention Services	7,650	9,599	64	87
Total Operating Expenditures	142,198	149,058	537	568

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
BBC GOB Financing	10,745	3,254	3,636	5,000	7,365	0	0	0	30,000
Capital Asset Series 2020C Bonds	7,000	0	0	0	0	0	0	0	7,000
CIIP Program Revenues	0	0	2,023	9,000	4,500	5,340	2,955	1,545	25,363
Total:	17,745	3,254	5,659	14,000	11,865	5,340	2,955	1,545	62,363
Expenditures									
Strategic Area: HS									
Facility Improvements	0	164	3,336	0	0	0	0	0	3,500
Infrastructure Improvements	2,000	2,955	2,768	3,500	4,500	5,340	2,955	1,545	25,563
Neighborhood Service Centers	9,081	754	300	5,000	7,365	0	0	0	22,500
Rehabilitative Services Facilities	1,664	2,836	800	5,500	0	0	0	0	10,800
Total:	12,745	6,709	7,204	14,000	11,865	5,340	2,955	1,545	62,363

FUNDED CAPITAL PROJECTS

(dollars in thousands)

CASA FAMILIA COMMUNITY CENTER

PROJECT #: 2000001492



DESCRIPTION: Construct a community center for persons with disabilities

LOCATION: 11025 SW 84 St

Unincorporated Miami-Dade County

District Located:

10

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	164	3,336	0	0	0	0	0	3,500
TOTAL REVENUES:	0	164	3,336	0	0	0	0	0	3,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	164	3,336	0	0	0	0	0	3,500
TOTAL EXPENDITURES:	0	164	3,336	0	0	0	0	0	3,500

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	6,500	0	0	0	0	0	0	0	6,500
CIIP Program Revenues	0	0	1,223	3,500	4,500	5,340	2,955	1,545	19,063
TOTAL REVENUES:	6,500	0	1,223	3,500	4,500	5,340	2,955	1,545	25,563
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	2,000	2,955	2,768	3,500	4,500	5,340	2,955	1,545	25,563
TOTAL EXPENDITURES:	2,000	2,955	2,768	3,500	4,500	5,340	2,955	1,545	25,563

FY 2020 - 21 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	7,246	254	0	0	0	0	0	0	7,500
TOTAL REVENUES:	7,246	254	0	0	0	0	0	0	7,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	5,333	254	0	0	0	0	0	0	5,587
Furniture Fixtures and Equipment	311	0	0	0	0	0	0	0	311
Permitting	102	0	0	0	0	0	0	0	102
Planning and Design	627	0	0	0	0	0	0	0	627
Project Administration	706	0	0	0	0	0	0	0	706
Technology Hardware/Software	167	0	0	0	0	0	0	0	167
TOTAL EXPENDITURES:	7,246	254	0	0	0	0	0	0	7,500

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	1,664	2,336	0	0	0	0	0	0	4,000
TOTAL REVENUES:	1,664	2,336	0	0	0	0	0	0	4,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Building Acquisition/Improvements	739	0	0	0	0	0	0	0	739
Construction	551	0	0	0	0	0	0	0	551
Infrastructure Improvements	0	2,336	0	0	0	0	0	0	2,336
Permitting	18	0	0	0	0	0	0	0	18
Planning and Design	144	0	0	0	0	0	0	0	144
Project Administration	212	0	0	0	0	0	0	0	212
TOTAL EXPENDITURES:	1,664	2,336	0	0	0	0	0	0	4,000

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INFRASTRUCTURE IMPROVEMENTS - NEW DIRECTIONS - RESIDENTIAL REHABILITATIVE SERVICES

PROJECT #: 6009530



DESCRIPTION: Demolish and build out new residential treatment facility and acquire furniture, fixtures and equipment as necessary
 LOCATION: 3140 NW 76 St District Located: 2
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	500	0	0	0	0	0	0	0	500
CIIP Program Revenues	0	0	800	5,500	0	0	0	0	6,300
TOTAL REVENUES:	500	0	800	5,500	0	0	0	0	6,800
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	800	5,500	0	0	0	0	6,300
Planning and Design	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	800	5,500	0	0	0	0	6,800

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	1,835	500	300	5,000	7,365	0	0	0	15,000
TOTAL REVENUES:	1,835	500	300	5,000	7,365	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	75	0	0	5,000	7,365	0	0	0	12,440
Planning and Design	1,155	500	300	0	0	0	0	0	1,955
Project Administration	605	0	0	0	0	0	0	0	605
TOTAL EXPENDITURES:	1,835	500	300	5,000	7,365	0	0	0	15,000

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

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
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
Total	\$50	\$3,890	36

PROGRAM BY DIVISION		Current FY	GENERAL FUNDS		FEDERAL / STATE		OTHER FUNDS		TOTAL		SERVICE LEVEL		
		Next FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note	
ADMINISTRATION													
Administration		FY 2019-20	\$ 3,687	33					\$ 3,687	33		N/A	
		FY 2020-21	\$ 3,939	33					\$ 3,939	33			
EMPLOYMENT AND TRAINING													
At-Risk Youth		FY 2019-20	\$ 84	1					\$ 84	1	500	At-risk youth/young adults engaged in career development and employment readiness	
		FY 2020-21	\$ 88	1					\$ 88	1	500		
South Dade Skills Center		FY 2019-20	\$ 204	1	\$ 400	3	\$ 180		\$ 784	4	80	Farmworkers and migrants employed	
		FY 2020-21	\$ 128	1	\$ 366	3	\$ 180		\$ 674	4	80		
Subtotal (Employment)		FY 2019-20	\$ 288	2	\$ 400	3			\$ 868	5			
		FY 2020-21	\$ 216	2	\$ 366	3	\$ 180		\$ 762	5			
PSYCHOLOGICAL SERVICES													
Psychological Services		FY 2019-20	\$ 171	1					\$ 171	1	2,000	Services provided to adults and children including individual and group/family therapy, evaluations, assessments, consultation and trainings	
		FY 2020-21	\$ 284	1					\$ 284	1	2,000		
REHABILITATIVE SERVICES													
Division Administration		FY 2019-20	\$ 318	1					\$ 318	1		N/A	
		FY 2020-21	\$ 334	1					\$ 334	1			
Community Services (Intake and Treatment)		FY 2019-20	\$ 1,936	9	\$ 2,360	21	\$ 10	0	\$ 4,306	30	2,000	Assessments completed - new clients	
		FY 2020-21	\$ 1,910	9	\$ 3,222	28	\$ 10		\$ 5,142	37	2,030		
Treatment Alternatives to Street Crimes (TASC)		FY 2019-20	\$ 1,092	9			\$ 65	2	\$ 1,157	11	300	Drug Court referrals receiving treatment including counseling, testing, medication and support services	
		FY 2020-21	\$ 1,164	9			\$ 65	2	\$ 1,229	11	320		
Subtotal (Rehabilitative)		FY 2019-20	\$ 3,346	19	\$ 2,360	21	\$ 75	2	\$ 5,781	42			
		FY 2020-21	\$ 3,408	19	\$ 3,222	28	\$ 75	2	\$ 6,705	49			
VIOLENCE PREVENTION AND INTERVENTION (VPI)													
Advocates for Victims		FY 2019-20	\$ 3,344	24	\$ 2,719	33	\$ 45		\$ 6,108	57	2,000	Victims provided with shelter and advocacy services including legal, safety planning, crisis and youth counseling, food, transportation, among others	
		FY 2020-21	\$ 3,870	24	\$ 2,827	35	\$ 2,004	21	\$ 8,701	80	2,800		
Domestic Violence Intake		FY 2019-20	\$ 769	5	\$ 773	2			\$ 1,542	7	4,000	Victims completed an intake assessment and received onsite advocacy services including filing for injunctions, legal, counseling, relocation support, rental assistance, food, among others.	
		FY 2020-21	\$ 602	5	\$ 296	2			\$ 898	7	5,000		
Subtotal (VPI)		FY 2019-20	\$ 4,113	29	\$ 3,492	35	\$ 45		\$ 7,650	64			
		FY 2020-21	\$ 4,472	29	\$ 3,123	37	\$ 2,004		\$ 9,599	87			
ELDERLY													
Division Administration		FY 2019-20	\$ 1,501	6					\$ 1,501	6		N/A	
		FY 2020-21	\$ 1,568	6					\$ 1,568	6			
Adult Day Care		FY 2019-20	\$ 1,753	17	\$ 487	11	\$ 52	3	\$ 2,292	31	300	Elders and individuals with disabilities provided with health, social and related social services in a protective setting to prevent institutionalization	
		FY 2020-21	\$ 624	17	\$ 948	11	\$ 83	3	\$ 1,655	31	300		
High Risk Elderly Meals		FY 2019-20	\$ 1,000		\$ 711				\$ 1,711		498,035	Meals provided to elders identified as High Risk for malnutrition and other health-related conditions	
		FY 2020-21	\$ 1,164		\$ 711				\$ 1,875		498,035		
Meals for the Elderly		FY 2019-20	\$ 1,494	1	\$ 1,172	13	\$ 232		\$ 2,898	14	270,000	Hot nutritious meal served to seniors in congregate sites to prevent malnutrition and isolation.	
		FY 2020-21	\$ 1,342	1	\$ 1,174	13	\$ -		\$ 2,516	14	270,000		
Meals on Wheels		FY 2019-20	\$ 140	1	\$ 586				\$ 726	1	175,000	Meals delivered to low-income, ill and isolated seniors.	
		FY 2020-21	\$ 140	1	\$ 693				\$ 833	1	175,000		
Senior Centers		FY 2019-20	\$ 577	9					\$ 577	9	330	Elders engaged in social and nutritional services in addition to receiving in-home care	
		FY 2020-21	\$ 735	9					\$ 735	9	330		
Care Planning		FY 2019-20	\$ 878	8	\$ 42	1			\$ 920	9	1,575	Isolated elders provided with case management and in-home services	
		FY 2020-21	\$ 936	8	\$ 44	1			\$ 980	9	1,575		
Foster Grandparents		FY 2019-20	\$ 216	1	\$ 269	2			\$ 485	3	100	Elders participating as foster grandparents to children and youth with special needs	
		FY 2020-21	\$ 244	1	\$ 309	2			\$ 553	3	100		
Home Care Program		FY 2019-20	\$ 4,177	80	\$ 158				\$ 4,335	80	500	Elders remaining in their own homes through in-home services	
		FY 2020-21	\$ 4,343	80	\$ 303				\$ 4,646	80	500		
Retired Seniors Volunteer Program (RSVP)		FY 2019-20	\$ 99	1	\$ 105	1			\$ 204	2	500	Elders engaged in community service to meet educational, respite and disaster preparedness needs.	
		FY 2020-21	\$ 117	1	\$ 112	1			\$ 229	2	500		
Senior Companions		FY 2019-20	\$ 174	1	\$ 618	3			\$ 792	4	140	Elderly peers assisted frail, isolated seniors through companionship and respite services	
		FY 2020-21	\$ 306	1	\$ 666	3			\$ 972	4	140		
Disability Services and Independent Living (D/SAIL)		FY 2019-20	\$ 501	8	\$ 205	1			\$ 706	9	600	Individuals with disabilities provided with various on-site and in-home services	
		FY 2020-21	\$ 581	8	\$ 205	1			\$ 786	9	600		
Subtotal (Elderly)		FY 2019-20	\$ 12,510	133	\$ 4,352	32	\$ 284	3	\$ 17,147	168			
		FY 2020-21	\$ 12,100	133	\$ 5,165	32	\$ 83	3	\$ 17,348	168			

(dollars in thousands)

PROGRAM BY DIVISION	Current FY	GENERAL FUNDS		FEDERAL / STATE		OTHER FUNDS		TOTAL		SERVICE LEVEL	
	Next FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
ENERGY											
Home Repair and Rehabilitation	FY 2019-20					\$ 1,100	3	\$ 1,100	3	22	Homes improved in the HOME/ Single Family Rehab. Program
	FY 2020-21							\$ -			
Home Weatherization / Energy Conservation Program	FY 2019-20	\$ 379	2	\$ 850	4			\$ 1,229	6	90	Homes improved in the Weatherization Assistance Program (WAP)
	FY 2020-21	\$ 813	6	\$ 850	4			\$ 1,663	10	66	
Painting and/or Shuttering Program	FY 2019-20					\$ 240	3	\$ 240	3	57	Homes Improved in the SURTAX/ Single Family Home Rehab. Program
	FY 2020-21							\$ -			
Facility Maintenance	FY 2019-20	\$ 3,281	13			\$ 463		\$ 3,744	13	800	Facility service requests completed
	FY 2020-21	\$ 3,761	16			\$ 463		\$ 4,224	16	800	
Subtotal (Energy)	FY 2019-20	\$ 3,660	15	\$ 850	4	\$ 1,803	6	\$ 6,313	26		
	FY 2020-21	\$ 4,574	22	\$ 850	4	\$ 463	0	\$ 5,887	26		
GREATER MIAMI SERVICE CORPS											
Greater Miami Service Corps	FY 2019-20			\$ 1,356	5	\$ 1,196	5	\$ 2,552	10	440	Youth engaged in education and employment activities
	FY 2020-21			\$ 967		\$ 2,428		\$ 3,395	10	440	
Subtotal (GMSC)	FY 2019-20			\$ 1,356	5	\$ 1,196	5	\$ 2,552	10		
	FY 2020-21			\$ 967	5	\$ 2,428	5	\$ 3,395	10		
HEAD START											
Head Start and Early Head Start	FY 2019-20			\$ 75,448	99	\$ -	0	\$ 75,448	99	7,986	Funded slots to serve children ages 0-5 in early learning
	FY 2020-21			\$ 76,919	99	\$ 850	0	\$ 77,769	99	7,958	
Summer Meals	FY 2019-20			\$ 1,300				\$ 1,300		494,000	Meals served to youth during out-of-school summer months
	FY 2020-21			\$ 1,617				\$ 1,617		730,000	
Subtotal (Head Start)	FY 2019-20			\$ 76,748	99			\$ 76,748	99		
	FY 2020-21			\$ 78,536	99			\$ 79,386	99		
TRANSPORTATION											
Transportation	FY 2019-20	\$ 1,394	18			\$ 30		\$ 1,424	18	73,000	One-way trips - Eliminating transportation barriers for seniors and children
	FY 2020-21	\$ 1,182	18			\$ 30		\$ 1,212	18	73,000	
FAMILY AND COMMUNITY SERVICES											
Neighborhood Centers/ Community Resource Centers	FY 2019-20	\$ 3,189	31	\$ 4,298	33			\$ 7,487	64	180,112	Clients accessed one or more services including utility/rental assistance, computer and employability skills training, tax preparation, family development/support, among others
	FY 2020-21	\$ 3,471	31	\$ 3,108	33			\$ 6,579	64	176,665	
Youth Out of School	FY 2019-20							\$ -			
	FY 2020-21			\$ 670				\$ 670		220	
Emergency Food & Shelter Program	FY 2019-20			\$ 185		\$ 210		\$ 395		405	Clients Served
	FY 2020-21			\$ 183				\$ 183		405	
Low-Income Home Energy Assistance Program (LIHEAP)	FY 2019-20			\$ 11,607	4			\$ 11,607	4	24,888	Households provided with energy costs assistance
	FY 2020-21			\$ 12,775	4			\$ 12,775	4	28,335	
Veterans Services	FY 2019-20	\$ 368	4					\$ 368	4	970	
	FY 2020-21	\$ 354	4					\$ 354	4	970	
Subtotal (Family and Community Services)	FY 2018-19	\$ 3,557	35	\$ 16,090	37			\$ 19,857	72		
	FY 2019-20	\$ 3,825	35	\$ 16,736	37	\$ -		\$ 20,561	72		
TOTAL	FY 2018-19	\$ 32,726	285	\$ 105,648	236	\$ 3,433	16	\$ 142,198	538		
	FY 2019-20	\$ 34,000	292	\$ 108,965	245	\$ 5,263	10	\$ 149,078	568		

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

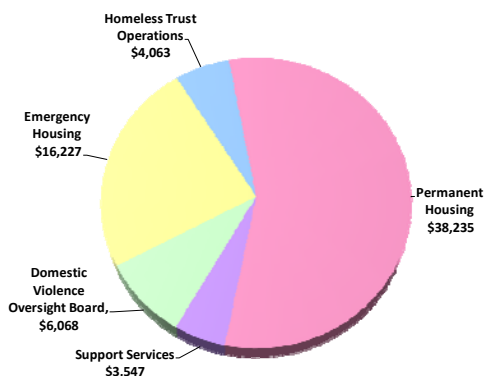
Homeless Trust

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 (U.S. HUD) 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 assists in coordinating and monitoring the construction and operations of domestic violence centers in Miami-Dade County, which are funded through the remaining 15 percent of the Food and Beverage Tax.

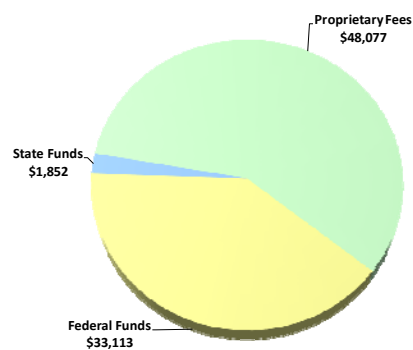
As part of the Health and Society strategic area, the Homeless Trust funds and monitors prevention services, temporary and permanent housing as well as supportive services for the homeless. Each area is specifically designed to meet the unique needs of homeless individuals and families when they first 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.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

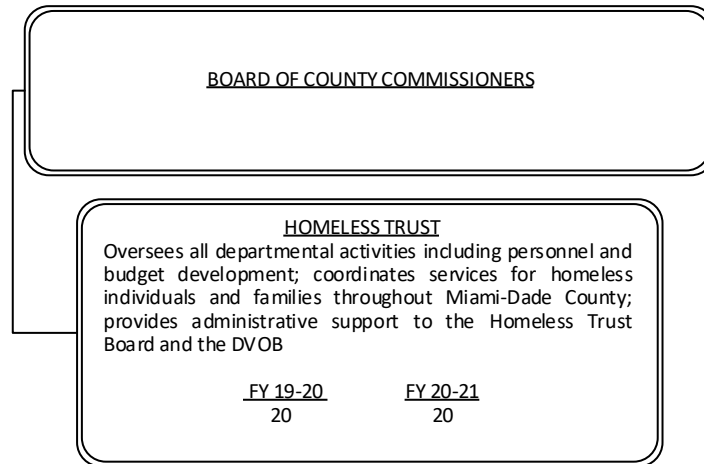


Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION



The FY 2020-21 total number of full-time equivalent positions is 20.

FY 2020 - 21 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 homeless 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 more than 120 individual grant-funded programs with more than 20 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Average number of days persons remain homeless	HS1-1	HW-1	OC	↓	136	137	130	130	130
Percentage of individuals who return to homelessness within two years	HS1-1	HW-1	OC	↓	27%	25%	25%	25%	24%
Total number of homeless persons*	HS1-1	HW-1	OC	↓	3,516	3,472	3,450	3,450	3,425
Percentage of persons who achieve an increase in income upon exiting a homeless program	HS1-1	HW-1	OC	↑	48%	47%	50%	50%	52%
Number of persons entering the system for the first time**	HS1-1	HW-1	OC	↓	4,900	4,336	4,850	4,850	4,250
Percentage of persons who access permanent housing upon exiting a homeless program	HS1-1	HW-1	OC	↑	56%	57%	58%	58%	59%

* 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

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

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

DIVISION COMMENTS

- COVID-19 has tremendously impacted the homeless system of care prompting extraordinary measures to protect and support both sheltered and unsheltered populations, including the implementation of widespread measures to promote social distancing in congregate living facilities and on the streets; homeless persons, already vulnerable, are often at high risk of severe illness from the virus; COVID-19 has also caused unprecedented hardships for renters and property owners resulting in tremendous demands for rental assistance to prevent at-risk households from becoming homeless; CARES Act resources, including Emergency Solutions Grant funding, are being targeted toward homeless prevention; however, the impacts of COVID-19 are expected to be felt by the homeless system long after Safer at Home protocols are lifted and could very well change the dynamics of homeless housing and services delivery
- Food and Beverage Tax revenues were severely impacted by COVID-19 and Safer at Home protocols with year over year Food and Beverage Tax revenues down by 62.9 percent in May of 2020; these revenues make up approximately half of the Trust's total budget; a slow economic recovery is projected
- For FY 2019-20, the Homeless Trust secured \$34.15 million in competitive funding from U.S. HUD to support homeless and formerly homeless households and to create at least two new projects providing permanent supportive housing for an estimated 71 chronically homeless households
- The three communities currently exempt from the countywide Food and Beverage Tax made recurring commitments to prevent and end homelessness in Miami-Dade, including Bal Harbour (\$50,000), Town of Surfside (\$50,000) and Miami Beach (\$125,000)
- The Homeless Trust continues to partner and leverage resources of area Public Housing Agencies to provide housing to homeless households; preferences and set-asides have been implemented to prioritize scarce housing resources particularly homeless programs, essential to preventing and ending homelessness include 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
- In FY 2019-20, the Homeless Trust Capital Reserves are at \$2.178 million for future infrastructure repairs
- *The FY 2020-21 Adopted Budget reflects the transfer of the Domestic Violence Oversight Board to the Board of County Commissioners (one position, \$104,000) funded from Food and Beverage Tax*

ADDITIONAL INFORMATION

- In FY 2019-20, Miami-Dade Community Action and Human Services assumed operations of the Lodge, a certified domestic violence facility whose operations are funded with the domestic violence portion of Food & Beverage Tax proceeds
- The FY 2020-21 Adopted Budget includes an allocation in the General Fund Health and Society Community-based Organizations 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 2020-21 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 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; \$2.832 million in FY 2020-21)

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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	166	197	170	197	213
Fuel	0	1	0	1	1
Overtime	0	0	0	0	0
Rent	101	101	101	101	101
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	8	5	7	5	6
Utilities	12	19	18	19	18

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
Carryover	28,132	32,146	30,745	18,071
Food and Beverage Tax	27,713	29,572	30,027	29,339
Interest Earnings	378	646	430	342
Miscellaneous Revenues	21	111	2	0
Other Revenues	378	0	250	325
State Grants	995	434	502	1,852
Federal Grants	25,344	29,727	30,323	33,113
Total Revenues	82,961	92,636	92,279	83,042

Operating Expenditures

Summary

Salary	1,492	2,665	1,738	1,873
Fringe Benefits	559	658	696	777
Court Costs	0	0	0	0
Contractual Services	35	137	140	142
Other Operating	898	596	835	2,385
Charges for County Services	13	116	333	629
Grants to Outside Organizations	47,472	51,905	57,793	60,843
Capital	346	190	12,357	2,841
Total Operating Expenditures	50,815	56,267	73,892	69,490

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	18,387	13,552
Total Non-Operating Expenditures	0	0	18,387	13,552

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Expenditure By Program				
Strategic Area: Health and Society				
Homeless Trust Operations	3,288	4,063	20	20
Domestic Violence Oversight Board	14,497	6,068	1	0
Emergency Housing	16,435	16,227	0	0
Permanent Housing	34,383	39,585	0	0
Support Services	4,342	3,547	0	0
Transitional Housing	947	0	0	0
Total Operating Expenditures	73,892	69,490	21	20

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Food and Beverage Tax	13,406	2,832	0	0	0	0	0	0	16,238
Total:	13,406	2,832	0	0	0	0	0	0	16,238
Expenditures									
Strategic Area: HS									
Domestic Violence Facilities	13,406	2,832	0	0	0	0	0	0	16,238
Total:	13,406	2,832	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
Not Applicable

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Food and Beverage Tax	13,406	2,832	0	0	0	0	0	0	16,238
TOTAL REVENUES:	13,406	2,832	0	0	0	0	0	0	16,238
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Art Allowance	185	0	0	0	0	0	0	0	185
Construction	10,303	2,410	0	0	0	0	0	0	12,713
Furniture Fixtures and Equipment	300	0	0	0	0	0	0	0	300
Permitting	321	0	0	0	0	0	0	0	321
Planning and Design	1,246	0	0	0	0	0	0	0	1,246
Project Administration	911	54	0	0	0	0	0	0	965
Project Contingency	10	268	0	0	0	0	0	0	278
Technology Hardware/Software	130	100	0	0	0	0	0	0	230
TOTAL EXPENDITURES:	13,406	2,832	0	0	0	0	0	0	16,238

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

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

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands)	
		ESTIMATED PROJECT COST	
PERMANENT SUPPORTIVE HOUSING - ADDITIONAL	Various Sites		7,200
SENIOR SUPPORTIVE HOUSING - ADDITIONAL	Various Sites		2,500
THE LODGE - FACILITY IMPROVEMENTS	Undisclosed		2,500
THIRD DOMESTIC VIOLENCE SHELTER - NEW	Undisclosed		16,500
UNFUNDED TOTAL			28,700

<u>Department Operational Unmet Needs</u>			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
RAPID REHOUSING- SHORT-TO-MEDIUM TERM RENTAL ASSISTANCE	\$0	\$18,600	0
Total	\$0	\$18,600	0

FY 2020 - 21 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.

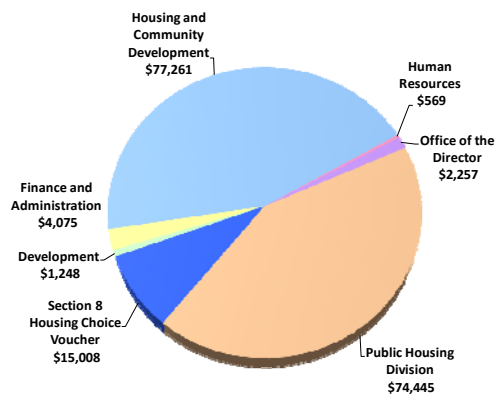
As part of the Health and Society and the Economic Development strategic areas, PHCD oversees approximately 9,448 units of public housing, of which approximately 1,767 are also tax credit units and 800 are mixed-income units. As part of its mission, PHCD also provides monthly subsidies to approximately 17,000 households in various Section 8 housing programs and owns 1,382 affordable housing multi-family rental units. PHCD also monitors and oversees the financial and physical performance of this portfolio through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). These tools provide both the County as well as HUD with information regarding the financial health, physical condition and management of the PHCD portfolio.

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.

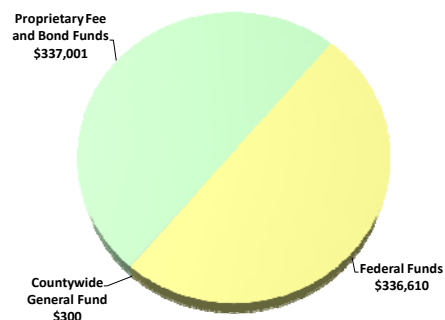
PHCD's stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County's workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations 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 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION

	<div> <p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u></p> <p>Provides direction, supervision, oversight, communication and coordination of federal, state and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled</p> <table> <tr> <td><u>FY 19-20</u></td><td><u>FY 20-21</u></td></tr> <tr> <td>18</td><td>18</td></tr> </table> </div>	<u>FY 19-20</u>	<u>FY 20-21</u>	18	18
<u>FY 19-20</u>	<u>FY 20-21</u>				
18	18				
	<div> <p style="text-align: center;"><u>PUBLIC HOUSING DIVISION</u></p> <p>Responsible for the oversight of all 9,448 County public housing units and for providing decent, safe and sanitary dwellings to low-income seniors and individuals in need of reasonable accommodations</p> <table> <tr> <td><u>FY 19-20</u></td><td><u>FY 20-21</u></td></tr> <tr> <td>272</td><td>272</td></tr> </table> </div>	<u>FY 19-20</u>	<u>FY 20-21</u>	272	272
<u>FY 19-20</u>	<u>FY 20-21</u>				
272	272				
	<div> <p style="text-align: center;"><u>SECTION 8 HOUSING CHOICE VOUCHER</u></p> <p>Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe and sanitary housing</p> <table> <tr> <td><u>FY 19-20</u></td><td><u>FY 20-21</u></td></tr> <tr> <td>24</td><td>23</td></tr> </table> </div>	<u>FY 19-20</u>	<u>FY 20-21</u>	24	23
<u>FY 19-20</u>	<u>FY 20-21</u>				
24	23				
	<div> <p style="text-align: center;"><u>DEVELOPMENT</u></p> <p>Plans and implements redevelopment programs on public housing sites and non-public housing sites, including major rehabilitation and new construction incorporating a mixed-income, mixed-finance and mixed-use approach</p> <table> <tr> <td><u>FY 19-20</u></td><td><u>FY 20-21</u></td></tr> <tr> <td>12</td><td>12</td></tr> </table> </div>	<u>FY 19-20</u>	<u>FY 20-21</u>	12	12
<u>FY 19-20</u>	<u>FY 20-21</u>				
12	12				
	<div> <p style="text-align: center;"><u>HUMAN RESOURCES</u></p> <p>Provides department-wide human resources support</p> <table> <tr> <td><u>FY 19-20</u></td><td><u>FY 20-21</u></td></tr> <tr> <td>0</td><td>5</td></tr> </table> </div>	<u>FY 19-20</u>	<u>FY 20-21</u>	0	5
<u>FY 19-20</u>	<u>FY 20-21</u>				
0	5				
	<div> <p style="text-align: center;"><u>FINANCE AND ADMINISTRATION</u></p> <p>Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management in addition to providing underwriting, closing services and loan servicing</p> <table> <tr> <td><u>FY 19-20</u></td><td><u>FY 20-21</u></td></tr> <tr> <td>65</td><td>61</td></tr> </table> </div>	<u>FY 19-20</u>	<u>FY 20-21</u>	65	61
<u>FY 19-20</u>	<u>FY 20-21</u>				
65	61				
	<div> <p style="text-align: center;"><u>HOUSING AND COMMUNITY DEVELOPMENT</u></p> <p>Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax, SHIP and for promoting economic development at the local level</p> <table> <tr> <td><u>FY 19-20</u></td><td><u>FY 20-21</u></td></tr> <tr> <td>29</td><td>29</td></tr> </table> </div>	<u>FY 19-20</u>	<u>FY 20-21</u>	29	29
<u>FY 19-20</u>	<u>FY 20-21</u>				
29	29				

The FY 2020-21 total number of full-time equivalent positions is 428

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

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers affordable and public housing as well as Community Development Block Grant (CDBG) and HOME 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) and Section 8 Management Assessment Program (SEMAP)
- 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Average occupancy rate	HS2-3	HW-1	OC	↑	96%	94%	95%	94%	94%
Average monthly number of families renting*	HS2-3	HW-1	OP	↔	8,472	6,985	7,154	6,932	6,932
Public Housing Assessment System (PHAS) point score**	HS2-3	HW-1	OC	↑	Pending issuance of score	Pending issuance of score	75	75	75

* FY 2018-19 Actual reflects a lower base number of public housing units due to units that transitioned 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 and FY 2018-19 scores have not been issued by HUD

FY 2020 - 21 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, Mainstream 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 Program 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of available annual budget authority used to lease in the Section 8 HCV program*	HS2-3	HW-1	OC	↑	100%	96%	95%	98%	98%
Section Eight Management Assessment Program (SEMAP) score**	HS2-3	HW-1	OC	↑	135 / 93%	145 / 100%	135 / 93%	145 / 100%	131 / 90%

* 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 2020-21 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 are rated High Performers; revised FY 2018-19 final overall score submitted to HUD is 145 points with overall High Performer rating

DIVISION COMMENTS

- For the fiscal year ending September 30, 2019, the preliminary score of 145 points for Section 8 met the requirements for the SEMAP High Performer designation; this score translates to 100 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 2020 adopted federal budget reductions on the Section 8 programs
- The FY 2020-21 Adopted Budget includes the transfer of one position to the Human Resources Division as part of the Department's reorganization efforts

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

DIVISION: DEVELOPMENT

The Development Division (DD) plans and manages development projects on public housing sites and other County-owned sites and manages the infill housing program. DD is also involved in managing development of affordable housing in partnership with various non-profit entities such as schools and religious organizations.

- 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
- Plans and implements the HUD Rental Assistance Demonstration (RAD) Program for redevelopment of existing public housing
- Manages acquisitions, demolition and/or disposition process of existing properties held in the PHCD portfolio and obtains HUD approvals
- 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)
- Manages the County's Infill Housing Program
- Forms new partnerships with private sector non-profit organizations to increase the supply of affordable housing in Miami-Dade County

DIVISION COMMENTS

- ☛ In FY 2020-21, the Development Division, with HUD and Board approval, will continue the implementation of the Rental Assistance Demonstration (RAD) program
- ☛ In FY 2020-21, the Infill Housing Program will continue to be administered by one Chief Real Estate Officer position and one PHCD Facilities & Development Contracts Coordinator to be reimbursed from the Countywide General Fund (\$304,000)
- ☛ In FY 2020-21, the Division will continue the planning and administration of the redevelopment program, including Liberty Square, Senior Campus, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23, Three Round Towers, Smathers Phase II, Modello, Lincoln Gardens, Arthur Mays, Naranja and South Miami Gardens development projects

DIVISION: HUMAN RESOURCES

The Human Resources Division provides department-wide human resources support.

