



2021-2022 | Volume 3

**STRATEGIC AREAS:**

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

EQUITY



ECONOMY



**BUSINESS PLAN **ADOPTED** BUDGET AND FIVE-YEAR FINANCIAL OUTLOOK**

MIAMI-DADE COUNTY, FLORIDA



ENVIRONMENT



ENGAGEMENT





# **FY 2021-22 ADOPTED BUDGET AND MULTI-YEAR CAPITAL PLAN**





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# FY 2021-22 Adopted Budget and Multi-Year Plan

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## How to Read a Department's Budget Narrative

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

To ensure Miami-Dade County is growing as a resilient government, as part of our Strategic Plan refresh, unit measures are now being classified by Resilience Driver, as defined by the Rockefeller Foundation's City Resilience Framework (CRF), as well as the classification by Strategic Objective. Strategic Objectives – updated this year. 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.

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 2021-22 Adopted Budget and Multi-Year Plan

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## DEPARTMENT DETAILS





# STRATEGIC AREA

## Neighborhood and Infrastructure

### Mission:

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

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





## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Animal Services

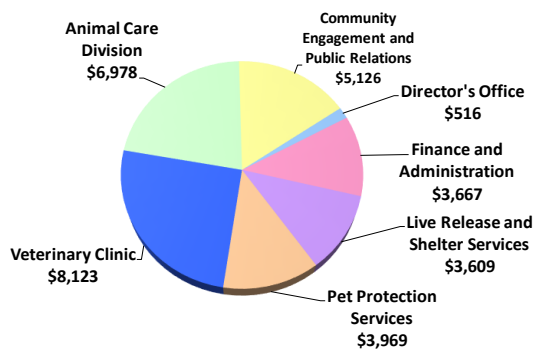
The Miami-Dade County Animal Services Department (ASD) saves the lives of abandoned animals and ensures public safety and health by promoting animal welfare, enforcing animal cruelty laws, providing access to free or low cost vaccinations and spay/neuter programs and educating the community regarding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

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

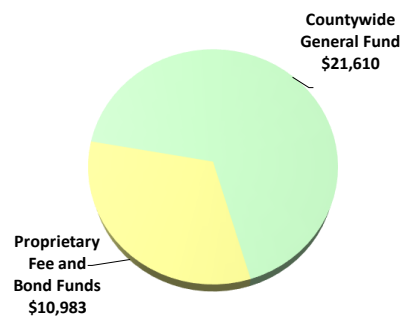
ASD partners with the Miami-Dade Police Department and law enforcement agencies countywide by providing training to identify and report animal cruelty. ASD will continue its spay/neuter community partnerships with the Humane Society of Greater Miami (HSGM) and the Miami Veterinary Foundation (MVF) along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

### FY 2021-22 Adopted Operating Budget

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

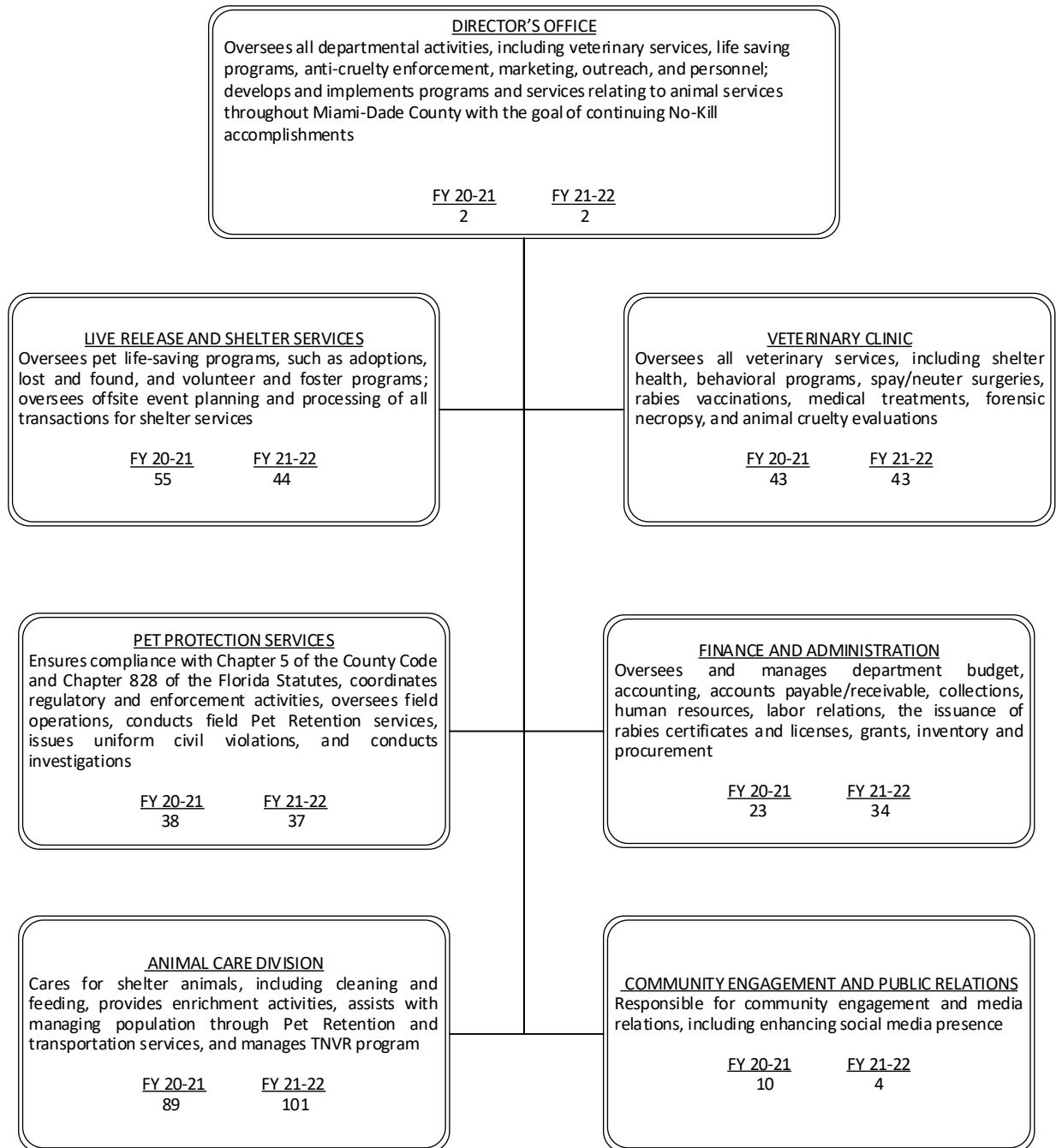


**Revenues by Source**  
(dollars in thousands)



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 265.6

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: DIRECTOR'S OFFICE

Oversees all departmental activities, including veterinary services, life saving programs, anti-cruelty enforcement, marketing, outreach, and personnel; develops and implements programs and services relating to animal services throughout Miami-Dade County with the goal of continuing No-Kill accomplishments

- Manages performance of divisions and develops annual business plan
- Oversees No-Kill initiatives
- Develops departmental strategy and policy
- Provides oversight and direction for departmental operations
- Seeks alternative funding sources and partnerships with other organizations to maximize resources
- Works closely with County residents, advocates and elected leaders to receive feedback, develop partnerships and improve service delivery

### 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

Oversees pet life-saving programs, such as adoptions, lost and found, and volunteer and foster programs; oversees offsite event planning and processing of all transactions for shelter services

- Facilitates and processes pet adoptions
- 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
- Oversees the Foster and Volunteer Programs
- 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
- Oversees the continued expansion of adoption outlets via special events and partnerships
- Provides lost and found pet services

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Save rate*   | NI1-5 | ES-1 | OC   | ↑    | 90%      | 92%      | 90%      | 94%        | 90%      |
| Adoptions  | NI1-5 | ES-1 | OC   | ↑    | 9,426    | 8,837    | 9,500    | 8,010      | 8,280    |
| Rescues  | NI1-5 | ES-1 | OC   | ↑    | 3,140    | 2,347    | 3,500    | 2,688      | 2,688    |
| Returns to owner   | NI1-5 | ES-1 | OC   | ↑    | 2,156    | 1,818    | 1,900    | 720        | 720      |
| Transfers to partners  | NI1-5 | ES-1 | OC   | ↑    | 93       | 118      | 180      | 180        | 180      |
| Transports**   | NI1-5 | ES-1 | OC   | ↑    | 656      | 361      | 500      | 200        | 720      |
| Trap, Neuter, Vaccinate and Release (TNVR) Services Provided | NI1-5 | ES-1 | OC   | ↑    | 10,120   | 11,676   | 10,000   | 12,000     | 12,000   |

\*Save rate reflects calendar year data

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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- During FY 2020-21, twelve positions were transferred to the Animal Care Division for optimal program management and tracking
- In FY 2021-22, 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 2021-22, the Department will continue its partnership with Petco to provide an off-site adoption venue with a 100 percent adoption rate
- In FY 2021-22, 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: PET PROTECTION SERVICES**

Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes, coordinates regulatory and enforcement activities, oversees field operations, conducts field Pet Retention services, issues uniform civil violations, and conducts investigations

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

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Stray animal pickup response time (in calendar days) | NI1-4 | HW-3 | EF   | ↓    | 2.5      | 1.1      | 1.5      | 2.0        | 2.0      |
| Dead animal pickup response time (in calendar days)  | NI1-4 | HW-3 | EF   | ↓    | 1.5      | 1.0      | 1.2      | 1.0        | 1.0      |

### DIVISION COMMENTS

- The Pet Protection Services Division was formally called the Code Enforcement Division
- During FY 2020-21, one position was transferred to the Finance and Administration Division to support finance and collection activities



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

- In FY 2021-22, the Department will continue to fund its agreement with the SFSPCA to house and care for large animals and livestock (\$200,000), and provide an additional \$200,000 for this fiscal year for a total of \$400,000
- In FY 2021-22, 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: FINANCE AND ADMINISTRATION**

Oversees and manages department budget, accounting, accounts payable/receivable, collections, human resources, labor relations, the issuance of rabies certificate and license, grants, inventory and procurement

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

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

| Measures                           | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|------------------------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                                    |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Dogs licensed in Miami-Dade County | NI1-5 | HW-3 | OP   | ↔    | 222,806  | 211,682  | 220,000  | 210,000    | 210,000  |

### **DIVISION COMMENTS**

- The Finance and Administration Division was formally called the Finance and Compliance Division
- During FY 2020-21, ten positions were transferred from the Pet Protection Services (one position), Veterinary Clinic (three positions) and Community Engagement and Public Relations (six positions) Divisions to reorganize and properly categorize administrative services
- In FY 2021-22, ASD will be implementing a new shelter management application using the County's EAMS system; working with ITD, the application will improve the Department's reporting and tracking of clinical inventory, pet adoptions, animal licenses and tags as well as addressing various other departmental needs; ITD will provide support for this system
- In FY 2021-22, 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)
- **In FY 2020-21, the division added a Collection Specialist 1 position to meet daily operational needs such as processing accounts receivables, processing department revenues and verifying deposits from veterinary offices; the incumbent was selected by AFSCME Local 199 to be on assignment for an indefinite period of time**

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ANIMAL CARE DIVISION**

Cares for shelter animals, including cleaning and feeding, provides enrichment activities, assists with managing population through Pet Retention and transportation services, and manages Trap, Neuter, Vaccinate and Release (TNVR) Program

- Assists constituents with rehoming and lost and found
- Moves animals between adoption, receiving, clinic and holding areas of the kennel
- 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
- Supports pet retention initiatives
- Oversees the TNVR Program for cats
- Coordinates animal transfers to rescue groups
- Oversees the Transport Program by relocating homeless pets outside of the county and state

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

| Measures       | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|----------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Shelter intake | NI1-5 | ES-1 | IN   | ↔    | 29,406   | 27,363   | 29,000   | 32,400     | 32,400   |

### **DIVISION COMMENTS**

- The Animal Care Division was formally called the Kennel Division
- During FY 2020-21, twelve positions were transferred from the Live Release and Shelter Services Division for optimal program management and tracking
- In FY 2021-22, 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

### **DIVISION: COMMUNITY ENGAGEMENT AND PUBLIC RELATIONS**

Responsible for community engagement and media relations, including enhancing social media presence and interactions with constituents in social media apps

- Develops social media content to increase participation in adoption of shelter pets
- Develops marketing plans to promote community events such as adoption and spay/neuter events
- Responds to constituent and media inquiries
- Engages with the community to promote animal welfare, and provide educational resources; interacts with media
- Promotes various community activities such as pet food drives

### **DIVISION COMMENTS**

- The Community Engagement and Public Relations Division was formally called the Outreach and Development Division
- During FY 2020-21, six positions were transferred to the Finance and Administration Division to reorganize and properly categorize administrative services
- In FY 2021-22, ASD intends to implement a new shelter management application that improves data management for reporting on all facets of the Department (clinic, compliance and adoptions)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: VETERINARY CLINIC

Oversees all veterinary services, including shelter health, behavioral programs, spay/neuter surgeries, rabies vaccinations, medical treatments, forensic necropsy and animal cruelty evaluations

- Manages in-house pet population treatment, develops and oversees disease management protocols and monitors health and wellness
- Operates vaccinations/microchip clinic for the public
- Oversees and expands spay/neuter services outreach through the mobile animal clinic
- Oversees partnership with the University of Florida Veterinary Shelter Medicine Program to provide expertise to shelter staff and internships to veterinary students
- Oversees the Homestead public spay/neuter services
- Performs forensic live animal exams and necropsies for cruelty investigations
- 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
- Prepares laboratory submittals of all suspected rabies cases and monitors other zoonotic diseases to protect human health
- Prepares shelter animals for adoption, transport and rescue
- Provides all medical treatments and preventive care to shelter animals
- Provides all necessary surgeries to shelter animals, including spay and neuter procedures
- Provides expert testimony in criminal animal cruelty cases

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

| Measures                             | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--------------------------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                                      |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Rabies vaccines delivered by clinic* | NI1-5 | HW-3 | OC   | ↔    | 32,304   | 16,389   | 30,000   | 15,000     | 25,000   |
| Spay/Neuter surgeries**              | NI1-5 | HW-3 |      | ↑    | 24,191   | 23,244   | 24,500   | 25,000     | 25,000   |

\* The declines in rabies vaccinations in FY 2019-20 and FY 2020-21 reflect the impacts of COVID-19

\*\* The FY 2018-19 Actual was revised to reflect more up-to-date information

### DIVISION COMMENTS

- **The Department will be utilizing \$1.3 million in enhancements to hire personnel, increase supplies and improve the Medley facility to provide more spay and neutering services to the community**
- The FY 2021-22 Adopted Budget continues the Wildlife Rabies Vaccination Effort intended to prevent rabies outbreaks in the County's urban areas
- In FY 2021-22, the Department will continue its partnership with the Humane Society of Greater Miami to provide free income qualified spay/neuter services to the community (\$300,000)
- The FY 2021-22 Adopted Budget funds ASD's agreement with the Miami Veterinary Foundation to provide low cost spay/neuter services via private veterinarians in the community at a value of \$450,000 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 five days per week
- In FY 2021-22, the Department will continue to provide free large scale spay/neuter surgeries for at risk populations
- In FY 2021-22, the Department will continue to provide lifesaving heartworm treatment at no cost for dogs adopted from the shelter
- The FY 2021-22 Adopted Budget funds the University of Florida Veterinary Shelter Medicine internship program aimed at improving shelter wellness care (\$125,000)
- During FY 2020-21, three positions were transferred to the Finance and Administration Division to reorganize and properly categorize administrative services

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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- ASD and the Friends of Miami Animals (FOMA) entered into a grant agreement in FY 2019-20 to provide mobile animal wellness services to low-income communities within the County; the grant funds four additional positions for FY 2021-22 (\$350,000)

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the continuation of the Countywide Infrastructure Investment Program (CIIP) that will focus on infrastructure improvements at all County-owned facilities to include but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevators, roofs, security, energy efficiency updates as well as various other facility infrastructure improvements as needed; the Department's CIIP plan also includes the acquisition of property adjacent to the Pet Adoption and Protection Center (PAPC) to provide additional employee and visitor parking (total project cost \$5.004 million, \$2.738 million in FY 2021-22; capital program #2000001284)

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 722                    | 547                | 785                | 532                    | 785                |
| Fuel                    | 108                    | 102                | 126                | 118                    | 129                |
| Overtime                | 256                    | 255                | 280                | 235                    | 285                |
| Rent                    | 26                     | 30                 | 20                 | 26                     | 20                 |
| Security Services       | 366                    | 448                | 400                | 483                    | 457                |
| Temporary Services      | 15                     | 51                 | 80                 | 0                      | 50                 |
| Travel and Registration | 87                     | 43                 | 90                 | 7                      | 90                 |
| Utilities               | 365                    | 378                | 396                | 418                    | 453                |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                         | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|--|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                         |                    |                    |                    |                     |
| General Fund Countywide                        | 13,945             | 15,724             | 17,236             | 21,610              |
| Animal License Fees from<br>Licensing Stations | 6,694              | 6,403              | 6,800              | 6,700               |
| Animal License Fees from<br>Shelter            | 2,051              | 1,724              | 2,050              | 1,770               |
| Animal Shelter Fees                            | 1,444              | 1,193              | 1,409              | 1,318               |
| Carryover                                      | 154                | 321                | 0                  | 505                 |
| Code Violation Fines                           | 1,926              | 1,229              | 1,960              | 500                 |
| Donations                                      | 177                | 107                | 94                 | 100                 |
| Grants From Other Local<br>Units               | 288                | 0                  | 0                  | 0                   |
| Miscellaneous Revenues                         | 134                | 276                | 90                 | 40                  |
| Surcharge Revenues                             | 145                | 103                | 160                | 50                  |
| Total Revenues                                 | 26,958             | 27,080             | 29,799             | 32,593              |
| <b>Operating Expenditures<br/>Summary</b>      |                    |                    |                    |                     |
| Salary   | 11,170             | 12,020             | 12,894             | 13,729              |
| Fringe Benefits                                | 5,626              | 6,027              | 6,057              | 6,462               |
| Court Costs                                    | 23                 | 14                 | 15                 | 18                  |
| Contractual Services                           | 1,709              | 1,867              | 2,110              | 1,949               |
| Other Operating                                | 5,103              | 4,305              | 5,680              | 6,153               |
| Charges for County Services                    | 1,650              | 1,664              | 1,650              | 1,873               |
| Grants to Outside<br>Organizations             | 676                | 743                | 700                | 1,200               |
| Capital  | 670                | 12                 | 599                | 604                 |
| Total Operating Expenditures                   | 26,627             | 26,652             | 29,705             | 31,988              |
| <b>Non-Operating Expenditures<br/>Summary</b>  |                    |                    |                    |                     |
| Transfers                                      | 18                 | 99                 | 94                 | 605                 |
| Distribution of Funds In Trust                 | 0                  | 0                  | 0                  | 0                   |
| Debt Service                                   | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations<br>and Depletion   | 0                  | 0                  | 0                  | 0                   |
| Reserve  | 0                  | 0                  | 0                  | 0                   |
| Total Non-Operating<br>Expenditures            | 18                 | 99                 | 94                 | 605                 |

| (dollars in thousands)                                 | Total Funding      |                     | Total Positions    |                     |
|--|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                                 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Neighborhood and Infrastructure</b> |                    |                     |                    |                     |
| Director's Office                                      | 483                | 516                 | 2                  | 2                   |
| Live Release and Shelter<br>Services                   | 4,107              | 3,609               | 55                 | 44                  |
| Pet Protection Services                                | 3,917              | 3,969               | 38                 | 37                  |
| Finance and Administration                             | 2,669              | 3,667               | 23                 | 34                  |
| Animal Care Division                                   | 5,864              | 6,978               | 89                 | 101                 |
| Community Engagement<br>and Public Relations           | 5,358              | 5,126               | 10                 | 4                   |
| Veterinary Clinic                                      | 7,307              | 8,123               | 43                 | 43                  |
| Total Operating Expenditures                           | 29,705             | 31,988              | 260                | 265                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

| (dollars in thousands)           | PRIOR | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE | TOTAL |
|----------------------------------|-------|----------|----------|----------|----------|----------|----------|--------|-------|
| <b>Revenue</b>                   |       |          |          |          |          |          |          |        |       |
| CIIP Program Revenues            | 0     | 0        | 1,661    | 0        | 0        | 0        | 0        | 0      | 1,661 |
| Capital Asset Series 2020C Bonds | 50    | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 50    |
| Capital Asset Series 2021A Bonds | 3,293 | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 3,293 |
| Total:                           | 3,343 | 0        | 1,661    | 0        | 0        | 0        | 0        | 0      | 5,004 |
| <b>Expenditures</b>              |       |          |          |          |          |          |          |        |       |
| <b>Strategic Area: NI</b>        |       |          |          |          |          |          |          |        |       |
| Infrastructure Improvements      | 605   | 2,738    | 1,661    | 0        | 0        | 0        | 0        | 0      | 5,004 |
| Total:                           | 605   | 2,738    | 1,661    | 0        | 0        | 0        | 0        | 0      | 5,004 |

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

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

**PROGRAM #: 2000001284**

**DESCRIPTION:** Provide infrastructure improvements to include but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevators, roofs, security, energy efficiency updates as well as various other facility infrastructure improvements as needed; acquire property adjacent to the Pet Adoption and Protection Center (PAPC) to provide additional employee and visitor parking

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

District Located: 12  
District(s) Served: Countywide



|                                  |              |                |                |                |                |                |                |               |              |
|----------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>         | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| CIIP Program Revenues            | 0            | 0              | 1,661          | 0              | 0              | 0              | 0              | 0             | 1,661        |
| Capital Asset Series 2020C Bonds | 50           | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 50           |
| Capital Asset Series 2021A Bonds | 3,293        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 3,293        |
| <b>TOTAL REVENUES:</b>           | <b>3,343</b> | <b>0</b>       | <b>1,661</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>5,004</b> |
| <b>EXPENDITURE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Art Allowance                    | 0            | 7              | 0              | 0              | 0              | 0              | 0              | 0             | 7            |
| Construction                     | 316          | 432            | 1,465          | 0              | 0              | 0              | 0              | 0             | 2,213        |
| Infrastructure Improvements      | 0            | 0              | 84             | 0              | 0              | 0              | 0              | 0             | 84           |
| Land Acquisition/Improvements    | 100          | 2,200          | 0              | 0              | 0              | 0              | 0              | 0             | 2,300        |
| Permitting                       | 8            | 1              | 0              | 0              | 0              | 0              | 0              | 0             | 9            |
| Planning and Design              | 129          | 43             | 0              | 0              | 0              | 0              | 0              | 0             | 172          |
| Project Administration           | 14           | 10             | 30             | 0              | 0              | 0              | 0              | 0             | 54           |
| Project Contingency              | 38           | 45             | 82             | 0              | 0              | 0              | 0              | 0             | 165          |
| <b>TOTAL EXPENDITURES:</b>       | <b>605</b>   | <b>2,738</b>   | <b>1,661</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>5,004</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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| <b>Department Operational Unmet Needs</b>  |   |                        |                  |
|--|---|------------------------|------------------|
| <b>Description</b>   | <b>(dollars in thousands)</b>                 |                        | <b>Positions</b> |
|  | <b>Startup Costs/<br/>Non Recurring Costs</b> | <b>Recurring Costs</b> |                  |
| Fund two Transport Operators (TNVR Drivers)  | \$0   | \$111                  | 2                |
| Fund one Investigator for the Humane Services Response Team                          | \$0   | \$82                   | 1                |
| Fund two Veterinary Technicians to assist in surgical procedures and vet care        | \$0   | \$130                  | 2                |
| Fund one Clerk 4 to provide additional event support                                 | \$0   | \$68                   | 1                |
| Fund one Clerk 4 to assist with the Foster Program                                   | \$0   | \$68                   | 1                |
| Fund one Maintenance Mechanic to service and maintain HVAC system                    | \$0   | \$67                   | 1                |
| Fund one Administrative Officer 2 to serve as community liaison                      | \$0   | \$83                   | 0                |
| Fund one Training Specialist 2 to provide additional support to the Training Bureau  | \$0   | \$83                   | 1                |
| Fund one Accountant 1 to process payables and accounting transactions                | \$0   | \$77                   | 1                |
| Fund one Personnel Specialist 2 to oversee payroll processing and records management | \$0   | \$80                   | 1                |
| Fund one Administrative Officer 2 to assist with community outreach                  | \$0   | \$83                   | 1                |
| Fund one Accountant 2 to oversee and approve payables                                | \$0   | \$93                   | 1                |
| <b>Total</b>   | <b>\$0</b>                                    | <b>\$1,025</b>         | <b>13</b>        |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Solid Waste Management

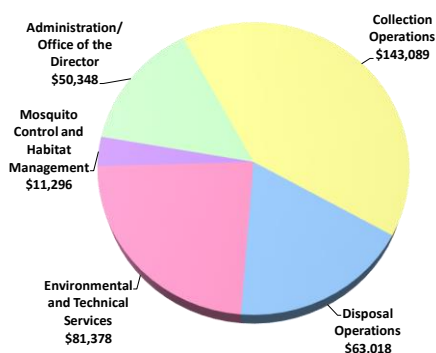
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, provides mosquito control services and enforces County ordinances as appropriate countywide.

As part of the Neighborhood and Infrastructure strategic area, DSWM provides a variety of services for residents, including garbage and trash collection and curbside collection of recyclable materials. In addition, DSWM operates 13 Trash and Recycling Centers (TRCs) in the WCSA and provides waste transfer and disposal services countywide to municipalities and private haulers. DSWM is also responsible for the operation and management of three regional transfer stations and associated fleet, two operating landfills and the Resource 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.

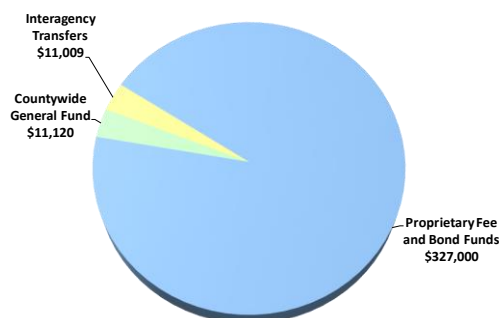
In fulfilling its purpose, DSWM provides disposal services to municipalities and private haulers and manages an agreement for the operation of the Resource Recovery facility. Landscape businesses also obtain permits from DSWM for use of the TRCs, landfills and the resource recovery facility. The Department 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 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

|  |   |
|--|---|
|  | <p style="text-align: center;"><b>OFFICE OF THE DIRECTOR</b></p> <p>Formulates departmental policy, implements County policy and provides overall direction and coordination of departmental operations and management</p> <p style="text-align: center;"> <u>FY 20-21</u>      <u>FY 21-22</u><br/> 6                      6 </p>  |
|  | <p style="text-align: center;"><b>COLLECTION OPERATIONS</b></p> <p>Provides residential and commercial garbage and trash collection; operates the neighborhood Trash and Recycling Centers; and provides bulky waste pick-ups and illegal dumping removal</p> <p style="text-align: center;"> <u>FY 20-21</u>      <u>FY 21-22</u><br/> 577                      577 </p>   |
|  | <p style="text-align: center;"><b>DISPOSAL OPERATIONS</b></p> <p>Disposes of all waste that enters the system and maintains disposal capacity; manages three regional transfer stations, the North and South Dade Landfills and the Resources Recovery ashfill; enforces solid waste regulations</p> <p style="text-align: center;"> <u>FY 20-21</u>      <u>FY 21-22</u><br/> 314                      317 </p>  |
|  | <p style="text-align: center;"><b>ENVIRONMENTAL AND TECHNICAL SERVICES</b></p> <p>Maintains capital waste management infrastructure, oversees landfill environmental compliance and administers fleet maintenance and resource recovery activities</p> <p style="text-align: center;"> <u>FY 20-21</u>      <u>FY 21-22</u><br/> 45                      44 </p>  |
|  | <p style="text-align: center;"><b>ADMINISTRATION</b></p> <p>Implements departmental policy and provides overall direction on personnel, finance, budget, intergovernmental affairs, planning, procurement, information systems, labor relations and training, media relations, outreach and customer service department-wide; administers the curbside recycling program</p> <p style="text-align: center;"> <u>FY 20-21</u>      <u>FY 21-22</u><br/> 106                      111 </p>  |
|  | <p style="text-align: center;"><b>MOSQUITO CONTROL AND HABITAT MANAGEMENT</b></p> <p>Provides the full range of Mosquito Control activities countywide, including public outreach activities, mosquito population surveillance and inspection and institution of industry standard protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the County</p> <p style="text-align: center;"> <u>FY 20-21</u>      <u>FY 21-22</u><br/> 64                      64 </p> |

The FY 2021-22 total number of full-time equivalent positions is 1,121.25

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

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.

- Administers and provides fiscal and budgetary support to departmental operations including purchasing, reporting, accounts payable/receivable and grant monitoring
- Coordinates BCC agenda items
- Coordinates information technology shared services for the Department

### **DIVISION COMMENTS**

- 📌 **The FY 2021-22 Adopted Budget includes four additional positions including one Administrative Officer 2 (\$83,000), two Senior Personnel Specialists (\$173,000) and One Information Technology Specialist (\$63,000) to establish the Labor Relations, Safety and Training Section within the Administration Division; functions of this section include employee training as well as ensuring departmental alignment with the County's standardized discipline process**
- The FY 2021-22 Adopted Budget includes the transfer in of one position to Administration from the Environmental and Technical Services Division to support intergovernmental and external affairs
- In FY 2021-22, the Department will continue to receive payments from other County departments to include parking revenues from the Hickman Garage (\$274,000), rent from Juvenile Services (\$605,000), and rent from Parks, Recreation and Open Spaces (\$921,000) for use of the Hickman Building; also included in the FY 2021-22 Adopted Budget are payments to the Communications Department to provide website maintenance and updates (\$820,800), the Office of the Inspector General for expenses associated with audits and reviews (\$64,000) and Audit and Management Services for audit services (\$127,000)
- 📌 The FY 2021-22 Adopted Budget includes funding for residential curbside recycling providing more than 350,000 households within the WCSA and nine municipalities with service every other week (\$9.683 million)
- The FY 2021-22 Adopted Budget includes a reimbursement to the Human Resources Department for fifty percent of a Personnel Specialist 2 position to assist with expediting a high volume of compensation position reviews (\$48,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of enforcement related complaints responded to within two business days | NI1-1 | ES-2 | EF   | ↑    | 96%      | 95%      | 96%      | 96%        | 95%      |
| Bulky waste trash tons collected (in thousands)                                    | NI2-3 | HW-1 | IN   | ↔    | 140      | 135      | 130      | 137        | 138      |
| Garbage tons collected (in thousands)  | NI2-3 | HW-1 | IN   | ↔    | 523      | 576      | 523      | 582        | 588      |
| Number of Residential enforcement actions undertaken(in thousands)                 | NI1-1 | HW-1 | IN   | ↑    | 34       | 33       | 35       | 35         | 35       |
| Average bulky waste response time (in calendar days)                               | NI2-3 | HW-1 | EF   | ↓    | 7        | 7        | 7        | 7          | 7        |
| Average illegal dumping pick-up response time (in calendar days)                   | NI1-1 | HW-1 | EF   | ↓    | 3        | 5        | 3        | 4          | 4        |
| Bulky waste complaints per 1,000 regular bulky waste orders created*               | NI2-3 | HW-1 | OC   | ↓    | 16       | 19       | 10       | 34         | 27       |
| Trash and Recycling Centers: tons collected (in thousands)*                        | NI2-3 | HW-1 | IN   | ↔    | 150      | 176      | 130      | 178        | 180      |

\* The FY 2019-20 Actual, FY 2020-21 Projection and FY 2021-22 Target reflect impacts associated with COVID-19

#### DIVISION COMMENTS

- The annual household residential curbside collection rate will remain at \$484 for FY 2021-22; 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; a fee adjustment process that will set the curbside collection rate for FY 2022-23 will begin in January 2022
- 🗑 In FY 2021-22, the Department will continue to provide trash collection services (\$50.225 million), which include the UMSA litter program along corridors and at hotspots (\$1.281 million)
- 🗑 In FY 2021-22, the Department will continue to provide curbside garbage collection services (\$88.879 million) to include commercial garbage collection by contract (\$2.362 million) and waste collection pick-ups at specific non-shelter bus stops (\$912,000)
- In FY 2021-22, the Department will continue to pay the Greater Miami Service Corps for litter pickup, cart repairs and other special projects (\$184,000)
- The FY 2021-22 Adopted Budget continues to fund three Disposal Technicians within the Animal Services Department (\$198,400)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **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 Resource Recovery ashfill; and permitting and enforcing solid waste regulations.

