# PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

**MIAMI-DADE COUNTY, FLORIDA**

MIAMI-DADE COUNTY

**2020-2021** | Volume 3

**STRATEGIC AREAS:**

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

# FY 2020-21
# PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

Printed using sustainable products

This page intentionally left blank.

## 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.

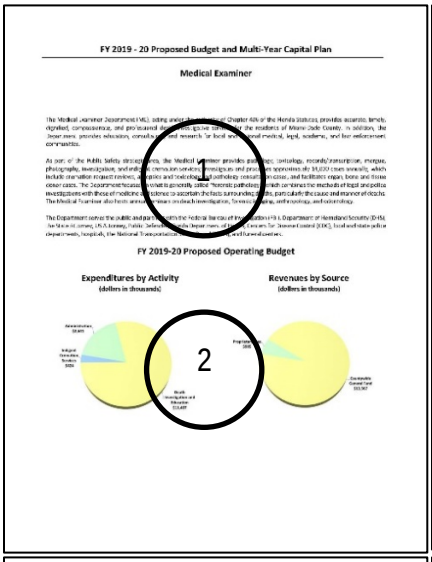
1. **Introduction** - A summary of the department's mission, functions, projects, partners and stakeholders
2. **Budget Charts** - Pie charts showing the department's expenditures by activity and its revenues by source
3. **Table of Organization** - A table that organizes the department by major functions 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

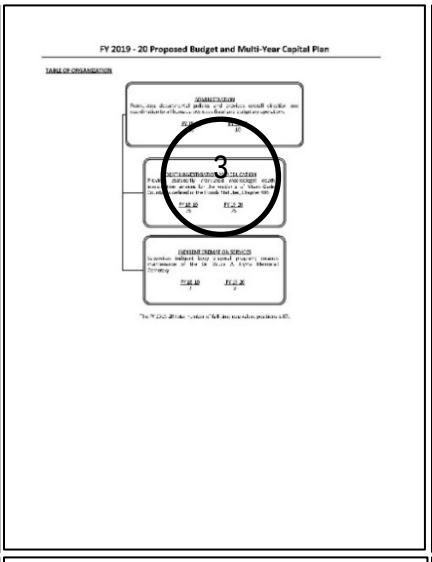
- **Division Highlights and Budget Enhancements or Reductions** (not pictured) - Notable programs/initiatives that support the achievement of a Strategic Plan Objective, along with relevant budget and performance impacts; enhancements are bold and reductions are italicized
- **Department-wide Enhancements 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

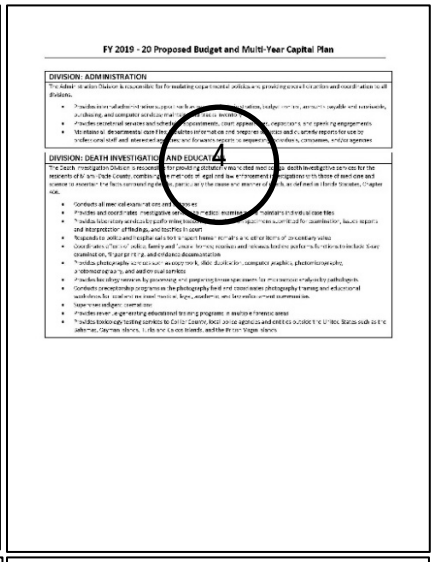
6. **Capital Budget Highlights and Operational Impacts** - Details the department capital budget information, total project cost, funding by source and impacts on operating budget
7. **Selected Item Highlights and Details** - Reflects costs associated with specific operating budget line items
8. **Fee 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

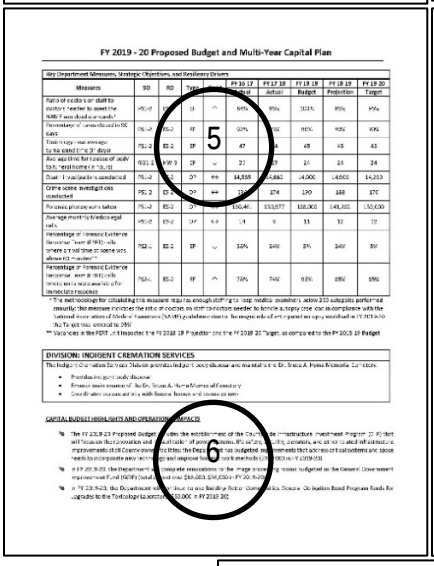
- **Maps and Charts** (not pictured) - Maps or charts relevant to department funding or service delivery, if applicable

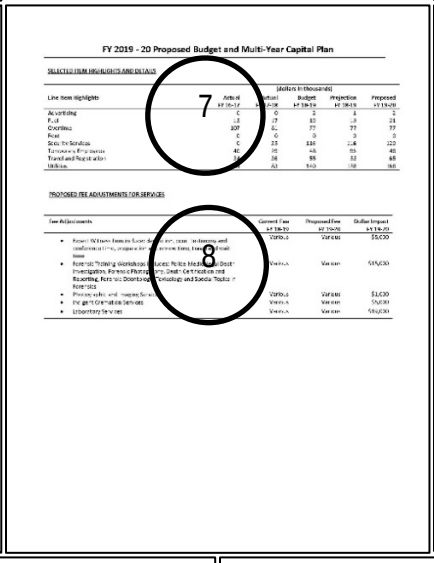
# FY 2020-21 Proposed Budget and Multi-Year Plan

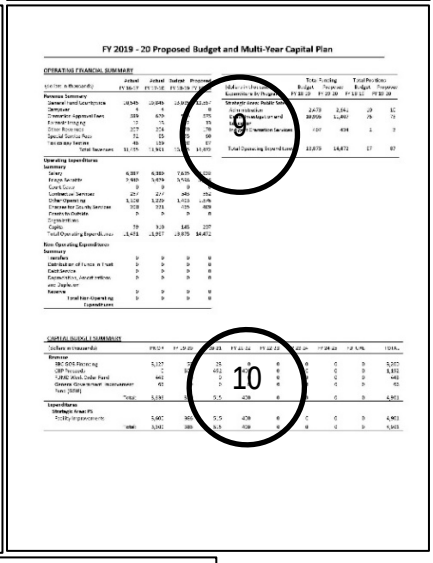


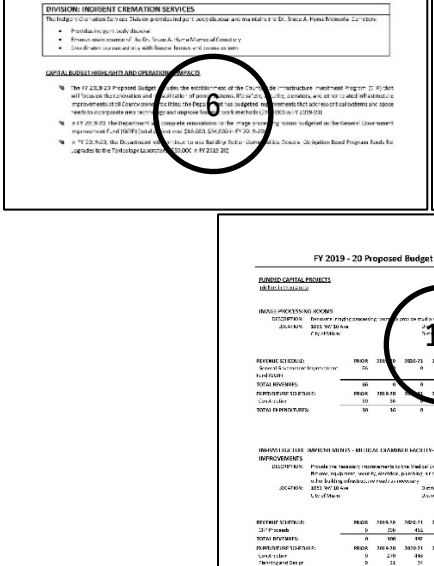



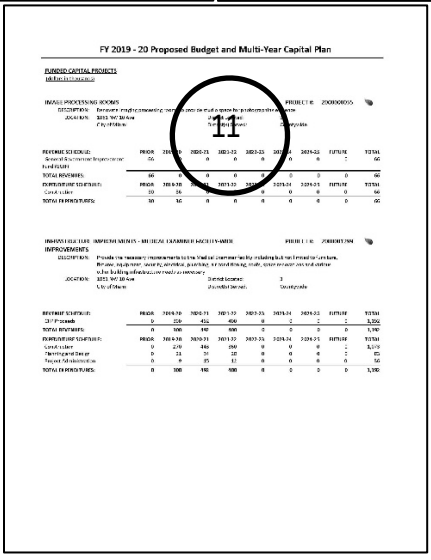



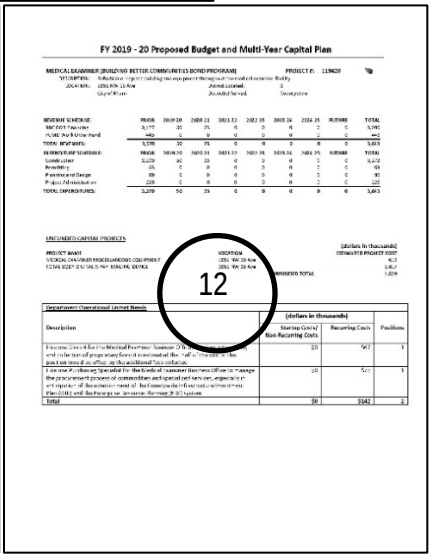



# TABLE OF CONTENTS

How to Read a Department's Budget Narrative..... 6

Table of Contents..... 8

**Neighborhood and Infrastructure** ..... 11
Animal Services ..... 13
Solid Waste Management ..... 23
Water and Sewer ..... 56

**Health and Society** ..... 83
Community Action and Human Services ..... 85
Homeless Trust ..... 101
Public Housing and Community Development ..... 108

**Economic Development** ..... 121
Aviation ..... 123
Miami-Dade Economic Advocacy Trust ..... 143
Regulatory and Economic Resources ..... 149
Seaport ..... 166

**General Government** ..... 182
Audit and Management Services ..... 185
Commission on Ethics and Public Trust ..... 190
Communications and Customer Experience ..... .194
Elections ..... 203
Finance ..... 213
Human Resources ..... 223
Information Technology ..... 231
Inspector General ..... 247
Internal Services ..... 252
Management and Budget .....269
Office of the Property Appraiser ..... 278

**Supplemental Information** ..... 283
Capital Non-Departmental Schedules by Strategic Area ..... 285

**INDEX** ..... 313

# DEPARTMENT DETAILS

Printed using sustainable products

# 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 |

Printed using sustainable products

Return to Table of Contents

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Animal Services

The Miami-Dade County Animal Services Department (ASD) saves the lives of abandoned animals and ensures public safety and health by promoting animal welfare, enforcing animal cruelty laws, providing access to free 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 Statues regarding animal protection and welfare.

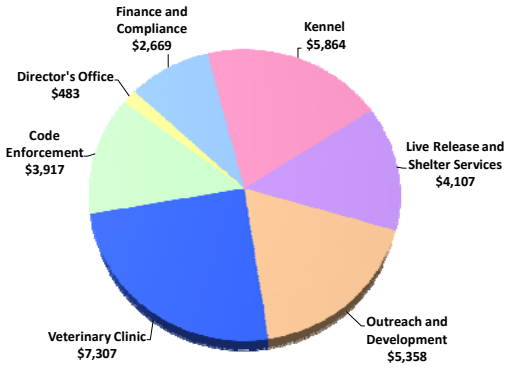
As part of the Neighborhood and Infrastructure Strategic area, ASD's activities include, but are not limited to, enforcing rabies vaccination and licensing requirements, rehoming pets, providing assistance to police agencies, documenting cases involving animal bites to a person, responding to reports 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 Proposed Operating Budget

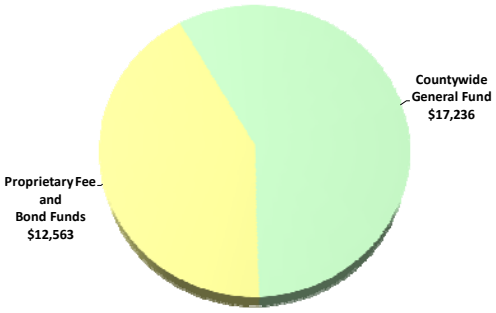
### Expenditures by Activity

**(dollars in thousands)**



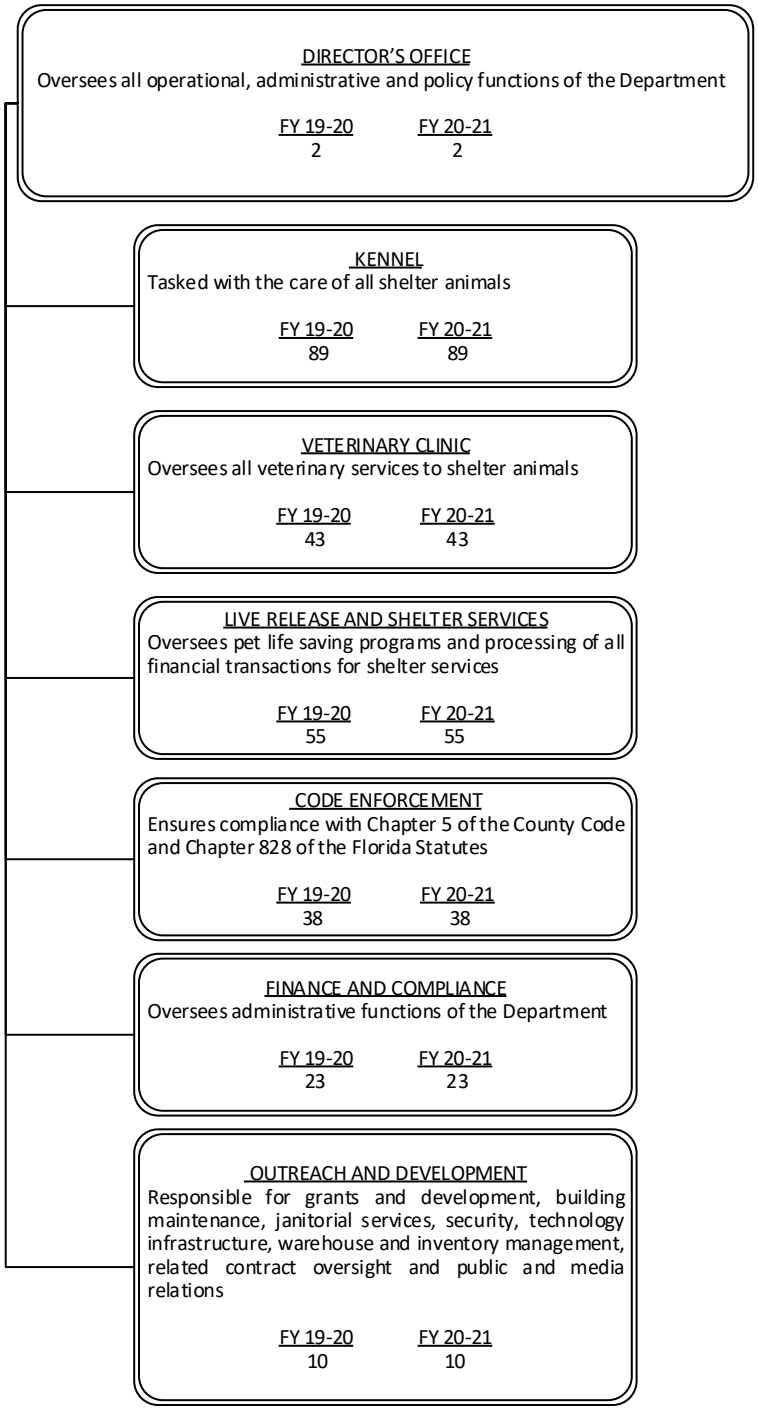

### Revenues by Source

**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: VETERINARY CLINIC

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

- Prepares shelter animals for adoption, transport and rescue
- Operates rabies/microchip clinic for the public
- Provides all medical treatments and preventive care to shelter animals
- Provides all necessary surgeries to shelter animals, including spay and neuter procedures
- 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed Budget funds the University of Florida Veterinary Shelter Medicine internship program aimed at improving shelter wellness care ($125,000)

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: CODE ENFORCEMENT

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

- Investigates cases of animal abuse and neglect
- Conducts dangerous dog investigations and maintains associated registry
- Investigates animal bites to a person; ensures quarantine of potentially rabid animals through a Memorandum of Understanding (MOU) with the Florida Department of Health
- Protects the public from stray and dangerous dogs by removing them from public property
- Provides training and support to local law enforcement agencies in the identification 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

## 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

**SELECTED ITEM HIGHLIGHTS AND DETAILS**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 | Proposed 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 Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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 Proposed 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 |
| CIIP Program Revenues | 3,798 | 1,250 | 0 | 0 | 0 | 0 | 0 | 0 | 5,048 |
| Total: | 4,712 | 1,250 | 0 | 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 | 3,798 | 1,250 | 0 | 0 | 0 | 0 | 0 | 0 | 5,048 |
| Total: | 4,484 | 1,478 | 0 | 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: Countywide
District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 3,798 | 1,250 | 0 | 0 | 0 | 0 | 0 | 0 | 5,048 |
| **TOTAL REVENUES:** | **3,798** | **1,250** | **0** | **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 | 798 | 1,250 | 0 | 0 | 0 | 0 | 0 | 0 | 2,048 |
| Land Acquisition/Improvements | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 |
| **TOTAL EXPENDITURES:** | **3,798** | **1,250** | **0** | **0** | **0** | **0** | **0** | **0** | **5,048** |

### PET ADOPTION AND PROTECTION CENTER

**PROJECT #: 2000001307**

DESCRIPTION: Provide various repairs and renovations as needed

LOCATION: 3599 NW 79 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 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

## Solid Waste Management

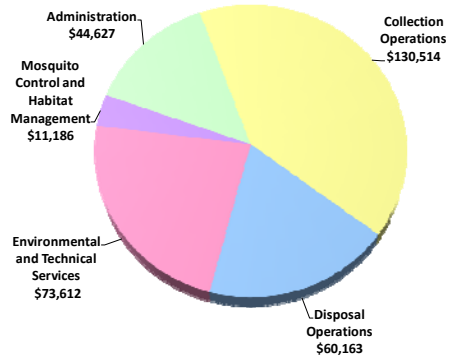
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, provides mosquito control services and enforces County ordinances as appropriate countywide.

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.

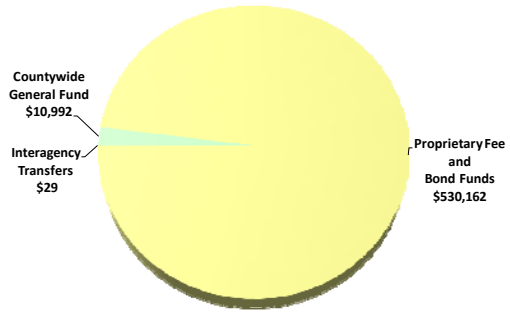
In fulfilling its purpose, DSWM provides disposal services to municipalities and private haulers and manages an agreement for the operation of the Resources Recovery facility. Landscape businesses also obtain permits from DSWM for use of the TRCs, landfills and the resource recovery facility. The Department 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 Proposed Operating Budget

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

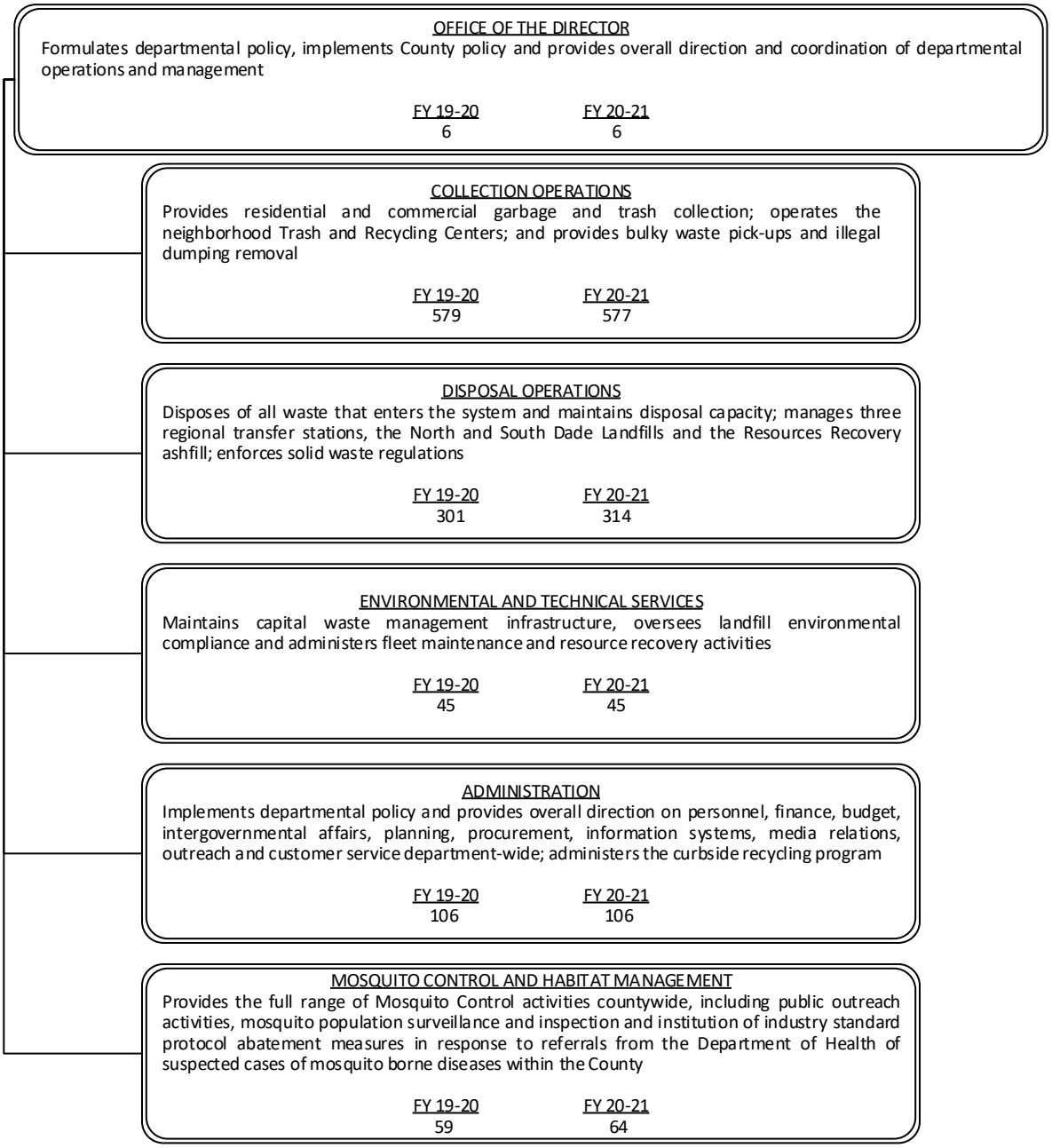



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

**DIVISION COMMENTS**

- The FY 2020-21 Proposed 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 ($44.597 million), which include the UMSA litter program along corridors and at hotspots ($1.669 million)
- In FY 2020-21, the Department will continue to provide curbside garbage collection services ($81.562 million) to include commercial garbage collection by contract ($2.066 million) and waste collection pick-ups at specific non-shelter bus stops ($820,000)
- 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 Proposed Budget continues to fund three Disposal Technicians within the Animal Services Department ($189,000)
- The FY 2020-21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget includes a projected increase of one percent in the Consumer Price Index (CPI) applied to disposal fees, consistent with contracts and interlocal agreements
- The FY 2020-21 Proposed Budget includes the transportation and disposal of waste through roll off operations ($6.397 million) at the Trash and Recycling Centers (TRCs)

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

- 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

## 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan includes the construction of a 9,000 square foot 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

- The Department's FY 2020-21 Proposed 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 Proposed 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 Proposed 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 |

**PROPOSED FEE ADJUSTMENTS FOR SERVICES**

| **Fee Adjustments** | **Current Fee FY 19-20** | **Proposed Fee FY 20-21** | **Dollar Impact FY 20-21** |
|---|---|---|---|
| • Disposal Contract Tipping Fee Rate Fee per Ton | $63.38 | $64.02 | $1,019,000 |
| • Transfer Fee Rate Per Ton | $13.85 | $13.99 | $80,000 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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 | 115,561 |
| 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 | 541,183 |
| **Operating Expenditures Summary** | | | | |
| Salary | 62,782 | 62,856 | 64,613 | 67,223 |
| Fringe Benefits | 24,956 | 26,759 | 29,193 | 30,122 |
| Court Costs | 7 | 3 | 13 | 9 |
| Contractual Services | 141,426 | 149,431 | 149,856 | 155,901 |
| 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 | 320,102 |
| **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 | 192,477 |
| Total Non-Operating Expenditures | 22,017 | 43,042 | 238,310 | 221,081 |

| (dollars in thousands) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed FY 20-21 |
|---|---|---|---|---|
| **Strategic Area: Neighborhood and Infrastructure** | | | | |
| Administration | 45,004 | 44,627 | 112 | 112 |
| Collection Operations | 127,801 | 130,514 | 579 | 577 |
| Disposal Operations | 57,299 | 60,163 | 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 | 320,102 | 1,096 | 1,112 |

# FY 2020 - 21 Proposed 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** | | | | | | | | | |
| CIIP Program Revenues | 200 | 4,622 | 2,423 | 85 | 0 | 0 | 0 | 0 | 7,330 |
| Donations | 1,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,000 |
| Future Solid Waste Disp. Notes/Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,150 | 26,150 |
| Interest Earnings | 4,705 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,705 |
| Solid Waste System Rev. Bonds Series 2005 | 21,431 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 21,431 |
| Solid Waste System Rev. Bonds Series 2015 | 39,361 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 39,361 |
| Utility Service Fee | 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: | 85,356 | 15,554 | 28,991 | 16,698 | 73,420 | 32,409 | 6,555 | 152,596 | 411,579 |
| **Expenditures** | | | | | | | | | |
| **Strategic Area: NI** | | | | | | | | | |
| Environmental Projects | 200 | 4,622 | 2,423 | 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: | 54,763 | 18,278 | 45,261 | 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, asphalting 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3A COLLECTION FACILITY TRUCK WASH UPGRADE** **PROJECT #: 2000001387**

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
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 | 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, asphalting of parking lot and striping, refurbishment of restrooms and various other infrastructure improvements

LOCATION: 8000 SW 107 Ave
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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** |

**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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET COLLECTION FACILITY** **PROJECT #: 2000001377**

DESCRIPTION: Perform various infrastructure improvements to include but not limited to entrance signs, blacktopping, asphalting 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
Unincorporated Miami-Dade County

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 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** |

**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
Unincorporated Miami-Dade County

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 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - CHAPMAN FIELD TRASH AND RECYCLING CENTER** **PROJECT #: 2000001371**

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

LOCATION: 13600 SW 60 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 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** |

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - EUREKA DRIVE TRASH AND RECYCLING CENTER** **PROJECT #: 2000001370**

DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphalting 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - GOLDEN GLADES TRASH AND RECYCLING CENTER** **PROJECT #: 2000001362**

DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphalting 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** |

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - MOODY DRIVE TRASH AND RECYCLING CENTER** **PROJECT #: 2000001369**

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

LOCATION: 12970 SW 268 St
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 | 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, asphalting of parking lot and striping, installation of impact resistant windows and various other infrastructure improvements

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 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - NORWOOD TRASH AND RECYCLING CENTER** **PROJECT #: 2000001367**

DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphalting 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, asphalting 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** |