- Provides department-wide human resources support
- Performs department-wide review of job descriptions and functions to ensure they accurately reflect duties and skill sets that have evolved in the delivery of services
- Provides employee training and development opportunities to further develop skills that will allow for growth and development of the PHCD workforce and better serve the public

DIVISION COMMENTS

- As part of the Department's reorganization efforts, the FY 2020-21 Adopted Budget includes the transfer of one position from the Section 8 Housing Choice Voucher Division and four positions from the Finance and Administration Division

FY 2020 - 21 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 6,122 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 public housing assisted living facility
- Provides information technical support to the Department as per a Memorandum of Understanding (MOU) with the Information Technology Department (ITD)
- Provides employee training and development

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Tenants Accounts Receivable score*	HS2-3	ES-3	OC	↑	2.35	2.29	2.5	2.5	2.5
Percentage of revenues from serviced loans**	HS2-3	ES-3	OC	↑	N/A	64%	65%	65%	65%
Percent of Surtax loans in repayment***	HS2-3	ES-3	OP	↔	67%	64%	75%	50%	65%
Percentage of homeownership loans closed within 60 days****	ED3-1	HW-1	OC	↑	25%	40%	40%	35%	40%

*Measures the amount in resident accounts receivable compared to resident revenue (i.e. rent paid); the maximum point value assigned is 5 points

** Measures the percentage of collected revenues that are due from homeownership and multi-family loans

*** 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; FY 2018-19 Actual was revised due to final adjusted results

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the transfer of four positions to the Human Resources Division as part of the Department's reorganization efforts

FY 2020 - 21 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
- Monitors the construction and compliance of new and rehabilitated housing development projects, manages development projects, manages non-public affordable developments and manages disposition activities for County-owned properties under the Department's control
- Administers and monitors Community Development Block Grant (CDBG), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), Neighborhood Stabilization Program (NSP) and Home Investment Partnership Program (HOME) affordable housing programs
- Provides architectural/engineering and construction contract administration, as well as the oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local funds requirements to include CDBG, HOME, ESG, Surtax, NSP and SHIP
- Reviews construction loan applications and draw requests for disbursement of funds for affordable housing developments
- Prepares the County's Five-Year Consolidated Plan and Annual Action Plan, as well as the Consolidated Annual Performance Evaluation Report (CAPER) for all federal funds
- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for CDBG, HOME, ESG, NSP, Surtax and SHIP programs
- Provides technical assistance to potential applicants and the community related to the release of all Requests for Applications (RFAs) and Requests for Proposals (RFPs)
- Administers community planning functions and neighborhood planning support, including citizen participation through Community Advisory Committees, for federal funding programs
- Provides staff support to the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB)

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of CDBG projects completed on time*	HS2-3	HW-1	EF	↑	65%	66%	70%	70%	70%
Number of open HOME projects monitored twice a year	HS2-3	HW-1	OP	↔	21	35	45	38	38
Number of jobs created or retained**	ED1-1	HW-2	OC	↑	42	71	65	70	70
Number of affordable housing units constructed or rehabilitated***	HS2-3	HW-1	OP	↔	995	872	1,500	1,600	1,600

* Timely completion of projects helps the Department maintain a ratio of unexpended funds not higher than 1.5 times the annual CDBG allocation

** 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

*** Figures reflect only those affordable housing units where PHCD funding was provided or units resulting from a County public housing redevelopment project

DIVISION COMMENTS

- ☛ The FY 2020-21 Surtax revenue is budgeted at \$24 million; the FY 2020-21 Surtax carryover of \$203.259 million allocates \$153.259 million to on-going projects and \$50 million to a new First-Time Homebuyers' Guaranteed Loan Program to incentivize homeownership; total funding budgeted for affordable housing, including Surtax, is \$257.774 million

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

- For FY 2020-21 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) 2021 CDBG Entitlement is budgeted at \$9.381 million; the CY 2021 HOME entitlement is budgeted at \$4.436 million; the CY 2021 Emergency Solutions Grant (ESG) entitlement is budgeted at \$1.05 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
- During FY 2020-21 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 2020-21 Adopted Budget and Multi-Year Capital Plan includes \$967,000 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 2020-21, the Department will continue the redevelopment of Liberty Square Rising, a public/private redevelopment initiative that 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; during FY 2019-20 Liberty Square Phase One delivered the redevelopment's first 102 units; the 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 \$46 million is funded from County and federal sources; the estimated annual operating impact will begin in FY 2020-21 when the development is 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 2020-21 PHCD is projected to expend \$7.366 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 2020-21 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 2020-21, 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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	38	30	345	30	87
Fuel	267	232	283	232	270
Overtime	1,944	458	1,643	458	527
Rent	1,359	1,359	1,400	1,359	1,200
Security Services	2,845	4,109	2,259	4,109	3,834
Temporary Services	3,934	2,961	3,523	2,961	3,168
Travel and Registration	34	60	33	60	39
Utilities	11,181	10,310	10,419	10,310	11,522

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	0	216	262	300
Affordable Housing Trust Fund	0	0	0	12,343
Carryover - CD	1,224	7,801	1,339	11,659
Carryover - DRI/EZ/EH	5,126	12,900	12,470	1,308
Carryover - EDI/BEDI	774	1,391	630	405
Carryover CDBG	26,716	17,508	27,073	14,217
Carryover HOME	16,572	14,273	15,984	13,543
Carryover NSP	209	442	488	86
Carryover SHIP	14,650	10,752	14,158	11,092
Carryover Surtax	141,184	204,943	194,271	203,259
Documentary Stamp Surtax	33,280	36,889	29,000	24,000
Interest Income	3,212	8,420	3,079	4,244
Loan Repayments	23,743	15,887	16,867	10,262
Loans Servicing Fees	1,411	1,078	1,668	759
Miscellaneous Revenues	15,079	7,394	10,832	10,187
Rental Income	18,565	18,643	17,903	18,193
SHIP	5,330	1,437	1,437	1,444
CDBG	11,031	9,681	10,858	9,381
CDBG Program Income	378	183	468	180
Emergency Shelter Grant	1,278	2,341	1,040	1,050
Federal Funds	7,676	9,505	5,190	9,307
HOME	4,411	6,436	4,436	4,436
HOME Program Income	2,637	1,912	1,437	1,960
Housing Assistance Payments	165,149	178,585	202,069	228,124
NSP Program Income	36	692	36	690
Public Housing Subsidy	56,065	44,293	48,660	51,637
Section 8 Admin Fee	17,556	25,407	23,771	29,845
Total Revenues	573,292	639,009	645,426	673,911

Operating Expenditures

Summary

Salary	31,857	24,542	31,136	30,284
Fringe Benefits	9,901	9,070	11,635	11,004
Court Costs	288	307	177	296
Contractual Services	25,795	36,515	24,816	38,809
Other Operating	64,147	76,363	72,726	83,836
Charges for County Services	9,601	11,147	9,541	10,634
Grants to Outside Organizations	0	0	0	0
Capital	0	0	0	0
Total Operating Expenditures	141,589	157,944	150,031	174,863

Non-Operating Expenditures

Summary

Transfers	167,245	182,761	204,595	232,686
Distribution of Funds In Trust	0	0	0	0
Debt Service	4,463	3,258	3,548	3,037
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	6,180	2,885	287,252	263,325
Total Non-Operating Expenditures	177,888	188,904	495,395	499,048

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Health and Society				
Office of the Director	1,905	2,257	18	18
Public Housing Division	65,255	74,445	272	272
Section 8 Housing Choice Voucher	14,243	15,008	24	23
Development	830	1,248	12	12
Human Resources	0	569	0	5
Finance and Administration	4,544	4,075	65	61
Strategic Area: Economic Development				
Housing and Community Development	63,254	77,261	29	29
Total Operating Expenditures	150,031	174,863	420	420

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
BBC GOB Financing	26,320	817	0	0	5,163	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	0	0	0	0	6,000
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	7,687	0	0	0	0	0	0	0	7,687
Capital Funds Program (CFP) - 717	7,424	0	0	0	0	0	0	0	7,424
Capital Funds Program (CFP) - 718	8,651	2,131	1,003	0	0	0	0	0	11,785
Capital Funds Program (CFP) - 719	4,082	2,910	3,015	1,759	0	0	0	0	11,766
Capital Funds Program (CFP) - 720	0	2,325	3,325	4,300	2,551	0	0	0	12,501
Documentary Stamp Surtax	1,600	3,400	1,000	0	0	0	0	0	6,000
Hope VI Grant	1,805	3,358	0	0	0	0	0	0	5,163
Replacement Housing Factor (RHF)	1,908	0	0	0	0	0	0	0	1,908
Total:	73,274	16,941	10,343	8,059	7,714	0	0	0	116,331
Expenditures									
Strategic Area: HS									
New Affordable Housing Units	31,328	8,780	3,000	2,000	5,163	0	0	0	50,271
Procurement Improvements	0	0	0	0	0	0	0	0	0
Public Housing Improvements	41,946	8,161	7,343	6,059	2,551	0	0	0	66,060
Total:	73,274	16,941	10,343	8,059	7,714	0	0	0	116,331

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	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	1,797	0	0	0	0	0	0	0	1,797
Capital Funds Program (CFP) - 717	1,336	0	0	0	0	0	0	0	1,336
Capital Funds Program (CFP) - 718	1,422	660	486	0	0	0	0	0	2,568
Capital Funds Program (CFP) - 719	877	600	600	291	0	0	0	0	2,368
Capital Funds Program (CFP) - 720	0	300	300	300	468	0	0	0	1,368
TOTAL REVENUES:	7,741	1,560	1,386	591	468	0	0	0	11,746
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Planning and Design	7,741	1,560	1,386	591	468	0	0	0	11,746
TOTAL EXPENDITURES:	7,741	1,560	1,386	591	468	0	0	0	11,746

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Hope VI Grant	305	795	0	0	0	0	0	0	1,100
TOTAL REVENUES:	305	795	0	0	0	0	0	0	1,100
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	150	745	0	0	0	0	0	0	895
Planning and Design	155	50	0	0	0	0	0	0	205
TOTAL EXPENDITURES:	305	795	0	0	0	0	0	0	1,100

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	26,320	817	0	0	5,163	0	0	0	32,300
Capital Funds Financing Program	0	2,000	2,000	2,000	0	0	0	0	6,000
Documentary Stamp Surtax	1,600	3,400	1,000	0	0	0	0	0	6,000
Hope VI Grant	1,500	2,563	0	0	0	0	0	0	4,063
Replacement Housing Factor (RHF)	1,908	0	0	0	0	0	0	0	1,908
TOTAL REVENUES:	31,328	8,780	3,000	2,000	5,163	0	0	0	50,271
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	31,328	8,780	3,000	1,960	5,163	0	0	0	50,231
Planning and Design	0	0	0	40	0	0	0	0	40
TOTAL EXPENDITURES:	31,328	8,780	3,000	2,000	5,163	0	0	0	50,271

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

NON-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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Funds Program (CFP) - 715	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 716	37	0	0	0	0	0	0	0	37
Capital Funds Program (CFP) - 717	64	0	0	0	0	0	0	0	64
Capital Funds Program (CFP) - 718	60	0	0	0	0	0	0	0	60
Capital Funds Program (CFP) - 719	5	10	15	20	0	0	0	0	50
Capital Funds Program (CFP) - 720	0	25	25	0	0	0	0	0	50
TOTAL REVENUES:	216	35	40	20	0	0	0	0	311
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	216	35	40	20	0	0	0	0	311
TOTAL EXPENDITURES:	216	35	40	20	0	0	0	0	311

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	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	6,024	0	0	0	0	0	0	0	6,024
Capital Funds Program (CFP) - 718	7,169	1,471	517	0	0	0	0	0	9,157
Capital Funds Program (CFP) - 719	3,200	2,300	2,400	1,448	0	0	0	0	9,348
Capital Funds Program (CFP) - 720	0	2,000	3,000	4,000	2,083	0	0	0	11,083
TOTAL REVENUES:	33,684	5,771	5,917	5,448	2,083	0	0	0	52,903
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	33,684	5,771	5,917	5,448	2,083	0	0	0	52,903
TOTAL EXPENDITURES:	33,684	5,771	5,917	5,448	2,083	0	0	0	52,903

UNFUNDED CAPITAL PROJECTS

PROJECT NAME

PUBLIC HOUSING - REPAIRS, MODERNIZATION AND EQUIPMENT

LOCATION

Various Sites

(dollars in thousands)

ESTIMATED PROJECT COST

420,000

UNFUNDED TOTAL

420,000



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

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Aviation

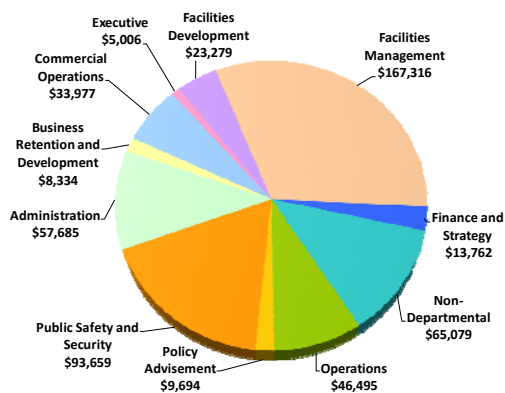
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Transportation and Mobility 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 100 airlines with routes to over 160 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.

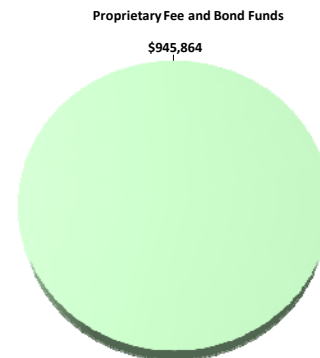
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection,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

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2020 - 21 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 19-20</u> 15		<u>FY 20-21</u> 15	
<u>POLICY ADVISEMENT</u> Directs all administrative, financial, operational, and policy activities for the Department <u>FY 19-20</u> <u>FY 20-21</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 19-20</u> <u>FY 20-21</u> 446 415	
<u>FACILITIES MANAGEMENT</u> Maintains functional, safe, and secure facilities, equipment, structures and utilities for internal and external customers <u>FY 19-20</u> <u>FY 20-21</u> 471 452		<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 19-20</u> <u>FY 20-21</u> 122 154	
<u>FINANCE AND STRATEGY</u> Oversees accounting and financial services; develops and monitors the operating and capital budgets <u>FY 19-20</u> <u>FY 20-21</u> 74 73		<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 19-20</u> <u>FY 20-21</u> 63 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 19-20</u> <u>FY 20-21</u> 42 51		<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 19-20</u> <u>FY 20-21</u> 139 159	
<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 19-20</u> <u>FY 20-21</u> 10 0			

The FY 2020-21 total number of full-time equivalent positions is 1,432 FTE

FY 2020 - 21 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: 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 including Invitations to Bid (ITB), Requests for Proposals (RFP) and Architectural and Engineering (A&E) solicitations
- 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA (millions)	ED2-2	ES-3	OC	↑	\$146.6	\$165.0	\$166.7	\$160.9	\$169.0
Local small car rental concession business (millions)	ED2-2	ES-3	OC	↑	\$7.5	\$6.1	\$7.5	\$6.2	\$6.5
Small business and community outreach meetings held	ED2-2	ES-3	OP	↔	45	50	53	64	116

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes a departmental reorganization that transfers one Customer Service Manager from Policy Advisement to oversee the area of labor and discipline within Human Resources and 19 positions from Facilities Management to provide support with the security matrix, infrastructure and video services functions

FY 2020 - 21 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
- 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

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
MIA non-terminal rental revenue (millions)	GG4-1	ES-3	OC	↑	\$60.9	\$61.1	\$60.3	\$58	\$60.6
GAA revenue (millions)	GG4-1	ES-3	OC	↑	\$11.4	\$10.2	\$9.5	\$9.5	\$9.6

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes a departmental reorganization that transfers one Aviation Trade Development Coordinator to Policy Advisement to provide support for disabled staff and ten positions from Airport Concessions Business Development to consolidate the concessions program

DIVISION: FACILITIES DEVELOPMENT

The Facilities Development Division manages the planning and development of, 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

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

Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Airspace analyses conducted for airport construction (monthly average)	ED1-5	IE-3	OP	↔	178	543	50	60	50

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 2020-21 Adopted Budget includes a departmental reorganization that transfers 19 positions to Administration to provide support with the security matrix, infrastructure and video services functions

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
MIA cost per enplaned passenger	ED1-5	ES-3	OC	↓	\$19.20	\$19.23	\$18.92	\$18.92	\$24.81
MIA passengers (millions)*	ED1-5	ES-3	OC	↑	44.9	45.8	46.0	29.6	31.9
MIA cargo tonnage (millions)	ED1-5	ES-3	OC	↑	2.4	2.3	2.4	2.4	2.4
Landing Fee Rate (per 1,000 lbs. in dollars)	ED1-5	ES-3	OC	↓	\$1.67	\$1.62	\$1.62	\$1.62	\$1.62
Enplaned Passengers (millions)*	ED1-5	ES-3	OC	↑	22.2	22.7	23.1	14.8	16.0

*FY 2019-20 Projection and FY 2020-21 Target reflects the impact of COVID 19

DIVISION COMMENTS

- The competitive landing fee will remain at \$1.62 per 1,000 pounds of landed weight in FY 2020-21; this is the same level as FY 2019-20 and is competitive in the industry
- The FY 2020-21 Adopted Budget includes a departmental reorganization that transfers one Aviation Senior Cost Manager to Operations to provide administrative support functions

FY 2020 - 21 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 2020-21 Adopted Budget includes a departmental reorganization that transfers ten positions to the Business Retention and Development Division to consolidate the concessions program

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Air Operations Area (AOA) Certification Driver Training Attendance*	GG4-1	IE-3	OC	↑	7,881	8,274	7,515	5,407	8,100

*FY 2019-20 Projection reflects the impact of COVID 19

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes a departmental reorganization that transfers one Aviation Senior Cost Manager from Finance and Strategy to provide administrative support functions and 32 positions to Public Safety and Security to consolidate the security functions of the terminal area

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

DIVISION: POLICY ADVISEMENT

The Policy Advise 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of new hires receiving "Miami Begins with MIA" training	ED1-5	IE-3	EF	↑	100%	100%	100%	100%	100%
Overall customer service ratings for MIA*	ED1-5	IE-3	OC	↑	N/A	759	750	750	750

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

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes a departmental reorganization that transfers one Aviation Trade Development Coordinator from Business Retention and Development to provide support for disabled staff and one Customer Service Manager to Administration to oversee the area of labor and discipline within Human Resources

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Average number of overall crimes per month at MIA*	PS3-3	ES-2	OC	↓	67	57	70	60	70

*FY 2019-20 Projection reflects the impact of COVID 19

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes a departmental reorganization that transfers 32 positions from Operations to consolidate the security functions of the terminal area

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ADDITIONAL INFORMATION

- The FY 2020-21 Adopted Budget includes the last 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 of \$1.45 million per year for ten years which began in FY 2010-11 and will end in FY 2020-21
- MDAD's promotional funds total \$297,600 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community and Global Outreach Programs (\$175,600), 2020 Air Cargo Forum (\$72,000) and various other activities (\$50,000)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ✎ The Department's FY 2020-21 Capital Improvement Plan (CIP), has 17 subprogram Projects that include: General Aviation Airport projects, Airfield/Airside, Cargo and Non-Terminal Buildings, Central Base Apron and Utilities, Central Terminal, Concourse E, Fuel Facilities, Land Acquisition, Landside and Roadways, Miscellaneous Projects, North Terminal, Passenger Boarding Bridges, Reserve Maintenance Projects, South Terminal Expansion, South Terminal, Support Projects and Terminal Wide (total program cost \$4.505 billion; \$380 million in FY 2020-21)
- ✎ The Central Base Apron and Utilities project started construction during the third quarter of FY 2018-19 and is expected to be completed by the third quarter of FY 2021-22 (total subprogram cost \$108.482 million; \$72.496 million in FY 2020-21)
- ✎ The Concourse E chiller plant project started the architectural and engineering procurement process in the second quarter of FY 2019-20 and is projected to be completed by the second quarter of FY 2020-21; the total Concourse E Subprogram cost is \$399.154 million with \$36.172 million projected to be spent in FY 2020-21
- ✎ In December of 2020, the Central Terminal Baggage Handling System (BHS) Improvements project, under the South Terminal Subprogram, is expected to be completed; the BHS project will increase the capacity for processing baggage and improve the airport's security efforts for screening baggage through the installation of state-of-the-art automated security equipment (total subprogram cost \$406.423 million; \$2.781 million in FY 2020-21)
- ✎ Under the Department's Miscellaneous Project Subprogram, the Airport Operations Center project is currently under design and is estimated to be completed by the first quarter of FY 2020-21; the MIA - Taxiway T and S Pavement Rehabilitation and Taxiway R Realignment project, which will increase safety for both aircrafts and vehicles through taxiway connector modifications, is expected to be completed by the third quarter of FY 2020-21; ; the Central Terminal Ticket Counter replacement project which, will improve passenger circulation and align with the new baggage handling system anticipated to be completed in December of 2020, began in April 2016 and is still in progress with an anticipated completion date of the first quarter of FY 2022-23 (total Miscellaneous Project Subprogram cost \$462.687 million; \$35.72 million in FY 2020-21)
- ✎ The Passenger Boarding Bridges (PBB) project which completed the installation of the first five passenger boarding bridges in FY 2018-19, is expected to install 12 new bridges by the second quarter of FY 2020-21 and is projecting to have replaced 34 passenger boarding bridges in total by the first quarter of FY 2022-23; the replacement of these aging passenger boarding bridges will provide operational savings to the Department by reducing maintenance costs and loss of gate revenue due to equipment failure (total Passenger Boarding Bridges Subprogram cost \$77.85 million; \$25.004 million in FY 2020-21)
- ✎ By the second quarter of FY 2020-21, the design of the terminal-wide re-roofing and lighting systems project will be completed (total Terminal Wide Subprogram cost \$296.713 million; \$8.075 million in FY 2020-21)
- ✎ The MIA Parking Access and Revenue Control System Replacement project, under the Support Projects Subprogram, began construction in the first quarter of FY 2019-20 and has a planned completion date in the third quarter of FY 2021-22 (total Support Projects Subprogram cost is \$39.688 million, \$14.671 million in FY 2020-21)
- ✎ The runway rehabilitation and runup pad development at Miami Opa-Locka Executive Airport, security upgrades at the Miami-Homestead General Aviation Airport and apron expansion with a new taxi lane and Airport Traffic Control Tower (ATCT) at Miami Executive Airport are among the various projects underway in the General Aviation Airports Subprogram (total subprogram cost \$186.632 million; \$18.076 million in FY 2020-21)
- ✎ The renovation of restrooms in the North Terminal is expected to start in the second quarter of FY 2020-21 with a FY 2021-22 fourth quarter completion date (total North Terminal Subprogram cost is \$83.453 million; \$1.679 million in FY 2020-21)

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

- ✎ The Department's FY 2020-21 Adopted Multi-Year Capital Plan includes ongoing projects in the Central Terminal Subprogram; various projects include but are not limited to enhancing the passenger experience at MIA through improved security processing by providing centralized security checkpoints for concourses E and F; design and construction of additional hold rooms to meet growing gate demands and aircraft size capacity; and the design and construction of a new Concourse F to increase air traffic capacity and improve MIA's passenger experience; it is anticipated the new concourse will be completed by the third quarter of FY 2030-31 (total Central Terminal Subprogram cost \$1.087 billion; \$91,000 in FY 2020-21)
- ✎ In the fourth quarter of FY 2020-21, the Department will start the design for the expansion of the South Terminal and its associated apron to the east; the project will add an additional three gates available for increased air traffic volume and provide more hardstand positions that will help the airlines and airport operations meet growing industry demands; construction is expected to be completed by the fourth quarter of FY 2026-27 (total South Terminal Expansion Subprogram cost \$618.580 million; \$2.567 million in FY 2020-21)
- ✎ The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the purchase of 58 vehicles in FY 20-21 (\$3.621 million) and over the two years, the Department has budgeted \$26.868 million to replace 109 vehicles as part of its fleet replacement plan; the fleet replacement plan will provide operational savings to the Department by reducing maintenance costs, fuel consumption and overtime as a result of 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 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	888	1,067	1,319	1,129	1,030
Fuel	1,276	1,030	1,463	1,161	1,463
Overtime	3,533	3,708	4,433	4,221	4,301
Security Services	9,071	9,945	8,948	8,947	8,920
Temporary Services	18	172	130	125	95
Travel and Registration	351	254	886	639	712
Utilities	48,717	60,148	50,886	50,586	52,975

Fee Adjustments	Current Fee FY 19-20	Adopted Fee FY 20-21	Dollar Impact FY 20-21
• Landing Fee	1.62	1.62	\$52,198,000
• Concourse Use Fee	2.40	4.91	\$40,636,000
• Baggage Claim Fee	.87	.92	\$9,772,000
• Baggage Make-up (Capital)	.31	.50	\$5,528,000
• Terminal Rent - Class I	95.00	88.75	\$1,777,000
• Terminal Rent - Class II	142.50	133.13	\$22,504,000
• Terminal Rent - Class III	95.00	88.75	\$24,205,000
• Terminal Rent - Class IV	47.50	44.38	\$9,832,000
• Terminal Rent - Class V	23.75	22.19	\$264,000
• Terminal Rent - Class VI	95.00	88.75	\$309,000
• Screening Fee	.85	1.44	\$27,928,000
• International Facility Fee	10.66	12.43	\$125,596,000
• Preferential Gate Fee	0	666,161.83	\$41,302,000

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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
Aviation Fees and Charges	379,776	390,395	378,331	338,899
Carryover	102,792	98,891	87,883	92,826
Commercial Operations	273,653	278,630	280,198	209,853
Non-Operating Revenue	97,709	91,293	92,000	58,000
Other Revenues	24,214	25,034	23,534	24,008
Rental Income	147,748	148,941	162,213	222,278
Total Revenues	1,025,892	1,033,184	1,024,159	945,864
Operating Expenditures Summary				
Salary	94,661	98,662	106,528	111,658
Fringe Benefits	35,328	38,390	42,050	43,970
Court Costs	373	147	400	328
Contractual Services	94,640	94,113	121,011	140,452
Other Operating	139,135	148,610	173,374	126,655
Charges for County Services	87,943	98,468	99,413	97,818
Grants to Outside Organizations	0	0	0	0
Capital	2,789	2,520	3,257	3,405
Total Operating Expenditures	454,869	480,910	546,033	524,286
Non-Operating Expenditures Summary				
Transfers	472,130	466,118	385,300	332,449
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	92,826	89,129
Total Non-Operating Expenditures	472,130	466,118	478,126	421,578

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Economic Development				
Executive	5,318	5,006	15	15
Administration	60,209	57,685	139	159
Business Retention and Development	5,591	8,334	42	51
Commercial Operations	77,290	33,977	0	0
Facilities Development	25,691	23,279	63	63
Facilities Management	142,966	167,316	471	452
Finance and Strategy	14,283	13,762	74	73
Airport Concessions	3,074	0	10	0
Business Development				
Non-Departmental	64,505	65,079	0	0
Operations	46,347	46,495	446	415
Policy Advisement	10,002	9,694	50	50
Public Safety and Security	90,757	93,659	122	154
Total Operating Expenditures	546,033	524,286	1,432	1,432

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Aviation 2016 Commercial Paper	200,000	0	0	0	0	0	0	0	200,000
Aviation Passenger Facility Charge	10,602	55,239	37,922	18,810	19,927	0	0	0	142,500
Aviation Revenue Bonds	189,431	24,442	17,948	12,539	0	0	0	0	244,360
Claims Construction Fund	663	0	0	0	0	0	0	0	663
Double-Barreled GO Bonds	9,308	7,157	12,806	906	0	0	0	0	30,177
FDOT Funds	76,801	19,076	29,709	23,775	9,121	15,455	8,118	8,752	190,807
Federal Aviation Administration	73,952	39,427	5,169	3,415	26,443	1,000	150	0	149,556
Future Financing	0	141,353	273,753	417,827	333,055	512,757	373,211	1,030,808	3,082,764
Improvement Fund	5,067	2,067	40,055	8,103	0	0	0	0	55,292
Reserve Maintenance Fund	90,525	86,066	25,000	25,095	25,000	25,000	25,000	0	301,686
Transportation Security Administration Funds	102,257	5,165	0	0	0	0	0	0	107,422
Total:	758,606	379,992	442,362	510,470	413,546	554,212	406,479	1,039,560	4,505,227
Expenditures									
Strategic Area: ED									
Facility Expansion	1,472	2,809	28,150	49,479	75,271	250,290	213,858	16,996	638,325
Facility Improvements	757,134	377,183	414,212	460,991	338,275	303,922	192,621	1,022,564	3,866,902
Total:	758,606	379,992	442,362	510,470	413,546	554,212	406,479	1,039,560	4,505,227

FUNDED CAPITAL PROJECTS

(dollars in thousands)

GENERAL AVIATION AIRPORTS SUBPROGRAM

PROJECT #: 2000001049



DESCRIPTION: Rehabilitate runway 9-27 and construct run-up pad at Miami - Opa-Locka Airport; upgrade security at Miami - Homestead General Aviation Airport; construct runway incursion mitigation option 2 - Phase 1, expand south apron for a new taxi lane, construct a new 130-foot high Air traffic Control Tower and construct runway incursion mitigation hot spot 1 with Taxiway H - west extension to Threshold 9R at Miami Executive Airport

LOCATION: General Aviation Airports
Various Sites

District Located: 1, 11
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	140	0	0	0	0	0	0	0	140
Aviation Revenue Bonds	93	12,895	12,513	12,539	0	0	0	0	38,040
FDOT Funds	609	4,409	5,558	3,557	827	0	0	0	14,960
Federal Aviation Administration	771	772	0	750	150	1,000	150	0	3,593
Future Financing	0	0	0	42,426	44,122	6,804	3,020	33,527	129,899
TOTAL REVENUES:	1,613	18,076	18,071	59,272	45,099	7,804	3,170	33,527	186,632
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	331	14,146	16,232	59,272	43,755	7,375	3,170	33,527	177,808
Planning and Design	1,282	3,930	1,839	0	1,344	429	0	0	8,824
TOTAL EXPENDITURES:	1,613	18,076	18,071	59,272	45,099	7,804	3,170	33,527	186,632

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MIAMI INTERNATIONAL AIRPORT (MIA) - AIRFIELD/AIRSIDE SUBPROGRAM

PROJECT #: 2000001046



DESCRIPTION: Rehabilitate Runway 9-27 and implement Runway Incursion Mitigation Hot Spot 5 to leverage GIS runway incursion data to highlight focus areas at the airport

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	8	1,957	4,625	16,516	0	0	0	23,106
Federal Aviation Administration	0	23	5,169	2,665	26,293	0	0	0	34,150
Future Financing	0	0	0	0	32,590	52,621	818	0	86,029
TOTAL REVENUES:	0	31	7,126	7,290	75,399	52,621	818	0	143,285
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	9	716	7,019	75,399	52,621	818	0	136,582
Planning and Design	0	22	6,410	271	0	0	0	0	6,703
TOTAL EXPENDITURES:	0	31	7,126	7,290	75,399	52,621	818	0	143,285

MIAMI INTERNATIONAL AIRPORT (MIA) - CARGO AND NON-TERMINAL BUILDINGS SUBPROGRAM

PROJECT #: 2000001048



DESCRIPTION: Demolish buildings 703 and 703A; complete environmental assessment and remediation; relocate building 5A tenants; demolish building 5A; improve apron and airside areas of building 702; build MIA GSE facility for north terminal; build vehicle fueling and car wash facility; demolish building 3039 and existing fuel facility; build temporary south terminal GSE facility; modify 20th street Airport Operations Area

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	219	0	0	0	0	0	0	0	219
FDOT Funds	0	500	500	4,000	3,842	0	0	0	8,842
Future Financing	0	3,567	15,900	14,146	23,040	68,960	19,796	1,250	146,659
TOTAL REVENUES:	219	4,067	16,400	18,146	26,882	68,960	19,796	1,250	155,720
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	40	2,325	13,305	16,348	26,814	68,960	19,796	1,250	148,838
Planning and Design	179	1,742	3,095	1,798	68	0	0	0	6,882
TOTAL EXPENDITURES:	219	4,067	16,400	18,146	26,882	68,960	19,796	1,250	155,720

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MIAMI INTERNATIONAL AIRPORT (MIA) - CENTRAL BASE APRON AND UTILITIES

PROJECT #: 2000000093



SUBPROGRAM

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	949	0	0	0	0	0	0	0	949
Aviation Passenger Facility Charge	0	18,382	0	0	0	0	0	0	18,382
Aviation Revenue Bonds	2,440	0	0	0	0	0	0	0	2,440
FDOT Funds	3,016	7,754	0	0	0	0	0	0	10,770
Federal Aviation Administration	17,895	38,632	0	0	0	0	0	0	56,527
Future Financing	0	7,728	6,941	4,745	0	0	0	0	19,414
TOTAL REVENUES:	24,300	72,496	6,941	4,745	0	0	0	0	108,482
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	20,583	71,379	6,832	4,745	0	0	0	0	103,539
Planning and Design	3,717	1,117	109	0	0	0	0	0	4,943
TOTAL EXPENDITURES:	24,300	72,496	6,941	4,745	0	0	0	0	108,482

MIAMI INTERNATIONAL AIRPORT (MIA) - CENTRAL TERMINAL SUBPROGRAM

PROJECT #: 2000001041



DESCRIPTION: Redevelop concourse E to concourse F connector; redevelop concourse F infill for new secure concession and circulations; improve ticket lobby; improve vertical circulation; consolidate SSCP for concourse E and concourse F; raise roof over ticket lobby; replace terminal entrance doors; implement phase 2 of lower concourse E FIS; renovate MIA central terminal façade and curbside

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	334	0	0	0	0	0	0	0	334
FDOT Funds	0	0	0	0	0	0	0	4,000	4,000
Future Financing	0	91	2,627	23,108	29,929	29,333	92,111	905,273	1,082,472
TOTAL REVENUES:	334	91	2,627	23,108	29,929	29,333	92,111	909,273	1,086,806
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	3	396	2,304	4,664	27,062	92,111	909,273	1,035,813
Planning and Design	334	88	2,231	20,804	25,265	2,271	0	0	50,993
TOTAL EXPENDITURES:	334	91	2,627	23,108	29,929	29,333	92,111	909,273	1,086,806

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MIAMI INTERNATIONAL AIRPORT (MIA) - CONCOURSE E SUBPROGRAM

PROJECT #: 2000000094



DESCRIPTION: Renovate Concourse E to include interior, exterior and code requirement upgrades; upgrade passenger loading bridges; replace automated people mover; rehabilitate apron pavement in Concourse E's Satellite and Lower concourse; 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 (TSA) approved processes; build new chiller plant to meet preconditioned air demands; and upgrade life safety features

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	12,277	0	0	0	0	0	0	0	12,277
Aviation Revenue Bonds	96,554	0	0	0	0	0	0	0	96,554
FDOT Funds	42,065	1,188	185	2,828	363	478	2,460	4,752	54,319
Federal Aviation Administration	8,735	0	0	0	0	0	0	0	8,735
Future Financing	0	34,984	66,963	56,022	3,003	1,200	2,460	3,856	168,488
Reserve Maintenance Fund	58,781	0	0	0	0	0	0	0	58,781
TOTAL REVENUES:	218,412	36,172	67,148	58,850	3,366	1,678	4,920	8,608	399,154
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	211,647	33,914	66,819	55,720	3,272	1,678	4,920	8,608	386,578
Planning and Design	6,765	2,258	329	3,130	94	0	0	0	12,576
TOTAL EXPENDITURES:	218,412	36,172	67,148	58,850	3,366	1,678	4,920	8,608	399,154

MIAMI INTERNATIONAL AIRPORT (MIA) - FUEL FACILITIES SUBPROGRAM

PROJECT #: 2000001318



DESCRIPTION: Design and construct one additional fuel tank at the fuel storage facility

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	684	0	0	0	0	0	0	0	684
Aviation Revenue Bonds	39	0	0	0	0	0	0	0	39
FDOT Funds	40	121	278	6,958	1,700	0	0	0	9,097
Future Financing	0	121	278	6,958	2,549	19	0	0	9,925
TOTAL REVENUES:	763	242	556	13,916	4,249	19	0	0	19,745
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	7	22	556	13,916	4,249	19	0	0	18,769
Planning and Design	756	220	0	0	0	0	0	0	976
TOTAL EXPENDITURES:	763	242	556	13,916	4,249	19	0	0	19,745

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MIAMI INTERNATIONAL AIRPORT (MIA) - LAND ACQUISITION SUBPROGRAM

PROJECT #: 2000001340



DESCRIPTION: Expand Miami International Airport blueprint through land acquisition

LOCATION: Various Sites

District Located: 6

Various Sites

District(s) Served: 13

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	72,500	72,500	0	0	0	0	0	145,000
TOTAL REVENUES:	0	72,500	72,500	0	0	0	0	0	145,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	72,500	72,500	0	0	0	0	0	145,000
TOTAL EXPENDITURES:	0	72,500	72,500	0	0	0	0	0	145,000

MIAMI INTERNATIONAL AIRPORT (MIA) - LANDSIDE AND ROADWAYS SUBPROGRAM

PROJECT #: 2000001047



DESCRIPTION: Construct new perimeter road bridge over Tamiami canal to expand to double lanes in both directions

LOCATION: Miami International Airport

District Located: 6

Unincorporated Miami-Dade County

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
FDOT Funds	0	51	475	556	541	4,608	5,658	0	11,889
Future Financing	0	51	475	555	541	4,608	9,047	371	15,648
TOTAL REVENUES:	0	102	950	1,111	1,082	9,216	14,705	371	27,537
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	32	224	638	1,063	9,216	14,705	371	26,249
Planning and Design	0	70	726	473	19	0	0	0	1,288
TOTAL EXPENDITURES:	0	102	950	1,111	1,082	9,216	14,705	371	27,537

MIAMI INTERNATIONAL AIRPORT (MIA) - MISCELLANEOUS PROJECTS SUBPROGRAM

PROJECT #: 2000000096



DESCRIPTION: Rehabilitate taxiway T and S; realign taxiway R; construct Airport Operations Control Room (AOC); construct new 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	27,181	0	0	0	0	0	0	0	27,181
Aviation Passenger Facility Charge	0	9,228	0	0	0	0	0	0	9,228
Aviation Revenue Bonds	47,994	6,238	3,399	0	0	0	0	0	57,631
Double-Barreled GO Bonds	2,806	3,482	12,806	906	0	0	0	0	20,000
FDOT Funds	10,073	4,397	0	0	0	0	0	0	14,470
Federal Aviation Administration	40,035	0	0	0	0	0	0	0	40,035
Future Financing	0	12,027	63,018	143,734	1,041	245	755	25,322	246,142
Improvement Fund	0	0	39,898	8,102	0	0	0	0	48,000
TOTAL REVENUES:	128,089	35,372	119,121	152,742	1,041	245	755	25,322	462,687
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	116,323	34,098	119,081	151,905	1,041	245	755	24,833	448,281
Planning and Design	11,766	1,274	40	837	0	0	0	489	14,406
TOTAL EXPENDITURES:	128,089	35,372	119,121	152,742	1,041	245	755	25,322	462,687