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Disposal tons accepted at full fee (in thousands)                     | NI2-3 | HW-1 | IN   | ↔    | 1,668    | 1,746    | 1,585    | 1,763      | 1,781    |
| Total (revenue) tons transferred in (in thousands)                    | NI2-3 | HW-1 | IN   | ↔    | 603      | 611      | 575      | 617        | 623      |
| Years of remaining disposal capacity (Level of Service)               | NI2-3 | HW-1 | IN   | ↔    | 12       | 11       | 10       | 9          | 9        |

### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted Budget includes one Landfill Operations Supervisor (\$135,000) and two Waste Equipment Operator (\$194,000) positions added as overages in FY 2020-21 to support landfill operations**
- The FY 2021-22 Adopted Budget includes an increase of five percent in the Consumer Price Index (CPI) applied to disposal fees, consistent with contracts and interlocal agreements
- The FY 2021-22 Adopted Budget includes the transportation and disposal of waste through roll off operations (\$7.328 million) at the Trash and Recycling Centers (TRC)
- In FY 2021-22, 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 rights-of-way in collaboration with the Department of Transportation and Public Works
- During FY 2020-21, a resolution was adopted, R-452-21, directing the Department to create an illegal dumping pilot program that would continue into FY 2021-22 with the City of Miami Gardens and City of Opa-Locka; under the program, the County would provide these cities training on illegal dumping investigative practices and criteria and enable the collection and disposal of illegal materials for the cities at no cost when using a County facility



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

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

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of Florida Department of Environmental Protection reporting deadlines met | NI2-3 | HW-1 | EF   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |
| Compliance inspections performed*  | NI2-3 | HW-1 | OP   | ↔    | 244      | 219      | 240      | 220        | 220      |
| Patrons served by Home Chemical Collection program                                   | NI2-3 | HW-1 | OP   | ↔    | 7,749    | 8,039    | 7,750    | 8,050      | 8,050    |
| Average quantity of household chemical waste collected per patron (in pounds)        | NI2-3 | HW-1 | EF   | ↑    | 115      | 98       | 100      | 100        | 100      |

\* The FY 2019-20 Actual, FY 2020-21 Projection and FY 2021-22 Target reflect impacts associated with COVID-19

#### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the transfer out of one position to Administration from the Environmental and Technical Services Division to support intergovernmental and external affairs
- ☛ In FY 2021-22, 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 (\$18.236 million)
- ☛ In FY 2021-22, the Department will continue environmental and technical service operations that include facilities maintenance (\$4.228 million) and environmental services (\$3.395 million)
- ☛ In FY 2021-22, the Department will continue the operation of two Home Chemical Collection Centers (\$1.028 million)
- ☛ In FY 2021-22, 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 2021-22 Adopted Budget also includes the continuation of the contract with Covanta Dade Renewable Energy, Ltd. to operate and maintain the County's Resource Recovery facility (\$72.284 million), including other supplemental contracts to support the Resource Recovery operation (\$501,500)
- ☛ In FY 2021-22, the Department will provide funding for Environmental Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division (\$100,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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


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

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of service requests responded to within two business days* | NI1-4 | HW-3 | EF   | ↑    | 99.5%    | 87.5%    | 97.0%    | 97.0%      | 97.0%    |







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

#### **DIVISION COMMENTS**

-  In FY 2021-22, DSWM will continue a proactive Mosquito Control program in areas previously impacted by the Zika virus and other areas where residents and visitors are known to congregate (\$5.408 million)
- The FY 2021-22 Adopted Budget includes a robust public information campaign to inform residents of Miami-Dade County on effective measures that prevent mosquito breeding on their properties and in their communities (\$500,000)
- The FY 2021-22 Adopted Budget includes a reimbursement for mosquito spraying from the Seaport, Homestead Air Reserve Base and the Water and Sewer Department (\$11,000) as well as a reimbursement from the Department of Transportation and Public Works Road and Bridge Division (\$165,000) for treating drains
- The FY 2021-22 Adopted Budget does not include funding for contracted crews in case of an outbreak; as with other natural events, if an outbreak occurs, resources required will be funded by General Fund reserves

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the construction of a 9,000 square foot LEED Silver certified administration building at the 58th Street Facility to house the Mosquito Control and Habitat Management operations as well as improved drainage to the surrounding area and vehicular flow through resurfacing and stripping; this project is funded through the Countywide Infrastructure Improvement Program (CIIP)(total project cost of \$7.570 million, \$470,000 in FY 2021-22; capital program #2000001394)
-  The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes Solid Waste System revenue bond proceeds for the Munisport Landfill Closure (total project cost \$35.365 million; \$1.5 million in FY 2021-22; capital program #5010690) and Virginia Key Closure (total project cost \$46.001 million; \$1.940 million in FY 2021-22; capital program #606610); these projects have no operating impact to the Department as these capital costs are related to remediating the landfill sites
-  The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes construction of a new Home Chemical Collection (HC2) Center that will give area residents an option of disposing household chemicals in a sustainable manner; the new proposed HC2 will be located at the 58th Street facility (total project cost \$4.211 million, \$2.621 million in FY 2021-22; capital program # 507960)
-  The FY 2021-22 Adopted Budget and Multi-Year Capital Plan provides capital improvements at the South Dade Landfill to include improvements to its Sequence Batch Reactor (SBR) system that that will provide continued treatment of leachate and other ground water contaminants (total project \$2.855 million; \$451,000 in FY 2021-22) as well as improvements to the gas collection and control systems that will provide odor control and improved air emissions (total project cost \$7.974 million, \$847,000 in FY 2021-22; capital program #2000001381)
-  Programmed in the Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan is the purchase of 215 acres of land east of the North Dade Landfill to serve as a buffer zone (\$6.596 million; capital program #609860) and the purchase of 175 acres west of the South Dade Landfill (\$5.138 million; capital program #609120) to provide the capability for future relocation of administrative buildings and vehicle parking
-  The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of 128 vehicles (\$26.545 million) for the replacement of its aging fleet funded with lease purchase financing (\$26.279 million for heavy fleet, and \$512,000 for light 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 addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 1,225                  | 898                | 1,291              | 1,269                  | 1,218              |
| Fuel                    | 7,197                  | 5,287              | 8,218              | 7,551                  | 8,520              |
| Overtime                | 5,865                  | 7,870              | 5,794              | 8,148                  | 4,650              |
| Rent                    | 1,722                  | 1,799              | 1,785              | 1,722                  | 1,785              |
| Security Services       | 1,937                  | 1,543              | 1,650              | 1,646                  | 1,678              |
| Temporary Services      | 670                    | 238                | 117                | 176                    | 1                  |
| Travel and Registration | 132                    | 42                 | 214                | 102                    | 181                |
| Utilities               | 78,727                 | 77,494             | 81,698             | 90,662                 | 90,425             |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

| Fee Adjustments                                  | Current Fee<br>FY 20-21 | Adopted Fee<br>FY 21-22 | Dollar Impact<br>FY 21-22 |
|--|-------------------------|-------------------------|---------------------------|
| • Disposal Contract Tipping Fee Rate Fee per Ton | 63.57                   | 66.75                   | \$5,660,000               |
| • Transfer Fee Rate Per Ton                      | 13.90                   | 14.60                   | \$432,500                 |

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)            | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|-----------------------------------|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>            |                    |                    |                    |                     |
| General Fund Countywide           | 8,452              | 11,113             | 10,992             | 11,120              |
| Carryover                         | 234,887            | 226,368            | 211,981            | 237,180             |
| Collection Fees and Charges       | 159,368            | 166,615            | 165,341            | 167,176             |
| Disposal Fees and Charges         | 132,314            | 133,659            | 114,830            | 137,777             |
| Interest Earnings                 | 4,022              | 3,847              | 2,200              | 2,190               |
| Intradepartmental Transfers       | 165                | 165                | 165                | 167                 |
| Loan Repayments                   | 11,108             | 20,449             | 0                  | 0                   |
| Other Miscellaneous               | 0                  | 0                  | 0                  | 4,666               |
| Revenues                          | 1,533              | 1,520              | 1,460              | 1,514               |
| Recyclable Material Sales         | 10,400             | 8,161              | 8,208              | 8,465               |
| Resource Recovery Energy          | 8,465              | 11,025             | 7,646              | 8,980               |
| Sales                             | 17,679             | 18,237             | 17,600             | 18,236              |
| Transfer Fees                     | 0                  | 0                  | 0                  | 11,000              |
| Utility Service Fee               | 33                 | 10                 | 29                 | 9                   |
| Federal Grants - ARP Act          | 33                 | 10                 | 29                 | 9                   |
| Interagency Transfers             | 33                 | 10                 | 29                 | 9                   |
| Total Revenues                    | 588,426            | 601,169            | 540,452            | 608,480             |
| <b>Operating Expenditures</b>     |                    |                    |                    |                     |
| <b>Summary</b>                    |                    |                    |                    |                     |
| Salary                            | 62,856             | 66,190             | 67,064             | 71,528              |
| Fringe Benefits                   | 26,759             | 28,948             | 30,281             | 31,483              |
| Court Costs                       | 3                  | 2                  | 9                  | 9                   |
| Contractual Services              | 149,431            | 145,361            | 155,503            | 172,201             |
| Other Operating                   | 15,014             | 21,367             | 16,814             | 20,766              |
| Charges for County Services       | 49,681             | 46,638             | 48,511             | 52,670              |
| Grants to Outside                 | 104                | 125                | 125                | 125                 |
| Organizations                     |                    |                    |                    |                     |
| Capital                           | 15,168             | 26,343             | 1,397              | 347                 |
| Total Operating Expenditures      | 319,016            | 334,974            | 319,704            | 349,129             |
| <b>Non-Operating Expenditures</b> |                    |                    |                    |                     |
| <b>Summary</b>                    |                    |                    |                    |                     |
| Transfers                         | 24,365             | 2,576              | 10,932             | 23,715              |
| Distribution of Funds In Trust    | 1,519              | 1,594              | 1,685              | 1,671               |
| Debt Service                      | 17,158             | 19,408             | 15,987             | 17,536              |
| Depreciation, Amortizations       | 0                  | 0                  | 0                  | 0                   |
| and Depletion                     |                    |                    |                    |                     |
| Reserve                           | 0                  | 0                  | 192,144            | 216,429             |
| Total Non-Operating               | 43,042             | 23,578             | 220,748            | 259,351             |
| Expenditures                      |                    |                    |                    |                     |

| (dollars in thousands)                                 | Total Funding<br>Budget | Adopted  | Total Positions<br>Budget | Adopted  |
|--|-------------------------|----------|---------------------------|----------|
| Expenditure By Program                                 | FY 20-21                | FY 21-22 | FY 20-21                  | FY 21-22 |
| <b>Strategic Area: Neighborhood and Infrastructure</b> |                         |          |                           |          |
| Administration/Office of the                           | 44,624                  | 50,348   | 112                       | 117      |
| Director   |                         |          |                           |          |
| Collection Operations                                  | 130,117                 | 143,089  | 577                       | 577      |
| Disposal Operations                                    | 60,165                  | 63,018   | 314                       | 317      |
| Environmental and                                      | 73,612                  | 81,378   | 45                        | 44       |
| Technical Services                                     |                         |          |                           |          |
| Mosquito Control and                                   | 11,186                  | 11,296   | 64                        | 64       |
| Habitat Management                                     |                         |          |                           |          |
| Total Operating Expenditures                           | 319,704                 | 349,129  | 1,112                     | 1,119    |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

| (dollars in thousands)                | PRIOR   | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE  | TOTAL   |
|---------------------------------------|---------|----------|----------|----------|----------|----------|----------|---------|---------|
| <b>Revenue</b>                        |         |          |          |          |          |          |          |         |         |
| CIIP Program Revenues                 | 0       | 0        | 285      | 3,885    | 2,930    | 0        | 0        | 0       | 7,100   |
| Capital Asset Series 2021A Bonds      | 470     | 0        | 0        | 0        | 0        | 0        | 0        | 0       | 470     |
| Solid Waste System Rev. Bonds         | 67,131  | 0        | 0        | 0        | 0        | 0        | 0        | 0       | 67,131  |
| Series 2005                           |         |          |          |          |          |          |          |         |         |
| Utility Service Fee                   | 101     | 3,681    | 1,590    | 17,255   | 16,315   | 0        | 1,362    | 56,104  | 96,408  |
| Waste Collection Operating Fund       | 2,144   | 2,698    | 2,764    | 1,330    | 131      | 0        | 0        | 5,649   | 14,716  |
| Waste Disposal Operating Fund         | 32,126  | 13,896   | 16,669   | 40,906   | 12,834   | 9,022    | 3,485    | 177,975 | 306,913 |
| Total:                                | 101,972 | 20,275   | 21,308   | 63,376   | 32,210   | 9,022    | 4,847    | 239,728 | 492,738 |
| <b>Expenditures</b>                   |         |          |          |          |          |          |          |         |         |
| <b>Strategic Area: NI</b>             |         |          |          |          |          |          |          |         |         |
| Environmental Projects                | 0       | 470      | 285      | 3,885    | 2,930    | 0        | 0        | 0       | 7,570   |
| Facility Improvements                 | 721     | 238      | 131      | 205      | 826      | 0        | 0        | 2,886   | 5,007   |
| Waste Collection                      | 1,978   | 2,636    | 2,633    | 1,125    | 131      | 0        | 0        | 5,593   | 14,096  |
| Waste Disposal                        | 9,104   | 10,351   | 15,332   | 3,654    | 4,612    | 7,819    | 3,485    | 129,770 | 184,127 |
| Waste Disposal Environmental Projects | 59,907  | 10,490   | 25,572   | 56,992   | 24,038   | 1,203    | 2,257    | 101,479 | 281,938 |
| Total:                                | 71,710  | 24,185   | 43,953   | 65,861   | 32,537   | 9,022    | 5,742    | 239,728 | 492,738 |

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

#### **COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3A COLLECTION FACILITY**

**PROGRAM #: 2000001375**



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

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

|                                 |              |                |                |                |                |                |                |               |              |
|---------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>        | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Waste Collection Operating Fund | 20           | 49             | 289            | 315            | 0              | 0              | 0              | 728           | 1,401        |
| <b>TOTAL REVENUES:</b>          | <b>20</b>    | <b>49</b>      | <b>289</b>     | <b>315</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>728</b>    | <b>1,401</b> |
| <b>EXPENDITURE SCHEDULE:</b>    | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Infrastructure Improvements     | 0            | 15             | 265            | 280            | 0              | 0              | 0              | 560           | 1,120        |
| Permitting                      | 0            | 0              | 5              | 0              | 0              | 0              | 0              | 0             | 5            |
| Planning and Design             | 20           | 34             | 19             | 0              | 0              | 0              | 0              | 98            | 171          |
| Project Contingency             | 0            | 0              | 0              | 35             | 0              | 0              | 0              | 70            | 105          |
| <b>TOTAL EXPENDITURES:</b>      | <b>20</b>    | <b>49</b>      | <b>289</b>     | <b>315</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>728</b>    | <b>1,401</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3A COLLECTION FACILITY

PROGRAM #: 2000001387

#### TRUCK WASH UPGRADE

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

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

| REVENUE SCHEDULE:               | PRIOR    | 2021-22   | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|----------|-----------|------------|----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 0        | 40        | 425        | 0        | 0        | 0        | 0        | 435        | 900        |
| <b>TOTAL REVENUES:</b>          | <b>0</b> | <b>40</b> | <b>425</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>435</b> | <b>900</b> |
| EXPENDITURE SCHEDULE:           | PRIOR    | 2021-22   | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 0        | 0         | 70         | 0        | 0        | 0        | 0        | 50         | 120        |
| Major Machinery and Equipment   | 0        | 0         | 300        | 0        | 0        | 0        | 0        | 300        | 600        |
| Permitting                      | 0        | 0         | 5          | 0        | 0        | 0        | 0        | 0          | 5          |
| Planning and Design             | 0        | 40        | 10         | 0        | 0        | 0        | 0        | 45         | 95         |
| Project Contingency             | 0        | 0         | 40         | 0        | 0        | 0        | 0        | 40         | 80         |
| <b>TOTAL EXPENDITURES:</b>      | <b>0</b> | <b>40</b> | <b>425</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>435</b> | <b>900</b> |

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3B COLLECTION FACILITY

PROGRAM #: 2000001376

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

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

| REVENUE SCHEDULE:               | PRIOR    | 2021-22  | 2022-23    | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
|---------------------------------|----------|----------|------------|------------|----------|----------|----------|------------|--------------|
| Waste Collection Operating Fund | 0        | 0        | 480        | 425        | 0        | 0        | 0        | 737        | 1,642        |
| <b>TOTAL REVENUES:</b>          | <b>0</b> | <b>0</b> | <b>480</b> | <b>425</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>737</b> | <b>1,642</b> |
| EXPENDITURE SCHEDULE:           | PRIOR    | 2021-22  | 2022-23    | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
| Infrastructure Improvements     | 0        | 0        | 345        | 360        | 0        | 0        | 0        | 580        | 1,285        |
| Permitting                      | 0        | 0        | 5          | 0          | 0        | 0        | 0        | 0          | 5            |
| Planning and Design             | 0        | 0        | 85         | 20         | 0        | 0        | 0        | 90         | 195          |
| Project Contingency             | 0        | 0        | 45         | 45         | 0        | 0        | 0        | 67         | 157          |
| <b>TOTAL EXPENDITURES:</b>      | <b>0</b> | <b>0</b> | <b>480</b> | <b>425</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>737</b> | <b>1,642</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3B COLLECTION FACILITY

PROGRAM #: 2000001388

#### TRUCK WASH UPGRADE

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

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

| REVENUE SCHEDULE:               | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
|---------------------------------|------------|------------|----------|----------|----------|----------|----------|------------|--------------|
| Waste Collection Operating Fund | 146        | 425        | 0        | 0        | 0        | 0        | 0        | 445        | 1,016        |
| <b>TOTAL REVENUES:</b>          | <b>146</b> | <b>425</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>445</b> | <b>1,016</b> |
| EXPENDITURE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
| Infrastructure Improvements     | 85         | 50         | 0        | 0        | 0        | 0        | 0        | 50         | 185          |
| Major Machinery and Equipment   | 0          | 300        | 0        | 0        | 0        | 0        | 0        | 300        | 600          |
| Permitting                      | 1          | 5          | 0        | 0        | 0        | 0        | 0        | 5          | 11           |
| Planning and Design             | 51         | 30         | 0        | 0        | 0        | 0        | 0        | 50         | 131          |
| Project Contingency             | 9          | 40         | 0        | 0        | 0        | 0        | 0        | 40         | 89           |
| <b>TOTAL EXPENDITURES:</b>      | <b>146</b> | <b>425</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>445</b> | <b>1,016</b> |

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET COLLECTION FACILITY

PROGRAM #: 2000001377

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

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

| REVENUE SCHEDULE:               | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
|---------------------------------|------------|------------|------------|----------|----------|----------|----------|------------|--------------|
| Waste Collection Operating Fund | 222        | 498        | 336        | 0        | 0        | 0        | 0        | 667        | 1,723        |
| <b>TOTAL REVENUES:</b>          | <b>222</b> | <b>498</b> | <b>336</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>667</b> | <b>1,723</b> |
| EXPENDITURE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
| Infrastructure Improvements     | 177        | 400        | 290        | 0        | 0        | 0        | 0        | 525        | 1,392        |
| Permitting                      | 0          | 3          | 3          | 0        | 0        | 0        | 0        | 6          | 12           |
| Planning and Design             | 31         | 50         | 10         | 0        | 0        | 0        | 0        | 90         | 181          |
| Project Contingency             | 14         | 45         | 33         | 0        | 0        | 0        | 0        | 46         | 138          |
| <b>TOTAL EXPENDITURES:</b>      | <b>222</b> | <b>498</b> | <b>336</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>667</b> | <b>1,723</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

PROGRAM #: 2000001389

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

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

| REVENUE SCHEDULE:               | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|------------|------------|----------|----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 240        | 170        | 0        | 0        | 0        | 0        | 0        | 405        | 815        |
| <b>TOTAL REVENUES:</b>          | <b>240</b> | <b>170</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>405</b> | <b>815</b> |
| EXPENDITURE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 0          | 20         | 0        | 0        | 0        | 0        | 0        | 30         | 50         |
| Major Machinery and Equipment   | 200        | 100        | 0        | 0        | 0        | 0        | 0        | 300        | 600        |
| Permitting                      | 5          | 0          | 0        | 0        | 0        | 0        | 0        | 0          | 5          |
| Planning and Design             | 35         | 15         | 0        | 0        | 0        | 0        | 0        | 40         | 90         |
| Project Contingency             | 0          | 35         | 0        | 0        | 0        | 0        | 0        | 35         | 70         |
| <b>TOTAL EXPENDITURES:</b>      | <b>240</b> | <b>170</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>405</b> | <b>815</b> |

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - CHAPMAN FIELD TRASH AND RECYCLING CENTER

PROGRAM #: 2000001371

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

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

| REVENUE SCHEDULE:               | PRIOR     | 2021-22    | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|-----------|------------|-----------|----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 10        | 137        | 98        | 0        | 0        | 0        | 0        | 146        | 391        |
| <b>TOTAL REVENUES:</b>          | <b>10</b> | <b>137</b> | <b>98</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>146</b> | <b>391</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22    | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 8         | 98         | 64        | 0        | 0        | 0        | 0        | 100        | 270        |
| Permitting                      | 1         | 1          | 1         | 0        | 0        | 0        | 0        | 2          | 5          |
| Planning and Design             | 1         | 26         | 21        | 0        | 0        | 0        | 0        | 32         | 80         |
| Project Contingency             | 0         | 12         | 12        | 0        | 0        | 0        | 0        | 12         | 36         |
| <b>TOTAL EXPENDITURES:</b>      | <b>10</b> | <b>137</b> | <b>98</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>146</b> | <b>391</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

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

LOCATION: 9401 SW 184 St  
Palmetto Bay

District Located: 8  
District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR      | 2021-22    | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|------------|------------|-----------|----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 162        | 216        | 76        | 0        | 0        | 0        | 0        | 198        | 652        |
| <b>TOTAL REVENUES:</b>          | <b>162</b> | <b>216</b> | <b>76</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>198</b> | <b>652</b> |
| EXPENDITURE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 128        | 167        | 57        | 0        | 0        | 0        | 0        | 156        | 508        |
| Permitting                      | 4          | 2          | 1         | 0        | 0        | 0        | 0        | 2          | 9          |
| Planning and Design             | 25         | 24         | 12        | 0        | 0        | 0        | 0        | 20         | 81         |
| Project Contingency             | 5          | 23         | 6         | 0        | 0        | 0        | 0        | 20         | 54         |
| <b>TOTAL EXPENDITURES:</b>      | <b>162</b> | <b>216</b> | <b>76</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>198</b> | <b>652</b> |

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

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

LOCATION: 140 NW 160 St  
Unincorporated Miami-Dade County

District Located: 2  
District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR     | 2021-22    | 2022-23   | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE    | TOTAL      |
|---------------------------------|-----------|------------|-----------|-----------|----------|----------|----------|-----------|------------|
| Waste Collection Operating Fund | 10        | 146        | 26        | 84        | 0        | 0        | 0        | 94        | 360        |
| <b>TOTAL REVENUES:</b>          | <b>10</b> | <b>146</b> | <b>26</b> | <b>84</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>94</b> | <b>360</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22    | 2022-23   | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE    | TOTAL      |
| Infrastructure Improvements     | 8         | 107        | 0         | 68        | 0        | 0        | 0        | 74        | 257        |
| Permitting                      | 1         | 0          | 0         | 0         | 0        | 0        | 0        | 0         | 1          |
| Planning and Design             | 1         | 27         | 15        | 8         | 0        | 0        | 0        | 20        | 71         |
| Project Contingency             | 0         | 12         | 11        | 8         | 0        | 0        | 0        | 0         | 31         |
| <b>TOTAL EXPENDITURES:</b>      | <b>10</b> | <b>146</b> | <b>26</b> | <b>84</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>94</b> | <b>360</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

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

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

| REVENUE SCHEDULE:               | PRIOR     | 2021-22    | 2022-23  | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|-----------|------------|----------|------------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 10        | 201        | 0        | 128        | 0        | 0        | 0        | 254        | 593        |
| <b>TOTAL REVENUES:</b>          | <b>10</b> | <b>201</b> | <b>0</b> | <b>128</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>254</b> | <b>593</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22    | 2022-23  | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 8         | 152        | 0        | 108        | 0        | 0        | 0        | 216        | 484        |
| Permitting                      | 1         | 1          | 0        | 1          | 0        | 0        | 0        | 2          | 5          |
| Planning and Design             | 1         | 30         | 0        | 13         | 0        | 0        | 0        | 26         | 70         |
| Project Contingency             | 0         | 18         | 0        | 6          | 0        | 0        | 0        | 10         | 34         |
| <b>TOTAL EXPENDITURES:</b>      | <b>10</b> | <b>201</b> | <b>0</b> | <b>128</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>254</b> | <b>593</b> |

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE TRASH AND RECYCLING CENTER PROGRAM #: 2000001368

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

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

| REVENUE SCHEDULE:               | PRIOR     | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|-----------|-----------|----------|----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 55        | 85        | 0        | 0        | 0        | 0        | 0        | 146        | 286        |
| <b>TOTAL REVENUES:</b>          | <b>55</b> | <b>85</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>146</b> | <b>286</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 43        | 66        | 0        | 0        | 0        | 0        | 0        | 108        | 217        |
| Permitting                      | 1         | 0         | 0        | 0        | 0        | 0        | 0        | 0          | 1          |
| Planning and Design             | 7         | 14        | 0        | 0        | 0        | 0        | 0        | 28         | 49         |
| Project Contingency             | 4         | 5         | 0        | 0        | 0        | 0        | 0        | 10         | 19         |
| <b>TOTAL EXPENDITURES:</b>      | <b>55</b> | <b>85</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>146</b> | <b>286</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - NORWOOD TRASH AND RECYCLING CENTER

PROGRAM #: 2000001367

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

LOCATION: 19901 NW 7 Ave  
Miami Gardens

District Located: 1  
District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR     | 2021-22   | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|-----------|-----------|------------|-----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 10        | 38        | 106        | 62        | 0        | 0        | 0        | 164        | 380        |
| <b>TOTAL REVENUES:</b>          | <b>10</b> | <b>38</b> | <b>106</b> | <b>62</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>164</b> | <b>380</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22   | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 8         | 12        | 90         | 46        | 0        | 0        | 0        | 120        | 276        |
| Permitting                      | 1         | 1         | 1          | 1         | 0        | 0        | 0        | 2          | 6          |
| Planning and Design             | 1         | 22        | 5          | 15        | 0        | 0        | 0        | 30         | 73         |
| Project Contingency             | 0         | 3         | 10         | 0         | 0        | 0        | 0        | 12         | 25         |
| <b>TOTAL EXPENDITURES:</b>      | <b>10</b> | <b>38</b> | <b>106</b> | <b>62</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>164</b> | <b>380</b> |

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - PALM SPRING TRASH AND RECYCLING CENTER

PROGRAM #: 2000001361

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

LOCATION: 7870 NW 178 St  
Unincorporated Miami-Dade County

District Located: 13  
District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR     | 2021-22   | 2022-23    | 2023-24  | 2024-25    | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|-----------|-----------|------------|----------|------------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 61        | 47        | 146        | 0        | 131        | 0        | 0        | 170        | 555        |
| <b>TOTAL REVENUES:</b>          | <b>61</b> | <b>47</b> | <b>146</b> | <b>0</b> | <b>131</b> | <b>0</b> | <b>0</b> | <b>170</b> | <b>555</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22   | 2022-23    | 2023-24  | 2024-25    | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 50        | 12        | 125        | 0        | 110        | 0        | 0        | 136        | 433        |
| Permitting                      | 1         | 1         | 1          | 0        | 0          | 0        | 0        | 0          | 3          |
| Planning and Design             | 10        | 32        | 7          | 0        | 10         | 0        | 0        | 20         | 79         |
| Project Contingency             | 0         | 2         | 13         | 0        | 11         | 0        | 0        | 14         | 40         |
| <b>TOTAL EXPENDITURES:</b>      | <b>61</b> | <b>47</b> | <b>146</b> | <b>0</b> | <b>131</b> | <b>0</b> | <b>0</b> | <b>170</b> | <b>555</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

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

LOCATION: 14050 Boggs Dr District Located: 9  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR     | 2021-22   | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|-----------|-----------|------------|-----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 10        | 41        | 151        | 96        | 0        | 0        | 0        | 186        | 484        |
| <b>TOTAL REVENUES:</b>          | <b>10</b> | <b>41</b> | <b>151</b> | <b>96</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>186</b> | <b>484</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22   | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 8         | 12        | 130        | 75        | 0        | 0        | 0        | 150        | 375        |
| Permitting                      | 1         | 1         | 1          | 1         | 0        | 0        | 0        | 2          | 6          |
| Planning and Design             | 1         | 27        | 6          | 13        | 0        | 0        | 0        | 20         | 67         |
| Project Contingency             | 0         | 1         | 14         | 7         | 0        | 0        | 0        | 14         | 36         |
| <b>TOTAL EXPENDITURES:</b>      | <b>10</b> | <b>41</b> | <b>151</b> | <b>96</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>186</b> | <b>484</b> |

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

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

LOCATION: 2200 SW 117 Ave District Located: 11  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR      | 2021-22    | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
|---------------------------------|------------|------------|------------|-----------|----------|----------|----------|------------|--------------|
| Waste Collection Operating Fund | 687        | 393        | 155        | 74        | 0        | 0        | 0        | 188        | 1,497        |
| <b>TOTAL REVENUES:</b>          | <b>687</b> | <b>393</b> | <b>155</b> | <b>74</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>188</b> | <b>1,497</b> |
| EXPENDITURE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
| Infrastructure Improvements     | 631        | 334        | 110        | 60        | 0        | 0        | 0        | 150        | 1,285        |
| Permitting                      | 3          | 2          | 2          | 0         | 0        | 0        | 0        | 2          | 9            |
| Planning and Design             | 53         | 25         | 30         | 10        | 0        | 0        | 0        | 20         | 138          |
| Project Contingency             | 0          | 32         | 13         | 4         | 0        | 0        | 0        | 16         | 65           |
| <b>TOTAL EXPENDITURES:</b>      | <b>687</b> | <b>393</b> | <b>155</b> | <b>74</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>188</b> | <b>1,497</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH MIAMI HEIGHTS TRASH AND RECYCLING CENTER

PROGRAM #: 2000001365

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

LOCATION: 20800 SW 117 Ct  
Unincorporated Miami-Dade County

District Located: 9  
District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR     | 2021-22   | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|-----------|-----------|------------|-----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 76        | 80        | 122        | 69        | 0        | 0        | 0        | 182        | 529        |
| <b>TOTAL REVENUES:</b>          | <b>76</b> | <b>80</b> | <b>122</b> | <b>69</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>182</b> | <b>529</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22   | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 63        | 49        | 99         | 54        | 0        | 0        | 0        | 136        | 401        |
| Permitting                      | 2         | 1         | 2          | 0         | 0        | 0        | 0        | 2          | 7          |
| Planning and Design             | 7         | 25        | 11         | 15        | 0        | 0        | 0        | 30         | 88         |
| Project Contingency             | 4         | 5         | 10         | 0         | 0        | 0        | 0        | 14         | 33         |
| <b>TOTAL EXPENDITURES:</b>      | <b>76</b> | <b>80</b> | <b>122</b> | <b>69</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>182</b> | <b>529</b> |

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SUNSET KENDALL TRASH AND RECYCLING CENTER

PROGRAM #: 2000001364

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

LOCATION: 8000 SW 107 Ave  
Unincorporated Miami-Dade County

District Located: 10  
District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR     | 2021-22   | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|-----------|-----------|-----------|----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 94        | 16        | 80        | 0        | 0        | 0        | 0        | 160        | 350        |
| <b>TOTAL REVENUES:</b>          | <b>94</b> | <b>16</b> | <b>80</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>160</b> | <b>350</b> |
| EXPENDITURE SCHEDULE:           | PRIOR     | 2021-22   | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 60        | 12        | 63        | 0        | 0        | 0        | 0        | 126        | 261        |
| Permitting                      | 1         | 1         | 0         | 0        | 0        | 0        | 0        | 0          | 2          |
| Planning and Design             | 27        | 2         | 10        | 0        | 0        | 0        | 0        | 20         | 59         |
| Project Contingency             | 6         | 1         | 7         | 0        | 0        | 0        | 0        | 14         | 28         |
| <b>TOTAL EXPENDITURES:</b>      | <b>94</b> | <b>16</b> | <b>80</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>160</b> | <b>350</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

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

LOCATION: 1830 NW 79 St District Located: 2  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR      | 2021-22   | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|------------|-----------|------------|-----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 169        | 37        | 131        | 77        | 0        | 0        | 0        | 154        | 568        |
| <b>TOTAL REVENUES:</b>          | <b>169</b> | <b>37</b> | <b>131</b> | <b>77</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>154</b> | <b>568</b> |
| EXPENDITURE SCHEDULE:           | PRIOR      | 2021-22   | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 113        | 12        | 120        | 66        | 0        | 0        | 0        | 132        | 443        |
| Permitting                      | 2          | 2         | 0          | 1         | 0        | 0        | 0        | 2          | 7          |
| Planning and Design             | 42         | 23        | 11         | 5         | 0        | 0        | 0        | 10         | 91         |
| Project Contingency             | 12         | 0         | 0          | 5         | 0        | 0        | 0        | 10         | 27         |
| <b>TOTAL EXPENDITURES:</b>      | <b>169</b> | <b>37</b> | <b>131</b> | <b>77</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>154</b> | <b>568</b> |

### COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST PERRINE TRASH AND RECYCLING CENTER PROGRAM #: 2000001363

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

LOCATION: 16651 SW 107 Ave District Located: 9  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:               | PRIOR      | 2021-22   | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|---------------------------------|------------|-----------|------------|----------|----------|----------|----------|------------|------------|
| Waste Collection Operating Fund | 162        | 79        | 143        | 0        | 0        | 0        | 0        | 190        | 574        |
| <b>TOTAL REVENUES:</b>          | <b>162</b> | <b>79</b> | <b>143</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>190</b> | <b>574</b> |
| EXPENDITURE SCHEDULE:           | PRIOR      | 2021-22   | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements     | 113        | 52        | 115        | 0        | 0        | 0        | 0        | 160        | 440        |
| Planning and Design             | 35         | 25        | 13         | 0        | 0        | 0        | 0        | 20         | 93         |
| Project Contingency             | 14         | 2         | 15         | 0        | 0        | 0        | 0        | 10         | 41         |
| <b>TOTAL EXPENDITURES:</b>      | <b>162</b> | <b>79</b> | <b>143</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>190</b> | <b>574</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET HOME CHEMICAL COLLECTION CENTER

PROGRAM #: 507960

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

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

| REVENUE SCHEDULE:             | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-------------------------------|--------------|--------------|------------|----------|----------|----------|----------|----------|--------------|
| Waste Disposal Operating Fund | 1,312        | 2,621        | 278        | 0        | 0        | 0        | 0        | 0        | 4,211        |
| <b>TOTAL REVENUES:</b>        | <b>1,312</b> | <b>2,621</b> | <b>278</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,211</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements   | 450          | 2,300        | 270        | 0        | 0        | 0        | 0        | 0        | 3,020        |
| Permitting                    | 2            | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 2            |
| Planning and Design           | 860          | 48           | 8          | 0        | 0        | 0        | 0        | 0        | 916          |
| Project Contingency           | 0            | 273          | 0          | 0        | 0        | 0        | 0        | 0        | 273          |
| <b>TOTAL EXPENDITURES:</b>    | <b>1,312</b> | <b>2,621</b> | <b>278</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,211</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET LANDFILL ACCESS ROAD

PROGRAM #: 2000001383

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

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

| REVENUE SCHEDULE:             | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|------------|----------|----------|----------|----------|----------|----------|------------|------------|
| Waste Disposal Operating Fund | 498        | 0        | 0        | 0        | 0        | 0        | 0        | 202        | 700        |
| <b>TOTAL REVENUES:</b>        | <b>498</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>202</b> | <b>700</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements   | 445        | 0        | 0        | 0        | 0        | 0        | 0        | 150        | 595        |
| Permitting                    | 2          | 0        | 0        | 0        | 0        | 0        | 0        | 0          | 2          |
| Planning and Design           | 33         | 0        | 0        | 0        | 0        | 0        | 0        | 34         | 67         |
| Project Contingency           | 18         | 0        | 0        | 0        | 0        | 0        | 0        | 18         | 36         |
| <b>TOTAL EXPENDITURES:</b>    | <b>498</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>202</b> | <b>700</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - BACKUP POWER GENERATORS PROGRAM #: 509270

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

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

| REVENUE SCHEDULE:                | PRIOR      | 2021-22    | 2022-23    | 2023-24    | 2024-25    | 2025-26  | 2026-27    | FUTURE       | TOTAL        |
|----------------------------------|------------|------------|------------|------------|------------|----------|------------|--------------|--------------|
| Waste Disposal Operating Fund    | 963        | 265        | 526        | 526        | 523        | 0        | 523        | 1,419        | 4,745        |
| <b>TOTAL REVENUES:</b>           | <b>963</b> | <b>265</b> | <b>526</b> | <b>526</b> | <b>523</b> | <b>0</b> | <b>523</b> | <b>1,419</b> | <b>4,745</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22    | 2022-23    | 2023-24    | 2024-25    | 2025-26  | 2026-27    | FUTURE       | TOTAL        |
| Construction                     | 23         | 0          | 0          | 0          | 0          | 0        | 0          | 0            | 23           |
| Furniture Fixtures and Equipment | 322        | 0          | 0          | 0          | 0          | 0        | 0          | 0            | 322          |
| Infrastructure Improvements      | 175        | 25         | 50         | 50         | 50         | 0        | 50         | 150          | 550          |
| Major Machinery and Equipment    | 275        | 200        | 400        | 400        | 400        | 0        | 400        | 1,050        | 3,125        |
| Permitting                       | 3          | 3          | 3          | 3          | 0          | 0        | 0          | 0            | 12           |
| Planning and Design              | 95         | 31         | 62         | 62         | 62         | 0        | 62         | 186          | 560          |
| Project Contingency              | 70         | 6          | 11         | 11         | 11         | 0        | 11         | 33           | 153          |
| <b>TOTAL EXPENDITURES:</b>       | <b>963</b> | <b>265</b> | <b>526</b> | <b>526</b> | <b>523</b> | <b>0</b> | <b>523</b> | <b>1,419</b> | <b>4,745</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION PROGRAM #: 2000001373

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

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

| REVENUE SCHEDULE:             | PRIOR     | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|-----------|------------|----------|----------|----------|----------|----------|------------|------------|
| Waste Disposal Operating Fund | 13        | 176        | 0        | 0        | 0        | 0        | 0        | 352        | 541        |
| <b>TOTAL REVENUES:</b>        | <b>13</b> | <b>176</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>352</b> | <b>541</b> |
| EXPENDITURE SCHEDULE:         | PRIOR     | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements   | 12        | 140        | 0        | 0        | 0        | 0        | 0        | 280        | 432        |
| Permitting                    | 1         | 1          | 0        | 0        | 0        | 0        | 0        | 2          | 4          |
| Planning and Design           | 0         | 20         | 0        | 0        | 0        | 0        | 0        | 40         | 60         |
| Project Contingency           | 0         | 15         | 0        | 0        | 0        | 0        | 0        | 30         | 45         |
| <b>TOTAL EXPENDITURES:</b>    | <b>13</b> | <b>176</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>352</b> | <b>541</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION PROGRAM #: 2000001352

#### BUILDING UPGRADE

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

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

| REVENUE SCHEDULE:             | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25   | 2025-26    | 2026-27  | FUTURE     | TOTAL        |
|-------------------------------|------------|------------|----------|----------|-----------|------------|----------|------------|--------------|
| Waste Disposal Operating Fund | 218        | 167        | 0        | 0        | 40        | 252        | 0        | 446        | 1,123        |
| <b>TOTAL REVENUES:</b>        | <b>218</b> | <b>167</b> | <b>0</b> | <b>0</b> | <b>40</b> | <b>252</b> | <b>0</b> | <b>446</b> | <b>1,123</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25   | 2025-26    | 2026-27  | FUTURE     | TOTAL        |
| Construction                  | 0          | 0          | 0        | 0        | 0         | 200        | 0        | 325        | 525          |
| Infrastructure Improvements   | 81         | 125        | 0        | 0        | 0         | 0          | 0        | 0          | 206          |
| Permitting                    | 2          | 2          | 0        | 0        | 0         | 2          | 0        | 4          | 10           |
| Planning and Design           | 126        | 28         | 0        | 0        | 40        | 25         | 0        | 92         | 311          |
| Project Contingency           | 9          | 12         | 0        | 0        | 0         | 25         | 0        | 25         | 71           |
| <b>TOTAL EXPENDITURES:</b>    | <b>218</b> | <b>167</b> | <b>0</b> | <b>0</b> | <b>40</b> | <b>252</b> | <b>0</b> | <b>446</b> | <b>1,123</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION PROGRAM #: 2000001349

#### EQUIPMENT

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

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

| REVENUE SCHEDULE:             | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25   | 2025-26      | 2026-27    | FUTURE       | TOTAL        |
|-------------------------------|----------|-----------|----------|----------|-----------|--------------|------------|--------------|--------------|
| Waste Disposal Operating Fund | 0        | 50        | 0        | 0        | 61        | 4,390        | 255        | 4,374        | 9,130        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>50</b> | <b>0</b> | <b>0</b> | <b>61</b> | <b>4,390</b> | <b>255</b> | <b>4,374</b> | <b>9,130</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25   | 2025-26      | 2026-27    | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 0        | 0         | 0        | 0        | 0         | 45           | 20         | 45           | 110          |
| Major Machinery and Equipment | 0        | 50        | 0        | 0        | 50        | 3,900        | 200        | 4,250        | 8,450        |
| Permitting                    | 0        | 0         | 0        | 0        | 1         | 2            | 0          | 2            | 5            |
| Planning and Design           | 0        | 0         | 0        | 0        | 10        | 48           | 15         | 67           | 140          |
| Project Contingency           | 0        | 0         | 0        | 0        | 0         | 395          | 20         | 10           | 425          |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>50</b> | <b>0</b> | <b>0</b> | <b>61</b> | <b>4,390</b> | <b>255</b> | <b>4,374</b> | <b>9,130</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION PROGRAM #: 2000001378

#### TIP FLOOR

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

LOCATION: 1150 NW 20 St  
City of Miami

District Located: 3  
District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE       | TOTAL        |
|-------------------------------|------------|------------|----------|----------|----------|------------|----------|--------------|--------------|
| Waste Disposal Operating Fund | 355        | 272        | 0        | 0        | 0        | 572        | 0        | 1,703        | 2,902        |
| <b>TOTAL REVENUES:</b>        | <b>355</b> | <b>272</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>572</b> | <b>0</b> | <b>1,703</b> | <b>2,902</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 320        | 210        | 0        | 0        | 0        | 475        | 0        | 1,425        | 2,430        |
| Planning and Design           | 4          | 40         | 0        | 0        | 0        | 43         | 0        | 120          | 207          |
| Project Contingency           | 31         | 22         | 0        | 0        | 0        | 54         | 0        | 158          | 265          |
| <b>TOTAL EXPENDITURES:</b>    | <b>355</b> | <b>272</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>572</b> | <b>0</b> | <b>1,703</b> | <b>2,902</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - FUTURE PROJECTS PROGRAM #: 2000001386