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - RICHMOND HEIGHTS TRASH AND RECYCLING CENTER** **PROJECT #: 2000001412**

DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphalting 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SNAPPER CREEK TRASH AND RECYCLING CENTER** **PROJECT #: 2000001366**

DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphalting 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** |

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH MIAMI HEIGHTS TRASH AND RECYCLING CENTER** **PROJECT #: 2000001365**

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

LOCATION: 20800 SW 117 Ct
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 | 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 AND RECYCLING CENTER** **PROJECT #: 2000001364**

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

LOCATION: 8000 SW 107 Ave
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST LITTLE RIVER TRASH AND RECYCLING CENTER** **PROJECT #: 2000001360**

DESCRIPTION: Perform various infrastructure improvements to include entrance signs, fencing, blacktopping, asphalting 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, asphalting 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** |

**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
Unincorporated Miami-Dade County

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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
Unincorporated Miami-Dade County
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 | 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
Throughout Miami-Dade County
District Located: TBD
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** |

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION** **PROJECT #: 2000001373**

DESCRIPTION: Perform improvements at the Central Transfer Station to include asphalting 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION BUILDING UPGRADE** **PROJECT #: 2000001352**

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** |

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION EQUIPMENT** **PROJECT #: 2000001349**

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
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 | 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 TIP FLOOR** **PROJECT #: 2000001378**

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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
Unincorporated Miami-Dade County

District Located: Systemwide
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
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 | 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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 asphalting 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION BUILDING UPGRADE** **PROJECT #: 2000001353**

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
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 | 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 STATION EQUIPMENT** **PROJECT #: 2000001350**

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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION TIPPING FLOOR** **PROJECT #: 2000001384**

DESCRIPTION: Retrofit tip floor, surge pit and ramp every five years 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 | 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, Unincorporated Miami-Dade County
District Located: 12
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** |

**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, 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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL TIP FLOOR** **PROJECT #: 2000000629**

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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION** **PROJECT #: 2000001372**

DESCRIPTION: Provide improvements to include asphalting 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
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 | 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** |

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION BUILDING UPGRADE** **PROJECT #: 2000001351**

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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION EQUIPMENT** **PROJECT #: 2000001348**

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** |

**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: 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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: Countywide

| REVENUE SCHEDULE: | PRIOR | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| Solid Waste System Rev. Bonds Series 2015 | 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** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**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
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 | 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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 | 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** |

**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
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 | 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
Unincorporated Miami-Dade County

District Located: 1, 8, 12
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. Notes/Bonds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,150 | 26,150 |
| 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
Miami Gardens
District Located: 1
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** |

**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 | 17,999 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 17,999 |
| Solid Waste System Rev. Bonds Series 2015 | 13,028 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,028 |
| **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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - SOUTH DADE LANDFILL HORIZONTAL EXPANSION** **PROJECT #: 2000001054**

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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

| 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
City of Miami

District Located: 7
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 | 3,432 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,432 |
| Solid Waste System Rev. Bonds Series 2015 | 24,853 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24,853 |
| 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 | 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** |

**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
Unincorporated Miami-Dade County

District Located: 8, 9
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 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
Unincorporated Miami-Dade County

District Located: 12
District(s) Served: TBD

| REVENUE SCHEDULE: | PRIOR | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 200 | 4,622 | 2,423 | 85 | 0 | 0 | 0 | 0 | 7,330 |
| **TOTAL REVENUES:** | **200** | **4,622** | **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 | 200 | 402 | 222 | 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:** | **200** | **4,622** | **2,423** | **85** | **0** | **0** | **0** | **0** | **7,330** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**UNFUNDED CAPITAL PROJECTS**

(dollars in thousands)

| PROJECT NAME | LOCATION | | 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 Proposed 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**

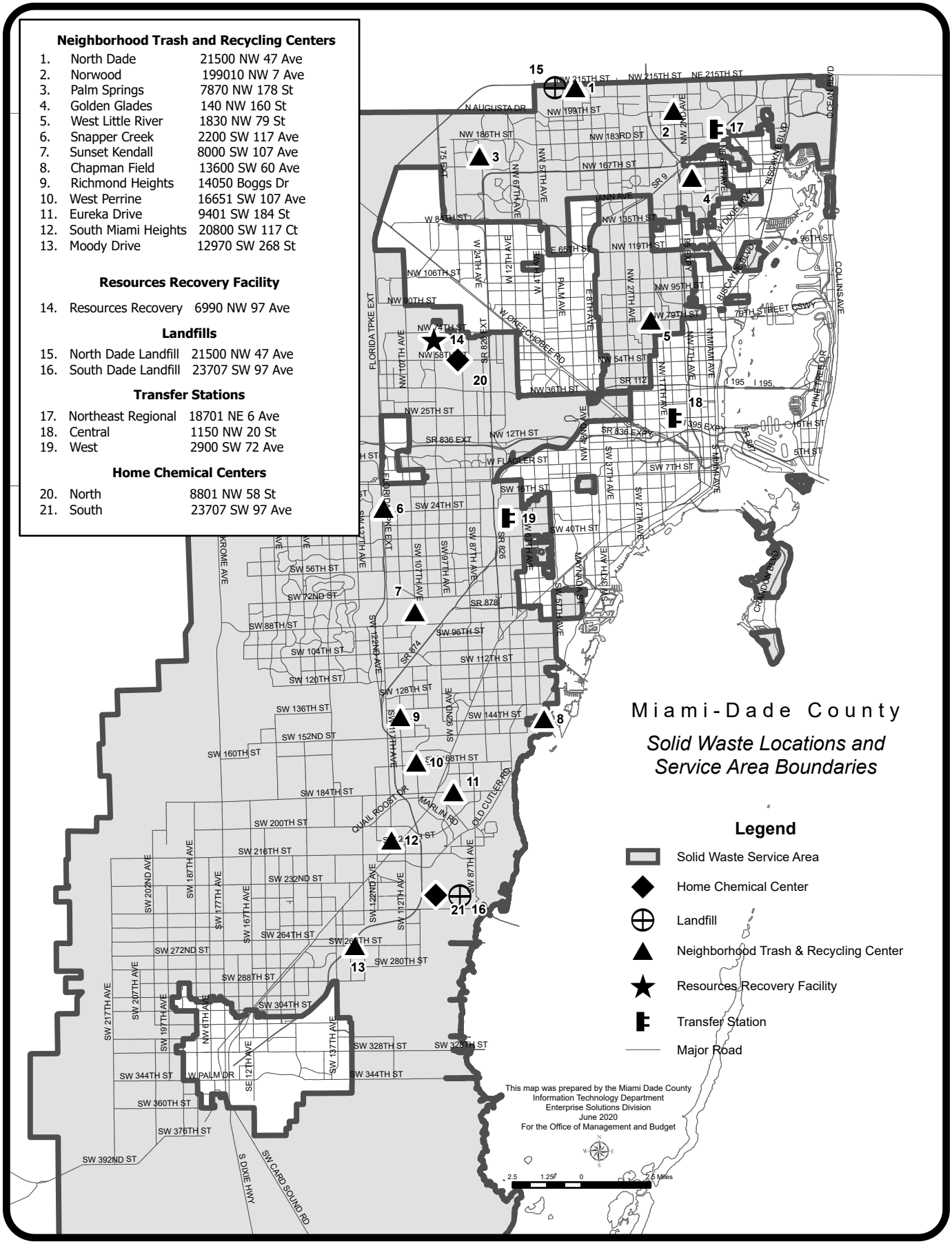
| | | |
|---|---|---|
| 15. | North Dade Landfill | 21500 NW 47 Ave |
| 16. | South Dade Landfill | 23707 SW 97 Ave |

**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 |



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Water and Sewer

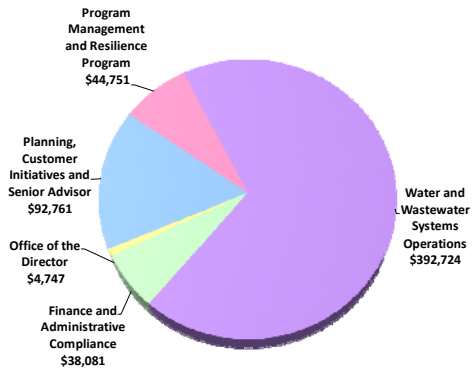
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures and providing for process improvements and cost efficiencies.

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.

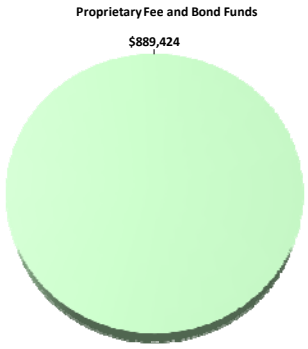
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 450,000 water and 366,000 wastewater retail customers as of September 30, 2019. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale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

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

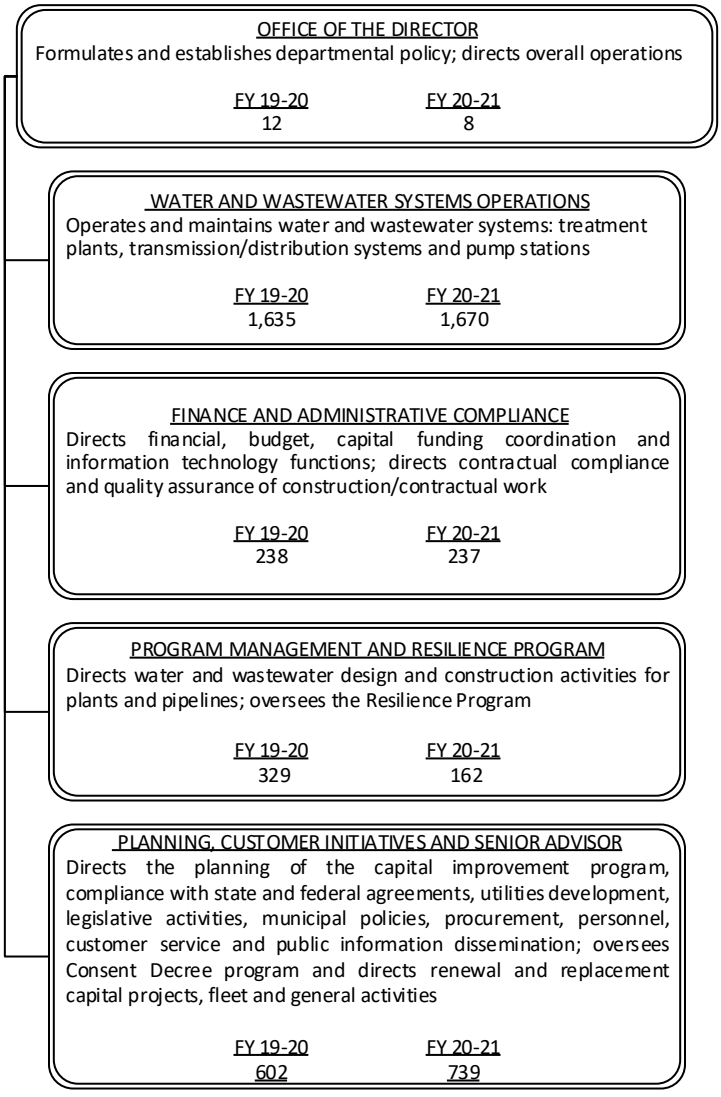



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget includes payments to the Finance Department for expenses associated with cash management services ($50,000)
- The FY 2018-19 year-end combined fund balance is projected to be $107.3 million in rate stabilization and general reserve funds; in FY 2019-20, these reserves are expected to increase to a combined balance of $112.1 million, which exceeds the required fund balance of $80 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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.

- Manages retail customer services, human capital planning and general maintenance
- Directs planning of water and wastewater facilities and infrastructure
- Oversees environmental regulations and compliance with federal and state agreements
- Oversees compliance with the Consent Decree Program and capital renewal and replacement activities
- Processes applications for new water services, mains, pump stations and fire hydrant installations by private contractors
- 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Operation 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 Proposed 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 Proposed Budget includes a payment to the Human Resources Department for testing and validation services ($47,000)

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- In FY 2019-20, while developing the FY 2020-21 Proposed 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; WASDs 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 Proposed 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 Proposed 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 Proposed 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 Proposed Budget and Multi-Year Capital Plan

**PROPOSED FEE ADJUSTMENTS FOR SERVICES**

| Fee Adjustments | Current Fee FY 19-20 | Proposed 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 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed FY 20-21 |
|---|---|---|---|---|
| **Strategic Area: Neighborhood and Infrastructure** | | | | |
| Office of the Director | 4,752 | 4,747 | 12 | 8 |
| Water and Wastewater Systems Operations | 379,724 | 392,724 | 1,635 | 1,670 |
| Finance and Administrative Compliance | 52,055 | 38,081 | 238 | 237 |
| 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 Proposed 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 | 32,344 | 33,930 | 17,752 | 6,640 | 2,150 | 0 | 126,838 |
| 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 | 630,220 | 671,773 | 684,627 | 688,431 | 519,381 | 1,063,361 | 7,519,574 |
| **Expenditures** | | | | | | | | | |
| **Strategic Area: NI** | | | | | | | | | |
| GOB Water and Wastewater Projects | 17,229 | 16,793 | 32,344 | 33,930 | 17,752 | 6,640 | 2,150 | 0 | 126,838 |
| 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 | 771,634 | 871,101 | 825,045 | 803,657 | 576,927 | 1,086,506 | 7,519,574 |

**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
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 | 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 Proposed 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 / 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 | 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 / 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 | 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 / 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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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: Systemwide
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 | 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: 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 | 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: 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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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)

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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: Countywide
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 | 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 - 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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 | 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** |

**WASTEWATER - SYSTEM MAINTENANCE AND UPGRADES** **PROJECT #: 9650361**

DESCRIPTION: Maintain and develop existing wastewater 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 |
|---|---|---|---|---|---|---|---|---|---|
| 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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT UPGRADES** **PROJECT #: 9653421**

DESCRIPTION: Construct digester improvements, digested sludge holding tanks, electrical improvements and 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
City of Miami

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 | 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** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 | 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
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 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** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**WATER - DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS** **PROJECT #: 9653311**

DESCRIPTION: Install various water mains throughout the distribution system
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**WATER - EQUIPMENT** **PROJECT #: 9650141**

DESCRIPTION: Acquire equipment and associated water system capital support materials

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 | 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: Systemwide
District(s) Served: 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** |

**WATER - MAIN EXTENSIONS** **PROJECT #: 9651051**

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

LOCATION: Systemwide
Various Sites

District Located: Systemwide
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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**WATER - PIPES AND INFRASTRUCTURE PROJECTS** **PROJECT #: 967190**

DESCRIPTION: Replace pipes and provide various infrastructure improvements
LOCATION: Countywide — 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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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: 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 | 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 Byproduct (D-DBP) regulations
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 | 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** |

**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: Countywide
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**WATER - SOUTH MIAMI-DADE TRANSMISSION MAINS IMPROVEMENTS** **PROJECT #: 9650021**

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

LOCATION: South Miami-Dade County
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 | 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** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**WATER TREATMENT PLANT - AUTOMATION** **PROJECT #: 963110**

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

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 | 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
Hialeah

District Located: 6
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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
Hialeah

District Located: 6
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)

**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
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 | 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
Unincorporated Miami-Dade County

District Located: 9
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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**UNFUNDED CAPITAL PROJECTS**

(dollars in thousands)

| PROJECT NAME | LOCATION | ESTIMATED PROJECT COST |
|---|---|---|
| OCEAN OUTFALLS - CAPACITY PROJECTS | Throughout Miami Dade County | 1,730,281 |
| OCEAN OUTFALLS - LEGISLATION PROJECTS | Throughout Miami Dade County | 3,374 |
| 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** | **3,189,341** |

Return to Table of Contents

This page intentionally left blank.

# 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 |

Printed using sustainable products

Return to Table of Contents

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Community Action and Human Services

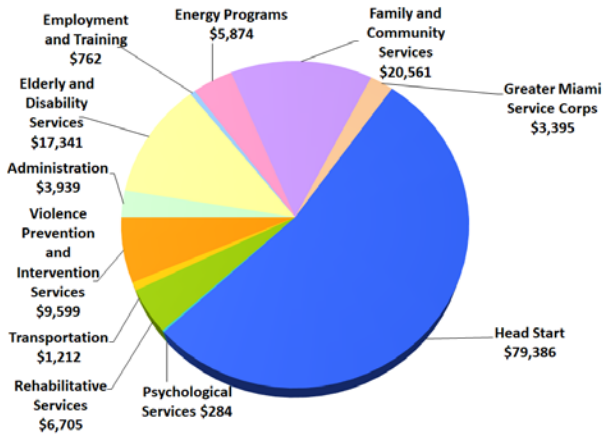
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Society strategic area, CAHSD provides a unique blend of programs and services to residents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

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

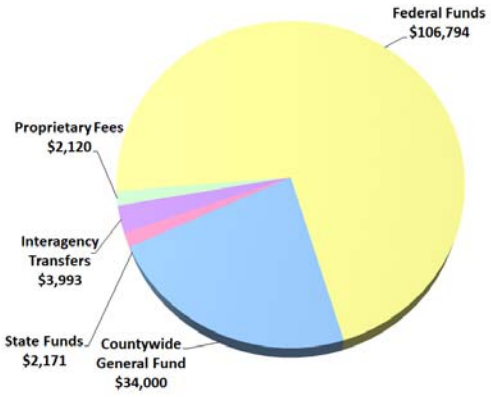
CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veterans Affairs and Department of Justice. Also included are the State of Florida Department of Economic Opportunity and Department of Children and Families, the Alliance for Aging, Miami-Dade County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

## FY 2020-21 Proposed Operating Budget

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

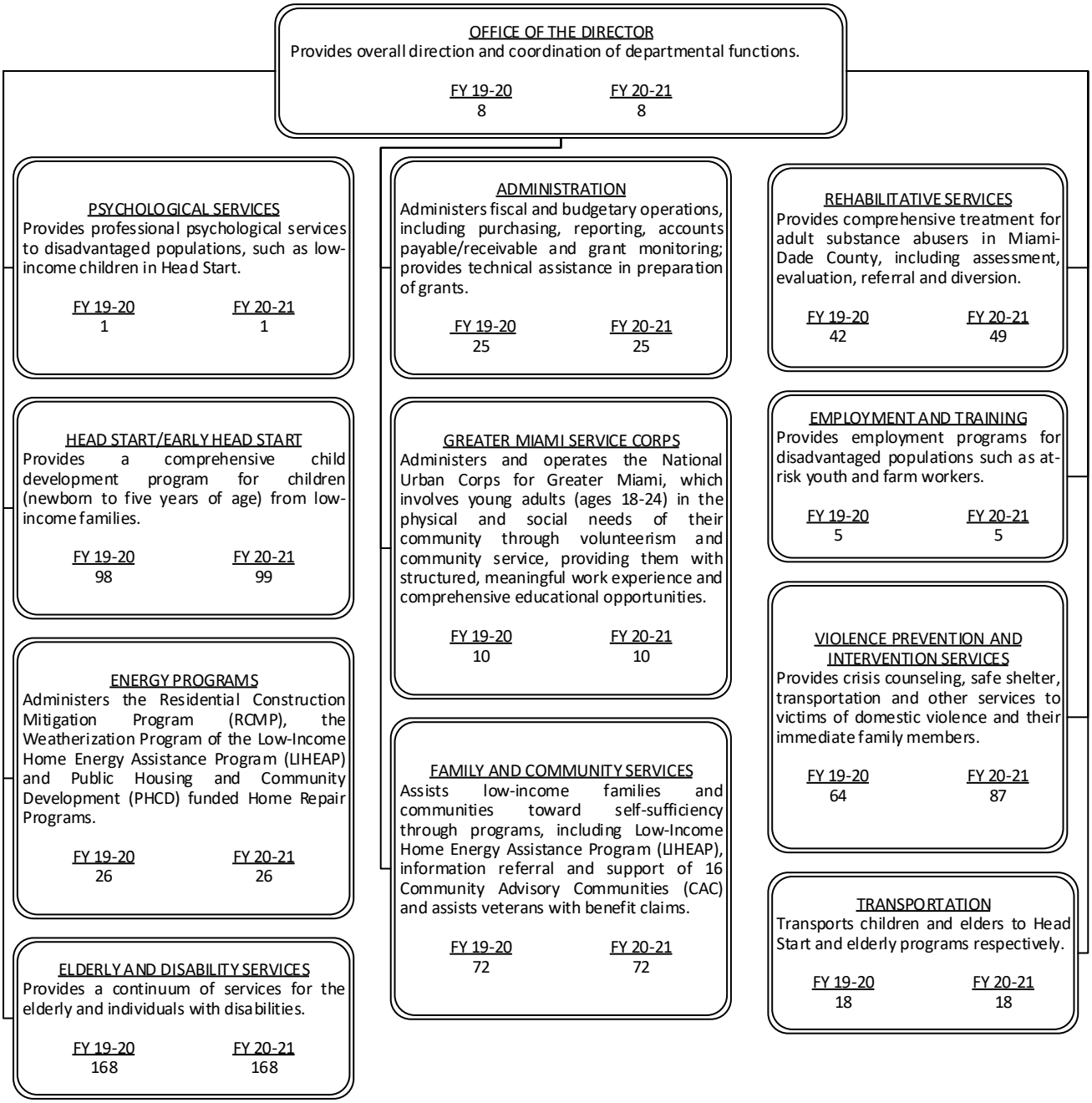



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: ADMINISTRATION

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

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

## DIVISION: 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: EMPLOYMENT AND TRAINING

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

## DIVISION: REHABILITATIVE SERVICES

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

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

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

| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: ELDERLY AND DISABILITY SERVICES

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

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

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

| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: GREATER MIAMI SERVICE CORPS

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

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

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

| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed does 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

**CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The Department's FY 2020-21 Proposed 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 Proposed 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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 Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed FY 20-21 |
|---|---|---|---|---|
| Expenditure By Program | | | | |
| **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 |

## 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 | 1,852 | 6,784 | 7,365 | 0 | 0 | 0 | 30,000 |
| CIIP Program Revenues | 6,340 | 3,455 | 3,568 | 9,000 | 4,500 | 5,500 | 0 | 0 | 32,363 |
| Total: | 17,085 | 6,709 | 5,420 | 15,784 | 11,865 | 5,500 | 0 | 0 | 62,363 |
| **Expenditures** | | | | | | | | | |
| **Strategic Area: HS** | | | | | | | | | |
| Infrastructure Improvements | 6,340 | 2,955 | 2,768 | 3,500 | 4,500 | 5,500 | 0 | 0 | 25,563 |
| Neighborhood Service Centers | 9,081 | 754 | 300 | 5,000 | 7,365 | 0 | 0 | 0 | 22,500 |
| Rehabilitative Services Facilities | 1,664 | 3,000 | 2,352 | 7,284 | 0 | 0 | 0 | 0 | 14,300 |
| Total: | 17,085 | 6,709 | 5,420 | 15,784 | 11,865 | 5,500 | 0 | 0 | 62,363 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**FUNDED CAPITAL PROJECTS**
(dollars in thousands)

**INFRASTRUCTURE IMPROVEMENTS - COMMUNITY ACTION AND HUMAN SERVICES FACILITIES SYSTEMWIDE** **PROJECT #: 2000001280**

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 |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 6,340 | 2,955 | 2,768 | 3,500 | 4,500 | 5,500 | 0 | 0 | 25,563 |
| **TOTAL REVENUES:** | **6,340** | **2,955** | **2,768** | **3,500** | **4,500** | **5,500** | **0** | **0** | **25,563** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Infrastructure Improvements | 6,340 | 2,955 | 2,768 | 3,500 | 4,500 | 5,500 | 0 | 0 | 25,563 |
| **TOTAL EXPENDITURES:** | **6,340** | **2,955** | **2,768** | **3,500** | **4,500** | **5,500** | **0** | **0** | **25,563** |

**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
City of Miami

District Located: 3
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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 | 1,664 | 2,500 | 1,552 | 1,784 | 0 | 0 | 0 | 0 | 7,500 |
| **TOTAL REVENUES:** | **1,664** | **2,500** | **1,552** | **1,784** | **0** | **0** | **0** | **0** | **7,500** |
| **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 | 2,500 | 1,552 | 1,784 | 0 | 0 | 0 | 0 | 5,836 |
| 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** | **2,500** | **1,552** | **1,784** | **0** | **0** | **0** | **0** | **7,500** |

**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
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 |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 0 | 500 | 800 | 5,500 | 0 | 0 | 0 | 0 | 6,800 |
| **TOTAL REVENUES:** | **0** | **500** | **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** |
| Art Allowance | 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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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 Proposed 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** |

Return to Table of Contents

(dollars in thousands)

| PROGRAM BY DIVISION | Current FY / Next FY | GENERAL FUNDS Budget | GENERAL FUNDS FT | FEDERAL / STATE Budget | FEDERAL / STATE FT | OTHER FUNDS Budget | OTHER FUNDS FT | TOTAL Budget | TOTAL FT | SERVICE LEVEL # | SERVICE LEVEL Note |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ADMINISTRATION | | | | | | | | | | | |
| Administration | FY 2019-20 | $ 3,687 | 33 | $ - | | $ - | | $ 3,687 | 33 | | |
| | 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, assesments, consultation and trainings |
| | FY 2020-21 | $ 284 | 1 | $ - | | $ - | | $ 284 | 1 | 2,000 | |
| REHABILITATIVE SERVICES | | | | | | | | | | | |
| Division Administration | FY 2019-20 | $ 318 | 1 | $ - | | $ - | | $ 318 | 1 | | |
| | 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 | | |
| | 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 |
| | 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 | | |

Return to Table of Contents

(dollars in thousands)

| PROGRAM BY DIVISION | Current FY / Next FY | GENERAL FUNDS Budget | GENERAL FUNDS FT | FEDERAL / STATE Budget | FEDERAL / STATE FT | OTHER FUNDS Budget | OTHER FUNDS FT | TOTAL Budget | TOTAL FT | SERVICE LEVEL # | SERVICE LEVEL 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 | $ - | | $ 75,448 | 99 | 7,986 | Funded slots to serve children ages 0-5 in early learning |
| | FY 2020-21 | $ - | | $ 76,919 | 99 | $ 850 | | $ 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 | $ 850.00 | | $ 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 |
| | 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 | $ 210 | | $ 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 | $ 3,643 | 16 | $ 142,198 | 538 | | |
| | FY 2019-20 | $ 34,000 | 292 | $ 108,965 | 245 | $ 6,113 | 10 | $ 149,078 | 568 | | |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

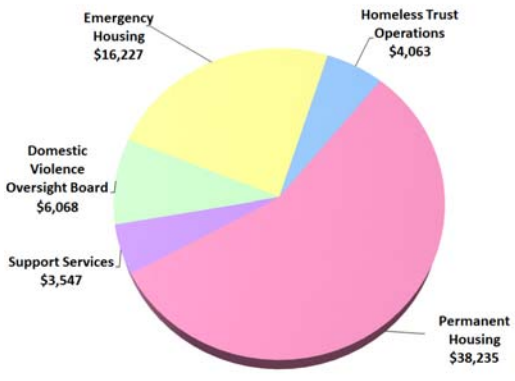
## Homeless Trust

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.