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MIAMI INTERNATIONAL AIRPORT (MIA) - NORTH TERMINAL SUBPROGRAM

PROJECT #: 2000001042



DESCRIPTION: Upgrade North Terminal ramp level restrooms; implement North Terminal Gate Optimization Phase 1 to accommodate larger aircraft; and install Swing Door at gate D-60

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	853	0	0	0	0	0	0	0	853
Claims Construction Fund	663	0	0	0	0	0	0	0	663
Future Financing	0	1,679	9,499	2,129	16,920	41,300	10,246	164	81,937
TOTAL REVENUES:	1,516	1,679	9,499	2,129	16,920	41,300	10,246	164	83,453
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	659	1,421	5,945	2,093	16,920	41,300	10,246	164	78,748
Planning and Design	857	258	3,554	36	0	0	0	0	4,705
TOTAL EXPENDITURES:	1,516	1,679	9,499	2,129	16,920	41,300	10,246	164	83,453

MIAMI INTERNATIONAL AIRPORT (MIA) - PASSENGER BOARDING BRIDGES SUBPROGRAM

PROJECT #: 2000000596



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

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Passenger Facility Charge	10,602	25,004	25,004	11,770	3,411	0	0	0	75,791
FDOT Funds	2,059	0	0	0	0	0	0	0	2,059
TOTAL REVENUES:	12,661	25,004	25,004	11,770	3,411	0	0	0	77,850
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	12,331	23,957	23,957	11,277	3,411	0	0	0	74,933
Planning and Design	330	1,047	1,047	493	0	0	0	0	2,917
TOTAL EXPENDITURES:	12,661	25,004	25,004	11,770	3,411	0	0	0	77,850

MIAMI INTERNATIONAL AIRPORT (MIA) - RESERVE MAINTENANCE SUBPROGRAM

PROJECT #: 2000000068



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

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
FDOT Funds	1,440	0	0	0	0	0	0	0	1,440
Federal Aviation Administration	3,127	0	0	0	0	0	0	0	3,127
Reserve Maintenance Fund	31,744	86,066	25,000	25,095	25,000	25,000	25,000	0	242,905
TOTAL REVENUES:	36,311	86,066	25,000	25,095	25,000	25,000	25,000	0	247,472
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	33,847	77,459	22,500	22,595	22,500	22,500	22,500	0	223,901
Planning and Design	2,464	8,607	2,500	2,500	2,500	2,500	2,500	0	23,571
TOTAL EXPENDITURES:	36,311	86,066	25,000	25,095	25,000	25,000	25,000	0	247,472

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MIAMI INTERNATIONAL AIRPORT (MIA) - SOUTH TERMINAL EXPANSION SUBPROGRAM PROJECT #: 2000001317

DESCRIPTION: Enhance South Terminal Smoke Evacuation System; perform Concourse H Glazing and Curtain Wall Assessment and Corrective Action; demolish Building 3050 for South Terminal Expansion; relocate South Terminal Apron and Utilities Phase 1; expand South Terminal eastward adding new gates; and develop South Terminal Centralized Checkpoint

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



REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	709	1,545	0	0	0	0	0	0	2,254
FDOT Funds	0	492	11,752	2,040	1,848	10,369	0	0	26,501
Future Financing	0	530	15,842	33,523	69,174	239,902	213,858	16,996	589,825
TOTAL REVENUES:	709	2,567	27,594	35,563	71,022	250,271	213,858	16,996	618,580
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	590	1,736	3,778	31,367	71,022	250,271	213,858	16,996	589,618
Planning and Design	119	831	23,816	4,196	0	0	0	0	28,962
TOTAL EXPENDITURES:	709	2,567	27,594	35,563	71,022	250,271	213,858	16,996	618,580

MIAMI INTERNATIONAL AIRPORT (MIA) - SOUTH TERMINAL SUBPROGRAM

PROJECT #: 2000000095



DESCRIPTION: Enhance south terminal baggage handling system; replace roof and renovate Concourse H to include conversion of gates H12, H14 and H15 from domestic only gates to international capable arrival gates

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation 2016 Commercial Paper	158,769	0	0	0	0	0	0	0	158,769
Aviation Passenger Facility Charge	0	2,617	10,961	2,415	0	0	0	0	15,993
Aviation Revenue Bonds	31,099	0	0	0	0	0	0	0	31,099
FDOT Funds	16,183	164	10,961	3,836	0	0	0	0	31,144
Federal Aviation Administration	3,389	0	0	0	0	0	0	0	3,389
Future Financing	0	0	0	25,338	4	0	0	39,526	64,868
Transportation Security Administration Funds	101,161	0	0	0	0	0	0	0	101,161
TOTAL REVENUES:	310,601	2,781	21,922	31,589	4	0	0	39,526	406,423
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	299,273	2,719	21,922	31,503	4	0	0	37,725	393,146
Planning and Design	11,328	62	0	86	0	0	0	1,801	13,277
TOTAL EXPENDITURES:	310,601	2,781	21,922	31,589	4	0	0	39,526	406,423

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MIAMI INTERNATIONAL AIRPORT (MIA) - SUPPORT PROJECTS SUBPROGRAM

PROJECT #: 2000001319



DESCRIPTION: Install additional perimeter protection to MIA; replace public address system; implement a credentialing and identity management system, an airport surface management system, a checkpoint queue wait time analyzer system and a biometric enabled common use passenger processing system; expand OPF customs building; purchase and install concourse G preconditioned air equipment; replace parking access and revenue control system; install central terminal CCTV and access control; and design central terminal fire protection system

LOCATION: MIAMI INTERNATIONAL AIRPORT
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	8,842	3,764	2,036	0	0	0	0	0	14,642
Double-Barreled GO Bonds	6,502	3,675	0	0	0	0	0	0	10,177
FDOT Funds	1,316	0	0	0	0	0	0	0	1,316
Improvement Fund	5,067	2,067	157	1	0	0	0	0	7,292
Transportation Security Administration Funds	1,096	5,165	0	0	0	0	0	0	6,261
TOTAL REVENUES:	22,823	14,671	2,193	1	0	0	0	0	39,688
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	21,705	14,509	2,193	1	0	0	0	0	38,408
Planning and Design	1,118	162	0	0	0	0	0	0	1,280
TOTAL EXPENDITURES:	22,823	14,671	2,193	1	0	0	0	0	39,688

MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL WIDE SUBPROGRAM

PROJECT #: 2000001043



DESCRIPTION: Replace roofing system for entire terminal-wide roof structure; upgrade terminal lighting protection systems; relocate tenants as required; replace passenger boarding bridges and associated equipment at north and central terminals

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Aviation Revenue Bonds	255	0	0	0	0	0	0	0	255
Future Financing	0	8,075	19,710	65,143	110,142	67,765	21,100	4,523	296,458
TOTAL REVENUES:	255	8,075	19,710	65,143	110,142	67,765	21,100	4,523	296,713
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	255	2,081	13,674	65,143	110,142	67,765	21,100	4,523	284,683
Planning and Design	0	5,994	6,036	0	0	0	0	0	12,030
TOTAL EXPENDITURES:	255	8,075	19,710	65,143	110,142	67,765	21,100	4,523	296,713

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UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands)
		ESTIMATED PROJECT COST
MIA - CARGO BUILDING 704 DEMOLITION	Miami International Airport	3,760
MIA - CONCOURSE D EXPAND TO THE WEST EXTENSION	Miami International Airport	435,570
MIA - CONCOURSE E AND F TAXILANE AND APRON REHABILITATION	Miami International Airport	67,521
MIA - CONCOURSE F APRON (PHASE 1)	Miami International Airport	72,300
MIA - CONCOURSE F APRON (PHASE 2)	Miami International Airport	30,990
MIA - CONCOURSE F DEMOLITION (PHASE 2), PIER DEMOLITION AND APRON (PHASE 3)	Miami International Airport	111,520
MIA - CONCOURSE F DEMOTITION (PHASE 1)	Miami International Airport	91,930
MIA - CONCOURSE G DEMOLITION	Miami International Airport	38,440
MIA - CONCOURSES D AND E - APRON AND TAXI LANE PAVEMENTS	Miami International Airport	5,600
MIA - CONSOLIDATED CARGO FUMIGATION FACILITY	Miami International Airport	61,620
MIA - FUEL STORAGE FACILITY EXPANSION	Miami International Airport	30,040
MIA - MIDFIELD BLAST FENCE	Miami International Airport	10,000
MIA - NW 37 AVENUE INTERSECTION IMPROVEMENTS	Miami International Airport	2,490
MIA - PERIMETER ROAD WIDENING	Miami International Airport	20,000
MIA - WEST CARGO TRUCK PARKING	Miami International Airport	7,310
UNFUNDED TOTAL		989,091

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Miami-Dade Economic Advocacy Trust

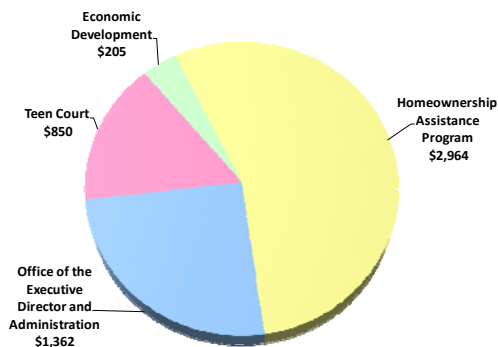
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black community within Targeted Urban Areas (TUAs) as identified by Miami-Dade County.

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 2020-21 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)



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

TABLE OF ORGANIZATION

	<p>OFFICE OF THE EXECUTIVE DIRECTOR 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><u>FY 19-20</u> 2</p> <p><u>FY 20-21</u> 2</p>
	<p>ADMINISTRATION Develops the Department's operating and capital budgets; administers grant funds; performs procurement, personnel and accounts receivable and payable functions</p> <p><u>FY 19-20</u> 4</p> <p><u>FY 20-21</u> 4</p>
	<p>ECONOMIC DEVELOPMENT 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><u>FY 19-20</u> 1</p> <p><u>FY 20-21</u> 1</p>
	<p>TEEN COURT 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><u>FY 19-20</u> 8</p> <p><u>FY 20-21</u> 8</p>
	<p>HOMEOWNERSHIP ASSISTANCE PROGRAM Provides homeownership opportunities to low-to-moderate income families through technical and financial assistance</p> <p><u>FY 19-20</u> 9</p> <p><u>FY 20-21</u> 9</p>

The FY 2020-21 total number of full-time equivalent positions is 24.5

FY 2020 - 21 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 COMMENTS

- The FY 2020-21 Adopted Budget includes one Administrative Officer 2 position and funding to support the Department's required Disparity Study (\$300,000)
- The FY 2020-21 Adopted Budget includes the reclassification of a Media and Public Relations Manager to a part-time Social Media Specialist to assist with the advertisement of various departmental programs

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
New homeowners provided closing costs and down payment assistance*	ED3-1	HW-1	OP	↔	275	261	300	287	300
Affordable housing community forums and housing events held	ED3-1	ES-3	OP	↔	32	29	40	32	36

*Projections for FY 19-20 reflect a decrease in the availability of housing units for qualified first-time homeowners and the ability to secure contracts on houses

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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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Community Economic Development Forums sponsored	ED2-1	ES-3	OP	↔	6	6	6	8	8

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Juveniles referred to Teen Court*	PS1-1	ES-2	OP	↔	218	170	300	150	200
Workshops held for Teen Court participants	PS1-1	ES-2	OP	↔	191	234	200	200	250
Courtroom sessions held by participating juveniles*	PS1-1	ES-2	OP	↔	161	137	185	75	150

*In FY 19-20; the impact of COVID-19 has contributed to the low number of arrests during the second and third quarters of the year, which has impacted the number of juveniles referred to Teen Court

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	2	34	44	45	46
Fuel	0	0	0	0	0
Overtime	1	0	0	0	0
Rent	0	0	13	13	13
Security Services	19	19	20	20	22
Temporary Services	33	61	15	15	40
Travel and Registration	1	1	4	1	4
Utilities	9	9	9	6	9

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	782	711	927	1,185
Carryover	5,729	6,759	7,594	9,118
Documentary Stamp Surtax	2,894	3,208	2,500	2,070
Donations	20	5	0	0
Interest Earnings	84	155	110	140
Surtax Loan Payback	2	3	1	3
Teen Court Fees	749	784	760	680
Total Revenues	10,260	11,625	11,892	13,196
Operating Expenditures Summary				
Salary	1,321	1,206	1,636	1,742
Fringe Benefits	489	445	682	706
Contractual Services	156	105	156	650
Other Operating	49	57	102	79
Charges for County Services	48	114	122	61
Grants to Outside Organizations	1,438	1,114	2,118	2,117
Capital	0	10	1	26
Total Operating Expenditures	3,501	3,051	4,817	5,381
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	7,075	7,815
Total Non-Operating Expenditures	0	0	7,075	7,815

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Public Safety				
Teen Court	889	850	8	8
Strategic Area: Economic Development				
Office of the Executive Director and Administration	1,088	1,362	6	6
Economic Development	215	205	1	1
Homeownership Assistance Program	2,625	2,964	9	9
Total Operating Expenditures	4,817	5,381	24	24

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Expand the Teen Court Program to the south end of Miami-Dade County	\$62	\$138	2
Hire one Policy Analyst to develop local government policies and provide recommendations to the BCC and municipal government specifically related to improving the economic conditions of Black residents	\$0	\$100	1
Hire one Legislative Analyst to develop and advocate for state government policies that will help improve the economic conditions of Black residents in the areas of economic development, business development, employment, homeownership, crime, juvenile crime, education and other economic factors that impact the economic advancement of Black residents	\$0	\$100	1
Total	\$62	\$338	4

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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.

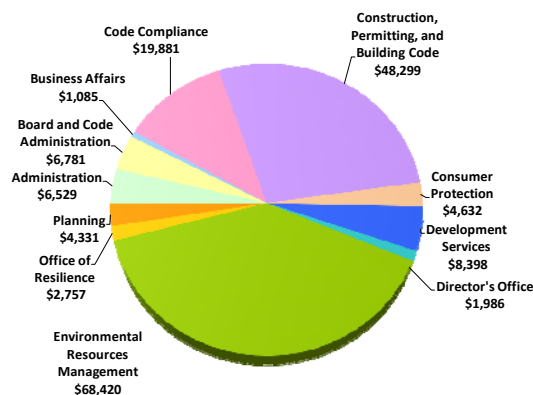
RER performs activities that are related to both the Neighborhood and Infrastructure and the Economic Development strategic areas. As part of the Neighborhood and Infrastructure strategic area, RER provides services, such as contractor licensing enforcement, construction products evaluation, training, 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.

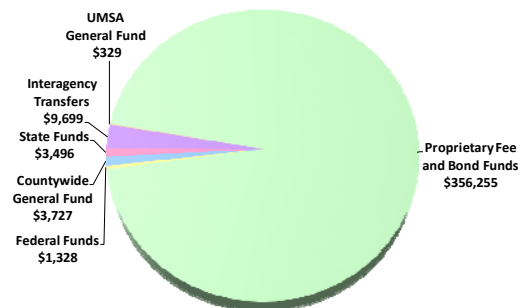
RER works closely with the building and development industry, local, state and federal environmental regulatory agencies and other County departments that require close coordination, including Fire Rescue, Transportation and Public Works and the Water and Sewer Department.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION

<p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u> Provides overall direction for departmental operations; oversees all departmental communication and intergovernmental activity</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 9 9</p>	
<p style="text-align: center;"><u>ADMINISTRATION</u> Provides finance, budgeting, billing and collection, human resources, procurement, and asset management services; provides information technology shared services, business plan development, performance management reporting and departmental safety coordination</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 68 69</p>	<p style="text-align: center;"><u>BUSINESS AFFAIRS</u> Coordinates economic development activities; coordinates film activities and permitting; and coordinates activities related to the agricultural industry</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 5 6</p>
<p style="text-align: center;"><u>CODE COMPLIANCE</u> Manages and enforces local contractor licensing as part of Chapter 10 of the County Code; ensures compliance with the Florida Building Code and other applicable regulations, including unsafe structures violations, through enforcement activities; and provides residential and commercial zoning enforcement</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 135 137</p>	<p style="text-align: center;"><u>ENVIRONMENTAL RESOURCES MANAGEMENT</u> Conducts environmental resources permitting, monitoring, and restoration; facilitates contaminated site remediation to ensure that environmental laws are followed; regulates sources of pollution and monitors air quality; regulates water supply protection; administers the Stormwater Utility and flood control programs</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 384 397</p>
<p style="text-align: center;"><u>DEVELOPMENT SERVICES</u> Reviews and processes all zoning applications seeking re-zoning or other relief from zoning code regulations; reviews application requests to subdivide land in preparation for development including traffic concurrency reservations; and maintains zoning data for properties in unincorporated Miami-Dade County</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 47 47</p>	<p style="text-align: center;"><u>OFFICE OF RESILIENCE</u> Assesses and prioritizes the greatest challenges to Miami-Dade County's resilience and long-term sustainability; develops a comprehensive and cohesive resilience plan; coordinates activities related to Biscayne Bay</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 13 16</p>
<p style="text-align: center;"><u>PLANNING</u> Manages and administers the CDMP; prepares population projections and economic, demographic and growth analyses; administers incentive programs</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 28 27</p>	<p style="text-align: center;"><u>CONSTRUCTION, PERMITTING AND BUILDING CODE</u> Ensures compliance with the Florida Building Code and unsafe structures and other applicable regulations through review of plans and inspection of construction; processes Certificates of Occupancy, Completion and Use; assesses impact fees</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 246 246</p>
<p style="text-align: center;"><u>OFFICE OF CONSUMER PROTECTION</u> Regulates various industries to protect the consumer</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 35 35</p>	<p style="text-align: center;"><u>BOARDS AND CODE ADMINISTRATION</u> Administers the Board of Rules and Appeals and its committees and the Unsafe Structures and Construction Trades Qualifying Boards, and processes product approvals, training and certification</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 37 37</p>

The FY 2020-21 total number of full-time equivalent positions is 1027.5

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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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of field inspections rejected	NI1-2	IE-2	EF	↓	15%	19%	20%	20%	20%
Average number of days a residential permit application is under review	NI1-2	IE-2	EF	↓	10	10	12	12	12
Average number of days a commercial permit application is under review	NI1-2	IE-2	EF	↓	22	22	23	23	23
Permits issued*	NI1-2	IE-2	OP	↔	67,830	64,924	50,000	48,000	48,000

* FY 2017-18 Actual and FY 2018-19 Actual reflect increased activity due to permits issued as a result of Hurricane Irma; the FY 2019-20 Projection and FY 2020-21 Target incorporate impacts associated with COVID-19

DIVISION COMMENTS

-  **The FY 2020-21 Adopted Budget includes the addition of an Engineer 1 position (\$97,000) to better support construction and plan review activities related to drainage and paving, traffic concurrency and public works standards**
- The FY 2020-21 Adopted Budget includes the transfer of one Engineer 2 position to the Environmental Resources Management Division to enhance environmental compliance pursuant to federal, state and local mandates

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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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of contaminated site rehabilitation documents reviewed within 60 days*	NI3-2	HW-1	EF	↑	93%	91%	92%	87%	90%
Percentage of wellfield monitoring samples collected on an annual basis*	NI3-2	IE-2	EF	↑	99%	99%	99%	89%	90%
Percentage of sanitary nuisance complaints responded to within 24 hours	NI3-2	HW-1	EF	↑	93%	93%	95%	95%	95%
Percentage of Resource Protection Permit applications reviewed within 30 days (Class I - VI Permits)*	NI3-2	IE-1	EF	↑	96%	99%	99%	95%	99%
Percentage of wetland acres reviewed for unauthorized impacts	NI3-2	IE-1	EF	↑	50%	50%	50%	50%	50%
Percentage of samples from Biscayne Bay surface water in compliance with County bacterial standard*	NI3-2	IE-1	OC	↑	92%	95%	99%	95%	99%
Percentage of surface water monitoring samples collected within 30 days	NI3-2	IE-1	EF	↑	98%	99%	99%	99%	99%
Percentage of state air quality permits issued within 60 days	NI3-1	IE-1	EF	↑	100%	100%	95%	95%	95%
Percentage of County air quality permits issued within eight days**	NI3-1	IE-1	EF	↑	74%	91%	70%	60%	90%

* The FY 2019-20 Actual incorporates impacts associated with COVID-19

** The FY 2019-20 Projection incorporates impacts associated with COVID-19; the FY 2020-21 Target was adjusted to align with prior year performance

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

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the addition of ten positions (\$956,000, funded by Utility Service Fees) for environmental activities; these include one position that will focus on water quality and nine positions that will focus on clean-up efforts on contaminated sites
- The FY 2020-21 Adopted Budget includes the addition of two positions (\$220,000) for environmental clean-up and compliance functions at the Miami-Dade Aviation, Transportation and Public Works and Public Housing and Community Development Departments; costs associated with these positions are reimbursed by user departments
- The FY 2020-21 Adopted Budget includes the transfer in of one position from the Construction, Permitting, and Building Code Division to enhance environmental compliance pursuant to federal, state and local mandates
- The FY 2020-21 Adopted Budget includes reimbursements of \$500,000 from the Miami-Dade Aviation Department for personnel and operating expenses 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 2020-21, 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 2020-21 Adopted 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 2020-21, 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 (\$151,000) and funding for Environmental Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division (\$430,000)
- The FY 2020-21 Adopted Budget includes an allocation 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)
- In FY 2020-21, the Adopted Budget continues funding projects with Utility Service Fees (\$8.3 million) to support the protection of the water supply; these include land acquisition, the surface water canal restoration action plan, hydrologic improvements to canals, testing and evaluation of the salinity barrier and improvements to the laboratory facility that is operated by Environmental Resources Management

DIVISION: BUSINESS AFFAIRS

The Business Affairs Division incorporates functions related to agriculture, economic development and film activities.

- Promotes the film and entertainment industry through various initiatives, including business attraction and industry development, policy formulation efforts at the state and local levels, the issuing of permits, administration of the Television, Film and Entertainment Production Incentives Program and coordination of support between production companies and County departments
- Supports local economic opportunities for Miami-Dade County by coordinating business development and economic expansion efforts
- Promotes and supports the agriculture community by serving as a liaison between various County departments and constituents and companies that are in the agriculture industry

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Film industry jobs created*	ED1-1	ES-3	OC	↑	12,640	11,034	12,600	9,850	10,500

* The FY 2019-20 Projection and FY 2020-21 Target incorporate impacts associated with COVID-19

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

DIVISION COMMENTS

- **The FY 2020-21 Adopted Budget includes an Economic and Business Development Manager (\$171,000) that was approved as an overage in FY 2019-20 to liaise on behalf of the County administration with the private sector and various industries to expand business opportunities**
- The FY 2020-21 Adopted Budget includes support from the Greater Miami Convention and Visitors Bureau for economic development and film activities (\$75,000)
- In FY 2020-21, 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 \$400,000 programmed in General Government
- 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

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 2020-21 Adopted Budget includes \$327,000 funded by general fund to support redistricting efforts required as the 2020 National Census is finalized in Miami-Dade County**
- The FY 2020-21 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
- The FY 2020-21 Adopted Budget includes the transfer of one position to the Administrative Services Division from the Planning Division to provide broader and enhanced administrative support related to procurement, inventory control and fleet management at the Permitting and Inspection Center

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

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: 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 2020-21 Adopted Budget includes the transfer in of one position to the Administration Division from the Planning Division to provide broader and enhanced administrative support related to procurement, fleet management and inventory control at the Permitting and Inspection Center
- The FY 2020-21 Adopted Budget includes payments in the amount of \$230,000 for services provided by Audit and Management Services (\$175,000), Human Resources (\$45,000) and Finance (\$10,000) for Purchase Card Industry (PCI) compliance

DIVISION: CONSUMER PROTECTION

The Consumer Protection Division incorporates functions related to licensing, regulation enforcement and educational activities.

- Licenses and regulates the locksmith, towing and vehicle immobilization, motor vehicle repair, moving, motor vehicle title loan, pain management, personal injury protection medical providers and water re-metering industries; registers telecommunication companies; and issues domestic partnership certificates
- Operates a Consumer Mediation Center that receives and processes consumer complaints, mediates disputes between consumers and businesses and administers the Wage Theft Program in an effort to promote economic security for Miami-Dade County residents
- Provides consumer education and promotes awareness through a wide range of programs including small claims court clinics, consumer services and rights awareness training and topical presentations on consumer scams and frauds

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Value of Goods, Refunds and/or Service Recovered for Consumers ('000s)*	ED1-2	HW-2	EF	↑	\$1,395	\$1,523	\$960	\$720	\$960

* The FY 2019-20 Projection is lower than expected due to COVID-19 impacts

FY 2020 - 21 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 as well as implementing a comprehensive and cohesive resilience strategy.

- Engages and works with diverse leaders and stakeholders from within County government and throughout the community to ensure inclusive input in determining and addressing the most pressing threats to Miami-Dade County
- Works closely with Adrienne Arsht-Rockefeller Foundation Resilience Center and other partners to implement the Resilient305 Strategy to ensure resilience is integrated within all County's planning and operations
- Develops, coordinates and facilitates a sea level rise strategy 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of activities implemented to decrease Countywide energy consumption*	GG4-4	IE-2	OP	↔	40	49	45	52	52
Number of adaptation/resiliency activities in progress or completed	GG4-4	IE-2	OP	↔	20	12	12	12	12

* The FY 2020-21 Target was modified to reflect projected performance

DIVISION COMMENTS

- ☛ The FY 2020-21 Adopted Budget includes the addition of two positions (\$250,000), a Chief Bay Officer and an Assistant to the Chief Bay Officer to oversee Biscayne Bay clean-up, restoration and environmental monitoring
- ☛ The FY 2020-21 Adopted Budget includes an Administrative Officer 3 (\$115,000) position that was approved as an overage in the current fiscal year to assist with enhancing communication efforts across departments as they relate to resiliency driven efforts
- ☛ The FY 2020-21 Adopted Budget includes \$500,000 to continue support for 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
- ☛ In FY 2020-21, 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 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Average calendar days from zoning complaint to first inspection	NI1-1	ES-2	EF	↓	6	4	3	3	3
Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection	NI1-1	ES-2	EF	↓	5	4	3	3	3
Rate of Voluntary Compliance with Warning Letters Issued	NI1-1	ES-2	EF	↑	63%	64%	65%	65%	65%
Average Days from Junk/Trash/Overgrowth Complaint to First Inspection	NI1-1	ES-2	EF	↓	5	4	3	3	3

DIVISION COMMENTS

- 
The FY 2020-21 Adopted Budget includes the addition of one Roofing Inspector (\$109,000) and one Building Inspector (\$102,000), added in FY 2019-20 as overages 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 2020-21 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 2020 - 21 Adopted Budget and Multi-Year Capital Plan

DIVISION: BOARD AND CODE ADMINISTRATION

The Board and Code Administration Division is responsible for the administrative and operational activities of the Board Administration, Contractor Licensing, Product Control and Senior Code Officer Sections, and related activities.

- Provides administrative and clerical support for the Board of Rules and Appeals, the Construction Trades Qualifying Boards, and the Unsafe Structures Board
- Provides local licensing for contractors and facilitates required examinations
- Provides technical information, training and assistance to 34 municipal building departments to ensure uniformity in the enforcement and interpretation of the Florida Building Code
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County
- Participate in the Florida Building Commission process to ensure that the provisions of the High Velocity Hurricane Zone are not weakened, and that code modifications are submitted through the Florida Building Commission process to address any identified building code deficiencies through monitoring researching, assessing and analyzing construction system performance

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of Contractor License Applications reviewed within 10 days	NI1-2	HW-2	EF	↑	100%	100%	100%	100%	100%

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☛ The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the purchase of 12 vehicles (\$249,000) to replace its aging fleet; over the next five years, the Department is planning to spend \$1.038 million to replace 114 vehicles as part of its fleet replacement plan; 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 equipment failure; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- ☛ In FY 2020-21, 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 (\$96.2 million), Florida Department of Environmental Protection (\$4.286 million), Beach Renourishment Fund (\$1.5 million), City of Miami Beach Contribution (\$1.2 million) and Building Better Communities General Obligation Bond proceeds (BBC-GOB) (\$654,000); the total project cost is \$231.984 million, \$104.772 million in FY 2020-21
- ☛ In FY 2020-21, 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 Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan will also 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) and Endangered Lands Voted Millage (\$500,000); the total project cost is \$41.5 million, \$3 million in FY 2020-21
- ☛ In FY 2020-21, 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

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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	315	377	920	966	486
Fuel	305	309	270	294	309
Overtime	1,036	1,369	1,300	1,297	1,297
Rent	8,459	8,600	8,756	8,756	9,017
Security Services	29	61	50	42	72
Temporary Services	307	398	420	509	483
Travel and Registration	180	245	221	235	295
Utilities	830	757	1,028	912	954

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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	1,734	1,947	2,747	3,727
General Fund UMSA	105	254	313	329
Auto Tag Fees	1,968	1,951	1,900	1,920
Building Administrative Fees	1,771	1,823	1,250	742
Carryover	143,665	164,797	171,552	178,077
Code Compliance Fees	4,217	5,152	4,316	4,532
Code Fines / Lien Collections	10,847	9,589	8,113	9,071
Construction / Plat Fees	5,074	5,223	4,551	4,591
Contractor's Licensing and Enforcement Fees	1,981	1,669	1,883	1,586
Environmentally Endangered Land Fees	861	935	844	927
Fees and Charges	3,246	3,084	3,083	2,973
Foreclosure Registry	766	684	618	507
Impact Fee Administration	3,749	4,009	3,230	3,428
Local Business Tax Receipt	471	471	471	471
Miscellaneous Revenues	963	1,545	1,351	1,014
Operating Permit Fee	7,943	8,151	7,546	7,645
Other Revenues	6,102	7,874	6,588	7,202
Permitting Trades Fees	37,628	39,412	33,728	33,587
Plan Review Fee	11,282	11,784	10,087	10,260
Planning Revenue	2,010	1,058	666	1,131
Product Control Certification Fees	2,861	2,169	2,303	2,217
Stormwater Utility Fees (County)	36,119	45,195	42,663	42,105
Transfer From Other Funds	0	840	0	0
Utility Service Fee	33,563	34,150	34,359	34,333
Zoning Revenue	8,206	8,663	7,509	7,936
State Grants	3,346	2,521	3,243	3,496
Federal Grants	1,300	1,193	1,142	1,328
Airport Project Fees	387	443	500	470
Interagency Transfers	2,580	1,066	8,399	9,229
Total Revenues	334,745	367,652	364,955	374,834
Operating Expenditures Summary				
Salary	70,851	73,483	77,153	79,901
Fringe Benefits	25,182	27,460	29,172	30,689
Court Costs	3	4	24	25
Contractual Services	4,337	4,549	7,180	8,894
Other Operating	11,168	11,692	14,122	15,122
Charges for County Services	23,079	23,653	26,912	28,532
Grants to Outside Organizations	257	338	431	430
Capital	2,027	2,053	2,624	9,756
Total Operating Expenditures	136,904	143,232	157,618	173,349
Non-Operating Expenditures Summary				
Transfers	25,853	24,400	43,429	33,631
Distribution of Funds In Trust	0	0	0	0
Debt Service	7,191	7,251	7,253	4,497
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	156,655	163,357
Total Non-Operating Expenditures	33,044	31,651	207,337	201,485

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Neighborhood and Infrastructure				
Director's Office	1,553	1,986	9	9
Administration	6,173	6,529	68	69
Board and Code Administration	6,360	6,781	37	37
Code Compliance	19,985	19,881	135	137
Construction, Permitting, and Building Code	44,282	48,299	246	246
Development Services	8,135	8,398	47	47
Environmental Resources Management	58,479	68,670	384	397
Office of Resilience	2,547	2,757	13	16
Planning	4,393	4,331	28	27
Strategic Area: Economic Development				
Business Affairs	878	1,085	5	6
Consumer Protection	4,833	4,632	35	35
Total Operating Expenditures	157,618	173,349	1,007	1,026

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Army Corps of Engineers	52,894	96,200	27,610	1,190	0	0	0	0	177,894
BBC GOB Financing	69,788	29,424	46,457	12,189	181	1,441	520	0	160,000
Beach Renourishment Fund	4,500	1,500	1,500	1,500	0	0	0	0	9,000
Biscayne Bay Envir. Trust Fund	0	1,000	0	0	0	0	0	0	1,000
City of Miami Beach Contribution	4,425	1,200	1,500	1,500	0	0	0	0	8,625
Endangered Lands Voted Millage	1,500	0	0	0	0	0	0	0	1,500
Florida Department of Environmental Protection	9,263	4,286	2,863	4,566	1,886	2,941	660	0	26,465
Florida Inland Navigational District	0	100	0	0	0	0	0	0	100
Future Financing	0	0	0	10,000	0	0	0	0	10,000
Stormwater Utility	6,000	2,170	3,638	4,800	3,212	3,665	3,702	0	27,187
US Department of Agriculture	7,400	0	0	0	0	0	0	0	7,400
Total:	155,770	135,880	83,568	35,745	5,279	8,047	4,882	0	429,171
Expenditures									
Strategic Area: NI									
Beach Projects	72,580	104,772	33,336	10,322	3,772	5,882	1,320	0	231,984
Drainage Improvements	6,000	2,170	3,638	4,800	3,212	3,665	3,702	0	27,187
Environmental Projects	15,378	4,100	9,022	10,000	0	0	0	0	38,500
Environmentally Endangered Lands Projects	35,480	3,000	2,520	500	0	0	0	0	41,500
Strategic Area: ED									
Community Development Projects	19,330	23,270	35,400	12,000	0	0	0	0	90,000
Total:	148,768	137,312	83,916	37,622	6,984	9,547	5,022	0	429,171

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Army Corps of Engineers	52,894	96,200	27,610	1,190	0	0	0	0	177,894
BBC GOB Financing	7,000	654	15	189	181	1,441	520	0	10,000
Beach Renourishment Fund	4,500	1,500	1,500	1,500	0	0	0	0	9,000
City of Miami Beach Contribution	4,425	1,200	1,500	1,500	0	0	0	0	8,625
Florida Department of Environmental Protection	9,263	4,286	2,863	4,566	1,886	2,941	660	0	26,465
TOTAL REVENUES:	78,082	103,840	33,488	8,945	2,067	4,382	1,180	0	231,984
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	72,580	104,772	33,336	10,322	3,772	5,882	1,320	0	231,984
TOTAL EXPENDITURES:	72,580	104,772	33,336	10,322	3,772	5,882	1,320	0	231,984

FY 2020 - 21 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Biscayne Bay Envir. Trust Fund	0	1,000	0	0	0	0	0	0	1,000
Florida Inland Navigational District	0	100	0	0	0	0	0	0	100
TOTAL REVENUES:	0	1,100	0	0	0	0	0	0	1,100
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	1,100	0	0	0	0	0	0	1,100
TOTAL EXPENDITURES:	0	1,100	0	0	0	0	0	0	1,100

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Stormwater Utility	6,000	2,170	3,638	4,800	3,212	3,665	3,702	0	27,187
TOTAL REVENUES:	6,000	2,170	3,638	4,800	3,212	3,665	3,702	0	27,187
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	6,000	2,170	3,638	4,800	3,212	3,665	3,702	0	27,187
TOTAL EXPENDITURES:	6,000	2,170	3,638	4,800	3,212	3,665	3,702	0	27,187

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	17,500	18,500	27,000	12,000	0	0	0	0	75,000
TOTAL REVENUES:	17,500	18,500	27,000	12,000	0	0	0	0	75,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	17,500	18,500	27,000	12,000	0	0	0	0	75,000
TOTAL EXPENDITURES:	17,500	18,500	27,000	12,000	0	0	0	0	75,000