DESCRIPTION: Improvements to the South Dade and 58 Street Home Chemical Centers access roads, buildings, facilities and provide various other infrastructure improvements

LOCATION: Various Sites  
Unincorporated Miami-Dade County

District Located: Systemwide  
District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR    | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|----------|----------|----------|----------|----------|----------|----------|------------|------------|
| Waste Disposal Operating Fund | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 810        | 810        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>810</b> | <b>810</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 580        | 580        |
| Planning and Design           | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 151        | 151        |
| Project Contingency           | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 79         | 79         |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>810</b> | <b>810</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL PROGRAM #: 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      | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|------------|----------|----------|----------|----------|----------|----------|------------|------------|
| Waste Disposal Operating Fund | 190        | 0        | 0        | 0        | 0        | 0        | 0        | 190        | 380        |
| <b>TOTAL REVENUES:</b>        | <b>190</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>190</b> | <b>380</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements   | 145        | 0        | 0        | 0        | 0        | 0        | 0        | 145        | 290        |
| Permitting                    | 2          | 0        | 0        | 0        | 0        | 0        | 0        | 2          | 4          |
| Planning and Design           | 28         | 0        | 0        | 0        | 0        | 0        | 0        | 28         | 56         |
| Project Contingency           | 15         | 0        | 0        | 0        | 0        | 0        | 0        | 15         | 30         |
| <b>TOTAL EXPENDITURES:</b>    | <b>190</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>190</b> | <b>380</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL ACCESS ROAD PROGRAM #: 2000001382

DESCRIPTION: Improve access road to the North Dade Landfill and provide various other infrastructure improvements  
 LOCATION: 21500 NW 47 Ave District Located: 1  
 Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR    | 2021-22   | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|----------|-----------|------------|----------|----------|----------|----------|------------|------------|
| Waste Disposal Operating Fund | 0        | 40        | 210        | 0        | 0        | 0        | 0        | 250        | 500        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>40</b> | <b>210</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>250</b> | <b>500</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22   | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements   | 0        | 0         | 170        | 0        | 0        | 0        | 0        | 170        | 340        |
| Planning and Design           | 0        | 40        | 20         | 0        | 0        | 0        | 0        | 60         | 120        |
| Project Contingency           | 0        | 0         | 20         | 0        | 0        | 0        | 0        | 20         | 40         |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>40</b> | <b>210</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>250</b> | <b>500</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL SCALE HOUSE PROGRAM #: 2000001347

DESCRIPTION: Install cameras and canopies over scales, renovate restrooms and provide various other infrastructure improvements as necessary at the North Dade Landfill  
 LOCATION: 21500 NW 47 Ave District Located: 1  
 Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|------------|----------|----------|----------|----------|----------|----------|------------|------------|
| Waste Disposal Operating Fund | 428        | 0        | 0        | 0        | 0        | 0        | 0        | 334        | 762        |
| <b>TOTAL REVENUES:</b>        | <b>428</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>334</b> | <b>762</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements   | 310        | 0        | 0        | 0        | 0        | 0        | 0        | 250        | 560        |
| Permitting                    | 2          | 0        | 0        | 0        | 0        | 0        | 0        | 4          | 6          |
| Planning and Design           | 86         | 0        | 0        | 0        | 0        | 0        | 0        | 48         | 134        |
| Project Contingency           | 30         | 0        | 0        | 0        | 0        | 0        | 0        | 32         | 62         |
| <b>TOTAL EXPENDITURES:</b>    | <b>428</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>334</b> | <b>762</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION

PROGRAM #: 2000001374

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

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

| REVENUE SCHEDULE:                | PRIOR      | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
|----------------------------------|------------|--------------|--------------|----------|----------|----------|----------|------------|--------------|
| Waste Disposal Operating Fund    | 154        | 1,555        | 1,535        | 0        | 0        | 0        | 0        | 640        | 3,884        |
| <b>TOTAL REVENUES:</b>           | <b>154</b> | <b>1,555</b> | <b>1,535</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>640</b> | <b>3,884</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
| Furniture Fixtures and Equipment | 12         | 0            | 0            | 0        | 0        | 0        | 0        | 0          | 12           |
| Infrastructure Improvements      | 0          | 1,500        | 1,275        | 0        | 0        | 0        | 0        | 550        | 3,325        |
| Permitting                       | 6          | 0            | 0            | 0        | 0        | 0        | 0        | 0          | 6            |
| Planning and Design              | 136        | 55           | 45           | 0        | 0        | 0        | 0        | 40         | 276          |
| Project Contingency              | 0          | 0            | 215          | 0        | 0        | 0        | 0        | 50         | 265          |
| <b>TOTAL EXPENDITURES:</b>       | <b>154</b> | <b>1,555</b> | <b>1,535</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>640</b> | <b>3,884</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION BUILDING UPGRADE

PROGRAM #: 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 provide various other infrastructure improvements

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

| REVENUE SCHEDULE:             | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE       | TOTAL        |
|-------------------------------|------------|------------|------------|----------|----------|----------|----------|--------------|--------------|
| Waste Disposal Operating Fund | 449        | 477        | 157        | 0        | 0        | 0        | 0        | 1,752        | 2,835        |
| <b>TOTAL REVENUES:</b>        | <b>449</b> | <b>477</b> | <b>157</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,752</b> | <b>2,835</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 265        | 450        | 125        | 0        | 0        | 0        | 0        | 1,420        | 2,260        |
| Permitting                    | 5          | 0          | 0          | 0        | 0        | 0        | 0        | 4            | 9            |
| Planning and Design           | 162        | 27         | 32         | 0        | 0        | 0        | 0        | 170          | 391          |
| Project Contingency           | 17         | 0          | 0          | 0        | 0        | 0        | 0        | 158          | 175          |
| <b>TOTAL EXPENDITURES:</b>    | <b>449</b> | <b>477</b> | <b>157</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,752</b> | <b>2,835</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER

PROGRAM #: 2000001350

#### STATION EQUIPMENT

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

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

| REVENUE SCHEDULE:             | PRIOR      | 2021-22   | 2022-23    | 2023-24    | 2024-25      | 2025-26  | 2026-27   | FUTURE       | TOTAL        |
|-------------------------------|------------|-----------|------------|------------|--------------|----------|-----------|--------------|--------------|
| Waste Disposal Operating Fund | 431        | 72        | 198        | 198        | 2,872        | 0        | 60        | 2,880        | 6,711        |
| <b>TOTAL REVENUES:</b>        | <b>431</b> | <b>72</b> | <b>198</b> | <b>198</b> | <b>2,872</b> | <b>0</b> | <b>60</b> | <b>2,880</b> | <b>6,711</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22   | 2022-23    | 2023-24    | 2024-25      | 2025-26  | 2026-27   | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 10         | 60        | 0          | 0          | 0            | 0        | 0         | 40           | 110          |
| Major Machinery and Equipment | 376        | 0         | 180        | 180        | 2,800        | 0        | 60        | 2,770        | 6,366        |
| Planning and Design           | 26         | 7         | 8          | 8          | 45           | 0        | 0         | 43           | 137          |
| Project Contingency           | 19         | 5         | 10         | 10         | 27           | 0        | 0         | 27           | 98           |
| <b>TOTAL EXPENDITURES:</b>    | <b>431</b> | <b>72</b> | <b>198</b> | <b>198</b> | <b>2,872</b> | <b>0</b> | <b>60</b> | <b>2,880</b> | <b>6,711</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER

PROGRAM #: 2000001384

#### STATION TIPPING FLOOR

DESCRIPTION: Retrofit tip floor, surge pit and ramp every five years and provide various other infrastructure improvements

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

| REVENUE SCHEDULE:             | PRIOR     | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE       | TOTAL        |
|-------------------------------|-----------|------------|----------|----------|----------|------------|----------|--------------|--------------|
| Waste Disposal Operating Fund | 44        | 356        | 0        | 0        | 0        | 460        | 0        | 1,360        | 2,220        |
| <b>TOTAL REVENUES:</b>        | <b>44</b> | <b>356</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>460</b> | <b>0</b> | <b>1,360</b> | <b>2,220</b> |
| EXPENDITURE SCHEDULE:         | PRIOR     | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 0         | 300        | 0        | 0        | 0        | 350        | 0        | 1,100        | 1,750        |
| Planning and Design           | 44        | 20         | 0        | 0        | 0        | 68         | 0        | 136          | 268          |
| Project Contingency           | 0         | 36         | 0        | 0        | 0        | 42         | 0        | 124          | 202          |
| <b>TOTAL EXPENDITURES:</b>    | <b>44</b> | <b>356</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>460</b> | <b>0</b> | <b>1,360</b> | <b>2,220</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - RESOURCES RECOVERY

**PROGRAM #: 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, leachate pumps, truck scales, canopy installation, replacement of old trailers for a permanent structure, dust suppression system, the purchase of 10 acres of land south of the Resources Recovery and the value of Net Inventory and Rolling Stock due to Covanta on current Agreement termination

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

| <b>REVENUE SCHEDULE:</b>      | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|-------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Waste Disposal Operating Fund | 15,110        | 535            | 198            | 36,000         | 0              | 112            | 0              | 1,030         | 52,985        |
| <b>TOTAL REVENUES:</b>        | <b>15,110</b> | <b>535</b>     | <b>198</b>     | <b>36,000</b>  | <b>0</b>       | <b>112</b>     | <b>0</b>       | <b>1,030</b>  | <b>52,985</b> |
| <b>EXPENDITURE SCHEDULE:</b>  | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Infrastructure Improvements   | 6,337         | 325            | 0              | 36,000         | 0              | 10             | 0              | 80            | 42,752        |
| Land Acquisition/Improvements | 8,413         | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 8,413         |
| Major Machinery and Equipment | 250           | 195            | 190            | 0              | 0              | 95             | 0              | 890           | 1,620         |
| Permitting                    | 2             | 2              | 2              | 0              | 0              | 1              | 0              | 8             | 15            |
| Planning and Design           | 107           | 12             | 5              | 0              | 0              | 5              | 0              | 50            | 179           |
| Project Contingency           | 1             | 1              | 1              | 0              | 0              | 1              | 0              | 2             | 6             |
| <b>TOTAL EXPENDITURES:</b>    | <b>15,110</b> | <b>535</b>     | <b>198</b>     | <b>36,000</b>  | <b>0</b>       | <b>112</b>     | <b>0</b>       | <b>1,030</b>  | <b>52,985</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL

**PROGRAM #: 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; and renovate restrooms

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

| <b>REVENUE SCHEDULE:</b>      | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
|-------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| Waste Disposal Operating Fund | 63           | 29             | 344            | 0              | 0              | 0              | 0              | 358           | 794          |
| <b>TOTAL REVENUES:</b>        | <b>63</b>    | <b>29</b>      | <b>344</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>358</b>    | <b>794</b>   |
| <b>EXPENDITURE SCHEDULE:</b>  | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Infrastructure Improvements   | 0            | 0              | 275            | 0              | 0              | 0              | 0              | 275           | 550          |
| Permitting                    | 0            | 3              | 0              | 0              | 0              | 0              | 0              | 3             | 6            |
| Planning and Design           | 63           | 26             | 37             | 0              | 0              | 0              | 0              | 48            | 174          |
| Project Contingency           | 0            | 0              | 32             | 0              | 0              | 0              | 0              | 32            | 64           |
| <b>TOTAL EXPENDITURES:</b>    | <b>63</b>    | <b>29</b>      | <b>344</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>358</b>    | <b>794</b>   |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL ACCESS ROAD PROGRAM #: 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    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27    | FUTURE     | TOTAL        |
|-------------------------------|----------|--------------|----------|----------|----------|----------|------------|------------|--------------|
| Waste Disposal Operating Fund | 0        | 1,810        | 0        | 0        | 0        | 0        | 267        | 490        | 2,567        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>1,810</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>267</b> | <b>490</b> | <b>2,567</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27    | FUTURE     | TOTAL        |
| Infrastructure Improvements   | 0        | 1,500        | 0        | 0        | 0        | 0        | 200        | 400        | 2,100        |
| Planning and Design           | 0        | 145          | 0        | 0        | 0        | 0        | 45         | 45         | 235          |
| Project Contingency           | 0        | 165          | 0        | 0        | 0        | 0        | 22         | 45         | 232          |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>1,810</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>267</b> | <b>490</b> | <b>2,567</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL SCALEHOUSE PROGRAM #: 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      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
|-------------------------------|------------|------------|----------|----------|----------|----------|----------|------------|--------------|
| Waste Disposal Operating Fund | 613        | 144        | 0        | 0        | 0        | 0        | 0        | 798        | 1,555        |
| <b>TOTAL REVENUES:</b>        | <b>613</b> | <b>144</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>798</b> | <b>1,555</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
| Infrastructure Improvements   | 260        | 100        | 0        | 0        | 0        | 0        | 0        | 250        | 610          |
| Major Machinery and Equipment | 240        | 0          | 0        | 0        | 0        | 0        | 0        | 480        | 720          |
| Permitting                    | 5          | 0          | 0        | 0        | 0        | 0        | 0        | 0          | 5            |
| Planning and Design           | 108        | 18         | 0        | 0        | 0        | 0        | 0        | 38         | 164          |
| Project Contingency           | 0          | 26         | 0        | 0        | 0        | 0        | 0        | 30         | 56           |
| <b>TOTAL EXPENDITURES:</b>    | <b>613</b> | <b>144</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>798</b> | <b>1,555</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL TIP FLOOR

PROGRAM #: 2000000629

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

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

| REVENUE SCHEDULE:             | PRIOR        | 2021-22    | 2022-23   | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE       | TOTAL        |
|-------------------------------|--------------|------------|-----------|----------|----------|------------|----------|--------------|--------------|
| Waste Disposal Operating Fund | 2,666        | 320        | 45        | 0        | 0        | 345        | 0        | 1,049        | 4,425        |
| <b>TOTAL REVENUES:</b>        | <b>2,666</b> | <b>320</b> | <b>45</b> | <b>0</b> | <b>0</b> | <b>345</b> | <b>0</b> | <b>1,049</b> | <b>4,425</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22    | 2022-23   | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 2,363        | 250        | 45        | 0        | 0        | 275        | 0        | 825          | 3,758        |
| Permitting                    | 4            | 0          | 0         | 0        | 0        | 0          | 0        | 0            | 4            |
| Planning and Design           | 174          | 40         | 0         | 0        | 0        | 38         | 0        | 129          | 381          |
| Project Contingency           | 125          | 30         | 0         | 0        | 0        | 32         | 0        | 95           | 282          |
| <b>TOTAL EXPENDITURES:</b>    | <b>2,666</b> | <b>320</b> | <b>45</b> | <b>0</b> | <b>0</b> | <b>345</b> | <b>0</b> | <b>1,049</b> | <b>4,425</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION

PROGRAM #: 2000001372

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

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

| REVENUE SCHEDULE:             | PRIOR     | 2021-22  | 2022-23   | 2023-24    | 2024-25  | 2025-26  | 2026-27   | FUTURE       | TOTAL        |
|-------------------------------|-----------|----------|-----------|------------|----------|----------|-----------|--------------|--------------|
| Waste Disposal Operating Fund | 79        | 0        | 25        | 430        | 0        | 0        | 25        | 1,290        | 1,849        |
| <b>TOTAL REVENUES:</b>        | <b>79</b> | <b>0</b> | <b>25</b> | <b>430</b> | <b>0</b> | <b>0</b> | <b>25</b> | <b>1,290</b> | <b>1,849</b> |
| EXPENDITURE SCHEDULE:         | PRIOR     | 2021-22  | 2022-23   | 2023-24    | 2024-25  | 2025-26  | 2026-27   | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 12        | 0        | 0         | 380        | 0        | 0        | 0         | 1,140        | 1,532        |
| Permitting                    | 1         | 0        | 0         | 0          | 0        | 0        | 0         | 0            | 1            |
| Planning and Design           | 65        | 0        | 25        | 12         | 0        | 0        | 25        | 36           | 163          |
| Project Contingency           | 1         | 0        | 0         | 38         | 0        | 0        | 0         | 114          | 153          |
| <b>TOTAL EXPENDITURES:</b>    | <b>79</b> | <b>0</b> | <b>25</b> | <b>430</b> | <b>0</b> | <b>0</b> | <b>25</b> | <b>1,290</b> | <b>1,849</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION BUILDING UPGRADE

PROGRAM #: 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 provide various other infrastructure improvements

LOCATION: 2900 SW 72 Ave  
Coral Gables

District Located: 6  
District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR      | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
|-------------------------------|------------|--------------|------------|----------|----------|----------|----------|------------|--------------|
| Waste Disposal Operating Fund | 414        | 1,557        | 262        | 0        | 0        | 0        | 0        | 858        | 3,091        |
| <b>TOTAL REVENUES:</b>        | <b>414</b> | <b>1,557</b> | <b>262</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>858</b> | <b>3,091</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL        |
| Infrastructure Improvements   | 160        | 1,450        | 95         | 0        | 0        | 0        | 0        | 650        | 2,355        |
| Permitting                    | 4          | 4            | 0          | 0        | 0        | 0        | 0        | 10         | 18           |
| Planning and Design           | 229        | 83           | 32         | 0        | 0        | 0        | 0        | 124        | 468          |
| Project Contingency           | 21         | 20           | 135        | 0        | 0        | 0        | 0        | 74         | 250          |
| <b>TOTAL EXPENDITURES:</b>    | <b>414</b> | <b>1,557</b> | <b>262</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>858</b> | <b>3,091</b> |

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION EQUIPMENT

PROGRAM #: 2000001348

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

LOCATION: 2900 SW 72 Ave  
Unincorporated Miami-Dade County

District Located: 6  
District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25    | 2025-26    | 2026-27  | FUTURE     | TOTAL        |
|-------------------------------|------------|------------|------------|----------|------------|------------|----------|------------|--------------|
| Waste Disposal Operating Fund | 218        | 291        | 352        | 0        | 216        | 160        | 0        | 897        | 2,134        |
| <b>TOTAL REVENUES:</b>        | <b>218</b> | <b>291</b> | <b>352</b> | <b>0</b> | <b>216</b> | <b>160</b> | <b>0</b> | <b>897</b> | <b>2,134</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25    | 2025-26    | 2026-27  | FUTURE     | TOTAL        |
| Infrastructure Improvements   | 25         | 10         | 145        | 0        | 25         | 0          | 0        | 290        | 495          |
| Major Machinery and Equipment | 180        | 110        | 180        | 0        | 180        | 160        | 0        | 580        | 1,390        |
| Permitting                    | 2          | 0          | 2          | 0        | 2          | 0          | 0        | 4          | 10           |
| Planning and Design           | 9          | 10         | 10         | 0        | 9          | 0          | 0        | 18         | 56           |
| Project Contingency           | 2          | 1          | 15         | 0        | 0          | 0          | 0        | 5          | 23           |
| Technology Hardware/Software  | 0          | 160        | 0          | 0        | 0          | 0          | 0        | 0          | 160          |
| <b>TOTAL EXPENDITURES:</b>    | <b>218</b> | <b>291</b> | <b>352</b> | <b>0</b> | <b>216</b> | <b>160</b> | <b>0</b> | <b>897</b> | <b>2,134</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION TIP FLOOR PROGRAM #: 2000001355

DESCRIPTION: Design and construct tipping floor, push walls, ramp and provide various other improvements  
 LOCATION: 2900 SW 72 Ave District Located: 6  
 Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25    | 2025-26  | 2026-27  | FUTURE       | TOTAL        |
|-------------------------------|------------|----------|----------|----------|------------|----------|----------|--------------|--------------|
| Waste Disposal Operating Fund | 542        | 0        | 0        | 0        | 826        | 0        | 0        | 2,478        | 3,846        |
| <b>TOTAL REVENUES:</b>        | <b>542</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>826</b> | <b>0</b> | <b>0</b> | <b>2,478</b> | <b>3,846</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25    | 2025-26  | 2026-27  | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 441        | 0        | 0        | 0        | 690        | 0        | 0        | 2,070        | 3,201        |
| Planning and Design           | 58         | 0        | 0        | 0        | 60         | 0        | 0        | 180          | 298          |
| Project Contingency           | 43         | 0        | 0        | 0        | 76         | 0        | 0        | 228          | 347          |
| <b>TOTAL EXPENDITURES:</b>    | <b>542</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>826</b> | <b>0</b> | <b>0</b> | <b>2,478</b> | <b>3,846</b> |

### ENVIRONMENTAL IMPROVEMENTS - NORTH DADE LANDFILL GAS MANAGEMENT SYSTEM PROGRAM #: 2000001359

DESCRIPTION: Upgrade, refurbish and construct new elements of the Landfill Gas Management System at the North Dade Landfill  
 LOCATION: 21500 NW 47 Ave District Located: 1  
 Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-------------------------------|--------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| Waste Disposal Operating Fund | 2,647        | 818        | 0        | 0        | 0        | 0        | 0        | 0        | 3,465        |
| <b>TOTAL REVENUES:</b>        | <b>2,647</b> | <b>818</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,465</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements   | 2,100        | 300        | 0        | 0        | 0        | 0        | 0        | 0        | 2,400        |
| Major Machinery and Equipment | 0            | 400        | 0        | 0        | 0        | 0        | 0        | 0        | 400          |
| Permitting                    | 10           | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 10           |
| Planning and Design           | 277          | 88         | 0        | 0        | 0        | 0        | 0        | 0        | 365          |
| Project Contingency           | 260          | 30         | 0        | 0        | 0        | 0        | 0        | 0        | 290          |
| <b>TOTAL EXPENDITURES:</b>    | <b>2,647</b> | <b>818</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,465</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### ENVIRONMENTAL IMPROVEMENTS - NORTH DADE LANDFILL GROUNDWATER AND MONITORING WELLS

PROGRAM #: 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 District Located: 1  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR    | 2021-22  | 2022-23  | 2023-24  | 2024-25   | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|----------|----------|----------|----------|-----------|----------|----------|------------|------------|
| Waste Disposal Operating Fund | 0        | 0        | 0        | 0        | 96        | 0        | 0        | 192        | 288        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>96</b> | <b>0</b> | <b>0</b> | <b>192</b> | <b>288</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22  | 2022-23  | 2023-24  | 2024-25   | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements   | 0        | 0        | 0        | 0        | 24        | 0        | 0        | 48         | 72         |
| Major Machinery and Equipment | 0        | 0        | 0        | 0        | 72        | 0        | 0        | 144        | 216        |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>96</b> | <b>0</b> | <b>0</b> | <b>192</b> | <b>288</b> |

### ENVIRONMENTAL IMPROVEMENTS - RESOURCES RECOVERY ASH LANDFILL

PROGRAM #: 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 District Located: 12  
Doral District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR    | 2021-22  | 2022-23  | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|----------|----------|----------|-----------|----------|----------|----------|------------|------------|
| Waste Disposal Operating Fund | 0        | 0        | 0        | 72        | 0        | 0        | 0        | 144        | 216        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>0</b> | <b>0</b> | <b>72</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>144</b> | <b>216</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22  | 2022-23  | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE     | TOTAL      |
| Construction                  | 0        | 0        | 0        | 0         | 0        | 0        | 0        | 36         | 36         |
| Infrastructure Improvements   | 0        | 0        | 0        | 18        | 0        | 0        | 0        | 0          | 18         |
| Major Machinery and Equipment | 0        | 0        | 0        | 54        | 0        | 0        | 0        | 108        | 162        |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>0</b> | <b>0</b> | <b>72</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>144</b> | <b>216</b> |

### ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL GAS COLLECTION AND CONTROL SYSTEM

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

| REVENUE SCHEDULE:             | PRIOR        | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE     | TOTAL        |
|-------------------------------|--------------|------------|------------|----------|----------|------------|----------|------------|--------------|
| Waste Disposal Operating Fund | 4,412        | 847        | 835        | 0        | 0        | 940        | 0        | 940        | 7,974        |
| <b>TOTAL REVENUES:</b>        | <b>4,412</b> | <b>847</b> | <b>835</b> | <b>0</b> | <b>0</b> | <b>940</b> | <b>0</b> | <b>940</b> | <b>7,974</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE     | TOTAL        |
| Infrastructure Improvements   | 2,700        | 250        | 600        | 0        | 0        | 700        | 0        | 700        | 4,950        |
| Major Machinery and Equipment | 0            | 450        | 0          | 0        | 0        | 0          | 0        | 0          | 450          |
| Permitting                    | 5            | 0          | 0          | 0        | 0        | 0          | 0        | 0          | 5            |
| Planning and Design           | 1,407        | 70         | 160        | 0        | 0        | 155        | 0        | 155        | 1,947        |
| Project Contingency           | 300          | 77         | 75         | 0        | 0        | 85         | 0        | 85         | 622          |
| <b>TOTAL EXPENDITURES:</b>    | <b>4,412</b> | <b>847</b> | <b>835</b> | <b>0</b> | <b>0</b> | <b>940</b> | <b>0</b> | <b>940</b> | <b>7,974</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL GROUNDWATER

**PROGRAM #:** 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    | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE     | TOTAL      |
|-------------------------------|----------|----------|----------|----------|----------|------------|----------|------------|------------|
| Waste Disposal Operating Fund | 0        | 0        | 0        | 0        | 0        | 151        | 0        | 302        | 453        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>151</b> | <b>0</b> | <b>302</b> | <b>453</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26    | 2026-27  | FUTURE     | TOTAL      |
| Infrastructure Improvements   | 0        | 0        | 0        | 0        | 0        | 38         | 0        | 76         | 114        |
| Major Machinery and Equipment | 0        | 0        | 0        | 0        | 0        | 113        | 0        | 226        | 339        |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>151</b> | <b>0</b> | <b>302</b> | <b>453</b> |

### ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL SBR SYSTEM

**PROGRAM #:** 2000001381

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

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

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

| REVENUE SCHEDULE:             | PRIOR      | 2021-22    | 2022-23   | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE       | TOTAL        |
|-------------------------------|------------|------------|-----------|------------|----------|----------|----------|--------------|--------------|
| Waste Disposal Operating Fund | 123        | 451        | 44        | 430        | 0        | 0        | 0        | 1,807        | 2,855        |
| <b>TOTAL REVENUES:</b>        | <b>123</b> | <b>451</b> | <b>44</b> | <b>430</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,807</b> | <b>2,855</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22    | 2022-23   | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE       | TOTAL        |
| Infrastructure Improvements   | 43         | 375        | 0         | 380        | 0        | 0        | 0        | 1,520        | 2,318        |
| Planning and Design           | 73         | 41         | 41        | 11         | 0        | 0        | 0        | 130          | 296          |
| Project Contingency           | 7          | 35         | 3         | 39         | 0        | 0        | 0        | 157          | 241          |
| <b>TOTAL EXPENDITURES:</b>    | <b>123</b> | <b>451</b> | <b>44</b> | <b>430</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,807</b> | <b>2,855</b> |

### ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL STORMWATER SYSTEM

**PROGRAM #:** 2000001380

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

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

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

| REVENUE SCHEDULE:             | PRIOR     | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-------------------------------|-----------|------------|----------|----------|----------|----------|----------|----------|------------|
| Waste Disposal Operating Fund | 55        | 488        | 0        | 0        | 0        | 0        | 0        | 0        | 543        |
| <b>TOTAL REVENUES:</b>        | <b>55</b> | <b>488</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>543</b> |
| EXPENDITURE SCHEDULE:         | PRIOR     | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Infrastructure Improvements   | 0         | 425        | 0        | 0        | 0        | 0        | 0        | 0        | 425        |
| Planning and Design           | 55        | 20         | 0        | 0        | 0        | 0        | 0        | 0        | 75         |
| Project Contingency           | 0         | 43         | 0        | 0        | 0        | 0        | 0        | 0        | 43         |
| <b>TOTAL EXPENDITURES:</b>    | <b>55</b> | <b>488</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>543</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### LAND ACQUISITION - NORTH DADE LANDFILL

**PROGRAM #: 609860**

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

**LOCATION:** 21500 NW 47 Ave  
Unincorporated Miami-Dade County

**District Located:** 1  
**District(s) Served:** Countywide

| REVENUE SCHEDULE:             | PRIOR    | 2021-22    | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-------------------------------|----------|------------|--------------|----------|----------|----------|----------|----------|--------------|
| Waste Disposal Operating Fund | 1        | 195        | 6,400        | 0        | 0        | 0        | 0        | 0        | 6,596        |
| <b>TOTAL REVENUES:</b>        | <b>1</b> | <b>195</b> | <b>6,400</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>6,596</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22    | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Land Acquisition/Improvements | 0        | 0          | 6,400        | 0        | 0        | 0        | 0        | 0        | 6,400        |
| Planning and Design           | 1        | 195        | 0            | 0        | 0        | 0        | 0        | 0        | 196          |
| <b>TOTAL EXPENDITURES:</b>    | <b>1</b> | <b>195</b> | <b>6,400</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>6,596</b> |

### LAND ACQUISITION - SOUTH DADE LANDFILL

**PROGRAM #: 609120**

**DESCRIPTION:** Purchase 175 acres of land west of SW 97 Ave for future expansion, improvements 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    | 2021-22    | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-------------------------------|----------|------------|--------------|----------|----------|----------|----------|----------|--------------|
| Waste Disposal Operating Fund | 8        | 130        | 5,000        | 0        | 0        | 0        | 0        | 0        | 5,138        |
| <b>TOTAL REVENUES:</b>        | <b>8</b> | <b>130</b> | <b>5,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,138</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22    | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Land Acquisition/Improvements | 0        | 0          | 5,000        | 0        | 0        | 0        | 0        | 0        | 5,000        |
| Planning and Design           | 8        | 130        | 0            | 0        | 0        | 0        | 0        | 0        | 138          |
| <b>TOTAL EXPENDITURES:</b>    | <b>8</b> | <b>130</b> | <b>5,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,138</b> |

### LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - FUTURE PROJECTS

**PROGRAM #: 2000001390**

**DESCRIPTION:** Permit, design and construct east and west cells at the North Dade Landfill; provide 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, 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    | 2021-22  | 2022-23    | 2023-24      | 2024-25       | 2025-26  | 2026-27  | FUTURE        | TOTAL          |
|-------------------------------|----------|----------|------------|--------------|---------------|----------|----------|---------------|----------------|
| Utility Service Fee           | 0        | 0        | 100        | 3,705        | 16,315        | 0        | 0        | 43,231        | 63,351         |
| Waste Disposal Operating Fund | 0        | 0        | 0          | 450          | 7,000         | 0        | 0        | 40,150        | 47,600         |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>0</b> | <b>100</b> | <b>4,155</b> | <b>23,315</b> | <b>0</b> | <b>0</b> | <b>83,381</b> | <b>110,951</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22  | 2022-23    | 2023-24      | 2024-25       | 2025-26  | 2026-27  | FUTURE        | TOTAL          |
| Infrastructure Improvements   | 0        | 0        | 0          | 2,700        | 17,900        | 0        | 0        | 68,310        | 88,910         |
| Planning and Design           | 0        | 0        | 100        | 1,455        | 2,860         | 0        | 0        | 8,191         | 12,606         |
| Project Contingency           | 0        | 0        | 0          | 0            | 2,555         | 0        | 0        | 6,880         | 9,435          |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>0</b> | <b>100</b> | <b>4,155</b> | <b>23,315</b> | <b>0</b> | <b>0</b> | <b>83,381</b> | <b>110,951</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - MIAMI GARDENS LANDFILL

PROGRAM #: 2000000352

DESCRIPTION: Close five-acre Miami Gardens Landfill

LOCATION: NW 37 Ave and NW 183 St  
Miami Gardens

District Located: 1  
District(s) Served: 1



| REVENUE SCHEDULE:           | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-----------------------------|------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| Utility Service Fee         | 101        | 3,456        | 0        | 0        | 0        | 0        | 0        | 0        | 3,557        |
| <b>TOTAL REVENUES:</b>      | <b>101</b> | <b>3,456</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,557</b> |
| EXPENDITURE SCHEDULE:       | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements | 0          | 3,000        | 0        | 0        | 0        | 0        | 0        | 0        | 3,000        |
| Planning and Design         | 101        | 142          | 0        | 0        | 0        | 0        | 0        | 0        | 243          |
| Project Contingency         | 0          | 314          | 0        | 0        | 0        | 0        | 0        | 0        | 314          |
| <b>TOTAL EXPENDITURES:</b>  | <b>101</b> | <b>3,456</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,557</b> |

### LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - MUNISPORT LANDFILL

PROGRAM #: 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         | 2021-22      | 2022-23      | 2023-24  | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|---|---------------|--------------|--------------|----------|------------|----------|----------|----------|---------------|
| Solid Waste System Rev. Bonds Series 2005 | 35,365        | 0            | 0            | 0        | 0          | 0        | 0        | 0        | 35,365        |
| <b>TOTAL REVENUES:</b>                    | <b>35,365</b> | <b>0</b>     | <b>0</b>     | <b>0</b> | <b>0</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>35,365</b> |
| EXPENDITURE SCHEDULE:                     | PRIOR         | 2021-22      | 2022-23      | 2023-24  | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Infrastructure Improvements               | 31,738        | 1,500        | 1,800        | 0        | 327        | 0        | 0        | 0        | 35,365        |
| <b>TOTAL EXPENDITURES:</b>                | <b>31,738</b> | <b>1,500</b> | <b>1,800</b> | <b>0</b> | <b>327</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>35,365</b> |

### LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - NORTH DADE LANDFILL

PROGRAM #: 2000001052

#### VERTICAL EXPANSION

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

LOCATION: 21500 NW 47 Ave  
Unincorporated Miami-Dade County

District Located: 1  
District(s) Served: Countywide



| REVENUE SCHEDULE:             | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-------------------------------|------------|------------|------------|----------|----------|----------|----------|----------|------------|
| Waste Disposal Operating Fund | 120        | 230        | 100        | 0        | 0        | 0        | 0        | 0        | 450        |
| <b>TOTAL REVENUES:</b>        | <b>120</b> | <b>230</b> | <b>100</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>450</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Planning and Design           | 120        | 230        | 100        | 0        | 0        | 0        | 0        | 0        | 450        |
| <b>TOTAL EXPENDITURES:</b>    | <b>120</b> | <b>230</b> | <b>100</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>450</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - SOUTH DADE LANDFILL CELL 4 PROGRAM #: 504370

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

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

| REVENUE SCHEDULE:             | PRIOR    | 2021-22    | 2022-23      | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|----------|------------|--------------|---------------|----------|----------|----------|----------|---------------|
| Utility Service Fee           | 0        | 225        | 1,490        | 13,550        | 0        | 0        | 0        | 0        | 15,265        |
| Waste Disposal Operating Fund | 1        | 0          | 0            | 0             | 0        | 0        | 0        | 0        | 1             |
| <b>TOTAL REVENUES:</b>        | <b>1</b> | <b>225</b> | <b>1,490</b> | <b>13,550</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,266</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22    | 2022-23      | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                  | 0        | 0          | 0            | 11,250        | 0        | 0        | 0        | 0        | 11,250        |
| Infrastructure Improvements   | 0        | 0          | 1,190        | 0             | 0        | 0        | 0        | 0        | 1,190         |
| Planning and Design           | 1        | 225        | 300          | 850           | 0        | 0        | 0        | 0        | 1,376         |
| Project Contingency           | 0        | 0          | 0            | 1,450         | 0        | 0        | 0        | 0        | 1,450         |
| <b>TOTAL EXPENDITURES:</b>    | <b>1</b> | <b>225</b> | <b>1,490</b> | <b>13,550</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,266</b> |

### LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - SOUTH DADE LANDFILL PROGRAM #: 2000001054

#### HORIZONTAL EXPANSION

DESCRIPTION: Conduct engineering evaluation to determine feasibility of extending the disposal capacity at the South Dade Landfill; evaluation to include slope stability analysis, impacts of expansion on the landfill liner system

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

| REVENUE SCHEDULE:             | PRIOR    | 2021-22  | 2022-23    | 2023-24    | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-------------------------------|----------|----------|------------|------------|------------|----------|----------|----------|------------|
| Waste Disposal Operating Fund | 0        | 0        | 160        | 300        | 300        | 0        | 0        | 0        | 760        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>0</b> | <b>160</b> | <b>300</b> | <b>300</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>760</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22  | 2022-23    | 2023-24    | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Planning and Design           | 0        | 0        | 160        | 300        | 300        | 0        | 0        | 0        | 760        |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>0</b> | <b>160</b> | <b>300</b> | <b>300</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>760</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - VIRGINIA KEY LANDFILL

PROGRAM #: 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         | 2021-22      | 2022-23       | 2023-24      | 2024-25  | 2025-26  | 2026-27      | FUTURE        | TOTAL         |
|---|---------------|--------------|---------------|--------------|----------|----------|--------------|---------------|---------------|
| Solid Waste System Rev. Bonds Series 2005 | 31,766        | 0            | 0             | 0            | 0        | 0        | 0            | 0             | 31,766        |
| Utility Service Fee                       | 0             | 0            | 0             | 0            | 0        | 0        | 1,362        | 12,873        | 14,235        |
| <b>TOTAL REVENUES:</b>                    | <b>31,766</b> | <b>0</b>     | <b>0</b>      | <b>0</b>     | <b>0</b> | <b>0</b> | <b>1,362</b> | <b>12,873</b> | <b>46,001</b> |
| EXPENDITURE SCHEDULE:                     | PRIOR         | 2021-22      | 2022-23       | 2023-24      | 2024-25  | 2025-26  | 2026-27      | FUTURE        | TOTAL         |
| Infrastructure Improvements               | 2,508         | 1,500        | 18,500        | 2,000        | 0        | 0        | 2,000        | 12,873        | 39,381        |
| Planning and Design                       | 3,073         | 425          | 495           | 60           | 0        | 0        | 257          | 0             | 4,310         |
| Project Contingency                       | 20            | 15           | 1,850         | 425          | 0        | 0        | 0            | 0             | 2,310         |
| <b>TOTAL EXPENDITURES:</b>                | <b>5,601</b>  | <b>1,940</b> | <b>20,845</b> | <b>2,485</b> | <b>0</b> | <b>0</b> | <b>2,257</b> | <b>12,873</b> | <b>46,001</b> |