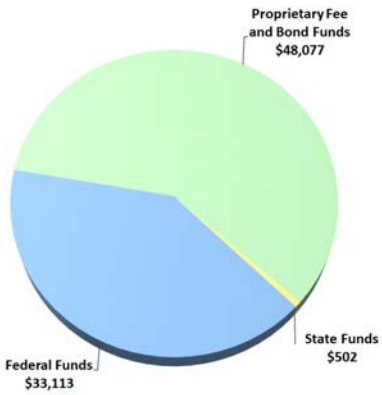
As part of the Health and Society strategic area, the Homeless Trust funds and monitors prevention services, temporary and permanent housing as well as supportive services for the homeless. Each area is specifically designed to meet the unique needs of homeless individuals and families when they first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

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

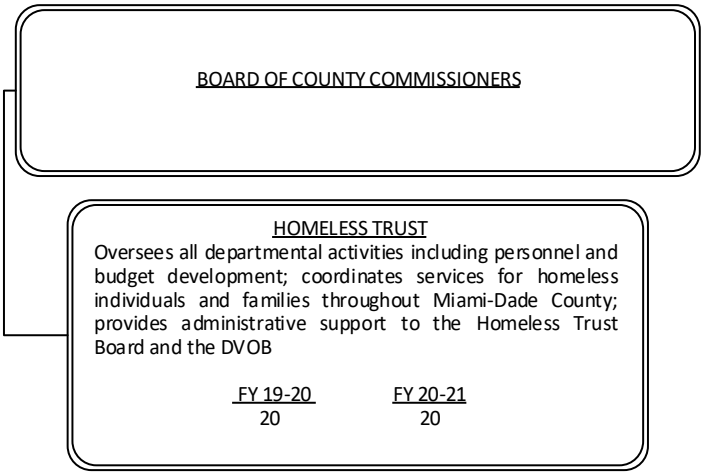



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

**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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 | Proposed 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 | Proposed 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 | 502 |
| Federal Grants | 25,344 | 29,727 | 30,323 | 33,113 |
| Total Revenues | 82,961 | 92,636 | 92,279 | 81,692 |
| **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 | 1,035 |
| Charges for County Services | 13 | 116 | 333 | 629 |
| Grants to Outside Organizations | 47,472 | 51,905 | 57,793 | 61,421 |
| Capital | 346 | 190 | 12,357 | 2,263 |
| Total Operating Expenditures | 50,815 | 56,267 | 73,892 | 68,140 |
| **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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed FY 20-21 |
|---|---|---|---|---|
| **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 | 38,235 | 0 | 0 |
| Support Services | 4,342 | 3,547 | 0 | 0 |
| Transitional Housing | 947 | 0 | 0 | 0 |
| Total Operating Expenditures | 73,892 | 68,140 | 21 | 20 |

# FY 2020 - 21 Proposed 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 — District Located: Countywide

Not Applicable — 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 Proposed 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** |

**Department Operational Unmet Needs**

| Description | (dollars in thousands) Startup Costs/ Non-Recurring Costs | Recurring Costs | Positions |
|---|---|---|---|
| Rapid Rehousing - short-to-medium term rental assistance | $0 | $18,600 | 0 |
| **Total** | **$0** | **$18,600** | **0** |

# FY 2020 - 21 Proposed 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.

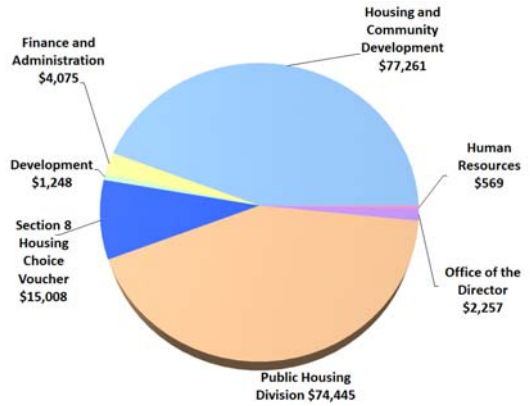
As part of the Health and Society and the Economic Development strategic areas, PHCD oversees approximately 9,448 units of public housing, of which approximately 1,767 are also tax credit units and 800 are mixed-income units. As part of its mission, PHCD also provides monthly subsidies to approximately 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.

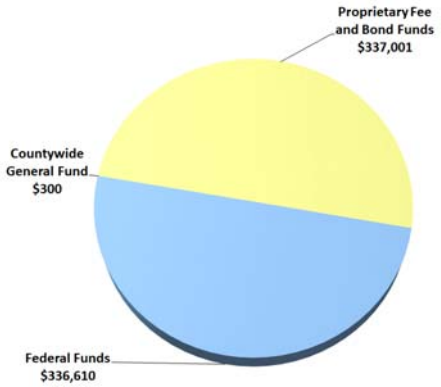
PHCD's stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County's workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations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

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

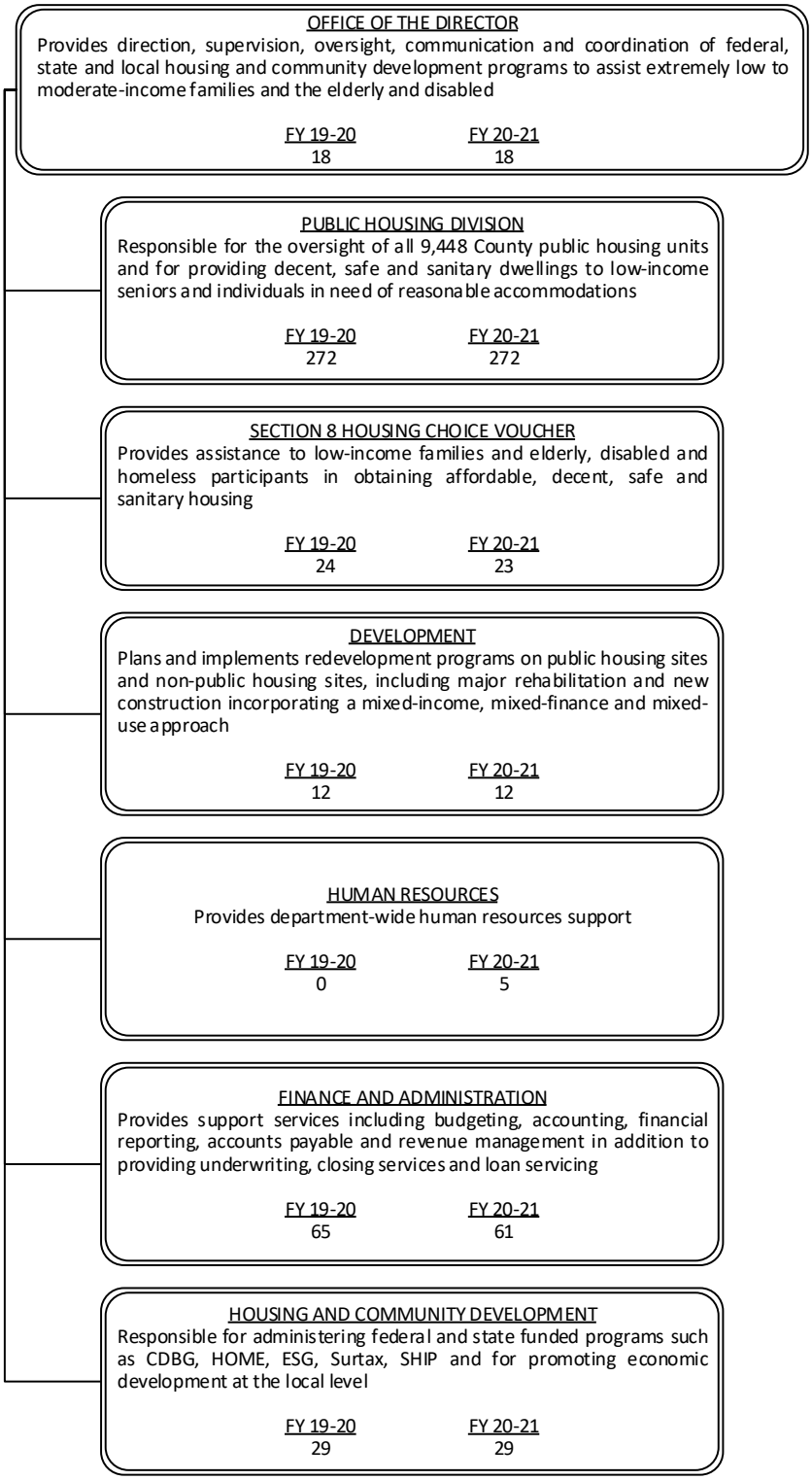



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 Proposed Budget includes the transfer of one position to the Human Resources Division as part of the Department's reorganization efforts

## 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## 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 Proposed Budget includes the transfer of one position from the Section 8 Housing Choice Voucher Division and four positions from the Finance and Administration Division

## 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 includes the transfer of four positions to the Human Resources Division as part of the Department's reorganization efforts

## 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)

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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; total funding budgeted for affordable housing, including Surtax, is $257.774 million
- 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The FY 2020-21 Proposed Budget and Multi-Year Capital Plan includes $974,000 of Documentary Surtax funds to pay the debt service related to the Scott Carver Development Phase 3; the Surtax funds will be transferred to the General Government Improvement Fund (GGIF) where the debt payment is budgeted
- In FY 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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 |

# FY 2020 - 21 Proposed 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 | 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
Various Public Housing Regions

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 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**HOPE VI - SCOTT HOMES HISTORICAL BUILDING** **PROJECT #: 2000000243**

DESCRIPTION: Modernize the one remaining historically designated building in the Scott Homes development
LOCATION: 7163 NW 22 Ave
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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
Various Public Housing Regions
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 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**SITE IMPROVEMENTS AND DWELLING STRUCTURES (CAPITAL FUND PROGRAMS (CFP))** **PROJECT #: 803250**

DESCRIPTION: Perform comprehensive modernization and repairs to existing County owned public housing units

LOCATION: Countywide — District Located: 13

Various Public Housing Regions — District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 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**

**(dollars in thousands)**

| PROJECT NAME | LOCATION | ESTIMATED PROJECT COST |
|---|---|---|
| PUBLIC HOUSING - REPAIRS, MODERNIZATION AND EQUIPMENT | Various Sites | 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 |

Printed using sustainable products

Return to Table of Contents

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Aviation

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

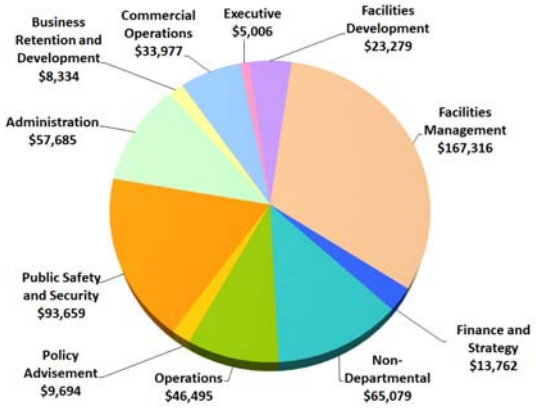
As part of the Transportation and Mobility and Economic Development strategic areas, MDAD operates Miami International Airport (MIA) and four General Aviation Airports (GAA). MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is 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 Proposed Operating Budget

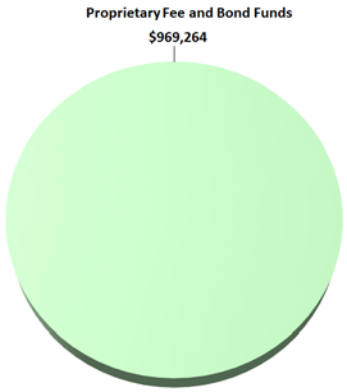
### Expenditures by Activity

**(dollars in thousands)**



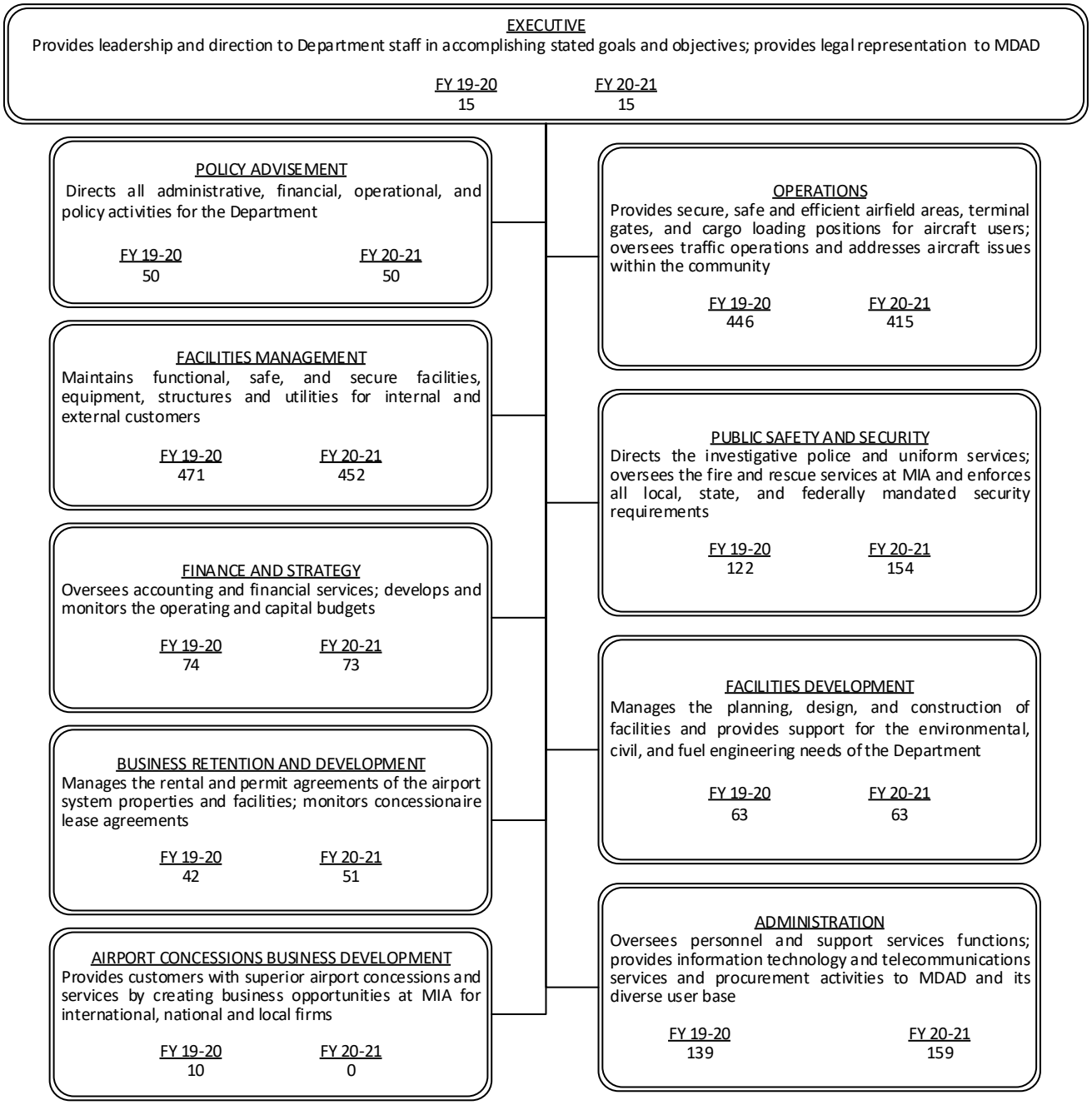

### Revenues by Source

**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
| MIA cost per enplaned passenger | ED1-5 | ES-3 | OC | ↓ | $19.20 | $19.23 | $18.92 | $18.92 | $25.94 |
| 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 | $2.42 |
| 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 landing fee in FY 2020-21 is recommended to be $2.42 per 1,000 pounds unit of landed weight, which is an increase of $0.80 from $1.62 in FY 2019-20 and is competitive in the industry
- The FY 2020-21 Proposed Budget includes a departmental reorganization that transfers one Aviation Senior Cost Manager to Operations to provide administrative support functions

## 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 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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

## DIVISION: POLICY ADVISEMENT

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

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

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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; the scale of this measure is out of 1,000 possible points

**DIVISION COMMENTS**

- The FY 2020-21 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: PUBLIC SAFETY AND SECURITY

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

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

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

| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget includes a departmental reorganization that transfers 32 positions from Operations to consolidate the security functions of the terminal area

**ADDITIONAL INFORMATION**

- The FY 2020-21 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

- 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 $186.6 million; $18.1 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)
- The Department's FY 2020-21 Proposed 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 Proposed Budget and Multi-Year Capital Plan includes the purchase of 74 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**SELECTED ITEM HIGHLIGHTS AND DETAILS**

| Line Item Highlights | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Projection FY 19-20 | Proposed FY 20-21 |
|---|---|---|---|---|---|
| | (dollars in thousands) | | | | |
| 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 |

**PROPOSED FEE ADJUSTMENTS FOR SERVICES**

| Fee Adjustments | Current Fee FY 19-20 | Proposed Fee FY 20-21 | Dollar Impact FY 20-21 |
|---|---|---|---|
| • Landing Fee | 1.62 | 2.42 | $75,598,000 |
| • 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 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed FY 20-21 |
|---|---|---|---|---|
| **Revenue Summary** | | | | |
| Aviation Fees and Charges | 379,776 | 390,395 | 378,331 | 362,299 |
| 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 | 969,264 |
| **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 | 355,849 |
| 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 | 444,978 |

| (dollars in thousands) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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 Business Development | 3,074 | 0 | 10 | 0 |
| 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 Proposed 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 — District Located: 1, 11

Various Sites — 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 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
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 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 | 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
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 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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** |

**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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 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** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**UNFUNDED CAPITAL PROJECTS**

**(dollars in thousands)**

| PROJECT NAME | LOCATION | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Miami-Dade Economic Advocacy Trust

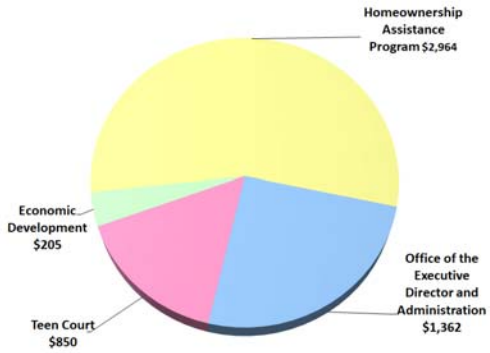
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black community within Targeted Urban Areas (TUAs) as identified by Miami-Dade County.

As part of the Economic Development and Public Safety strategic areas, MDEAT encourages and facilitates the coordination of programs providing assistance to the Black community and strives for the elimination of disparities within the community-at-large. These programs include affordable housing opportunities for low-to-moderate income families, a teen court diversion program for youths and various economic development initiatives to better the Black community of Miami-Dade County.

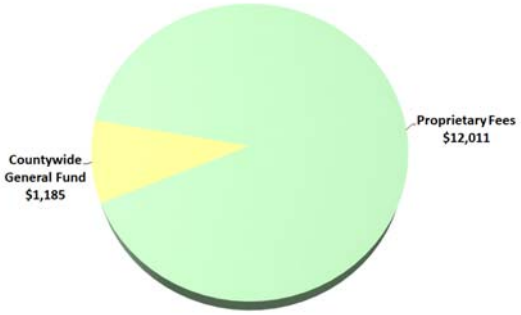
MDEAT is governed by a 15 member Board of Trustees selected by the Miami-Dade Economic Advocacy Trust Nominating Council and appointed by the Board of County Commissioners. The Executive Director nomination is submitted by the Board of Trustees to the County Mayor, who recommends the nominee to the Board of County Commissioners for approval.

## FY 2020-21 Proposed Operating Budget

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

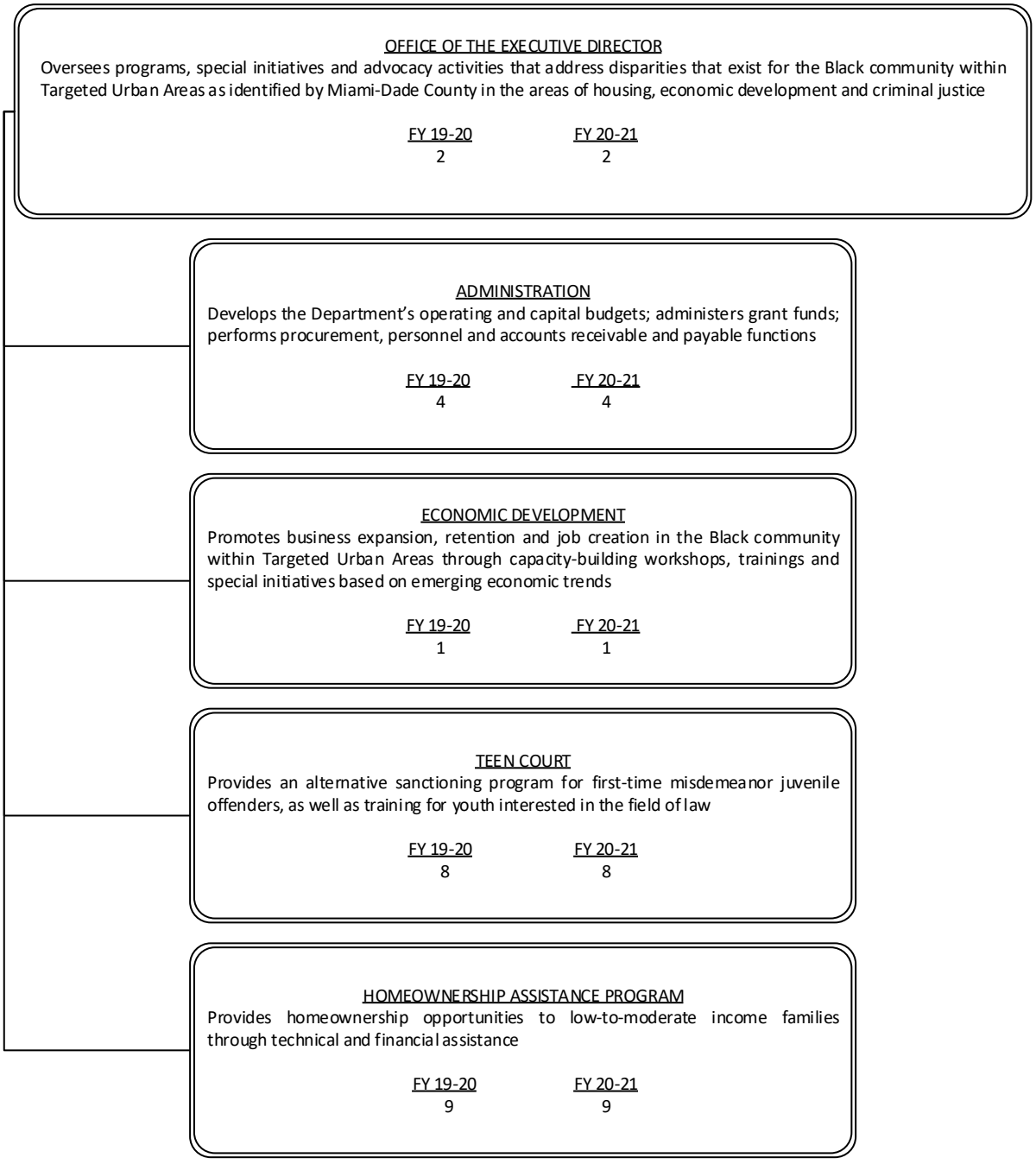



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Proposed Budget includes one Administrative Officer 2 position and funding to support the Department's required Disparity Study ($300,000)**
- **The FY 2020-21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: ECONOMIC DEVELOPMENT

The Economic Development Division helps to address the socio-economic disparity of the Black community within Targeted Urban Areas by advocating and coordinating initiatives and programs for the benefit of the community-at-large.

- Promotes business expansion, retention and job creation in the Black community
- Promotes expansion of the small business community through capacity-building workshops, trainings and special initiatives based on emerging economic trends

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

| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

# FY 2020 - 21 Proposed 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 | Proposed 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 |

**OPERATING FINANCIAL SUMMARY**

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| **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 governments 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Regulatory and Economic Resources

The Regulatory and Economic Resources (RER) Department's mission is to enable sustainable economic development through smart regulatory, planning and resiliency strategies and business expansion initiatives. In fulfilling this mission, the Department strives to provide efficient regulatory, planning and economic development services and pursue resilience to ensure overall health of the community now and in the future. RER provides a broad portfolio of services in order to support its mission.

RER performs activities that are related to both the Neighborhood and Infrastructure and the Economic Development strategic areas. As part of the Neighborhood and Infrastructure strategic area, RER provides services, such as contractor licensing enforcement, construction products evaluation, training, education and certification of building code enforcement personnel countywide; reviews zoning and land platting applications, issues building permits and performs inspections to verify compliance with the applicable construction codes and regulations; and investigates complaints, enforces the correction of building code violations related to new and existing buildings, enforces local regulations related to unsafe buildings and structures and provides neighborhood code compliance services. The Department oversees protection of our air, water and soil resources, including protection of the Biscayne Aquifer, our sole source of drinking water; responds to complaints regarding pollution; oversees clean-up of contaminated soil; protects, restores and enhances natural areas and monitors environmental resources; manages beach renourishment; and acquires and protects environmentally endangered lands. RER prepares zoning recommendations, coordinates all concurrency management activities, reviews development plans for compliance with zoning regulations, issues certificates of use, administers impact fee collections and provides technical support at zoning meetings of the Board of County Commissioners (BCC) and Community Zoning Appeals Boards. RER administers and enforces growth management through the Comprehensive Development Master Plan (CDMP) and the Historic Preservation ordinance. Finally, the Department is responsible for proactively engaging all County departments, as well as other jurisdictions and stakeholders, to plan and execute strategies to address the most pressing threats to the resiliency of Miami-Dade County.

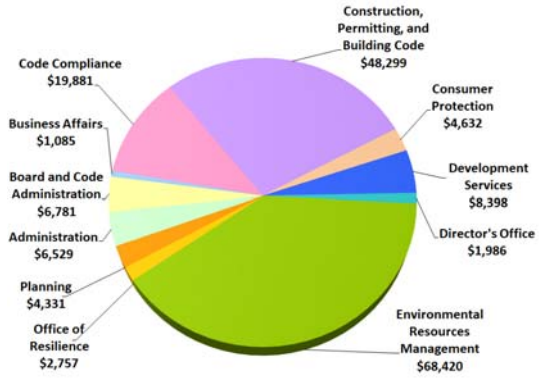
As part of the Economic Development strategic area, RER promotes film and television related industries; promotes economic growth through administration of local economic development programs including the Qualified Target Industry (QTI) and the Targeted Jobs Incentive Fund (TJIF) programs; and enforces consumer laws and licensing requirements that protect purchasers of goods and services. Other functions include coordinating international trade activities and coordination with the County's agricultural industry.