FY 2020 - 21 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	1,830	4,770	8,400	0	0	0	0	0	15,000
TOTAL REVENUES:	1,830	4,770	8,400	0	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	1,830	4,770	8,400	0	0	0	0	0	15,000
TOTAL EXPENDITURES:	1,830	4,770	8,400	0	0	0	0	0	15,000

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	35,480	2,500	2,020	0	0	0	0	0	40,000
Endangered Lands Voted Millage	1,500	0	0	0	0	0	0	0	1,500
TOTAL REVENUES:	36,980	2,500	2,020	0	0	0	0	0	41,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Land Acquisition/Improvements	35,480	3,000	2,520	500	0	0	0	0	41,500
TOTAL EXPENDITURES:	35,480	3,000	2,520	500	0	0	0	0	41,500

PURCHASE DEVELOPMENT RIGHTS FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 986940



DESCRIPTION: Provide funding for a program to purchase development rights of appropriate properties

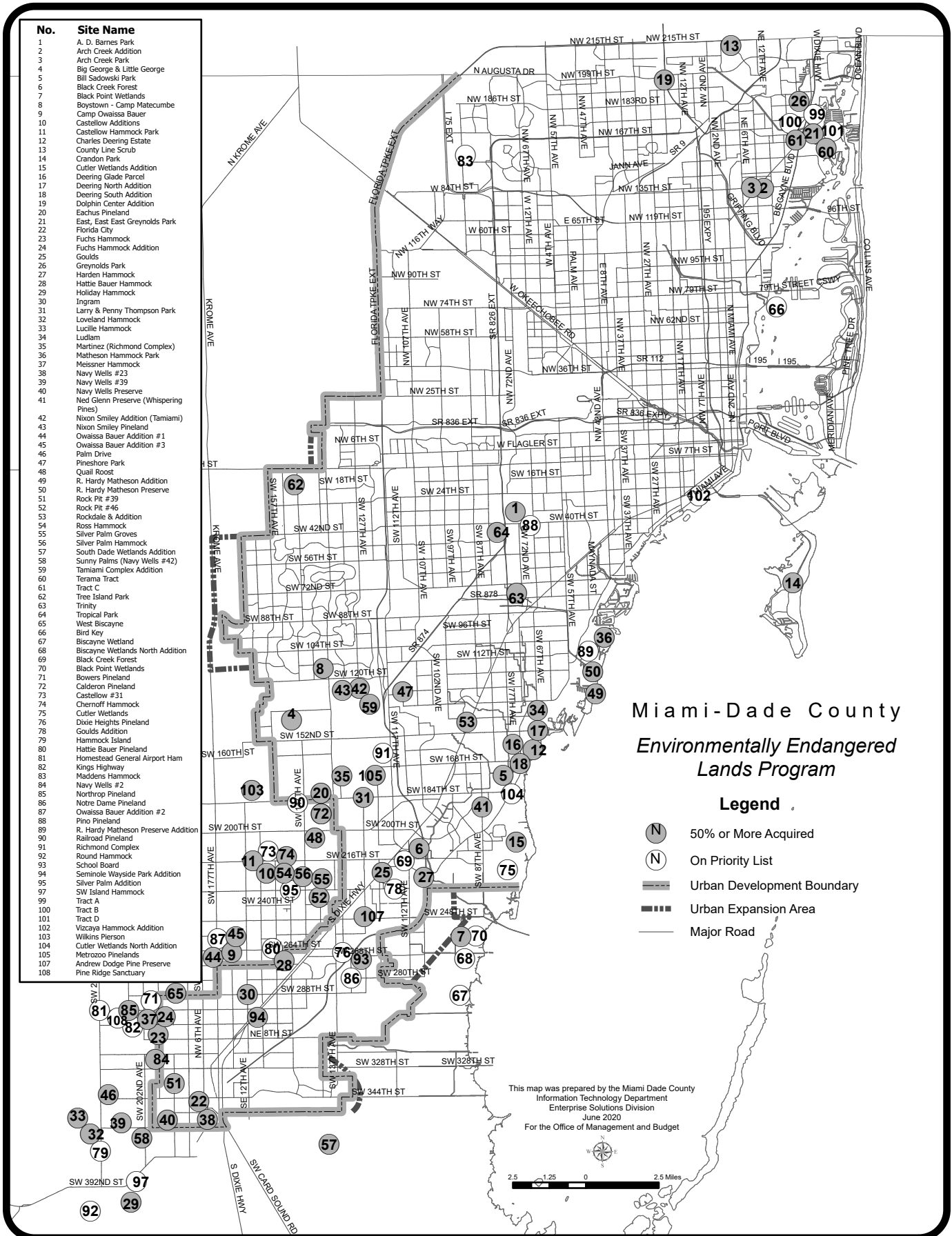
LOCATION: Countywide District Located: Countywide
Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	7,978	3,000	9,022	0	0	0	0	0	20,000
Future Financing	0	0	0	10,000	0	0	0	0	10,000
US Department of Agriculture	7,400	0	0	0	0	0	0	0	7,400
TOTAL REVENUES:	15,378	3,000	9,022	10,000	0	0	0	0	37,400
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Land Acquisition/Improvements	15,378	3,000	9,022	10,000	0	0	0	0	37,400
TOTAL EXPENDITURES:	15,378	3,000	9,022	10,000	0	0	0	0	37,400

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

<u>Department Operational Unmet Needs</u>			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
One Film Permit Coordinator	\$3	\$96	0
Total	\$3	\$96	0

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



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

Seaport

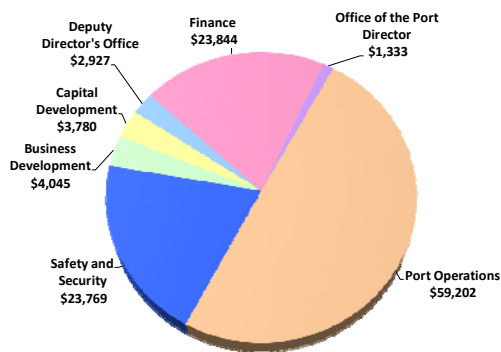
The Seaport Department manages and operates the Dante B. Fascell Port of Miami or PortMiami. PortMiami is the busiest passenger cruise port in the world and the 12th busiest cargo container port in the United States.

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.

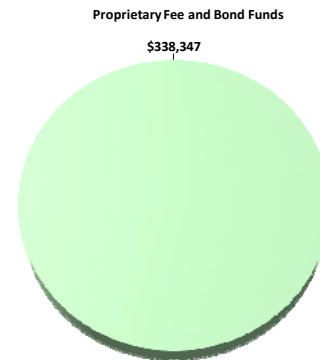
As the second largest economic engine in Miami-Dade County, PortMiami contributes \$43 billion annually to the local economy and supports more than 334,400 jobs in South Florida. Seaport works with the maritime, cruise and cargo industries; truckers; freight forwarders; various federal and state agencies;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

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

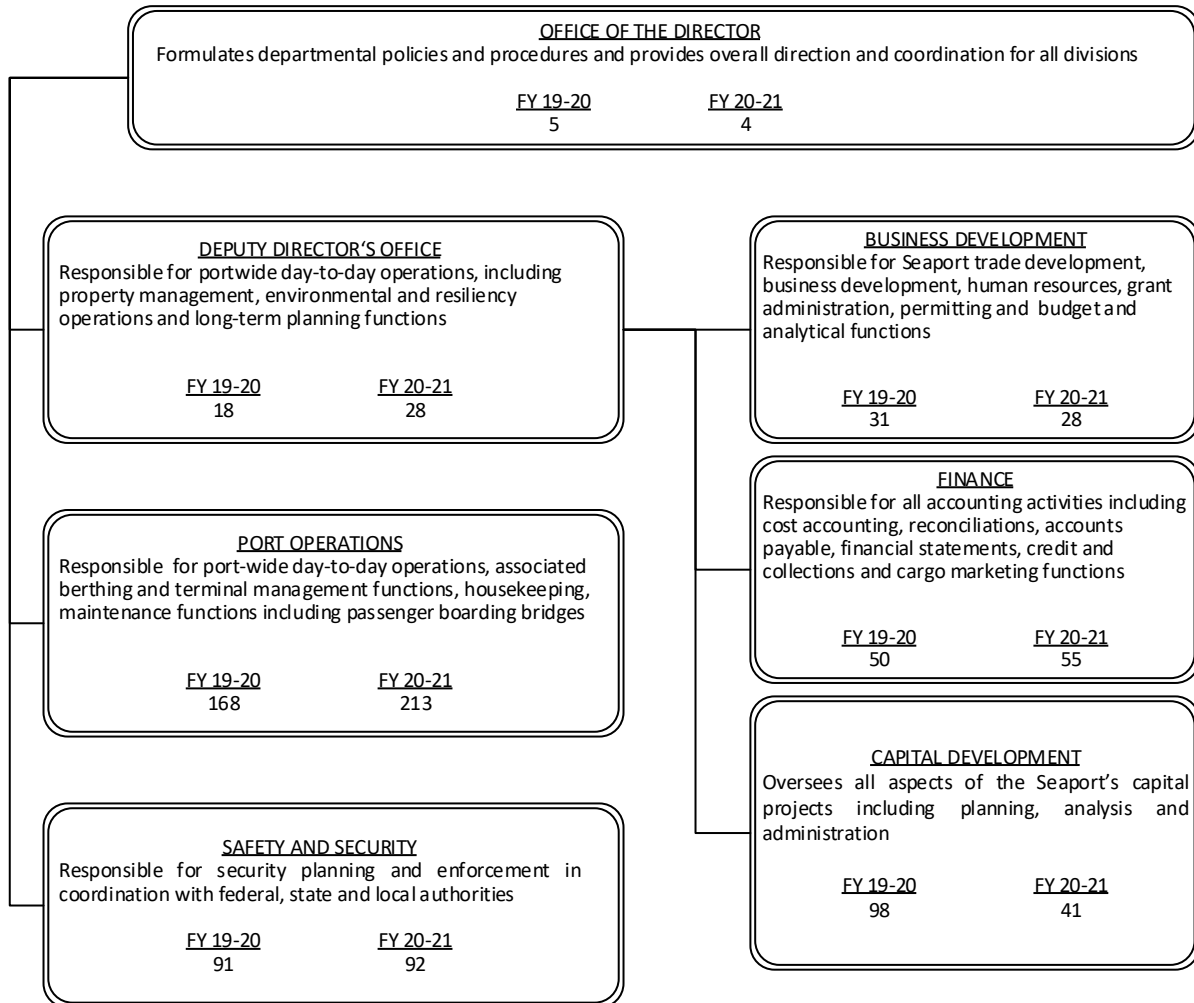


Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION



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

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Cruise passengers (in thousands)*	ED1-5	ES-3	OC	↑	5,592	6,824	7,063	3,400	5,400
Number of TEUs (Twenty Foot Equivalent) (in thousands)*	ED1-5	ES-3	OC	↑	1,084	1,120	1,121	900	1,150

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

DIVISION COMMENTS

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

DIVISION: DEPUTY DIRECTOR'S OFFICE

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

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

Key Department Measures, Strategic Objectives and Resiliency Drivers

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

DIVISION COMMENTS

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

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

DIVISION: PORT OPERATIONS

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

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

Key Department Measures, Strategic Objectives and Resiliency Drivers

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

DIVISION COMMENTS

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

DIVISION: BUSINESS DEVELOPMENT

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

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

Key Department Measures, Strategic Objectives and Resiliency Drivers

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

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

DIVISION COMMENTS

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

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of projects completed on time and within budget*	ED1-5	IE-3	EF	↑	95%	95%	98%	95%	98%

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

DIVISION COMMENTS

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

DIVISION: FINANCE

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

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

Key Department Measures, Strategic Objectives and Resiliency Drivers

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

DIVISION COMMENTS

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

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of Seaport Enforcement Officers	PS3-3	ES-2	OP	↑	60	61	67	67	67

DIVISION COMMENTS

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

ADDITIONAL INFORMATION

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

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2010-21, the Department will continue to repair and upgrade both cargo and cruise bulkheads, expected to add at least 30 years of life to the Port (total project cost \$158.331 million; \$26 million in FY 2020-21)
- In anticipation of the Port receiving larger ships, the Department will add up to five new post-panamax gantry cranes which will bring the total number of cranes to 17; the additional cranes will allow the Port to handle more than one million TEUs annually (total project cost \$52.4 million; \$38.2 million in FY 2020-21); it is anticipated that this project will have an annual operating impact of \$500,000 per crane, for a total operating impact of \$2 million beginning in FY 2020-21 including eight FTEs
- FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes an investment of \$819.3 million for five new terminals over the next five years and the expansion Terminal F which will enable the Seaport to reach a passenger level of 9.4 million and potentially over \$190 million in revenues
- As part of Seaport's capital improvement plan, construction of the new Inspection and Fumigation facility will begin in early FY 2020-21 with a projected completion date of Summer FY 2021-22; this state of the art facility will replace the Port's current facility and provide for a more efficient inspection and fumigation process for the Port's fruit and vegetable customers (total project cost \$70 million, \$35 million in FY 2020-21)
- It is anticipated that in FY 2020-21, the Brightline project will be completed allowing passengers and employees to connect from Miami-Dade County's transit system to PortMiami (total project cost \$5.2 million, \$1.56 million in FY 2020-21)

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

SELECTED ITEM HIGHLIGHTS AND DETAILS

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

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 19-20	Adopted Fee FY 20-21	Dollar Impact FY 20-21
• Water use per ton	\$3.04	\$3.13	\$90,000
• Various Passenger Dockage and Wharfage rates	Various	Various	\$2,590,000
• Various Cargo Dockage and Wharfage rates	Various	Various	\$1,062,000
• Various Crane charges	Various	Various	\$564,000
• Various Terminal Rental charges	Various	Various	\$472,000

OPERATING FINANCIAL SUMMARY

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

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

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

CAPITAL BUDGET SUMMARY

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

FUNDED CAPITAL PROJECTS

(dollars in thousands)

BRIGHTLINE

PROJECT #: 2000001320

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

LOCATION: Dante B. Fascell Port of Miami-Dade

District Located: 5

Port of Miami

District(s) Served: TBD



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

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

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

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CRUISE TERMINAL AAAA - NEW

PROJECT #: 2000001291



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

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

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

CRUISE TERMINAL BERTH 10 - NEW

PROJECT #: 2000001343



DESCRIPTION: Prepare Berth 10 for a new future terminal
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

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

CRUISE TERMINAL F - PHASE 2

PROJECT #: 2000000979



DESCRIPTION: Expand Terminal F to accommodate added Carnival Cruise ships
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

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

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

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

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

CRUISE TERMINAL V - NEW

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

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

CRUISE TERMINALS A AND AA - ROADWAYS

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

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

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

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

FEDERAL INSPECTION FACILITY

PROJECT #: 641540



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

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

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

GANTRY CRANES

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

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

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

INFRASTRUCTURE IMPROVEMENTS - CARGO GATE MODIFICATIONS

PROJECT #: 644010



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

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

District Located: 5
District(s) Served: Countywide

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

INFRASTRUCTURE IMPROVEMENTS - CHANNEL MODIFICATIONS

PROJECT #: 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
Port of Miami

District Located: 5
District(s) Served: Countywide

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

INFRASTRUCTURE IMPROVEMENTS - CONTAINER YARD (SEABOARD)

PROJECT #: 644520



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

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

District Located: 5
District(s) Served: Countywide

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

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INFRASTRUCTURE IMPROVEMENTS - CRUISE CAMPUS

PROJECT #: 2000001290



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

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

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

INFRASTRUCTURE IMPROVEMENTS - NORTH BULKHEAD REHABILITATION

PROJECT #: 644300



DESCRIPTION: Provide repairs and improvements to the north bulkhead terminal

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

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

INFRASTRUCTURE IMPROVEMENTS - NORTH CRUISE BLVD EXTENSION

PROJECT #: 2000001342



DESCRIPTION: Extend cruise boulevard for added operations

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

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

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INFRASTRUCTURE IMPROVEMENTS - PASSENGER BOARDING BRIDGES

PROJECT #: 2000001344



DESCRIPTION: Purchase passenger boarding bridges for various terminals

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

District Located:
District(s) Served:

5
Countywide

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

INFRASTRUCTURE IMPROVEMENTS - PORT WIDE

PROJECT #: 645430



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

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

District Located:
District(s) Served:

5
Countywide

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

INFRASTRUCTURE IMPROVEMENTS - SOUTH BULKHEAD REHABILITATION

PROJECT #: 646300



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

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

District Located:
District(s) Served:

5
Countywide

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

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INFRASTRUCTURE IMPROVEMENTS - SOUTH FLORIDA CONTAINER TERMINAL

PROJECT #: 647150



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

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

INFRASTRUCTURE IMPROVEMENTS - WATER AND SEWER UPGRADES

PROJECT #: 647720



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

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

INSPECTION AND FUMIGATION FACILITY

PROJECT #: 2000001418



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

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

FY 2020 - 21 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
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
UNFUNDED TOTAL		231,700

<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
Total	\$1,750	\$0	0

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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 2020 - 21 Adopted Budget and Multi-Year Capital Plan

Audit and Management Services

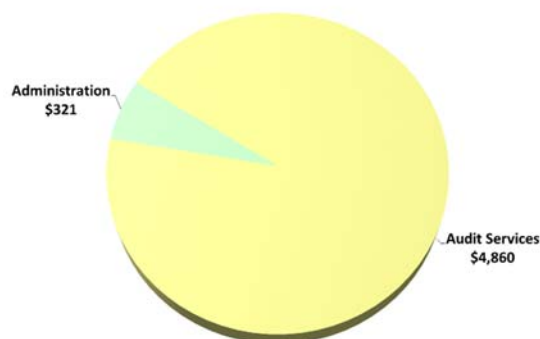
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

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.

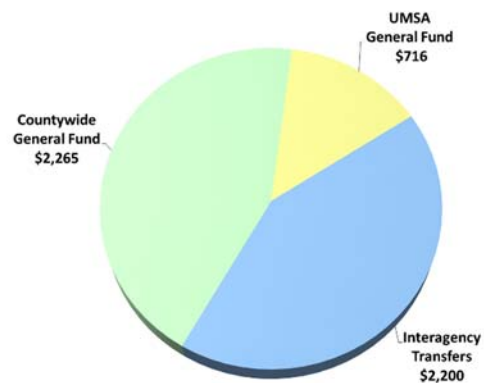
Department stakeholders include County departments and their business partners, as well as the general public.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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

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 19-20</u> 34	<u>FY 20-21</u> 35
	<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 19-20</u> 4	<u>FY 20-21</u> 4

The FY 2020-21 total number of full-time equivalent positions is 39.

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of audit reports issued within 90 days of fieldwork completion	GG4-1	LS-1	EF	↑	51%	64%	50%	50%	50%
Amount collected from assessments (in thousands)*	GG4-1	ES-3	OC	↑	\$3,136	\$1,287	\$1,500	\$1,500	\$1,500
Amount assessed from audits (in thousands)*	GG4-1	ES-3	OC	↑	\$4,487	\$1,698	\$3,000	\$3,000	\$3,000
Audit reports issued	GG4-1	ES-3	OP	↔	43	50	40	40	40
Percentage of planned follow-up audits completed**	GG4-1	ES-3	OP	↔	47%	51%	50%	30%	50%

* Assessments and collections vary annually based on the audit results and number of revenue audits performed

** In FY 2019-20, higher risk audits were prioritized, resulting in a decrease in follow up audits

DIVISION COMMENTS

- **The FY 2020-21 Adopted Budget includes the addition of an Associate Auditor funded by the Regulatory and Economic Resources Department to assist with additional workload demands (\$88,000)**
- The FY 2020-21 Adopted Budget includes \$2.2 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, Regulatory and Economic Resources and others

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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
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	2	8	10	1	14
Utilities	33	31	34	30	35

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	1,903	2,067	2,161	2,265
General Fund UMSA	634	653	683	716
Fees for Services	2,059	2,152	2,100	2,200
Total Revenues	4,596	4,872	4,944	5,181
Operating Expenditures Summary				
Salary	3,291	3,406	3,436	3,563
Fringe Benefits	1,137	1,210	1,287	1,351
Court Costs	0	0	0	0
Contractual Services	0	0	0	0
Other Operating	113	129	146	182
Charges for County Services	49	69	68	70
Grants to Outside Organizations	0	0	0	0
Capital	6	8	7	15
Total Operating Expenditures	4,596	4,822	4,944	5,181
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	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Expenditure By Program				
Strategic Area: General Government				
Administration	313	321	4	4
Audit Services	4,631	4,860	34	35
Total Operating Expenditures	4,944	5,181	38	39

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Fund two Senior Auditors and three Associate Auditors to perform audits	\$0	\$472	5
Total	\$0	\$472	5

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

Commission on Ethics and Public Trust

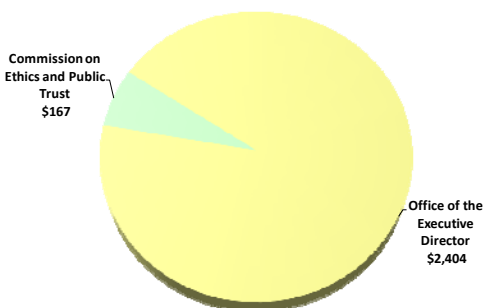
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

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.

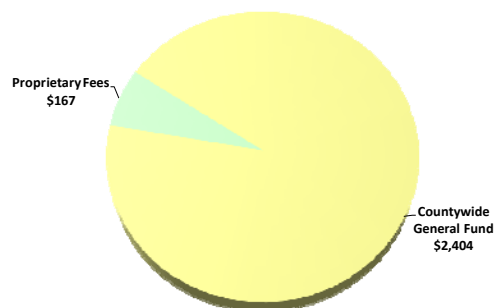
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors and vendors. The Ethics Commission works closely with the Office of the Inspector General and the State Attorney's Office, as well as other criminal law enforcement agencies.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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

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 19-20
16

FY 20-21
16

The FY 2020-21 total number of full-time equivalent positions is 16 FTE.

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of complaints filed	GG1-2	LS-2	IN	↔	51	52	40	45	50
Number of requests for opinions and inquiries filed*	GG1-2	LS-2	IN	↔	353	350	400	180	200
Number of investigations handled**	GG1-2	LS-2	OP	↔	92	125	130	110	130
Number of Hotline, Mailbox and General Inquiries Responses***	GG1-2	LS-2	OP	↔	N/A	N/A	N/A	N/A	250
Number of Ethics trainings and workshops****	GG1-2	LS-2	OP	↔	393	400	410	75	100
Percentage of County employees trained within the past three years	GG1-2	LS-2	OC	↑	100%	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 new methodology is reflected in the FY 2019-20; Projection and the FY 2020-21 Target

** FY 2019-20 Projection is impacted by COVID-19; FY 2020-21 Target assumes stabilization as part of the "new normal"

*** New performance measure that captures formerly unreported COE staff assistance to the general public and County and municipal elected officials, board members, employees and lobbyists

**** 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; these new methodologies are reflected in the FY 2019-20 Projection and the FY 2020-21 Target

ADDITIONAL INFORMATION

- ☛ The FY 2020-21 Adopted Budget includes a transfer of \$70,000, as required under Ordinance 10-56, from the Office of the Clerk Lobbyist Trust Fund to support ethics training and conference expenditures including, but not limited to, educational materials, food and non-alcoholic beverages and personnel expenditures

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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	0	0	1	0	0
Fuel	1	0	0	0	0
Overtime	0	0	0	0	0
Rent	96	96	102	102	0
Security Services	1	1	1	1	1
Temporary Services	0	0	0	0	0
Travel and Registration	5	1	6	2	3
Utilities	18	19	27	13	11

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	1,978	2,162	2,461	2,404
Carryover	140	23	14	0
Fees and Charges	99	147	93	97
Lobbyist Trust Fund	75	118	74	70
Total Revenues	2,292	2,450	2,642	2,571
Operating Expenditures				
Summary				
Salary	1,526	1,589	1,804	1,824
Fringe Benefits	477	545	597	623
Court Costs	0	0	0	0
Contractual Services	1	2	1	1
Other Operating	164	173	201	81
Charges for County Services	101	61	34	37
Capital	0	1	5	5
Total Operating Expenditures	2,269	2,371	2,642	2,571
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	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: General Government				
Commission on Ethics and Public Trust	181	167	0	0
Office of the Executive Director	2,461	2,404	16	16
Total Operating Expenditures	2,642	2,571	16	16

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

Communications and Customer Experience

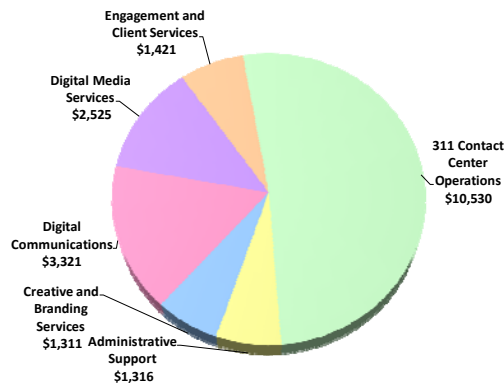
The Communications and Customer Experience Department (CCED) links County government to more than 2.8 million residents and over 16 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal (www.miamidade.gov), 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. Through focused initiatives that drive the customer experience, CCED provides a unified, enterprise service-based approach to interacting with the public that strives to make residents, businesses and visitors advocates of Miami-Dade County.

As part of the General Government strategic area, the Communications and Customer Experience Department is aligned with two strategic objectives: provide easy access to information and services and support a customer-oriented organization. The Department exercises governance over the County's channels to ensure government information, programs and services are accessible and easy to use by County employees and external customers of all abilities. With a focus on adhering to Web Content Accessibility Guidelines, the County is making sure there are no barriers to accessing important government services.

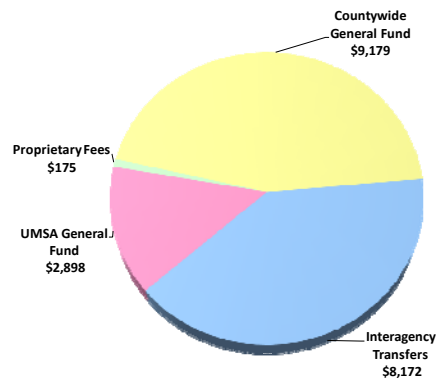
The Communications and Customer Experience Department serves a variety of stakeholders including the public, elected officials, County departments and municipalities.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

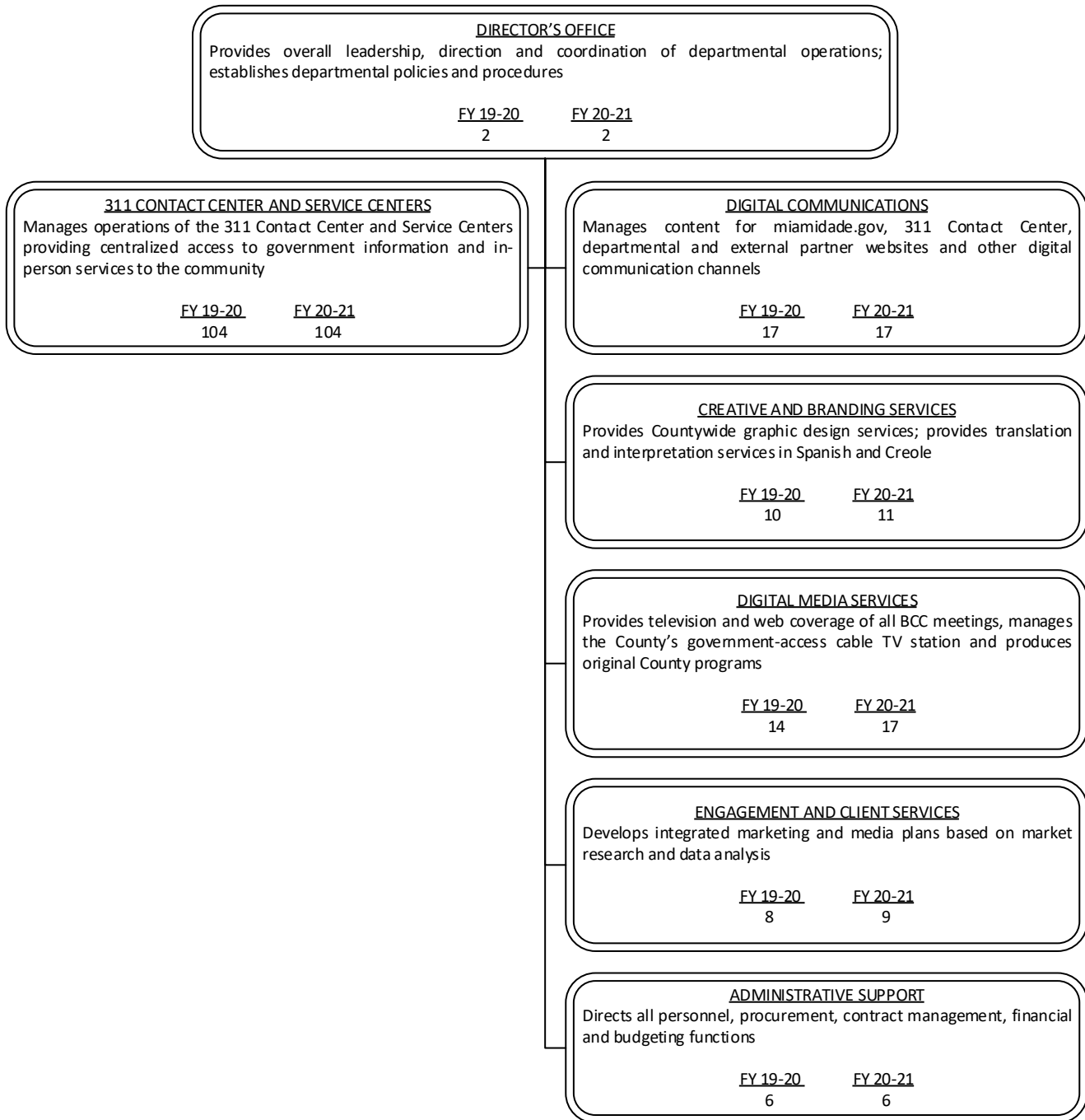


Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION



The FY 2020-21 total number of full-time equivalent positions is 170.38

FY 2020 - 21 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, the 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Call volume (in millions)*	GG1-1	LS-2	IN	↔	1.3	1.4	1.5	1.8	1.5
Average call wait time (in seconds)*	GG1-1	LS-2	EF	↓	187	111	180	260	180

* FY 2019-20 Projections reflects an increase in the complexity and length of calls answered due to the increase in calls related to COVID-19

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Invoices processed within 45 calendar days	ED1-2	ES-3	EF	↑	94%	99%	96%	98%	98%

FY 2020 - 21 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 2019-20, a part-time Account Clerk was converted to a full-time employee to meet the deadlines associated with the increased use of social media advertising campaigns (\$43,000)

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Visits to the internet portal (in millions)	GG1-1	LS-2	IN	↔	39	31	37	37	37

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of "Likes" to the Miami-Dade County Facebook page (in thousands)	GG1-1	LS-2	OC	↑	68	78	66	66	66

DIVISION COMMENTS

- During FY 2019-20, a Web Designer 1 position was added to better align services to meet customers' increased needs; additionally, two part-time Videographer/Editor positions were converted to full-time positions to support the increased demand for digital media projects (Total: \$195,000)

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

- During FY 2019-20, a Translator position was added to better align services to meet customers' increased needs (\$96,000)
- In FY 2020-21, the Department will continue its Service Level Agreement with the Elections Department for translation services (\$50,000)

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

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes funding for the acquisition of a Customer Relationship Management (CRM) solution that will allow the Department to store and manage customer information across all County touchpoints as well as maintain that information and prompt the customer to keep that information up-to-date and accurate (\$2.5 million)
- The 2020-21 Adopted Budget and Multi-Year Capital Plan also includes funding from the Department's operating revenue for the replacement of aging recording and dubbing equipment to allow the Department to capture all broadcast television and radio media formats to comply with requests by elected officials and departments (\$60,000)
-  In addition, the Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes \$313,000 for CIIP related projects including upgrading the Department's communication infrastructure from analog to digital as mandated by the federal government in 2009, the replacement of aging Pro Studio pedestals for studio cameras, and functionality improvements to the 2nd floor press room

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	128	192	240	271	348
Fuel	1	1	4	2	2
Overtime	18	40	55	61	67
Rent	34	34	34	34	34
Security Services	6	0	3	0	1
Temporary Services	70	56	85	41	80
Travel and Registration	34	32	45	30	38
Utilities	53	48	64	69	47

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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	6,008	6,561	8,723	9,179
General Fund UMSA	2,003	2,187	2,755	2,898
Fees for Services	157	163	175	175
Interagency Transfers	9,461	9,340	7,822	8,172
Total Revenues	17,629	18,251	19,475	20,424
Operating Expenditures Summary				
Salary	10,246	10,327	11,110	11,612
Fringe Benefits	4,037	4,263	4,431	4,662
Court Costs	0	0	0	0
Contractual Services	315	215	350	328
Other Operating	926	1,768	1,480	1,667
Charges for County Services	1,329	1,652	1,874	1,854
Grants to Outside Organizations	0	0	0	0
Capital	776	26	230	301
Total Operating Expenditures	17,629	18,251	19,475	20,424
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	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: General Government				
311 Contact Center Operations	10,394	10,530	104	104
Administrative Support	1,477	1,316	8	8
Engagement and Client Services	1,183	1,421	8	9
Digital Communications	2,956	3,321	17	17
Digital Media Services	2,304	2,525	14	17
Creative and Branding Services	1,161	1,311	10	11
Total Operating Expenditures	19,475	20,424	161	166

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Capital Asset Series 2020C Bonds	2,813	0	0	0	0	0	0	0	2,813
Communications Operating Revenue	0	60	0	0	0	0	0	0	60
Total:	2,813	60	0	0	0	0	0	0	2,873
Expenditures									
Strategic Area: GG									
311 Answer Center Technology Improvements	0	2,000	500	0	0	0	0	0	2,500
Equipment Acquisition	0	373	0	0	0	0	0	0	373
Total:	0	2,373	500	0	0	0	0	0	2,873

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

FUNDED CAPITAL PROJECTS

(dollars in thousands)

CUSTOMER RELATIONSHIP MANAGEMENT MODERNIZATION

PROJECT #: 2000001438



DESCRIPTION: Acquire a Customer Relationship Management (CRM) solution that can store and manage customer information across all County touchpoints as well as maintain all the information about a customer and prompts the customer to keep that information up to date and accurate

LOCATION: 11500 NW 25 St District Located: 12
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	2,500	0	0	0	0	0	0	0	2,500
TOTAL REVENUES:	2,500	0	0	0	0	0	0	0	2,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	2,000	500	0	0	0	0	0	2,500
TOTAL EXPENDITURES:	0	2,000	500	0	0	0	0	0	2,500

Estimated Annual Operating Impact will begin in FY 2021-22 in the amount of \$600,000 and includes 0 FTE(s)

MDTV - DUB CENTER EQUIPMENT

PROJECT #: 2000001036



DESCRIPTION: Replace aging recording and dubbing equipment to allow the Department to capture all broadcast television and radio media formats to comply with requests by elected officials and departments

LOCATION: 111 NW 1 St District Located: 5
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Communications Operating Revenue	0	60	0	0	0	0	0	0	60
TOTAL REVENUES:	0	60	0	0	0	0	0	0	60
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	60	0	0	0	0	0	0	60
TOTAL EXPENDITURES:	0	60	0	0	0	0	0	0	60

MDTV - PRO STUDIO PEDESTALS

PROJECT #: 2000001417

DESCRIPTION: Replace aging Pro Studio pedestals for cameras

LOCATION: 111 NW 1 St District Located: 5
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	93	0	0	0	0	0	0	0	93
TOTAL REVENUES:	93	0	0	0	0	0	0	0	93
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	93	0	0	0	0	0	0	93
TOTAL EXPENDITURES:	0	93	0	0	0	0	0	0	93