### LONG TERM FUTURE PROJECTS - NEW TRANSFER STATION (NORTHEAST)

PROGRAM #: 2000001050

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

LOCATION: To Be Determined  
Unincorporated Miami-Dade County

District Located: 1  
District(s) Served: Countywide



| REVENUE SCHEDULE:             | PRIOR    | 2021-22  | 2022-23  | 2023-24      | 2024-25    | 2025-26    | 2026-27      | FUTURE        | TOTAL         |
|-------------------------------|----------|----------|----------|--------------|------------|------------|--------------|---------------|---------------|
| Waste Disposal Operating Fund | 0        | 0        | 0        | 2,500        | 420        | 830        | 1,295        | 39,880        | 44,925        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,500</b> | <b>420</b> | <b>830</b> | <b>1,295</b> | <b>39,880</b> | <b>44,925</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22  | 2022-23  | 2023-24      | 2024-25    | 2025-26    | 2026-27      | FUTURE        | TOTAL         |
| Infrastructure Improvements   | 0        | 0        | 0        | 0            | 0          | 0          | 0            | 34,000        | 34,000        |
| Land Acquisition/Improvements | 0        | 0        | 0        | 2,500        | 0          | 0          | 0            | 0             | 2,500         |
| Planning and Design           | 0        | 0        | 0        | 0            | 420        | 830        | 1,295        | 2,400         | 4,945         |
| Project Contingency           | 0        | 0        | 0        | 0            | 0          | 0          | 0            | 3,480         | 3,480         |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,500</b> | <b>420</b> | <b>830</b> | <b>1,295</b> | <b>39,880</b> | <b>44,925</b> |

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

PROGRAM #: 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    | 2021-22  | 2022-23  | 2023-24  | 2024-25    | 2025-26    | 2026-27      | FUTURE        | TOTAL         |
|-------------------------------|----------|----------|----------|----------|------------|------------|--------------|---------------|---------------|
| Waste Disposal Operating Fund | 0        | 0        | 0        | 0        | 480        | 810        | 1,060        | 68,600        | 70,950        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>480</b> | <b>810</b> | <b>1,060</b> | <b>68,600</b> | <b>70,950</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22  | 2022-23  | 2023-24  | 2024-25    | 2025-26    | 2026-27      | FUTURE        | TOTAL         |
| Infrastructure Improvements   | 0        | 0        | 0        | 0        | 0          | 0          | 0            | 59,000        | 59,000        |
| Planning and Design           | 0        | 0        | 0        | 0        | 480        | 810        | 1,060        | 3,700         | 6,050         |
| Project Contingency           | 0        | 0        | 0        | 0        | 0          | 0          | 0            | 5,900         | 5,900         |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>480</b> | <b>810</b> | <b>1,060</b> | <b>68,600</b> | <b>70,950</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MOSQUITO CONTROL AND HABITAT MANAGEMENT BUILDING

**PROGRAM #: 2000001394**

**DESCRIPTION:** Construct a new 9,000 sq ft LEED Silver certified facility to house Mosquito Control and Habitat Management operations; provide drainage improvements to address ongoing flooding; improve vehicular flow to include resurfacing and striping

**LOCATION:** 8901 NW 58 St  
Unincorporated Miami-Dade County

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



| REVENUE SCHEDULE:                | PRIOR      | 2021-22    | 2022-23    | 2023-24      | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|------------|------------|------------|--------------|--------------|----------|----------|----------|--------------|
| CIIP Program Revenues            | 0          | 0          | 285        | 3,885        | 2,930        | 0        | 0        | 0        | 7,100        |
| Capital Asset Series 2021A Bonds | 470        | 0          | 0          | 0            | 0            | 0        | 0        | 0        | 470          |
| <b>TOTAL REVENUES:</b>           | <b>470</b> | <b>0</b>   | <b>285</b> | <b>3,885</b> | <b>2,930</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,570</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22    | 2022-23    | 2023-24      | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                     | 0          | 0          | 0          | 3,700        | 2,200        | 0        | 0        | 0        | 5,900        |
| Planning and Design              | 0          | 320        | 200        | 185          | 90           | 0        | 0        | 0        | 795          |
| Project Contingency              | 0          | 0          | 0          | 0            | 640          | 0        | 0        | 0        | 640          |
| Technology Hardware/Software     | 0          | 150        | 85         | 0            | 0            | 0        | 0        | 0        | 235          |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b>   | <b>470</b> | <b>285</b> | <b>3,885</b> | <b>2,930</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,570</b> |

### UNFUNDED CAPITAL PROJECTS

| PROJECT NAME                            | LOCATION         | (dollars in thousands)<br>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  |
| <b>UNFUNDED TOTAL</b>                   |                  | <b>1,610,250</b>                                 |

# FY 2021-22 Adopted Budget and Multi-Year Capital Plan

## Neighborhood Trash and Recycling Centers

1. North Dade 21500 NW 47 Ave
2. Norwood 199010 NW 7 Ave
3. Palm Springs 7870 NW 178 St
4. Golden Glades 140 NW 160 St
5. West Little River 1830 NW 79 St
6. Snapper Creek 2200 SW 117 Ave
7. Sunset Kendall 8000 SW 107 Ave
8. Chapman Field 13600 SW 60 Ave
9. Richmond Heights 14050 Boggs Dr
10. West Perrine 16651 SW 107 Ave
11. Eureka Drive 9401 SW 184 St
12. South Miami Heights 20800 SW 117 Ct
13. Moody Drive 12970 SW 268 St

## Resources Recovery Facility

14. Resources Recovery 6990 NW 97 Ave

## Landfills

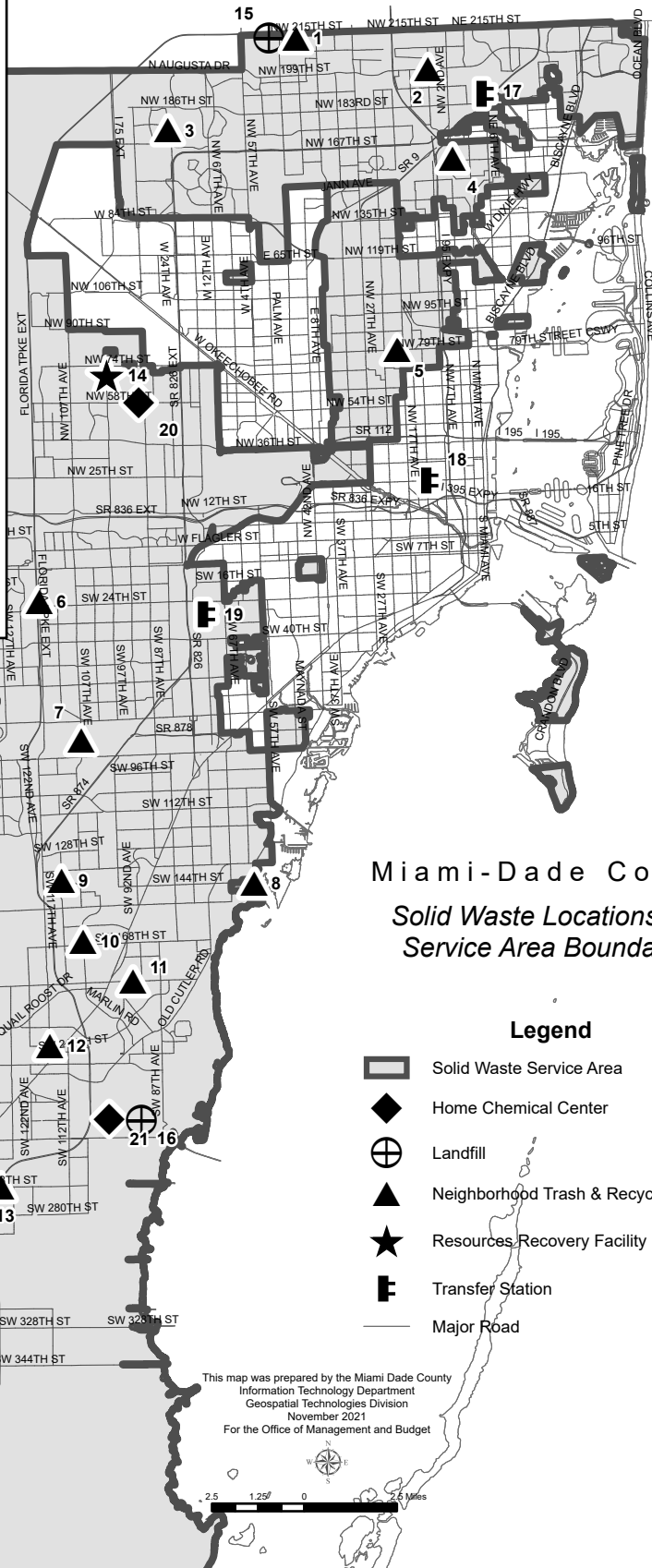
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave

## Transfer Stations

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

## Home Chemical Centers

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



Miami-Dade County  
Solid Waste Locations and  
Service Area Boundaries

## Legend

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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Water and Sewer

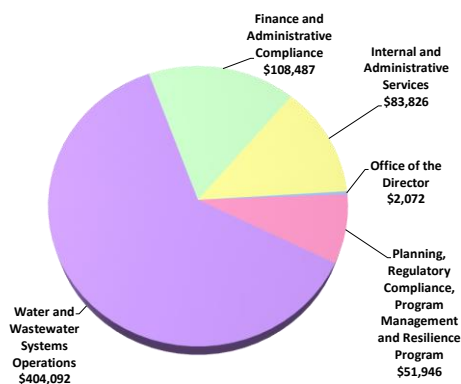
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures and providing for process improvements and cost efficiencies.

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

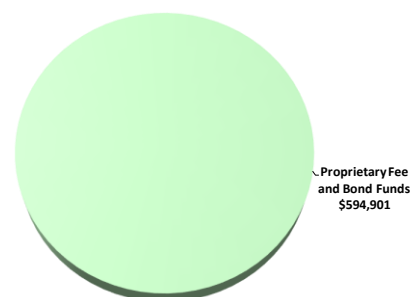
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 451,000 water and 367,000 wastewater retail customers as of September 30, 2020. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale (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 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

|  |  |
|--|--|
|  | <div><div><u>OFFICE OF THE DIRECTOR</u><br/>Formulates and establishes departmental policy; directs overall operations</div><div><div><u>FY 20-21</u><br/>8</div><div><u>FY 21-22</u><br/>7</div></div></div>  |
|  | <div><div><u>WATER AND WASTEWATER SYSTEMS OPERATIONS</u><br/>Operates and maintains water and wastewater systems: treatment plants, transmission/distribution systems and pump stations</div><div><div><u>FY 20-21</u><br/>1,670</div><div><u>FY 21-22</u><br/>1,628</div></div></div>   |
|  | <div><div><u>FINANCE AND ADMINISTRATIVE COMPLIANCE</u><br/>Directs financial, budget, capital funding coordination and information technology functions; directs contractual compliance and quality assurance of construction/contractual work</div><div><div><u>FY 20-21</u><br/>237</div><div><u>FY 21-22</u><br/>311</div></div></div>  |
|  | <div><div><u>PLANNING, REGULATORY COMPLIANCE, PROGRAM MANAGEMENT AND RESILIENCE PROGRAM</u><br/>Directs water and wastewater design and construction activities for plants and pipelines; oversees the Resilience Program; directs capital improvement programs, compliance with state and federal agreements and utilities development</div><div><div><u>FY 20-21</u><br/>162</div><div><u>FY 21-22</u><br/>349</div></div></div> |
|  | <div><div><u>INTERNAL AND ADMINISTRATIVE SERVICES</u><br/>Directs legislative activities, municipal policies, procurement, personnel, customer service and public information dissemination; fleet and security initiatives</div><div><div><u>FY 20-21</u><br/>739</div><div><u>FY 21-22</u><br/>524</div></div></div>   |

The FY 2021-22 total number of full-time equivalent positions is 2,819.6

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

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

- Defines department policies and strategic goals
- Establishes overall vision and policy for the Department
- Maintains the Department's accreditation, incorporating performance excellence and best practices
- Sets performance targets and budget priorities

### **DIVISION COMMENTS**

- As part of a reorganization performed in FY 2020-21 to streamline operations, one position was transferred out of the Office of the Director to Water and Wastewater Systems Operations to perform wastewater collection and distribution activities
- The FY 2021-22 Adopted Budget includes a 3.68 percent increase to retail customers that is evenly applied to each tier that includes residential, multi-family, mixed-use buildings and non-residential
- Effective October 1, 2021, the wholesale water rate will increase by \$0.0697, from \$1.7947 to \$1.8644 per thousand gallons; the wastewater wholesale rate will also increase by \$0.1770, from \$3.2971 to \$3.4741 per thousand gallons; wholesale customers' bills include a true-up credit adjustment to recover actual cost for FY 2019-20
- The FY 2021-22 Adopted Budget includes a Memorandum of Understanding with the Office of the Inspector General to perform specialized audits as required (\$50,000) and payments to the Audit and Management Services Department for expenses associated with audits and reviews (\$500,000)

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

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

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

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Average time to respond to sewage overflows (in minutes)                         | NI2-1 | HW-1 | EF   | ↓    | 39       | 45       | 45       | 45         | 45       |
| Percentage of non-emergency requests dispatched in less than three business days | NI2-1 | HW-1 | OC   | ↑    | 82%      | 91%      | 99%      | 99%        | 99%      |
| Percentage of pumps in service   | NI2-1 | HW-1 | EF   | ↑    | 95%      | 99%      | 99%      | 99%        | 99%      |
| Wastewater mainline valves exercised   | NI2-1 | HW-1 | OP   | ↔    | 6,314    | 6,240    | 6,000    | 6,000      | 6,000    |
| Percentage compliance with drinking water standards                              | NI2-1 | HW-1 | OC   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- As part of a reorganization performed in FY 2020-21, one position was transferred to the Water and Wastewater Systems Operation Division from the Director's Office for water transmission and distribution activities and 43 positions were transferred out to the Internal and Administrative Services Division to perform security functions

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

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

- Administers Controller's functions, general ledger, assets control and accounts payable; prepares retail, wholesale and special billings and collection
- Coordinates financial activities including debt administration, investments, grants and cash management
- Manages business process support for customer care and billing, enterprise resource planning financial and enterprise asset management software systems
- Manages information technology
- Manages departmental procurement and stores activities
- Manages the Department's operating and capital budgets
- 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Bond rating evaluation by Fitch                | GG4-1 | ES-3 | OC   | ↑    | A+       | A+       | A+       | A+         | A+       |
| Bond rating evaluation by Standard and Poor's* | GG4-1 | ES-3 | OC   | ↑    | Aa-      | Aa-      | Aa-      | Aa-        | Aa-      |
| Bond rating evaluation by Moody's              | GG4-1 | ES-3 | OC   | ↑    | Aa3      | Aa3      | Aa3      | Aa3        | Aa3      |

\* The FY 2020-21 Adopted Budget included a scrivener's error of Aa+ that was corrected to Aa-

### DIVISION COMMENTS

- As part of a reorganization performed in FY 2020-21 to streamline operations, 74 positions that were part of the procurement and stores functions were transferred into the Finance and Administrative Compliance Division from the Internal and Administrative Services Division
- The FY 2021-22 Adopted Budget includes payments to the Finance Department for expenses associated with cash management services (\$9,000)
- The FY 2020-21 year-end combined fund balance is projected to be \$110.2 million in rate stabilization and general reserve funds; in FY 2021-22, these reserves are expected to remain at the combined balance of \$110.2 million and the Department is projecting a year-end fund balance of \$82.9 million in the operating budget as required for bond ordinances

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: PLANNING, REGULATORY COMPLIANCE, PROGRAM MANAGEMENT AND RESILIENCE PROGRAM**

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

- Directs planning of water and wastewater facilities and infrastructure
- Directs compliance with state and federal agreements related to the consent decree, ocean outfall legislation and resilience programs
- Directs design and construction activities for both water and wastewater plants and pipelines
- Directs resilience program including Water Use Efficiency and Water Loss Reduction programs
- Oversees capital program management for programs such as the Consent Decree Program, Ocean Outfall Program, Pump Station Rehabilitation and Resilience programs as well as priority programs
- Oversees environmental regulations and compliance with federal and state agreements
- Processes applications for new water services, mains, pump stations and fire hydrant installations by private contractors

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of Ocean Outfall Legislation projects on schedule  | NI2-1 | IE-1 | OC   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |
| Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Program (in thousands)* | NI1-2 | HW-1 | OC   | ↑    | 287      | 142      | 200      | 260        | 260      |

\* The FY 2019-20 Actual and FY 2020-21 Budget reflects the impacts of COVID-19

#### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted budget includes the addition of three New Business Representative positions (\$181,000) to assist with increased volume associated with Concurrent Plans Processing as well as a shorter review timeline**
- As part of a reorganization performed in FY 2020-21, 184 positions were transferred from the Internal and Administrative Services Division to the Planning, Regulatory Compliance, Program Management and Resilience Program Division for responsibilities related to the Senior Advisor, Consent Decree, planning and regulatory functions that relate to water and sewer properties
- The FY 2021-22 Adopted Budget includes funding to the Parks, Recreation and Open Spaces (PROS) Department for Cooperative Extension's Florida Yards and Neighborhoods Program (\$285,000)
- In FY 2021-22, 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 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: INTERNAL AND ADMINISTRATIVE SERVICES**

Directs public information dissemination, coordination of legislative and municipal policies, departmental security activities, and construction contracts as well as retail customer services, human resources and general maintenance services.

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

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of Consent Decree Wastewater Projects on Schedule*   | NI2-1 | IE-1 | OC   | ↑    | 93%      | 91%      | 86%      | 84%        | 83%      |
| 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   | ↔    | 14       | 17       | 17       | 10         | 13       |
| Average call wait time (in minutes)***  | NI2-1 | LS-2 | EF   | ↓    | 1.2      | 3.5      | 3.5      | 2.5        | 2.5      |
| Percentage of calls answered within two minutes (monthly)***  | NI2-1 | LS-2 | OC   | ↑    | 76%      | 45%      | 50%      | 70%        | 80%      |

\* The FY 2020-21 Budget and FY 2020-21 Projection reflect impacts associated with COVID-19; the FY 2021-22 Target continues this trend

\*\* The FY 2020-21 Projection reflects impacts associated with COVID-19; the FY 2021-22 Target continues with this trend

\*\*\* The FY 2020-21 Projection includes enhancements to the self-service tools to assist callers using automation; the FY 2021-22 Target continues this trend

### **DIVISION COMMENTS**

- As part of a reorganization performed in FY 2020-21 to streamline operations, the Planning, Customer Initiatives and Senior Advisor Division became the Internal and Administration Services Division reflecting a net reduction of 215 positions; a total of 74 positions (performing procurement and stores activities) were transferred out to the Finance and Administrative Compliance Division, 184 positions (performing Consent Decree, planning and regulatory functions) were transferred out to the Planning, Regulatory Compliance, Program Management and Resilience Program Division and 43 positions (performing security functions) were transferred in from the Water and Wastewater Systems Operations Division
- The FY 2021-22 Adopted Budget includes a payment to the Community Action and Human Services Department for landscape maintenance by the Greater Miami Service Corps (\$100,000)
- The Department continues working on an outreach campaign that includes branding of the Department for community recognition and that will inform citizens on water and wastewater services and the Multi-Year Capital Improvements Plan
- The FY 2021-22 Adopted Budget includes a payment to the Human Resources Department for testing and validation services (\$47,000)



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- For FY 2021-22, the Department continued to streamline the Ocean Outfall Legislation capital project (total \$1.437 billion) to include only the legislation and regulatory component; the capacity component project was separated out to be programmed as South District Expansion (total \$694.703 million; capital program #962671)
- 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
- While developing the FY 2021-22 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 \$196 million; WASDs capital plan decreased by \$627 million due to projects being completed or removed; changes to active projects based on pricing and scope revisions increased the capital plan by \$476 million; based on departmental reviews and project modifications, the multi-year capital plan increased by \$44.5 million from FY 2020-21
- In FY 2021-22, 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 2021-22 budget for the Flow Reduction Program is \$13.565 million (capital program #9650201)
- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan also addresses the continued implementation of various wastewater systems capital projects such as the Pump Station Improvement and Resilience Program's (\$26.672 million; capital program #9651071 and #2000000784), Ocean Outfalls Legislation Program (\$70.016 million; capital program #962670), Consent Decree (\$213.6 million; capital program #964120, #964440 and #968150), and South District Expansion (\$51.228 million; capital program #2000000580)
- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of various water system capital projects such as the Hialeah/Preston Water Treatment Plant (\$62.760 million; capital program #9650041), Alexander Orr Water Treatment Plant (\$132.897 million; capital program #9650031), Small Diameter Water Main Replacement Program (\$330.631 million; capital program #2000000072) and Water Distribution System (\$166.742 million; capital program #9653311)
- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan is systematic and responsible in addressing regulatory requirements related to aging infrastructure such as pump stations, treatment plants and transmission lines and necessary upgrades; the capital plan addresses \$533.193 million in wastewater needs, \$161.609 million in water needs and BBC/GOB Water and Wastewater projects of \$23.5 million dollars
- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes projects that directly impact the resilience of the County's built and natural systems to include designing infrastructure that considers sea-level rise and storm surge for the life of the assets; the C51 Reservoir Alternate Water Supply project that will diversify water resources and benefit environmental and agricultural uses; investments to maximize the use of biogas from the wastewater treatment process to increase onsite energy production; the expansion of the sanitary sewer system to remove septic systems through the General Obligation Bond Commercial Corridors Septic-to-Sewer Project; the installation of public sewer laterals; and the Ojus Special Benefit Area project
- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of 257 vehicles (\$16.195 million) for the replacement of its aging fleet funded with lease purchase financing (\$16.050 million for heavy fleet, and \$145,000 for light 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 addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 968                    | 645                | 899                | 710                    | 899                |
| Fuel                    | 2,833                  | 5,634              | 3,717              | 3,890                  | 3,100              |
| Overtime                | 15,894                 | 16,677             | 16,398             | 17,153                 | 17,444             |
| Rent                    | 320                    | 321                | 962                | 1,021                  | 674                |
| Security Services       | 11,589                 | 11,402             | 13,500             | 11,882                 | 13,100             |
| Temporary Services      | 908                    | 1,405              | 1,660              | 1,479                  | 2,222              |
| Travel and Registration | 148                    | 49                 | 335                | 266                    | 236                |
| Utilities               | 41,647                 | 40,776             | 50,168             | 47,111                 | 51,776             |

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

| Fee Adjustments                                      | Current Fee<br>FY 20-21 | Adopted Fee<br>FY 21-22 | Dollar Impact<br>FY 21-22 |
|--|-------------------------|-------------------------|---------------------------|
| • Wastewater Retail Rate Adjustments                 | various                 | various                 | \$10,950,000              |
| • Wastewater Wholesale Rate per one thousand gallons | \$3.2971                | \$3.4741                | \$12,781,000              |
| • Water Retail Rate Adjustments                      | various                 | various                 | \$20,446,000              |
| • Water Wholesale Rate per one thousand gallons      | \$1.7947                | \$1.8644                | \$4,972,000               |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| Carryover                                 | 74,199             | 78,099             | 80,060             | 79,261              |
| Miscellaneous Non-Operating               | 15,355             | 10,413             | 18,237             | 13,323              |
| Other Revenues                            | 30,033             | 23,758             | 32,306             | 29,342              |
| Retail Wastewater                         | 308,853            | 324,980            | 332,298            | 343,248             |
| Retail Water                              | 277,305            | 302,360            | 311,356            | 331,802             |
| Transfer From Other Funds                 | 0                  | 0                  | 8,618              | 9,018               |
| Wholesale Wastewater                      | 83,450             | 90,605             | 78,370             | 91,151              |
| Wholesale Water                           | 34,810             | 27,779             | 28,179             | 33,151              |
| Loan Repayments                           | 10,000             | 0                  | 0                  | 0                   |
| Total Revenues                            | 834,005            | 857,994            | 889,424            | 930,296             |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 184,175            | 191,814            | 194,278            | 203,203             |
| Fringe Benefits                           | 87,095             | 98,220             | 77,678             | 88,264              |
| Contractual Services                      | 73,424             | 73,206             | 90,074             | 93,121              |
| Other Operating                           | 36,561             | 48,290             | 37,180             | 37,302              |
| Charges for County Services               | 60,967             | 67,149             | 76,354             | 75,511              |
| Capital                                   | 131,891            | 114,829            | 97,500             | 97,500              |
| Total Operating Expenditures              | 574,113            | 593,508            | 573,064            | 594,901             |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 11,104             | 2,928              | 0                  | 0                   |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 195,465            | 226,304            | 237,099            | 252,495             |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 0                  | 0                  | 79,261             | 82,900              |
| Total Non-Operating Expenditures          | 206,569            | 229,232            | 316,360            | 335,395             |

| (dollars in thousands)                                 | Total Funding      |                     | Total Positions    |                     |
|--|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                                 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Neighborhood and Infrastructure</b> |                    |                     |                    |                     |
| Office of the Director                                 | 4,747              | 2,072               | 8                  | 7                   |
| Water and Wastewater                                   | 392,724            | 404,092             | 1,670              | 1,628               |
| Systems Operations                                     |                    |                     |                    |                     |
| Finance and Administrative                             | 38,081             | 52,965              | 237                | 311                 |
| Compliance   |                    |                     |                    |                     |
| Planning, Regulatory                                   | 44,751             | 51,946              | 162                | 349                 |
| Compliance, Program                                    |                    |                     |                    |                     |
| Management and Resilience                              |                    |                     |                    |                     |
| Program  |                    |                     |                    |                     |
| Internal and Administrative                            | 92,761             | 83,826              | 739                | 524                 |
| Services   |                    |                     |                    |                     |
| Total Operating Expenditures                           | 573,064            | 594,901             | 2,816              | 2,819               |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

| (dollars in thousands)                          | PRIOR            | FY 21-22       | FY 22-23       | FY 23-24       | FY 24-25       | FY 25-26       | FY 26-27       | FUTURE         | TOTAL            |
|---|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| <b>Revenue</b>                                  |                  |                |                |                |                |                |                |                |                  |
| BBC GOB Financing                               | 27,202           | 23,500         | 36,295         | 30,614         | 23,389         | 0              | 0              | 0              | 141,000          |
| Fire Hydrant Fund                               | 3,517            | 2,500          | 2,500          | 2,500          | 2,500          | 2,500          | 2,500          | 2,500          | 21,017           |
| Future Subordinate Debt                         | 3,807            | 5,982          | 7,212          | 36,749         | 47,762         | 92,128         | 111,035        | 67,951         | 372,625          |
| Future WASD Revenue Bonds                       | 0                | 33,353         | 472,208        | 482,814        | 495,561        | 401,670        | 303,768        | 649,140        | 2,838,515        |
| Hialeah Reverse Osmosis Plant Construction Fund | 7,473            | 500            | 0              | 0              | 0              | 0              | 0              | 0              | 7,973            |
| Miami Springs Water Construction Fund           | 12,800           | 508            | 0              | 0              | 0              | 0              | 0              | 0              | 13,308           |
| State Revolving Loan Wastewater Program         | 42,353           | 12,000         | 0              | 0              | 0              | 0              | 0              | 0              | 54,353           |
| WASD Revenue Bonds Sold                         | 1,808,327        | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 1,808,327        |
| WIFIA Loan                                      | 59,008           | 37,042         | 92,489         | 175,519        | 139,466        | 118,870        | 25,227         | 13,504         | 661,126          |
| Wastewater Connection Charges                   | 169,793          | 16,614         | 13,020         | 15,338         | 18,470         | 0              | 0              | 0              | 233,234          |
| Wastewater Renewal Fund                         | 247,097          | 47,500         | 55,500         | 50,000         | 50,000         | 50,000         | 50,000         | 50,000         | 600,097          |
| Wastewater Special Construction Fund            | 15,328           | 6,457          | 43,391         | 22,368         | 51,598         | 15,251         | 18,366         | 25,020         | 197,778          |
| Water Connection Charges                        | 51,418           | 3,401          | 3,153          | 2,449          | 2,449          | 1,287          | 1,287          | 0              | 65,444           |
| Water Renewal and Replacement Fund              | 236,077          | 47,499         | 39,501         | 45,000         | 45,000         | 45,000         | 45,000         | 45,000         | 548,077          |
| Water Special Construction Fund                 | 14,136           | 200            | 200            | 200            | 200            | 200            | 200            | 0              | 15,336           |
| <b>Total:</b>                                   | <b>2,698,336</b> | <b>237,056</b> | <b>765,468</b> | <b>863,551</b> | <b>876,395</b> | <b>726,906</b> | <b>557,384</b> | <b>853,115</b> | <b>7,578,210</b> |
| <b>Expenditures</b>                             |                  |                |                |                |                |                |                |                |                  |
| <b>Strategic Area: NI</b>                       |                  |                |                |                |                |                |                |                |                  |
| GOB Water and Wastewater Projects               | 27,202           | 23,500         | 36,295         | 30,614         | 23,389         | 0              | 0              | 0              | 141,000          |
| Wastewater Projects                             | 1,619,186        | 533,193        | 600,295        | 719,441        | 747,811        | 634,934        | 451,606        | 526,981        | 5,833,447        |
| Water Projects                                  | 416,722          | 161,609        | 264,951        | 121,402        | 108,695        | 97,471         | 106,778        | 326,136        | 1,603,763        |
| <b>Total:</b>                                   | <b>2,063,110</b> | <b>718,302</b> | <b>901,541</b> | <b>871,457</b> | <b>879,895</b> | <b>732,406</b> | <b>558,384</b> | <b>853,116</b> | <b>7,578,210</b> |

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

#### **COMMERCIAL AND INDUSTRIAL CORRIDORS - EXTENSION OF SEWER SYSTEM (BUILDING PROGRAM #: 967090 BETTER COMMUNITIES BOND PROGRAM)**

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

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



| REVENUE SCHEDULE:          | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|----------------------------|---------------|---------------|---------------|---------------|---------------|----------|----------|----------|----------------|
| BBC GOB Financing          | 27,202        | 18,500        | 31,295        | 25,614        | 23,389        | 0        | 0        | 0        | 126,000        |
| <b>TOTAL REVENUES:</b>     | <b>27,202</b> | <b>18,500</b> | <b>31,295</b> | <b>25,614</b> | <b>23,389</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>126,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Construction               | 26,551        | 17,921        | 30,039        | 24,789        | 22,089        | 0        | 0        | 0        | 121,389        |
| Planning and Design        | 651           | 579           | 1,256         | 825           | 1,300         | 0        | 0        | 0        | 4,611          |
| <b>TOTAL EXPENDITURES:</b> | <b>27,202</b> | <b>18,500</b> | <b>31,295</b> | <b>25,614</b> | <b>23,389</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>126,000</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### LIFT STATIONS - UPGRADES AND STRUCTURAL IMPROVEMENTS

PROGRAM #: 9650371

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

| REVENUE SCHEDULE:             | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Wastewater Renewal Fund       | 8,777        | 3,500        | 3,500        | 3,500        | 3,500        | 3,500        | 3,500        | 3,500        | 33,277        |
| <b>TOTAL REVENUES:</b>        | <b>8,777</b> | <b>3,500</b> | <b>3,500</b> | <b>3,500</b> | <b>3,500</b> | <b>3,500</b> | <b>3,500</b> | <b>3,500</b> | <b>33,277</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
| Construction                  | 6,138        | 3,683        | 2,800        | 2,800        | 2,800        | 2,800        | 2,800        | 2,801        | 26,623        |
| Land Acquisition/Improvements | 537          | 322          | 245          | 245          | 245          | 245          | 245          | 245          | 2,329         |
| Major Machinery and Equipment | 230          | 138          | 105          | 105          | 105          | 105          | 105          | 105          | 998           |
| Planning and Design           | 767          | 460          | 350          | 350          | 350          | 350          | 350          | 350          | 3,327         |
| <b>TOTAL EXPENDITURES:</b>    | <b>7,673</b> | <b>4,603</b> | <b>3,500</b> | <b>3,500</b> | <b>3,500</b> | <b>3,500</b> | <b>3,500</b> | <b>3,501</b> | <b>33,277</b> |

### PEAK FLOW MANAGEMENT - FACILITIES

PROGRAM #: 9653371

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

| REVENUE SCHEDULE:             | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE   | TOTAL         |
|-------------------------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|----------|---------------|
| Future WASD Revenue Bonds     | 0             | 1,000        | 5,000        | 6,130        | 3,000        | 2,000        | 2,000        | 0        | 19,130        |
| WASD Revenue Bonds Sold       | 17,516        | 0            | 0            | 0            | 0            | 0            | 0            | 0        | 17,516        |
| Wastewater Connection Charges | 7,625         | 0            | 0            | 0            | 0            | 0            | 0            | 0        | 7,625         |
| <b>TOTAL REVENUES:</b>        | <b>25,141</b> | <b>1,000</b> | <b>5,000</b> | <b>6,130</b> | <b>3,000</b> | <b>2,000</b> | <b>2,000</b> | <b>0</b> | <b>44,271</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE   | TOTAL         |
| Construction                  | 10,839        | 4,846        | 3,000        | 3,678        | 1,800        | 1,200        | 1,200        | 0        | 26,563        |
| Planning and Design           | 7,226         | 3,230        | 2,000        | 2,452        | 1,200        | 800          | 800          | 0        | 17,708        |
| <b>TOTAL EXPENDITURES:</b>    | <b>18,065</b> | <b>8,076</b> | <b>5,000</b> | <b>6,130</b> | <b>3,000</b> | <b>2,000</b> | <b>2,000</b> | <b>0</b> | <b>44,271</b> |

### PEAK FLOW MANAGEMENT - FLOW REDUCTION PROGRAM (FRP)

PROGRAM #: 9650201

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

| REVENUE SCHEDULE:          | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Future WASD Revenue Bonds  | 0             | 0             | 14,865        | 16,176        | 16,166        | 14,056        | 11,976        | 35,927        | 109,165        |
| WASD Revenue Bonds Sold    | 76,961        | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 76,961         |
| <b>TOTAL REVENUES:</b>     | <b>76,961</b> | <b>0</b>      | <b>14,865</b> | <b>16,176</b> | <b>16,166</b> | <b>14,056</b> | <b>11,976</b> | <b>35,927</b> | <b>186,126</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction               | 63,396        | 13,565        | 14,865        | 16,176        | 16,166        | 14,056        | 11,976        | 35,927        | 186,126        |
| <b>TOTAL EXPENDITURES:</b> | <b>63,396</b> | <b>13,565</b> | <b>14,865</b> | <b>16,176</b> | <b>16,166</b> | <b>14,056</b> | <b>11,976</b> | <b>35,927</b> | <b>186,126</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### PEAK FLOW MANAGEMENT - SOUTH DISTRICT EXPANSION

**PROGRAM #:** 2000000580

DESCRIPTION: Redirect flows to regional plants and account for peak flows through 2035  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Countywide



| REVENUE SCHEDULE:                       | PRIOR          | 2021-22       | 2022-23        | 2023-24        | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|---|----------------|---------------|----------------|----------------|---------------|---------------|---------------|---------------|----------------|
| Future Subordinate Debt                 | 0              | 0             | 7,212          | 6,749          | 11,125        | 24,832        | 39,367        | 17,496        | 106,782        |
| State Revolving Loan Wastewater Program | 12,350         | 0             | 0              | 0              | 0             | 0             | 0             | 0             | 12,350         |
| WASD Revenue Bonds Sold                 | 22,580         | 0             | 0              | 0              | 0             | 0             | 0             | 0             | 22,580         |
| WIFIA Loan                              | 25,412         | 4,300         | 74,178         | 133,943        | 47,669        | 39,218        | 6,500         | 504           | 331,724        |
| Wastewater Connection Charges           | 141,385        | 5,489         | 910            | 1,156          | 0             | 0             | 0             | 0             | 148,940        |
| Wastewater Renewal Fund                 | 14,566         | 0             | 12,866         | 0              | 0             | 0             | 0             | 0             | 27,431         |
| Wastewater Special Construction Fund    | 5,599          | 2,950         | 0              | 0              | 36,348        | 0             | 0             | 0             | 44,897         |
| <b>TOTAL REVENUES:</b>                  | <b>221,891</b> | <b>12,739</b> | <b>95,165</b>  | <b>141,849</b> | <b>95,142</b> | <b>64,051</b> | <b>45,867</b> | <b>18,000</b> | <b>694,703</b> |
| EXPENDITURE SCHEDULE:                   | PRIOR          | 2021-22       | 2022-23        | 2023-24        | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction                            | 120,116        | 50,203        | 137,781        | 146,270        | 96,179        | 67,670        | 44,949        | 17,640        | 680,808        |
| Planning and Design                     | 2,451          | 1,025         | 2,812          | 2,985          | 1,963         | 1,381         | 917           | 360           | 13,895         |
| <b>TOTAL EXPENDITURES:</b>              | <b>122,568</b> | <b>51,228</b> | <b>140,593</b> | <b>149,255</b> | <b>98,142</b> | <b>69,051</b> | <b>45,867</b> | <b>18,000</b> | <b>694,703</b> |