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

## FY 2020-21 Proposed Operating Budget

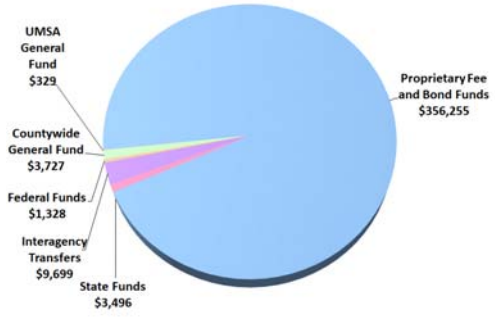
### Expenditures by Activity

**(dollars in thousands)**



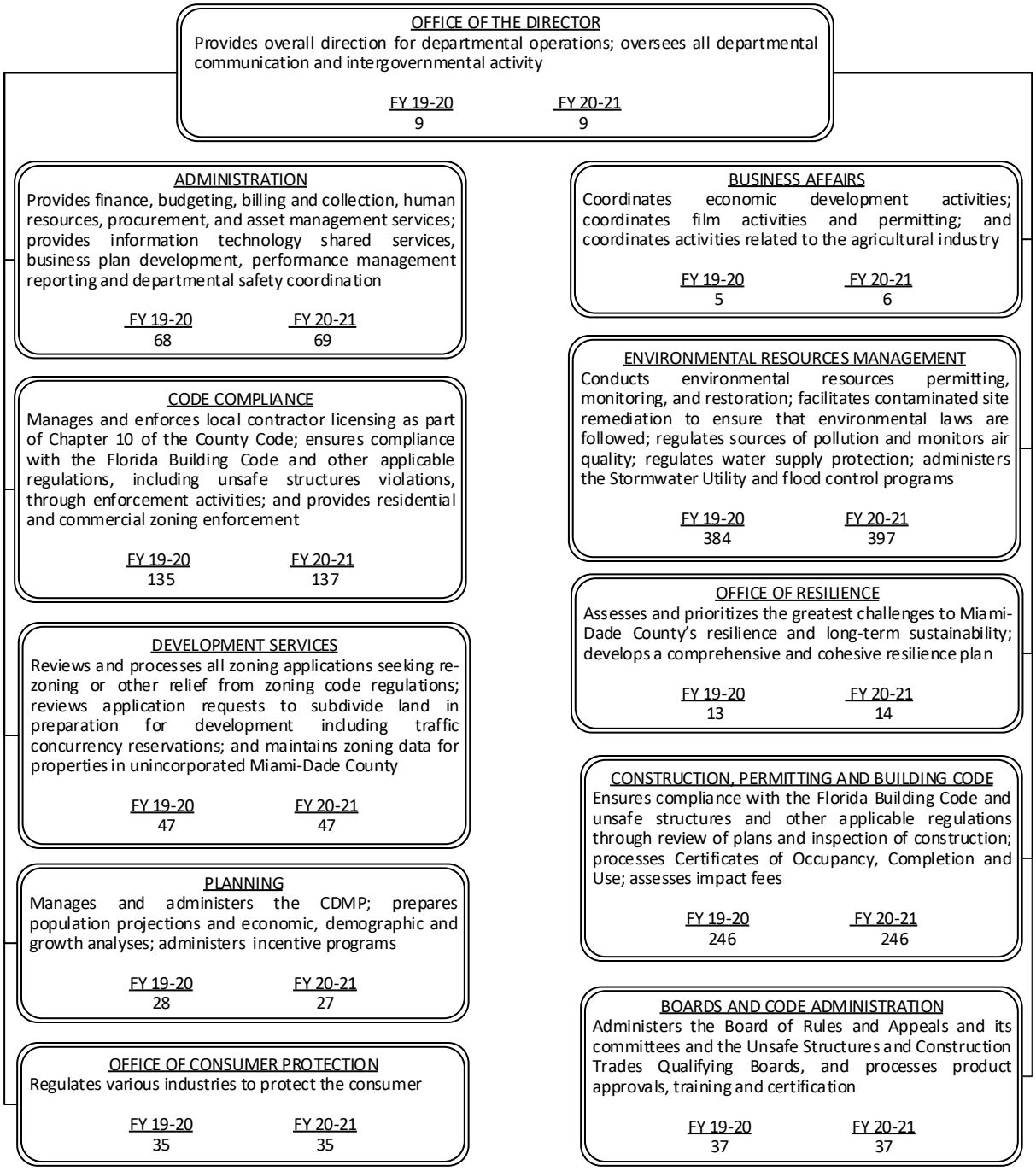

### Revenues by Source

**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




The FY 2020-21 total number of full-time equivalent positions is 1024.5

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: DIRECTOR'S OFFICE

The Office of the Director is responsible for overseeing policies and procedures; coordinating intergovernmental and communications activities; providing long-term vision and overall direction and coordination for all divisions; and representing the interests of the Department at the local, national and international levels.

## DIVISION: CONSTRUCTION, PERMITTING AND BUILDING CODE

The Construction, Permitting and Building Code Division serves as the Building Official for unincorporated Miami-Dade County and enforces the Florida Building Code (FBC) and other applicable construction regulations through the review of plans and inspection of construction.

- Processes construction permit applications
- Inspects structures to ensure compliance with the Florida Building Code (FBC) and issues permits
- Provides administrative and clerical support for the Board of Rules and Appeals, the Construction Trades Qualifying Board and the Unsafe Structures Board
- Provides technical information and assistance to unincorporated and municipal building departments to ensure uniformity in the enforcement and interpretation of the FBC
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County
- Issues contractor licenses

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

| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: ENVIRONMENTAL RESOURCES MANAGEMENT

The Environmental Resources Management Division protects air, water, soils and natural systems that are vital to human health and safety and provide habitat for unique plant and animal communities that occur nowhere else in the world.

- Oversees countywide environmental regulatory functions including air and water quality monitoring, endangered lands acquisition and restoration and remediation of contaminated sites
- Manages, coordinates and administers environmental education programs
- Enforces federal, state and local laws to prevent water and air pollution; protects vulnerable drinking water supply and water infrastructure; and minimizes flooding
- Investigates complaints received from the public
- Administers the Stormwater Utility and flood control programs
- Supports the Environmental Quality Control Board in review of and action upon appeals or requests for variances

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

| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Projection 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

**DIVISION COMMENTS**

- **The FY 2020-21 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed Budget includes a $2.85 million transfer from the Environmentally Endangered Lands (EEL) Acquisition Trust Fund to the EEL Management Trust Fund for continued maintenance of previously purchased properties
- In FY 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 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

**DIVISION COMMENTS**

- **The FY 2020-21 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

## 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 ($92.6 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 Proposed 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); 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 Proposed 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 | Proposed 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 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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 | 14,872 |
| 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 | 173,099 |
| **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 | 7,252 |
| Depreciation, Amortizations and Depletion | 0 | 0 | 0 | 0 |
| Reserve | 0 | 0 | 156,655 | 160,852 |
| Total Non-Operating Expenditures | 33,044 | 31,651 | 207,337 | 201,735 |

| (dollars in thousands) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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 | 68,420 | 384 | 397 |
| Office of Resilience | 2,547 | 2,757 | 13 | 14 |
| 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 | 173,099 | 1,007 | 1,024 |

# FY 2020 - 21 Proposed 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 | 69,779 | 29,424 | 44,546 | 12,189 | 181 | 1,441 | 520 | 0 | 158,080 |
| 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: | 155,761 | 135,880 | 81,657 | 35,745 | 5,279 | 8,047 | 4,882 | 0 | 427,251 |
| **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 | 15,369 | 4,100 | 7,111 | 10,000 | 0 | 0 | 0 | 0 | 36,580 |
| 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: | 148,759 | 137,312 | 82,005 | 37,622 | 6,984 | 9,547 | 5,022 | 0 | 427,251 |

## 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 Proposed 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 — District Located: 4, 5, 7, 8
Various Sites — 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 — 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 |
|---|---|---|---|---|---|---|---|---|---|
| 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 — 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 | 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 Proposed 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
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 | 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
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 | 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**

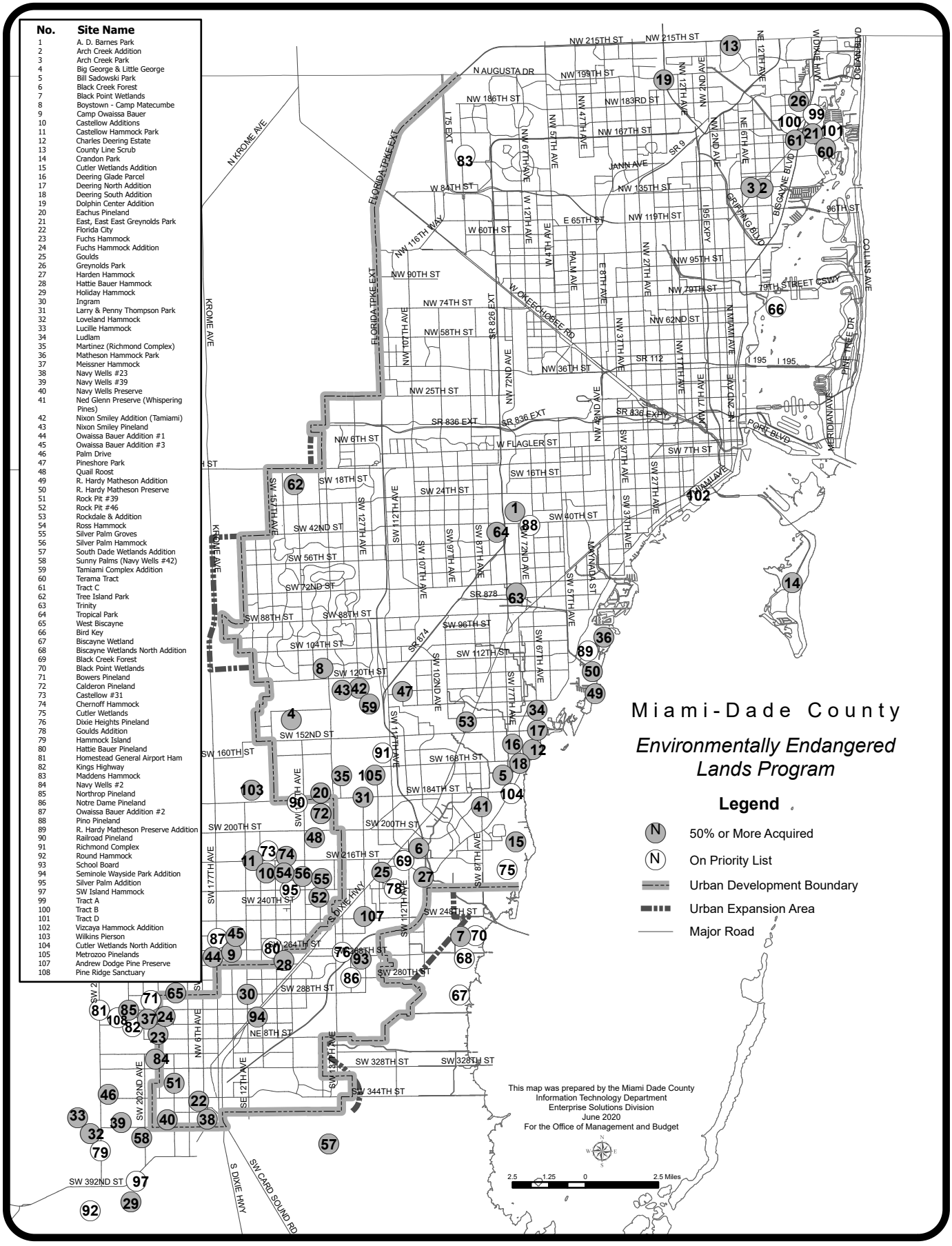
DESCRIPTION: Provide funding for a program to purchase development rights of appropriate properties

LOCATION: Countywide
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 | 7,969 | 3,000 | 7,111 | 0 | 0 | 0 | 0 | 0 | 18,080 |
| 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:** | **15,369** | **3,000** | **7,111** | **10,000** | **0** | **0** | **0** | **0** | **35,480** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Land Acquisition/Improvements | 15,369 | 3,000 | 7,111 | 10,000 | 0 | 0 | 0 | 0 | 35,480 |
| **TOTAL EXPENDITURES:** | **15,369** | **3,000** | **7,111** | **10,000** | **0** | **0** | **0** | **0** | **35,480** |

# FY 2020-21 Proposed Budget and Multi-Year Capital Plan


No. Site Name
1 A. D. Barnes Park
2 Arch Creek Addition
3 Arch Creek Park
4 Big George & Little George
5 Bill Sadowski Park
6 Black Creek Forest
7 Black Point Wetlands
8 Boystown - Camp Matecumbe
9 Camp Owaissa Bauer
10 Castellow Additions
11 Castellow Hammock Park
12 Charles Deering Estate
13 County Line Scrub
14 Crandon Park
15 Cutler Wetlands Addition
16 Deering Glade Parcel
17 Deering North Addition
18 Deering South Addition
19 Dolphin Center Addition
20 Eachus Pineland
21 East, East East Greynolds Park
22 Florida City
23 Fuchs Hammock
24 Fuchs Hammock Addition
25 Goulds
26 Greynolds Park
27 Harden Hammock
28 Hattie Bauer Hammock
29 Holiday Hammock
30 Ingram
31 Larry & Penny Thompson Park
32 Loveland Hammock
33 Lucille Hammock
34 Ludlam
35 Martinez (Richmond Complex)
36 Matheson Hammock Park
37 Meissner Hammock
38 Navy Wells #23
39 Navy Wells #39
40 Navy Wells Preserve
41 Ned Glenn Preserve (Whispering Pines)
42 Nixon Smiley Addition (Tamiami)
43 Nixon Smiley Pineland
44 Owaissa Bauer Addition #1
45 Owaissa Bauer Addition #3
46 Palm Drive
47 Pineshore Park
48 Quail Roost
49 R. Hardy Matheson Addition
50 R. Hardy Matheson Preserve
51 Rock Pit #39
52 Rock Pit #46
53 Rockdale & Addition
54 Ross Hammock
55 Silver Palm Groves
56 Silver Palm Hammock
57 South Dade Wetlands Addition
58 Sunny Palms (Navy Wells #42)
59 Tamiami Complex Addition
60 Terama Tract
61 Tract C
62 Tree Island Park
63 Trinity
64 Tropical Park
65 West Biscayne
66 Bird Key
67 Biscayne Wetland
68 Biscayne Wetlands North Addition
69 Black Creek Forest
70 Black Point Wetlands
71 Bowers Pineland
72 Calderon Pineland
73 Castellow #31
74 Chernoff Hammock
75 Cutler Wetlands
76 Dixie Heights Pineland
78 Goulds Addition
79 Hammock Island
80 Hattie Bauer Pineland
81 Homestead General Airport Ham
82 Kings Highway
83 Maddens Hammock
84 Navy Wells #2
85 Northrop Pineland
86 Notre Dame Pineland
87 Owaissa Bauer Addition #2
88 Pino Pineland
89 R. Hardy Matheson Preserve Addition
90 Railroad Pineland
91 Richmond Complex
92 Round Hammock
93 School Board
94 Seminole Wayside Park Addition
95 Silver Palm Addition
97 SW Island Hammock
99 Tract A
100 Tract B
101 Tract D
102 Vizcaya Hammock Addition
103 Wilkins Pierson
104 Cutler Wetlands North Addition
105 Metrozoo Pinelands
107 Andrew Dodge Pine Preserve
108 Pine Ridge Sanctuary
Miami-Dade County
Environmentally Endangered Lands Program
Legend
50% or More Acquired
On Priority List
Urban Development Boundary
Urban Expansion Area
Major Road
This map was prepared by the Miami Dade County Information Technology Department Enterprise Solutions Division June 2020 For the Office of Management and Budget
2.5 1.25 0 2.5 Miles
N KROME AVE
FLORIDA TPKE EXT
NW 215TH ST
N AUGUSTA DR
NW 199TH ST
NW 186TH ST
NW 183RD ST
NW 167TH ST
JANN AVE
W 84TH ST
NW 135TH ST
W 60TH ST
E 65TH ST
NW 119TH ST
NW 116TH WAY
NW 90TH ST
NW 74TH ST
NW 58TH ST
NW 36TH ST
NW 25TH ST
W OKEECHOBEE RD
SR 826 EXT
SR 836 EXT
SR 836 EXPY
SR 112
I 195
I 195 EXPY
NW 95TH ST
NW 79TH ST
NW 62ND ST
79TH STREET CSWY
W FLAGLER ST
SW 7TH ST
SW 16TH ST
SW 24TH ST
SW 40TH ST
SW 42ND ST
SW 56TH ST
SW 72ND ST
SW 88TH ST
SW 96TH ST
SW 104TH ST
SW 112TH ST
SW 120TH ST
SW 152ND ST
SW 160TH ST
SW 168TH ST
SW 184TH ST
SW 200TH ST
SW 216TH ST
SW 240TH ST
SW 248TH ST
SW 264TH ST
SW 268TH ST
SW 280TH ST
SW 288TH ST
SW 328TH ST
SW 344TH ST
SW 392ND ST
NE 8TH ST
SR 878
SR 874
SW 177TH AVE
SW 152ND AVE
SW 137TH AVE
SW 127TH AVE
SW 112TH AVE
SW 107TH AVE
SW 97TH AVE
SW 87TH AVE
SW 77TH AVE
SW 67TH AVE
SW 37TH AVE
SW 27TH AVE
SW 17TH AVE
SW 12TH AVE
NW 72ND AVE
NW 57TH AVE
NW 47TH AVE
NW 37TH AVE
NW 27TH AVE
NW 17TH AVE
NW 12TH AVE
NW 7TH AVE
NW 2ND AVE
NE 2ND AVE
NE 6TH AVE
NE 12TH AVE
NW 6TH AVE
NW 107TH AVE
NW 97TH AVE
NW 87TH AVE
NW 77TH AVE
NW 67TH AVE
NW 57TH AVE
NW 47TH AVE
NW 37TH AVE
NW 27TH AVE
NW 17TH AVE
NW 12TH AVE
NW 7TH AVE
NW 2ND AVE
SW 202ND AVE
SE 12TH AVE
SW 137TH AVE
SW 177TH AVE
SW 152ND AVE
SW 127TH AVE
SW 112TH AVE
SW 102ND AVE
SW 97TH AVE
SW 87TH AVE
SW 77TH AVE
SW 67TH AVE
SW 37TH AVE
SW 27TH AVE
SW 17TH AVE
SW 12TH AVE
NW 72ND AVE
NW 57TH AVE
NW 47TH AVE
NW 37TH AVE
NW 27TH AVE
NW 17TH AVE
NW 12TH AVE
NW 7TH AVE
NW 2ND AVE
NE 2ND AVE
NE 6TH AVE
NE 12TH AVE
NW 6TH AVE
NW 107TH AVE
NW 97TH AVE
NW 87TH AVE
NW 77TH AVE
NW 67TH AVE
NW 57TH AVE
NW 47TH AVE
NW 37TH AVE
NW 27TH AVE
NW 17TH AVE
NW 12TH AVE
NW 7TH AVE
NW 2ND AVE
NE 2ND AVE
NE 6TH AVE
NE 12TH AVE
W DIXIE HWY
BISCAYNE BLVD
GRIFFING BLVD
COLLINS AVE
FIRE TREE DR
MERIDIAN AVE
PARK BLVD
MIAMI AVE
BISCAYNE BLVD
S DIXIE HWY
SW CARD SOUND RD
KROME AVE
PALM AVE
E 8TH AVE
W 4TH AVE
W 12TH AVE
W 57TH AVE
W 67TH AVE
W 72ND AVE
W 87TH AVE
W 97TH AVE
W 107TH AVE
W 127TH AVE
W 137TH AVE
W 152ND AVE
W 177TH AVE
W 202ND AVE
W 227TH AVE
W 252ND AVE
W 277TH AVE
W 302ND AVE
W 327TH AVE
W 352ND AVE
W 377TH AVE
W 402ND AVE
W 427TH AVE
W

# Acquisition Projects: Environmentally Endangered Lands Program

## Acquired Projects

| No | Site Name | Location | Type | Acres | Priority |
|---|---|---|---|---|---|
| 1 | A. D. Barnes Park | 3775 SW 74 Ave | Natural Areas | 24 | ♦ |
| 2 | Arch Creek Addition | NE 135 St & US 1 | Buffer | 1.2 | ♦ |
| 3 | Arch Creek Park | NE 135 St & US-1 | Natural Areas | 8.5 | ♦ |
| 4 | Big George & Little George | SW 150 St & SW 152 Ave | Tropical Hammocks | 20.1 | ♦ |
| 5 | Bill Sadowski Park | 17555 SW 79 Ave | Natural Areas | 23 | ♦ |
| 6 | Black Creek Forest | SW 214 St & SW 112 Ave | Pineland | 7 | ♦ |
| 7 | Black Point Wetlands | SW 248 St & SW 112 Ave | Coastal Wetlands | 78.9 | ♦ |
| 8 | (Boystown) Camp Matecumbe | SW 112 St & SW 137 Ave | Rockridge Pinelands | 76.7 | ♦ |
| 9 | Camp Owaissa Bauer | SW 264 St & SW 170 Ave | Natural Areas | 80 | ♦ |
| 10 | Castellow Additions | SW 226 St & SW 157 Ave | Tropical Hammocks | 34.9 | ♦ |
| 11 | Castellow Hammock Park | 22301 SW 162 Ave | Natural Areas | 55 | ♦ |
| 12 | Charles Deering Estate | 16701 SW 72 Ave | Natural Areas | 332 | ♦ |
| 13 | County Line Scrub | NE 215 St & NE 4 Ave | Xeric Coastal Scrub | 15 | ♦ |
| 14 | Crandon Park | 7200 Crandon Blvd | Natural Areas | 444 | ♦ |
| 15 | Cutler Wetlands & Addition | SW 210 St & SW 85 Ave | Coastal Wetlands | 454.1 | ♦ |
| 16 | Deering Glade Parcel | SW 158 St & Old Cutler Rd | Buffer | 9.7 | ♦ |
| 17 | Deering North Addition | SW 152 St & SW 67 Ave | Coastal Wetlands | 40.7 | ♦ |
| 18 | Deering South Addition | SW 168 St & SW 72 Ave | Pineland | 32 | ♦ |
| 19 | Dolphin Center Addition | NW 196 St & NW 17 Ave | Xeric Coastal Scrub | 3.9 | ♦ |
| 20 | Eachus Pineland | SW 184 St & SW 142 Ave | Rockridge Pinelands | 17.2 | ♦ |
| 21 | East & East East Greynolds Park | 17530 W Dixie Hwy | Natural Areas | 33 | ♦ |
| 22 | Florida City | SW 344 St & SW 185 Ave | Rockridge Pinelands | 23.5 | ♦ |
| 23 | Fuchs Hammock | SW 304 St & SW 198 Ave | Natural Areas | 24 | ♦ |
| 24 | Fuchs Hammock Addition | SW 304 St & SW 198 Ave | Rockridge Pinelands | 14.8 | ♦ |
| 25 | Goulds | SW 224 St & SW 120 Ave | Rockridge Pinelands | 40.5 | ♦ |
| 26 | Greynolds Park | 17530 W Dixie Hwy | Natural Areas | 53 | ♦ |
| 27 | Harden Hammock | SW 226 St & SW 107 Ave | Tropical Hammocks | 12.4 | ♦ |
| 28 | Hattie Bauer Hammock | SW 267 St & SW 157 Ave | Tropical Hammocks | 14 | ♦ |
| 29 | Holiday Hammock | SW 400 St & SW 207 Ave | Tropical Hammocks | 29.8 | ♦ |
| 30 | Ingram | SW 288 St & SW 167 Ave | Rockridge Pinelands | 9.9 | ♦ |
| 31 | Larry & Penny Thompson Park | SW 184 St & SW 127 Ave | Natural Areas | 193 | ♦ |
| 32 | Loveland Hammock | SW 360 St & SW 222 Ave | Tropical Hammocks | 15.1 | ♦ |
| 33 | Lucille Hammock | SW 352 St & SW 222 Ave | Tropical Hammocks | 20.8 | ♦ |
| 34 | Ludlam | SW 143 St & SW 67 Ave | Rockridge Pinelands | 10.2 | ♦ |
| 35 | Martinez (Richmond Complex) | SW 152 St & SW 130 Ave | Rockridge Pinelands | 142 | ♦ |
| 36 | Matheson Hammock Park | SW 96 St & Old Cutler Rd | Natural Areas | 381 | ♦ |
| 37 | Meissner Hammock | SW 302 St & SW 212 Ave | Tropical Hammocks | 10.3 | ♦ |
| 38 | Navy Wells #23 | SW 352 St & SW 182 Ave | Rockridge Pinelands | 19.9 | ♦ |
| 39 | Navy Wells #39 | SW 360 St & SW 210 Ave | Rockridge Pinelands | 13.1 | ♦ |
| 40 | Navy Wells Preserve | SW 356 St & SW 192 Ave | Natural Areas | 239 | ♦ |
| 41 | Ned Glenn Preserve (Whispering Pines) | SW 188 St & SW 87 Ave | Rockridge Pinelands | 20 | ♦ |
| 42 | Nixon Smiley Addition (Tamiami #8) | SW 128 St & SW 127 Ave | Rockridge Pinelands | 63 | ♦ |
| 43 | Nixon Smiley Pineland | SW 128 St & SW 133 Ave | Natural Areas | 59 | ♦ |
| 44 | Owaissa Bauer Addition #1 | SW 264 St & SW 177 Ave | Rockridge Pinelands | 9.4 | ♦ |
| 45 | Owaissa Bauer Addition #3 | SW 262 St & SW 170 Ave | Tropical Hammocks | 1.2 | ♦ |
| 46 | Palm Drive | SW 344 St & SW 212 Ave | Rockridge Pinelands | 20 | ♦ |
| 47 | Pineshore Park | SW 128 St & SW 112 Ave | Natural Areas | 7.8 | ♦ |
| 48 | Quail Roost | SW 200 St & SW 144 Ave | Rockridge Pinelands | 48.5 | ♦ |
| 49 | R. Hardy Matheson Addition | Old Cutler Rd & SW 108 St | Coastal Wetlands | 19.9 | ♦ |
| 50 | R. Hardy Matheson Preserve | SW 112 St & Old Cutler Rd | Natural Areas | 692 | ♦ |
| 51 | Rock Pit #39 | SW 336 St & SW 192 Ave | Rockridge Pinelands | 8.7 | ♦ |
| 52 | Rock Pit #46 | SW 232 St & SW 142 Ave | Rockridge Pinelands | 5 | ♦ |
| 53 | Rockdale & Addition | SW 144 St & US-1 | Rockridge Pinelands | 37.1 | ♦ |
| 54 | Ross Hammock | SW 223 St & SW 157 Ave | Tropical Hammocks | 19.2 | ♦ |
| 55 | Silver Palm Groves | SW 232 St & SW 142 Ave | Rockridge Pinelands | 20.4 | ♦ |
| 56 | Silver Palm Hammock | SW 228 St & SW 149 Ave | Tropical Hammocks | 10 | ♦ |
| 57 | South Dade Wetlands | South Dade County | Wetlands | 22,953 | ♦ |
| 58 | Sunny Palms (Navy Wells #42) | SW 368 St & SW 202 Ave | Rockridge Pinelands | 40.8 | ♦ |
| 59 | Tamiami Complex Addition | SW 134 St & SW 122 Ave | Rockridge Pinelands | 25.6 | ♦ |
| 60 | Terama Tract in Oleta Preserve | Oleta Preserve | Coastal Wetlands | 29.7 | ♦ |
| 61 | OletaTract C | NE 163 St & US-1 | Coastal Wetlands | 2.5 | ♦ |
| 62 | Tree Island Park | SW 10 St & SW 147 Ave | Wetlands | 120 | ♦ |
| 63 | Trinity | SW 76 St & SW 74 Ave | Rockridge Pinelands | 10 | ♦ |
| 64 | Tropical Park | 7900 Bird Rd | Natural Areas | 5 | ♦ |
| 65 | West Biscayne | SW 288 St & SW 190 Ave | Rockridge Pinelands | 15.1 | ♦ |
| 72 | Calderon Pineland | SW 192 St & SW 140 Ave | Rockridge Pinelands | 15.2 | ♦ |
| 74 | Chernoff Hammock | SW 218 St & SW 154 Ave | Tropical Hammocks | 4.5 | ♦ |
| 84 | Navy Wells #2 | SW 328 St & SW 197 Ave | Rockridge Pinelands | 20 | ♦ |
| 85 | Northrop Pineland | SW 296 St & SW 207th Ave | Rockridge Pinelands | 12.8 | ♦ |
| 93 | School Board | SW 268 St & SW 129 Ave | Rockridge Pinelands | 18.7 | ♦ |
| 103 | Wilkins Pierson | SW 184 St & SW 164 Ave | Rockridge Pinelands | 10 | ♦ |
| 105 | Metrozoo Pinelands | 12400 SW 152 St | Rockridge Pinelands | 142.4 | ♦ |
| 106 | Seminole Wayside Park Addition | SW 300 St & US-1 | Rockridge Pinelands | 4.3 | ♦ |
| 107 | Andrew Dodge New Pines Preserve | SW 248 St & SW 127 Ave | Rockridge Pinelands | 3.5 | ♦ |