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

MDTV - VISUAL SIGNAL EQUIPMENT

PROJECT #: 2000001416



DESCRIPTION: Upgrade the Department's communication infrastructure from analog to digital as mandated by the federal government in 2009 as a result of analog visual signal equipment being phased out in the United States

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	140	0	0	0	0	0	0	0	140
TOTAL REVENUES:	140	0	0	0	0	0	0	0	140
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	140	0	0	0	0	0	0	140
TOTAL EXPENDITURES:	0	140	0	0	0	0	0	0	140

SPCC 2ND FLOOR PRESS ROOM

PROJECT #: 2000001413



DESCRIPTION: Improve press room functionality for local TV media usage and press conference coverage by MDTV and upgrade the communication infrastructure from analog to digital as mandated by the federal government in 2009 as a result of analog visual signal equipment being phased out in the United States

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	80	0	0	0	0	0	0	0	80
TOTAL REVENUES:	80	0	0	0	0	0	0	0	80
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	80	0	0	0	0	0	0	80
TOTAL EXPENDITURES:	0	80	0	0	0	0	0	0	80

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Elections

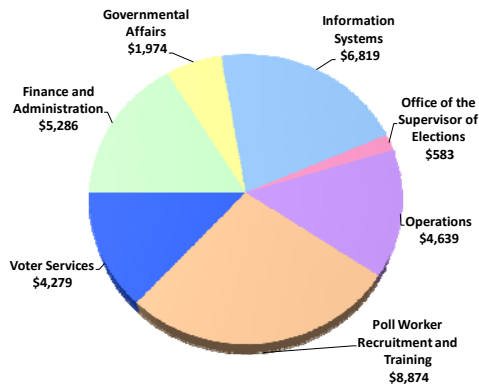
The Elections Department conducts elections that are accurate, convenient and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal and special taxing district elections are conducted and tabulated in a correct, uniform and impartial 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 1.5 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 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2020 - 21 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 departmental operations; ensures adherence with federal, state and local election laws</p> <p style="text-align: center;"><u>FY 19-20</u> 3</p> <p style="text-align: center;"><u>FY 20-21</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 19-20</u> 21</p> <p style="text-align: center;"><u>FY 20-21</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 19-20</u> 10</p> <p style="text-align: center;"><u>FY 20-21</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 19-20</u> 24</p> <p style="text-align: center;"><u>FY 20-21</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 19-20</u> 19</p> <p style="text-align: center;"><u>FY 20-21</u> 20</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 19-20</u> 12</p> <p style="text-align: center;"><u>FY 20-21</u> 12</p>
	<p style="text-align: center;"><u>POLL WORKER RECRUITMENT AND TRAINING</u></p> <p>Manages recruitment, training and payroll processes; coordinates collection center and administrative procedures for early voting and election day</p> <p style="text-align: center;"><u>FY 19-20</u> 16</p> <p style="text-align: center;"><u>FY 20-21</u> 16</p>

The FY 2020-21 total number of full-time equivalent positions is 106

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Municipal Clerk satisfaction with Elections Department overall	GG1-3	LS-1	OC	↑	97%	99%	99%	99%	99%

DIVISION COMMENTS

- The 2020 General Election will be impacted by the COVID-19 pandemic; the Department's mission is to ensure maximum participation while instilling confidence in safety protocols; in order to provide and promote health and safety, the Department will focus on encouraging Vote-by-Mail; poll workers will conduct early voting and Election Day duties with the appropriate protective equipment to ensure voters feel safe during in-person voting

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of days to code ballots for all countywide elections	GG1-3	LS-1	EF	↓	5	5	5	5	5
Percentage of Vote-by-Mail ballots tabulated on time, countywide and special elections	GG1-3	LS-1	OC	↑	100%	100%	100%	100%	100%

FY 2020 - 21 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 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 continuing efforts to achieve efficiencies and reduce wait times, the FY 2020-21 Adopted Budget includes funding to deploy additional supplies to early voting sites for the 2020 General 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 Vote-by-Mail ballot processing 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
New voter registrations*	GG1-3	LS-2	OP	↔	49,222	54,643	75,000	75,000	50,000
Percentage of voters utilizing Vote-by-Mail**	GG1-3	LS-2	EF	↑	48%	35%	50%	50%	65%
Petition reviews completed per hour	GG1-3	LS-1	EF	↑	35	30	35	35	35

* The FY 2019-20 Budget and FY 2019-20 Projection reflect the Department's efforts for the 2020 elections

** The FY 2020-21 Target reflects an anticipated increase in volume due to COVID-19 and the efforts to maximize options available to registered voters; it is also anticipated that a percentage of Vote-by-Mail registrations due to expire in December 2020 will not get renewed

FY 2020 - 21 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
- Responsible for coordinating and executing state-mandated Logic and Accuracy (L&A) Testing for all elections, which requires the randomization of voting equipment, development of a voting pattern and testing of the voting equipment that will be deployed for each election

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Election Central - Average call wait time (in seconds) *	GG1-3	LS-1	EF	↓	8	4	15	15	15

* FY 2018-19 Actual reflects reduced call wait time due to better trained and more knowledgeable staff responding to calls from polling locations; FY 2019-20 Projection and FY 2020-21 Target anticipate an increase in the complexity of calls answered and additional call volume due to COVID-19

DIVISION COMMENTS

- 
The FY 2020-21 Adopted Budget includes the addition of one Elections Logistics Technician (\$68,000) to better streamline the election preparation processes by providing support to the warehouse and logistics operations which includes preparation and distribution of election equipment, operating and maintaining various heavy equipment and machinery, and troubleshooting issues as they arise

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 financial disclosures and 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

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

Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of Treasurers' reports audited within 15 calendar days	GG1-3	LS-1	EF	↑	98%	99%	99%	99%	99%

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, scheduling, training and assignment of poll workers
- Manages early voting operations, including staffing, training and facilities
- Responsible for reconciliation and processing of all early voting and Election Day staff 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of voters who voted early (all elections) *	GG1-3	LS-2	OC	↑	10%	25%	25%	22%	20%
Poll workers trained**	GG1-3	LS-1	OP	↔	12,577	4,398	10,000	12,000	7,100

* While early voting has experienced an upward trend since FY 2017-18, the FY 2019-20 Projection and FY 2020-21 Target reflect the Department's efforts to emphasize Vote-by-Mail for the 2020 elections, which is expected to result in a lower percentage of in-person early voting





** The FY 2017-18 Actual reflects the recruitment and staffing of poll workers coinciding with the 2018 Gubernatorial Election; the FY 2019-20 Budget and FY 2019-20 Projection reflect the Department's efforts for the 2020 elections

DIVISION COMMENTS

- ☛ The FY 2020-21 Adopted Budget includes 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 Election (\$100,000)
- ☛ The FY 2020-21 Adopted Budget includes funding for a total of thirty-three (33) early voting sites, open for 10 hours per day for fourteen (14) early voting days for the 2020 General Election

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CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the continued development of the Department's Administrative Trouble Shooters (ATS) Routing Software; 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 (\$60,000)
-  As part of the Department's process and security improvements for the upcoming elections, the FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the implementation of a ballot chain of custody tracking system (\$150,000) which will provide the Department with the ability to digitally track and maintain ballots to comply with Florida Statutes 101.015 and the purchase of additional cybersecurity software (\$100,000) to ensure the continued security of the Department's infrastructure
-  As part of the Countywide Infrastructure Investment Program (CIIP) that focuses on infrastructure improvements at all County owned facilities, the Department has budgeted \$5 million (\$2 million in FY 2020-21) to address warehouse space needs under Capital Budget Project #2000001336 as well as enhanced security measures (\$500,000) under Capital Budget Project #2000001339
-  The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes funding for the purchase of two vehicles (\$85,000) and funding for debt service obligations related to the Department's fleet replacement plan (\$24,000); the fleet replacement plan will provide operational savings to the Department by reducing maintenance costs, fuel consumption and overtime as a result of 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 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	536	342	514	514	562
Fuel	39	31	43	43	31
Overtime	442	449	552	552	341
Rent	25	52	154	50	0
Security Services	84	137	105	134	139
Temporary Services	5,055	5,872	9,837	9,351	9,573
Travel and Registration	19	34	45	45	45
Utilities	614	603	627	626	678

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	20,860	26,201	30,804	32,096
Municipal Reimbursement	1,894	1,677	2,073	358
State Grants	214	1,452	224	0
Total Revenues	22,968	29,330	33,101	32,454
Operating Expenditures Summary				
Salary	10,860	12,995	17,546	17,241
Fringe Benefits	2,717	2,889	3,028	3,401
Court Costs	50	50	50	50
Contractual Services	1,934	3,414	3,609	3,506
Other Operating	3,851	4,390	4,591	3,475
Charges for County Services	3,493	5,511	4,243	4,720
Grants to Outside Organizations	32	29	34	24
Capital	31	52	0	37
Total Operating Expenditures	22,968	29,330	33,101	32,454
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	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: General Government				
Finance and Administration	5,267	5,286	10	10
Governmental Affairs	2,036	1,974	12	12
Information Systems	6,468	6,819	21	21
Office of the Supervisor of Elections	538	583	3	3
Operations	6,134	4,639	19	20
Poll Worker Recruitment and Training	8,747	8,874	16	16
Voter Services	3,911	4,279	24	24
Total Operating Expenditures	33,101	32,454	105	106

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Capital Asset Series 2020C Bonds	2,500	0	0	0	0	0	0	0	2,500
CIIP Program Revenues	0	0	3,000	0	0	0	0	0	3,000
IT Funding Model	60	505	0	0	0	0	0	0	565
Total:	2,560	505	3,000	0	0	0	0	0	6,065
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	0	150	0	0	0	0	0	0	150
Computer Equipment	0	255	0	0	0	0	0	0	255
Departmental Information Technology Projects	0	60	0	0	0	0	0	0	60
Infrastructure Improvements	0	2,000	3,000	0	0	0	0	0	5,000
Security Improvements	0	600	0	0	0	0	0	0	600
Total:	0	3,065	3,000	0	0	0	0	0	6,065

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FUNDED CAPITAL PROJECTS

(dollars in thousands)

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
IT Funding Model	60	0	0	0	0	0	0	0	60
TOTAL REVENUES:	60	0	0	0	0	0	0	0	60
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	60	0	0	0	0	0	0	60
TOTAL EXPENDITURES:	0	60	0	0	0	0	0	0	60

BALLOT CHAIN OF CUSTODY TRACKING SYSTEM

PROJECT #: 2000001441



DESCRIPTION: Implement a ballot chain of custody tracking system to provide the Elections Department the ability to
digitally track and maintain ballots and comply with Florida Statutes 101.015

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
IT Funding Model	0	150	0	0	0	0	0	0	150
TOTAL REVENUES:	0	150	0	0	0	0	0	0	150
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	150	0	0	0	0	0	0	150
TOTAL EXPENDITURES:	0	150	0	0	0	0	0	0	150

CYBERSECURITY SOFTWARE

PROJECT #: 2000001440



DESCRIPTION: Secure the Elections Department infrastructure with additional cybersecurity software

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
IT Funding Model	0	100	0	0	0	0	0	0	100
TOTAL REVENUES:	0	100	0	0	0	0	0	0	100
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	100	0	0	0	0	0	0	100
TOTAL EXPENDITURES:	0	100	0	0	0	0	0	0	100

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INFRASTRUCTURE IMPROVEMENTS - ELECTIONS HEADQUARTERS SECURITY

PROJECT #: 2000001339



DESCRIPTION: Implement enhanced security measures at the Elections Department headquarters

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	500	0	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

INFRASTRUCTURE IMPROVEMENTS - WAREHOUSE MEZZANINE BUILD OUT

PROJECT #: 2000001336

DESCRIPTION: Provide for a more efficient utilization of space for the storage and distribution of equipment at the Elections Department warehouse facility by constructing a mezzanine floor

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	2,000	0	0	0	0	0	0	0	2,000
CIIP Program Revenues	0	0	3,000	0	0	0	0	0	3,000
TOTAL REVENUES:	2,000	0	3,000	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	2,000	3,000	0	0	0	0	0	5,000
TOTAL EXPENDITURES:	0	2,000	3,000	0	0	0	0	0	5,000

UPGRADE EVIDS TO WINDOWS 10

PROJECT #: 2000001439

DESCRIPTION: Upgrade EVIDs to Windows 10

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
IT Funding Model	0	255	0	0	0	0	0	0	255
TOTAL REVENUES:	0	255	0	0	0	0	0	0	255
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	255	0	0	0	0	0	0	255
TOTAL EXPENDITURES:	0	255	0	0	0	0	0	0	255

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Finance

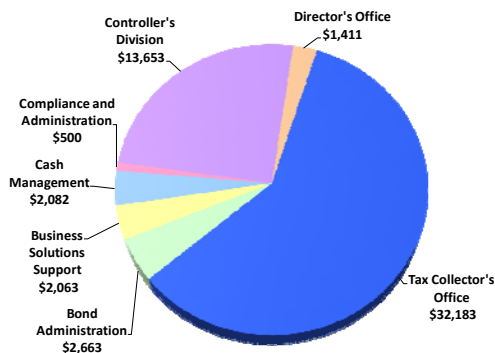
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution and collection on delinquent accounts owed to 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 maintaining the County's general ledger system, as well as providing financial compliance 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.

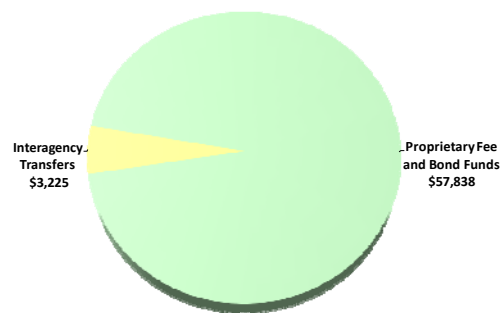
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management and Budget, the Office of the Property Appraiser, the Internal Services Department, the Human Resources Department, the Information Technology Department, departments and municipalities that issue code enforcement citations and outside financial consultants.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION

<

The FY 2020-21 total number of full-time equivalent positions is 420.5 FTEs

FY 2020 - 21 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 oversight and direction for departmental operations
- Serves on Enterprise Resource Planning (ERP) Steering Committee

DIVISION COMMENTS

- As part of a reorganization performed in FY 2019-20, one Executive Secretary was transferred from the Bond Administration Division into the Office of the Director and three positions were transferred out of the Office of the Director to the Compliance and Administration Division
- The FY 2020-21 Adopted Budget includes transfers from Transportation and Public Works (\$384,000), Transportation Planning Organization (\$43,000), Parks, Recreation and Open Spaces (\$25,000), Regulatory and Economic Resources (\$12,000), Seaport (\$7,000), Internal Services (\$7,000), Tourist Development Tax (\$20,000), Aviation (\$70,000) and Water and Sewer (\$15,000) for accounting and compliance support
- In FY 2019-20, the Department is expected to transfer \$5.899 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects; the FY 2020-21 Adopted Budget includes a \$5.679 million transfer to the GGIF

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
- Processes vendor disbursements
- Monitors County bank accounts to ensure timely reconciliations

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of invoices paid within 45 calendar days	ED1-2	ES-3	EF	↑	91%	94%	90%	90%	90%
Percentage of invoices paid within 30 calendar days	ED1-2	ES-3	EF	↑	79%	85%	70%	70%	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 2020-21 Adopted Budget includes the addition of two Accountant 1s (\$150,000) and one Assistant Controller (\$159,000) to the Controller Division approved as overages during FY 2019-20; these added positions will assist with end-of-year closing procedures, on-going FEMA compliance and ERP data conversions
- As part of a reorganization performed in FY 2019-20, two positions were transferred from the Business Solutions Support Division to provide support for increased technological advancements in the Controller Division

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

- During FY 2019-20, the Department facilitated the collection and reporting of COVID-19 expenditures and is working with the state and federal governments on establishing procedures for potential reimbursements
- The FY 2020-21 Adopted Budget includes a \$2.813 million transfer from the IT Funding Model to support the operations of Image and Workflow Automation (IWA) that is currently transitioning into the County's ERP system Informs (Integrated Financial and Resources Management System)
- In FY 2019-20, the Finance Department transferred six positions to the Human Resource (HR) Department from the Controller's Division to better align the support of Informs with the functions in the HR Department; a transfer of \$275,000 is programed from Finance to HR as they transition functions between the two departments; additional adjustments include the deletion of seven vacant positions in the Controller's Division due to retirement of staff for which succession planning overages had been provided in the prior fiscal year*

DIVISION: COMPLIANCE AND ADMINISTRATION

The Compliance and Administration Office is responsible for administering, planning and directing financial and compliance activities for the County, as well as providing departmental support including procurement, budget and human resources.

- Monitors Countywide financial payment card industry compliance and oversees the Attestation of Compliance reporting process
- Oversees compliance for the Board of County Commissioners and Mayor requests
- Provides overall administration of departmental activities
- Coordinates and directs the preparation of the departmental business plan, budget development and continuity of operation plans

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the transfer of three positions from the Director's Office and two positions from the Business Solutions Support Division to create the Compliance and Administration Office; the function of this office is to oversee Payment Card Industry (PCI) compliance and departmental administrative functions

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 and debt collections.

- 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 owed to County departments
- Collects code enforcement citations owed on behalf of various departments that enforce the County's code

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

Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Total number of distributions processed*	GG4-1	ES-3	OP	↔	16	16	14	16	14
Debt portfolio fees collected (in thousands)**	GG4-1	ES-3	OC	↑	\$6,777	\$6,954	\$6,782	\$4,978	\$7,286
Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)**	GG4-1	ES-3	OC	↑	\$22,123	\$22,101	\$22,129	\$16,245	\$23,336
Average number of accounts worked per day per collector	GG4-1	ES-3	EF	↑	46	54	45	50	50
Total dollar-value of web-enabled transactions completed using the online services portal (dollars in millions)	GG1-1	LS-1	OC	↑	\$1,678	\$1,856	\$1,977	\$2,042	\$2,200

* 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

** The FY 2019-20 Projection was revised to include impacts associated with COVID-19

DIVISION COMMENTS

- 📌 The FY 2020-21 Adopted Budget finalizes the transfer of the Finance Code Enforcement Administration Unit from the Office of Clerk to the Finance Department; to facilitate this transfer, two overage positions were added in FY 2019-20 to provide reconciliation support functions Accountant 2 (\$95,000) and Accountant 3 (\$105,000)
- 📌 The FY 2020-21 Adopted Budget includes three Finance Section Assistant Managers (\$335,000) approved as overages in FY 2019-20 to assist with increased volume and complexity in Tax Collector operations
- 📌 As part of a reorganization performed in FY 2019-20, four positions were transferred from the Business Solutions Support Division to provide support for increased technological advancements in Tax Collector operations

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 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

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

Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of 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	OC	↑	Aa2	Aa2	Aa2	Aa2	Aa2
Bond ratings evaluation by Standard and Poor's*	GG4-1	LS-1	OC	↑	AA	AA	AA	AA	AA

* Bond ratings shown are for General Obligation Bonds

DIVISION COMMENTS

- During a departmental reorganization performed in FY 2019-20; one Executive Secretary was transferred from the Bond Division to the Office of the Director to provide administrative support

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	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	↑	1.59%	2.34%	1.25%	0.60%	0.60%

* The FY 2019-20 Projection and FY 2020-21 Target were revised to include impacts associated with COVID-19

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes transfers of \$9,000 from the Water and Sewer Department and \$36,000 from the Aviation Department for cash management activities

FY 2020 - 21 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 departmental functional support of the General Ledger, Accounts Payable, E-Commerce, Tax Collection and Delinquent Account Collection Systems and other related financial systems
- Supports the Department in the creation and maintenance of chart of accounts fields and budget controls, application access to ensure proper segregation of duties, financial report generation and validation as well as 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 other departments in the implementation of new financial technologies to support Countywide and departmental initiatives, such as ERP implementation

DIVISION COMMENTS

- In FY 2019-20, the Department made adjustments to its table of organization to including transferring out eight positions from Business Solutions Support to improve processes and technological alignment within other departmental divisions as the ERP Project is implemented; two positions were transferred to the Controller Division, four positions were transferred to the Tax Collector and two positions were transferred to the Compliance and Administrative Division
- *In FY 2019-20, the Business Solutions Support Division transferred nine positions for the maintenance and continued development of the County's ERP system; eight positions went to the Office of Management and Budget for the creation of the Strategic Business Management division and one position to HR to support payroll functions; in addition, the FY 2020-21 Adopted Budget includes \$245,000 from the ERP Project to reimburse the Finance Department for ERP Project related expenses as Finance phases out its role in the implementation process and a transfer of \$55,000 from Finance to HR to complete the transition of functions between the two departments*

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2020-21 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 \$417,000 programmed in FY 2020-21)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	54	53	108	93	103
Fuel	0	0	0	0	0
Overtime	93	107	120	144	181
Rent	2,431	2,329	2,521	2,526	2,628
Security Services	252	262	367	329	329
Temporary Services	328	291	1,014	365	471
Travel and Registration	47	55	125	125	132
Utilities	155	168	199	241	244

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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
Ad Valorem Fees	12,794	15,095	13,368	14,116
Auto Tag Fees	14,408	14,009	14,354	14,021
Bond Transaction Fees	2,267	2,373	1,807	1,235
Carryover	9,212	8,947	3,543	5,318
Code Fines / Lien Collections	0	0	1,860	2,094
Credit and Collections	6,777	6,954	6,782	7,287
Local Business Tax Receipt	4,117	4,539	4,111	4,414
Miscellaneous Revenues	0	0	20	0
Other Revenues	4,649	4,771	4,730	4,503
Tourist Tax Fees	4,304	4,487	4,693	4,850
Interdepartmental Transfer	557	0	537	412
Other	2,876	1,280	3,012	2,813
Total Revenues	61,961	62,455	58,817	61,063

Operating Expenditures

Summary

Salary	22,793	24,361	27,551	28,544
Fringe Benefits	8,764	9,593	10,759	11,101
Court Costs	16	56	61	82
Contractual Services	947	894	1,214	1,338
Other Operating	6,281	6,409	7,343	8,100
Charges for County Services	4,286	3,589	4,955	4,935
Grants to Outside Organizations	0	0	0	0
Capital	168	24	497	455
Total Operating Expenditures	43,255	44,926	52,380	54,555

Non-Operating Expenditures

Summary

Transfers	9,757	8,900	6,437	6,508
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	9,757	8,900	6,437	6,508

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: General Government				
Director's Office	839	1,411	8	6
Controller's Division	13,604	13,653	140	132
Compliance and Administration	0	500	0	5
Tax Collector's Office	31,107	32,183	241	250
Bond Administration	2,618	2,663	9	8
Cash Management	2,056	2,082	7	7
Business Solutions Support	2,156	2,063	24	7
Total Operating Expenditures	52,380	54,555	429	415

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Finance Operating Revenues	2,600	417	0	0	0	0	0	0	3,017
Total:	2,600	417	0	0	0	0	0	0	3,017
Expenditures									
Strategic Area: GG									
E-Government Projects	0	417	0	0	0	0	0	0	417
Facility Improvements	400	2,200	0	0	0	0	0	0	2,600
Total:	400	2,617	0	0	0	0	0	0	3,017

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

FUNDED CAPITAL PROJECTS

(dollars in thousands)

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Finance Operating Revenues	0	417	0	0	0	0	0	0	417
TOTAL REVENUES:	0	417	0	0	0	0	0	0	417
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	417	0	0	0	0	0	0	417
TOTAL EXPENDITURES:	0	417	0	0	0	0	0	0	417

INFRASTRUCTURE IMPROVEMENTS - RECONFIGURE 25TH AND 26TH FLOORS

PROJECT #: 2000000975



DESCRIPTION: Reconfigure the Finance area of the 25th and 26th floors to improve workflow 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Finance Operating Revenues	2,600	0	0	0	0	0	0	0	2,600
TOTAL REVENUES:	2,600	0	0	0	0	0	0	0	2,600
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Furniture Fixtures and Equipment	400	2,200	0	0	0	0	0	0	2,600
TOTAL EXPENDITURES:	400	2,200	0	0	0	0	0	0	2,600

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

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Implement Phase III for the Credit and Collections section that includes hiring one Credit and Collections Supervisor and 22 Collection Specialists that will focus on debt collections for Jackson Memorial Hospital as well as other delinquent accounts owed to County departments	\$0	\$855	23
Increase departmental on-site reviews for PCI compliance and reporting process as well as implementing new procedures that includes hiring one Regulatory and Compliance Coordinator and an Administrative Officer 1	\$0	\$138	2
Fund six positions (Accountant 4, Finance Manager, Accountant 3, Administrative Officer 1, Finance Section Manager and Accountant 2) to increase standardization of GASB pronouncements interpretations, oversight of wire transfers and to provide training on accounting and reporting functions, as well as assisting the Controller Division with administrative functions to include accounts payable, shared services and bank reconciliations	\$0	\$561	6
Hire two Tax Collector Supervisor 1s, a Tax Collector Revenue Specialist and a Tax Record Specialist 2 to increase oversight of the Tax Collector's delinquent, refund and paralegal units as a result of increased workload and complexity	\$0	\$301	4
Total	\$0	\$1,855	35

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

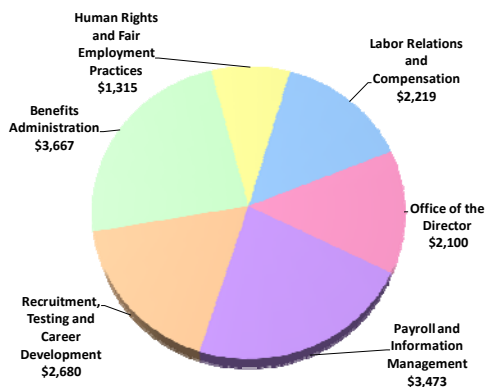
Human Resources

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. The Department 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.

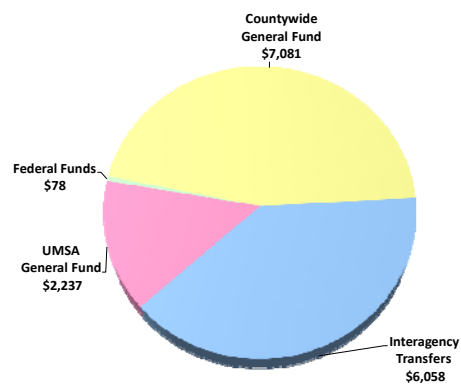
As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations. The Department monitors the County's diversity management 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 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2020 - 21 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 including oversight of the Finance-Payroll Section 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 19-20</u> <u>FY 20-21</u> 6 12 </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 19-20</u> <u>FY 20-21</u> 37 36 </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 19-20</u> <u>FY 20-21</u> 16 19 </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 19-20</u> <u>FY 20-21</u> 25 26 </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 19-20</u> <u>FY 20-21</u> 26 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 19-20</u> <u>FY 20-21</u> 11 11 </p>

The FY 2020-21 total number of full-time equivalent positions is 130.

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

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director oversees all departmental activities including oversight of the Finance-Payroll Section 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

- In FY 2019-20, as part of the completion of phase one of the County's Enterprise Resource Planning (ERP) system and through a reorganization of central financial and human resources functions, six positions were transferred from the Finance Department to HR's Office of the Director to better align with the HR payroll (\$551,300); in FY 2020-21, the Department will receive a reimbursement to support post go-live activities from the ERP project (\$275,650)
- In FY 2020-21, the Human Resources Department with the assistance of the ERP team and the Information Technology Department will implement ERP Rollout Phase 2 which includes modules on Human Resources, Payroll, Talent Acquisition/Candidate Gateway, Time and Labor, Absence Management, Learning Management, Base Benefits, Benefits Administration, eBenefits, ePerformance Management, Profile Management and Human Capital Management (HCM) Portal, as well as mobility functionality for self-service and management self-service 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of employee physicals' results processed within five business days	GG2-1	LS-1	EF	↑	91%	92%	90%	90%	90%
Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	GG2-2	LS-1	EF	↑	36%	64%	40%	40%	40%

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

DIVISION COMMENTS

- ☛ **The FY 2020-21 Adopted Budget includes three Senior Compensation Specialist positions for the Labor Relations and Compensation Division to assist with various compensation functions (\$292,500)**
- ☛ The FY 2020-21 Adopted Budget includes \$65,000 from the Internal Services Department for unemployment management support
- ☛ The FY 2020-21 Adopted Budget includes \$178,800 for conducting compensation review studies from Solid Waste Management (\$45,400), Aviation (\$45,400), Regulatory and Economic Resources (\$44,000) and Internal Services (\$44,000)

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 28,000 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Accuracy of HR payroll and paycheck processing	GG2-2	LS-1	OC	↑	99%	99%	99%	99%	99%

DIVISION COMMENTS

- ☛ **In FY 2019-20, as part of the completion of phase one of the County's Enterprise Resource Planning (ERP) system and through a reorganization of central financial and human resources functions, one position was transferred from the Finance Department to the Human Resource Department's Payroll and Information Management Division to better align with the ERP and payroll functions performed by the Human Resources Department (\$104,500); in FY 2020-21, the Department will receive a reimbursement to support post go-live activities from the ERP project (\$52,250)**
- ☛ In FY 2020-21, the Human Resources Department, in addition to the Information Technology Department, Office of Management and Budget, Finance Department and Internal Services Department will continue implementation of the ERP system; the Payroll and Information Management Division will be heavily involved in the rollout of Phase 2 for the next two years; \$153,400 is budgeted to reimburse personnel required for implementation
- *The FY 2020-21 Adopted Budget includes the transfer of two positions from the Payroll and Information Management Division to the Office of Management and Budget Strategic Business Management Division; these positions are responsible for the continued support of "INFORMS", or the Integrated Financial Resources Management System (also known as the ERP system)*

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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 28,000 employees and over 9,400 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of employee wellness events*	HS2-4	HW-3	OP	↔	205	274	225	225	225
Number of completed Employee Personal Health Assessments**	HS2-4	HW-3	OP	↔	2,154	1,043	2,300	1,500	1,500
Financial planning seminars held	GG2-2	LS-2	OP	↔	65	64	48	60	60

* The FY 2019-20 Projection and FY 2020-21 Target include changes from in-person events to both in-person and virtual events

** The decreases indicated by the FY 2019-20 Projection and FY 2020-21 Target are attributable to COVID-19 and the County's State of Emergency

DIVISION COMMENTS

- ☛ The position count for FY 2019-20 had a scrivener's error of one HR Clinical Support Services Counselor overage position which has been corrected for FY 2020-21

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, including 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



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Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Average recruitment time (in calendar days)*	GG2-1	HW-2	EF	↓	55	49	50	60	60
County employees trained**	GG2-2	LS-1	OP	↔	18,128	40,862	14,000	14,000	14,000

* The increases indicated by the FY 2019-20 Projection and FY 2020-21 Target are attributable to COVID-19 and the County's State of Emergency

** The FY 2018-19 Actual reflects an increase in department requested trainings and mandatory ethics training

DIVISION COMMENTS

-  In FY 2020-21, the Department is budgeted to receive \$400,000 (including \$93,000 from Aviation) from various departments for training classes including Supervisory Certification, the Frontline Leadership Development Program and New Employee Orientation
-  The FY 2020-21 Adopted Budget includes \$727,000 for testing and validation services from Transportation and Public Works (\$191,300), Police (\$130,000), Fire Rescue (\$209,600), Corrections and Rehabilitation (\$99,500), Aviation (\$15,000), Water and Sewer (\$47,100) and various other County departments (\$34,500)

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Case resolutions*	GG2-3	ES-1	OP	↔	300	315	330	300	350
Cases resolved through successful mediation*	GG2-3	ES-1	OP	↔	40	60	45	64	65
Cases mediated*	GG2-3	ES-1	OP	↔	63	73	70	88	85
Number of employees trained**	GG2-2	LS-1	OP	↔	2,877	2,942	20,000	1,000	20,000
Number of External Outreach Events Attended	GG2-2	HW-2	OP	↔	44	125	50	55	50

* FY 2018-19 Actuals were revised due to a change in methodology

** The FY 2019-20 Budget reflects the addition of new specialized training courses, as well as mandatory refresher diversity training for County employees; the decrease indicated by the FY 2019-20 Projection and increase indicated by the FY 2020-21 Target is attributable to COVID-19 and the County's State of Emergency

DIVISION COMMENTS

-  In FY 2020-21, the Division will develop and launch a certification training program for the departmental Fair Employment Practices Liaisons

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- The Division will continue the development and implementation of the “Know Your Rights” public outreach and education campaign to increase residents’ awareness of their rights under federal, state and local anti-discrimination laws and the services provided by the Human Rights and Fair Employment Division

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	10	1	11	11	11
Fuel	0	0	0	0	0
Overtime	12	11	16	14	0
Rent	0	0	147	147	147
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	8	6	12	12	11
Utilities	83	82	83	83	83

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	5,200	5,815	6,276	7,081
General Fund UMSA	1,732	1,938	1,982	2,237
Fees for Services	83	71	78	78
Interagency Transfers	1,921	2,300	2,563	2,391
Internal Service Charges	3,078	2,799	3,295	3,495
Other Revenues	90	124	172	172
Total Revenues	12,104	13,047	14,366	15,454
Operating Expenditures Summary				
Salary	8,479	9,346	9,826	10,541
Fringe Benefits	2,974	3,453	3,635	4,018
Contractual Services	-44	18	11	6
Other Operating	172	-105	388	387
Charges for County Services	523	335	506	502
Capital	0	0	0	0
Total Operating Expenditures	12,104	13,047	14,366	15,454
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	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: General Government				
Office of the Director	1,438	2,100	6	12
Labor Relations and Compensation	1,946	2,219	16	19
Payroll and Information Management	3,619	3,473	37	36
Benefits Administration	3,467	3,667	25	25
Recruitment, Testing and Career Development	2,696	2,680	26	26
Human Rights and Fair Employment Practices	1,200	1,315	11	11
Total Operating Expenditures	14,366	15,454	121	129

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Human Resources Operating Revenue	200	0	0	0	0	0	0	0	200
Total:	200	0	0	0	0	0	0	0	200
Expenditures									
Strategic Area: GG									
Facility Improvements	0	200	0	0	0	0	0	0	200
Total:	0	200	0	0	0	0	0	0	200

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

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 workflow 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Human Resources Operating Revenue	200	0	0	0	0	0	0	0	200
TOTAL REVENUES:	200	0	0	0	0	0	0	0	200
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	200	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	0	200	0	0	0	0	0	0	200

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Hire an Executive Assistant to Director	\$0	\$125	1
Hire an HR Section Manager	\$0	\$125	1
Hire two Human Rights and Fair Employment Specialists.	\$0	\$211	2
Hire Temporary Employees - Scanning Project (HRFEP)	\$0	\$50	0
Hire a Secretary	\$0	\$65	1
Hire Temporary Employees - Scanning Project (Payroll-Finance)	\$0	\$50	0
Total	\$0	\$626	5

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Information Technology

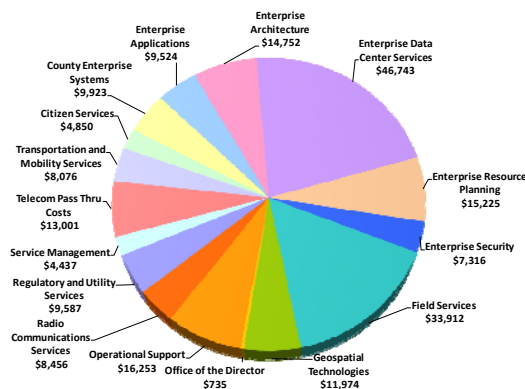
The Information Technology Department (ITD) is the central technology provider for Miami-Dade County. ITD provides information technology (IT), business solutions and infrastructure services that support the operations of all County departments.