### PUMP STATIONS - GENERATORS AND MISCELLANEOUS UPGRADES

**PROGRAM #:** 9652002

DESCRIPTION: Install emergency generators and construct miscellaneous upgrades at various wastewater pump stations  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide



| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|----------|----------|---------------|
| Future WASD Revenue Bonds  | 0            | 0            | 4,899        | 5,600        | 5,046        | 4,244        | 0        | 0        | 19,788        |
| WASD Revenue Bonds Sold    | 7,692        | 0            | 0            | 0            | 0            | 0            | 0        | 0        | 7,692         |
| <b>TOTAL REVENUES:</b>     | <b>7,692</b> | <b>0</b>     | <b>4,899</b> | <b>5,600</b> | <b>5,046</b> | <b>4,244</b> | <b>0</b> | <b>0</b> | <b>27,480</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 5,236        | 2,456        | 4,899        | 5,600        | 5,046        | 4,244        | 0        | 0        | 27,480        |
| <b>TOTAL EXPENDITURES:</b> | <b>5,236</b> | <b>2,456</b> | <b>4,899</b> | <b>5,600</b> | <b>5,046</b> | <b>4,244</b> | <b>0</b> | <b>0</b> | <b>27,480</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### PUMP STATIONS - IMPROVEMENT PROGRAM

PROGRAM #: 9651071

DESCRIPTION: Upgrade pump stations systemwide to meet departmental forecasted demands  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

| REVENUE SCHEDULE:             | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE        | TOTAL         |
|-------------------------------|---------------|--------------|--------------|--------------|----------|----------|----------|---------------|---------------|
| Future WASD Revenue Bonds     | 0             | 0            | 7,341        | 1,000        | 0        | 0        | 0        | 13,745        | 22,086        |
| WASD Revenue Bonds Sold       | 66,634        | 0            | 0            | 0            | 0        | 0        | 0        | 0             | 66,634        |
| Wastewater Connection Charges | 3,498         | 0            | 0            | 0            | 0        | 0        | 0        | 0             | 3,498         |
| <b>TOTAL REVENUES:</b>        | <b>70,131</b> | <b>0</b>     | <b>7,341</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>13,745</b> | <b>92,218</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE        | TOTAL         |
| Construction                  | 52,281        | 7,330        | 6,240        | 850          | 0        | 0        | 0        | 11,683        | 78,385        |
| Planning and Design           | 9,226         | 1,294        | 1,101        | 150          | 0        | 0        | 0        | 2,062         | 13,833        |
| <b>TOTAL EXPENDITURES:</b>    | <b>61,507</b> | <b>8,624</b> | <b>7,341</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>13,745</b> | <b>92,218</b> |

### PUMP STATIONS - RESILIENCE PROGRAM (PSRP)

PROGRAM #: 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         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Future WASD Revenue Bonds     | 0             | 400           | 30,457        | 40,816        | 42,712        | 35,782        | 30,395        | 44,917        | 225,480        |
| WASD Revenue Bonds Sold       | 38,671        | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 38,671         |
| Wastewater Connection Charges | 868           | 219           | 0             | 0             | 0             | 0             | 0             | 0             | 1,087          |
| Wastewater Renewal Fund       | 34            | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 34             |
| <b>TOTAL REVENUES:</b>        | <b>39,574</b> | <b>619</b>    | <b>30,457</b> | <b>40,816</b> | <b>42,712</b> | <b>35,782</b> | <b>30,395</b> | <b>44,917</b> | <b>265,272</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction                  | 17,051        | 13,897        | 23,452        | 31,428        | 32,888        | 27,552        | 23,404        | 34,586        | 204,260        |
| Planning and Design           | 5,093         | 4,151         | 7,005         | 9,388         | 9,824         | 8,230         | 6,991         | 10,331        | 61,013         |
| <b>TOTAL EXPENDITURES:</b>    | <b>22,145</b> | <b>18,048</b> | <b>30,457</b> | <b>40,816</b> | <b>42,712</b> | <b>35,782</b> | <b>30,395</b> | <b>44,917</b> | <b>265,272</b> |

### PUMP STATIONS - SEWER SYSTEMS CONSENT DECREE PROJECTS

PROGRAM #: 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          | 2021-22      | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|-------------------------------|----------------|--------------|------------|-----------|----------|----------|----------|----------|----------------|
| Future WASD Revenue Bonds     | 0              | 0            | 174        | 46        | 0        | 0        | 0        | 0        | 219            |
| WASD Revenue Bonds Sold       | 115,266        | 0            | 0          | 0         | 0        | 0        | 0        | 0        | 115,266        |
| Wastewater Connection Charges | 100            | 0            | 0          | 0         | 0        | 0        | 0        | 0        | 100            |
| <b>TOTAL REVENUES:</b>        | <b>115,366</b> | <b>0</b>     | <b>174</b> | <b>46</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>115,585</b> |
| EXPENDITURE SCHEDULE:         | PRIOR          | 2021-22      | 2022-23    | 2023-24   | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Construction                  | 101,697        | 7,900        | 165        | 43        | 0        | 0        | 0        | 0        | 109,805        |
| Planning and Design           | 5,352          | 416          | 9          | 2         | 0        | 0        | 0        | 0        | 5,779          |
| <b>TOTAL EXPENDITURES:</b>    | <b>107,050</b> | <b>8,316</b> | <b>174</b> | <b>46</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>115,585</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SANITARY SEWER SYSTEM - EXTENSION

PROGRAM #: 9653281

DESCRIPTION: Extend sewer system lines to include the existing sanitary sewer needs assessment  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

| REVENUE SCHEDULE:          | PRIOR         | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
|----------------------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Wastewater Renewal Fund    | 39,057        | 0             | 3,000        | 5,500        | 5,500        | 5,500        | 6,500        | 6,500        | 71,557        |
| <b>TOTAL REVENUES:</b>     | <b>39,057</b> | <b>0</b>      | <b>3,000</b> | <b>5,500</b> | <b>5,500</b> | <b>5,500</b> | <b>6,500</b> | <b>6,500</b> | <b>71,557</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
| Construction               | 974           | 488           | 220          | 220          | 220          | 220          | 260          | 260          | 2,862         |
| Planning and Design        | 23,386        | 11,709        | 5,280        | 5,280        | 5,280        | 5,280        | 6,240        | 6,240        | 68,695        |
| <b>TOTAL EXPENDITURES:</b> | <b>24,360</b> | <b>12,197</b> | <b>5,500</b> | <b>5,500</b> | <b>5,500</b> | <b>5,500</b> | <b>6,500</b> | <b>6,500</b> | <b>71,557</b> |

### SANITARY SEWER SYSTEM - IMPROVEMENTS

PROGRAM #: 9650221

DESCRIPTION: Provide sanitary sewer system improvements funded from the special construction fund including special taxing districts  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

| REVENUE SCHEDULE:                    | PRIOR      | 2021-22    | 2022-23    | 2023-24    | 2024-25    | 2025-26    | 2026-27    | FUTURE   | TOTAL        |
|--------------------------------------|------------|------------|------------|------------|------------|------------|------------|----------|--------------|
| Wastewater Special Construction Fund | 538        | 250        | 250        | 250        | 250        | 250        | 250        | 0        | 2,038        |
| <b>TOTAL REVENUES:</b>               | <b>538</b> | <b>250</b> | <b>250</b> | <b>250</b> | <b>250</b> | <b>250</b> | <b>250</b> | <b>0</b> | <b>2,038</b> |
| EXPENDITURE SCHEDULE:                | PRIOR      | 2021-22    | 2022-23    | 2023-24    | 2024-25    | 2025-26    | 2026-27    | FUTURE   | TOTAL        |
| Construction                         | 538        | 250        | 250        | 250        | 250        | 250        | 250        | 0        | 2,038        |
| <b>TOTAL EXPENDITURES:</b>           | <b>538</b> | <b>250</b> | <b>250</b> | <b>250</b> | <b>250</b> | <b>250</b> | <b>250</b> | <b>0</b> | <b>2,038</b> |

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

PROGRAM #: 9650241

DESCRIPTION: Construct a force main crossing at Bear Cut, a force main at Flagler St from SW 37 Ave to SW 10 Ave and from Miami Beach to the Central District Wastewater Treatment Plant  
 LOCATION: Wastewater System - Central District Area District Located: Systemwide  
 City of Miami District(s) Served: Systemwide

| REVENUE SCHEDULE:             | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE   | TOTAL          |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------|----------------|
| Future WASD Revenue Bonds     | 0             | 2,502         | 9,804         | 18,000        | 22,500        | 18,000        | 13,500        | 0        | 84,306         |
| WASD Revenue Bonds Sold       | 28,658        | 0             | 0             | 0             | 0             | 0             | 0             | 0        | 28,658         |
| Wastewater Connection Charges | 900           | 1,000         | 374           | 0             | 0             | 0             | 0             | 0        | 2,274          |
| <b>TOTAL REVENUES:</b>        | <b>29,558</b> | <b>3,502</b>  | <b>10,178</b> | <b>18,000</b> | <b>22,500</b> | <b>18,000</b> | <b>13,500</b> | <b>0</b> | <b>115,237</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE   | TOTAL          |
| Construction                  | 20,558        | 12,502        | 10,178        | 18,000        | 22,500        | 18,000        | 13,500        | 0        | 115,237        |
| <b>TOTAL EXPENDITURES:</b>    | <b>20,558</b> | <b>12,502</b> | <b>10,178</b> | <b>18,000</b> | <b>22,500</b> | <b>18,000</b> | <b>13,500</b> | <b>0</b> | <b>115,237</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

PROGRAM #: 968150

DESCRIPTION: Design, construct and rehabilitate collection and transmission infrastructure lines 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         | 2021-22       | 2022-23      | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|---------------|---------------|--------------|------------|----------|----------|----------|----------|---------------|
| Future WASD Revenue Bonds  | 0             | 0             | 4,992        | 875        | 0        | 0        | 0        | 0        | 5,867         |
| WASD Revenue Bonds Sold    | 90,436        | 0             | 0            | 0          | 0        | 0        | 0        | 0        | 90,436        |
| <b>TOTAL REVENUES:</b>     | <b>90,436</b> | <b>0</b>      | <b>4,992</b> | <b>875</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>96,303</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22       | 2022-23      | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 78,023        | 11,508        | 4,942        | 866        | 0        | 0        | 0        | 0        | 95,340        |
| Planning and Design        | 788           | 116           | 50           | 9          | 0        | 0        | 0        | 0        | 963           |
| <b>TOTAL EXPENDITURES:</b> | <b>78,812</b> | <b>11,624</b> | <b>4,992</b> | <b>875</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>96,303</b> |

### WASTEWATER - EQUIPMENT

PROGRAM #: 9650301

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

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

| REVENUE SCHEDULE:                | PRIOR         | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|----------------------------------|---------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Wastewater Renewal Fund          | 55,609        | 8,256        | 11,000        | 11,000        | 11,000        | 11,000        | 15,000        | 15,000        | 137,865        |
| <b>TOTAL REVENUES:</b>           | <b>55,609</b> | <b>8,256</b> | <b>11,000</b> | <b>11,000</b> | <b>11,000</b> | <b>11,000</b> | <b>15,000</b> | <b>15,000</b> | <b>137,865</b> |
| EXPENDITURE SCHEDULE:            | PRIOR         | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Furniture Fixtures and Equipment | 55,609        | 8,256        | 11,000        | 11,000        | 11,000        | 11,000        | 15,000        | 15,000        | 137,865        |
| <b>TOTAL EXPENDITURES:</b>       | <b>55,609</b> | <b>8,256</b> | <b>11,000</b> | <b>11,000</b> | <b>11,000</b> | <b>11,000</b> | <b>15,000</b> | <b>15,000</b> | <b>137,865</b> |

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

PROGRAM #: 9652101

DESCRIPTION: Provide infrastructure improvements to pump stations to increase system flexibility

LOCATION: Wastewater System - North District Area District Located: Systemwide  
Various Sites District(s) Served: Systemwide

| REVENUE SCHEDULE:             | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE       | TOTAL          |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|----------------|
| Future Subordinate Debt       | 3,807         | 5,982         | 0             | 0             | 0             | 0             | 0             | 0            | 9,789          |
| Future WASD Revenue Bonds     | 0             | 7,693         | 48,959        | 36,367        | 24,355        | 27,072        | 15,472        | 8,000        | 167,918        |
| WASD Revenue Bonds Sold       | 41,284        | 0             | 0             | 0             | 0             | 0             | 0             | 0            | 41,284         |
| Wastewater Connection Charges | 3,385         | 3,118         | 4,280         | 547           | 0             | 0             | 0             | 0            | 11,329         |
| Wastewater Renewal Fund       | 442           | 0             | 0             | 0             | 0             | 0             | 0             | 0            | 442            |
| <b>TOTAL REVENUES:</b>        | <b>48,917</b> | <b>16,793</b> | <b>53,239</b> | <b>36,914</b> | <b>24,355</b> | <b>27,072</b> | <b>15,472</b> | <b>8,000</b> | <b>230,762</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE       | TOTAL          |
| Construction                  | 28,598        | 33,826        | 50,577        | 35,068        | 23,138        | 25,718        | 14,698        | 7,600        | 219,223        |
| Planning and Design           | 1,505         | 1,781         | 2,662         | 1,846         | 1,218         | 1,354         | 774           | 400          | 11,539         |
| <b>TOTAL EXPENDITURES:</b>    | <b>30,103</b> | <b>35,607</b> | <b>53,239</b> | <b>36,914</b> | <b>24,355</b> | <b>27,072</b> | <b>15,472</b> | <b>8,000</b> | <b>230,762</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WASTEWATER - OUTFALL LEGISLATION

PROGRAM #: 962670

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

District Located: Systemwide  
 District(s) Served: Systemwide



| REVENUE SCHEDULE:                       | PRIOR          | 2021-22       | 2022-23       | 2023-24        | 2024-25        | 2025-26        | 2026-27        | FUTURE         | TOTAL            |
|---|----------------|---------------|---------------|----------------|----------------|----------------|----------------|----------------|------------------|
| Future Subordinate Debt                 | 0              | 0             | 0             | 20,000         | 24,636         | 28,650         | 17,461         | 7,294          | 98,041           |
| Future WASD Revenue Bonds               | 0              | 0             | 13,299        | 111,051        | 214,847        | 209,794        | 159,910        | 105,188        | 814,089          |
| State Revolving Loan Wastewater Program | 30,004         | 12,000        | 0             | 0              | 0              | 0              | 0              | 0              | 42,004           |
| WASD Revenue Bonds Sold                 | 108,448        | 0             | 0             | 0              | 0              | 0              | 0              | 0              | 108,448          |
| WIFIA Loan                              | 32,273         | 30,586        | 13,886        | 26,589         | 53,154         | 25,123         | 0              | 0              | 181,612          |
| Wastewater Connection Charges           | 8,300          | 2,846         | 2,117         | 13,635         | 18,470         | 0              | 0              | 0              | 45,368           |
| Wastewater Special Construction Fund    | 5,955          | 3,257         | 43,141        | 22,118         | 15,000         | 15,001         | 18,116         | 25,020         | 147,608          |
| <b>TOTAL REVENUES:</b>                  | <b>184,980</b> | <b>48,689</b> | <b>72,444</b> | <b>193,393</b> | <b>326,108</b> | <b>278,568</b> | <b>195,487</b> | <b>137,502</b> | <b>1,437,170</b> |
| EXPENDITURE SCHEDULE:                   | PRIOR          | 2021-22       | 2022-23       | 2023-24        | 2024-25        | 2025-26        | 2026-27        | FUTURE         | TOTAL            |
| Construction                            | 155,471        | 66,516        | 68,821        | 183,724        | 309,802        | 264,639        | 185,713        | 130,627        | 1,365,313        |
| Land Acquisition/Improvements           | 1,637          | 700           | 724           | 1,934          | 3,815          | 2,786          | 1,955          | 1,375          | 14,926           |
| Planning and Design                     | 6,546          | 2,800         | 2,898         | 7,736          | 12,490         | 11,143         | 7,819          | 5,500          | 56,932           |
| <b>TOTAL EXPENDITURES:</b>              | <b>163,653</b> | <b>70,016</b> | <b>72,444</b> | <b>193,393</b> | <b>326,108</b> | <b>278,568</b> | <b>195,487</b> | <b>137,502</b> | <b>1,437,170</b> |

### WASTEWATER - PIPES AND INFRASTRUCTURE PROJECTS

PROGRAM #: 968750

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

District Located: Systemwide  
 District(s) Served: Systemwide



| REVENUE SCHEDULE:             | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Wastewater Renewal Fund       | 7,111        | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 28,111        |
| <b>TOTAL REVENUES:</b>        | <b>7,111</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>28,111</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
| Construction                  | 6,400        | 2,700        | 2,700        | 2,700        | 2,700        | 2,700        | 2,700        | 2,700        | 25,300        |
| Major Machinery and Equipment | 356          | 150          | 150          | 150          | 150          | 150          | 150          | 150          | 1,406         |
| Planning and Design           | 356          | 150          | 150          | 150          | 150          | 150          | 150          | 150          | 1,406         |
| <b>TOTAL EXPENDITURES:</b>    | <b>7,111</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>28,111</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WASTEWATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES

PROGRAM #: 9653201

DESCRIPTION: Construct and/or renovate various regional general maintenance centers, office facilities and storage warehouses

LOCATION: Systemwide  
Various Sites

District Located: Systemwide  
District(s) Served: Systemwide



| REVENUE SCHEDULE:          | PRIOR        | 2021-22    | 2022-23    | 2023-24      | 2024-25      | 2025-26      | 2026-27    | FUTURE         | TOTAL          |
|----------------------------|--------------|------------|------------|--------------|--------------|--------------|------------|----------------|----------------|
| Future WASD Revenue Bonds  | 0            | 300        | 300        | 2,500        | 3,000        | 2,201        | 300        | 114,685        | 123,286        |
| WASD Revenue Bonds Sold    | 499          | 0          | 0          | 0            | 0            | 0            | 0          | 0              | 499            |
| Wastewater Renewal Fund    | 2,759        | 0          | 0          | 0            | 0            | 0            | 0          | 0              | 2,759          |
| <b>TOTAL REVENUES:</b>     | <b>3,259</b> | <b>300</b> | <b>300</b> | <b>2,500</b> | <b>3,000</b> | <b>2,201</b> | <b>300</b> | <b>114,685</b> | <b>126,545</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22    | 2022-23    | 2023-24      | 2024-25      | 2025-26      | 2026-27    | FUTURE         | TOTAL          |
| Construction               | 2,998        | 276        | 276        | 2,300        | 2,760        | 1,985        | 276        | 105,527        | 116,397        |
| Planning and Design        | 261          | 24         | 24         | 200          | 240          | 216          | 24         | 9,159          | 10,148         |
| <b>TOTAL EXPENDITURES:</b> | <b>3,259</b> | <b>300</b> | <b>300</b> | <b>2,500</b> | <b>3,000</b> | <b>2,201</b> | <b>300</b> | <b>114,685</b> | <b>126,545</b> |

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

PROGRAM #: 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      | 2021-22      | 2022-23      | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|------------|--------------|--------------|---------------|----------|----------|----------|----------|---------------|
| Future WASD Revenue Bonds     | 0          | 2,299        | 7,500        | 10,621        | 0        | 0        | 0        | 0        | 20,420        |
| WASD Revenue Bonds Sold       | 100        | 0            | 0            | 0             | 0        | 0        | 0        | 0        | 100           |
| <b>TOTAL REVENUES:</b>        | <b>100</b> | <b>2,299</b> | <b>7,500</b> | <b>10,621</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>20,520</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22      | 2022-23      | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                  | 90         | 2,069        | 6,750        | 9,559         | 0        | 0        | 0        | 0        | 18,468        |
| Land Acquisition/Improvements | 2          | 46           | 150          | 212           | 0        | 0        | 0        | 0        | 410           |
| Planning and Design           | 8          | 184          | 600          | 850           | 0        | 0        | 0        | 0        | 1,642         |
| <b>TOTAL EXPENDITURES:</b>    | <b>100</b> | <b>2,299</b> | <b>7,500</b> | <b>10,621</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>20,520</b> |

### WASTEWATER - SYSTEM MAINTENANCE AND UPGRADES

PROGRAM #: 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         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Wastewater Renewal Fund       | 37,914        | 16,500        | 11,135        | 17,000        | 17,000        | 17,000        | 12,000        | 12,000        | 140,548        |
| <b>TOTAL REVENUES:</b>        | <b>37,914</b> | <b>16,500</b> | <b>11,135</b> | <b>17,000</b> | <b>17,000</b> | <b>17,000</b> | <b>12,000</b> | <b>12,000</b> | <b>140,548</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction                  | 7,083         | 3,627         | 2,400         | 3,400         | 3,400         | 3,400         | 2,400         | 2,400         | 28,109         |
| Major Machinery and Equipment | 28,331        | 14,508        | 9,600         | 13,600        | 13,600        | 13,600        | 9,600         | 9,600         | 112,439        |
| <b>TOTAL EXPENDITURES:</b>    | <b>35,414</b> | <b>18,135</b> | <b>12,000</b> | <b>17,000</b> | <b>17,000</b> | <b>17,000</b> | <b>12,000</b> | <b>12,000</b> | <b>140,548</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WASTEWATER - TELEMETERING SYSTEM

**PROGRAM #: 9652481**

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



| REVENUE SCHEDULE:          | PRIOR        | 2021-22    | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL        |
|----------------------------|--------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Wastewater Renewal Fund    | 1,552        | 500        | 1,000        | 1,000        | 1,000        | 1,000        | 1,000        | 1,000        | 8,052        |
| <b>TOTAL REVENUES:</b>     | <b>1,552</b> | <b>500</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>8,052</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22    | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL        |
| Construction               | 1,431        | 500        | 1,121        | 1,000        | 1,000        | 1,000        | 1,000        | 1,000        | 8,052        |
| <b>TOTAL EXPENDITURES:</b> | <b>1,431</b> | <b>500</b> | <b>1,121</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>8,052</b> |

### WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT UPGRADES

**PROGRAM #: 9653421**

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



| REVENUE SCHEDULE:             | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Future Subordinate Debt       | 0             | 0             | 0             | 10,000        | 12,000        | 38,645        | 35,435        | 30,661        | 126,741        |
| Future WASD Revenue Bonds     | 0             | 3,958         | 13,543        | 10,344        | 690           | 0             | 0             | 9,000         | 37,534         |
| WASD Revenue Bonds Sold       | 13,762        | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 13,762         |
| WIFIA Loan                    | 1,323         | 1,378         | 507           | 5,189         | 13,031        | 14,978        | 10,000        | 13,000        | 59,405         |
| Wastewater Connection Charges | 157           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 157            |
| Wastewater Renewal Fund       | 0             | 0             | 1,000         | 0             | 0             | 0             | 0             | 0             | 1,000          |
| <b>TOTAL REVENUES:</b>        | <b>15,242</b> | <b>5,336</b>  | <b>15,049</b> | <b>25,533</b> | <b>25,721</b> | <b>53,623</b> | <b>45,435</b> | <b>52,661</b> | <b>238,600</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction                  | 5,785         | 13,324        | 13,808        | 23,746        | 23,920        | 49,869        | 42,254        | 48,975        | 221,681        |
| Planning and Design           | 467           | 1,002         | 1,242         | 1,787         | 1,800         | 3,754         | 3,180         | 3,686         | 16,919         |
| <b>TOTAL EXPENDITURES:</b>    | <b>6,252</b>  | <b>14,326</b> | <b>15,049</b> | <b>25,533</b> | <b>25,721</b> | <b>53,623</b> | <b>45,435</b> | <b>52,661</b> | <b>238,600</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WASTEWATER TREATMENT PLANT - NORTH DISTRICT UPGRADES

**PROGRAM #: 9653411**

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

LOCATION: 2575 NE 151 St  
North Miami

District Located: 4  
District(s) Served: Systemwide



| REVENUE SCHEDULE:          | PRIOR         | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|----------------------------|---------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Future Subordinate Debt    | 0             | 0            | 0             | 0             | 0             | 0             | 18,773        | 12,500        | 31,273         |
| Future WASD Revenue Bonds  | 0             | 6,278        | 2,857         | 13,495        | 7,000         | 0             | 0             | 0             | 29,630         |
| WASD Revenue Bonds Sold    | 3,561         | 0            | 0             | 0             | 0             | 0             | 0             | 0             | 3,561          |
| WIFIA Loan                 | 0             | 778          | 3,919         | 9,797         | 25,613        | 39,551        | 8,727         | 0             | 88,385         |
| Wastewater Renewal Fund    | 14,926        | 0            | 0             | 0             | 0             | 0             | 0             | 0             | 14,926         |
| <b>TOTAL REVENUES:</b>     | <b>18,487</b> | <b>7,056</b> | <b>6,775</b>  | <b>23,292</b> | <b>32,613</b> | <b>39,551</b> | <b>27,500</b> | <b>12,500</b> | <b>167,774</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction               | 4,352         | 6,820        | 20,035        | 22,300        | 30,866        | 37,177        | 26,413        | 12,125        | 160,089        |
| Planning and Design        | 135           | 235          | 742           | 993           | 1,747         | 2,373         | 1,087         | 375           | 7,686          |
| <b>TOTAL EXPENDITURES:</b> | <b>4,487</b>  | <b>7,055</b> | <b>20,776</b> | <b>23,292</b> | <b>32,613</b> | <b>39,551</b> | <b>27,500</b> | <b>12,500</b> | <b>167,774</b> |

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

**PROGRAM #: 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        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|--------------|--------------|------------|----------|----------|----------|----------|----------|---------------|
| Future WASD Revenue Bonds     | 0            | 3,500        | 700        | 0        | 0        | 0        | 0        | 0        | 4,200         |
| WASD Revenue Bonds Sold       | 4,931        | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 4,931         |
| Wastewater Connection Charges | 391          | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 391           |
| Wastewater Renewal Fund       | 725          | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 725           |
| <b>TOTAL REVENUES:</b>        | <b>6,047</b> | <b>3,500</b> | <b>700</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,247</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                  | 6,047        | 3,500        | 700        | 0        | 0        | 0        | 0        | 0        | 10,247        |
| <b>TOTAL EXPENDITURES:</b>    | <b>6,047</b> | <b>3,500</b> | <b>700</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,247</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WASTEWATER TREATMENT PLANT - SOUTH DISTRICT UPGRADES

**PROGRAM #: 9653401**

**DESCRIPTION:** Provide plant process infrastructure improvements to include injection and monitoring wells, installation of emergency generators, acquiring a land buffer, construction of a landfill gas pipeline, installation of co-generation units and construction of sludge handling facilities

**LOCATION:** 8950 SW 232 St District Located: 8  
Unincorporated Miami-Dade County District(s) Served: Systemwide

| <b>REVENUE SCHEDULE:</b>      | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|-------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Future WASD Revenue Bonds     | 0            | 2,941          | 13,594         | 17,827         | 8,006          | 200            | 300            | 33,678        | 76,546        |
| WASD Revenue Bonds Sold       | 1,285        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 1,285         |
| Wastewater Connection Charges | 183          | 398            | 0              | 0              | 0              | 0              | 0              | 0             | 581           |
| <b>TOTAL REVENUES:</b>        | <b>1,468</b> | <b>3,339</b>   | <b>13,594</b>  | <b>17,827</b>  | <b>8,006</b>   | <b>200</b>     | <b>300</b>     | <b>33,678</b> | <b>78,411</b> |
| <b>EXPENDITURE SCHEDULE:</b>  | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Construction                  | 1,367        | 3,109          | 12,642         | 16,579         | 7,446          | 186            | 279            | 31,285        | 72,893        |
| Planning and Design           | 101          | 230            | 952            | 1,248          | 560            | 14             | 21             | 2,392         | 5,518         |
| <b>TOTAL EXPENDITURES:</b>    | <b>1,468</b> | <b>3,339</b>   | <b>13,594</b>  | <b>17,827</b>  | <b>8,006</b>   | <b>200</b>     | <b>300</b>     | <b>33,678</b> | <b>78,411</b> |

### WASTEWATER TREATMENT PLANTS - CONSENT DECREE PROJECTS

**PROGRAM #: 964120**

**DESCRIPTION:** Design, construct and rehabilitate infrastructure improvements at wastewater treatment plants to comply with the Federal Environmental Protection Agency (EPA) Consent Decree

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

| <b>REVENUE SCHEDULE:</b>      | <b>PRIOR</b>   | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>     |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|------------------|
| Future WASD Revenue Bonds     | 0              | 0              | 147,486        | 121,213        | 90,193         | 40,338         | 13,124         | 5,363         | 417,718          |
| WASD Revenue Bonds Sold       | 893,927        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 893,927          |
| Wastewater Connection Charges | 3,002          | 3,544          | 5,338          | 0              | 0              | 0              | 0              | 0             | 11,884           |
| Wastewater Renewal Fund       | 11,240         | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 11,240           |
| <b>TOTAL REVENUES:</b>        | <b>908,168</b> | <b>3,544</b>   | <b>152,825</b> | <b>121,213</b> | <b>90,193</b>  | <b>40,338</b>  | <b>13,124</b>  | <b>5,363</b>  | <b>1,334,769</b> |
| <b>EXPENDITURE SCHEDULE:</b>  | <b>PRIOR</b>   | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>     |
| Construction                  | 682,120        | 183,941        | 145,130        | 115,152        | 85,683         | 38,321         | 12,468         | 5,095         | 1,267,911        |
| Planning and Design           | 35,933         | 9,719          | 7,695          | 6,061          | 4,510          | 2,017          | 656            | 268           | 66,858           |
| <b>TOTAL EXPENDITURES:</b>    | <b>718,052</b> | <b>193,660</b> | <b>152,825</b> | <b>121,213</b> | <b>90,193</b>  | <b>40,338</b>  | <b>13,124</b>  | <b>5,363</b>  | <b>1,334,769</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WASTEWATER TREATMENT PLANTS - MISCELLANEOUS UPGRADES

PROGRAM #: 9652061

DESCRIPTION: Upgrade wastewater treatment plants to meet regulatory requirements  
 LOCATION: Wastewater Treatment Plants District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| Future WASD Revenue Bonds  | 0            | 2,482        | 0        | 0        | 0        | 0        | 0        | 0        | 2,482        |
| WASD Revenue Bonds Sold    | 2,160        | 0            | 0        | 0        | 0        | 0        | 0        | 0        | 2,160        |
| <b>TOTAL REVENUES:</b>     | <b>2,160</b> | <b>2,482</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,642</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 2,031        | 2,333        | 0        | 0        | 0        | 0        | 0        | 0        | 4,364        |
| Planning and Design        | 130          | 149          | 0        | 0        | 0        | 0        | 0        | 0        | 279          |
| <b>TOTAL EXPENDITURES:</b> | <b>2,160</b> | <b>2,482</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,642</b> |

### WASTEWATER TREATMENT PLANTS - REPLACEMENT AND RENOVATION

PROGRAM #: 9653261

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

| REVENUE SCHEDULE:                    | PRIOR         | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL          |
|--------------------------------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|----------------|
| Wastewater Renewal Fund              | 52,384        | 15,744        | 9,000        | 9,000        | 9,000        | 9,000        | 9,000        | 9,000        | 122,128        |
| Wastewater Special Construction Fund | 3,236         | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 3,236          |
| <b>TOTAL REVENUES:</b>               | <b>55,620</b> | <b>15,744</b> | <b>9,000</b> | <b>9,000</b> | <b>9,000</b> | <b>9,000</b> | <b>9,000</b> | <b>9,000</b> | <b>125,364</b> |
| EXPENDITURE SCHEDULE:                | PRIOR         | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL          |
| Construction                         | 49,527        | 18,269        | 8,550        | 8,550        | 8,550        | 8,550        | 8,550        | 8,550        | 119,096        |
| Major Machinery and Equipment        | 521           | 192           | 90           | 90           | 90           | 90           | 90           | 90           | 1,253          |
| Planning and Design                  | 2,086         | 769           | 360          | 360          | 360          | 360          | 360          | 360          | 5,015          |
| <b>TOTAL EXPENDITURES:</b>           | <b>52,134</b> | <b>19,230</b> | <b>9,000</b> | <b>9,000</b> | <b>9,000</b> | <b>9,000</b> | <b>9,000</b> | <b>9,000</b> | <b>125,364</b> |

### WASTEWATER - INFRASTRUCTURE IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001494

DESCRIPTION: Replace, upgrade and expand existing wastewater infrastructure throughout the wastewater system, to include force mains, injection wells, pump stations, electrical systems and plant treatment processes  
 LOCATION: Various Sites District Located: Countywide  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR    | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|----------|--------------|--------------|--------------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 0        | 5,000        | 5,000        | 5,000        | 0        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>5,000</b> | <b>5,000</b> | <b>5,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 0        | 5,000        | 5,000        | 5,000        | 0        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>5,000</b> | <b>5,000</b> | <b>5,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

**PROGRAM #:** 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:**  
**District(s) Served:**

Systemwide  
Systemwide



| <b>REVENUE SCHEDULE:</b>      | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|-------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Future WASD Revenue Bonds     | 0            | 0              | 700            | 1,000          | 4,220          | 4,271          | 0              | 0             | 10,191        |
| WASD Revenue Bonds Sold       | 254          | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 254           |
| Water Renewal and Replacement | 266          | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 266           |
| Fund                          |              |                |                |                |                |                |                |               |               |
| <b>TOTAL REVENUES:</b>        | <b>520</b>   | <b>0</b>       | <b>700</b>     | <b>1,000</b>   | <b>4,220</b>   | <b>4,271</b>   | <b>0</b>       | <b>0</b>      | <b>10,711</b> |
| <b>EXPENDITURE SCHEDULE:</b>  | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Construction                  | 258          | 241            | 665            | 950            | 4,009          | 4,058          | 0              | 0             | 10,180        |
| Planning and Design           | 8            | 13             | 35             | 50             | 211            | 214            | 0              | 0             | 531           |
| <b>TOTAL EXPENDITURES:</b>    | <b>266</b>   | <b>254</b>     | <b>700</b>     | <b>1,000</b>   | <b>4,220</b>   | <b>4,271</b>   | <b>0</b>       | <b>0</b>      | <b>10,711</b> |

### WATER - DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS

**PROGRAM #:** 9653311

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

**LOCATION:** Systemwide  
Various Sites

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

Systemwide  
Systemwide



| <b>REVENUE SCHEDULE:</b>        | <b>PRIOR</b>   | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>   |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|----------------|
| Fire Hydrant Fund               | 11             | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 11             |
| Future WASD Revenue Bonds       | 0              | 0              | 3,040          | 2,000          | 0              | 0              | 0              | 0             | 5,040          |
| WASD Revenue Bonds Sold         | 45,558         | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 45,558         |
| Water Connection Charges        | 356            | 356            | 355            | 0              | 0              | 0              | 0              | 0             | 1,067          |
| Water Renewal and Replacement   | 54,587         | 8,657          | 6,500          | 6,500          | 6,500          | 6,500          | 6,500          | 6,500         | 102,244        |
| Fund                            |                |                |                |                |                |                |                |               |                |
| Water Special Construction Fund | 12,822         | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 12,822         |
| <b>TOTAL REVENUES:</b>          | <b>113,334</b> | <b>9,013</b>   | <b>9,895</b>   | <b>8,500</b>   | <b>6,500</b>   | <b>6,500</b>   | <b>6,500</b>   | <b>6,500</b>  | <b>166,742</b> |
| <b>EXPENDITURE SCHEDULE:</b>    | <b>PRIOR</b>   | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>   |
| Construction                    | 87,956         | 15,341         | 22,694         | 8,730          | 6,790          | 6,790          | 7,275          | 6,305         | 161,881        |
| Planning and Design             | 2,720          | 329            | 702            | 270            | 210            | 210            | 225            | 195           | 4,861          |
| <b>TOTAL EXPENDITURES:</b>      | <b>90,677</b>  | <b>15,670</b>  | <b>23,395</b>  | <b>9,000</b>   | <b>7,000</b>   | <b>7,000</b>   | <b>7,500</b>   | <b>6,500</b>  | <b>166,742</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WATER - EQUIPMENT

PROGRAM #: 9650141

DESCRIPTION: Acquire equipment and associated water system capital support materials  
 LOCATION: Systemwide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide



| REVENUE SCHEDULE:                  | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE         | TOTAL          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| Future WASD Revenue Bonds          | 0             | 0             | 2,500         | 2,500         | 2,500         | 2,500         | 3,500         | 102,500        | 116,000        |
| WASD Revenue Bonds Sold            | 4,000         | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 4,000          |
| Water Renewal and Replacement Fund | 50,037        | 7,372         | 8,000         | 8,000         | 8,000         | 8,000         | 8,000         | 8,000          | 105,410        |
| <b>TOTAL REVENUES:</b>             | <b>54,037</b> | <b>7,372</b>  | <b>10,500</b> | <b>10,500</b> | <b>10,500</b> | <b>10,500</b> | <b>11,500</b> | <b>110,500</b> | <b>225,410</b> |
| EXPENDITURE SCHEDULE:              | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE         | TOTAL          |
| Furniture Fixtures and Equipment   | 34,316        | 11,593        | 26,001        | 10,500        | 10,500        | 10,500        | 11,500        | 110,500        | 225,410        |
| <b>TOTAL EXPENDITURES:</b>         | <b>34,316</b> | <b>11,593</b> | <b>26,001</b> | <b>10,500</b> | <b>10,500</b> | <b>10,500</b> | <b>11,500</b> | <b>110,500</b> | <b>225,410</b> |

### WATER - FIRE HYDRANT INSTALLATION

PROGRAM #: 9653461

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



| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
|----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Fire Hydrant Fund          | 2,753        | 2,500        | 2,500        | 2,500        | 2,500        | 2,500        | 2,500        | 2,500        | 20,253        |
| <b>TOTAL REVENUES:</b>     | <b>2,753</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>20,253</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
| Construction               | 2,753        | 2,500        | 2,500        | 2,500        | 2,500        | 2,500        | 2,500        | 2,500        | 20,253        |
| <b>TOTAL EXPENDITURES:</b> | <b>2,753</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>2,500</b> | <b>20,253</b> |