## Unacquired Projects

| No | Site Name | Location | Type | Acres | Priority |
|---|---|---|---|---|---|
| 57 | South Dade Wetlands | South Dade County | Wetlands | 12,045 | A |
| 66 | Bird Key | NW 79 St & Biscayne Bay | Mangrove | 37.5 | A |
| 67 | Biscayne Wetlands | SW 280 St & SW 107 Ave | Coastal Wetlands | 864.1 | A |
| 68 | Biscayne Wetlands North Addition | SW 270 St & SW 107 Ave | Coastal Wetlands | 300 | B |
| 69 | Black Creek Forest | SW 216 St & SW 112 Ave | Pineland | 45.5 | A |
| 70 | Black Point Wetlands | SW 248 St & SW 97 Ave | Coastal Wetlands | 191.8 | A |
| 71 | Bowers Pineland | SW 296 St & SW 197 Ave | Rockridge Pinelands | 9.8 | A |
| 73 | Castellow #31 | SW 218 St & SW 157 Ave | Tropical Hammocks | 14.1 | A |
| 75 | Cutler Wetlands | SW 196 St & SW 232 St | Coastal Wetlands | 794.4 | A |
| 76 | Dixie Heights Pineland | SW 268 St & SW 132 Ave | Rockridge Pinelands | 29 | B |
| 78 | Goulds Addition | SW 232 St & SW 117 Ave | Rockridge Pinelands | 35.8 | A |
| 79 | Hammock Island | SW 360 St & SW 217 Ave | Tropical Hammocks | 64.7 | B |
| 80 | Hattie Bauer Pineland | SW 266 St & SW 157 Ave | Rockridge Pinelands | 5 | A |
| 81 | Homestead General Airport Hammock | SW 296 St & SW 217 Ave | Tropical Hammocks | 4 | A |
| 82 | Kings Highway | SW 304 St & SW 202 Ave | Rockridge Pinelands | 31.1 | B |
| 83 | Maddens Hammock | NW 164 St & SW 87 Ave | Tropical Hammocks | 15.6 | B |
| 86 | Notre Dame Pineland | SW 280 St & SW 132 Ave | Rockridge Pinelands | 46.8 | B |
| 87 | Owaissa Bauer Addition #2 | SW 264 St & SW 175 Ave | Rockridge Pinelands | 10 | A |
| 88 | Pino Pineland | SW 39 St & SW 69 Ave | Rockridge Pinelands | 3.8 | A |
| 89 | R. Hardy Matheson Addition | Old Cutler Rd & SW 108 St | Coastal Wetlands | 21.5 | A |
| 90 | Railroad Pineland | SW 184 St & SW 147 Ave | Rockridge Pinelands | 18.2 | B |
| 91 | Richmond Complex | SW 152 St & SW 130 Ave | Rockridge Pinelands | 210.8 | A |
| 92 | Round Hammock | SW 408 St & SW 220 Ave | Tropical Hammocks | 31.1 | A |
| 95 | Silver Palm Addition | SW 232 St & SW 152 Ave | Rockridge Pinelands | 20 | A |
| 97 | SW Island Hammock | SW 392 St & SW 207 Ave | Tropical Hammocks | 12.4 | A |
| 99 | Oleta Tract A | NE 171 St & US-1 | Coastal Wetlands | 2.1 | A |
| 100 | Oleta Tract B | NE 165 St & US-1 | Coastal Wetlands | 3.5 | A |
| 101 | Oleta Tract D | NE 191 St & NE 24 Ave | Coastal Wetlands | 7.4 | A |
| 102 | Vizcaya Hammock Addition | 3300 South Miami Ave | Tropical Hammocks | 2 | A |
| 104 | Cutler Wetlands North Addition Hammock | SW 184 St & Old Cutler Rd | Tropical Hammocks | 37 | B |
| 108 | Pine Ridge Sanctuary | SW 300 St & SW 211 Ave | Rockridge Pinelands | 14 | A |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Seaport

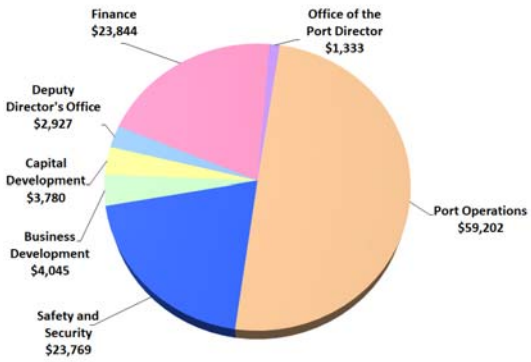
The Seaport Department manages and operates the Dante B. Fascell Port of Miami or PortMiami. PortMiami is the busiest passenger cruise port in the world and the 12th busiest cargo container port in the United States.

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.

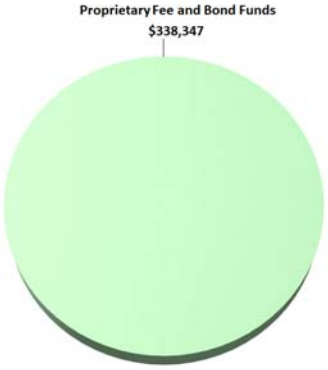
As the second largest economic engine in Miami-Dade County, PortMiami contributes $43 billion annually to the local economy and supports more than 334,400 jobs in South Florida. Seaport works with the maritime, cruise and cargo industries; truckers; freight forwarders; various federal and state agencies;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

## FY 2020-21 Proposed Operating Budget

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

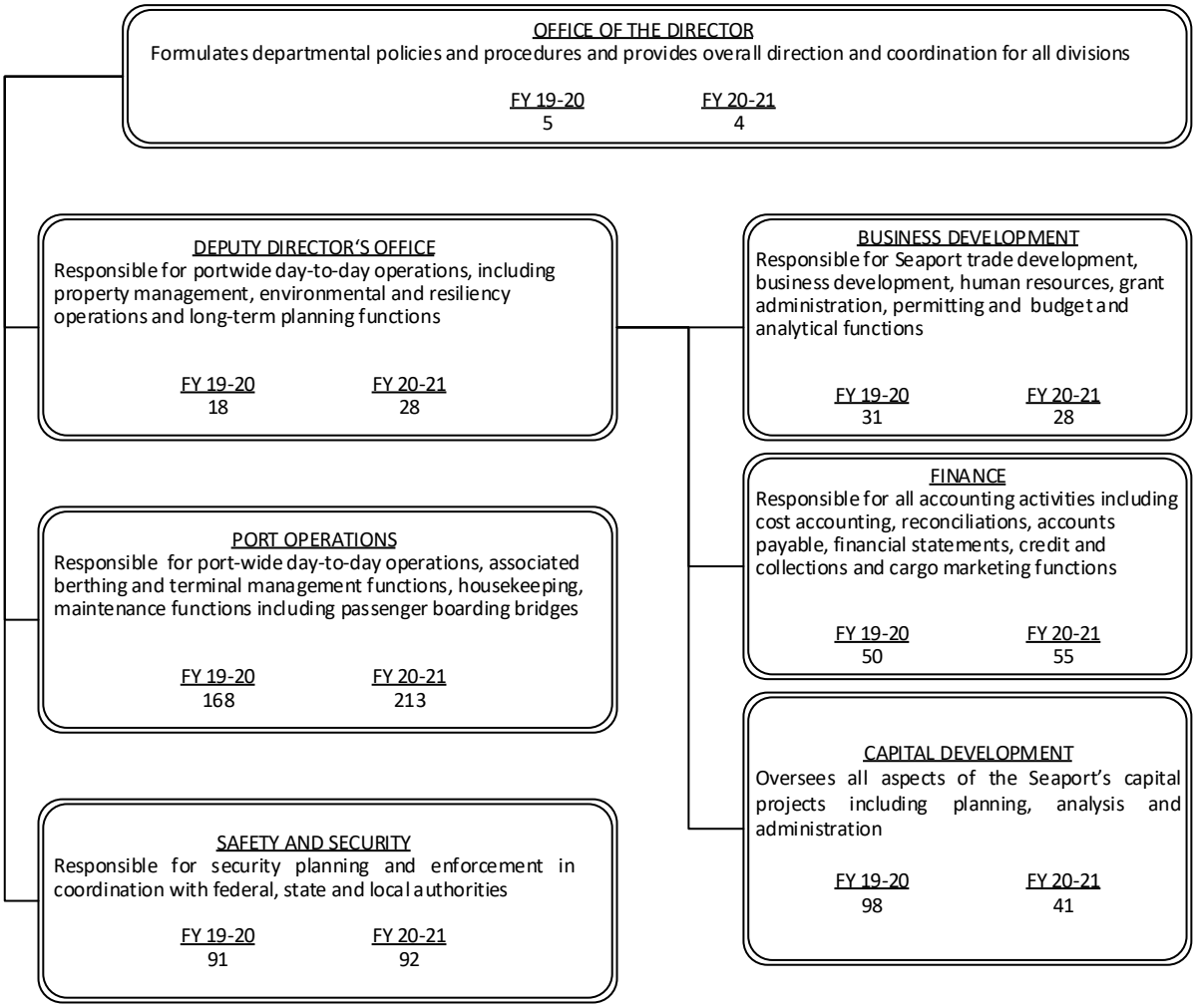



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
|---|---|---|---|---|---|---|---|---|---|
| Cruise passengers (in thousands)* | ED1-5 | ES-3 | OC | ↑ | 5,592 | 6,824 | 7,063 | 4,100 | 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
|---|---|---|---|---|---|---|---|---|---|
| Property leases occupancy rate | ED1-5 | ES-3 | OC | ↑ | 95% | 95% | 95% | 95% | 95% |

**DIVISION COMMENTS**

- The FY 2020-21 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
|---|---|---|---|---|---|---|---|---|---|
| Crane availability | ED1-5 | ES-3 | EF | ↑ | 99% | 99% | 99% | 99% | 99% |

**DIVISION COMMENTS**

- **The FY 2020-21 Proposed Budget includes the addition of a Chief Operating Officer Position as part of the departmental reorganization ($256,000)**
- The FY 2020-21 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget includes the addition of an Administrative Coordinator position as part of the departmental reorganization ($95,000)**
- The FY 2020-21 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
|---|---|---|---|---|---|---|---|---|---|
| Percentage of purchase requisitions completed | ED1-2 | ES-3 | OC | ↑ | 95% | 95% | 95% | 95% | 95% |

**DIVISION COMMENTS**

- **The FY 2020-21 Proposed Budget includes the addition of a Manager, Port Operations as part of the departmental reorganization ($273,000)**
- The FY 2020-21 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
|---|---|---|---|---|---|---|---|---|---|
| Number of Seaport Enforcement Officers | PS3-3 | ES-2 | OP | ↑ | 60 | 61 | 67 | 67 | 67 |

**DIVISION COMMENTS**

- **The FY 2020-21 Proposed 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 $158.3 million; 26.0 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 Proposed Budget and Multi-Year Capital Plan includes an investment of $756.8 million for six new terminals over the next five years 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 Virgin Trains 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 Proposed 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 | Proposed 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 |

**PROPOSED FEE ADJUSTMENTS FOR SERVICES**

| Fee Adjustments | Current Fee FY 19-20 | Proposed Fee FY 20-21 | Dollar Impact FY 20-21 |
|---|---|---|---|
| • Water use per ton | $3.04 | $3.13 | $3,940,000 |
| • 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 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed FY 20-21 |
|---|---|---|---|---|
| **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 Proposed 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)

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
Port of Miami
District Located: 5
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
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 | 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
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 | 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 Proposed 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 Proposed 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
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 | 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
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 | 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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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 Proposed 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
Port of Miami

District Located: 5
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
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 | 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
Port of Miami

District Located: 5
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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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: 5
District(s) Served: 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: 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 | 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: 5
District(s) Served: 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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
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 | 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
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 | 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 Proposed Budget and Multi-Year Capital Plan

**VIRGIN TRAINS** **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)

**UNFUNDED CAPITAL PROJECTS**

(dollars in thousands)

| PROJECT NAME | LOCATION | 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 |
| RAILROAD 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** |

**Department Operational Unmet Needs**

| Description | (dollars in thousands) Startup Costs/ Non-Recurring Costs | Recurring Costs | Positions |
|---|---|---|---|
| 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** |

Return to Table of Contents

This page intentionally left blank.

# 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 |

Printed using sustainable products

Return to Table of Contents

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Audit and Management Services

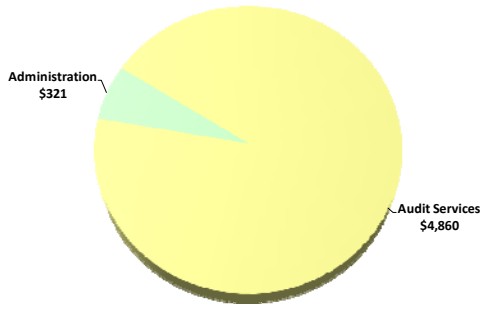
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

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.

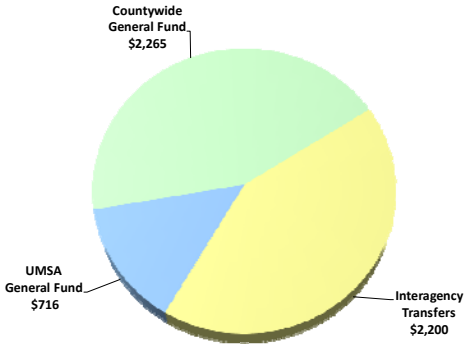
Department stakeholders include County departments and their business partners, as well as the general public.

## FY 2020-21 Proposed Operating Budget

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

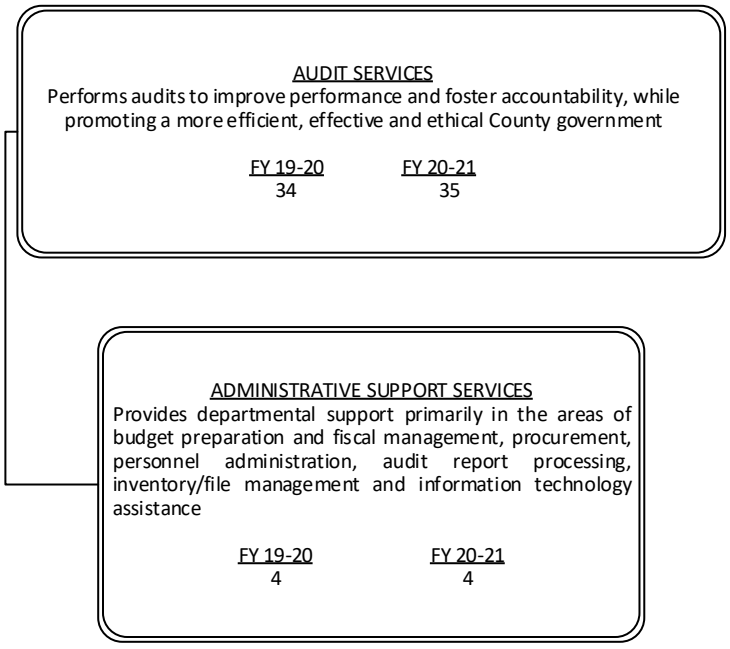



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed 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 | Proposed 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 | 10 | 14 |
| Utilities | 33 | 31 | 34 | 34 | 35 |

**OPERATING FINANCIAL SUMMARY**

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed FY 20-21 |
|---|---|---|---|---|
| **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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| 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 Proposed Budget and Multi-Year Capital Plan

## Commission on Ethics and Public Trust

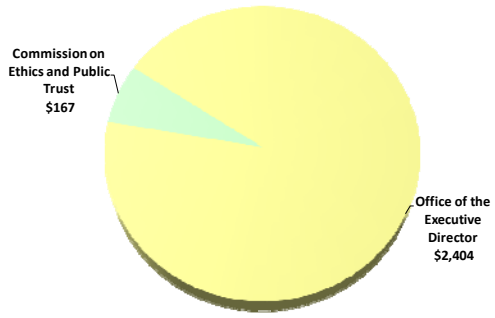
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

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 Cone 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.

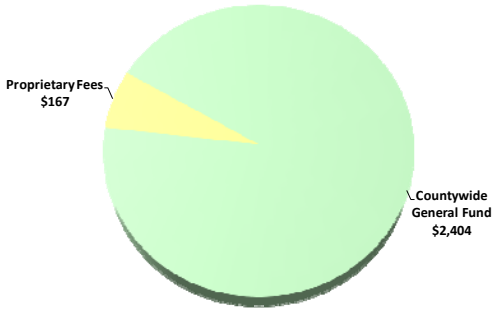
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors and vendors. The Ethics Commission works closely with the Office of the Inspector General and the State Attorney's Office,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

## FY 2020-21 Proposed Operating Budget

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

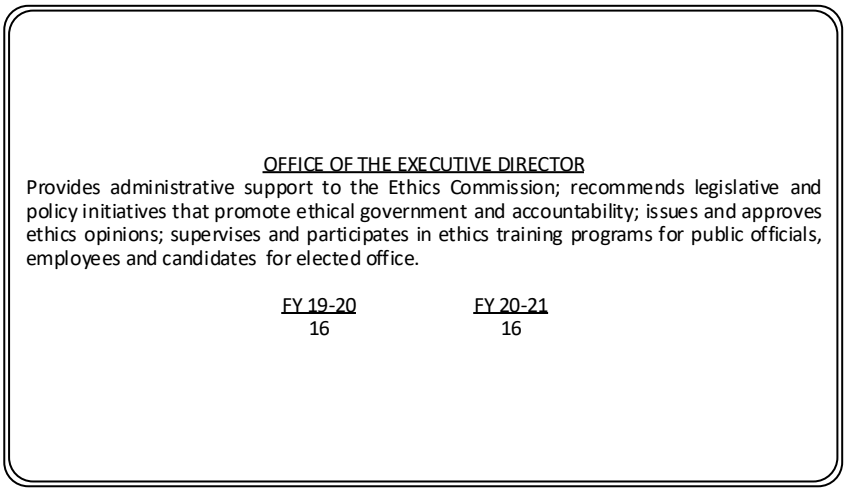



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

**SELECTED ITEM HIGHLIGHTS AND DETAILS**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 | Proposed 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 |

| | Total Funding | | Total Positions | |
|---|---|---|---|---|
| (dollars in thousands) Expenditure By Program | Budget FY 19-20 | Proposed FY 20-21 | Budget FY 19-20 | Proposed 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 Proposed Budget and Multi-Year Capital Plan

## Communications and Customer Experience

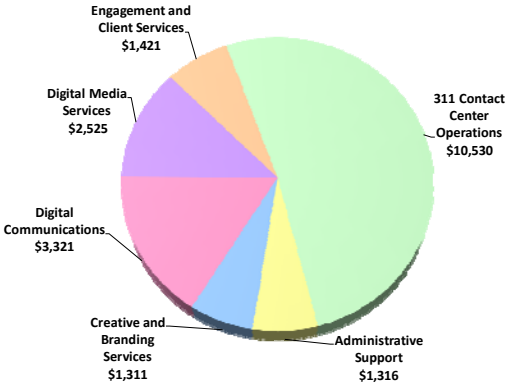
The Communications and Customer Experience Department (CCED) links County government to more than 2.8 million residents and over 16 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal (www.miamidade.gov), 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.

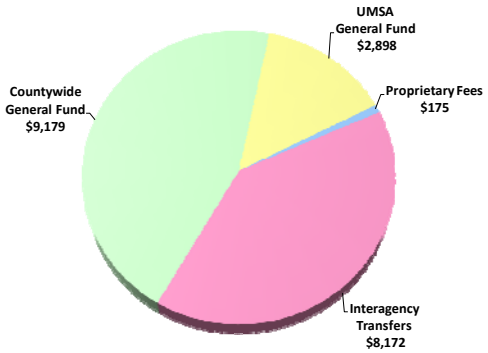
The Communications and Customer Experience Department serves a variety of stakeholders including the public, elected officials, County departments and municipalities.

## FY 2020-21 Proposed Operating Budget

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

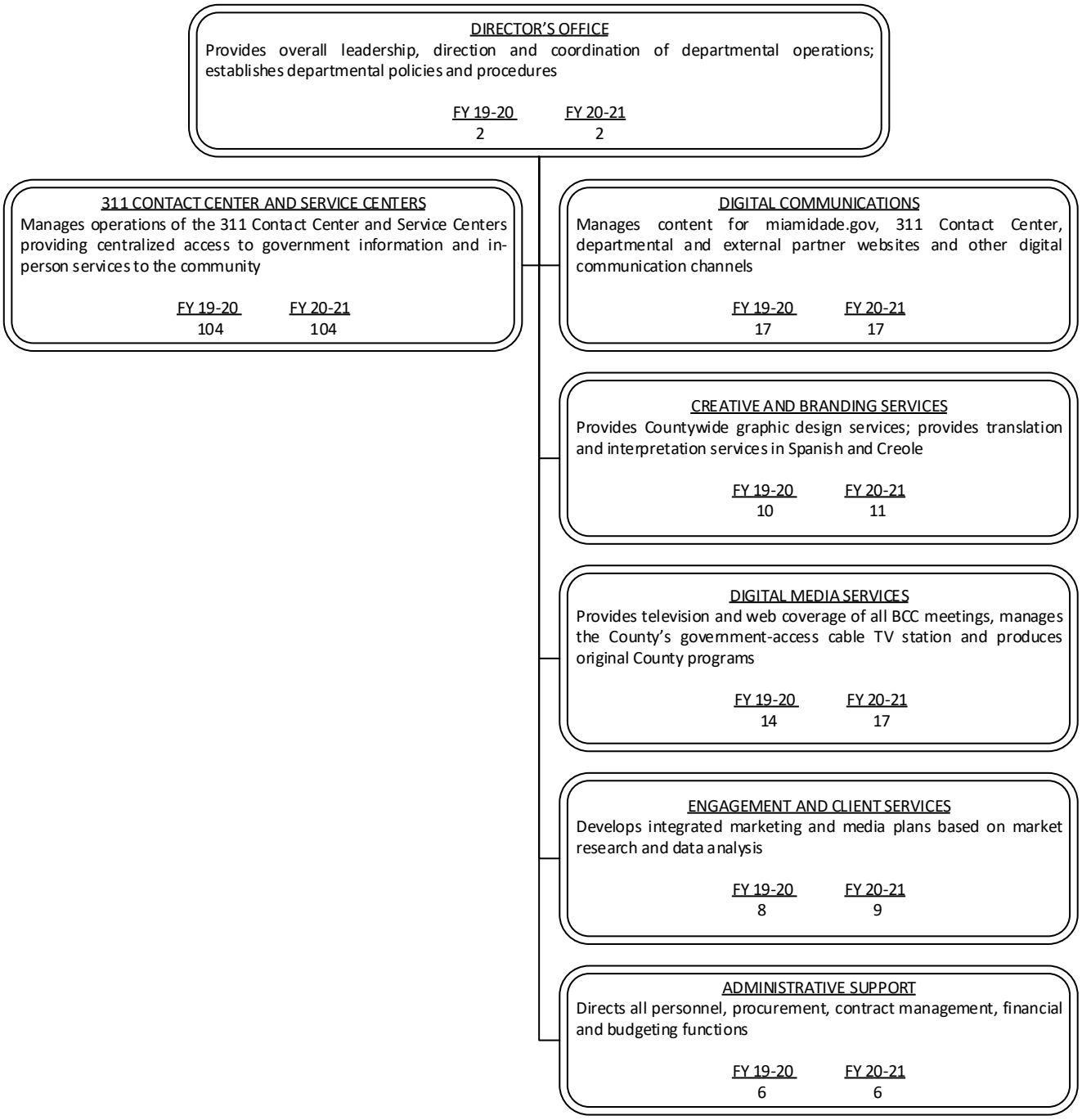



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
|---|---|---|---|---|---|---|---|---|---|
| Invoices processed within 45 calendar days | ED1-2 | ES-3 | EF | ↑ | 94% | 99% | 96% | 98% | 98% |

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
|---|---|---|---|---|---|---|---|---|---|
| Visits to the internet portal (in millions) | GG1-1 | LS-2 | IN | ↔ | 39 | 31 | 37 | 37 | 37 |

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget and Multi-Year Capital Plan

**CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The Department's FY 2020-21 Proposed Budget and Multi-Year Capital Plan includes future financing 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 Proposed 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 Proposed 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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** | | | | | | | | | |
| CIIP Program Revenues | 0 | 313 | 0 | 0 | 0 | 0 | 0 | 0 | 313 |
| Communications Operating Revenue | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 0 | 60 |
| Future Financing | 0 | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 2,500 |
| Total: | 0 | 2,873 | 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 Proposed 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
City of Miami

District Located: 12
District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| Future 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** |
| 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)

**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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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
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 |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 0 | 93 | 0 | 0 | 0 | 0 | 0 | 0 | 93 |
| **TOTAL REVENUES:** | **0** | **93** | **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 Proposed 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 |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 0 | 140 | 0 | 0 | 0 | 0 | 0 | 0 | 140 |
| **TOTAL REVENUES:** | **0** | **140** | **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 |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 0 | 80 | 0 | 0 | 0 | 0 | 0 | 0 | 80 |
| **TOTAL REVENUES:** | **0** | **80** | **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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Elections

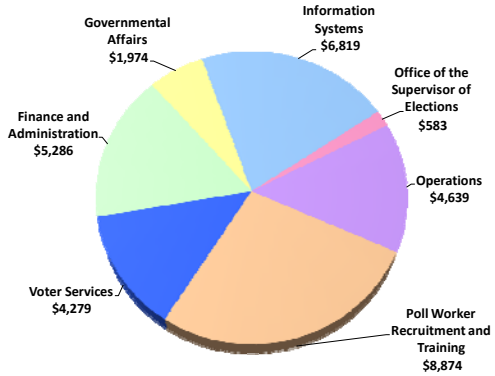
The Elections Department conducts elections that are accurate, convenient and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal and special taxing district elections are conducted and tabulated in a correct, uniform and impartial manner with adherence to federal, state and local election laws.