As part of the General Government strategic area, the Department provides IT services that enable and support the operations of County departments, external governmental agencies and residents alike. As a custodian of data and innovation, the Department strives to make information and services easily accessible to customers and visitors of Miami-Dade County. As technology has evolved, a central priority has been the development and management of a reliable and secure IT infrastructure, including network, radio, telephony, hardware and software platforms that support Countywide applications and services. ITD partners with County executives, departments and industry providers to implement and maintain modern solutions that enable efficient operations and delivery of County services. Further, ITD collaborates and coordinates the Information Technology Leadership Council (ITLC) to set IT priorities, policies and innovative practices that cut across departments within the County. The Department establishes business process improvements and countywide training to promote IT standards, security mandates and project management concepts in line with industry best practices. The Department is able to deliver this level of support by leveraging technology providing innovation and continuity of operations.

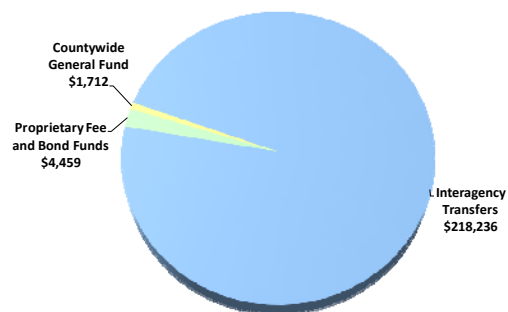
The Department's key stakeholders include all County departments; Miami-Dade County municipal governments; local, state and federal agencies, elected officials, Miami-Dade County residents and businesses; and visitors that visit the County's website worldwide.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION

<p style="text-align: center;">OFFICE OF THE DIRECTOR Oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 3 3</p>	
<p style="text-align: center;">OPERATIONAL SUPPORT Provide asset management, financial, budgetary, human resources, project management and administrative support to IT operations</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 46 49</p>	<p style="text-align: center;">TRANSPORTATION AND MOBILITY SERVICES Provides innovation, mobility capabilities and multi-platform departmental automated systems for transportation departments</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 62 62</p>
<p style="text-align: center;">ENTERPRISE APPLICATIONS 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 19-20</u> <u>FY 20-21</u> 60 63</p>	<p style="text-align: center;">FIELD SERVICES 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 19-20</u> <u>FY 20-21</u> 121 126</p>
<p style="text-align: center;">ENTERPRISE ARCHITECTURE 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 19-20</u> <u>FY 20-21</u> 77 86</p>	<p style="text-align: center;">GEOSPATIAL TECHNOLOGIES Delivers ability to enable location intelligence, spatial analysis and data science, mapping, imagery, real-time and temporal visualizations and analytics and data maintenance services</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 111 82</p>
<p style="text-align: center;">ENTERPRISE RESOURCE PLANNING 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 19-20</u> <u>FY 20-21</u> 69 51</p>	<p style="text-align: center;">REGULATORY AND UTILITY SERVICES Develops IT multi-platform capabilities for the Water and Sewer Department providing for digital transformation and continuous business improvement</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 74 74</p>
<p style="text-align: center;">RADIO COMMUNICATION SERVICES 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 19-20</u> <u>FY 20-21</u> 54 54</p>	<p style="text-align: center;">ENTERPRISE DATA CENTER SERVICES Responsible for operations and support of the hardware and system software that run the County's mainframe and distributed systems environment</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 151 146</p>
<p style="text-align: center;">SERVICE MANAGEMENT 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 19-20</u> <u>FY 20-21</u> 34 34</p>	<p style="text-align: center;">ENTERPRISE SECURITY 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 19-20</u> <u>FY 20-21</u> 28 33</p>
<p style="text-align: center;">CITIZEN SERVICES 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 19-20</u> <u>FY 20-21</u> 40 36</p>	<p style="text-align: center;">COUNTY ENTERPRISE SYSTEM Provides industry leading technology that can be utilized by all County departments and serves county citizens; these County systems include asset management, content management, commerce and tax collection</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 0 43</p>

The FY 2020-21 total number of full-time equivalent is 942 FTEs.

FY 2020 - 21 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 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
- Set objectives and strategies for the IT Department
- Designs and customizes technological systems and platforms to improve customer experience
- Selects and implements suitable technologies to streamline County operations and helps optimize their strategic benefits with value realization

DIVISION: OPERATIONAL SUPPORT

The Operational Support Division provides asset management, financial, budgetary, human resources and administrative support to IT operations; additionally, provides for continuous business improvements, drives strategic IT direction Countywide and IT project oversight through the Business Relationship Management (BRM) Program and the Enterprise Portfolio Management Office.

- 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
- Develops and monitors departmental budgets; tracks financial trends
- Manage procurement activities
- Oversees and supports Active strategy, performance and productivity reporting and business plan development
- 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' IT services, leveraging opportunities for enterprise solutions; coordinates service delivery and measures performance according to established benchmarks and metrics

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the transfer of three positions from Enterprise Data Center Services as a result of a departmental reorganization to better align services to meet customer needs

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DIVISION: TRANSPORTATION AND MOBILITY SERVICES

The Transportation and Mobility 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 and mobility initiatives
- Provides transportation data visualization platform for data sharing and analytics, facilitating transportation performance and predictions
- Provides innovative technology solutions for the Seaport Department and dashboards for Cruise, Crane and Cargo business units
- Provides innovative technology solutions for the Department of Solid Waste Management and maintains waste collection, transfer, recycling and disposal service management systems

DIVISION: ENTERPRISE ARCHITECTURE


The Enterprise Architecture Division delivers services for enterprise middleware, architecture, business intelligence and Smarter Cities operations; agile coaching; and development support for the 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
- Delivers support services Countywide for the 311 Answer Center and supports and maintains applications for the Communications and Customer Experience 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Portal availability	GG3-1	IE-3	OC	↑	99%	100%	99%	99%	99%
Percentage of time the Innovations Lab is in use	GG3-4	IE-3	EF	↑	62%	69%	62%	62%	62%

DIVISION COMMENTS

- 
During FY 2019-20, four Senior Systems Analyst/Programmers overage positions were added to develop efforts for the enterprise permitting/code enforcement roadmap, e-Permitting, electronic plans submission by the industry and retirement of legacy systems (\$402,000)
- The FY 2020-21 Adopted Budget includes the transfer of four positions from Enterprise Data Center and one from Radio Communication Services to better align services to meet customer needs

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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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of computer equipment repairs completed within 48 hours*	GG3-1	IE-2	EF	↑	92%	91%	93%	90%	93%
Percentage of telephone equipment repairs completed within 48 hours*	GG3-1	IE-2	EF	↑	92%	90%	93%	90%	93%
Percentage participation in Countywide "Power IT Down" initiative	GG4-3	IE-2	OC	↑	50%	50%	50%	50%	50%
Percentage of new computer equipment purchased that meets Energy Star Standards	GG4-3	IE-2	OC	↑	100%	100%	100%	100%	100%

*FY 19-20 Projection reflects COVID-19 impact

DIVISION COMMENTS

- During FY 2019-20, two Senior Telecom Tech overage positions were added to support the implementation of enhancements, new deployments, update provisions mandated by ITD security and the federal and state governments' ongoing recommendations (\$198,000)
- The FY 2020-21 Adopted Budget includes the transfer of three positions from Citizen Services to better align services to meet customer needs

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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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Cost of portable radio unit repair	GG4-2	IE-2	EF	↓	\$134	\$134	\$157	\$157	\$160
Percentage of vehicle installations completed on time*	GG3-4	IE-2	EF	↑	98%	100%	99%	90%	99%

*FY 19-20 Projection reflects COVID-19 impacts created by manufacturer inventory reductions

DIVISION COMMENTS

- During FY 2019-20 one Senior Systems Analyst/Programmer overage position was added to track negotiation efforts, coordinate County staff assignments and interact with the selected vendor Project Manager (\$118,000)
- The FY 2020-21 Adopted Budget includes the transfer of one position to Enterprise Architecture as a result of a departmental reorganization to better align services to meet customer needs

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 Miami-Dade Police Department (MDPD) and Miami-Dade Corrections and Rehabilitation (MDCR) through the management and development of technology initiatives
- Supports court-related applications such as Criminal, Civil, Traffic, Parking and electronic subpoena systems for the Clerk of Courts and supporting criminal justice agencies

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the transfer of two positions from Operational Support and one position from Regulatory and Utility Services to better align services to meet customer needs
- In FY 2020-21, the implementation of a Jail Management System (JMS) Phase 1 for MDCR will be completed during the first quarter; the JMS will be the system of record for MDCR from the time of booking to release of inmates with the ultimate goal of providing MDCR with a centralized system serving the informational needs of all correctional facilities, focusing on integration, ease of use, paperless transactions, security and reporting; the implementation of Phase 1 will include the modules pertaining to Classification, Housing, Inmate Grievance, Incidents and Discipline to comply with Department of Justice requirements

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- In FY 2020-21, the re-write of a replacement solution to the current electronic subpoena notification application will be implemented during the last quarter; the new solution will improve the timeliness of the subpoena delivery and notification process for all law enforcement agencies
- The procurement process for a solicitation for MDPD's Law Records Management System (LRMS) will start during the third quarter of FY 2019-20 and run through FY 2020-21

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	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%	85%	80%	88%	86%

DIVISION COMMENTS

- As a result of a departmental reorganization to better align services to meet customer needs, the FY 2020-21 Adopted Budget includes four positions transferred to Enterprise Architecture and three to Operational Support as well as one position transferred from Field Services and one from Enterprise Resource Planning

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 including 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 for secure access to County systems

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Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Purchasing Card Industry (PCI) Quarterly Compliance	GG3-2	IE-3	OC	↑	100%	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	3.1	3.3	8.0	9.0

*The FY 19-20 Projection saw an increase in overall phishing campaigns with the intent of spreading malware targeting healthcare, manufacturing and governmental sectors; the FY 20-21 Target anticipates a further increase in attacks targeting remote access networks, accounts and deployed solutions.

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the addition of three Telecommunication Technicians and one Senior Security Systems Engineer to support the rapidly changing threat environment where adversaries are actively targeting governmental entities and critical infrastructure components (\$376,000)**
- The FY 2020-21 Adopted Budget includes the transfer of a Systems Analyst/Programmer 2 from Enterprise Resource Planning as a result of a departmental reorganization to better align service to meet customer needs

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

Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
IT Service Center First Contact Resolution Rate (FCR %)	GG3-1	IE-3	OP	↑	76%	79%	62%	74%	80%
Call abandon rate (%)	GG3-1	IE-3	OP	↑	7%	1%	10%	8%	5%

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the addition of one supervisory position for the Service Desk to enhance the quality of assistance provided by the IT Service Desk and improve the overall customer experience (\$82,000)**
- The FY 2020-21 Adopted Budget includes the transfer of one position to Operational Support to better align services to meet customer needs

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DIVISION: GEOSPATIAL TECHNOLOGIES


The Geospatial Technologies Division delivers the ability to enable location intelligence, spatial analysis and data science, mapping, imagery, real-time and temporal visualizations and analytics and data maintenance services.

- Maintains enterprise Geospatial Information System (GIS) platform to support County planning, operational and customer services
- Supports Open Data repository enabling data sharing on the web
- Supports data maintenance and storage for enterprise and department-specific needs
- Provides geospatial solutions to support enterprise and departmental responsibilities
- Supports geo-enabling of new and existing County applications and datasets
- Maintains 3-D imagery, aerial photography, Light Detection and Ranging (LIDAR) and other types of imagery
- Supports all major critical events including emergency management activations, natural/man-made disasters, elections, and major special events

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Number of layers maintained in the County's Central Repository (Vector / Imagery)	GG3-1	IE-2	OP	↔	1,179	1,370	1,390	1,390	1,430

DIVISION COMMENTS

- 
The FY 2020-21 Adopted Budget includes the addition of one System Analyst/Programmer 2 position to support the software for the Miami-Dade Police Department (MDPD) and Miami-Dade Fire Rescue (MDFR) and one Senior Systems Analyst/Programmer position dedicated to integrating GIS data and maps throughout the County's web portal (\$223,000)
- During FY 2019-20 one overage position (System Analyst/Programmer 2) was added to increase support and regulatory enhancements of core systems such as the Emergency Evacuation Assistance Program (EEAP) and the Residential Health Care Facility (RHCF) applications (\$105,000)
- The FY 2020-21 Adopted Budget includes the transfer of 34 positions to Enterprise County Systems and two positions from Enterprise Resource Planning to better align services to meet customer needs

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 and ADPICS)
- Supports legacy human resource and payroll systems

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes the transfer of seven positions to County Enterprise Systems along with an additional six positions to various divisions as a result of a departmental reorganization to better align services to meet customer needs
- During FY 2019-20 five positions from Enterprise Resource Planning were transferred to the Office of Management and Budget (OMB) Strategic Business Management Division, created to support the County's Integrated Financial Resources Management System (INFORMS), the County's ERP application; this reorganization also included positions from the Finance, Internal Services and Human Resources Departments

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DIVISION: REGULATORY AND UTILITY SERVICES

The Regulatory and Utility Services Division develops IT multi-platform capabilities for the Water and Sewer Department, providing for continuous business improvements.

- 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 and external reporting requirements
- Develops WASD in-house self-service application to improve and modernize customer service and engagement while implementing business process efficiencies
- Maintains WASD Help Desk and Field Services Support, which include desktop, terminal services and laptop level 1 support for in-house developed and enterprise applications and hardware

DIVISION COMMENTS

- During FY 2019-20, one Senior Systems Administrator position was added to perform system administration functions for various countywide systems that require configuration, application of patches, upgrades and certifications (\$119,000)
- The FY 2020-21 Adopted Budget includes a transfer of one position to Enterprise Applications

DIVISION: COUNTY ENTERPRISE SYSTEMS


The County Enterprise Systems Division delivers enterprise services for the Enterprise Asset Management System (EAMS), Electronic Content Management (ECM) and custom Ecommerce Applications.

- Supports EAMS, which provides the enterprise asset management technology for the county to include work orders, preventative maintenance, condition assessments, inspections and reliability all with geospatial and mobile component to facilitate work for field personnel with the ability to enhance mobile components, furthering the integration with GIS and INFORMS
- Supports ECM, which includes business process improvement, electronic forms, workflows, records retention, redaction, scanning and electronic signature

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
System users - EAMS	GG3-1	IE-2	IN	↔	7,340	7,353	7,300	7,300	7,300
Assets tracked - EAMS (in thousands)	GG3-1	IE-2	IN	↔	981	991	1,200	1,001	1,001
Documents managed - ECM (in millions)	GG3-1	IE-2	IN	↔	65	100	97	110	120

DIVISION COMMENTS

-  The FY 2020-21 Adopted Budget includes the establishment of the County Enterprise Systems Division with the addition of one Senior Systems Analyst/Programmer to support the CIIP project (\$118,000)
- The FY 2020-21 Adopted Budget includes the transfer of 34 positions from Geospatial Technologies, one position from Citizen Services and seven positions from Enterprise Resource Planning as a result of a departmental reorganization to better align services to meet customer needs

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DIVISION: CITIZEN SERVICES

The County Services Division provides multi-platform automated systems for Countywide administrative and legislative needs 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 2020-21 Adopted Budget includes the transfer of four positions to Field Services to better align services to meet customer needs

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the purchase of ten vehicles (\$232,000); the County's fleet replacement plan is included under Non-Departmental project #2000000511
- ITD's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes a \$703,000 transfer to the General Government Improvement Fund (GGIF) to fund debt service for the Cyber Security project
- The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes development towards the replacement of the existing Computer Aided Dispatch system for MDPD and MDRF that is expected to improve the processing time for emergency calls (total project cost \$56.149 million, \$16.292 million in FY 2020-21)
- The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes several infrastructure replacement projects (\$10.792 million) to address required network improvements that assure network stability and redundancy
- The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the implementation of a state-of-the-art, comprehensive, integrated Enterprise Resource Planning (ERP) application (INFORMS) to support human resources recruitment and 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 \$108.133 million, \$35.639 million in FY 2020-21)
- The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the implementation of a business-driven strategic cybersecurity program that continuously adapts to new opportunities and reduces risk to the information assets of Miami-Dade County (total project cost \$15.766 million, \$4.248 million in FY 2020-21)
- In FY 2020-21, MDRF and ITD will begin the procurement process to improve the County's radio coverage by replacing radio site generators, portable radios and constructing radio site shelters; the UHF (\$36.355 million) and 800 MHz (\$68.518 million) Radio Coverage Improvements and Equipment Replacement projects, are included under Non-Departmental project #2000001460 and #2000001476

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	23	35	40	35	40
Fuel	94	86	111	85	115
Overtime	1,338	1,592	1,029	1,441	1,090
Rent	3,790	3,752	3,995	3,995	3,968
Security Services	0	0	0	0	0
Temporary Services	1,080	416	60	431	0
Travel and Registration	127	140	172	177	187
Utilities	2,341	2,305	2,051	2,290	2,309

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	394	2,702	2,497	1,712
General Fund UMSA	131	0	0	0
Proprietary Fees	0	0	659	659
Recording Fee for Court Technology	3,412	3,360	3,300	3,300
Traffic Violation Surcharge	505	535	500	500
Carryover	0	1,631	5,351	7,894
Interagency Transfers	140,808	144,820	142,634	143,308
IT Funding Model	55,380	58,544	64,573	67,818
Total Revenues	200,630	211,592	219,514	225,191
Operating Expenditures Summary				
Salary	85,845	88,569	96,187	93,578
Fringe Benefits	25,843	28,177	31,405	31,592
Court Costs	0	0	0	0
Contractual Services	4,707	6,703	4,182	5,980
Other Operating	48,785	57,204	59,439	58,015
Charges for County Services	16,893	15,866	14,216	19,143
Grants to Outside Organizations	0	0	0	0
Capital	12,152	3,285	6,701	6,740
Total Operating Expenditures	194,225	199,804	212,130	215,048
Non-Operating Expenditures Summary				
Transfers	3,048	9,948	6,372	9,105
Distribution of Funds In Trust	0	0	0	0
Debt Service	8,632	1,193	1,012	1,038
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	11,680	11,141	7,384	10,143

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: General Government				
Office of the Director	487	735	3	3
Operational Support	15,981	16,038	46	49
Transportation and Mobility Services	8,218	8,076	62	62
Enterprise Architecture	14,702	14,752	77	86
Field Services	31,760	33,911	121	126
Radio Communications Services	8,377	8,456	54	54
Enterprise Applications	9,416	9,524	60	63
Enterprise Data Center Services	48,708	46,743	151	146
Enterprise Security	7,867	7,316	28	33
Service Management	4,332	4,437	34	34
Geospatial Technologies	19,876	11,974	111	82
Enterprise Resource Planning	13,963	15,225	69	51
Regulatory and Utility Services	9,659	9,587	74	74
County Enterprise Systems	0	9,923	0	43
Telecom Pass Thru Costs	13,580	13,501	0	0
Citizen Services	5,204	4,850	40	36
Total Operating Expenditures	212,130	215,048	930	942

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
Capital Asset Series 2020C Bonds	107,569	0	0	0	0	0	0	0	107,569
Future Financing	0	0	21,843	35,178	12,786	6,064	0	0	75,871
IT Funding Model	4,670	1,496	0	0	0	0	0	0	6,166
ITD Service Fees	24,179	9,105	9,195	9,443	9,911	0	0	0	61,833
Total:	182,418	10,601	31,038	44,621	22,697	6,064	0	0	297,439
Expenditures									
Strategic Area: PS									
Computer and Systems Automation	11,227	33,817	22,355	33,328	6,339	4,641	0	0	111,707
Infrastructure Improvements	190	3,823	2,500	1,305	1,302	0	0	0	9,120
Strategic Area: GG									
Chief Technology Office Projects	0	4,248	1,798	1,850	5,906	1,964	0	0	15,766
Computer and Systems Automation	53,219	36,084	20,079	255	283	0	0	0	109,920
Infrastructure Improvements	14,861	6,969	7,474	6,529	8,403	0	0	0	44,236
Telecommunications Equipment	1,947	1,197	1,002	985	1,559	0	0	0	6,690
Total:	81,444	86,138	55,208	44,252	23,792	6,605	0	0	297,439

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
ITD Service Fees	809	228	239	250	261	0	0	0	1,787
TOTAL REVENUES:	809	228	239	250	261	0	0	0	1,787
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	549	445	255	255	283	0	0	0	1,787
TOTAL EXPENDITURES:	549	445	255	255	283	0	0	0	1,787

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
ITD Service Fees	9,655	2,723	2,841	2,936	2,985	0	0	0	21,140
TOTAL REVENUES:	9,655	2,723	2,841	2,936	2,985	0	0	0	21,140
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	7,878	3,422	3,776	2,966	3,098	0	0	0	21,140
TOTAL EXPENDITURES:	7,878	3,422	3,776	2,966	3,098	0	0	0	21,140

COMPUTER-AIDED DISPATCH (CAD) - REPLACEMENT

PROJECT #: 2000000424



DESCRIPTION: Replace and/or upgrade existing computer aided dispatch system for both the Miami-Dade Police Department and Miami-Dade Fire Rescue
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	24,430	0	0	0	0	0	0	0	24,430
Future Financing	0	0	6,090	18,179	3,350	4,100	0	0	31,719
TOTAL REVENUES:	24,430	0	6,090	18,179	3,350	4,100	0	0	56,149
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	537	100	0	0	0	0	0	0	637
Planning and Design	0	4,750	5,600	6,800	2,250	3,000	0	0	22,400
Project Administration	0	1,100	1,100	1,100	1,100	1,100	0	0	5,500
Technology Hardware/Software	5,291	10,342	1,700	10,279	0	0	0	0	27,612
TOTAL EXPENDITURES:	5,828	16,292	8,400	18,179	3,350	4,100	0	0	56,149

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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
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	22,924	0	0	0	0	0	0	0	22,924
Future Financing	0	0	13,955	15,149	3,530	0	0	0	32,634
TOTAL REVENUES:	22,924	0	13,955	15,149	3,530	0	0	0	55,558
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	2,384	0	0	0	0	0	0	0	2,384
Planning and Design	0	167	167	167	0	0	0	0	501
Project Administration	1,464	7,185	5,167	7,573	1,703	455	0	0	23,547
Technology Hardware/Software	1,551	10,173	8,621	7,409	1,286	86	0	0	29,126
TOTAL EXPENDITURES:	5,399	17,525	13,955	15,149	2,989	541	0	0	55,558

CYBERSECURITY STRATEGIC EVOLUTION PLAN

PROJECT #: 2000001427



DESCRIPTION: Deploy a security program that continuously adapts to evolving threats and new opportunities while reducing risk to the information assets of Miami-Dade County

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	4,248	0	0	0	0	0	0	0	4,248
Future Financing	0	0	1,798	1,850	5,906	1,964	0	0	11,518
TOTAL REVENUES:	4,248	0	1,798	1,850	5,906	1,964	0	0	15,766
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Planning and Design	0	570	570	570	570	570	0	0	2,850
Project Administration	0	210	210	210	210	210	0	0	1,050
Technology Hardware/Software	0	3,468	1,018	1,070	5,126	1,184	0	0	11,866
TOTAL EXPENDITURES:	0	4,248	1,798	1,850	5,906	1,964	0	0	15,766

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
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
ITD Service Fees	3,960	1,240	1,333	1,287	1,300	0	0	0	9,120
TOTAL REVENUES:	3,960	1,240	1,333	1,287	1,300	0	0	0	9,120
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	190	3,823	2,500	1,305	1,302	0	0	0	9,120
TOTAL EXPENDITURES:	190	3,823	2,500	1,305	1,302	0	0	0	9,120

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EDGE NETWORK PROJECT

PROJECT #: 2000000946



DESCRIPTION: Deploy new network edge switches countywide

LOCATION: 5680 SW 87 Ave

Various Sites

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
ITD Service Fees	7,623	3,419	3,761	3,949	4,344	0	0	0	23,096
TOTAL REVENUES:	7,623	3,419	3,761	3,949	4,344	0	0	0	23,096
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	6,983	3,547	3,698	3,563	5,305	0	0	0	23,096
TOTAL EXPENDITURES:	6,983	3,547	3,698	3,563	5,305	0	0	0	23,096

FULL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION

PROJECT #: 1682480



DESCRIPTION: Implement a state-of-the art, comprehensive, integrated ERP application (INFORMS) 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
Capital Asset Series 2020C Bonds	55,967	0	0	0	0	0	0	0	55,967
IT Funding Model	4,670	1,496	0	0	0	0	0	0	6,166
TOTAL REVENUES:	106,637	1,496	0	0	0	0	0	0	108,133
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Furniture Fixtures and Equipment	1,145	0	802	0	0	0	0	0	1,947
Planning and Design	37,929	21,051	13,413	0	0	0	0	0	72,393
Project Administration	2,310	1,978	2,098	0	0	0	0	0	6,386
Technology Hardware/Software	11,286	12,610	3,511	0	0	0	0	0	27,407
TOTAL EXPENDITURES:	52,670	35,639	19,824	0	0	0	0	0	108,133

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
ITD Service Fees	2,132	1,495	1,021	1,021	1,021	0	0	0	6,690
TOTAL REVENUES:	2,132	1,495	1,021	1,021	1,021	0	0	0	6,690
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	1,947	1,197	1,002	985	1,559	0	0	0	6,690
TOTAL EXPENDITURES:	1,947	1,197	1,002	985	1,559	0	0	0	6,690

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

Inspector General

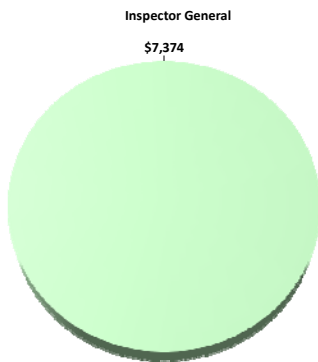
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste and abuse of power in County projects, programs and contracts. Created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government, 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.

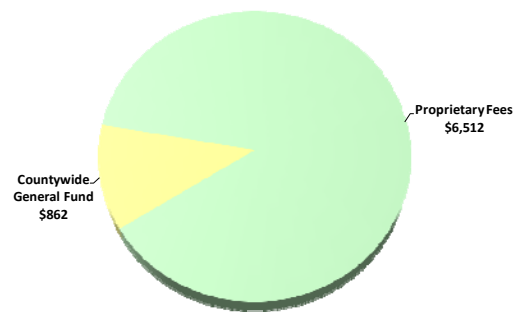
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials and vendors and contractors doing business with the County. The OIG has been designated a criminal 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 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION

<u>INSPECTOR GENERAL</u>		
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 19-20</u>		<u>FY 20-21</u>
38		40

The FY 2020-21 total number of full-time equivalent positions is 40

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

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Contracts/programs audited and reviewed	GG1-2	LS-2	OP	↔	30	47	30	30	30
Reports issued	GG1-2	LS-2	OP	↔	11	7	15	15	18
Advisory memoranda issued	GG1-2	LS-2	OP	↔	26	22	20	15	20
Complaints received*	GG1-2	LS-2	IN	↔	344	312	300	250	300
Percentage of complainants receiving feedback about initial disposition of complaint within 30 days**	GG1-2	LS-2	OC	↑	N/A	95%	95%	95%	98%

* The decrease indicated by the FY 2019-20 Projection is attributable to COVID-19 and the County's State of Emergency

** This measure considers only complainants providing contact information; this performance measure started being monitored in FY 2018-19

ADDITIONAL INFORMATION

- During FY 2019-20, one OIG Contract Oversight Specialist overage was approved to provide additional oversight of capital construction projects and monitor various aspects of the governmental contracting process (\$164,000)
- The FY 2020-21 Adopted Budget reflects the addition of one Administrative Assistant position to assist with various clerical and administrative functions (\$71,000)
-  In FY 2019-20, the OIG launched its re-designed www.miamidadeig.org website to better the user experience, making the site easier to navigate, visually more appealing and easier for the public to report fraud to the OIG, as well as making it mobile friendly
- In FY 2019-20, the OIG has been monitoring a new solicitation for a baggage handling operating agreement; additional procurements monitored by the OIG include requests for proposals for a public parking garage operator, a concessionaire to provide ATM machines in the airport terminal and a general contractor to manage the Aviation Department's miscellaneous construction contract program
- 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 2019-20 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 2020-21

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

- In FY 2019-20, the OIG concluded 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; the resulting report contained several recommendations adopted by the Department of Transportation and Public Works
- In FY 2019-20, the OIG issued a report concerning the County's recent acquisition of compressed natural gas (CNG) transit buses; the examination, requested by the Board of County Commissioners and the Mayor, also debunked allegations raised about the safety of these buses; the comprehensive report traced the past five years since the County embarked on a program to implement CNG fueling facilities and transition part of the transit fleet to CNG buses
- In FY 2019-20, the OIG should conclude its audits of two County pool contracts involving the purchase of parts and repair services for transit buses and the purchase of electrical and electronic components, tools, parts and supplies; the objectives of these two audits include testing compliance with the contract and any other applicable resolutions, ordinances, policies and procedures
- The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes charges of one quarter of one percent to certain procurement and construction contracts (\$4.066 million), as well as additional reimbursements of \$977,000 for audits and investigative work performed for Aviation (\$480,000), Water and Sewer (\$50,000), Solid Waste Management (\$25,000), Transportation and Public Works (\$150,000) and Miami-Dade County School Board (\$140,000)
- In FY 2019-20, the OIG, working with the U.S. Department of Housing and Urban Development's Inspector General, conducted investigations resulting in the arrests of individuals for bribery and fraud related to public housing
- In FY 2019-20, the OIG concluded its procurement oversight effort for the new civil and probate courthouse project; the OIG's independent oversight involved a separate inspectional review (conducted in the summer of 2019) involving a possible conflict of interest and the non-disclosure of it by a member of the Competitive Selection Committee; corrective action was taken to remove any possible conflict prior to the procurement moving into the second and final phase of the procurement
- In FY 2020-21, the OIG will be monitoring the construction phase of the new courthouse as the project commences with funding from the project (\$132,000)
- Since April 2020, the OIG has been engaged in monitoring several COVID-19 procurements and operations, including the County's Emergency Meals Program and the contracts for janitorial services and temporary event staffing related to the re-opening of the County's parks
- In FY 2020-21, the OIG will continue its partnership with the U.S. Department of Justice's Procurement Collusion Task Force and with other federal agencies monitoring relief funds received by Miami-Dade County pursuant to the Coronavirus Aid, Relief, and Economic Security Act (CARES)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
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	1	1	2	2	2
Temporary Services	0	0	0	0	0
Travel and Registration	45	35	52	35	52
Utilities	28	25	30	24	25

OPERATING FINANCIAL SUMMARY

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

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	1,174	721	1,631	862
Carryover	1,589	1,671	565	1,469
Departmental Oversight (MOUs)	669	866	825	977
Fees and Charges	3,941	4,438	3,700	4,066
Interest Earnings	36	62	0	0
Miscellaneous Revenues	36	33	0	0
Total Revenues	7,445	7,791	6,721	7,374
Operating Expenditures				
Summary				
Salary	4,261	4,672	4,932	5,381
Fringe Benefits	1,262	1,438	1,496	1,646
Court Costs	0	0	1	1
Contractual Services	0	0	2	2
Other Operating	133	124	184	209
Charges for County Services	85	59	62	76
Capital	33	33	44	59
Total Operating Expenditures	5,774	6,326	6,721	7,374
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	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: General Government				
Inspector General	6,721	7,374	38	40
Total Operating Expenditures	6,721	7,374	38	40

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

Internal Services

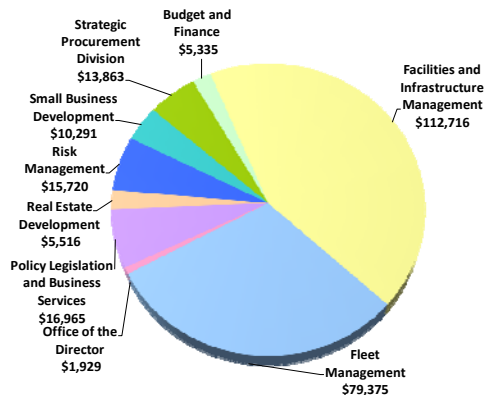
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

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.

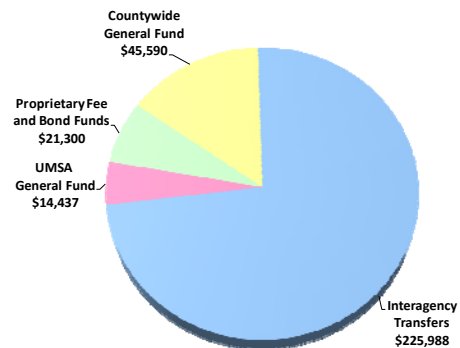
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations and Miami-Dade County residents and visitors.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

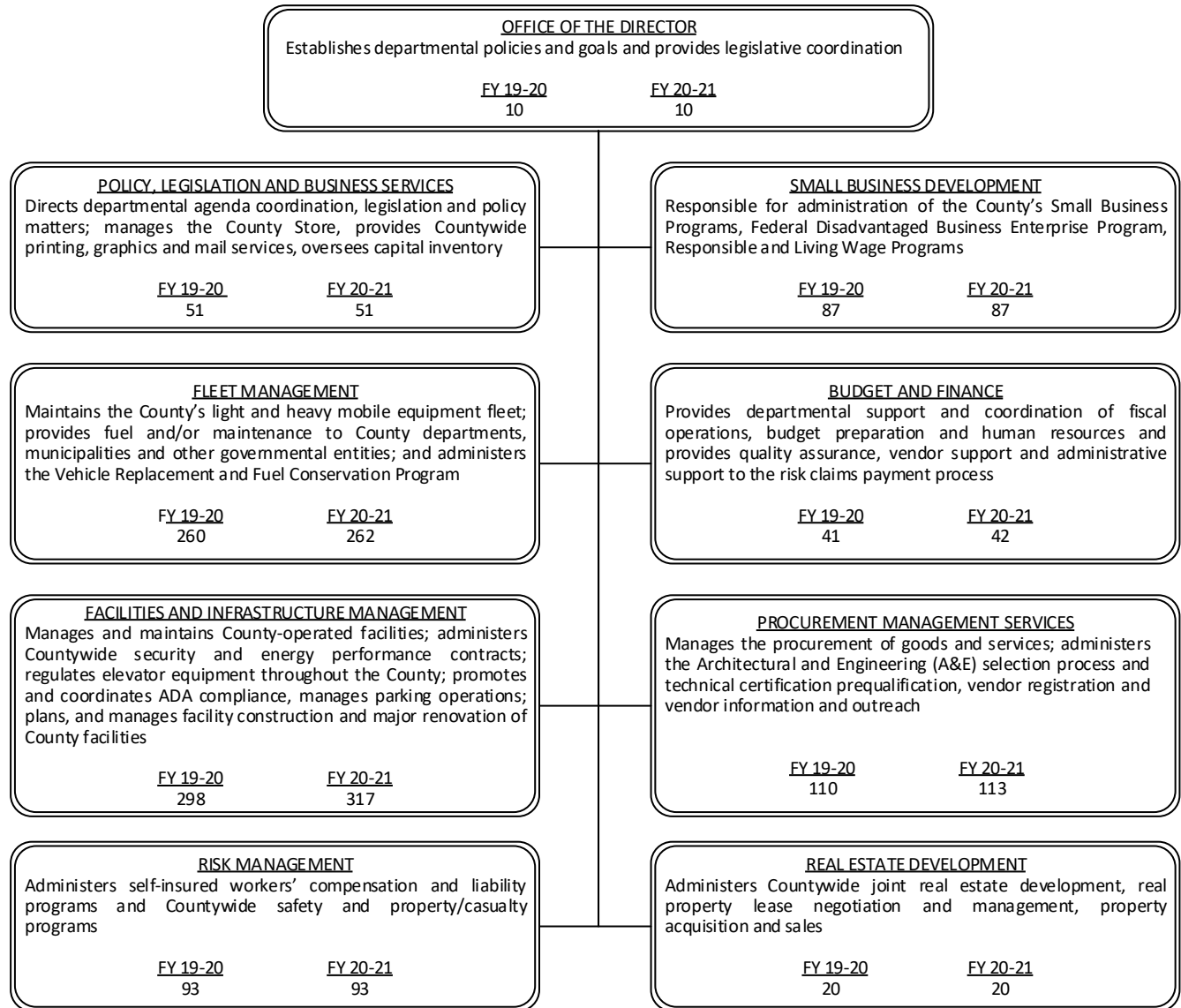


Revenues by Source
(dollars in thousands)



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

TABLE OF ORGANIZATION



The FY 2020-21 total number of full-time equivalent positions is 1001.