### WATER - MAIN EXTENSIONS

PROGRAM #: 9651051

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



| REVENUE SCHEDULE:               | PRIOR        | 2021-22    | 2022-23    | 2023-24    | 2024-25    | 2025-26    | 2026-27    | FUTURE   | TOTAL        |
|---------------------------------|--------------|------------|------------|------------|------------|------------|------------|----------|--------------|
| Water Special Construction Fund | 1,166        | 200        | 200        | 200        | 200        | 200        | 200        | 0        | 2,366        |
| <b>TOTAL REVENUES:</b>          | <b>1,166</b> | <b>200</b> | <b>200</b> | <b>200</b> | <b>200</b> | <b>200</b> | <b>200</b> | <b>0</b> | <b>2,366</b> |
| EXPENDITURE SCHEDULE:           | PRIOR        | 2021-22    | 2022-23    | 2023-24    | 2024-25    | 2025-26    | 2026-27    | FUTURE   | TOTAL        |
| Construction                    | 840          | 144        | 144        | 144        | 144        | 144        | 144        | 0        | 1,704        |
| Planning and Design             | 327          | 56         | 56         | 56         | 56         | 56         | 56         | 0        | 663          |
| <b>TOTAL EXPENDITURES:</b>      | <b>1,166</b> | <b>200</b> | <b>200</b> | <b>200</b> | <b>200</b> | <b>200</b> | <b>200</b> | <b>0</b> | <b>2,366</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WATER - MIAMI SPRINGS CONSTRUCTION FUND

PROGRAM #: 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         | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|---------------------------------------|---------------|------------|----------|----------|----------|----------|----------|----------|---------------|
| Miami Springs Water Construction Fund | 12,800        | 508        | 0        | 0        | 0        | 0        | 0        | 0        | 13,308        |
| <b>TOTAL REVENUES:</b>                | <b>12,800</b> | <b>508</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>13,308</b> |
| EXPENDITURE SCHEDULE:                 | PRIOR         | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                          | 12,800        | 508        | 0        | 0        | 0        | 0        | 0        | 0        | 13,308        |
| <b>TOTAL EXPENDITURES:</b>            | <b>12,800</b> | <b>508</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>13,308</b> |

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

PROGRAM #: 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         | 2021-22       | 2022-23       | 2023-24       | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
|------------------------------------|---------------|---------------|---------------|---------------|--------------|--------------|----------|----------|---------------|
| Future WASD Revenue Bonds          | 0             | 0             | 14,526        | 14,869        | 8,386        | 4,000        | 0        | 0        | 41,781        |
| WASD Revenue Bonds Sold            | 15,270        | 0             | 0             | 0             | 0            | 0            | 0        | 0        | 15,270        |
| Water Connection Charges           | 24,672        | 500           | 0             | 0             | 0            | 0            | 0        | 0        | 25,172        |
| Water Renewal and Replacement Fund | 335           | 0             | 0             | 0             | 0            | 0            | 0        | 0        | 335           |
| <b>TOTAL REVENUES:</b>             | <b>40,277</b> | <b>500</b>    | <b>14,526</b> | <b>14,869</b> | <b>8,386</b> | <b>4,000</b> | <b>0</b> | <b>0</b> | <b>82,558</b> |
| EXPENDITURE SCHEDULE:              | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
| Construction                       | 28,275        | 10,874        | 13,945        | 14,274        | 8,051        | 3,840        | 0        | 0        | 79,259        |
| Planning and Design                | 1,175         | 453           | 581           | 595           | 335          | 160          | 0        | 0        | 3,299         |
| <b>TOTAL EXPENDITURES:</b>         | <b>29,450</b> | <b>11,327</b> | <b>14,526</b> | <b>14,869</b> | <b>8,386</b> | <b>4,000</b> | <b>0</b> | <b>0</b> | <b>82,558</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WATER - PIPES AND INFRASTRUCTURE PROJECTS

**PROGRAM #:** 967190

**DESCRIPTION:** Replace pipes and provide various infrastructure improvements

**LOCATION:** Countywide

**District Located:**

Systemwide

Various Sites

**District(s) Served:**

Systemwide



| REVENUE SCHEDULE:                  | PRIOR         | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
|------------------------------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Future WASD Revenue Bonds          | 0             | 0             | 2,492        | 0            | 0            | 0            | 0            | 0            | 2,492         |
| WASD Revenue Bonds Sold            | 25,759        | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 25,759        |
| Water Renewal and Replacement Fund | 34,421        | 0             | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 3,000        | 52,421        |
| Water Special Construction Fund    | 148           | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 148           |
| <b>TOTAL REVENUES:</b>             | <b>60,328</b> | <b>0</b>      | <b>5,492</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>80,820</b> |
| EXPENDITURE SCHEDULE:              | PRIOR         | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
| Construction                       | 44,081        | 15,039        | 5,382        | 2,940        | 2,940        | 2,940        | 2,940        | 2,940        | 79,202        |
| Planning and Design                | 901           | 307           | 110          | 60           | 60           | 60           | 60           | 60           | 1,618         |
| <b>TOTAL EXPENDITURES:</b>         | <b>44,982</b> | <b>15,346</b> | <b>5,492</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>3,000</b> | <b>80,820</b> |

### WATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES

**PROGRAM #:** 9650271

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

**LOCATION:** Systemwide

**District Located:**

Systemwide

Various Sites

**District(s) Served:**

Systemwide



| REVENUE SCHEDULE:          | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27      | FUTURE        | TOTAL         |
|----------------------------|------------|----------|----------|----------|----------|----------|--------------|---------------|---------------|
| Future WASD Revenue Bonds  | 0          | 0        | 0        | 0        | 0        | 0        | 9,667        | 38,352        | 48,018        |
| WASD Revenue Bonds Sold    | 396        | 0        | 0        | 0        | 0        | 0        | 0            | 0             | 396           |
| <b>TOTAL REVENUES:</b>     | <b>396</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>9,667</b> | <b>38,352</b> | <b>48,414</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27      | FUTURE        | TOTAL         |
| Construction               | 396        | 0        | 0        | 0        | 0        | 0        | 9,667        | 38,352        | 48,414        |
| <b>TOTAL EXPENDITURES:</b> | <b>396</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>9,667</b> | <b>38,352</b> | <b>48,414</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WATER - SAFE DRINKING WATER ACT MODIFICATIONS

**PROGRAM #: 9654061**

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

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide



| REVENUE SCHEDULE:             | PRIOR         | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26      | 2026-27      | FUTURE   | TOTAL          |
|-------------------------------|---------------|--------------|---------------|---------------|---------------|--------------|--------------|----------|----------------|
| Future WASD Revenue Bonds     | 0             | 0            | 58,001        | 15,283        | 10,576        | 4,500        | 2,500        | 0        | 90,861         |
| WASD Revenue Bonds Sold       | 9,690         | 0            | 0             | 0             | 0             | 0            | 0            | 0        | 9,690          |
| Water Connection Charges      | 23,813        | 161          | 1,510         | 1,161         | 1,161         | 0            | 0            | 0        | 27,806         |
| Water Renewal and Replacement | 2,901         | 0            | 0             | 0             | 0             | 0            | 0            | 0        | 2,901          |
| Fund                          |               |              |               |               |               |              |              |          |                |
| <b>TOTAL REVENUES:</b>        | <b>36,404</b> | <b>161</b>   | <b>59,511</b> | <b>16,444</b> | <b>11,738</b> | <b>4,500</b> | <b>2,500</b> | <b>0</b> | <b>131,258</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26      | 2026-27      | FUTURE   | TOTAL          |
| Construction                  | 8,111         | 3,770        | 76,509        | 15,129        | 10,799        | 4,140        | 2,300        | 0        | 120,757        |
| Planning and Design           | 705           | 328          | 6,653         | 1,316         | 939           | 360          | 200          | 0        | 10,501         |
| <b>TOTAL EXPENDITURES:</b>    | <b>8,816</b>  | <b>4,098</b> | <b>83,162</b> | <b>16,444</b> | <b>11,738</b> | <b>4,500</b> | <b>2,500</b> | <b>0</b> | <b>131,258</b> |

### WATER - SMALL DIAMETER WATER MAINS REPLACEMENT PROGRAM

**PROGRAM #: 2000000072**

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

LOCATION: Systemwide  
Throughout Miami-Dade County

District Located:  
District(s) Served:

Countywide  
Countywide



| REVENUE SCHEDULE:             | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Fire Hydrant Fund             | 753           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 753            |
| Future WASD Revenue Bonds     | 0             | 0             | 25,891        | 28,820        | 31,713        | 32,413        | 36,313        | 79,125        | 234,275        |
| WASD Revenue Bonds Sold       | 85,626        | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 85,626         |
| Water Connection Charges      | 1,889         | 687           | 1,288         | 1,287         | 1,287         | 1,287         | 1,287         | 0             | 9,013          |
| Water Renewal and Replacement | 964           | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 964            |
| Fund                          |               |               |               |               |               |               |               |               |                |
| <b>TOTAL REVENUES:</b>        | <b>89,232</b> | <b>687</b>    | <b>27,179</b> | <b>30,108</b> | <b>33,001</b> | <b>33,700</b> | <b>37,600</b> | <b>79,125</b> | <b>330,631</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction                  | 65,992        | 19,497        | 25,845        | 28,628        | 31,376        | 32,041        | 35,746        | 75,169        | 314,294        |
| Planning and Design           | 3,418         | 1,012         | 1,333         | 1,480         | 1,624         | 1,659         | 1,854         | 3,956         | 16,337         |
| <b>TOTAL EXPENDITURES:</b>    | <b>69,410</b> | <b>20,509</b> | <b>27,179</b> | <b>30,108</b> | <b>33,001</b> | <b>33,700</b> | <b>37,600</b> | <b>79,125</b> | <b>330,631</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

**PROGRAM #:** 9650021

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

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

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

Systemwide  
Systemwide



| REVENUE SCHEDULE:          | PRIOR      | 2021-22    | 2022-23      | 2023-24    | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|------------|------------|--------------|------------|------------|----------|----------|----------|--------------|
| Future WASD Revenue Bonds  | 0          | 0          | 3,735        | 149        | 450        | 0        | 0        | 0        | 4,334        |
| WASD Revenue Bonds Sold    | 829        | 0          | 0            | 0          | 0          | 0        | 0        | 0        | 829          |
| <b>TOTAL REVENUES:</b>     | <b>829</b> | <b>0</b>   | <b>3,735</b> | <b>149</b> | <b>450</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,163</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23      | 2023-24    | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 356        | 332        | 3,100        | 123        | 374        | 0        | 0        | 0        | 4,286        |
| Planning and Design        | 73         | 68         | 635          | 25         | 77         | 0        | 0        | 0        | 878          |
| <b>TOTAL EXPENDITURES:</b> | <b>429</b> | <b>400</b> | <b>3,735</b> | <b>149</b> | <b>450</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,163</b> |

### WATER - SYSTEM MAINTENANCE AND UPGRADES

**PROGRAM #:** 9650181

**DESCRIPTION:** Develop and maintain existing water system facilities, structures and equipment

**LOCATION:** Systemwide  
Various Sites

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

Systemwide  
Systemwide



| REVENUE SCHEDULE:                  | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Water Renewal and Replacement Fund | 51,389        | 20,000        | 19,304        | 20,000        | 20,000        | 20,000        | 20,000        | 20,000        | 190,693        |
| <b>TOTAL REVENUES:</b>             | <b>51,389</b> | <b>20,000</b> | <b>19,304</b> | <b>20,000</b> | <b>20,000</b> | <b>20,000</b> | <b>20,000</b> | <b>20,000</b> | <b>190,693</b> |
| EXPENDITURE SCHEDULE:              | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction                       | 35,700        | 20,963        | 30,402        | 19,200        | 19,200        | 19,200        | 19,200        | 19,200        | 183,065        |
| Planning and Design                | 1,488         | 873           | 1,267         | 800           | 800           | 800           | 800           | 800           | 7,627          |
| <b>TOTAL EXPENDITURES:</b>         | <b>37,188</b> | <b>21,836</b> | <b>31,669</b> | <b>20,000</b> | <b>20,000</b> | <b>20,000</b> | <b>20,000</b> | <b>20,000</b> | <b>190,693</b> |

### WATER - TELEMETERING SYSTEM ENHANCEMENTS

**PROGRAM #:** 9656780

**DESCRIPTION:** Acquire and install a centralized computer system at water treatment plants and wellfields

**LOCATION:** Systemwide  
Various Sites

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

Systemwide  
Systemwide



| REVENUE SCHEDULE:                  | PRIOR        | 2021-22  | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL        |
|------------------------------------|--------------|----------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Water Renewal and Replacement Fund | 2,143        | 0        | 1,196        | 1,000        | 1,000        | 1,000        | 1,000        | 1,000        | 8,339        |
| <b>TOTAL REVENUES:</b>             | <b>2,143</b> | <b>0</b> | <b>1,196</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>8,339</b> |
| EXPENDITURE SCHEDULE:              | PRIOR        | 2021-22  | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL        |
| Construction                       | 921          | 0        | 615          | 460          | 460          | 460          | 460          | 460          | 3,836        |
| Major Machinery and Equipment      | 1,081        | 0        | 722          | 540          | 540          | 540          | 540          | 540          | 4,503        |
| <b>TOTAL EXPENDITURES:</b>         | <b>2,002</b> | <b>0</b> | <b>1,337</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>1,000</b> | <b>8,339</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

**PROGRAM #: 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         | 2021-22       | 2022-23       | 2023-24      | 2024-25    | 2025-26    | 2026-27      | FUTURE        | TOTAL          |
|------------------------------------|---------------|---------------|---------------|--------------|------------|------------|--------------|---------------|----------------|
| Future WASD Revenue Bonds          | 0             | 0             | 22,877        | 2,759        | 200        | 300        | 4,811        | 58,660        | 89,608         |
| WASD Revenue Bonds Sold            | 42,242        | 0             | 0             | 0            | 0          | 0          | 0            | 0             | 42,242         |
| Water Renewal and Replacement Fund | 1,048         | 0             | 0             | 0            | 0          | 0          | 0            | 0             | 1,048          |
| <b>TOTAL REVENUES:</b>             | <b>43,289</b> | <b>0</b>      | <b>22,877</b> | <b>2,759</b> | <b>200</b> | <b>300</b> | <b>4,811</b> | <b>58,660</b> | <b>132,897</b> |
| EXPENDITURE SCHEDULE:              | PRIOR         | 2021-22       | 2022-23       | 2023-24      | 2024-25    | 2025-26    | 2026-27      | FUTURE        | TOTAL          |
| Construction                       | 24,597        | 16,528        | 21,733        | 2,621        | 190        | 285        | 4,546        | 55,727        | 126,227        |
| Planning and Design                | 1,295         | 870           | 1,144         | 138          | 10         | 15         | 266          | 2,933         | 6,670          |
| <b>TOTAL EXPENDITURES:</b>         | <b>25,891</b> | <b>17,398</b> | <b>22,877</b> | <b>2,759</b> | <b>200</b> | <b>300</b> | <b>4,811</b> | <b>58,660</b> | <b>132,897</b> |

### WATER TREATMENT PLANT - FLORIDIAN REVERSE OSMOSIS

**PROGRAM #: 966620**

DESCRIPTION: Construct a 10-million gallons per day (MGD) Reverse Osmosis Treatment Plant using Upper Floridian Aquifer; the jointly

LOCATION: 700 W 2 Ave

Hialeah

District Located: 6

District(s) Served: Systemwide



| REVENUE SCHEDULE:                               | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|---|--------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| Hialeah Reverse Osmosis Plant Construction Fund | 7,473        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 7,973        |
| Water Connection Charges                        | 0            | 10         | 0        | 0        | 0        | 0        | 0        | 0        | 10           |
| <b>TOTAL REVENUES:</b>                          | <b>7,473</b> | <b>510</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,983</b> |
| EXPENDITURE SCHEDULE:                           | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                                    | 7,473        | 510        | 0        | 0        | 0        | 0        | 0        | 0        | 7,983        |
| <b>TOTAL EXPENDITURES:</b>                      | <b>7,473</b> | <b>510</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,983</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### WATER TREATMENT PLANT - HIALEAH/PRESTON IMPROVEMENTS

**PROGRAM #: 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 as necessary

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

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



| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Future WASD Revenue Bonds    | 0             | 0              | 12,677         | 3,373          | 0              | 0              | 0              | 0             | 16,050        |
| WASD Revenue Bonds Sold      | 44,334        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 44,334        |
| Water Connection Charges     | 689           | 1,687          | 0              | 0              | 0              | 0              | 0              | 0             | 2,376         |
| <b>TOTAL REVENUES:</b>       | <b>45,022</b> | <b>1,687</b>   | <b>12,677</b>  | <b>3,373</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>62,760</b> |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Construction                 | 22,794        | 21,113         | 11,917         | 3,171          | 0              | 0              | 0              | 0             | 58,995        |
| Planning and Design          | 1,455         | 1,347          | 761            | 202            | 0              | 0              | 0              | 0             | 3,765         |
| <b>TOTAL EXPENDITURES:</b>   | <b>24,249</b> | <b>22,460</b>  | <b>12,677</b>  | <b>3,373</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>62,760</b> |

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

**PROGRAM #: 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



| <b>REVENUE SCHEDULE:</b>           | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|------------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Water Renewal and Replacement Fund | 37,988        | 11,470         | 1,500          | 6,500          | 6,500          | 6,500          | 6,500          | 6,500         | 83,458        |
| <b>TOTAL REVENUES:</b>             | <b>37,988</b> | <b>11,470</b>  | <b>1,500</b>   | <b>6,500</b>   | <b>6,500</b>   | <b>6,500</b>   | <b>6,500</b>   | <b>6,500</b>  | <b>83,458</b> |
| <b>EXPENDITURE SCHEDULE:</b>       | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Construction                       | 22,990        | 15,980         | 8,930          | 6,110          | 6,110          | 6,110          | 6,110          | 6,110         | 78,450        |
| Major Machinery and Equipment      | 489           | 340            | 190            | 130            | 130            | 130            | 130            | 130           | 1,669         |
| Planning and Design                | 978           | 680            | 380            | 260            | 260            | 260            | 260            | 260           | 3,338         |
| <b>TOTAL EXPENDITURES:</b>         | <b>24,458</b> | <b>17,000</b>  | <b>9,500</b>   | <b>6,500</b>   | <b>6,500</b>   | <b>6,500</b>   | <b>6,500</b>   | <b>6,500</b>  | <b>83,458</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### UNFUNDED CAPITAL PROJECTS

| PROJECT NAME  | LOCATION                     | (dollars in thousands) |
|---|------------------------------|------------------------|
|   |                              | ESTIMATED PROJECT COST |
| OCEAN OUTFALLS - CAPACITY PROJECTS                              | Throughout Miami Dade County | 1,730,281              |
| OCEAN OUTFALLS - LEGISLATION PROJECTS                           | Throughout Miami Dade County | 3,374,000              |
| SEPTIC TO SEWER PROJECT- PHASE 2                                | Throughout Miami-Dade County | 90,000                 |
| UNDERSIZED WATER MAINS - REPLACEMENTS                           | Throughout Miami Dade County | 15,963                 |
| WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT          | Throughout Miami Dade County | 143,601                |
| WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT IMPROVEMENTS      | Throughout Miami Dade County | 699                    |
| WASTEWATER TREATMENT PLANT - SOUTH DISTRICT IMPROVEMENTS        | Throughout Miami Dade County | 6,075                  |
| WATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT               | Throughout Miami Dade County | 480,016                |
| WATER INFRASTRUCTURE - VARIOUS IMPROVEMENTS                     | Throughout Miami Dade County | 5,700                  |
| WATER TREATMENT PLANT (ALEX ORR) - IMPROVEMENTS                 | Throughout Miami Dade County | 33,863                 |
| WATER TREATMENT PLANT (HIALEAH) - IMPROVEMENTS                  | Throughout Miami Dade County | 21,620                 |
| WATER TREATMENT PLANT (PRESTON) - IMPROVEMENTS                  | Throughout Miami Dade County | 57,331                 |
| WATER TREATMENT PLANTS - NEW FACILITIES SOUTH MIAMI AND SURFACE | Throughout Miami Dade County | 690,818                |
| UNFUNDED TOTAL  |                              | <b>6,649,967</b>       |





# STRATEGIC AREA

## Health and Society

### Mission:

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

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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Community Action and Human Services

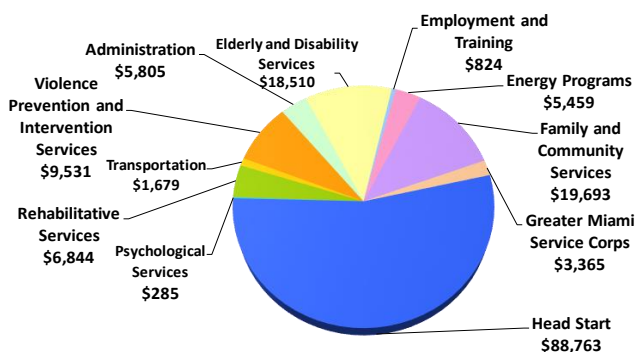
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Society strategic area, CAHSD provides a unique blend of programs and services to residents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

The service delivery model for the Department places emphasis on a coordinated community response approach involving the active engagement of public and private providers to ensure quality and accessibility of well-integrated services. As the coordinator of social services for Miami-Dade County, CAHSD's central intake approach allows for an assessment of residents' eligibility for a wide variety of services at a single point of entry. The Department has 12 family and community resource 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.

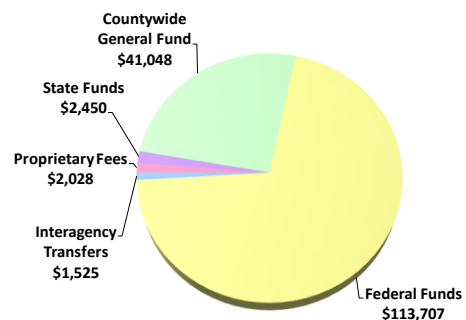
CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veterans Affairs and Department of Justice. Also included are the State of Florida Department of Economic Opportunity and Department of Children and Families, the Alliance for Aging, Miami-Dade County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

### FY 2021-22 Adopted Operating Budget

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

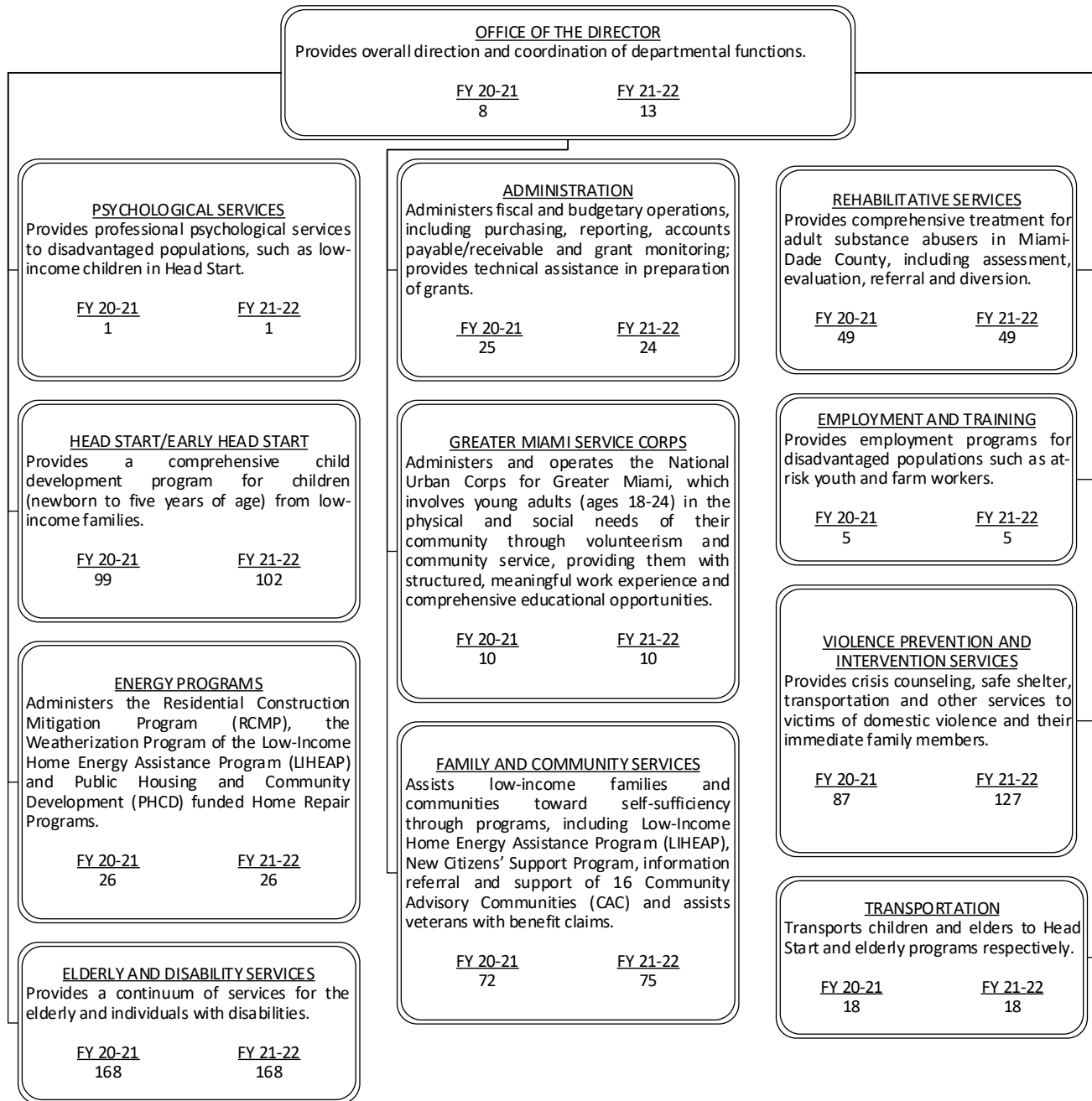


**Revenues by Source**  
(dollars in thousands)



# FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 618

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATION**

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

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

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the transfer of four Criminal Justice Reform Coordinators (\$802,000) from the Corrections department to the Office of Neighborhood Safety (ONS) to bring together residents, community stakeholders, and County representatives to solve public safety and quality of life issues, and one new full-time Executive Secretary position; ONS works at the community level to help guide the decision-making and delivery of innovative solutions to address gun violence, revitalize public spaces, improve community infrastructure, and minimize the need for residents to interact with the criminal justice system
- During FY 2020-21, the Military Affairs Board functions and one position were transferred to the Board of County Commissioners

### **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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|-------------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                         |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Early Head Start slots* | HS2-2 | HW-1 | OP   | ↔    | 1,248    | 1,238    | 1,238    | 1,238      | 1,238    |
| Head Start slots**      | HS2-2 | HW-1 | OP   | ↔    | 6,738    | 6,710    | 6,710    | 6,710      | 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

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the re-alignment of \$226,000 in operating expenses to fund three additional positions: one Administrative Officer 2 to assist with program compliance, one Secretary to provide clerical and administrative support to program staff, and one Training Specialist 2 to assist in the development and implementation of training activities for the Early Head Start providers
- The FY 2021-22 Adopted Budget includes \$2.8 million to provide an additional 400 slots for 3 to 4 year old low-income children and families with an enhanced pre-school education

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

- During FY 2021-22, the Department was awarded \$10 million in funding from the American Rescue Plan (ARP) for a two year period ending in FY 2022-23; \$5.7 million is expected to be spent during FY 2021-22 to provide additional services to children and families enrolled in the program, support their economic stability, continue the assessment of their nutritional, health and wellness needs, and provide resources and materials to address these needs
- The FY 2021-22 Adopted Budget includes \$83.496 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 \$1.617 million from the United States Department of Agriculture for the Summer Meals Program

### **DIVISION: EMPLOYMENT AND TRAINING**

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

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Farmworkers and immigrants retained unemployment for ninety days | HS2-1 | HW-2 | OC   | ↑    | 54       | 55       | 54       | 54         | 54       |
| Number of farmworkers/migrants employed                          | HS2-1 | HW-2 | OC   | ↑    | 54       | 55       | 54       | 54         | 54       |

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes reimbursement of expenses of \$118,000 from the General Fund to support the Redlands Christian Migrant Association, which is the six percent local match required by the school readiness program, to provide school readiness services to 625 farmworker children

### **DIVISION: REHABILITATIVE SERVICES**


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

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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers  |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Individuals admitted to community-based residential substance abuse treatment services                           | HS1-4 | HW-3 | OP   | ↔    | 374      | 327      | 460      | 460        | 460      |
| Substance abuse assessments completed by Community Services (Central Intake)                                     | HS1-4 | HW-3 | OP   | ↔    | 1,708    | 1,135    | 2,030    | 2,030      | 2,030    |
| Individuals diverted to outpatient substance abuse treatment by Drug Court                                       | HS1-4 | HW-3 | OP   | ↔    | 247      | 182      | 320      | 320        | 320      |
| Percentage of users satisfied with accessibility to substance abuse related intervention and prevention services | HS1-4 | HW-3 | OC   | ↑    | 97%      | 98%      | 97%      | 97%        | 97%      |
| Individuals provided with correctional-based substance abuse treatment   | HS1-4 | HW-3 | OP   | ↔    | 0        | 40       | 40       | 40         | 40       |

### DIVISION COMMENTS

-  The FY 2021-22 Adopted Budget includes \$204,000 from the Jail Based Substance Abuse Trust Fund for support of the DUI Program, which provides correctional-based substance abuse services to DUI offenders

### **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 and programs including Disability Services and Independent Living (D/SAIL) for individuals with disabilities, including independent living skills and employment placement assistance
- 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)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers                             |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Elders remaining in their own homes through In-Home Support Services                              | HS1-3 | HW-1 | OP   | ↔    | 405      | 440      | 500      | 500        | 500      |
| Persons with disabilities assisted in gaining independence, autonomy and control over their lives | HS2-1 | HW-2 | OP   | ↔    | 603      | 600      | 600      | 600        | 600      |
| Elders participating as Senior Companions   | HS1-3 | HW-2 | OP   | ↔    | 154      | 120      | 140      | 140        | 140      |
| Elders participating as Foster Grandparents   | HS1-3 | HW-2 | OP   | ↔    | 108      | 90       | 100      | 100        | 100      |
| At-risk children served by Foster Grandparents  | HS1-3 | HW-2 | OP   | ↔    | 191      | 154      | 198      | 198        | 175      |
| Meals served through congregate meals   | HS1-3 | HW-1 | OP   | ↔    | 276,298  | 274,500  | 270,000  | 270,000    | 270,000  |
| Meals served through Meals on Wheels  | HS1-3 | HW-1 | OP   | ↔    | 184,527  | 227,160  | 175,000  | 175,000    | 175,000  |
| Funded senior volunteer opportunities   | HS1-3 | HW-2 | OC   | ↑    | 500      | 500      | 500      | 500        | 500      |

### DIVISION COMMENTS

- In FY 2021-22, 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

### **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 COMMENTS

- The Psychological Services Division provides psychological services to clients by four Doctoral/Psychology Interns and approximately five to seven Master/Bachelor level students in the mental health field



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ENERGY PROGRAMS

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

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

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

| Measures                                 | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Homes receiving weatherization services* | HS2-1 | HW-1 | OP   | ↔    | 13       | 44       | 66       | 38         | 38       |

\*The FY 2020-21 Projection and the FY 2021-22 Target reflect lower than budgeted funding which affects the number of homes receiving these services

#### DIVISION COMMENTS

- ☛ The FY 2021-22 Adopted Budget includes a total of \$578,000 for the Weatherization Assistance Program, which enables 38 low-income families to permanently reduce their energy bills by making their homes more energy efficient
- ☛ The FY 2021-22 Adopted Budget includes a reimbursement of expenses of \$117,000 from the General Fund to support the Department's Hurricane Shutter Installation Program

### 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.

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

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


| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Young adults placed in unsubsidized employment and/or education*                     | ED1-3 | HW-2 | OC   | ↑    | 94       | 47       | 40       | 40         | 40       |
| Unemployed young adults provided work experience and employability skills training** | ED1-3 | HW-2 | OP   | ↔    | 478      | 618      | 400      | 400        | 400      |
| Cost per youth provided training and career services                                 | ED1-3 | HW-2 | EF   | ↓    | \$6,365  | \$5,750  | \$6,738  | \$6,819    | \$6,663  |

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

\*\*The increase in the number of young adults served in FY 2019-20 was made possible due to additional overall funding received during the fiscal year; the program was able to provide additional training and support tuition for high school diplomas

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION COMMENTS**

-  The FY 2021-22 Adopted Budget includes funding of \$101,000 from Public Housing and Community Development (PHCD) Housing and Rehabilitation for painting and landscaping; \$248,000 from AmeriCorps to support member stipends, training, and support services for youth; \$134,000 from the Florida Department of Transportation for beautification and graffiti abatement services; \$105,000 from YouthBuild USA for scholarship awards for youths enrolled in YouthBuild; \$180,000 from the Right Turn Grant Way to support financial literacy training, and \$674,000 from Career Source South Florida for case management, employment, and training and support services for youths
- The FY 2021-22 Adopted Budget includes the following contracts and interdepartmental transfers: \$333,000 from PHCD 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 for landscape maintenance; \$60,000 from Miami-Dade Fire Rescue for custodial services; \$10,000 from Regulatory and Economic Resources to secure abandoned buildings and unsafe structures; \$10,000 from Internal Services for landscape maintenance, and \$150,000 from the City of Miami MLK Beautification project to maintain the Butterfly Garden and other areas within City of Miami boundaries

### **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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of one-way trips provided to eligible clients* | HS1-4 | HW-2 | OC   | ↑    | 73,104   | 73,000   | 73,000   | 10,000     | 73,000   |

\*The FY 2020-21 Projection reflects the fact that due to COVID-19 the Transportation unit assumed the primary responsibility for meal delivery services

### **DIVISION: FAMILY AND COMMUNITY SERVICES**

The Family and Community Services Division provides services including family and community development, 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).