As part of the General Government strategic area, the Department also maintains accurate voter registration records; provides voter education and outreach and provides voter information to candidates, political committees and residents. Additionally, the Department serves in the capacity of records custodian for candidate campaign finance reporting, financial disclosure and outside employment reporting.

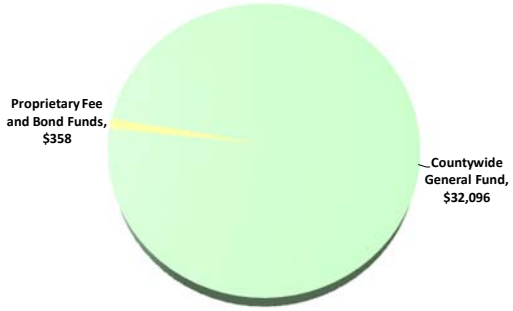
The Department serves an estimated 1.5 million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. The Elections staff interacts with federal, state and municipal officials on a regular basis.

## FY 2020-21 Proposed Operating Budget

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

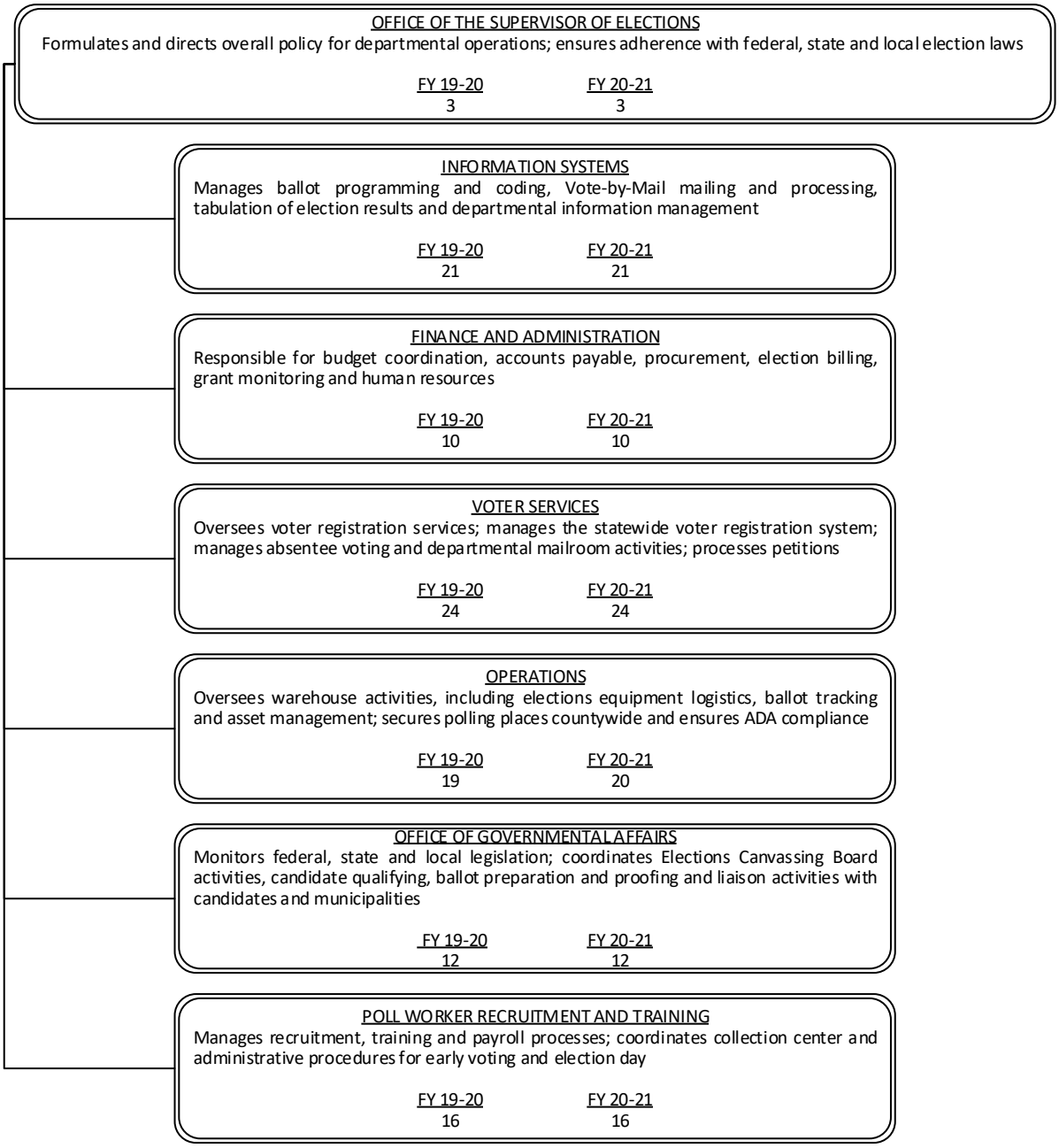



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget includes funding for additional desktop printers and supplies to deploy 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The FY 2020-21 Proposed 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 Proposed 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 to enhance security measures ($500,000) under Capital Budget Project #2000001339
- The Department's FY 2020-21 Proposed 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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** | | | | | | | | | |
| CIIP Program Revenues | 0 | 2,500 | 3,000 | 0 | 0 | 0 | 0 | 0 | 5,500 |
| IT Funding Model | 60 | 505 | 0 | 0 | 0 | 0 | 0 | 0 | 565 |
| Total: | 60 | 3,005 | 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 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** |
| 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 |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 0 | 2,000 | 3,000 | 0 | 0 | 0 | 0 | 0 | 5,000 |
| **TOTAL REVENUES:** | **0** | **2,000** | **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** |

**UNFUNDED CAPITAL PROJECTS**

**(dollars in thousands)**

| PROJECT NAME | LOCATION | ESTIMATED PROJECT COST |
|---|---|---|
| ELECTIONS - VOTER PRIVACY BOOTHS | 2700 NW 87 Ave | 115 |
| | **UNFUNDED TOTAL** | **115** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Finance

The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution and collection on delinquent accounts owed to County departments.

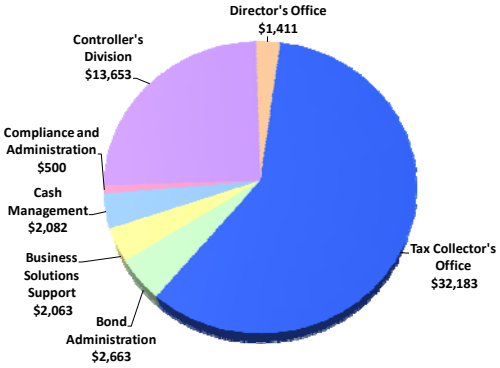
As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments and maintaining the County's general ledger system, as well as providing financial compliance reports. The Department collects and distributes 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 Proposed Operating Budget

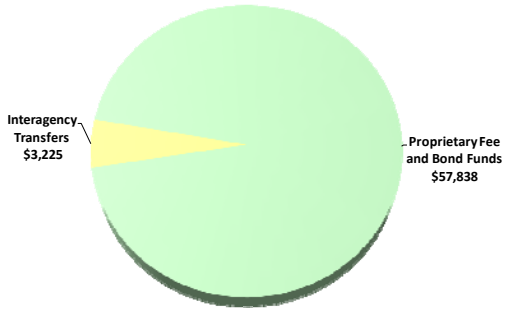
### Expenditures by Activity

**(dollars in thousands)**



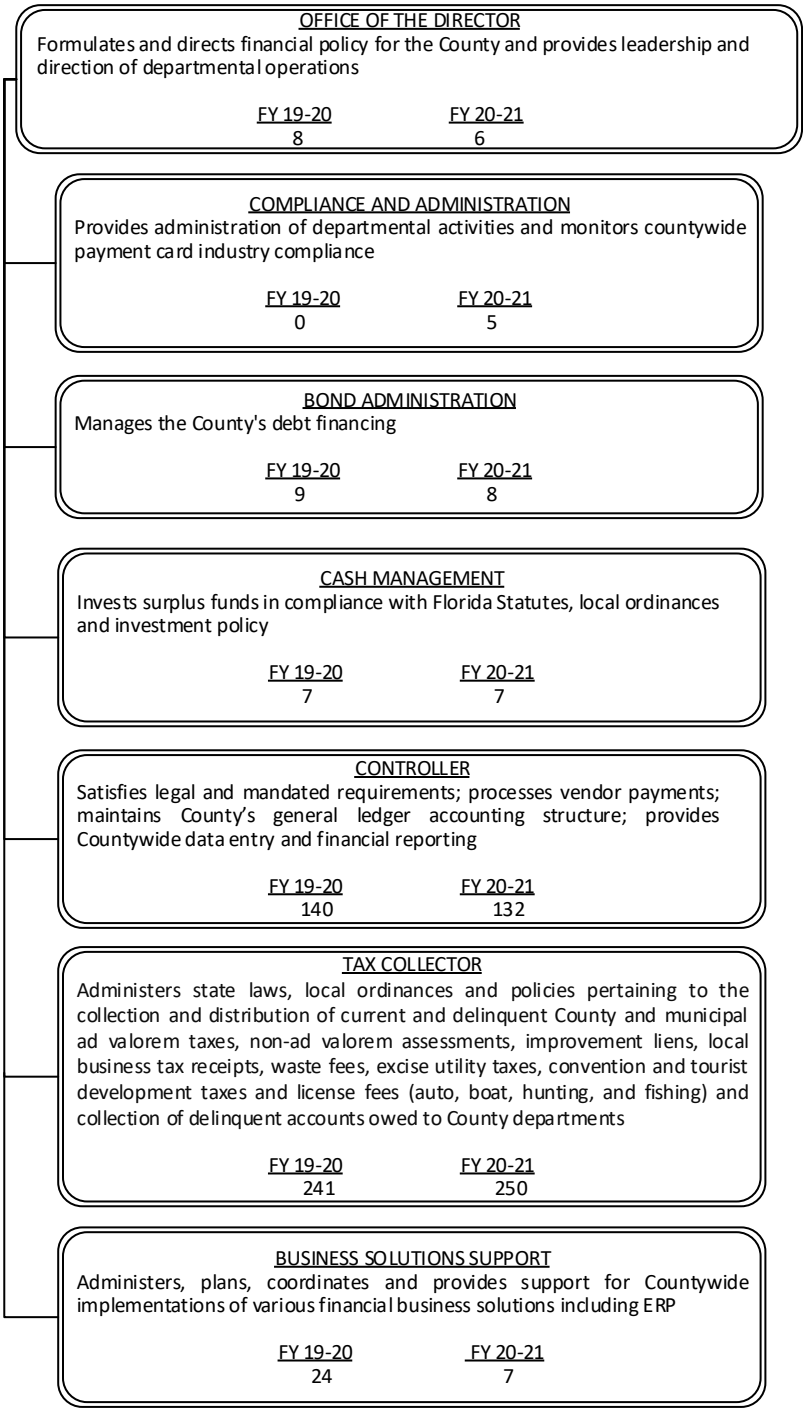

### Revenues by Source

**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




The FY 2020-21 total number of full-time equivalent positions is 419.5 FTEs

# FY 2020 - 21 Proposed 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 Proposed 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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**

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

- 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
- 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 Proposed 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 as the underlying functions are no longer needed*

## 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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)

# FY 2020 - 21 Proposed 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 | Proposed 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 |

**OPERATING FINANCIAL SUMMARY**

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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 |

# FY 2020 - 21 Proposed 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** | | | | | | | | | |
| 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 |

**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** |

**RECONFIGURE - 25TH AND 26TH FLOORS** **PROJECT #: 2000000975**

DESCRIPTION: Reconfigure the Finance area of the 25th and 26th floors to improve work flow and maximize the usage of space to meet current departmental needs

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

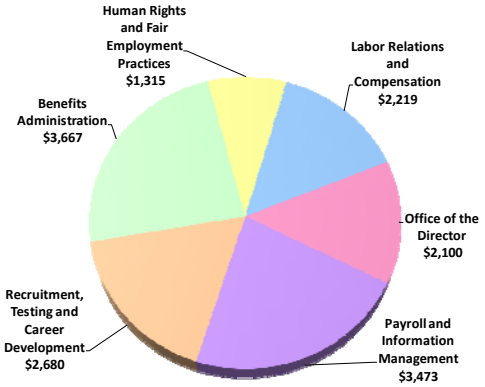
## Human Resources

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.

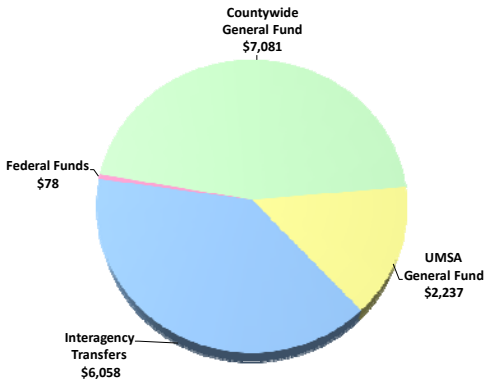
As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations. The Department monitors the County's diversity management 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 Proposed Operating Budget

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

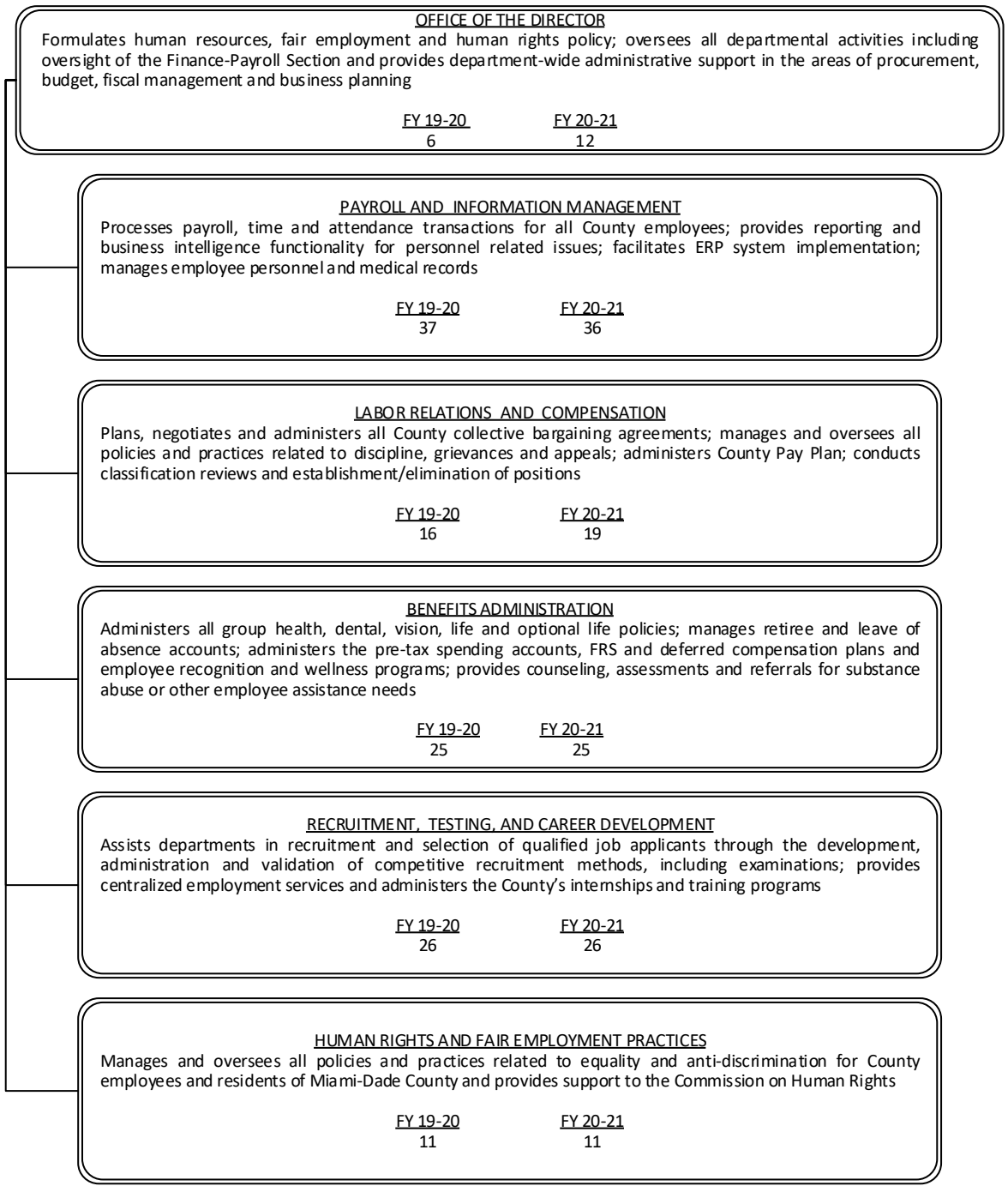



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




The FY 2020-21 total number of full-time equivalent positions is 129

# FY 2020 - 21 Proposed 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, ePerfomance 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget and Multi-Year Capital Plan

**DIVISION COMMENTS**

- **The FY 2020-21 Proposed 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 Proposed Budget includes $65,000 from the Internal Services Department for unemployment management support
- The FY 2020-21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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)*

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## DIVISION: BENEFITS ADMINISTRATION

The Benefits Administration Division manages employee benefits, eligibility determinations, programming, plan design and benefits education and communications, as well as employee engagement and the County's Wellness Program, retiree workshops, health fairs, retirement counseling and insurance payment collection for employees on leave of absence. Also, through the Employee Support Services Section, the Division provides direct services and consultation to County employees and their qualified family members relating to psycho-social assessments and treatment referrals.

- Manages employee benefits for over 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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: 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

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

| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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
- 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

# FY 2020 - 21 Proposed 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 | Proposed 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 |

**OPERATING FINANCIAL SUMMARY**

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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 |

# FY 2020 - 21 Proposed 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** | | | | | | | | | |
| 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 |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Information Technology

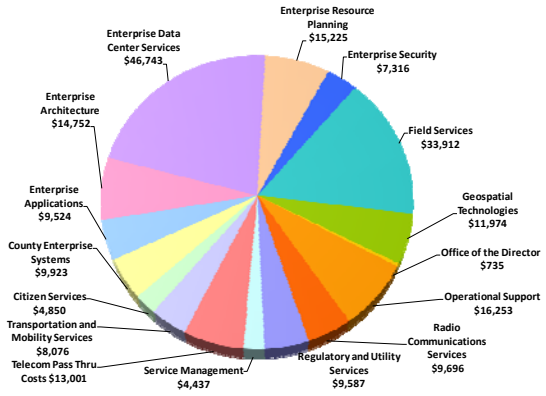
The Information Technology Department (ITD) is the central technology provider for Miami-Dade County. ITD provides information technology (IT), business solutions and infrastructure services that support the operations of all County departments.

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 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.

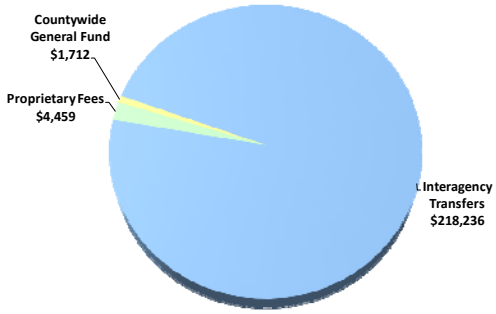
The Department's key stakeholders include all County departments, Miami-Dade County municipal governments, local, state and federal agencies, elected officials, Miami-Dade County residents and businesses; and visitors that visit the County's website worldwide.

## FY 2020-21 Proposed Operating Budget

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

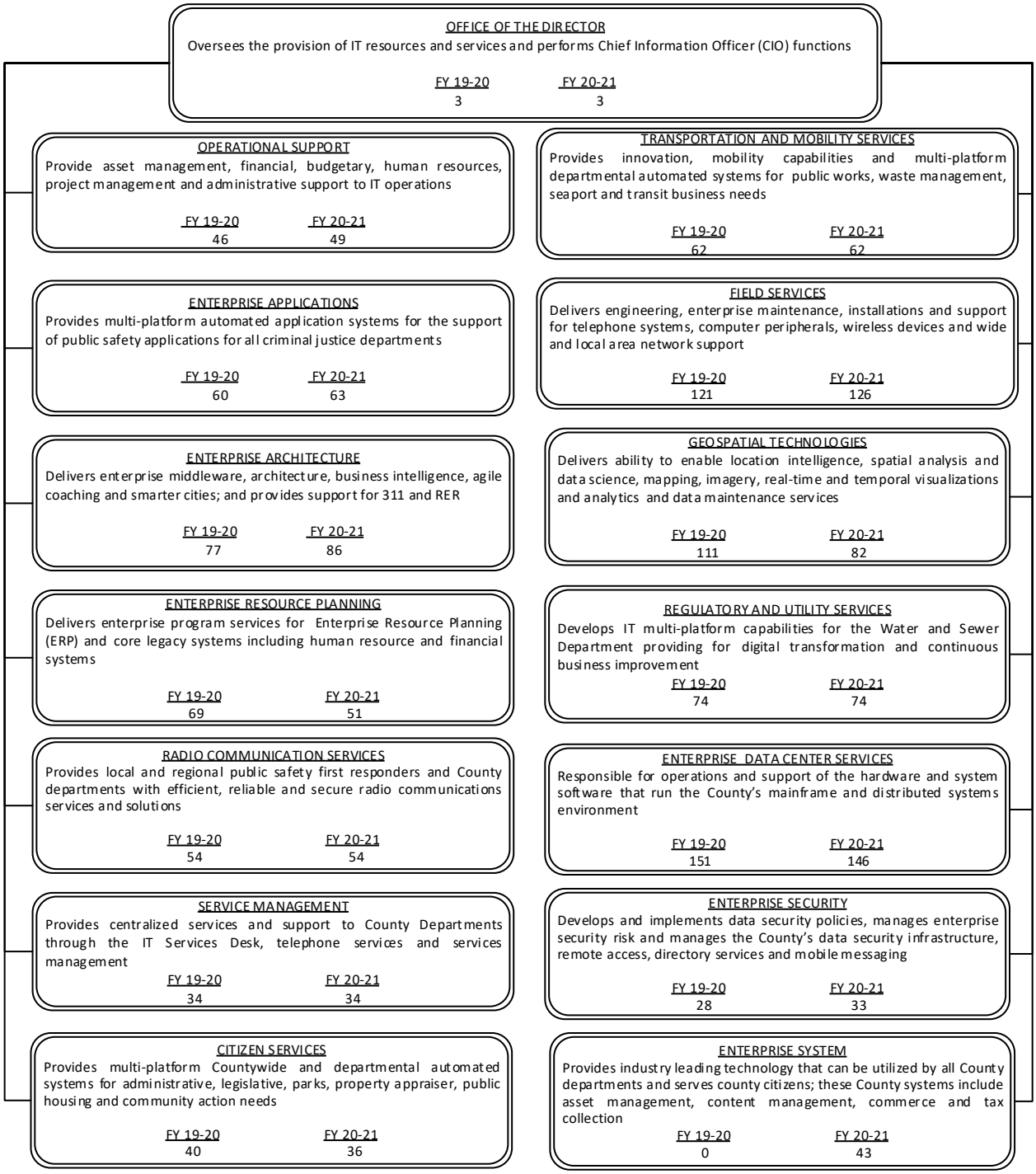



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




The FY 2020-21 total number of full-time equivalent is 942 FTEs.

# FY 2020 - 21 Proposed 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 Proposed 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

## 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 transportation 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 Waste Management and maintains waste collection, transfer, recycling and disposal service management system

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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

## 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 County-wide "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' on-going recommendations ($198,000)**
- The FY 2020-21 Proposed Budget includes the transfer of three positions from Citizens Services to better align services to meet customer needs

## 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 Proposed 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 Clerk of Courts and supporting criminal justice agencies.