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Customer Satisfaction with ISD service levels and quality of work (out of 5)	GG1-2	LS-1	OC	↑	4.6	4.4	4.3	4.3	4.3

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: 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
- 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of invoices processed within 30 calendar days of receipt	GG4-1	ES-3	EF	↑	81%	94%	90%	92%	90%

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes an additional accountant position to support the CIIP

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

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise programs	ED2-2	ES-3	OC	↑	1,767	1,782	1,847	1,845	1,900
Percentage of completed projects where small business opportunities were achieved	ED2-2	ES-3	OC	↑	97.8%	57.5%	100%	75%	85%
Percent of monitored projects in compliance with Small Business Programs	ED2-2	ES-3	OC	↑	97%	97%	95%	94%	95%

FY 2020 - 21 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
- Administers the Office of ADA whose mission is to ensure that every County program, service, activity and facility is accessible to and usable by our residents and visitors with disabilities

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Total operating expenses per square foot*	GG3-4	IE-1	EF	↓	\$7.28	\$8.09	\$9.00	\$9.00	\$9.00
Percentage of regulated elevators with current Certificates of Operation	NI1-2	IE-2	OC	↑	81%	81%	90%	90%	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 2020-21 Adopted Budget includes 17 additional program management positions to support projects for the CIIP that will include the renovation and rehabilitation of all ISD managed and maintained infrastructure**
- The FY 2020-21 Adopted Budget includes a reorganization that transfers two positions from Strategic Procurement Division that will enhance procurement activities within the division
- In FY 2020-21, 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 2020-21, the Facilities and Infrastructure Management Adopted Budget includes a transfer to the General Government Improvement Fund (GGIF) to support the CIIP \$12.668 million

FY 2020 - 21 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of selected heavy equipment repairs that surpass industry standards	GG3-4	IE-3	OC	↑	89%	87%	90%	87%	90%
Percentage of selected light equipment repairs that surpass industry standards	GG3-4	IE-3	OC	↑	90%	88%	90%	90%	90%

DIVISION COMMENTS

- **The FY 2020-21 Adopted Budget includes two additional program management positions to support projects for the CIIP that will include the renovation and rehabilitation of all ISD Fleet managed and maintained infrastructure**
- The FY 2020-21 Adopted Budget includes no increase to Fleet Management labor rates for the maintenance of light and heavy vehicles
- In FY 2020-21, the Adopted Budget includes a transfer from Fleet Management to the General Government Improvement Fund (GGIF) to support the CIIP \$3.504 million

DIVISION: STRATEGIC PROCUREMENT DIVISION

The Strategic Procurement 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

Key Department Measures, Strategic Objectives and Resiliency Drivers

Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Average number of days to award contracts over \$1 million*	GG3-3	LS-3	OC	↓	249	237	270	238	270
Average calendar days to complete A&E selection process	GG3-3	LS-3	EF	↓	361	270	225	251	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

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

DIVISION COMMENTS

- The FY 2020-21 Adopted Budget includes eight additional procurement positions to support the CIIP that will develop and maintain all required contracts and other related materials for the completion of the program
- The FY 2020-21 Adopted Budget includes the transfer of two Construction Contracts Specialist to the Facilities and Infrastructure Management Division who will be dedicated to the establishment and management of contracts related to the Countywide Infrastructure Investment Program (CIIP)
- The FY 2020-21 Adopted Budget includes the transfer of three ERP Business Analyst positions from the Strategic Procurement Division to the Office of Management and Budget Strategic Business Management Division; these positions are responsible for the continued support of the Integrated Financial Resources Management System "INFORMS"
- The FY 2020-21 Adopted Budget includes a transfer of \$2.518 million in User Access Program (UAP) revenue to the General Fund to support procurement-related functions in General Fund supported departments
- The FY 2020-21 Adopted Budget includes a transfer of \$438,000 in User Access Program (UAP) revenue to support procurement-related functions in the Small Business Development Division
- In FY 2020-21, 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Dollar value of surplus property sold (in thousands)*	GG3-4	ES-3	OP	↑	\$1,866	\$750	\$1,000	\$750	\$1,000

*Dollar value varies on number of properties sold per year.

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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Subrogation collections (in thousands)	GG4-1	ES-3	OP	↔	\$1,800	\$2,513	\$2,000	\$2,000	\$2,000

*FY 2018-19 actuals were higher than budgeted due to two large, unanticipated collections that were pending from prior fiscal years

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

DIVISION COMMENTS

- In FY 2020-21, 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 2020-21, 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 (\$470,000)
- In FY 2019-20 the global property insurance market continued to harden with rate increases; due to the County's longevity in the London Market the lowest increase (7.94 percent) in eighteen months was secured
- In FY 2019-20 the premium increase was \$1.2M, including a \$400K increase due to the 2017 Hurricane loss to Solid Waste Recovery Facility that insurance paid \$1.2M. There was also an 11 percent increase in Total Insured Value (TIV) (\$13.260 Billion) due to the completion of a new fire station and other property improvements

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the continuation 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 (\$14.5 million in FY 2020-21)
- The Department's FY 2020-21 Adopted Budget and Multi-Year Capital Plan includes the purchase of 51 vehicles (\$1.587 million); over the next four years, the Department has budgeted \$5.585 million to replace 124 vehicles as part of its fleet replacement plan; 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 equipment failure; the County's fleet replacement plan is included under Non-Departmental project #2000000511
- In FY 2020-21, 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; \$1 million in FY 2020-21)
- In FY 2020-21, 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 \$8.652 million; \$202,000 in FY 2020-21)
- In FY 2020-21, the Department will continue partnering with the Homeless Trust in providing critical support to the agency's operations by managing the design and construction of the Second Domestic Violence Shelter; the shelter will provide a minimum of 60 emergency shelter beds for domestic violence survivors and their dependents; the project is scheduled to be completed in the first quarter of FY 2020-21 (total project cost \$16.238 million; \$2.832 million in FY 2020-21)
- ISD will continue overseeing the construction of a new Civil and Probate Courthouse to be located in downtown Miami and is scheduled to be completed in January 2024; the new courthouse will include 46 jury courtrooms, four shelled courtrooms as well as office and public spaces to be occupied by the Clerk of Courts, Administrative Office of the Courts and the Law Library

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	97	53	84	66	68
Fuel	28,636	26,406	25,430	25,085	26,390
Overtime	3,526	3,960	2,930	3,068	3,230
Rent	8,908	8,582	9,172	8,944	9,157
Security Services	21,150	22,185	34,111	34,481	35,141
Temporary Services	163	374	171	305	185
Travel and Registration	58	106	210	90	101
Utilities	13,012	12,306	14,034	12,590	13,965

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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	42,335	42,495	44,966	45,590
General Fund UMSA	14,142	14,161	14,200	14,437
Carryover	15,730	10,492	7,189	6,454
External Fees	1,015	1,027	927	947
Fees and Charges	0	4	0	9
Interest Income	75	88	60	60
Miscellaneous Revenues	840	432	853	350
Municipal Fines	360	402	400	400
User Access Program Fees	14,161	13,686	13,494	13,080
Fees and Charges	3,520	3,285	3,466	3,618
Interagency Transfers	4,480	4,571	7,520	5,769
Interfund Transfers	0	538	0	715
Internal Service Charges	202,233	197,318	208,194	208,489
Other Revenues	4,714	5,756	6,718	7,397
Total Revenues	303,605	294,255	307,987	307,315
Operating Expenditures				
Summary				
Salary	60,960	61,729	70,553	66,923
Fringe Benefits	22,483	24,316	27,921	27,569
Court Costs	25	9	11	15
Contractual Services	47,540	47,160	62,477	64,743
Other Operating	78,336	70,373	74,666	72,409
Charges for County Services	34,235	35,336	31,349	29,405
Grants to Outside Organizations	0	0	0	0
Capital	443	586	624	646
Total Operating Expenditures	244,022	239,509	267,601	261,710
Non-Operating Expenditures				
Summary				
Transfers	10,472	5,662	5,264	2,115
Distribution of Funds In Trust	607	592	655	1,055
Debt Service	36,636	31,183	32,817	39,413
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	1,650	3,022
Total Non-Operating Expenditures	47,715	37,437	40,386	45,605

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: General Government				
Office of the Director	1,792	1,929	10	10
Policy Legislation and Business Services	17,983	16,965	51	51
Budget and Finance	5,175	5,335	41	42
Small Business Development	10,531	10,291	87	87
Facilities and Infrastructure Management	113,818	112,716	298	317
Fleet Management	81,561	79,375	260	262
Strategic Procurement Division	14,615	13,863	110	113
Real Estate Development	5,669	5,516	20	20
Risk Management	16,457	15,720	93	93
Total Operating Expenditures	267,601	261,710	970	995

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
BBC GOB Financing	80,754	20,287	21,888	5,346	0	0	0	0	128,275
Capital Asset Series 2020C Bonds	4,101	0	0	0	0	0	0	0	4,101
CIIP Program Revenues	0	11,055	25,000	25,000	35,000	33,899	25,000	31,053	186,007
General Government Improvement Fund (GGIF)	247	0	0	0	0	0	0	0	247
ISD Fleet Revenue	0	3,504	0	0	0	0	0	0	3,504
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	91	0	0	0	0	0	0	0	91
Total:	85,193	34,846	46,888	30,346	35,000	33,899	25,000	31,053	322,225
Expenditures									
Strategic Area: NI									
Infrastructure Improvements	656	14,500	25,000	25,000	35,000	33,899	25,000	31,053	190,108
Strategic Area: HS									
New Affordable Housing Units	66,321	6,658	8,757	3,000	0	0	0	0	84,736
Strategic Area: GG									
ADA Facilities Improvements	4,830	1,000	1,604	0	0	0	0	0	7,434
Community Development Projects	8,450	202	0	0	0	0	0	0	8,652
Facility Improvements	0	3,218	10,073	504	0	0	0	0	13,795
New Facilities	1,491	9,509	4,154	2,346	0	0	0	0	17,500
Total:	81,748	35,087	49,588	30,850	35,000	33,899	25,000	31,053	322,225

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	10,068	262	262	0	0	0	0	0	10,592
TOTAL REVENUES:	10,068	262	262	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	7,116	262	262	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
TOTAL EXPENDITURES:	10,068	262	262	0	0	0	0	0	10,592

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

DISTRICT 02 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115952



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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	10,542	50	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,542	50	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	4,104	50	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
TOTAL EXPENDITURES:	10,542	50	0	0	0	0	0	0	10,592

DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115958



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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	10,105	487	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,105	487	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	6,905	487	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
TOTAL EXPENDITURES:	10,105	487	0	0	0	0	0	0	10,592

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	5,200	2,300	3,092	0	0	0	0	0	10,592
TOTAL REVENUES:	5,200	2,300	3,092	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	5,200	2,300	3,092	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	5,200	2,300	3,092	0	0	0	0	0	10,592

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	10,233	359	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,233	359	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	7,116	359	0	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
TOTAL EXPENDITURES:	10,233	359	0	0	0	0	0	0	10,592

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	3,737	1,500	2,355	3,000	0	0	0	0	10,592
TOTAL REVENUES:	3,737	1,500	2,355	3,000	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	3,700	1,500	2,355	3,000	0	0	0	0	10,555
Planning and Design	37	0	0	0	0	0	0	0	37
TOTAL EXPENDITURES:	3,737	1,500	2,355	3,000	0	0	0	0	10,592

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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: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	10,240	200	152	0	0	0	0	0	10,592
TOTAL REVENUES:	10,240	200	152	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	8,660	200	152	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
TOTAL EXPENDITURES:	10,240	200	152	0	0	0	0	0	10,592

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: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	6,196	1,500	2,896	0	0	0	0	0	10,592
TOTAL REVENUES:	6,196	1,500	2,896	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	6,196	1,500	2,896	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	6,196	1,500	2,896	0	0	0	0	0	10,592

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: Countywide

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	4,830	1,000	1,604	0	0	0	0	0	7,434
TOTAL REVENUES:	4,830	1,000	1,604	0	0	0	0	0	7,434
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	2,549	900	1,495	0	0	0	0	0	4,944
Furniture Fixtures and Equipment	40	0	0	0	0	0	0	0	40
Permitting	71	0	0	0	0	0	0	0	71
Planning and Design	1,001	0	0	0	0	0	0	0	1,001
Project Administration	1,169	100	109	0	0	0	0	0	1,378
TOTAL EXPENDITURES:	4,830	1,000	1,604	0	0	0	0	0	7,434

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INFRASTRUCTURE IMPROVEMENTS - FLEET FACILITIES

PROJECT #: 2000001462



DESCRIPTION: Renovate and rehabilitate fleet system infrastructure

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
ISD Fleet Revenue	0	3,504	0	0	0	0	0	0	3,504
TOTAL REVENUES:	0	3,504	0	0	0	0	0	0	3,504
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	300	2,700	504	0	0	0	0	3,504
TOTAL EXPENDITURES:	0	300	2,700	504	0	0	0	0	3,504

INFRASTRUCTURE IMPROVEMENTS - GOVERNMENT FACILITIES SYSTEMWIDE

PROJECT #: 2000001488



DESCRIPTION: Perform upgrades and improvements to County-owned government facilities

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	2,918	7,373	0	0	0	0	0	10,291
TOTAL REVENUES:	0	2,918	7,373	0	0	0	0	0	10,291
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	2,918	7,373	0	0	0	0	0	10,291
TOTAL EXPENDITURES:	0	2,918	7,373	0	0	0	0	0	10,291

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	4,101	0	0	0	0	0	0	0	4,101
CIIP Program Revenues	0	11,055	25,000	25,000	35,000	33,899	25,000	31,053	186,007
TOTAL REVENUES:	4,101	11,055	25,000	25,000	35,000	33,899	25,000	31,053	190,108
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	656	14,500	25,000	25,000	35,000	33,899	25,000	31,053	190,108
TOTAL EXPENDITURES:	656	14,500	25,000	25,000	35,000	33,899	25,000	31,053	190,108

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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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	8,112	202	0	0	0	0	0	0	8,314
General Government Improvement Fund (GGIF)	247	0	0	0	0	0	0	0	247
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	91	0	0	0	0	0	0	0	91
TOTAL REVENUES:	8,450	202	0	0	0	0	0	0	8,652
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Art Allowance	117	0	0	0	0	0	0	0	117
Construction	6,060	202	0	0	0	0	0	0	6,262
Land Acquisition/Improvements	610	0	0	0	0	0	0	0	610
Permitting	154	0	0	0	0	0	0	0	154
Planning and Design	937	0	0	0	0	0	0	0	937
Project Administration	454	0	0	0	0	0	0	0	454
Project Contingency	11	0	0	0	0	0	0	0	11
Technology Hardware/Software	107	0	0	0	0	0	0	0	107
TOTAL EXPENDITURES:	8,450	202	0	0	0	0	0	0	8,652

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
Unincorporated Miami-Dade County

District Located: 11
District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	1,491	8,509	0	0	0	0	0	0	10,000
TOTAL REVENUES:	1,491	8,509	0	0	0	0	0	0	10,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Art Allowance	0	150	0	0	0	0	0	0	150
Construction	450	6,118	0	0	0	0	0	0	6,568
Furniture Fixtures and Equipment	0	1,000	0	0	0	0	0	0	1,000
Permitting	200	0	0	0	0	0	0	0	200
Planning and Design	500	400	0	0	0	0	0	0	900
Project Administration	341	341	0	0	0	0	0	0	682
Technology Hardware/Software	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	1,491	8,509	0	0	0	0	0	0	10,000

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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: 20000 NW 47 Ave District Located: 1
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	1,000	4,154	2,346	0	0	0	0	7,500
TOTAL REVENUES:	0	1,000	4,154	2,346	0	0	0	0	7,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Art Allowance	0	112	0	0	0	0	0	0	112
Construction	0	0	3,507	1,010	0	0	0	0	4,517
Furniture Fixtures and Equipment	0	261	339	736	0	0	0	0	1,336
Land Acquisition/Improvements	0	510	0	0	0	0	0	0	510
Project Administration	0	117	208	0	0	0	0	0	325
Technology Hardware/Software	0	0	100	600	0	0	0	0	700
TOTAL EXPENDITURES:	0	1,000	4,154	2,346	0	0	0	0	7,500

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

Management and Budget

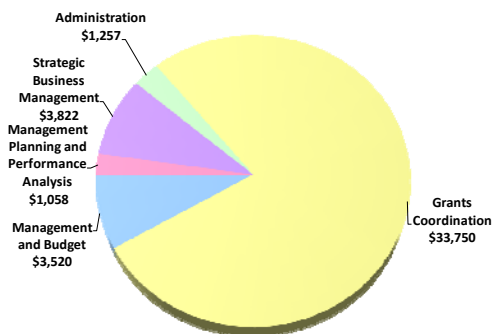
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages 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); and coordinates and maintains the various business processes of the County's Enterprise Resource Planning (ERP) application also known as INtegrated Financial Resources Management System (INFORMS).

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 Ending the HIV Epidemic: A Plan for America program and the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009. During FY 2019-20, a new division of OMB, Strategic Business Management (SBM), was created to maintain, enhance/upgrade and support the ERP technology applications, tools, processes and third-party integration systems, as well as coordinate business process improvement and strategic planning.

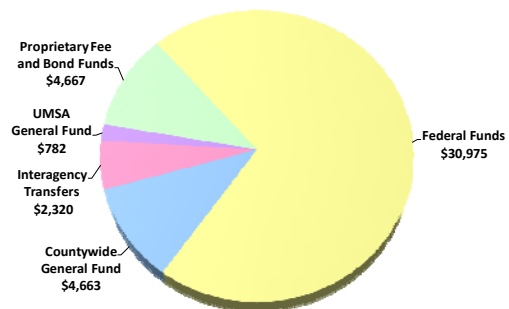
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

FY 2020-21 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2020 - 21 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> <p style="text-align: center;"><u>FY 19-20</u> 5</p> <p style="text-align: center;"><u>FY 20-21</u> 6</p>
	<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> <p style="text-align: center;"><u>FY 19-20</u> 19</p> <p style="text-align: center;"><u>FY 20-21</u> 19</p>
	<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> <p style="text-align: center;"><u>FY 19-20</u> 6</p> <p style="text-align: center;"><u>FY 20-21</u> 6</p>
	<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> <p style="text-align: center;"><u>FY 19-20</u> 37</p> <p style="text-align: center;"><u>FY 20-21</u> 35</p>
	<p style="text-align: center;"><u>STRATEGIC BUSINESS MANAGEMENT DIVISION</u></p> <p>Supports the countywide Enterprise Resource Planning (ERP), Budget Analysis Tool and Scorecard applications; provides the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of ERP; and administers all change management associated with ERP tools and business processes to include training</p> <p style="text-align: center;"><u>FY 19-20</u> 0</p> <p style="text-align: center;"><u>FY 20-21</u> 22</p>

The FY 2020-21 total number of full-time equivalent positions is 88 FTEs.

FY 2020 - 21 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

- **The FY 2020-21 Adopted Budget includes one Executive Secretary position in Administration (\$74,000)**

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 GOB) 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 2020 - 21 Adopted Budget and Multi-Year Capital Plan


Key Department Measures, Strategic Objectives and Resiliency Drivers									
Measures	SO	RD	Type	Good	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Countywide Emergency Contingency Reserve balance (in millions)	GG4-1	LS-1	OC	↑	\$48.9	\$54.9	\$54.9	\$55.4	\$55.5
Carryover as a percentage of the General Fund Budget	GG4-1	LS-1	OC	↑	2.2%	4.8%	3.7%	4.3%	1.8%
Value of BBC-GOB funds Expended (in millions)	GG3-4	ES-3	OP	↔	\$74.9	\$80.0	\$208.3	\$81.0	216.3
Value of Countywide Infrastructure Investment Program (CIIP) funds expended (in millions)*	GG3-4	ES-3	OC	↑	N/A	N/A	\$124.6	\$8.5	\$65.5
Number of Business Days to process BBC-GOB reimbursement requests	GG3-4	LS-1	EF	↓	7	6	10	7	10
Number of Community Redevelopment Agencies (CRAs)	ED3-2	ES-3	IN	↔	14	15	15	14	14
County TIF Revenue Payments (in millions)**	ED3-2	ES-3	OC	↑	\$45.4	\$50.8	\$54.6	\$56.0	\$58.6
Percent of total County Urban Development Boundary area within TIF districts***	ED3-2	ES-3	IN	↔	26.4%	26.5%	26.5%	26.5%	26.8%

*The CIIP program was implemented in FY 19-20

**FY 18-19 Actual and FY 19-20 Budget 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

-  In FY 2020-21 will continue the implementation 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 (\$650,000)
- During FY 2020-21, 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 2019-20, \$1.948 billion of projects had been completed; the FY 2020-21 Adopted Budget includes \$200 million of BBC GOB projects
- The FY 2020-21 Adopted Budget includes a contribution from the Finance Department's Bond Administration Division for capital budgeting support (\$175,000)

FY 2020 - 21 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 emphasizes 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, incorporating best practice research and internationally proven tool and techniques
- 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	Target
Percentage of Strategic Plan Objectives and Resilience Dimensions supported by department business plans	GG4-2	LS-3	OC	↑	95%	97%	100%	100%	100%
Average number of active users of the County performance management system*	GG4-2	LS-3	IN	↔	730	769	350	350	350
Performance analysis projects completed	GG4-2	LS-1	OC	↑	13	8	9	9	8
Percentage of active management and supervisory employees with Lean Six Sigma training	GG2-2	LS-1	OC	↑	10.7%	10.8%	11.0%	10.8%	11%
Number of County employees completing advanced Lean Six Sigma training programs	GG2-2	LS-1	OP	↔	57	24	30	15	20

*The FY 19-20 Budget and FY 20-21 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

DIVISION COMMENTS

- In FY 2020-21, 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 2019-20, the Department will complete several performance analysis projects, including a review of prompt payment processes from small businesses contracting with the County, providing implementation support for transitioning certain code enforcement activities to the Finance Department and developing process improvements to improve recruitment cycle times in County departments
- In FY 2019-20, the Active Strategy Enterprise (ASE) performance management system was replaced as part of Miami-Dade County's ERP system implementation; as part of this initiative, a first of its kind Resilience Balanced Scorecard was 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, was presented in FY 2019-20

FY 2020 - 21 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 Ending the Epidemic: A Plan for America grant and the 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 17-18	FY 18-19	FY 19-20	FY 19-20	FY 20-21
					Actual	Actual	Budget	Projection	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	↑	\$59	\$58	\$40	\$65	\$55
Percentage of reimbursement requests processed within 21 calendar days	GG4-2	LS-1	EF	↑	94%	95%	85%	90%	85%
Site visits - CBOs*	GG4-2	LS-1	OP	↔	121	153	140	153	128
HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	HS2-1	HW-3	OP	↔	9,883	9,578	10,000	9,030	9,800
Percentage of Ryan White Program payments processed within 21 calendar days	HS2-1	LS-1	EF	↑	99%	98%	90%	90%	90%
Comprehensive Ryan White Program site visits (per contract year)**	HS2-1	HW-3	OP	↔	0	15	0	0	9

* Virtual site visits are being conducted in FY 19-20 due to COVID-19

** A federal waiver of the annual site visit requirement was approved for FY 17-18 and FY 19-20

DIVISION COMMENTS

-  The FY 2020-21 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 and further amended pursuant actions taken via motion by the Board of County Commissioners on November 19, 2019; 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 and \$25,000 for the Office of the Chair; the FY 2020-21 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program

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

- The FY 2020-21 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$162,000)
- The FY 2020-21 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 (\$400,000)
- *The FY 2020-21 Adopted Budget includes the elimination of a vacant Account Clerk and a vacant Special Projects Administrator 2 (\$116,000)*

DIVISION: STRATEGIC BUSINESS MANAGEMENT

The Strategic Business Management Division supports the countywide Enterprise Resource Planning (ERP) application and system of record, also known as INtegrated Financial Resources Management System (INFORMS), responsible for the general ledger, human resources, supply chain, strategic sourcing, grants, accounts payables and receivables, internal billing and project costing functions.

- Supports the Budget Analysis Tool (BAT) and Performance Scorecard applications
- Provides the governance structure for evaluation and prioritization of future business process needs and their impacts on daily operations through the use of the INFORMS
- Manages the implementation of system upgrades and or enhancements
- Administers all change management associated with INFORMS tools and business process improvements to include training development, corresponding materials and communication plan

DIVISION COMMENTS

- During FY 2019-20 a new division, Strategic Business Management (SBM) was created to support the County's Enterprise Resources Planning (ERP) application, also known as INFORMS, responsible for supporting and maintaining all financial, strategic sourcing and time and leave technology business processes and change management
- The SBM division is comprised of 22 positions, which includes four new positions and various departmental position transfers: eight positions from Finance, two from HR, five from ITD and three from ISD (\$2.958 million)
- The implementation of the INFORMS requires a dedicated strategic approach to ensure that the County's financial, supply chain and human resources activities are supported and continuously improved to promote and further support all County operations; the SBM Division is responsible for the establishing the governance structure that coordinates these central operating functions through on-going technology business process improvements and change management activities
- In FY 2020-21, SBM will continue to support the phased implementation of the INFORMS with Phase 1, general ledger, account payables, grants, supply chain and strategic sourcing going live during the first quarter of the fiscal year; Phase 2, time and leave and absence management will go live during the second quarter of the fiscal year and Phases 3 and 4, reporting and business analytics will go live during the last quarter of the fiscal year

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	10	58	45	45	65
Fuel	0	0	0	0	0
Overtime	0	-5	0	0	0
Rent	60	60	58	58	208
Security Services	0	0	0	0	0
Temporary Services	16	0	0	0	630
Travel and Registration	10	12	38	12	38
Utilities	41	55	46	36	46

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

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	4,426	4,458	4,619	4,663
General Fund UMSA	873	696	754	782
Building Better Communities	200	200	0	0
Bond Interest	0	0	591	673
CLIP Proceeds	0	0	591	673
CRA Administrative	847	968	1,083	1,189
Reimbursement	0	0	0	2,355
Miscellaneous	350	200	300	450
Miscellaneous Revenues	25	25	110	0
QNIP Bond Proceeds	0	90	0	0
SNP Bond Interest Revenue	253	690	975	975
Other Miscellaneous	28,174	26,214	30,000	30,000
Revenues	175	125	175	175
Ryan White Grant	234	187	182	162
Interagency Transfers	170	452	511	1,983
Interfund Transfers	35,727	34,305	39,300	43,407
Miscellaneous Revenues				
Total Revenues				

Operating Expenditures

Summary

Salary	5,781	6,388	6,872	9,244
Fringe Benefits	1,633	1,964	2,237	3,045
Court Costs	117	128	1	0
Contractual Services	19,037	13,327	100	100
Other Operating	2,922	2,217	257	945
Charges for County Services	366	343	573	822
Grants to Outside	5,828	9,861	29,184	29,170
Organizations				
Capital	42	77	76	81
Total Operating Expenditures	35,726	34,305	39,300	43,407

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	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 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Strategic Area: Health and Society				
Grants Coordination	30,975	30,975	14	13
Strategic Area: General Government				
Administration	1,104	1,257	5	6
Grants Coordination	2,660	2,775	23	22
Management and Budget	3,557	3,520	19	19
Management Planning and	1,004	1,058	6	6
Performance Analysis				
Strategic Business	0	3,822	0	22
Management				
Total Operating Expenditures	39,300	43,407	67	88

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

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non-Recurring Costs	Recurring Costs	
Fill vacant Senior Grants Analyst position to manage and facilitate capacity building activities for community-based organizations	\$0	\$120	1
Fill vacant Contract Officer and fund a Special Projects Administrator 2 positions to provide for additional monitoring of community-based organization contracts	\$10	\$201	2
Fund one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	\$15	\$415	2
Fund vacant Special Projects Administrator 2 position to enhance revenue generating efforts through sponsorship and marketing programs	\$0	\$75	1
Hire one and fund two Contracts Officers to perform enhanced monitoring of community-based organizations	\$10	\$225	3
Total	\$35	\$1,036	9

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

Property Appraiser

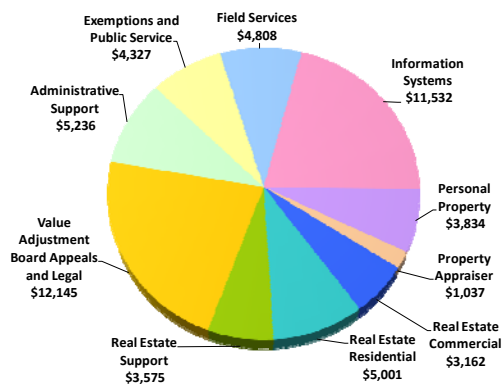
The elected Property Appraiser of Miami-Dade County has the primary responsibility to identify and appraise all real and tangible personal property within the county and certify the annual property tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and state 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.

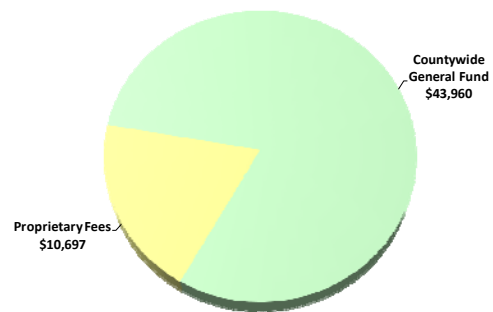
To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The Office's responsibilities are established by the Florida Constitution, Florida Statutes, and 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 2020-21 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)



FY 2020 - 21 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 19-20</u> 14	<u>FY 20-21</u> 14
<p><u>EXEMPTIONS AND PUBLIC SERVICE</u> 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</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 46 46</p>		<p><u>REAL ESTATE COMMERCIAL</u> Gathers and evaluates data regarding all commercial property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 32 29</p>
<p><u>REAL ESTATE RESIDENTIAL</u> Gathers and evaluates data regarding all residential property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 50 50</p>		<p><u>PERSONAL PROPERTY</u> 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</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 38 37</p>
<p><u>INFORMATION SERVICES</u> 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</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 31 33</p>		<p><u>VALUE ADJUSTMENT BOARD APPEALS AND LEGAL</u> Responsible for the analysis, preparation and defense of assessment values before the Value Adjustment Board and District Court</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 101 107</p>
<p><u>FIELD SERVICES</u> Performs inspections on all real property in the County</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 54 55</p>		<p><u>REAL ESTATE SUPPORT SERVICES</u> 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</p> <p style="text-align: center;"><u>FY 19-20</u> <u>FY 20-21</u> 39 39</p>

The FY 2020-21 total number of full-time equivalent position is 410 FTEs.