- Administers programs focusing on the development and care of veterans
- Assists low-income families and communities toward self-sufficiency
- 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
- Provides staff support to 16 Community Advisory Committees (CAC)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers         |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Residents accessing services at neighborhood based Community Resource Centers | HS2-1 | HW-2 | OP   | ↔    | 205,890  | 198,276  | 205,000  | 205,000    | 205,000  |
| Residents participating in comprehensive self-sufficiency services            | HS2-1 | HW-2 | OP   | ↔    | 408      | 402      | 405      | 405        | 405      |
| Veterans assisted with benefit claims   | HS2-1 | HW-2 | OP   | ↔    | 972      | 960      | 970      | 970        | 970      |

### DIVISION COMMENTS

- In FY 2021-22, the Department will establish the New Citizen's Support Program designed to provide newly arrived individuals and families with the resources and referrals to foster assimilation and integration into the American society and promote economic self-sufficiency to include the addition of three positions (\$750,000)
- In FY 2021-22, 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 (\$3.259 million in CSBG and \$3.414 million in Countywide General Fund)
- In FY 2021-22, the Low Income Home Energy Assistance Program (LIHEAP) funding increased by \$1.02 million; it is expected to serve approximately 22,979 residents with financial assistance in paying their electricity bills

### **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.

- 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
- 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 crisis intervention services to survivors of domestic violence, including the filing of injunctions with the courts, through the Domestic Violence Intake Unit
- 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

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Domestic violence survivors provided shelter and advocacy             | HS1-4 | HW-1 | OP   | ↔    | 1,878    | 2,100    | 2,800    | 2,800      | 2,850    |

### DIVISION COMMENTS

- During FY 2020-21, the Department assumed the management of The Lodge, a domestic violence shelter, resulting in the addition of 16 additional positions funded by Food and Beverage taxes; for FY 2021-22, the annual cost to maintain this level of service is \$1.95 million
- During FY 2020-21, the Department assumed the management of The Empowerment Center, which adds 60 beds and a fourth location to the Safespace Program Certification, resulting in the addition of 24 positions funded by Food and Beverage taxes; for FY 2021-22, the annual cost to maintain this level of service is \$2.22 million
- As required by State Statute, the FY 2021-22 Adopted Budget includes \$4.472 million of required General Fund contribution for the Homeless Shelter Services Maintenance of Effort in excess of \$2.098 million

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☛ The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the construction of the Casa Familia Community Center; the Community Center will be available for public use offering a wide range of recreational activities, social opportunities, and educational programs for residents and other individuals within the community to promote self-sufficiency and self-determination; the Community Center is a part of a larger affordable housing development of 50 apartment units with a total development cost of approximately \$25 million (total project cost \$3.5 million, \$2.5 million in FY 2021-22; capital program #2000001492)
- ☛ The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the continuation of the Countywide Infrastructure Investment Program (CIIP) which focuses on infrastructure improvements at all County-owned facilities including but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevator, roof and various other building infrastructure repairs and renovations as needed (total project cost \$7.795 million, \$7.080 million in FY 2021-22; capital program #2000001280)
- ☛ In FY 2021-22 the renovation of the existing Culmer/Overtown Neighborhood Service Center is projected to be completed (total project cost \$8.394 million, \$468,000 in FY 2021-22; capital program #844020)
- ☛ In FY 2021-22 the refurbishment of the Kendall Cottages Complex is projected to be completed; the project includes, but is not limited to, the demolition and refurbishment of cottages, sidewalk repairs, and the construction of a new parking facility (total project cost \$4 million, \$1 million in FY 2021-22; capital program #844680)
- ☛ In FY 2021-22, the Department will continue addressing the renovation needs of the New Direction Residential Treatment and Rehabilitation facility; the Department is projecting that the facility overhaul will take approximately three to four years to complete (total project cost \$17.5 million, \$1.566 million in FY 2021-22; capital program #6009530)
- ☛ The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of the Inn Transition North facility (\$2.5 million); this facility is a transitional housing program for victims of domestic violence and their dependents; the facility will provide residents with a safe living environment and aid in their mental and physical recovery process providing services such as counseling, relocation/financial assistance and food and transportation services; the debt service payment will be reflected in the Department's FY 2022-23 operational budget (capital program #2000001914)
- ☛ The Department will continue to analyze the most cost-effective way to redevelop the Wynwood/Allapattah Regional Neighborhood Service Center site; this capital program is funded through the Building Better Communities Bond Program (total project cost \$15 million, \$500,000 in FY 2021-22; capital program #8463701)
- ☛ The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of 10 vehicles (\$824,000) 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 capital program #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 57                     | 190                | 107                | 218                    | 198                |
| Fuel                    | 137                    | 89                 | 174                | 190                    | 263                |
| Overtime                | 331                    | 430                | 0                  | 148                    | 0                  |
| Rent                    | 1,016                  | 793                | 903                | 938                    | 942                |
| Security Services       | 2,247                  | 2,683              | 2,351              | 2,818                  | 2,986              |
| Temporary Services      | 2,651                  | 2,394              | 3,294              | 3,602                  | 3,686              |
| Travel and Registration | 211                    | 136                | 240                | 353                    | 342                |
| Utilities               | 1,567                  | 1,246              | 1,646              | 1,474                  | 1,585              |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                        | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                        |                    |                    |                    |                     |
| General Fund Countywide                       | 30,035             | 40,622             | 33,871             | 41,048              |
| Interest Earnings                             | 5                  | 0                  | 0                  | 0                   |
| Miscellaneous Revenues                        | 65                 | 8                  | 265                | 2                   |
| Donations                                     | 0                  | 3                  | 0                  | 0                   |
| Fees for Services                             | 65                 | 25                 | 75                 | 75                  |
| Grants From Other Local<br>Units              | 0                  | 122                | 0                  | 180                 |
| Other   | 0                  | 16                 | 0                  | 0                   |
| Other Revenues                                | 980                | 828                | 1,274              | 1,278               |
| Rental Income                                 | 389                | 375                | 506                | 506                 |
| State Grants                                  | 2,017              | 1,477              | 2,171              | 2,450               |
| Federal Grants                                | 92,474             | 94,962             | 106,794            | 113,707             |
| Interagency Transfers                         | 2,174              | 4,847              | 3,993              | 1,525               |
| Total Revenues                                | 128,204            | 143,285            | 148,949            | 160,771             |
| <b>Operating Expenditures<br/>Summary</b>     |                    |                    |                    |                     |
| Salary  | 30,742             | 28,466             | 35,897             | 41,499              |
| Fringe Benefits                               | 12,087             | 10,929             | 14,922             | 17,768              |
| Court Costs                                   | 6                  | 0                  | 2                  | 1                   |
| Contractual Services                          | 8,082              | 11,005             | 9,122              | 8,660               |
| Other Operating                               | 6,766              | 5,819              | 7,777              | 8,826               |
| Charges for County Services                   | 3,274              | 2,971              | 3,103              | 2,846               |
| Grants to Outside<br>Organizations            | 66,954             | 71,626             | 78,075             | 81,119              |
| Capital                                       | 245                | 343                | 31                 | 39                  |
| Total Operating Expenditures                  | 128,156            | 131,159            | 148,929            | 160,758             |
| <b>Non-Operating Expenditures<br/>Summary</b> |                    |                    |                    |                     |
| Transfers                                     | 0                  | 0                  | 0                  | 0                   |
| Distribution of Funds In Trust                | 4                  | 1                  | 20                 | 13                  |
| Debt Service                                  | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations<br>and Depletion  | 0                  | 0                  | 0                  | 0                   |
| Reserve                                       | 0                  | 0                  | 0                  | 0                   |
| Total Non-Operating<br>Expenditures           | 4                  | 1                  | 20                 | 13                  |

| (dollars in thousands)                           | Total Funding      |                     | Total Positions    |                     |
|--|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                           | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Health and Society</b>        |                    |                     |                    |                     |
| Administration                                   | 3,810              | 5,805               | 32                 | 37                  |
| Head Start                                       | 79,386             | 88,763              | 99                 | 102                 |
| Employment and Training                          | 762                | 824                 | 5                  | 5                   |
| Rehabilitative Services                          | 6,705              | 6,844               | 49                 | 49                  |
| Elderly and Disability<br>Services               | 17,341             | 18,510              | 168                | 168                 |
| Psychological Services                           | 284                | 285                 | 1                  | 1                   |
| Energy Programs                                  | 5,874              | 5,459               | 26                 | 26                  |
| Greater Miami Service Corps                      | 3,395              | 3,365               | 10                 | 10                  |
| Transportation                                   | 1,212              | 1,679               | 18                 | 18                  |
| Family and Community<br>Services                 | 20,561             | 19,693              | 72                 | 75                  |
| Violence Prevention and<br>Intervention Services | 9,599              | 9,531               | 87                 | 127                 |
| Total Operating Expenditures                     | 148,929            | 160,758             | 567                | 618                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

| (dollars in thousands)             | PRIOR         | FY 21-22      | FY 22-23      | FY 23-24      | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE   | TOTAL         |
|------------------------------------|---------------|---------------|---------------|---------------|----------|----------|----------|----------|---------------|
| <b>Revenue</b>                     |               |               |               |               |          |          |          |          |               |
| BBC GOB Financing                  | 13,250        | 4,150         | 3,500         | 9,100         | 0        | 0        | 0        | 0        | 30,000        |
| CIIP Program Revenues              | 0             | 0             | 8,513         | 6,768         | 0        | 0        | 0        | 0        | 15,281        |
| Capital Asset Series 2020C Bonds   | 5,702         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 5,702         |
| Capital Asset Series 2021A Bonds   | 5,206         | 0             | 0             | 0             | 0        | 0        | 0        | 0        | 5,206         |
| Future Financing                   | 0             | 2,500         | 0             | 0             | 0        | 0        | 0        | 0        | 2,500         |
| <b>Total:</b>                      | <b>24,158</b> | <b>6,650</b>  | <b>12,013</b> | <b>15,868</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>58,689</b> |
| <b>Expenditures</b>                |               |               |               |               |          |          |          |          |               |
| <b>Strategic Area: HS</b>          |               |               |               |               |          |          |          |          |               |
| Domestic Violence Facilities       | 0             | 2,500         | 0             | 0             | 0        | 0        | 0        | 0        | 2,500         |
| Facility Improvements              | 1,000         | 2,500         | 0             | 0             | 0        | 0        | 0        | 0        | 3,500         |
| Infrastructure Improvements        | 202           | 7,080         | 513           | 0             | 0        | 0        | 0        | 0        | 7,795         |
| Neighborhood Service Centers       | 9,826         | 968           | 3,500         | 9,100         | 0        | 0        | 0        | 0        | 23,394        |
| Rehabilitative Services Facilities | 4,166         | 2,566         | 8,000         | 6,768         | 0        | 0        | 0        | 0        | 21,500        |
| <b>Total:</b>                      | <b>15,194</b> | <b>15,614</b> | <b>12,013</b> | <b>15,868</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>58,689</b> |

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

#### **CASA FAMILIA COMMUNITY CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)**

**PROGRAM #: 2000001492**



**DESCRIPTION:** Construct a community center for individuals with disabilities; the Community Center will be available for public use, offering a wide range of recreational activities, social opportunities, and educational programs for residents and other individuals within the community to promote self-sufficiency and self-determination

**LOCATION:** 11025 SW 84 St District Located: 10  
Unincorporated Miami-Dade County District(s) Served: Countywide

|                              |              |                |                |                |                |                |                |               |              |
|------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| BBC GOB Financing            | 1,000        | 2,500          | 0              | 0              | 0              | 0              | 0              | 0             | 3,500        |
| <b>TOTAL REVENUES:</b>       | <b>1,000</b> | <b>2,500</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>3,500</b> |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Construction                 | 1,000        | 2,500          | 0              | 0              | 0              | 0              | 0              | 0             | 3,500        |
| <b>TOTAL EXPENDITURES:</b>   | <b>1,000</b> | <b>2,500</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>3,500</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - COMMUNITY ACTION AND HUMAN SERVICES FACILITIES SYSTEMWIDE

PROGRAM #: 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        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|--------------|--------------|------------|----------|----------|----------|----------|----------|--------------|
| CIIP Program Revenues            | 0            | 0            | 513        | 0        | 0        | 0        | 0        | 0        | 513          |
| Capital Asset Series 2020C Bonds | 5,702        | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 5,702        |
| Capital Asset Series 2021A Bonds | 1,580        | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 1,580        |
| <b>TOTAL REVENUES:</b>           | <b>7,282</b> | <b>0</b>     | <b>513</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,795</b> |
| EXPENDITURE SCHEDULE:            | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements      | 202          | 7,080        | 513        | 0        | 0        | 0        | 0        | 0        | 7,795        |
| <b>TOTAL EXPENDITURES:</b>       | <b>202</b>   | <b>7,080</b> | <b>513</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,795</b> |

### INFRASTRUCTURE IMPROVEMENTS - CULMER/OVERTOWN NEIGHBORHOOD SERVICE CENTER RENOVATIONS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 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        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|--------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing                | 7,350        | 150        | 0        | 0        | 0        | 0        | 0        | 0        | 7,500        |
| Capital Asset Series 2021A Bonds | 894          | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 894          |
| <b>TOTAL REVENUES:</b>           | <b>8,244</b> | <b>150</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>8,394</b> |
| EXPENDITURE SCHEDULE:            | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                     | 5,644        | 150        | 0        | 0        | 0        | 0        | 0        | 0        | 5,794        |
| Furniture Fixtures and Equipment | 120          | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 120          |
| Infrastructure Improvements      | 576          | 318        | 0        | 0        | 0        | 0        | 0        | 0        | 894          |
| Permitting                       | 102          | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 102          |
| Planning and Design              | 613          | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 613          |
| Project Administration           | 666          | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 666          |
| Technology Hardware/Software     | 205          | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 205          |
| <b>TOTAL EXPENDITURES:</b>       | <b>7,926</b> | <b>468</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>8,394</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - KENDALL COTTAGES COMPLEX REFURBISHMENT PROGRAM #: 844680 (BUILDING BETTER COMMUNITIES BOND PROGRAM)

DESCRIPTION: Refurbish the 11 Kendall Cottages (approximately 4,600 square feet per cottage) for County operated day treatment services for children with special needs

LOCATION: 11024 SW 84 St District Located: 10  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 3,000        | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 4,000        |
| <b>TOTAL REVENUES:</b>     | <b>3,000</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 3,000        | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 4,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>3,000</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,000</b> |

### INFRASTRUCTURE IMPROVEMENTS - NEW DIRECTIONS - RESIDENTIAL REHABILITATIVE PROGRAM #: 6009530 SERVICES

DESCRIPTION: Demolish and build out new residential treatment facility and acquire furniture, fixtures, and equipment as necessary

LOCATION: 3140 NW 76 St District Located: 2  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:                | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------------|--------------|--------------|--------------|--------------|----------|----------|----------|----------|---------------|
| CIIP Program Revenues            | 0            | 0            | 8,000        | 6,768        | 0        | 0        | 0        | 0        | 14,768        |
| Capital Asset Series 2021A Bonds | 2,732        | 0            | 0            | 0            | 0        | 0        | 0        | 0        | 2,732         |
| <b>TOTAL REVENUES:</b>           | <b>2,732</b> | <b>0</b>     | <b>8,000</b> | <b>6,768</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>17,500</b> |
| EXPENDITURE SCHEDULE:            | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Infrastructure Improvements      | 1,166        | 1,566        | 8,000        | 6,768        | 0        | 0        | 0        | 0        | 17,500        |
| <b>TOTAL EXPENDITURES:</b>       | <b>1,166</b> | <b>1,566</b> | <b>8,000</b> | <b>6,768</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>17,500</b> |

### INN TRANSITION FACILITY - NORTH PROGRAM #: 2000001914

DESCRIPTION: Purchase Inn Transition North, a transitional housing facility for victims of domestic violence

LOCATION: Undisclosed District Located: 10  
South Miami District(s) Served: Countywide

| REVENUE SCHEDULE:                 | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-----------------------------------|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| Future Financing                  | 0        | 2,500        | 0        | 0        | 0        | 0        | 0        | 0        | 2,500        |
| <b>TOTAL REVENUES:</b>            | <b>0</b> | <b>2,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,500</b> |
| EXPENDITURE SCHEDULE:             | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Building Acquisition/Improvements | 0        | 2,500        | 0        | 0        | 0        | 0        | 0        | 0        | 2,500        |
| <b>TOTAL EXPENDITURES:</b>        | <b>0</b> | <b>2,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,500</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

**PROGRAM #: 8463701**



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

| REVENUE SCHEDULE:           | PRIOR        | 2021-22    | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-----------------------------|--------------|------------|--------------|--------------|----------|----------|----------|----------|---------------|
| BBC GOB Financing           | 1,900        | 500        | 3,500        | 9,100        | 0        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL REVENUES:</b>      | <b>1,900</b> | <b>500</b> | <b>3,500</b> | <b>9,100</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |
| EXPENDITURE SCHEDULE:       | PRIOR        | 2021-22    | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                | 1,900        | 0          | 0            | 0            | 0        | 0        | 0        | 0        | 1,900         |
| Infrastructure Improvements | 0            | 500        | 3,500        | 9,100        | 0        | 0        | 0        | 0        | 13,100        |
| <b>TOTAL EXPENDITURES:</b>  | <b>1,900</b> | <b>500</b> | <b>3,500</b> | <b>9,100</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| <b>Department Operational Unmet Needs</b>   |   |                        |                  |
|---|---|------------------------|------------------|
| <b>Description</b>  | <b>(dollars in thousands)</b>                 |                        | <b>Positions</b> |
|   | <b>Startup Costs/<br/>Non Recurring Costs</b> | <b>Recurring Costs</b> |                  |
| Add one Social Services Administrator position to provide administrative service support to include assisting with contract monitoring and compliance and community collaboration for the residential and three outpatient locations  | \$0   | \$107                  | 1                |
| Add two Social Worker 1 positions to provide comprehensive assessments in the homes of clients, referrals, management and development of care plans for Miami-Dade County's at-risk elderly population and provide quality assurance and data management as required by funders through systems such as the 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 through the Rehabilitative Services Division who are mostly homeless, unemployed and indigent   | \$0   | \$144                  | 2                |
| Add two Rehabilitative Services Counselor 1 positions to provide night coverage at the residential treatment program; one employee on duty during midnight and weekend shifts is a safety hazard  | \$0   | \$144                  | 2                |
| Fund one Outreach Counselor position to work with community-based organizations, Miami-Dade County Public Schools, foster care and state and county justice providers to connect young people ages 18-24 to positive services that provide education and training leading to employment and/or post-secondary placement   | \$50  | \$50                   | 1                |
| Provide funding for home rehabilitation for homeowners from a waitlist of 145 currently unserved by federal/state/local grants  | \$0   | \$1,800                | 0                |
| <b>Total</b>  | <b>\$50</b>                                   | <b>\$3,890</b>         | <b>36</b>        |

| PROGRAM BY DIVISION                                 | Current FY | GENERAL FUNDS |     | FEDERAL / STATE |    | OTHER FUNDS |    | TOTAL     |     | SERVICE LEVEL |   |
|---|------------|---------------|-----|-----------------|----|-------------|----|-----------|-----|---------------|---|
|   | Next FY    | Budget        | FT  | Budget          | FT | Budget      | FT | Budget    | FT  | #             | Note  |
| ADMINISTRATION                                      |            |               |     |                 |    |             |    |           |     |               |   |
| Administration                                      | FY 2020-21 | \$ 3,810      | 32  |                 |    |             |    | \$ 3,810  | 32  |               | Includes transfer of four Criminal Justice Reform Coordinators from Corrections   |
|   | FY 2021-22 | \$ 5,805      | 37  |                 |    |             |    | \$ 5,805  | 37  |               |   |
| EMPLOYMENT AND TRAINING                             |            |               |     |                 |    |             |    |           |     |               |   |
| At-Risk Youth                                       | FY 2020-21 | \$ 88         | 1   |                 |    |             |    | \$ 88     | 1   | 500           | At-risk youth/young adults engaged in career development and employment readiness   |
|   | FY 2021-22 | \$ 89         | 1   |                 |    |             |    | \$ 89     | 1   | 500           |   |
| South Dade Skills Center                            | FY 2020-21 | \$ 128        | 1   | \$ 366          | 3  | \$ 180      |    | \$ 674    | 4   | 80            | Farmworkers and migrants employed   |
|   | FY 2021-22 | \$ 186        | 1   | \$ 369          | 3  | \$ 180      |    | \$ 735    | 4   | 80            |   |
| Subtotal (Employment)                               | FY 2020-21 | \$ 216        | 2   | \$ 366          | 3  | \$ 180      |    | \$ 762    | 5   |               |   |
|   | FY 2021-22 | \$ 275        | 2   | \$ 369          | 3  | \$ 180      |    | \$ 824    | 5   |               |   |
| PSYCHOLOGICAL SERVICES                              |            |               |     |                 |    |             |    |           |     |               |   |
| Psychological Services                              | FY 2020-21 | \$ 284        | 1   |                 |    |             |    | \$ 284    | 1   | 2,000         | Services provided to adults and children including individual and group/family therapy, evaluations, assessments, consultation and trainings  |
|   | FY 2021-22 | \$ 285        | 1   |                 |    |             |    | \$ 285    | 1   | 2,000         |   |
| REHABILITATIVE SERVICES                             |            |               |     |                 |    |             |    |           |     |               |   |
| Division Administration                             | FY 2020-21 | \$ 334        | 1   |                 |    |             |    | \$ 334    | 1   |               |   |
|   | FY 2021-22 | \$ 215        | 1   |                 |    |             |    | \$ 215    | 1   |               |   |
| Community Services (Intake and Treatment)           | FY 2020-21 | \$ 1,910      | 9   | \$ 3,222        | 28 | \$ 10       |    | \$ 5,142  | 37  | 2,030         | Assessments completed - new clients   |
|   | FY 2021-22 | \$ 2,216      | 9   | \$ 3,119        | 28 | \$ 10       |    | \$ 5,345  | 37  | 2,030         |   |
| Treatment Alternatives to Street Crimes (TASC)      | FY 2020-21 | \$ 1,164      | 9   |                 |    | \$ 65       | 2  | \$ 1,229  | 11  | 320           | Drug Court referrals receiving treatment including counseling, testing, medication and support services   |
|   | FY 2021-22 | \$ 1,219      | 9   |                 |    | \$ 65       | 2  | \$ 1,284  | 11  | 320           |   |
| Subtotal (Rehabilitative)                           | FY 2020-21 | \$ 3,408      | 19  | \$ 3,222        | 28 | \$ 75       | 2  | \$ 6,705  | 49  |               |   |
|   | FY 2021-22 | \$ 3,650      | 19  | \$ 3,119        | 28 | \$ 75       | 2  | \$ 6,844  | 49  |               |   |
| VIOLENCE PREVENTION AND INTERVENTION (VPI)          |            |               |     |                 |    |             |    |           |     |               |   |
| Advocates for Victims                               | FY 2020-21 | \$ 3,870      | 24  | \$ 2,827        | 35 | \$ 2,004    | 21 | \$ 8,701  | 80  | 2,800         | Victims provided with shelter and advocacy services including legal, safety planning, crisis and youth counseling, food, transportation, among others                                       |
|   | FY 2021-22 | \$ 3,058      | 16  | \$ 3,047        | 35 | \$ 45       | 45 | \$ 6,150  | 96  | 2,850         |   |
| Domestic Violence Intake                            | FY 2020-21 | \$ 602        | 5   | \$ 296          | 2  |             |    | \$ 898    | 7   | 5,000         | Victims completed an intake assessment and received onsite advocacy services including filing for injunctions, legal, counseling, relocation support, rental assistance, food, among others |
|   | FY 2021-22 | \$ 1,260      | 13  | \$ 2,121        | 18 |             |    | \$ 3,381  | 31  | 5,000         |   |
| Subtotal (VPI)                                      | FY 2020-21 | \$ 4,472      | 29  | \$ 3,123        | 37 | \$ 2,004    | 21 | \$ 9,599  | 87  |               |   |
|   | FY 2021-22 | \$ 4,318      | 29  | \$ 5,168        | 53 | \$ 45       | 45 | \$ 9,531  | 127 |               |   |
| ELDERLY   |            |               |     |                 |    |             |    |           |     |               |   |
| Division Administration                             | FY 2020-21 | \$ 1,568      | 6   |                 |    |             |    | \$ 1,568  | 6   |               |   |
|   | FY 2021-22 | \$ 2,002      | 6   |                 |    |             |    | \$ 2,002  | 6   |               |   |
| Adult Day Care                                      | FY 2020-21 | \$ 624        | 17  | \$ 948          | 11 | \$ 83       | 3  | \$ 1,655  | 31  | 300           | Elders and individuals with disabilities provided with health, social and related social services in a protective setting to prevent institutionalization                                   |
|   | FY 2021-22 | \$ 1,067      | 17  | \$ 923          | 14 |             |    | \$ 1,990  | 31  | 300           |   |
| High Risk Elderly Meals                             | FY 2020-21 | \$ 1,164      |     | \$ 711          |    |             |    | \$ 1,875  |     | 498,035       | Meals provided to elders identified as High Risk for malnutrition and other health-related conditions   |
|   | FY 2021-22 | \$ 1,000      |     | \$ 711          |    |             |    | \$ 1,711  |     | 498,035       |   |
| Meals for the Elderly                               | FY 2020-21 | \$ 1,342      | 1   | \$ 1,174        | 13 |             |    | \$ 2,516  | 14  | 270,000       | Hot nutritious meal served to seniors in congregate sites to prevent malnutrition and isolation   |
|   | FY 2021-22 | \$ 857        | 1   | \$ 1,178        | 13 |             |    | \$ 2,035  | 14  | 270,000       |   |
| Meals on Wheels                                     | FY 2020-21 | \$ 140        | 1   | \$ 693          |    |             |    | \$ 833    | 1   | 175,000       | Meals delivered to low-income, ill and isolated seniors   |
|   | FY 2021-22 | \$ 198        | 1   | \$ 765          |    |             |    | \$ 963    | 1   | 175,000       |   |
| Senior Centers                                      | FY 2020-21 | \$ 735        | 9   |                 |    |             |    | \$ 735    | 9   | 330           | Elders engaged in social and nutritional services in addition to receiving in-home care   |
|   | FY 2021-22 | \$ 591        | 9   |                 |    |             |    | \$ 591    | 9   | 330           |   |
| Care Planning                                       | FY 2020-21 | \$ 936        | 8   | \$ 44           | 1  |             |    | \$ 980    | 9   | 1,575         | Isolated elders provided with case management and in-home services  |
|   | FY 2021-22 | \$ 980        | 8   | \$ 41           | 1  |             |    | \$ 1,021  | 9   | 1,575         |   |
| Foster Grandparents                                 | FY 2020-21 | \$ 244        | 1   | \$ 309          | 2  |             |    | \$ 553    | 3   | 100           | Elders participating as foster grandparents to children and youth with special needs  |
|   | FY 2021-22 | \$ 244        | 1   | \$ 309          | 2  |             |    | \$ 553    | 3   | 100           |   |
| Home Care Program                                   | FY 2020-21 | \$ 4,343      | 80  | \$ 303          |    |             |    | \$ 4,646  | 80  | 500           | Elders remaining in their own homes through in-home services  |
|   | FY 2021-22 | \$ 5,122      | 80  | \$ 363          |    |             |    | \$ 5,485  | 80  | 500           |   |
| Retired Seniors Volunteer Program (RSVP)            | FY 2020-21 | \$ 117        | 1   | \$ 112          | 1  |             |    | \$ 229    | 2   | 500           | Elders engaged in community service to meet educational, respite and disaster preparedness needs  |
|   | FY 2021-22 | \$ 161        | 1   | \$ 112          | 1  |             |    | \$ 273    | 2   | 500           |   |
| Senior Companions                                   | FY 2020-21 | \$ 306        | 1   | \$ 666          | 3  |             |    | \$ 972    | 4   | 140           | Elderly peers assisted frail, isolated seniors through companionship and respite services   |
|   | FY 2021-22 | \$ 312        | 1   | \$ 676          | 3  |             |    | \$ 988    | 4   | 140           |   |
| Disability Services and Independent Living (D/SAIL) | FY 2020-21 | \$ 581        | 8   | \$ 205          | 1  |             |    | \$ 786    | 9   | 600           | Individuals with disabilities provided with various on-site and in-home services  |
|   | FY 2021-22 | \$ 736        | 8   | \$ 162          | 1  |             |    | \$ 898    | 9   | 600           |   |
| Subtotal (Elderly)                                  | FY 2020-21 | \$ 12,100     | 133 | \$ 5,165        | 32 | \$ 83       | 3  | \$ 17,348 | 168 |               |   |
|   | FY 2021-22 | \$ 13,270     | 133 | \$ 5,240        | 35 |             |    | \$ 18,510 | 168 |               |   |

(dollars in thousands)

| PROGRAM BY DIVISION                                | Current FY | GENERAL FUNDS |     | FEDERAL / STATE |     | OTHER FUNDS |    | TOTAL      |     | SERVICE LEVEL |  |
|--|------------|---------------|-----|-----------------|-----|-------------|----|------------|-----|---------------|--|
|  | Next FY    | Budget        | FT  | Budget          | FT  | Budget      | FT | Budget     | FT  | #             | Note   |
| ENERGY   |            |               |     |                 |     |             |    |            |     |               |  |
| Home Weatherization / Energy Conservation Program  | FY 2020-21 | \$ 813        | 6   | \$ 850          | 4   |             |    | \$ 1,663   | 10  | 66            | Homes improved in the Weatherization Assistance Program (WAP)  |
|  | FY 2021-22 | \$ 843        | 6   | \$ 578          | 4   |             |    | \$ 1,421   | 10  | 38            |  |
| Painting and/or Shuttering Program                 | FY 2020-21 |               |     |                 |     |             |    |            |     |               | Homes Improved in the SURTAX/ Single Family Home Rehab. Program  |
|  | FY 2021-22 |               |     |                 |     |             |    |            |     |               |  |
| Facility Maintenance                               | FY 2020-21 | \$ 3,761      | 16  |                 |     | \$ 463      |    | \$ 4,224   | 16  | 800           | Facility service requests completed  |
|  | FY 2021-22 | \$ 3,588      | 16  |                 |     | \$ 463      |    | \$ 4,051   | 16  | 800           |  |
| Subtotal (Energy)                                  | FY 2020-21 | \$ 4,574      | 22  | \$ 850          | 4   | \$ 463      |    | \$ 5,887   | 26  |               |  |
|  | FY 2021-22 | \$ 4,431      | 22  | \$ 578          | 4   | \$ 463      |    | \$ 5,472   | 26  |               |  |
| GREATER MIAMI SERVICE CORPS                        |            |               |     |                 |     |             |    |            |     |               |  |
| Greater Miami Service Corps (GMSC)                 | FY 2020-21 |               |     | \$ 967          | 10  | \$ 2,428    |    | \$ 3,395   | 10  | 440           | Youth engaged in education and employment activities   |
|  | FY 2021-22 |               |     | \$ 1,442        | 10  | \$ 1,923    |    | \$ 3,365   | 10  | 440           |  |
| Subtotal (GMSC)                                    | FY 2020-21 |               |     | \$ 967          | 10  | \$ 2,428    |    | \$ 3,395   | 10  |               |  |
|  | FY 2021-22 |               |     | \$ 1,442        | 10  | \$ 1,923    |    | \$ 3,365   | 10  |               |  |
| HEAD START   |            |               |     |                 |     |             |    |            |     |               |  |
| Head Start and Early Head Start                    | FY 2020-21 |               |     | \$ 76,919       | 99  | \$ 850      |    | \$ 77,769  | 99  | 7,948         | Funded slots to serve children ages 0-5 in early learning  |
|  | FY 2021-22 | \$ 2,800      |     | \$ 83,496       | 102 | \$ 850      |    | \$ 87,146  | 102 | 7,948         |  |
| Summer Meals                                       | FY 2020-21 |               |     | \$ 1,617        |     |             |    | \$ 1,617   |     | 730,000       | Meals served to youth during out-of-school summer months   |
|  | FY 2021-22 |               |     | \$ 1,617        |     |             |    | \$ 1,617   |     | 730,000       |  |
| Subtotal (Head Start)                              | FY 2020-21 |               |     | \$ 78,536       | 99  | \$ 850      |    | \$ 79,386  | 99  |               |  |
|  | FY 2021-22 | \$ 2,800      |     | \$ 85,113       | 102 | \$ 850      |    | \$ 88,763  | 102 |               |  |
| TRANSPORTATION                                     |            |               |     |                 |     |             |    |            |     |               |  |
| Transportation                                     | FY 2020-21 | \$ 1,182      | 18  |                 |     | \$ 30       |    | \$ 1,212   | 18  | 73,000        | One-way trips - Eliminating transportation barriers for seniors and children   |
|  | FY 2021-22 | \$ 1,649      | 18  |                 |     | \$ 30       |    | \$ 1,679   | 18  | 73,000        |  |
| FAMILY AND COMMUNITY SERVICES                      |            |               |     |                 |     |             |    |            |     |               |  |
| Neighborhood Centers/ Community Resource Centers   | FY 2020-21 | \$ 3,471      | 31  | \$ 3,108        | 33  |             |    | \$ 6,579   | 64  | 176,665       | Clients accessed one or more services including utility/rental assistance, computer and employability skills training, tax preparation, family development/support, among others |
|  | FY 2021-22 | \$ 4,038      | 34  | \$ 3,259        | 33  |             |    | \$ 7,297   | 67  | 176,665       |  |
| Youth Out of School                                | FY 2020-21 |               |     | \$ 670          |     |             |    | \$ 670     |     |               |  |
|  | FY 2021-22 |               |     |                 |     |             |    |            |     |               |  |
| Emergency Food & Shelter Program                   | FY 2020-21 |               |     | \$ 183          |     |             |    | \$ 183     |     | 405           | Clients Served   |
|  | FY 2021-22 |               |     | \$ 117          |     |             |    | \$ 117     |     | 405           |  |
| Low-Income Home Energy Assistance Program (LIHEAP) | FY 2020-21 |               |     | \$ 12,774       | 4   |             |    | \$ 12,774  | 4   | 28,335        | Households provided with energy costs assistance   |
|  | FY 2021-22 |               |     | \$ 11,752       | 4   |             |    | \$ 11,752  | 4   | 28,335        |  |
| Veterans Services                                  | FY 2020-21 | \$ 354        | 4   |                 |     |             |    | \$ 354     | 4   | 970           |  |
|  | FY 2021-22 | \$ 527        | 4   |                 |     |             |    | \$ 527     | 4   | 970           |  |
| Subtotal (Family and Community Services)           | FY 2020-21 | \$ 3,825      | 35  | \$ 16,735       | 37  |             |    | \$ 20,560  | 72  |               |  |
|  | FY 2021-22 | \$ 4,565      | 38  | \$ 15,128       | 37  |             |    | \$ 19,693  | 75  |               |  |
| TOTAL  | FY 2020-21 | \$ 33,871     | 291 | \$ 108,964      | 250 | \$ 6,113    | 26 | \$ 148,948 | 567 |               |  |
|  | FY 2021-22 | \$ 41,048     | 299 | \$ 116,157      | 272 | \$ 3,566    | 47 | \$ 160,771 | 618 |               |  |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

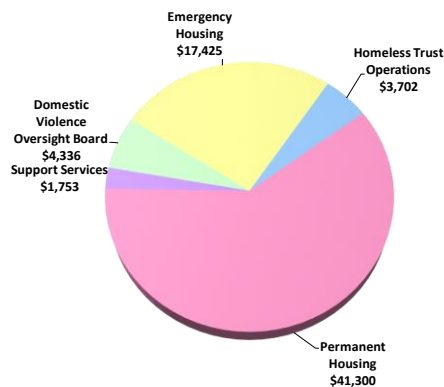
### Homeless Trust

The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for the provision of housing and services to individuals and families experiencing homelessness throughout Miami-Dade County. The Homeless Trust advises the Board of County Commissioners (BCC) on issues related to homelessness and serves as the identified "Collaborative Applicant" for the United States Department of Housing and Urban Development's (U.S. HUD) Continuum of Care Program and the Florida Department of Children and Families Office on Homelessness. The Homeless Trust implements Miami-Dade County's Community Homeless Plan: Priority Home and administers the one percent Food and Beverage Tax proceeds in furtherance of the plan. Eighty-five percent (85%) of Food and Beverage Tax proceeds are dedicated to homeless housing and services and leveraged with federal, state, local and other resources dedicated to providing housing and services for the homeless, including survivors of domestic violence. The Homeless Trust also provides administrative, contractual and policy formulation assistance related to homeless and domestic violence housing and 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.

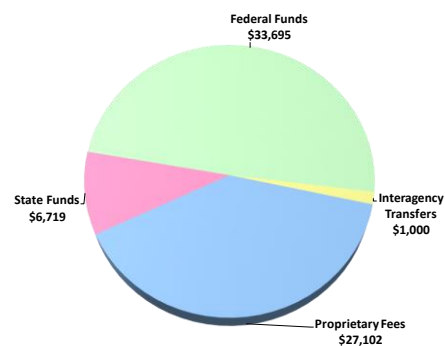
As part of the Health and Society strategic area, the Homeless Trust funds and monitors homeless prevention services, temporary and permanent housing, and supportive services for the homeless, including homeless outreach. Each area is specifically designed to meet the unique needs of homeless individuals 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 2021-22 Adopted Operating Budget

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



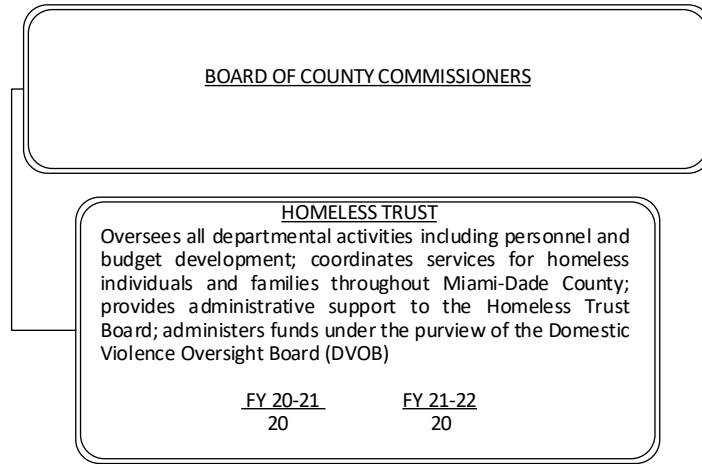
**Revenues by Source**  
(dollars in thousands)



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 20.