**DIVISION COMMENTS**

- The FY 2020-21 Proposed 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 first the 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
- 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 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget includes the addition of three Telecommunication Technicians and one Senior Security Systems Engineer positions to support the rapidly changing threat environment where adversaries are actively targeting governmental entities and critical infrastructure components ($376,000)**
- The FY 2020-21 Proposed 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget includes the transfer of one position to Operational Support to better align services to meet customer needs

## 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 activation, 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DIVISION COMMENTS**

- **The FY 2020-21 Proposed 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 Proposed 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 Proposed 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 re-organization also included positions from the Finance, Internal Services and Human Resources Departments*

## 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/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 includes desktop, terminal services and laptop level 1 support for in-house developed and enterprise applications and hardware

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget includes the establishment of the County Enterprise Systems Division with the addition of one Senior Systems Analyst/Programmer to support the CIIP ($118,000)**
- The FY 2020-21 Proposed Budget includes the transfer of 34 positions from Geospatial Techonologies, 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

## 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 Proposed Budget includes the transfer of four positions to Field Services to better align services to meet customer needs

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS**

- The Department's FY 2020-21 Proposed 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 Proposed Budget and Multi-Year Capital Plan includes a $677,000 transfer to the General Government Improvement Fund (GGIF) to fund debt service for the Cyber Security project
- The FY 2020-21 Proposed Budget and Multi-Year Capital Plan includes development towards the replacement of the existing Computer Aided Dispatch system for MDPD and MDFR that is expected to improve the processing time for emergency calls (total project cost $50 million, $13.792 million in FY 2020-21)
- The FY 2020-21 Proposed 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 Proposed 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 $87.617 million, $14.292 million in FY 2020-21)
- The FY 2020-21 Proposed 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 $26 million, $4.248 million in FY 2020-21)
- In FY 2020-21, MDFR 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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 | 6,370 |
| Interagency Transfers | 140,808 | 144,820 | 142,634 | 144,048 |
| IT Funding Model | 55,380 | 58,544 | 64,573 | 67,818 |
| Total Revenues | 200,630 | 211,592 | 219,514 | 224,407 |
| **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 | 5,981 |
| Other Operating | 48,785 | 57,204 | 59,439 | 57,565 |
| Charges for County Services | 16,893 | 15,866 | 14,216 | 19,308 |
| 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 | 214,764 |
| **Non-Operating Expenditures Summary** | | | | |
| Transfers | 3,048 | 9,948 | 6,372 | 8,631 |
| Distribution of Funds In Trust | 0 | 0 | 0 | 0 |
| Debt Service | 8,632 | 1,193 | 1,012 | 1,012 |
| Depreciation, Amortizations and Depletion | 0 | 0 | 0 | 0 |
| Reserve | 0 | 0 | 0 | 0 |
| Total Non-Operating Expenditures | 11,680 | 11,141 | 7,384 | 9,643 |

| (dollars in thousands) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed FY 20-21 |
|---|---|---|---|---|
| **Strategic Area: General Government** | | | | |
| Office of the Director | 487 | 735 | 3 | 3 |
| Operational Support | 15,981 | 16,253 | 46 | 49 |
| Transportation and Mobility Services | 8,218 | 8,076 | 62 | 62 |
| Enterprise Architecture | 14,702 | 14,752 | 77 | 86 |
| Field Services | 31,760 | 33,912 | 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 | 13,001 | 0 | 0 |
| Citizen Services | 5,204 | 4,850 | 40 | 36 |
| Total Operating Expenditures | 212,130 | 214,764 | 930 | 942 |

# FY 2020 - 21 Proposed 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 2013A Bonds | 46,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 46,000 |
| Future Financing | 28,807 | 72,208 | 24,984 | 35,178 | 12,786 | 6,064 | 0 | 0 | 180,027 |
| IT Funding Model | 4,670 | 1,496 | 0 | 0 | 0 | 0 | 0 | 0 | 6,166 |
| ITD Operating Revenue | 24,174 | 8,631 | 9,195 | 9,443 | 9,911 | 0 | 0 | 0 | 61,354 |
| Total: | 103,651 | 82,335 | 34,179 | 44,621 | 22,697 | 6,064 | 0 | 0 | 293,547 |
| **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 | 68,799 | 36,084 | 1,086 | 255 | 283 | 0 | 0 | 0 | 106,507 |
| 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 | 1,080 | 0 | 0 | 0 | 6,211 |
| Total: | 97,024 | 86,138 | 36,215 | 44,252 | 23,313 | 6,605 | 0 | 0 | 293,547 |

## 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 Operating Revenue | 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 Operating Revenue | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 |
|---|---|---|---|---|---|---|---|---|---|
| Future Financing | 5,828 | 16,292 | 8,400 | 18,179 | 3,350 | 4,100 | 0 | 0 | 56,149 |
| **TOTAL REVENUES:** | **5,828** | **16,292** | **8,400** | **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** |

**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 |
|---|---|---|---|---|---|---|---|---|---|
| Future Financing | 5,399 | 17,525 | 13,955 | 15,149 | 3,530 | 0 | 0 | 0 | 55,558 |
| **TOTAL REVENUES:** | **5,399** | **17,525** | **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 |
|---|---|---|---|---|---|---|---|---|---|
| Future Financing | 0 | 4,248 | 1,798 | 1,850 | 5,906 | 1,964 | 0 | 0 | 15,766 |
| **TOTAL REVENUES:** | **0** | **4,248** | **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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 Operating Revenue | 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** |

**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 Operating Revenue | 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 |
| Future Financing | 17,580 | 34,143 | 831 | 0 | 0 | 0 | 0 | 0 | 52,554 |
| IT Funding Model | 4,670 | 1,496 | 0 | 0 | 0 | 0 | 0 | 0 | 6,166 |
| **TOTAL REVENUES:** | **68,250** | **35,639** | **831** | **0** | **0** | **0** | **0** | **0** | **104,720** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Furniture Fixtures and Equipment | 1,947 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,947 |
| Planning and Design | 47,929 | 21,051 | 0 | 0 | 0 | 0 | 0 | 0 | 68,980 |
| Project Administration | 3,577 | 1,978 | 831 | 0 | 0 | 0 | 0 | 0 | 6,386 |
| Technology Hardware/Software | 14,797 | 12,610 | 0 | 0 | 0 | 0 | 0 | 0 | 27,407 |
| **TOTAL EXPENDITURES:** | **68,250** | **35,639** | **831** | **0** | **0** | **0** | **0** | **0** | **104,720** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**VOICE OVER INTERNET PROTOCOL (VOIP) PROJECT** **PROJECT #: 2000000945**

DESCRIPTION: Deploy Voice over Internet Protocol 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 Operating Revenue | 2,127 | 1,021 | 1,021 | 1,021 | 1,021 | 0 | 0 | 0 | 6,211 |
| **TOTAL REVENUES:** | **2,127** | **1,021** | **1,021** | **1,021** | **1,021** | **0** | **0** | **0** | **6,211** |
| **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 | 1,080 | 0 | 0 | 0 | 6,211 |
| **TOTAL EXPENDITURES:** | **1,947** | **1,197** | **1,002** | **985** | **1,080** | **0** | **0** | **0** | **6,211** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## Inspector General

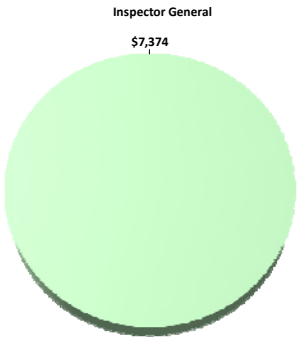
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste and abuse of power in County projects, programs and contracts. Created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government, 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.

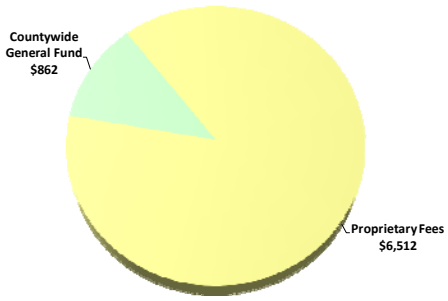
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials and vendors and contractors doing business with the County. The OIG has been designated a criminal 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 Proposed Operating Budget

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

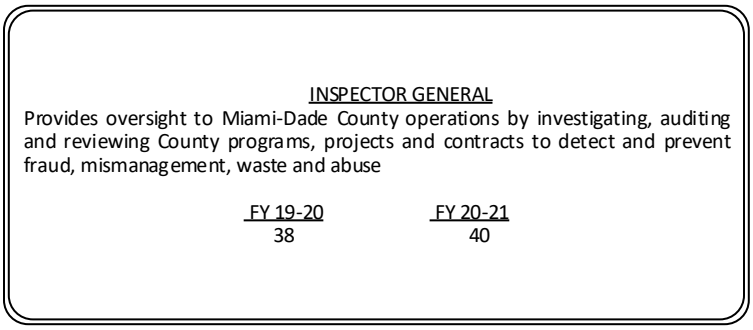



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




The FY 2020-21 total number of full-time equivalent positions is 40

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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

- 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 the 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 Proposed 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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) Expenditure By Program | Total Funding Budget FY 19-20 | Total Funding Proposed FY 20-21 | Total Positions Budget FY 19-20 | Total Positions Proposed 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 Proposed Budget and Multi-Year Capital Plan

## Internal Services

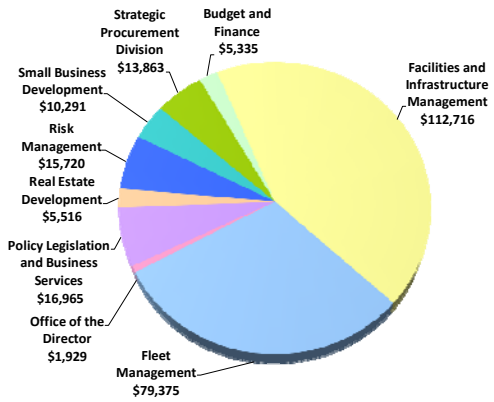
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

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.

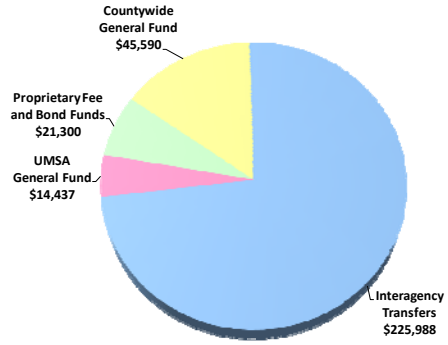
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations and Miami-Dade County residents and visitors.

## FY 2020-21 Proposed Operating Budget

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

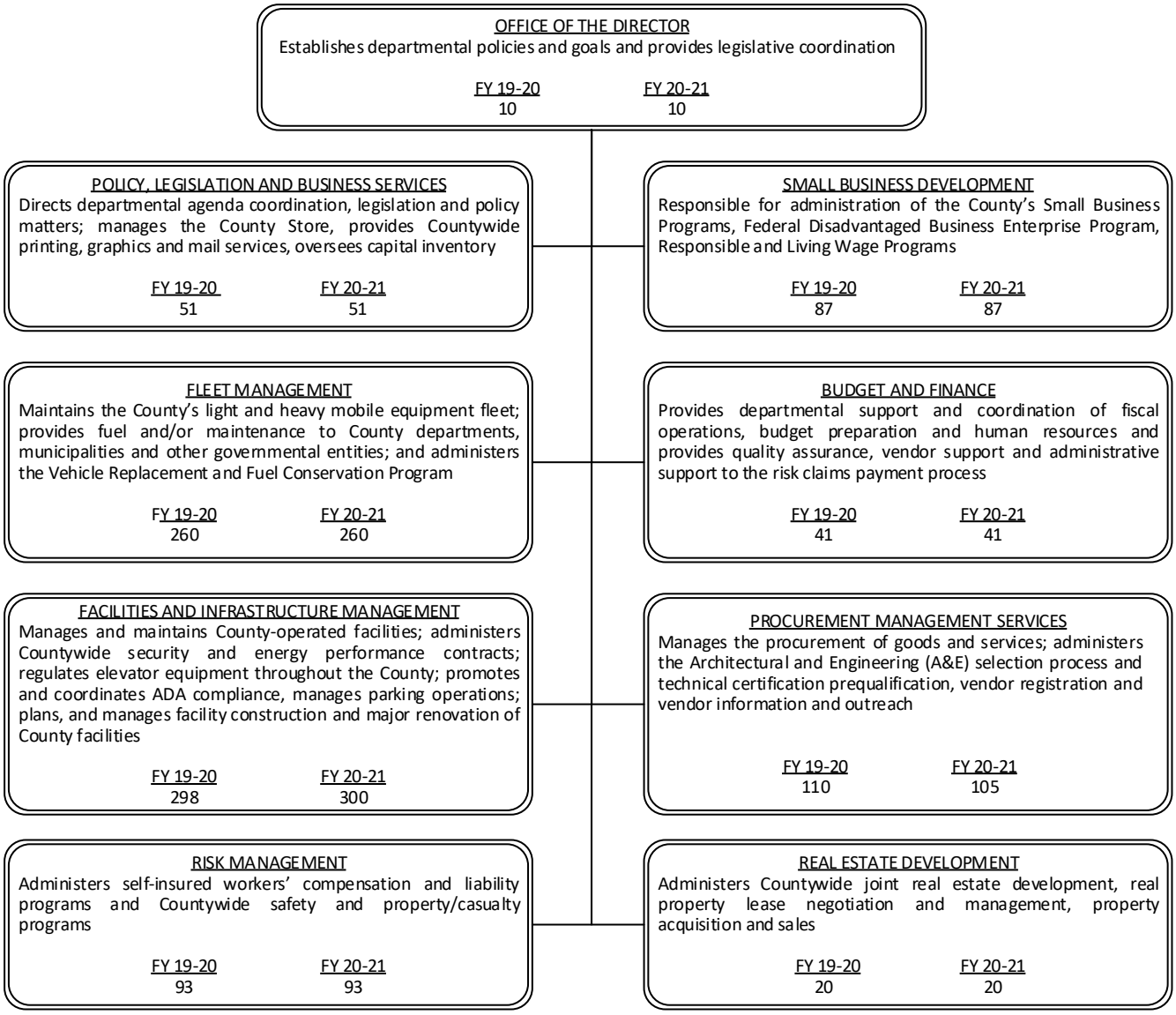



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




The FY 2020-21 total number of full-time equivalent positions is 973.

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 Target |
|---|---|---|---|---|---|---|---|---|---|
| Percentage of invoices processed within 30 calendar days of receipt | GG4-1 | ES-3 | EF | ↑ | 81% | 94% | 90% | 92% | 90% |

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed Budget includes a transfer to the General Government Improvement Fund (GGIF) to support the CIIP $12.668 million

# FY 2020 - 21 Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget includes no increase to Fleet Management labor rates for the maintenance of light and heavy vehicles
- In FY 2020-21, the Proposed 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget and Multi-Year Capital Plan

**DIVISION COMMENTS**

- The FY 2020-21 Proposed 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 Proposed 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
- The FY 2020-21 Proposed 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 Proposed 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"*

## 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan includes the purchase of 32 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 sCommunities 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 million 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 FY 2019-20 (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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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 | Proposed FY 20-21 | Budget FY 19-20 | Proposed 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 | 41 |
| Small Business Development | 10,531 | 10,291 | 87 | 87 |
| Facilities and Infrastructure Management | 113,818 | 112,716 | 298 | 300 |
| Fleet Management | 81,561 | 79,375 | 260 | 260 |
| Strategic Procurement Division | 14,615 | 13,863 | 110 | 105 |
| 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 | 967 |

# FY 2020 - 21 Proposed 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 | 85,336 | 20,287 | 14,915 | 5,346 | 0 | 0 | 0 | 0 | 125,884 |
| CIIP Program Revenues | 13,000 | 10,000 | 25,000 | 25,000 | 35,000 | 25,000 | 25,000 | 25,108 | 183,108 |
| General Government Improvement Fund (GGIF) | 247 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 247 |
| ISD Operating Revenue | 7,000 | 3,504 | 0 | 0 | 0 | 0 | 0 | 0 | 10,504 |
| Quality Neighborhood Improvement Program (QNIP) Bond Proceeds | 91 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 91 |
| Total: | 105,674 | 33,791 | 39,915 | 30,346 | 35,000 | 25,000 | 25,000 | 25,108 | 319,834 |
| **Expenditures** | | | | | | | | | |
| **Strategic Area: PS** | | | | | | | | | |
| Computer and Systems Automation | 100 | 100 | 400 | 0 | 0 | 0 | 0 | 0 | 600 |
| Facility Improvements | 389 | 111 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| **Strategic Area: RC** | | | | | | | | | |
| Facility Improvements | 309 | 391 | 0 | 0 | 0 | 0 | 0 | 0 | 700 |
| **Strategic Area: NI** | | | | | | | | | |
| Infrastructure Improvements | 5,000 | 14,500 | 29,500 | 29,000 | 37,000 | 25,000 | 25,000 | 25,108 | 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 | 1,566 | 1,334 | 2,700 | 504 | 0 | 0 | 0 | 0 | 6,104 |
| New Facilities | 1,491 | 9,509 | 4,154 | 2,346 | 0 | 0 | 0 | 0 | 17,500 |
| Physical Plant Improvements | 2,218 | 1,282 | 0 | 0 | 0 | 0 | 0 | 0 | 3,500 |
| Total: | 90,674 | 35,087 | 47,115 | 34,850 | 37,000 | 25,000 | 25,000 | 25,108 | 319,834 |

**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
Various Sites

District Located: 1
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 Proposed 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
Various Sites

District Located: 2
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
Various Sites

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 | 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** |

**DISTRICT 06 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP** **PROJECT #: 118921**

DESCRIPTION: Design and construct affordable housing in Commission District 6

LOCATION: Various Sites
Various Sites

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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DISTRICT 09 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP** **PROJECT #: 2000001194**

DESCRIPTION: Construct affordable housing units in Commission District 9 - Caribbean Boulevard, Richmond Place Townhomes, SBC Senior Housing and Florida City

LOCATION: Various Sites
Various Sites

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 | 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 OWNERSHIP** **PROJECT #: 116949**

DESCRIPTION: Design and construct affordable housing in Commission District 10

LOCATION: Various Sites
Various Sites

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 | 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** |

**DISTRICT 12 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP** **PROJECT #: 2000001195**

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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DISTRICT 13 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP** **PROJECT #: 2000001196**

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 - ABATEMENT OF HAZARDOUS MATERIALS IN COUNTY BUILDINGS** **PROJECT #: 2000001185**

DESCRIPTION: Provide for abatement of lead, asbestos and other hazardous materials in mechanical and common areas in county buildings older than 15 years
LOCATION: Various Sites, Throughout Miami-Dade County
District Located: 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 | 1,066 | 134 | 0 | 0 | 0 | 0 | 0 | 0 | 1,200 |
| **TOTAL REVENUES:** | **1,066** | **134** | **0** | **0** | **0** | **0** | **0** | **0** | **1,200** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Construction | 841 | 134 | 0 | 0 | 0 | 0 | 0 | 0 | 975 |
| Project Administration | 225 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 225 |
| **TOTAL EXPENDITURES:** | **1,066** | **134** | **0** | **0** | **0** | **0** | **0** | **0** | **1,200** |

**INFRASTRUCTURE IMPROVEMENTS - AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS** **PROJECT #: 2000001190**

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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**INFRASTRUCTURE IMPROVEMENTS - CENTRAL SUPPORT FACILITY CHILLER** **PROJECT #: 119260**

DESCRIPTION: Replace three existing 1,500-ton chillers at the central support facility and supporting infrastructure
LOCATION: 200 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 |
|---|---|---|---|---|---|---|---|---|---|
| BBC GOB Financing | 2,218 | 1,282 | 0 | 0 | 0 | 0 | 0 | 0 | 3,500 |
| **TOTAL REVENUES:** | **2,218** | **1,282** | **0** | **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 | 1,613 | 1,282 | 0 | 0 | 0 | 0 | 0 | 0 | 2,895 |
| Permitting | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Planning and Design | 123 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 123 |
| Project Administration | 480 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 480 |
| **TOTAL EXPENDITURES:** | **2,218** | **1,282** | **0** | **0** | **0** | **0** | **0** | **0** | **3,500** |

**INFRASTRUCTURE IMPROVEMENTS - CULTURAL PLAZA RENOVATION AND REHABILITATION** **PROJECT #: 117480**

DESCRIPTION: Perform structural renovations to include the replacement of plaza tile and re-grout expansion joints
LOCATION: 101 W Flagler St
City of Miami
District Located: 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 | 309 | 391 | 0 | 0 | 0 | 0 | 0 | 0 | 700 |
| **TOTAL REVENUES:** | **309** | **391** | **0** | **0** | **0** | **0** | **0** | **0** | **700** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Construction | 301 | 391 | 0 | 0 | 0 | 0 | 0 | 0 | 692 |
| Project Administration | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 |
| **TOTAL EXPENDITURES:** | **309** | **391** | **0** | **0** | **0** | **0** | **0** | **0** | **700** |

**INFRASTRUCTURE IMPROVEMENTS - FIRE CODE COMPLIANCE** **PROJECT #: 2000001197**

DESCRIPTION: Remove all non-plenum rated cables where required in buildings maintained by the Internal Services Department, on an as needed basis and as required by the National Protection Association (NFPA) codes and standards
LOCATION: Various Sites
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 | 500 | 900 | 0 | 0 | 0 | 0 | 0 | 0 | 1,400 |
| **TOTAL REVENUES:** | **500** | **900** | **0** | **0** | **0** | **0** | **0** | **0** | **1,400** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Construction | 500 | 740 | 0 | 0 | 0 | 0 | 0 | 0 | 1,240 |
| Project Administration | 0 | 90 | 0 | 0 | 0 | 0 | 0 | 0 | 90 |
| Project Contingency | 0 | 70 | 0 | 0 | 0 | 0 | 0 | 0 | 70 |
| **TOTAL EXPENDITURES:** | **500** | **900** | **0** | **0** | **0** | **0** | **0** | **0** | **1,400** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 Operating 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 - INTEGRATED COMMAND FACILITY BUILD OUT SECURITY OPERATIONS** **PROJECT #: 119670**

DESCRIPTION: Replace security infrastructure in the Security Operations Center including but not limited to, recorders, alarm monitoring and reporting equipment, cameras, fiber connections and software necessary to monitor alarms and dispatch security forces
LOCATION: 11500 NW 25 St
Doral
District Located: 12
District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| BBC GOB Financing | 100 | 100 | 400 | 0 | 0 | 0 | 0 | 0 | 600 |
| **TOTAL REVENUES:** | **100** | **100** | **400** | **0** | **0** | **0** | **0** | **0** | **600** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Construction | 0 | 100 | 400 | 0 | 0 | 0 | 0 | 0 | 500 |
| Planning and Design | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 |
| Project Administration | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 |
| **TOTAL EXPENDITURES:** | **100** | **100** | **400** | **0** | **0** | **0** | **0** | **0** | **600** |

**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 |
|---|---|---|---|---|---|---|---|---|---|
| CIIP Program Revenues | 13,000 | 10,000 | 25,000 | 25,000 | 35,000 | 25,000 | 25,000 | 25,108 | 183,108 |
| ISD Operating Revenue | 7,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7,000 |
| **TOTAL REVENUES:** | **20,000** | **10,000** | **25,000** | **25,000** | **35,000** | **25,000** | **25,000** | **25,108** | **190,108** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Infrastructure Improvements | 5,000 | 14,500 | 29,500 | 29,000 | 37,000 | 25,000 | 25,000 | 25,108 | 190,108 |
| **TOTAL EXPENDITURES:** | **5,000** | **14,500** | **29,500** | **29,000** | **37,000** | **25,000** | **25,000** | **25,108** | **190,108** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**INFRASTRUCTURE IMPROVEMENTS - NORTH DADE JUSTICE FACILIITY REFURBISHMENT** **PROJECT #: 114640**

DESCRIPTION: Repair or replace building equipment, refurbish facility including but not limited to, sealing and painting exterior, limited window replacement, carpet replacement and roof replacement

LOCATION: 15555 Biscayne Blvd
North Miami

District Located: 4
District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | FUTURE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| BBC GOB Financing | 389 | 111 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| **TOTAL REVENUES:** | **389** | **111** | **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 | 335 | 111 | 0 | 0 | 0 | 0 | 0 | 0 | 446 |
| Planning and Design | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 |
| Project Administration | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 |
| **TOTAL EXPENDITURES:** | **389** | **111** | **0** | **0** | **0** | **0** | **0** | **0** | **500** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**MULTI-PURPOSE FACILITY AT MIAMI ARTS STUDIO 6-12 AT ZELDA GLAZER** **PROJECT #: 2000000378**

DESCRIPTION: Develop in collaboration with the Miami Dade Public Schools a multi-purpose facility at Miami Arts Studio 6-12 at Zelda Glazer school to host a variety of public services and events for the community

LOCATION: 15015 SW 24 St
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** |

**NORTH DADE GOVERNMENT CENTER - NEW** **PROJECT #: 118480**

DESCRIPTION: Construct a 15,500 sq ft North Dade Government Center including but not limited to, county offices, a multipurpose room and a commission district office; project to be built by 13 Pista, LLC

LOCATION: To Be Determined
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

| 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 Proposed Budget and Multi-Year Capital Plan

## Management and Budget

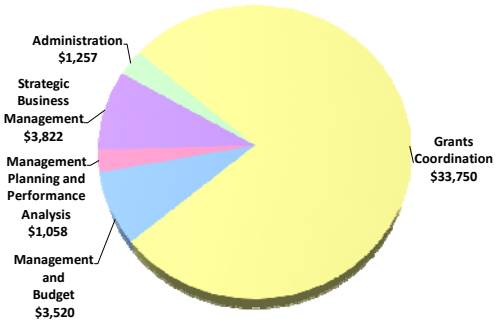
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages 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.