* Table of Organization is subject to mid-year reorganization

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

ADDITIONAL INFORMATION

- **The FY 2020-21 Adopted Budget includes the addition of five Property Appraiser Clerk 1 positions in the Information Services, Appeals and Field Services divisions to enhance auditing and quality control (\$192,000)**
- 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; in addition, a number of jurisdictions and/or special districts are charged an administrative collection fee; administrative collection fee charges are applied at the request of 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 2020-21, 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 2020-21 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 \$4.5 million with an estimated operational impact of \$700,000 in FY 2020-21

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

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Projection FY 19-20	Budget FY 20-21
Advertising	3	3	5	4	5
Fuel	18	17	18	18	18
Overtime	184	215	150	205	150
Rent	-7	0	11	10	11
Security Services	1	1	2	1	2
Temporary Services	0	0	0	152	0
Travel and Registration	9	6	12	4	12
Utilities	130	110	111	110	112

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 17-18	Actual FY 18-19	Budget FY 19-20	Adopted FY 20-21
Revenue Summary				
General Fund Countywide	37,746	40,743	42,044	43,960
Carryover	0	0	1,500	4,000
Interest Income	0	2	0	0
Internal Service Charges	3,522	3,041	3,848	3,893
Miscellaneous Revenues	28	42	25	24
Reimbursements from				
Taxing Jurisdictions	3,433	3,582	2,780	2,780
Total Revenues	44,729	47,410	50,197	54,657
Operating Expenditures				
Summary				
Salary	27,904	28,288	30,025	30,978
Fringe Benefits	10,420	10,998	11,572	12,164
Court Costs	20	21	30	30
Contractual Services	1,698	1,611	4,519	7,165
Other Operating	1,348	1,436	1,647	1,673
Charges for County Services	2,006	1,942	2,346	2,409
Grants to Outside	0	0	0	0
Organizations				
Capital	39	532	58	238
Total Operating Expenditures	43,435	44,828	50,197	54,657
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	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	
	Budget FY 19-20	Adopted FY 20-21	Budget FY 19-20	Adopted FY 20-21
Expenditure By Program				
Strategic Area: General Government				
Property Appraiser	975	1,037	6	6
Administrative Support	5,156	5,236	8	8
Exemptions and Public	4,234	4,327	46	46
Service				
Field Services	4,712	4,808	54	55
Information Systems	8,528	11,532	31	33
Personal Property	3,740	3,834	38	37
Real Estate Commercial	3,437	3,162	32	29
Real Estate Residential	5,015	5,001	50	50
Value Adjustment Board	10,948	12,145	101	107
Appeals and Legal				
Real Estate Support	3,452	3,575	39	39
Total Operating Expenditures	50,197	54,657	405	410

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

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
IT Funding Model	500	0	0	0	0	0	0	0	500
Property Appraiser Operating Revenue	4,000	0	0	0	0	0	0	0	4,000
Total:	4,500	0	0	0	0	0	0	0	4,500
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	0	4,500	0	0	0	0	0	0	4,500
Total:	0	4,500	0	0	0	0	0	0	4,500

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
IT Funding Model	500	0	0	0	0	0	0	0	500
Property Appraiser Operating Revenue	4,000	0	0	0	0	0	0	0	4,000
TOTAL REVENUES:	4,500	0	0	0	0	0	0	0	4,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	4,500	0	0	0	0	0	0	4,500
TOTAL EXPENDITURES:	0	4,500	0	0	0	0	0	0	4,500

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$700,000 and includes 0 FTE(s)



SUPPLEMENTAL INFORMATION

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

Non-Departmental

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FUTURE	TOTAL
Revenue									
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	5,786	3,621	17,949	8,919	0	0	0	0	36,275
BBC GOB Financing	367,492	65,401	46,180	1,754	1,332	0	0	2,929	485,088
BBC GOB Interest	300	0	0	0	0	0	0	0	300
BBC GOB Series 2005A	2,827	0	0	0	0	0	0	0	2,827
BBC GOB Series 2008B	6,921	0	0	0	0	0	0	0	6,921
BBC GOB Series 2008B-1	2,755	0	0	0	0	0	0	0	2,755
BBC GOB Series 2011A	140	0	0	0	0	0	0	0	140
BBC GOB Series 2013A	257	0	0	0	0	0	0	0	257
BBC GOB Series 2014A	31	0	0	0	0	0	0	0	31
Capital Asset Series 2018A Bonds	10,000	0	0	0	0	0	0	0	10,000
Capital Asset Series 2019A Bonds	10,000	0	0	0	0	0	0	0	10,000
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
Fire Impact Fees	4,732	4,092	0	0	0	0	0	0	8,824
Fire Rescue Taxing District	13,192	10,967	9,450	9,700	9,700	9,700	0	0	62,709
FTA Section 5307/5309 Formula Grant	1,419	0	0	0	0	0	0	0	1,419
Future Financing	0	0	6,050	12,879	31,417	54,527	0	0	104,873
General Government Improvement Fund (GGIF)	1,500	43,093	0	0	0	0	0	0	44,593
ISD Service Fees	0	8,396	0	0	0	0	0	0	8,396
IT Funding Model	250	3,517	0	0	0	0	0	0	3,767
Law Enforcement Trust Fund (LETF)	990	100	0	0	0	0	0	0	1,090
Lease Financing - County Bonds/Debt	182,339	57,059	53,028	48,553	45,813	29,768	773	0	417,333
Miami-Dade Library Taxing District	188	340	455	455	200	480	0	0	2,118
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	100	75	0	0	0	0	0	0	175
Police Operating Revenue	1,682	1,164	0	0	0	0	0	0	2,846
PROS Departmental Trust Fund	167	0	0	0	0	0	0	0	167
PROS Operating Revenue	1,151	0	0	0	0	0	0	0	1,151
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	1,919	0	0	0	0	0	0	0	1,919
RER Operating Revenue	1,540	249	125	135	218	148	163	0	2,578
Seaport Revenues	0	658	736	653	681	500	0	0	3,228
Secondary Gas Tax	0	0	2,085	2,085	0	0	0	0	4,170
Special Taxing District	797	0	0	0	0	0	0	0	797
Stormwater Utility	4,730	1,692	1,527	1,520	1,514	1,675	0	0	12,658
Vehicle Replacement Fund	2,332	0	0	0	0	0	0	0	2,332
Wastewater Renewal Fund	63,087	16,042	33,353	0	0	0	0	0	112,482
Total:	690,861	217,216	170,938	86,653	90,875	96,798	936	2,929	1,357,206

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Expenditures									
Strategic Area: PS									
Court Facilities	0	500	0	0	0	0	0	0	500
Infrastructure Improvements	0	0	6,050	12,879	31,417	54,527	0	0	104,873
Other	0	11,269	0	0	0	0	0	0	11,269
Strategic Area: TM									
Bridges, Infrastructure, Neighborhood Improvements	14,100	0	1,000	0	0	0	0	0	15,100
Strategic Area: RC									
Cultural, Library, and Educational Facilities	25,963	10,000	8,589	0	0	0	0	0	44,552
Facility Improvements	0	3,300	0	0	0	0	0	0	3,300
Other	0	528	0	0	0	0	0	0	528
Park, Recreation, and Culture Projects	107,037	9,030	8,250	0	0	0	0	0	124,317
Strategic Area: NI									
Infrastructure Improvements	36,449	30,741	11,028	1,754	1,332	0	0	2,929	84,233
Local Road Improvements	936	2,573	0	0	0	0	0	0	3,509
Other	0	2,035	0	0	0	0	0	0	2,035
Pedestrian Paths and Bikeways	0	3,000	5,085	2,085	0	0	0	0	10,170
Water, Sewer, and Flood Control Systems	40,479	10,687	0	0	0	0	0	0	51,166
Strategic Area: HS									
Facility Improvements	27,919	3,281	3,800	0	0	0	0	0	35,000
Health Care Equipment	0	0	0	0	0	0	0	0	0
Health Care Facility Improvements	15,076	424	200	0	0	0	0	0	15,700
Infrastructure Improvements	0	0	10,313	0	0	0	0	0	10,313
New Head Start Facilities	0	0	0	0	0	0	0	0	0
New Health Care Facilities	11,010	5,990	0	0	0	0	0	0	17,000
Other	0	9,507	0	0	0	0	0	0	9,507
Strategic Area: GG									
ADA Accessibility Improvements	0	5	0	0	0	0	0	0	5
Computer and Systems Automation	0	250	0	0	0	0	0	0	250
Facility Improvements	0	6,731	0	0	0	0	0	0	6,731
Fleet Improvements	286,469	96,059	116,623	69,935	58,126	42,271	936	0	670,419
New Facilities	108,652	16,601	0	0	0	0	0	0	125,253
Other	0	11,476	0	0	0	0	0	0	11,476
Total:	674,090	233,987	170,938	86,653	90,875	96,798	936	2,929	1,357,206

FUNDED CAPITAL PROJECTS

(dollars in thousands)

ACQUIRE OR CONSTRUCT FUTURE MULTI-PURPOSE FACILITIES IN UMSA

PROJECT #: 117400



DESCRIPTION: 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: 15015 SW 24 St District Located: 11
Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	1,390	0	0	0	0	0	0	1,390
TOTAL REVENUES:	0	1,390	0	0	0	0	0	0	1,390
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	1,390	0	0	0	0	0	0	1,390
TOTAL EXPENDITURES:	0	1,390	0	0	0	0	0	0	1,390

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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: Various Sites District Located: 6
 Various Sites District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	13,984	1,016	0	0	0	0	0	0	15,000
TOTAL REVENUES:	13,984	1,016	0	0	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	13,984	1,016	0	0	0	0	0	0	15,000
TOTAL EXPENDITURES:	13,984	1,016	0	0	0	0	0	0	15,000

ACQUIRE OR CONSTRUCT MULTI-USE FACILITIES

PROJECT #: 113960



DESCRIPTION: Acquire or construct various multi-use County government facilities to bring services closer to local communities; projects include construction of a multipurpose facility for Miami Arts Studio at Zelda Glazer 6-12 school; acquisition and renovation of a facility for Family Action Network Movement; and completion of miscellaneous improvements to the Coordinated Victims Assistance Center
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	25,268	10,332	0	0	0	0	0	0	35,600
TOTAL REVENUES:	25,268	10,332	0	0	0	0	0	0	35,600
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Building Acquisition/Improvements	24,697	1,688	0	0	0	0	0	0	26,385
Construction	337	8,644	0	0	0	0	0	0	8,981
Planning and Design	3	0	0	0	0	0	0	0	3
Project Administration	231	0	0	0	0	0	0	0	231
TOTAL EXPENDITURES:	25,268	10,332	0	0	0	0	0	0	35,600

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	5	0	0	0	0	0	0	5
TOTAL REVENUES:	0	5	0	0	0	0	0	0	5
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	5	0	0	0	0	0	0	5
TOTAL EXPENDITURES:	0	5	0	0	0	0	0	0	5

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
IT Funding Model	250	0	0	0	0	0	0	0	250
TOTAL REVENUES:	250	0	0	0	0	0	0	0	250
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	250	0	0	0	0	0	0	250
TOTAL EXPENDITURES:	0	250	0	0	0	0	0	0	250

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Convention Development Tax Funds	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	0	750	0	0	0	0	0	0	750
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Building Acquisition/Improvements	0	750	0	0	0	0	0	0	750
TOTAL EXPENDITURES:	0	750	0	0	0	0	0	0	750

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	171	0	0	0	0	0	0	171
TOTAL REVENUES:	0	171	0	0	0	0	0	0	171
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	171	0	0	0	0	0	0	171
TOTAL EXPENDITURES:	0	171	0	0	0	0	0	0	171

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	58	0	0	0	0	0	0	58
TOTAL REVENUES:	0	58	0	0	0	0	0	0	58
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	58	0	0	0	0	0	0	58
TOTAL EXPENDITURES:	0	58	0	0	0	0	0	0	58

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	219	0	0	0	0	0	0	219
TOTAL REVENUES:	0	219	0	0	0	0	0	0	219
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	219	0	0	0	0	0	0	219
TOTAL EXPENDITURES:	0	219	0	0	0	0	0	0	219

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	73	0	0	0	0	0	0	73
TOTAL REVENUES:	0	73	0	0	0	0	0	0	73
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	73	0	0	0	0	0	0	73
TOTAL EXPENDITURES:	0	73	0	0	0	0	0	0	73

DEBT SERVICE - ANIMAL SHELTER (CAPITAL ASSET SERIES 2016A)

PROJECT #: 2000000548

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to construct the Pet Adoption and Protection Center

LOCATION: 3599 NW 79 Ave District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	812	0	0	0	0	0	0	812
TOTAL REVENUES:	0	812	0	0	0	0	0	0	812
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	812	0	0	0	0	0	0	812
TOTAL EXPENDITURES:	0	812	0	0	0	0	0	0	812

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; 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,550	0	0	0	0	0	0	2,550
TOTAL REVENUES:	0	2,550	0	0	0	0	0	0	2,550
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,550	0	0	0	0	0	0	2,550
TOTAL EXPENDITURES:	0	2,550	0	0	0	0	0	0	2,550

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	335	0	0	0	0	0	0	335
TOTAL REVENUES:	0	335	0	0	0	0	0	0	335
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	335	0	0	0	0	0	0	335
TOTAL EXPENDITURES:	0	335	0	0	0	0	0	0	335

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

District Located:

9

Unincorporated Miami-Dade County

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,196	0	0	0	0	0	0	2,196
TOTAL REVENUES:	0	2,196	0	0	0	0	0	0	2,196
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,196	0	0	0	0	0	0	2,196
TOTAL EXPENDITURES:	0	2,196	0	0	0	0	0	0	2,196

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

District Located:

Countywide

Various Sites

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	716	0	0	0	0	0	0	716
TOTAL REVENUES:	0	716	0	0	0	0	0	0	716
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	716	0	0	0	0	0	0	716
TOTAL EXPENDITURES:	0	716	0	0	0	0	0	0	716

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DEBT SERVICE - COUNTYWIDE INFRASTRUCTURE IMPROVEMENT PRGRAM (CIIP)

PROJECT #: 2000001461

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: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
ISD Service Fees	0	8,396	0	0	0	0	0	0	8,396
TOTAL REVENUES:	0	8,396	0	0	0	0	0	0	8,396
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	8,396	0	0	0	0	0	0	8,396
TOTAL EXPENDITURES:	0	8,396	0	0	0	0	0	0	8,396

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	703	0	0	0	0	0	0	703
TOTAL REVENUES:	0	703	0	0	0	0	0	0	703
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	703	0	0	0	0	0	0	703
TOTAL EXPENDITURES:	0	703	0	0	0	0	0	0	703

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	689	0	0	0	0	0	0	689
TOTAL REVENUES:	0	689	0	0	0	0	0	0	689
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	689	0	0	0	0	0	0	689
TOTAL EXPENDITURES:	0	689	0	0	0	0	0	0	689

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	27	0	0	0	0	0	0	27
TOTAL REVENUES:	0	27	0	0	0	0	0	0	27
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	27	0	0	0	0	0	0	27
TOTAL EXPENDITURES:	0	27	0	0	0	0	0	0	27

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	513	0	0	0	0	0	0	513
TOTAL REVENUES:	0	513	0	0	0	0	0	0	513
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	513	0	0	0	0	0	0	513
TOTAL EXPENDITURES:	0	513	0	0	0	0	0	0	513

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	584	0	0	0	0	0	0	584
TOTAL REVENUES:	0	584	0	0	0	0	0	0	584
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	584	0	0	0	0	0	0	584
TOTAL EXPENDITURES:	0	584	0	0	0	0	0	0	584

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	547	0	0	0	0	0	0	547
TOTAL REVENUES:	0	547	0	0	0	0	0	0	547
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	547	0	0	0	0	0	0	547
TOTAL EXPENDITURES:	0	547	0	0	0	0	0	0	547

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	179	0	0	0	0	0	0	179
TOTAL REVENUES:	0	179	0	0	0	0	0	0	179
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	179	0	0	0	0	0	0	179
TOTAL EXPENDITURES:	0	179	0	0	0	0	0	0	179

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
IT Funding Model	0	3,517	0	0	0	0	0	0	3,517
TOTAL REVENUES:	0	3,517	0	0	0	0	0	0	3,517
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,517	0	0	0	0	0	0	3,517
TOTAL EXPENDITURES:	0	3,517	0	0	0	0	0	0	3,517

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DEBT SERVICE - FIRE BOAT (SUNSHINE STATE 2011A)

PROJECT #: 982120

DESCRIPTION: Provide funding for annual debt service payment

LOCATION: Various Sites

District Located:

4, 8

Various Sites

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	90	0	0	0	0	0	0	90
TOTAL REVENUES:	0	90	0	0	0	0	0	0	90
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	90	0	0	0	0	0	0	90
TOTAL EXPENDITURES:	0	90	0	0	0	0	0	0	90

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,019	0	0	0	0	0	0	2,019
TOTAL REVENUES:	0	2,019	0	0	0	0	0	0	2,019
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,019	0	0	0	0	0	0	2,019
TOTAL EXPENDITURES:	0	2,019	0	0	0	0	0	0	2,019

DEBT SERVICE - FUTURE FINANCING FOR CAPITAL PROJECTS

PROJECT #: 2000001477

DESCRIPTION: Provide funding for annual debt service payments to include the purchase of a Vote-By-Mail Inserter and Ballot Sorter, the replacement of the Computer-Aided Dispatch (CAD) system for both the Miami-Dade Police Department and Miami-Dade Fire Rescue and the implementation of the Criminal Justice Information System (CJIS) application to support the life cycle of a criminal case from arrest to case disposition

LOCATION: 111 NW 1 St

District Located:

Countywide

City of Miami

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	890	0	0	0	0	0	0	890
TOTAL REVENUES:	0	890	0	0	0	0	0	0	890
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	890	0	0	0	0	0	0	890
TOTAL EXPENDITURES:	0	890	0	0	0	0	0	0	890

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	212	0	0	0	0	0	0	212
TOTAL REVENUES:	0	212	0	0	0	0	0	0	212
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	212	0	0	0	0	0	0	212
TOTAL EXPENDITURES:	0	212	0	0	0	0	0	0	212

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 District Located: 1
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

DEBT SERVICE - HELICOPTER

PROJECT #: 2000000938

DESCRIPTION: Provide funding for annual debt service payment

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	4,432	0	0	0	0	0	0	4,432
TOTAL REVENUES:	0	4,432	0	0	0	0	0	0	4,432
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	4,432	0	0	0	0	0	0	4,432
TOTAL EXPENDITURES:	0	4,432	0	0	0	0	0	0	4,432

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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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	3,296	0	0	0	0	0	0	3,296
TOTAL REVENUES:	0	3,296	0	0	0	0	0	0	3,296
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,296	0	0	0	0	0	0	3,296
TOTAL EXPENDITURES:	0	3,296	0	0	0	0	0	0	3,296

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	306	0	0	0	0	0	0	306
TOTAL REVENUES:	0	306	0	0	0	0	0	0	306
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	306	0	0	0	0	0	0	306
TOTAL EXPENDITURES:	0	306	0	0	0	0	0	0	306

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,200	0	0	0	0	0	0	2,200
TOTAL REVENUES:	0	2,200	0	0	0	0	0	0	2,200
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,200	0	0	0	0	0	0	2,200
TOTAL EXPENDITURES:	0	2,200	0	0	0	0	0	0	2,200

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	254	0	0	0	0	0	0	254
TOTAL REVENUES:	0	254	0	0	0	0	0	0	254
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	254	0	0	0	0	0	0	254
TOTAL EXPENDITURES:	0	254	0	0	0	0	0	0	254

DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2019B)

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	414	0	0	0	0	0	0	414
TOTAL REVENUES:	0	414	0	0	0	0	0	0	414
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	414	0	0	0	0	0	0	414
TOTAL EXPENDITURES:	0	414	0	0	0	0	0	0	414

DEBT SERVICE - PUBLIC HEALTH TRUST - EQUIPMENT (CAPITAL ASSET ACQUISITION SERIES 2017A)

PROJECT #: 2000000933

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	3,329	0	0	0	0	0	0	3,329
TOTAL REVENUES:	0	3,329	0	0	0	0	0	0	3,329
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,329	0	0	0	0	0	0	3,329
TOTAL EXPENDITURES:	0	3,329	0	0	0	0	0	0	3,329

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,221	0	0	0	0	0	0	1,221
TOTAL REVENUES:	0	1,221	0	0	0	0	0	0	1,221
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,221	0	0	0	0	0	0	1,221
TOTAL EXPENDITURES:	0	1,221	0	0	0	0	0	0	1,221

DEBT SERVICE - PUBLIC HOUSING IMPROVEMENTS (CAPITAL ASSET 2016B)

PROJECT #: 2000000708

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to complete Hope VI, 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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	871	0	0	0	0	0	0	871
TOTAL REVENUES:	0	871	0	0	0	0	0	0	871
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	871	0	0	0	0	0	0	871
TOTAL EXPENDITURES:	0	871	0	0	0	0	0	0	871

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	334	0	0	0	0	0	0	334
TOTAL REVENUES:	0	334	0	0	0	0	0	0	334
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	334	0	0	0	0	0	0	334
TOTAL EXPENDITURES:	0	334	0	0	0	0	0	0	334

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,150	0	0	0	0	0	0	1,150
TOTAL REVENUES:	0	1,150	0	0	0	0	0	0	1,150
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,150	0	0	0	0	0	0	1,150
TOTAL EXPENDITURES:	0	1,150	0	0	0	0	0	0	1,150

DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP 2019) (CAPITAL ASSET SERIES 2019A)

PROJECT #: 2000001260

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2019)

LOCATION: Unincorporated Miami-Dade County

Unincorporated Miami-Dade County

District Located:

Unincorporated Municipal Service Area

District(s) Served:

Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	637	0	0	0	0	0	0	637
TOTAL REVENUES:	0	637	0	0	0	0	0	0	637
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	637	0	0	0	0	0	0	637
TOTAL EXPENDITURES:	0	637	0	0	0	0	0	0	637

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

Unincorporated Miami-Dade County

District Located:

Unincorporated Municipal Service Area

District(s) Served:

Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	834	0	0	0	0	0	0	834
TOTAL REVENUES:	0	834	0	0	0	0	0	0	834
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	834	0	0	0	0	0	0	834
TOTAL EXPENDITURES:	0	834	0	0	0	0	0	0	834

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	967	0	0	0	0	0	0	967
TOTAL REVENUES:	0	967	0	0	0	0	0	0	967
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	967	0	0	0	0	0	0	967
TOTAL EXPENDITURES:	0	967	0	0	0	0	0	0	967

DISTRICT 3 NEIGHBORHOOD INFRASTRUCTURE IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 2000001338



DESCRIPTION: Construct and improve neighborhood and public infrastructure improvements in County Commission District 3

LOCATION: To Be Determined District Located: 3
To Be Determined District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	1,100	0	0	0	0	0	2,929	4,029
TOTAL REVENUES:	0	1,100	0	0	0	0	0	2,929	4,029
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	1,100	0	0	0	0	0	2,929	4,029
TOTAL EXPENDITURES:	0	1,100	0	0	0	0	0	2,929	4,029

DISTRICT 5 - GREEN AREAS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 2000001337



DESCRIPTION: Construct neighborhood activity areas to include shaded benches, trash receptacles, drinking fountains, dog waste stations, bike racks, recreation lawn, playground, landscaping and gated dog play areas

LOCATION: 225 NE 1 St District Located: 5
City of Miami District(s) Served: 5

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	3,000	3,000	0	0	0	0	0	6,000
Secondary Gas Tax	0	0	2,085	2,085	0	0	0	0	4,170
TOTAL REVENUES:	0	3,000	5,085	2,085	0	0	0	0	10,170
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	3,000	5,085	2,085	0	0	0	0	10,170
TOTAL EXPENDITURES:	0	3,000	5,085	2,085	0	0	0	0	10,170

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	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	5,786	3,621	17,949	8,919	0	0	0	0	36,275
Causeway Toll Revenue	344	0	0	0	0	0	0	0	344
Fire Impact Fees	4,732	4,092	0	0	0	0	0	0	8,824
Fire Rescue Taxing District	13,192	10,967	9,450	9,700	9,700	9,700	0	0	62,709
FTA Section 5307/5309 Formula	1,419	0	0	0	0	0	0	0	1,419
Grant									
Law Enforcement Trust Fund (LETF)	990	100	0	0	0	0	0	0	1,090
Lease Financing - County	182,339	57,059	53,028	48,553	45,813	29,768	773	0	417,333
Bonds/Debt									
Miami-Dade Library Taxing District	188	340	455	455	200	480	0	0	2,118
Passenger Transportation	168	0	0	0	0	0	0	0	168
Regulatory Fees									
People's Transportation Plan Bond	275	0	0	0	0	0	0	0	275
Program									
Police Impact Fees	100	75	0	0	0	0	0	0	175
Police Operating Revenue	1,682	1,164	0	0	0	0	0	0	2,846
PROS Departmental Trust Fund	167	0	0	0	0	0	0	0	167
PROS Operating Revenue	1,151	0	0	0	0	0	0	0	1,151
RER Operating Revenue	1,540	249	125	135	218	148	163	0	2,578
Seaport Revenues	0	658	736	653	681	500	0	0	3,228
Special Taxing District	797	0	0	0	0	0	0	0	797
Stormwater Utility	4,730	1,692	1,527	1,520	1,514	1,675	0	0	12,658
Vehicle Replacement Fund	2,332	0	0	0	0	0	0	0	2,332
Wastewater Renewal Fund	63,087	16,042	33,353	0	0	0	0	0	112,482
TOTAL REVENUES:	286,469	96,059	116,623	69,935	58,126	42,271	936	0	670,419
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Automobiles/Vehicles	284,687	94,820	116,623	69,935	58,126	42,271	936	0	667,398
Major Machinery and Equipment	1,782	1,239	0	0	0	0	0	0	3,021
TOTAL EXPENDITURES:	286,469	96,059	116,623	69,935	58,126	42,271	936	0	670,419

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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; projects include completing the Community Health of South Florida (CHI) facilities in Districts 7 and 9, wellness facilities in Districts 6 and 10 and the Borinquen Health Center

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	11,010	5,990	0	0	0	0	0	0	17,000
TOTAL REVENUES:	11,010	5,990	0	0	0	0	0	0	17,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	8,551	5,990	0	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
TOTAL EXPENDITURES:	11,010	5,990	0	0	0	0	0	0	17,000

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

INFRASTRUCTURE IMPROVEMENTS - 800 MHZ RADIO COVERAGE IMPROVEMENT AND EQUIPMENT REPLACEMENT

PROJECT #: 2000001476



DESCRIPTION: Improve the County's 800 MHz radio coverage by replacing radio site generators, portable radios and constructing radio site shelters

LOCATION: Various Sites
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	0	693	3,250	20,732	43,843	0	0	68,518
TOTAL REVENUES:	0	0	693	3,250	20,732	43,843	0	0	68,518
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Technology Hardware/Software	0	0	693	3,250	20,732	43,843	0	0	68,518
TOTAL EXPENDITURES:	0	0	693	3,250	20,732	43,843	0	0	68,518

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INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 01 (UMSA)

PROJECT #: 601200



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 1

LOCATION: Commission District 1 District Located: 1
Unincorporated Miami-Dade County District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	488	337	675	0	0	0	0	0	1,500
TOTAL REVENUES:	488	337	675	0	0	0	0	0	1,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	488	337	675	0	0	0	0	0	1,500
TOTAL EXPENDITURES:	488	337	675	0	0	0	0	0	1,500

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 03 (UMSA)

PROJECT #: 607020



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 3

LOCATION: Commission District 3 District Located: 3
Unincorporated Miami-Dade County District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	491	357	62	0	0	0	0	0	910
TOTAL REVENUES:	491	357	62	0	0	0	0	0	910
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	491	357	62	0	0	0	0	0	910
TOTAL EXPENDITURES:	491	357	62	0	0	0	0	0	910

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 04 (UMSA)

PROJECT #: 608260



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 4

LOCATION: Commission District 4 District Located: 4
Unincorporated Miami-Dade County District(s) Served: 4

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	562	308	226	154	0	0	0	0	1,250
TOTAL REVENUES:	562	308	226	154	0	0	0	0	1,250
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	562	308	226	154	0	0	0	0	1,250
TOTAL EXPENDITURES:	562	308	226	154	0	0	0	0	1,250

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INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 05 (UMSA)

PROJECT #: 607160



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 5

LOCATION: Commission District 5 District Located: 5
Unincorporated Miami-Dade County District(s) Served: 5

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	100	449	28	0	0	0	0	0	577
TOTAL REVENUES:	100	449	28	0	0	0	0	0	577
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	100	449	28	0	0	0	0	0	577
TOTAL EXPENDITURES:	100	449	28	0	0	0	0	0	577

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 06 (UMSA)

PROJECT #: 604460



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 6

LOCATION: Commission District 6 District Located: 6
Unincorporated Miami-Dade County District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	1,740	169	1,100	1,100	1,114	0	0	0	5,223
TOTAL REVENUES:	1,740	169	1,100	1,100	1,114	0	0	0	5,223
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	1,740	169	1,100	1,100	1,114	0	0	0	5,223
TOTAL EXPENDITURES:	1,740	169	1,100	1,100	1,114	0	0	0	5,223

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 07 (UMSA)

PROJECT #: 603330



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 7

LOCATION: Commission District 7 District Located: 7
Unincorporated Miami-Dade County District(s) Served: 7

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	3,900	951	0	0	0	0	0	0	4,851
TOTAL REVENUES:	3,900	951	0	0	0	0	0	0	4,851
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	3,900	951	0	0	0	0	0	0	4,851
TOTAL EXPENDITURES:	3,900	951	0	0	0	0	0	0	4,851

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INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 08 (UMSA)

PROJECT #: 602730



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 8

LOCATION: Commission District 8 District Located: 8
Unincorporated Miami-Dade County District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	3,886	400	500	500	218	0	0	0	5,504
TOTAL REVENUES:	3,886	400	500	500	218	0	0	0	5,504
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	3,886	400	500	500	218	0	0	0	5,504
TOTAL EXPENDITURES:	3,886	400	500	500	218	0	0	0	5,504

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 09 (UMSA)

PROJECT #: 603370



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 9

LOCATION: Commission District 9 District Located: 9
Unincorporated Miami-Dade County District(s) Served: 9

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	3,388	212	400	0	0	0	0	0	4,000
TOTAL REVENUES:	3,388	212	400	0	0	0	0	0	4,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	3,388	212	400	0	0	0	0	0	4,000
TOTAL EXPENDITURES:	3,388	212	400	0	0	0	0	0	4,000

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 10 (UMSA)

PROJECT #: 609220



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in District 10

LOCATION: To Be Determined District Located: 10
Unincorporated Miami-Dade County District(s) Served: 10

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	11,903	266	0	0	0	0	0	0	12,169
TOTAL REVENUES:	11,903	266	0	0	0	0	0	0	12,169
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	11,903	266	0	0	0	0	0	0	12,169
TOTAL EXPENDITURES:	11,903	266	0	0	0	0	0	0	12,169

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INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 11 (UMSA)

PROJECT #: 608000



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 11

LOCATION: Commission District 11 District Located: 11
Unincorporated Miami-Dade County District(s) Served: 11

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	3,702	599	199	0	0	0	0	0	4,500
TOTAL REVENUES:	3,702	599	199	0	0	0	0	0	4,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	3,702	599	199	0	0	0	0	0	4,500
TOTAL EXPENDITURES:	3,702	599	199	0	0	0	0	0	4,500

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 12 (UMSA)

PROJECT #: 602140



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 12

LOCATION: Commission District 12 District Located: 12
Various Sites District(s) Served: 12

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	149	392	400	0	0	0	0	0	941
TOTAL REVENUES:	149	392	400	0	0	0	0	0	941
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	149	392	400	0	0	0	0	0	941
TOTAL EXPENDITURES:	149	392	400	0	0	0	0	0	941

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 13 (UMSA)

PROJECT #: 604960



DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 13

LOCATION: Commission District 13 District Located: 13
Unincorporated Miami-Dade County District(s) Served: 13

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	178	300	22	0	0	0	0	0	500
TOTAL REVENUES:	178	300	22	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	178	300	22	0	0	0	0	0	500
TOTAL EXPENDITURES:	178	300	22	0	0	0	0	0	500

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INFRASTRUCTURE IMPROVEMENTS - ON COUNTY MAINTAINED RIGHTS-OF-WAY

PROJECT #: 2000001483



DESCRIPTION: Perform infrastructure upgrades and improvements on County-maintained rights-of-way to include roads, sidewalks and bridges

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	548	7,416	0	0	0	0	0	7,964
TOTAL REVENUES:	0	548	7,416	0	0	0	0	0	7,964
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	548	7,416	0	0	0	0	0	7,964
TOTAL EXPENDITURES:	0	548	7,416	0	0	0	0	0	7,964

INFRASTRUCTURE IMPROVEMENTS - UHF RADIO COVERAGE IMPROVEMENT AND EQUIPMENT REPLACEMENT

PROJECT #: 2000001460



DESCRIPTION: Improve the County's UHF radio coverage by replacing radio site generators, portable radios and constructing radio site shelters

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Future Financing	0	0	5,357	9,629	10,685	10,684	0	0	36,355
TOTAL REVENUES:	0	0	5,357	9,629	10,685	10,684	0	0	36,355
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	0	980	980	0	0	0	0	1,960
Furniture Fixtures and Equipment	0	0	1,614	1,614	6,413	6,412	0	0	16,053
Technology Hardware/Software	0	0	2,763	7,035	4,272	4,272	0	0	18,342
TOTAL EXPENDITURES:	0	0	5,357	9,629	10,685	10,684	0	0	36,355

JACKSON HEALTH CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 981940



DESCRIPTION: Partner with Jackson Health System to provide healthcare opportunities

LOCATION: To Be Determined
To Be Determined

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	7,500	0	200	0	0	0	0	0	7,700
TOTAL REVENUES:	7,500	0	200	0	0	0	0	0	7,700
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	7,500	0	200	0	0	0	0	0	7,700
TOTAL EXPENDITURES:	7,500	0	200	0	0	0	0	0	7,700

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JACKSON HEALTH SYSTEM FACILITIES UPGRADES AND IMPROVEMENTS

PROJECT #: 2000001487



DESCRIPTION: Perform upgrades and improvements to Jackson Health System facilities to include life safety, HVAC and electrical improvements

LOCATION: Various Sites
To Be Determined

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	0	4,313	0	0	0	0	0	4,313
TOTAL REVENUES:	0	0	4,313	0	0	0	0	0	4,313
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	0	4,313	0	0	0	0	0	4,313
TOTAL EXPENDITURES:	0	0	4,313	0	0	0	0	0	4,313

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
Miami Beach

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	7,576	424	0	0	0	0	0	0	8,000
TOTAL REVENUES:	7,576	424	0	0	0	0	0	0	8,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	354	424	0	0	0	0	0	0	778
Land Acquisition/Improvements	7,129	0	0	0	0	0	0	0	7,129
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	0	0	0	0	0	0	0	63
TOTAL EXPENDITURES:	7,576	424	0	0	0	0	0	0	8,000

MIAMI-DADE COUNTY HOUSING FACILITIES UPGRADES AND IMPROVEMENTS

PROJECT #: 2000001489



DESCRIPTION: Perform upgrades and improvements to County-maintained housing facilities

LOCATION: Various Sites
To Be Determined

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	0	6,000	0	0	0	0	0	6,000
TOTAL REVENUES:	0	0	6,000	0	0	0	0	0	6,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	0	6,000	0	0	0	0	0	6,000
TOTAL EXPENDITURES:	0	0	6,000	0	0	0	0	0	6,000

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MUNICIPAL PROJECT - BRIDGE, PUBLIC INFRASTRUCTURE, AND NEIGHBORHOOD IMPROVEMENTS

PROJECT #: 989060



DESCRIPTION: Provide GOB funds to municipalities supporting projects that construct and improve bridges, public infrastructure, and neighborhood improvements

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

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	1,169	0	1,000	0	0	0	0	0	2,169
BBC GOB Series 2005A	2,827	0	0	0	0	0	0	0	2,827
BBC GOB Series 2008B	6,921	0	0	0	0	0	0	0	6,921
BBC GOB Series 2008B-1	2,755	0	0	0	0	0	0	0	2,755
BBC GOB Series 2011A	140	0	0	0	0	0	0	0	140
BBC GOB Series 2013A	257	0	0	0	0	0	0	0	257
BBC GOB Series 2014A	31	0	0	0	0	0	0	0	31
TOTAL REVENUES:	14,100	0	1,000	0	0	0	0	0	15,100
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	13,714	0	1,000	0	0	0	0	0	14,714
Permitting	20	0	0	0	0	0	0	0	20
Planning and Design	341	0	0	0	0	0	0	0	341
Project Administration	25	0	0	0	0	0	0	0	25
TOTAL EXPENDITURES:	14,100	0	1,000	0	0	0	0	0	15,100

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	25,663	10,000	8,589	0	0	0	0	0	44,252
BBC GOB Interest	300	0	0	0	0	0	0	0	300
TOTAL REVENUES:	25,963	10,000	8,589	0	0	0	0	0	44,552
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	24,977	10,000	8,589	0	0	0	0	0	43,566
Planning and Design	952	0	0	0	0	0	0	0	952
Project Administration	34	0	0	0	0	0	0	0	34
TOTAL EXPENDITURES:	25,963	10,000	8,589	0	0	0	0	0	44,552

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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: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	107,037	8,530	8,250	0	0	0	0	0	123,817
TOTAL REVENUES:	107,037	8,530	8,250	0	0	0	0	0	123,817
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	87,772	8,530	8,250	0	0	0	0	0	104,552
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
TOTAL EXPENDITURES:	107,037	8,530	8,250	0	0	0	0	0	123,817

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: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	69,400	1,363	0	0	0	0	0	0	70,763
TOTAL REVENUES:	69,400	1,363	0	0	0	0	0	0	70,763
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	59,158	1,363	0	0	0	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
TOTAL EXPENDITURES:	69,400	1,363	0	0	0	0	0	0	70,763

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	40,479	10,687	0	0	0	0	0	0	51,166
TOTAL REVENUES:	40,479	10,687	0	0	0	0	0	0	51,166
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	35,843	10,687	0	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
TOTAL EXPENDITURES:	40,479	10,687	0	0	0	0	0	0	51,166

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	27,919	2,081	0	0	0	0	0	0	30,000
TOTAL REVENUES:	27,919	2,081	0	0	0	0	0	0	30,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	24,602	2,081	0	0	0	0	0	0	26,683
Land Acquisition/Improvements	3,317	0	0	0	0	0	0	0	3,317
TOTAL EXPENDITURES:	27,919	2,081	0	0	0	0	0	0	30,000

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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	2,500	0	0	0	0	0	0	2,500
TOTAL REVENUES:	0	2,500	0	0	0	0	0	0	2,500
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	0	2,500	0	0	0	0	0	0	2,500
TOTAL EXPENDITURES:	0	2,500	0	0	0	0	0	0	2,500

QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP)

PROJECT #: 2000000581



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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Capital Asset Series 2018A Bonds	10,000	0	0	0	0	0	0	0	10,000
Capital Asset Series 2019A Bonds	10,000	0	0	0	0	0	0	0	10,000
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	1,919	0	0	0	0	0	0	0	1,919
TOTAL REVENUES:	21,919	0	0	0	0	0	0	0	21,919
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	5,962	15,957	0	0	0	0	0	0	21,919
TOTAL EXPENDITURES:	5,962	15,957	0	0	0	0	0	0	21,919

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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	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	6,731	0	0	0	0	0	0	6,731
TOTAL REVENUES:	0	6,731	0	0	0	0	0	0	6,731
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	6,731	0	0	0	0	0	0	6,731
TOTAL EXPENDITURES:	0	6,731	0	0	0	0	0	0	6,731

ROADWAY IMPROVEMENTS

PROJECT #: 2000001302



DESCRIPTION: Provide various roadways improvements within the Unincorporated Municipal Service Areas (UMSA)

LOCATION: Various Sites

Unincorporated Miami-Dade County

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	1,500	2,009	0	0	0	0	0	0	3,509
TOTAL REVENUES:	1,500	2,009	0	0	0	0	0	0	3,509
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Construction	780	2,479	0	0	0	0	0	0	3,259
Project Administration	156	94	0	0	0	0	0	0	250
TOTAL EXPENDITURES:	936	2,573	0	0	0	0	0	0	3,509

SMART ROOMS AT JACKSON HEALTH SYSTEM FACILITIES

PROJECT #: 2000001486



DESCRIPTION: Construct SMART rooms at Jackson Health System facilities

LOCATION: Various Sites

To Be Determined

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
BBC GOB Financing	0	1,200	3,800	0	0	0	0	0	5,000
TOTAL REVENUES:	0	1,200	3,800	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	FUTURE	TOTAL
Infrastructure Improvements	0	1,200	3,800	0	0	0	0	0	5,000
TOTAL EXPENDITURES:	0	1,200	3,800	0	0	0	0	0	5,000

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