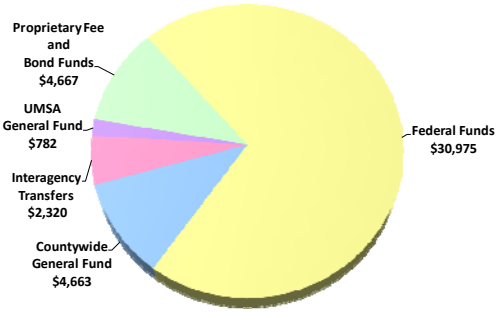
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

## FY 2020-21 Proposed Operating Budget

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

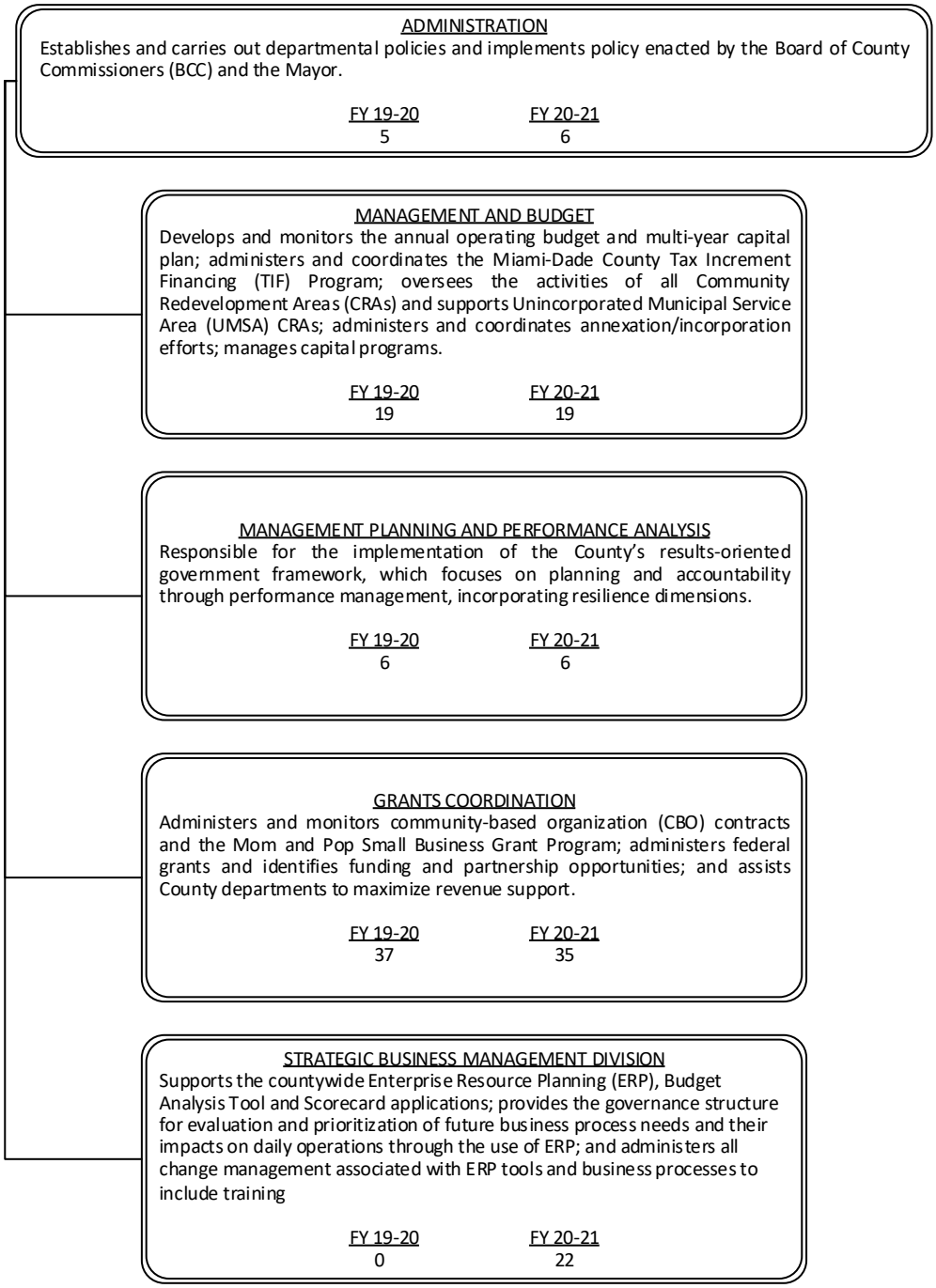



### Revenues by Source
**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




The FY 2020-21 total number of full-time equivalent positions is 88 FTEs.

# FY 2020 - 21 Proposed 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 Proposed Budget includes the addition of 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 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 the implementation of the Countywide Infrastructure Investment Program (CIIP) will continue; 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 Proposed Budget includes $200 million of BBC GOB projects
- The FY 2020-21 Proposed Budget includes a contribution from the Finance Department's Bond Administration Division for capital budgeting support ($175,000)

## 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 have been adjusted downward due to the expected implementation of the performance management module of the ERP system; over time, it is expected that this measure will increase; the FY 19-20 Projections reflects COVID-19 impacts

**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
- By the end of FY 2019-20, the Department will have completed 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

## 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

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives and Resiliency Drivers | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Measures | SO | RD | Type | Good | FY 17-18 Actual | FY 18-19 Actual | FY 19-20 Budget | FY 19-20 Projection | FY 20-21 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 Proposed Budget allocates $13.3 million for community-based organizations (CBOs), providing funding for organizations which participated in the CBO RFP #1516 competitive solicitation process; the next triennial competitive process must be held during the upcoming fiscal year or Board action to extend existing contracts will be required; the annual competitive solicitation process to allocate $730,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department ($430,000), Water and Sewer Department ($200,000) and Department of Solid Waste Management ($100,000) will be facilitated; the total funding for allocation to CBOs for district specific needs is $3.9 million ($300,000 per Commission District) and in-kind funding for allocation remains at $10,000 per Commission District; the FY 2020-21 Proposed Budget also includes $1.044 million to fund the Mom and Pop Small Business Grant Program
- The FY 2020-21 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to $162,000)
- The FY 2020-21 Proposed 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 Proposed Budget includes the elimination of two vacant positions: an Account Clerk and a Special Projects Administrator 2 ($116,000)*

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## 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**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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 Bond Interest | 200 | 200 | 0 | 0 |
| CIIP Proceeds | 0 | 0 | 591 | 673 |
| CRA Administrative Reimbursement | 847 | 968 | 1,083 | 1,189 |
| Miscellaneous | 0 | 0 | 0 | 2,355 |
| Miscellaneous Revenues | 350 | 200 | 300 | 450 |
| QNIP Bond Proceeds | 25 | 25 | 110 | 0 |
| SNP Bond Interest Revenue | 0 | 90 | 0 | 0 |
| Other Miscellaneous Revenues | 253 | 690 | 975 | 975 |
| Ryan White Grant | 28,174 | 26,214 | 30,000 | 30,000 |
| Interagency Transfers | 175 | 125 | 175 | 175 |
| Interfund Transfers | 234 | 187 | 182 | 162 |
| Miscellaneous Revenues | 170 | 452 | 511 | 1,983 |
| Total Revenues | 35,727 | 34,305 | 39,300 | 43,407 |
| **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 Organizations | 5,828 | 9,861 | 29,184 | 29,170 |
| 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 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 | Proposed FY 20-21 | Budget FY 19-20 | Proposed 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 Performance Analysis | 1,004 | 1,058 | 6 | 6 |
| Strategic Business Management | 0 | 3,822 | 0 | 22 |
| Total Operating Expenditures | 39,300 | 43,407 | 67 | 88 |

# FY 2020 - 21 Proposed 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 position and fund a Special Projects Administrator 2 position to provide for additional monitoring of community-based organization contracts | $10 | $201 | 2 |
| Fund one Senior Business Analyst position and one Business Analyst position 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 positions to perform enhanced monitoring of community-based organizations | $10 | $225 | 3 |
| **Total** | **$35** | **$1,036** | **9** |

# FY 2020 - 21 Proposed 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.

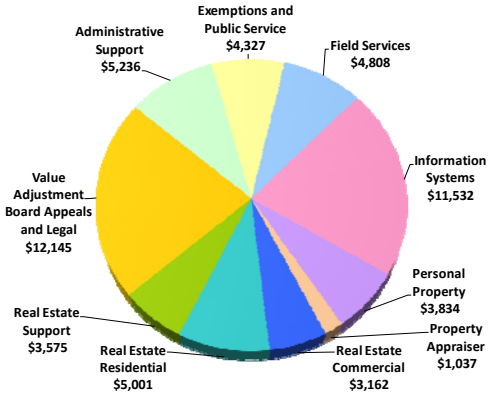
The Office performs statutory functions related to the assessment of property for the purpose of determining fair market and taxable values. The taxable values are then used by public schools, Miami-Dade County, municipalities and other taxing jurisdictions to set millage rates and derive budgeted revenue 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 Proposed Operating Budget

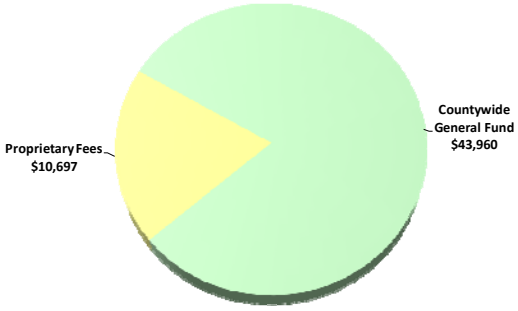
### Expenditures by Activity

**(dollars in thousands)**



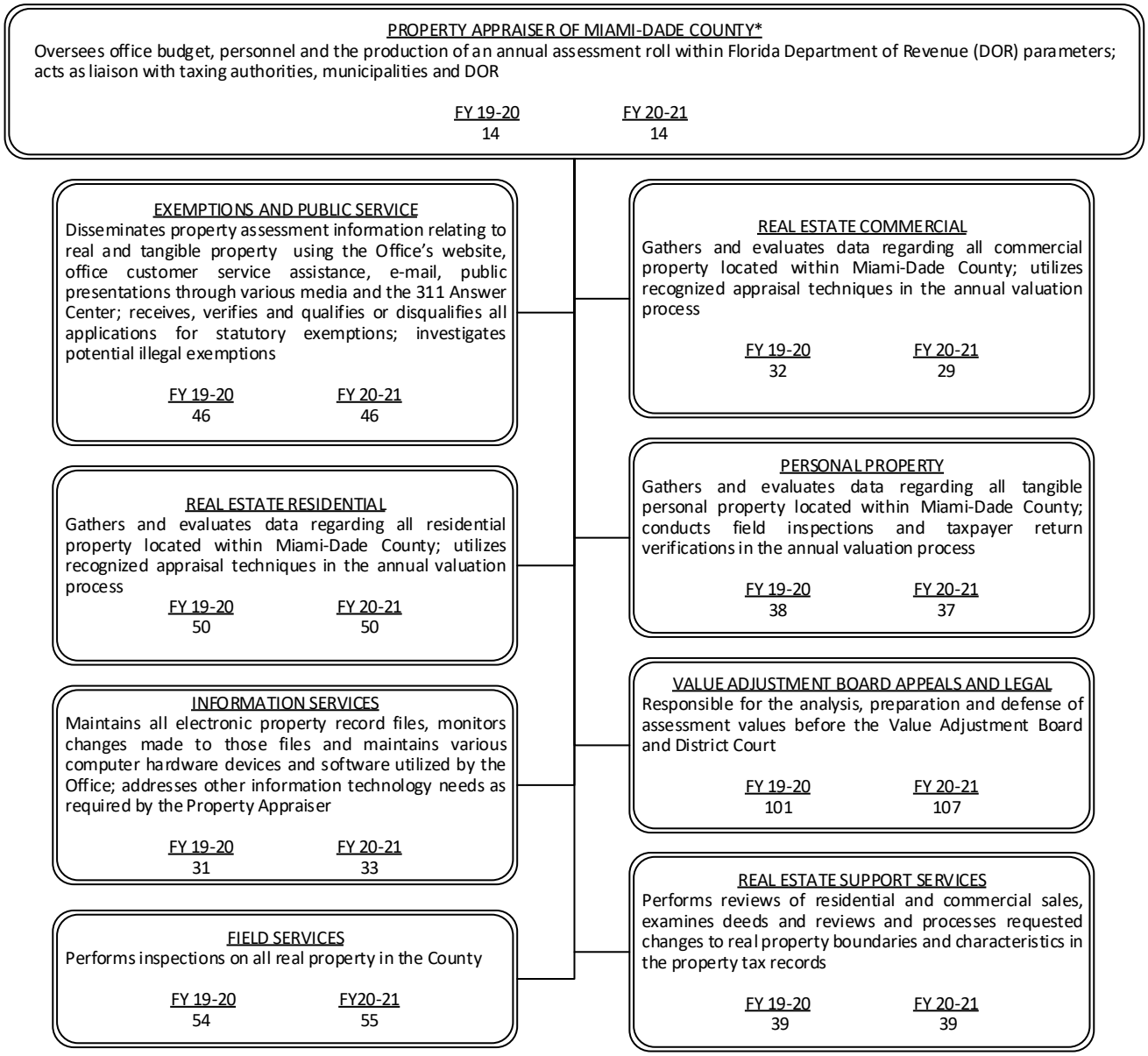

### Revenues by Source

**(dollars in thousands)**



# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**TABLE OF ORGANIZATION**




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 Proposed Budget and Multi-Year Capital Plan

**ADDITIONAL INFORMATION**

- **The FY 2020-21 Proposed 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 Proposed 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

**SELECTED ITEM HIGHLIGHTS AND DETAILS**

| | (dollars in thousands) | | | | |
|---|---|---|---|---|---|
| **Line Item Highlights** | **Actual FY 17-18** | **Actual FY 18-19** | **Budget FY 19-20** | **Projection FY 19-20** | **Proposed 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

## OPERATING FINANCIAL SUMMARY

| (dollars in thousands) | Actual FY 17-18 | Actual FY 18-19 | Budget FY 19-20 | Proposed 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 Organizations | 0 | 0 | 0 | 0 |
| 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 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 | Proposed FY 20-21 | Budget FY 19-20 | Proposed FY 20-21 |
| **Strategic Area: General Government** | | | | |
| Property Appraiser | 975 | 1,037 | 6 | 6 |
| Administrative Support | 5,156 | 5,236 | 8 | 8 |
| Exemptions and Public Service | 4,234 | 4,327 | 46 | 46 |
| 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 Appeals and Legal | 10,948 | 12,145 | 101 | 107 |
| Real Estate Support | 3,452 | 3,575 | 39 | 39 |
| Total Operating Expenditures | 50,197 | 54,657 | 405 | 410 |

## 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 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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)

Return to Table of Contents

# SUPPLEMENTAL INFORMATION

Printed using sustainable products

Return to Table of Contents

# FY 2020 - 21 Proposed 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 | 362,623 | 65,401 | 15,053 | 1,754 | 1,332 | 9 | 0 | 2,929 | 449,101 |
| BBC GOB Interest | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 300 |
| 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 | 6,743 | 16,129 | 52,149 | 98,370 | 0 | 0 | 173,391 |
| General Government Improvement Fund (GGIF) | 1,500 | 43,093 | 0 | 0 | 0 | 0 | 0 | 0 | 44,593 |
| ISD Operating Revenue | 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 | 182,313 | 57,059 | 53,028 | 48,553 | 45,813 | 29,768 | 773 | 0 | 417,307 |
| Miami-Dade Library Taxing District | 188 | 340 | 455 | 455 | 200 | 480 | 0 | 0 | 2,118 |
| Operating Revenue | 26 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26 |
| Passenger Transportation Regulatory Fees | 168 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 168 |
| 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: | 673,061 | 217,216 | 140,504 | 89,903 | 111,607 | 140,650 | 936 | 2,929 | 1,376,806 |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

| Expenditures | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Strategic Area: PS** | | | | | | | | | |
| Court Facilities | 0 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 500 |
| Infrastructure Improvements | 0 | 0 | 6,743 | 16,129 | 52,149 | 98,370 | 0 | 0 | 173,391 |
| Other | 0 | 11,269 | 0 | 0 | 0 | 0 | 0 | 0 | 11,269 |
| **Strategic Area: RC** | | | | | | | | | |
| Cultural, Library, and Educational Facilities | 25,963 | 10,000 | 7,989 | 0 | 0 | 9 | 0 | 0 | 43,961 |
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 116,067 |
| **Strategic Area: NI** | | | | | | | | | |
| Infrastructure Improvements | 36,449 | 30,741 | 4,064 | 1,754 | 1,332 | 0 | 0 | 2,929 | 77,269 |
| 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 | 2,081 | 0 | 0 | 0 | 0 | 0 | 0 | 30,000 |
| Health Care Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Health Care Facility Improvements | 11,376 | 1,624 | 0 | 0 | 0 | 0 | 0 | 0 | 13,000 |
| New Head Start Facilities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| New Health Care Facilities | 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: | 656,290 | 233,987 | 140,504 | 89,903 | 111,607 | 140,650 | 936 | 2,929 | 1,376,806 |

**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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**AUTOMATED AGENDA MANAGEMENT SOFTWARE** **PROJECT #: 1735660**

DESCRIPTION: Develop a new software to accomplish an automated legislative process
LOCATION: 111 NW 1 St
City of Miami
District Located: 5
District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 DISABILITES 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DEBT SERVICE - ANIMAL SERVICES VEHICLES** **PROJECT #: 2000000937**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire vehicles

LOCATION: Various Sites
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 | 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
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 | 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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**DEBT SERVICE - BUSES FOR COMMUNITY ACTION AND HUMAN SERVICES (CAPITAL ASSET SERIES 2013A)** **PROJECT #: 982040**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to replace aging fleet and acquire 16 new buses to transport the variety of clients served by the Community Action and Human Services Department

LOCATION: Various Sites — 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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 Operating Revenue | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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
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 | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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
To Be Determined

District Located: 3
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
City of Miami

District Located: 5
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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**FLAGLER STREET RECONSTRUCTION** **PROJECT #: 2000000963**

DESCRIPTION: Provide Flagler Street Reconstruction and Economic Development
LOCATION: Flagler St and Biscayne Blvd
City of Miami
District Located: 5
District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 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 Grant | 1,419 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,419 |
| Law Enforcement Trust Fund (LETF) | 990 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 1,090 |
| Lease Financing - County Bonds/Debt | 182,313 | 57,059 | 53,028 | 48,553 | 45,813 | 29,768 | 773 | 0 | 417,307 |
| Miami-Dade Library Taxing District | 188 | 340 | 455 | 455 | 200 | 480 | 0 | 0 | 2,118 |
| Operating Revenue | 26 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26 |
| Passenger Transportation Regulatory Fees | 168 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 168 |
| 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 |
| 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**HEALTH CARE FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)** **PROJECT #: 988710**

DESCRIPTION: Provide resources for a health care capital fund to construct and improve emergency and health care facilities countywide; 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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 | 1,499 | 452 | 0 | 0 | 0 | 0 | 0 | 5,851 |
| **TOTAL REVENUES:** | **3,900** | **1,499** | **452** | **0** | **0** | **0** | **0** | **0** | **5,851** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Construction | 3,900 | 1,499 | 452 | 0 | 0 | 0 | 0 | 0 | 5,851 |
| **TOTAL EXPENDITURES:** | **3,900** | **1,499** | **452** | **0** | **0** | **0** | **0** | **0** | **5,851** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**INFRASTRUCTURE IMPROVEMENTS - RADIO COVERAGE IMPROVEMENT AND EQUIPMENT REPLACEMENT** **PROJECT #: 2000001478**

DESCRIPTION: Replace handheld and other radio-related countywide infrastructure equipment as need
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 |
|---|---|---|---|---|---|---|---|---|---|
| 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** |
| Infrastructure Improvements | 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** |

**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 — 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 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** |

**MIAMI BEACH COMMUNITY HEALTH CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)** **PROJECT #: 985710**

DESCRIPTION: Acquire and renovate existing facility to provide increased delivery of primary health care in the community
LOCATION: 720 Alton Rd — District Located: 5
Miami Beach — District(s) Served: Countywide

| REVENUE SCHEDULE: | PRIOR | 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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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
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 | 25,663 | 10,000 | 7,989 | 0 | 0 | 9 | 0 | 0 | 43,661 |
| BBC GOB Interest | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 300 |
| **TOTAL REVENUES:** | **25,963** | **10,000** | **7,989** | **0** | **0** | **9** | **0** | **0** | **43,961** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Construction | 24,977 | 10,000 | 7,989 | 0 | 0 | 9 | 0 | 0 | 42,975 |
| Planning and Design | 952 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 952 |
| Project Administration | 34 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 34 |
| **TOTAL EXPENDITURES:** | **25,963** | **10,000** | **7,989** | **0** | **0** | **9** | **0** | **0** | **43,961** |

**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 | 0 | 0 | 0 | 0 | 0 | 0 | 115,567 |
| **TOTAL REVENUES:** | **107,037** | **8,530** | **0** | **0** | **0** | **0** | **0** | **0** | **115,567** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Construction | 87,772 | 8,530 | 0 | 0 | 0 | 0 | 0 | 0 | 96,302 |
| Land Acquisition/Improvements | 4,247 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,247 |
| Permitting | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 75 |
| Planning and Design | 13,918 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 13,918 |
| Project Administration | 1,025 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,025 |
| **TOTAL EXPENDITURES:** | **107,037** | **8,530** | **0** | **0** | **0** | **0** | **0** | **0** | **115,567** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**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** |

**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** |

# FY 2020 - 21 Proposed Budget and Multi-Year Capital Plan

**ROADWAY IMPROVEMENTS** **PROJECT #: 2000001302**

DESCRIPTION: Provide various roadways improvements within the Unincorporated Municipal Service Areas (UMSA)
LOCATION: Various Sites District Located: Countywide
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) | 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** |

**UNIVERSITY OF MIAMI (UM)/JACKSON MEMORIAL HOSPITAL (JMH) CENTER OF EXCELLENCE FOR HEARING AND COMMUNICATION DISORDERS (BUILDING BETTER COMMUNITIES BOND PROGRAM)** **PROJECT #: 984070**

DESCRIPTION: Provide funding to acquire, construct, equip, rehabilitate and enhance the University of Miami (UM)/Jackson Memorial Hospital (JMH) Center of Excellence for the Diagnosis of Communication Disorders
LOCATION: 120 NW 14 St 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 | 3,800 | 1,200 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 |
| **TOTAL REVENUES:** | **3,800** | **1,200** | **0** | **0** | **0** | **0** | **0** | **0** | **5,000** |
| **EXPENDITURE SCHEDULE:** | **PRIOR** | **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** | **FUTURE** | **TOTAL** |
| Construction | 3,765 | 1,200 | 0 | 0 | 0 | 0 | 0 | 0 | 4,965 |
| Planning and Design | 35 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35 |
| **TOTAL EXPENDITURES:** | **3,800** | **1,200** | **0** | **0** | **0** | **0** | **0** | **0** | **5,000** |

# INDEX

Printed using sustainable products

Return to Table of Contents

# Index

**A**
Americans with Disabilities Act (ADA), 207, 252, 256, 287
Animal Services Department (ASD), 13, 18, 26
Audit and Management Services (AMS), 25, 58, 171, 185
Aviation Department (MDAD), 123, 153, 218, 249

**B**
Beach Renourishment, 153, 158
Budget Narrative, 6
Building Better Communities General Obligation Bond (BBC GOB), 62, 94, 157, 258, 271-72
Business Planning, 225, 269, 272

**C**
Canal Improvements, 162
Code Enforcement, 18, 23, 149, 157, 213, 216, 217, 234, 273
Commission on Ethics and Public Trust, 190
Communications and Customer Experience Department, 194, 234
Community Action and Human Services (CAHSD), 61,85, 104, 240
Community-based Organizations (CBOs), 269, 271-74
Community Redevelopment Areas (CRAs), 271
Community Resource Centers, 92, 100
Community Services Block Grant (CSBG), 92
Coordinated Victims Assistance Center (CVAC), 93
Corrections and Rehabilitation (MDCR), 16, 228, 236
Countywide Infrastructure Investment Program (CIIP) 19, 28, 94-5, 197, 209, 240, 256-59, 269-72, 290
Criminal Justice Information System (CJIS), 244

**D**
Documentary Stamp Surtax, 108, 114
Domestic Violence Oversight Board (DVOB) 104

**E**
Early Head Start, 87, 90, 93, 100
Economic Development Fund (EDF), 154, 162
Economic Development Strategic Area, 121
Elections Department, 198, 203-05
Emergency Solutions Grants Program, 104
Employee Protection Ordinance (EPO), 190
Enterprise Resource Planning (ERP), 59, 215, 225-26, 233, 239-41, 245, 254, 258, 271, 273, 276
Environmentally Endangered Lands (EEL), 153, 158, 163, 164
Equal Employment Opportunity Commission (EEOC), 223

**F**
Fair Employment Practices Division, 228
Family Unification Voucher Program, 104
Film, 149, 153-54, 234
Finance Department, 19, 60, 213, 225-26, 273
Florida Documentary Stamp Surtax, 108
Food and Beverage Tax, 93, 101, 103-04, 215

**G**
Gantry Cranes, 170, 171, 176
General Government Strategic Area, 183
Grants Coordination, 27, 153, 273
Greater Miami Service Corps (GMSC), 25, 61, 90, 91, 100, 256

**H**
Head Start, 85, 87, 90, 92, 93, 100
Health and Society Strategic Area, 83
Health Department, 56
Historic Preservation, 149, 154
Homeless Assistance Grants, 104
Homeless Trust, 101
Homeownership Assistance Program, 145
HOME Investment Partnerships Program (HOME), 104, 108, 110, 114-15
Housing Choice Voucher (HCV), 111
Human Resources Department, 25, 61, 171, 213, 225-26, 239, 258

**I**
Image and Workflow Automation (IWA), 216
Information Technology Department (ITD), 113, 213, 219, 225-26, 231
Inspector General, 25, 190, 247
Internal Services Department (ISD), 213, 226, 252

**J**
Jackson Memorial Hospital, 312
Juvenile Services, 25

**L**
Liberty City Spay/Neuter Clinic, 19
Low Income Home Energy Assistance Program (LIHEAP), 90, 92, 100

**M**
Miami International Airport (MIA), 123
Miami Executive Airport, 131
Miami-Opa Locka Executive Airport, 131
Miami-Dade Economic Advocacy Trust (MDEAT), 143
Miami-Dade Television (MDTV), 194
Meals on Wheels, 89, 99
Mosquito Control, 23, 25, 28

**N**
Neighborhood and Infrastructure Strategic Area, 11
Neighborhood Code Compliance, 149

**O**
Office of Management and Budget (OMB), 269
Office of Resilience, 156
Office of the Inspector General (OIG), 25, 58, 190, 247

**P**
Pet Adoption and Protection Center (PAPC), 13, 21
Police Department (MDPD), 13, 18, 236, 239
PortMiami, 166
Property Appraiser, 278
Public Health Trust, 298
Public Housing and Community Development (PHCD), 91, 108, 153, 240

**Q**
Quality Neighborhood Improvement Program (QNIP), 271

**R**
Regulatory and Economic Resources (RER), 56, 91, 149, 187, 215, 226, 234, 274
Rental Assistance Demonstration (RAD), 111-12
Resources Recovery Facility, 23, 27
Ryan White Program, 269, 274

**S**
Scorecard, 273-75
Seaport Department, 166, 233
Section 8 Management Assessment Program (SEMAP), 110
Small Business Development, 255, 258
Solid Waste Management (DSWM), 23, 91, 171, 186, 226, 250, 274
Spay/Neuter services, 17, 19
State Housing Initiatives Partnership (SHIP), 108, 114
Strategic Plan Objectives, 6, 273

**T**
Targeted Jobs Incentive Fund (TJIF), 149
Targeted Urban Areas (TUAs), 143, 146
Tax Collector, 216-19, 278, 280
Tax Increment Financing (TIF), 269, 271
Teen Court, 143, 146
Transportation and Public Works (DTPW), 27, 28, 91, 153, 171, 187, 215, 228, 250, 259
Transportation Infrastructure Improvement District (TIID), 272
Transportation Planning Organization, 154, 215
Trap, Neuter, Vaccinate and Release (TNVR), 15-16, 22
Trash and Recycling Centers (TRCs), 23–26

**W**
Water and Sewer Department, 28, 56, 218, 239, 274
Wildlife Rabies Vaccination Effort, 17

Return to Table of Contents

Return to Table of Contents

MIAMI-DADE COUNTY

305 RESILIENT

MIAMIDADE.GOV OR CALL 311

Printed using sustainable products