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: HOMELESS TRUST OPERATIONS

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

- Administers 85 percent of the one percent Food and Beverage Tax proceeds
- Administers more than 100 individual grant-funded programs with more than 20 organizations to provide essential housing and services for people experiencing homelessness 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
- Coordinates Homeless Trust activities and recommends, defines and monitors operating goals, objectives and procedures for the Homeless Trust
- Coordinates referrals of homeless individuals and families to permanent supportive housing
- Implements policies developed by the Homeless Trust Board and Committees
- Manages the local Homeless Management Information System to track system utilization, needs, gaps and trends
- 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
- Serves as staff to the Board of the Homeless Trust and liaison to the Office of the Mayor and the BCC
- Utilizes local, state and federal funds to assist the homeless and formerly homeless
- Administers 15 percent of the one percent Food and Beverage Tax proceeds; these funds are under the purview of the DVOB

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Average number of days persons remain homeless  | HS1-1 | HW-1 | OC   | ↓    | 137      | 140      | 130      | 130        | 125      |
| Percentage of individuals who return to homelessness within two years                   | HS1-1 | HW-1 | OC   | ↓    | 25%      | 25%      | 24%      | 26%        | 25%      |
| Total number of homeless persons*   | HS1-1 | HW-1 | OC   | ↓    | 3,472    | 3,560    | 3,425    | 3,400      | 3,350    |
| Percentage of persons who achieve an increase in income upon exiting a homeless program | HS1-1 | HW-1 | OC   | ↑    | 47%      | 51%      | 52%      | 49%        | 50%      |
| Number of persons entering the system for the first time**                              | HS1-1 | HW-1 | OC   | ↓    | 4,336    | 3,914    | 4,250    | 3,900      | 3,850    |
| Percentage of persons who access permanent housing upon exiting a homeless program      | HS1-1 | HW-1 | OC   | ↑    | 57%      | 56%      | 59%      | 57%        | 58%      |

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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### DIVISION COMMENTS

- ☛ COVID-19 continues to impact the homeless Continuum of Care; measures remain in place to protect and support both sheltered and unsheltered populations in congregate emergency shelter facilities and on the streets; homeless prevention efforts remain in demand as renters and property owners face pre- and post-COVID hardships
- ☛ A slow recovery is expected for FY 2021-22; Food and Beverage Tax revenues suffered unprecedented impacts in FY 2019-20 and into FY 2020-21; in FY 2021-22, revenues of \$28.103 million are projected; these projections are commensurate with FY 2015-16 actuals
- ☛ The American Rescue Plan and Coronavirus Aid, Relief, and Economic Security Act has provided new resources beginning in July 2020 to support homeless and at-risk households, including Emergency Solutions Grants (ESG) funding and Emergency Housing Vouchers, as well as additional HOME Investment Partnerships and Community Development Block Grant funds; the Trust has worked with entitlement jurisdictions and the state of Florida to coordinate use of these funds to best serve vulnerable persons experiencing homelessness; the Trust was directly awarded nearly \$8.7 million in ESG directly from the Department of Children and Families' Office on Homelessness; these funds are being used to provide rental assistance and enhance street outreach, with an emphasis on persons in encampments and those on the streets with Substance Use Disorders (SUD)
- ☛ In January 2021, U.S. HUD announced it was renewing funding for all homeless Continuum of Care projects totaling \$35.33 million; funded projects include street outreach, rapid rehousing, permanent supportive housing and joint transitional housing/rapid rehousing, as well as a planning grant
- ☛ **During the 2021 State Legislative Session, the Homeless Trust secured a special appropriation of \$562,000 for low barrier, single-site permanent supportive housing allowing for quick placement of individuals coming directly from the streets who would likely not do well in a congregate living facility, such as an emergency shelter; this new housing serves as a bridge to other permanent housing within the homeless continuum**
- ☛ The Homeless Trust continues to partner and leverage the resources of area public housing agencies to provide housing to homeless households; preferences and set-asides are providing housing to extremely vulnerable clients experiencing homelessness; programs essential to preventing and ending homelessness include newly leveraged Tenant and Project Based Rental Assistance Programs, including Section 8, Mainstream, Family Unification and Foster Youth to Independence 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 2021-22, Homeless Trust Capital Reserves for future infrastructure acquisition and renovations are \$4.838 million; Tax Equalization Reserves which are essential to maintaining service levels and adding needed capacity have been reduced to \$1.226 million as a result of the pandemic; the Trust is working to replenish these reserves to offset declines in Food and Beverage revenues and manage unbudgeted emergency events

### ADDITIONAL INFORMATION

- ☛ The FY 2021-22 Adopted Budget includes an allocation in the General Fund Health and Society Community-based Organizations to the Sundari Foundation, Inc. operators of the Lotus House Women's Shelter, for emergency shelter to provide evidence-based, trauma informed housing and services for homeless women, youth and children with special needs (\$520,000)

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☛ In FY 2020-21, construction was completed on the Empowerment Center, which became the second domestic violence center constructed and operated using fifteen percent of the revenues collected from the 1% Food and Beverage Tax for Homeless and Domestic Violence; the facility opened in October 2021 and will be operated by the Miami-Dade Community Action and Human Services Department



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 197                    | 2                  | 213                | 0                      | 20                 |
| Fuel                    | 1                      | 0                  | 1                  | 0                      | 0                  |
| Overtime                | 0                      | 0                  | 0                  | 0                      | 0                  |
| Rent                    | 101                    | 82                 | 101                | 100                    | 100                |
| Security Services       | 0                      | 0                  | 0                  | 0                      | 0                  |
| Temporary Services      | 0                      | 0                  | 0                  | 0                      | 0                  |
| Travel and Registration | 5                      | 2                  | 6                  | 2                      | 6                  |
| Utilities               | 19                     | 9                  | 18                 | 10                     | 10                 |

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| Carryover                                 | 32,146             | 36,367             | 18,071             | 16,017              |
| Food and Beverage Tax                     | 29,572             | 20,912             | 29,339             | 28,103              |
| Interest Earnings                         | 646                | 372                | 342                | 141                 |
| Miscellaneous Revenues                    | 111                | 200                | 0                  | 50                  |
| Other Revenues                            | 0                  | 175                | 325                | 200                 |
| State Grants                              | 758                | 550                | 1,852              | 6,719               |
| Federal Grants                            | 29,402             | 24,163             | 33,113             | 33,695              |
| Federal Grants - ARP Act                  | 0                  | 0                  | 0                  | 1,000               |
| Total Revenues                            | 92,635             | 82,739             | 83,042             | 85,925              |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 2,665              | 1,485              | 1,873              | 1,866               |
| Fringe Benefits                           | 658                | 708                | 777                | 753                 |
| Contractual Services                      | 137                | 71                 | 142                | 117                 |
| Other Operating                           | 596                | 410                | 2,385              | 533                 |
| Charges for County Services               | 116                | 524                | 629                | 593                 |
| Grants to Outside Organizations           | 51,905             | 46,965             | 60,843             | 64,645              |
| Capital                                   | 190                | 7,672              | 2,841              | 9                   |
| Total Operating Expenditures              | 56,267             | 57,835             | 69,490             | 68,516              |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 0                  | 0                  | 0                  | 0                   |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 0                  | 24,904             | 13,552             | 17,409              |
| Total Non-Operating Expenditures          | 0                  | 24,904             | 13,552             | 17,409              |

| (dollars in thousands)                    | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
|   | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Expenditure By Program</b>             |                    |                     |                    |                     |
| <b>Strategic Area: Health and Society</b> |                    |                     |                    |                     |
| Homeless Trust Operations                 | 4,063              | 3,702               | 20                 | 20                  |
| Domestic Violence Oversight Board         | 6,068              | 4,336               | 0                  | 0                   |
| Emergency Housing                         | 16,227             | 17,425              | 0                  | 0                   |
| Permanent Housing                         | 39,585             | 41,300              | 0                  | 0                   |
| Support Services                          | 3,547              | 1,753               | 0                  | 0                   |
| Total Operating Expenditures              | 69,490             | 68,516              | 20                 | 20                  |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

| PROJECT NAME                          | LOCATION          | ESTIMATED PROJECT COST |
|---------------------------------------|-------------------|------------------------|
| KROME FACILITY - SPECIALIZED HOUSING  | 18055 SW 12 St    | 1,690                  |
| SENIOR HOUSING - PERMANENT            | 12221 W Dixie Hwy | 6,200                  |
| THIRD DOMESTIC VIOLENCE SHELTER - NEW | Undisclosed       | 16,500                 |
| UNFUNDED TOTAL                        |                   | <u>24,390</u>          |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Public Housing and Community Development

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

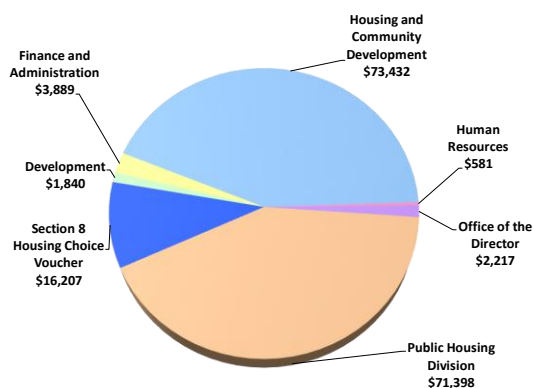
As part of the Health and Society and the Economic Development strategic areas, PHCD oversees approximately 7,891 units of public housing, of which 755 are mixed finance units. Additionally, PHCD has converted 1,439 former Public Housing units as part of Rental Assistance Demonstration (RAD). PHCD provides monthly subsidies for approximately 17,500 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.

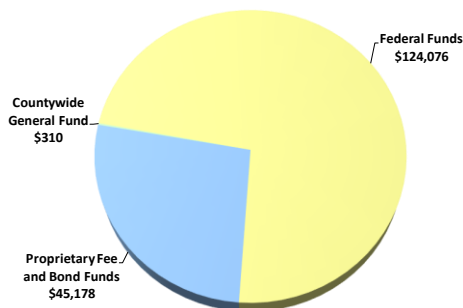
PHCD's stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County's workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations 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 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

|                        |   |                        |                        |
|------------------------|---|------------------------|------------------------|
|                        | <p style="text-align: center;"><b>OFFICE OF THE DIRECTOR</b><br/>Provides direction, supervision, oversight, communication and coordination of federal, state and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled</p> <table> <tr> <td><u>FY 20-21</u><br/>18</td><td><u>FY 21-22</u><br/>17</td></tr> </table> | <u>FY 20-21</u><br>18  | <u>FY 21-22</u><br>17  |
| <u>FY 20-21</u><br>18  | <u>FY 21-22</u><br>17   |                        |                        |
|                        | <p style="text-align: center;"><b>PUBLIC HOUSING DIVISION</b><br/>Responsible for the oversight of all 9,700 County public housing units and for providing decent, safe and sanitary dwellings to low-income seniors and individuals in need of reasonable accommodations</p> <table> <tr> <td><u>FY 20-21</u><br/>272</td><td><u>FY 21-22</u><br/>268</td></tr> </table>                         | <u>FY 20-21</u><br>272 | <u>FY 21-22</u><br>268 |
| <u>FY 20-21</u><br>272 | <u>FY 21-22</u><br>268  |                        |                        |
|                        | <p style="text-align: center;"><b>SECTION 8 HOUSING CHOICE VOUCHER</b><br/>Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe and sanitary housing</p> <table> <tr> <td><u>FY 20-21</u><br/>23</td><td><u>FY 21-22</u><br/>23</td></tr> </table>  | <u>FY 20-21</u><br>23  | <u>FY 21-22</u><br>23  |
| <u>FY 20-21</u><br>23  | <u>FY 21-22</u><br>23   |                        |                        |
|                        | <p style="text-align: center;"><b>DEVELOPMENT</b><br/>Plans and implements redevelopment programs on public housing sites and non-public housing sites, including major rehabilitation and new construction incorporating a mixed-income, mixed-finance and mixed-use approach</p> <table> <tr> <td><u>FY 20-21</u><br/>12</td><td><u>FY 21-22</u><br/>15</td></tr> </table>                      | <u>FY 20-21</u><br>12  | <u>FY 21-22</u><br>15  |
| <u>FY 20-21</u><br>12  | <u>FY 21-22</u><br>15   |                        |                        |
|                        | <p style="text-align: center;"><b>HUMAN RESOURCES</b><br/>Provides department-wide human resources support</p> <table> <tr> <td><u>FY 20-21</u><br/>5</td><td><u>FY 21-22</u><br/>5</td></tr> </table>  | <u>FY 20-21</u><br>5   | <u>FY 21-22</u><br>5   |
| <u>FY 20-21</u><br>5   | <u>FY 21-22</u><br>5  |                        |                        |
|                        | <p style="text-align: center;"><b>FINANCE AND ADMINISTRATION</b><br/>Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management in addition to providing underwriting, closing services and loan servicing</p> <table> <tr> <td><u>FY 20-21</u><br/>61</td><td><u>FY 21-22</u><br/>59</td></tr> </table>                             | <u>FY 20-21</u><br>61  | <u>FY 21-22</u><br>59  |
| <u>FY 20-21</u><br>61  | <u>FY 21-22</u><br>59   |                        |                        |
|                        | <p style="text-align: center;"><b>HOUSING AND COMMUNITY DEVELOPMENT</b><br/>Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax, and SHIP and for promoting economic development at the local level</p> <table> <tr> <td><u>FY 20-21</u><br/>29</td><td><u>FY 21-22</u><br/>30</td></tr> </table>   | <u>FY 20-21</u><br>29  | <u>FY 21-22</u><br>30  |
| <u>FY 20-21</u><br>29  | <u>FY 21-22</u><br>30   |                        |                        |

The FY 2021-22 total number of full-time equivalent positions is 425

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

The Office of the Director administers affordable and public housing as well as Community Development Block Grant (CDBG) and HOME programs for the County.

- Provides direction, communication and coordination of federal and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled
- Audits operations to ensure compliance with HUD and departmental regulations
- Provides direction for fraud and criminal investigations, compliance and reasonable accommodations according to the Americans with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities
- Provides management supervision for agency work units 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 COMMENTS**

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one PHCD Technician position from the Office of the Director to the Housing and Community Development Division

### **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, conducts interviews, and determines eligibility of prospective tenants for public housing; 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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |                           |               |          |            |          |
|---|-------|------|------|------|---------------------------|---------------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19                  | FY 19-20      | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual                    | Actual        | Budget   | Projection | Target   |
| Average occupancy rate*   | HS2-3 | HW-1 | OC   | ↑    | 94%                       | 90%           | 94%      | 91%        | 91%      |
| Average monthly number of families renting                            | HS2-3 | HW-1 | OP   | ↔    | 6,985                     | 6,448         | 6,932    | 6,089      | 5,660    |
| Public Housing Assessment System (PHAS) point score**                 | HS2-3 | HW-1 | OC   | ↑    | Pending issuance of score | Exempt by HUD | 75       | Pending    | 75       |

\*Average occupancy rates reflect lower base number of public housing units due to units that transitioned into mixed finance redevelopment or the Rental Assistance Demonstration (RAD) Program

\*\* 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 2018-19 and FY 2019-20 scores have not been issued by HUD due to the impacts of a hurricane and COVID-19; HUD expects to score FY 2020-21

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one PHCD Capital Improvements Facilities Manager and two Maintenance Repairer positions to the Development Division, and transfers the PHCD Assisted Living Facility Administrator position and the PHCD Assistant Assisted Living Facility Administrator from the Finance and Administration Division to the Public Housing Division
- *The FY 2021-22 Adopted Budget eliminates three vacant PHCD Asset Project Manager positions due to Department's reorganization efforts associated with the operational efficiency initiatives*
- Despite past modest increases in overall allocations nationally for public housing, increases to allocations to PHCD were nominal in recent years; going forward, regardless of the final allocation number received for federal fiscal year (FFY) 2022, the federal budget 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
- The FY 2021-22 Adopted Budget includes \$1.257 million in funding for the Helen Sawyer Assisted Living Facility from the Miami-Dade Rescue Plan
- 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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers                       |       |      |      |      |            |          |          |            |          |
|---|-------|------|------|------|------------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19   | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual     | Actual   | Budget   | Projection | Target   |
| Percentage of available annual budget authority used to lease in the Section 8 HCV program* | HS2-1 | HW-1 | OC   | ↑    | 96%        | 94.26%   | 98%      | 98%        | 98%      |
| Section Eight Management Assessment Program (SEMAP) score**                                 | HS2-1 | HW-1 | OC   | ↑    | 145 / 100% | Pending  | 131/90%  | 131/90%    | 131/90%  |

\*Maximum utilization of vouchers is driven by funding made available to PHCD by HUD on an annual basis

\*\* 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; FY 2019-20 preliminary overall score submitted to HUD for review is 145 points with overall High Performer rating

### DIVISION COMMENTS

- ☛ For the fiscal year ending September 30, 2020, 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

### **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 the County's Infill Housing Program
- Administers various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds
- Reviews and negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements
- Works with developers to obtain federal, state and municipal approvals
- Manages conversion of existing public housing units to comply with Uniform Federal Accessibility Standards (UFAS) in accordance with the Voluntary Compliance Agreement (VCA)

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers and reclassifies three positions from the Public Housing Division to the Development Division: two Maintenance Repairer positions were transferred and reclassified to Development Project Managers and one PHCD Capital Improvements Facilities Manager position was transferred and reclassified to a PHCD Assistant RAD Manager
- ☛ In FY 2021-22, the Development Division, with HUD and Board approval, will continue the implementation of the Rental Assistance Demonstration (RAD) program
- ☛ In FY 2021-22, 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 (\$310,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

- ☛ In FY 2021-22, the Division will continue the planning and administration of the public housing redevelopment program, including Liberty Square, Senior Campus, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23, Modello, Lincoln Gardens, Arthur Mays, Naranja, Homestead Gardens, Perrine Gardens, Perrine Villas, Heritage Village 1 and 2, Moody Gardens, Moody Village, Palm Courts, Palm Towers, Opa-Locka Elderly, Venetian Gardens, Palmetto Gardens, Jose Marti Plaza, Little Havana Homes, Falk Turnkey, Grove Homes, Stirrup Plaza Family, Annie Coleman 14, Annie Coleman 16 and South Miami Gardens development projects

### DIVISION: HUMAN RESOURCES

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

- Oversees personnel and various support services functions
- 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: 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 5,476 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides direct oversight of the Helen M. Sawyer Plaza public housing assisted living facility
- Provides information technology support to the Department as per a Memorandum of Understanding (MOU) with the Information Technology Department (ITD)

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Tenants Accounts Receivable score*                         | HS2-3 | HW-1 | OC   | ↑    | 2.29     | Exempt   | 2.5      | 2.5        | 2.5      |
| Percentage of revenues due from serviced loans collected** | HS2-3 | ES-3 | OC   | ↑    | 64%      | 118%     | 65%      | 65%        | 65%      |
| Percentage of Surtax loans in repayment***                 | HS2-3 | ES-3 | OP   | ↔    | 64%      | 65%      | 65%      | 65%        | 65%      |
| Percentage of homeownership loans closed within 60 days    | ED3-1 | HW-1 | OC   | ↑    | 40%      | 38%      | 40%      | 40%        | 40%      |

\*Score reflects 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 during the fiscal year that are actually collected; there was a significant number of construction loans that were paid-off during Fiscal Year 2019-20 which increased this percentage

\*\*\* 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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers a PHCD Assisted Living Facility Administrator position and a PHCD Assistant Assisted Living Facility Administrator to the Public Housing Division

### **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), CDBG CARES Act (CDBG-CV), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), ESG CARES Act (ESG-CV), Neighborhood Stabilization Program (NSP) and Home Investment Partnership Program (HOME) affordable housing programs as well as the COVID-19 specific allocations associated with CDBG, ESG and HOME
- Oversees Miami-Dade County's federally funded Emergency Rental Assistance Program to assist landlords and renters affected by the economic stressors due to and during the COVID-19 pandemic
- 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, CDBG-CV, HOME, ESG, ESG-CV, Surtax, NSP and SHIP during the different compliance periods
- 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, CDBG-CV, HOME, ESG, ESG-CV, 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)
- Manages County-owned assets that are non-public housing and are available as affordable housing both with and without subsidies attached
- Administers community planning functions and neighborhood planning support, including citizen participation through various community meetings for federal funding programs
- Provides staff support to the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB)
- Processes all special economic development applications, conducts underwriting analysis and coordinates loan closing
- Reviews naturally occurring affordable housing applications, provides underwriting analysis and coordinates loan closing

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of CDBG projects completed *                               | HS2-3 | HW-1 | EF   | ↑    | 66%      | 48%      | 70%      | 70%        | 70%      |
| Percentage of HOME projects completed                                 | HS2-3 | HW-1 | EF   | ↑    | 27%      | 25%      | 25%      | 25%        | 25%      |
| Number of jobs created or retained**                                  | ED1-1 | HW-2 | OC   | ↑    | 71       | 62       | 70       | 72         | 70       |
| Number of affordable housing units constructed or rehabilitated***    | HS2-3 | HW-1 | OP   | ↔    | 872      | 1,704    | 1,600    | 1,700      | 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 149 jobs is \$5 million; jobs will be created over a two-year time period




\*\*\* Figures reflect only those affordable housing units for which PHCD funding was provided or which resulted from a County public housing redevelopment project

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one PHCD Technician from the Office of the Director to the Housing and Community Development Division
- The Department is embarking on several initiatives to address affordable homeownership, including the Building on County Land project (\$9 million); additionally, the Department is supporting a adopted ordinance to create a standard methodology for the establishment of a maximum sales price in the homeownership program which would expand options for buyers
- The FY 2021-22 Adopted Budget includes funding for the County's Safety NET Program, a summer and year-round afterschool initiative operated by the Greater Miami Service Corps, funded by CDBG CARES Act funds and approved through the Annual Action Plan (\$573,646); the FY 2021-22 also includes funding for a summer jobs program for at-risk youth through CareerSource South Florida, funded by CDBG-CARES Act funds and approved through the Annual Action Plan (\$175,000)
- PHCD will be funding \$13.8 million in activities for the Peace and Prosperity Plan from CDBG-Regular funds and CDBG CARES Act related funding
- The FY 2021-22 Surtax revenue is budgeted at \$30 million; the FY 2021-22 Surtax carryover of \$195.855 million is allocated as follows: \$136.710 million to on-going multi-family rental projects and \$50 million for Homeownership Programs; total funding budgeted for affordable housing, including Surtax is \$260.282 million
- PHCD, along with community partners, will continue to monitor and develop affordable housing opportunities as the County progresses toward achieving its Thrive 305 goal of 15,000 units
- During FY 2021-22 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 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

-  In FY 2021-22, 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; in FY 2020-21 Liberty Square Phase Two delivered 204 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 estimated development cost is \$450 million of which \$46 million is funded from County and federal sources; in FY 2020-21, the development was turned over to a private management company that receives operating subsidies through PHCD; after the transfer of all phases takes place, the annual cost to PHCD to provide oversight of the private management company is estimated at \$100,000
-  The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes \$26 million from the Affordable Housing Trust Fund to finance affordable and workforce housing projects inclusive of preservation and new construction; projects will include uses for both rental and homeownership; the department will consult with the Board to determine priorities
- In FY 2021-22, PHCD is projected to expend \$7.504 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 2021-22 federal budget will not provide enough funding to address infrastructure needs on 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 2021-22, 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
- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes \$598,000 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

### **SELECTED ITEM HIGHLIGHTS AND DETAILS**

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 30                     | 192                | 87                 | 103                    | 169                |
| Fuel                    | 232                    | 166                | 270                | 477                    | 278                |
| Overtime                | 458                    | 595                | 527                | 593                    | 0                  |
| Rent                    | 1,359                  | 1,200              | 1,200              | 1,200                  | 1,200              |
| Security Services       | 4,109                  | 4,647              | 3,834              | 3,447                  | 4,727              |
| Temporary Services      | 2,961                  | 2,853              | 3,168              | 2,609                  | 2,326              |
| Travel and Registration | 60                     | 24                 | 39                 | 20                     | 48                 |
| Utilities               | 10,310                 | 4,647              | 11,522             | 10,337                 | 10,899             |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| General Fund Countywide                   | 216                | 0                  | 300                | 310                 |
| Affordable Housing Trust Fund             | 0                  | 0                  | 12,343             | 21,152              |
| Carryover - CD                            | 7,801              | 7,801              | 11,659             | 8,057               |
| Carryover - DRI/EZ/EH                     | 12,900             | 12,900             | 1,308              | 1,824               |
| Carryover - EDI/BEDI                      | 1,391              | 1,391              | 405                | 262                 |
| Carryover CDBG                            | 17,508             | 17,508             | 14,217             | 22,955              |
| Carryover HOME                            | 14,273             | 18,044             | 13,543             | 16,677              |
| Carryover NSP                             | 442                | 442                | 86                 | 590                 |
| Carryover SHIP                            | 10,752             | 10,752             | 11,092             | 11,433              |
| Carryover Surtax                          | 204,943            | 204,943            | 203,259            | 195,855             |
| Documentary Stamp Surtax                  | 36,889             | 29,295             | 24,000             | 30,000              |
| Interest Income                           | 8,420              | 350                | 4,244              | 3,038               |
| Loan Repayments                           | 15,887             | 31,634             | 10,262             | 14,548              |
| Loans Servicing Fees                      | 1,078              | 1,317              | 759                | 869                 |
| Miscellaneous Revenues                    | 7,394              | 41,866             | 10,187             | 11,467              |
| Rental Income                             | 18,643             | 16,318             | 18,193             | 16,826              |
| SHIP                                      | 1,437              | 1,906              | 1,444              | 1,437               |
| CDBG                                      | 9,681              | 12,929             | 9,381              | 13,103              |
| CDBG Program Income                       | 183                | 6,500              | 180                | 3,500               |
| Emergency Shelter Grant                   | 2,341              | 1,025              | 1,050              | 1,127               |
| Federal Funds                             | 9,505              | 4,117              | 9,307              | 9,005               |
| HOME                                      | 6,436              | 2,560              | 4,436              | 4,880               |
| HOME Program Income                       | 1,912              | 1,798              | 1,960              | 1,615               |
| Housing Assistance Payments               | 178,585            | 214,938            | 228,124            | 240,721             |
| NSP Program Income                        | 692                | 224                | 690                | 166                 |
| Public Housing Subsidy                    | 44,293             | 51,988             | 51,637             | 56,619              |
| Section 8 Admin Fee                       | 25,407             | 26,954             | 29,845             | 34,061              |
| Total Revenues                            | 639,009            | 719,500            | 673,911            | 722,097             |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 24,542             | 21,634             | 30,284             | 30,060              |
| Fringe Benefits                           | 9,070              | 11,296             | 11,004             | 9,891               |
| Court Costs                               | 307                | 165                | 296                | 302                 |
| Contractual Services                      | 36,515             | 44,208             | 38,809             | 43,537              |
| Other Operating                           | 76,363             | 66,705             | 83,836             | 72,748              |
| Charges for County Services               | 11,147             | 12,643             | 10,634             | 13,026              |
| Total Operating Expenditures              | 157,944            | 156,651            | 174,863            | 169,564             |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 182,761            | 218,827            | 232,686            | 245,087             |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 3,258              | 0                  | 3,037              | 2,353               |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 2,885              | 0                  | 263,325            | 305,093             |
| Total Non-Operating Expenditures          | 188,904            | 218,827            | 499,048            | 552,533             |

| (dollars in thousands)                      | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                      | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Health and Society</b>   |                    |                     |                    |                     |
| Office of the Director                      | 2,257              | 2,217               | 18                 | 17                  |
| Public Housing Division                     | 74,445             | 71,398              | 272                | 268                 |
| Section 8 Housing Choice Voucher            | 15,008             | 16,207              | 23                 | 23                  |
| Development                                 | 1,248              | 1,840               | 12                 | 15                  |
| Human Resources                             | 569                | 581                 | 5                  | 5                   |
| Finance and Administration                  | 4,075              | 3,889               | 61                 | 59                  |
| <b>Strategic Area: Economic Development</b> |                    |                     |                    |                     |
| Housing and Community Development           | 77,261             | 73,432              | 29                 | 30                  |
| Total Operating Expenditures                | 174,863            | 169,564             | 420                | 417                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

| (dollars in thousands)            | PRIOR         | FY 21-22      | FY 22-23      | FY 23-24     | FY 24-25     | FY 25-26 | FY 26-27 | FUTURE   | TOTAL          |
|-----------------------------------|---------------|---------------|---------------|--------------|--------------|----------|----------|----------|----------------|
| <b>Revenue</b>                    |               |               |               |              |              |          |          |          |                |
| Affordable Housing Trust          | 0             | 26,000        | 0             | 0            | 0            | 0        | 0        | 0        | 26,000         |
| BBC GOB Financing                 | 28,070        | 3,432         | 798           | 0            | 0            | 0        | 0        | 0        | 32,300         |
| Capital Funds Financing Program   | 0             | 1,500         | 2,000         | 2,000        | 935          | 0        | 0        | 0        | 6,435          |
| Capital Funds Program (CFP) - 717 | 7,424         | 0             | 0             | 0            | 0            | 0        | 0        | 0        | 7,424          |
| Capital Funds Program (CFP) - 718 | 10,656        | 897           | 0             | 0            | 0            | 0        | 0        | 0        | 11,553         |
| Capital Funds Program (CFP) - 719 | 4,740         | 3,338         | 1,873         | 962          | 0            | 0        | 0        | 0        | 10,912         |
| Capital Funds Program (CFP) - 720 | 869           | 1,720         | 2,425         | 2,925        | 3,471        | 0        | 0        | 0        | 11,410         |
| Capital Funds Program (CFP) - 721 | 0             | 589           | 3,107         | 3,132        | 3,132        | 0        | 0        | 0        | 9,959          |
| Documentary Stamp Surtax          | 3,461         | 2,539         | 0             | 0            | 0            | 0        | 0        | 0        | 6,000          |
| Hope VI Grant                     | 1,599         | 3,372         | 0             | 0            | 0            | 0        | 0        | 0        | 4,971          |
| Replacement Housing Factor (RHF)  | 391           | 0             | 0             | 0            | 0            | 0        | 0        | 0        | 391            |
| Southeast Overtown Park West CRA  | 300           | 575           | 125           | 0            | 0            | 0        | 0        | 0        | 1,000          |
| <b>Total:</b>                     | <b>57,510</b> | <b>43,962</b> | <b>10,327</b> | <b>9,018</b> | <b>7,538</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>128,356</b> |
| <b>Expenditures</b>               |               |               |               |              |              |          |          |          |                |
| <b>Strategic Area: HS</b>         |               |               |               |              |              |          |          |          |                |
| Housing for Elderly and Families  | 300           | 16,592        | 13,298        | 0            | 0            | 0        | 0        | 0        | 30,190         |
| New Affordable Housing Units      | 33,273        | 7,792         | 2,000         | 2,000        | 935          | 0        | 0        | 0        | 46,000         |
| Public Housing Improvements       | 23,938        | 7,203         | 7,404         | 7,018        | 6,603        | 0        | 0        | 0        | 52,166         |
| <b>Total:</b>                     | <b>57,510</b> | <b>31,587</b> | <b>22,702</b> | <b>9,018</b> | <b>7,538</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>128,356</b> |

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

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

**PROGRAM #: 807910**

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

LOCATION: Countywide

District Located:

Countywide

Various Public Housing Regions

District(s) Served:

Countywide



|                                   |              |                |                |                |                |                |                |               |              |
|-----------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>          | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Capital Funds Program (CFP) - 717 | 1,494        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 1,494        |
| Capital Funds Program (CFP) - 718 | 2,328        | 500            | 0              | 0              | 0              | 0              | 0              | 0             | 2,828        |
| Capital Funds Program (CFP) - 719 | 298          | 600            | 600            | 600            | 0              | 0              | 0              | 0             | 2,098        |
| Capital Funds Program (CFP) - 720 | 0            | 0              | 400            | 400            | 651            | 0              | 0              | 0             | 1,451        |
| <b>TOTAL REVENUES:</b>            | <b>4,120</b> | <b>1,100</b>   | <b>1,000</b>   | <b>1,000</b>   | <b>651</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>7,871</b> |
| <b>EXPENDITURE SCHEDULE:</b>      | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Planning and Design               | 4,120        | 1,100          | 1,000          | 1,000          | 651            | 0              | 0              | 0             | 7,871        |
| <b>TOTAL EXPENDITURES:</b>        | <b>4,120</b> | <b>1,100</b>   | <b>1,000</b>   | <b>1,000</b>   | <b>651</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>7,871</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### HOPE VI - SCOTT HOMES HISTORICAL BUILDING

**PROGRAM #:** 2000000243

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

| REVENUE SCHEDULE:          | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| Hope VI Grant              | 249        | 659        | 0        | 0        | 0        | 0        | 0        | 0        | 908        |
| <b>TOTAL REVENUES:</b>     | <b>249</b> | <b>659</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>908</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Construction               | 100        | 659        | 0        | 0        | 0        | 0        | 0        | 0        | 759        |
| Planning and Design        | 149        | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 149        |
| <b>TOTAL EXPENDITURES:</b> | <b>249</b> | <b>659</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>908</b> |

### LIBERTY SQUARE AND LINCOLN GARDENS

**PROGRAM #:** 2000000108

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

| REVENUE SCHEDULE:                | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------------|---------------|--------------|--------------|--------------|------------|----------|----------|----------|---------------|
| BBC GOB Financing                | 28,070        | 1,040        | 0            | 0            | 0          | 0        | 0        | 0        | 29,110        |
| Capital Funds Financing Program  | 0             | 1,500        | 2,000        | 2,000        | 935        | 0        | 0        | 0        | 6,435         |
| Documentary Stamp Surtax         | 3,461         | 2,539        | 0            | 0            | 0          | 0        | 0        | 0        | 6,000         |
| Hope VI Grant                    | 1,350         | 2,713        | 0            | 0            | 0          | 0        | 0        | 0        | 4,063         |
| Replacement Housing Factor (RHF) | 391           | 0            | 0            | 0            | 0          | 0        | 0        | 0        | 391           |
| <b>TOTAL REVENUES:</b>           | <b>33,273</b> | <b>7,792</b> | <b>2,000</b> | <b>2,000</b> | <b>935</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>46,000</b> |
| EXPENDITURE SCHEDULE:            | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                     | 32,855        | 7,292        | 2,000        | 2,000        | 536        | 0        | 0        | 0        | 44,682        |
| Planning and Design              | 418           | 500          | 0            | 0            | 399        | 0        | 0        | 0        | 1,317         |
| <b>TOTAL EXPENDITURES:</b>       | <b>33,273</b> | <b>7,792</b> | <b>2,000</b> | <b>2,000</b> | <b>935</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>46,000</b> |

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

**PROGRAM #:** 803240

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

| REVENUE SCHEDULE:                 | PRIOR      | 2021-22   | 2022-23   | 2023-24   | 2024-25   | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-----------------------------------|------------|-----------|-----------|-----------|-----------|----------|----------|----------|------------|
| Capital Funds Program (CFP) - 717 | 122        | 0         | 0         | 0         | 0         | 0        | 0        | 0        | 122        |
| Capital Funds Program (CFP) - 718 | 68         | 10        | 0         | 0         | 0         | 0        | 0        | 0        | 78         |
| Capital Funds Program (CFP) - 719 | 25         | 25        | 0         | 0         | 0         | 0        | 0        | 0        | 50         |
| Capital Funds Program (CFP) - 720 | 0          | 0         | 25        | 25        | 0         | 0        | 0        | 0        | 50         |
| Capital Funds Program (CFP) - 721 | 0          | 0         | 0         | 25        | 25        | 0        | 0        | 0        | 50         |
| <b>TOTAL REVENUES:</b>            | <b>215</b> | <b>35</b> | <b>25</b> | <b>50</b> | <b>25</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>350</b> |
| EXPENDITURE SCHEDULE:             | PRIOR      | 2021-22   | 2022-23   | 2023-24   | 2024-25   | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Construction                      | 215        | 35        | 25        | 50        | 25        | 0        | 0        | 0        | 350        |
| <b>TOTAL EXPENDITURES:</b>        | <b>215</b> | <b>35</b> | <b>25</b> | <b>50</b> | <b>25</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>350</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### REDEVELOPMENT OF CULMER PLACE AND CULMER GARDENS

**PROGRAM #:** 505660

**DESCRIPTION:** Redevelop Culmer Place and Culmer Gardens public housing units into a mixed-income, mixed-use development to include one-for-one replacement of existing public housing units

**LOCATION:** 800 NW 5 Ave and 554 NW 5 AVE  
City of Miami

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

| REVENUE SCHEDULE:                | PRIOR    | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|----------|--------------|------------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing                | 0        | 2,392        | 798        | 0        | 0        | 0        | 0        | 0        | 3,190        |
| Southeast Overtown Park West CRA | 0        | 375          | 125        | 0        | 0        | 0        | 0        | 0        | 500          |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>2,767</b> | <b>923</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,690</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                     | 0        | 2,767        | 923        | 0        | 0        | 0        | 0        | 0        | 3,690        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>2,767</b> | <b>923</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,690</b> |

### REDEVELOPMENT OF PUBLIC AND AFFORDABLE HOUSING

**PROGRAM #:** 2000002154

**DESCRIPTION:** Finance affordable and workforce housing projects inclusive of preservation and new construction; projects will include uses for both rental and homeownership; funds will be utilized equitably among the 13 commission districts

**LOCATION:** Various Sites  
Various Sites

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

| REVENUE SCHEDULE:          | PRIOR    | 2021-22       | 2022-23       | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|----------|---------------|---------------|----------|----------|----------|----------|----------|---------------|
| Affordable Housing Trust   | 0        | 26,000        | 0             | 0        | 0        | 0        | 0        | 0        | 26,000        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>26,000</b> | <b>0</b>      | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>26,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22       | 2022-23       | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 0        | 13,625        | 12,375        | 0        | 0        | 0        | 0        | 0        | 26,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>13,625</b> | <b>12,375</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>26,000</b> |

### REDEVELOPMENT OF RAINBOW VILLAGE AND GWEN CHERRY 23

**PROGRAM #:** 2000001716

**DESCRIPTION:** Redevelop Rainbow Village and Gwen Cherry 23 public housing units into a mixed-income, mixed-use development to include one-for-one replacement of existing public housing units

**LOCATION:** 2001 NW 4 CT  
City of Miami

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

| REVENUE SCHEDULE:                | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| Southeast Overtown Park West CRA | 300        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL REVENUES:</b>           | <b>300</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Construction                     | 300        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL EXPENDITURES:</b>       | <b>300</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

**PROGRAM #: 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         | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-----------------------------------|---------------|--------------|--------------|--------------|--------------|----------|----------|----------|---------------|
| Capital Funds Program (CFP) - 717 | 5,808         | 0            | 0            | 0            | 0            | 0        | 0        | 0        | 5,808         |
| Capital Funds Program (CFP) - 718 | 8,260         | 387          | 0            | 0            | 0            | 0        | 0        | 0        | 8,647         |
| Capital Funds Program (CFP) - 719 | 4,417         | 2,713        | 1,273        | 362          | 0            | 0        | 0        | 0        | 8,764         |
| Capital Funds Program (CFP) - 720 | 869           | 1,720        | 2,000        | 2,500        | 2,820        | 0        | 0        | 0        | 9,909         |
| Capital Funds Program (CFP) - 721 | 0             | 589          | 3,107        | 3,107        | 3,107        | 0        | 0        | 0        | 9,909         |
| <b>TOTAL REVENUES:</b>            | <b>19,354</b> | <b>5,409</b> | <b>6,379</b> | <b>5,968</b> | <b>5,927</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>43,037</b> |
| EXPENDITURE SCHEDULE:             | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                      | 19,354        | 5,409        | 6,379        | 5,968        | 5,927        | 0        | 0        | 0        | 43,037        |
| <b>TOTAL EXPENDITURES:</b>        | <b>19,354</b> | <b>5,409</b> | <b>6,379</b> | <b>5,968</b> | <b>5,927</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>43,037</b> |

### UNFUNDED CAPITAL PROJECTS

#### PROJECT NAME

PUBLIC HOUSING - PHYSICAL NEEDS ASSESSMENT

#### LOCATION

Various Sites

(dollars in thousands)

#### ESTIMATED PROJECT COST

391,325

**UNFUNDED TOTAL**

**391,325**





# STRATEGIC AREA

## Economic Development

### Mission:

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

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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Aviation

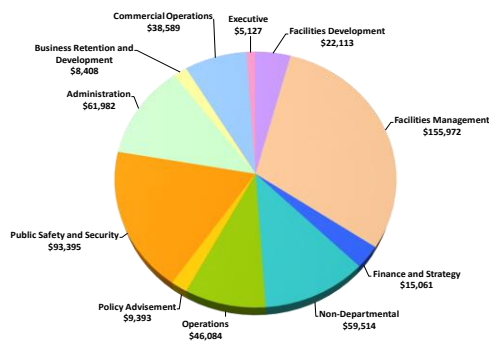
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Economic Development strategic area, 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 130 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.

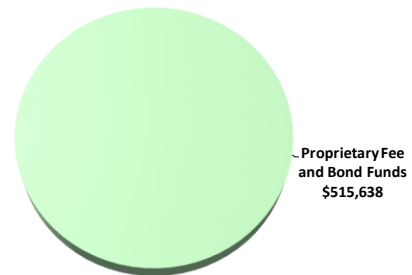
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection,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

### FY 2021-22 Adopted Operating Budget

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

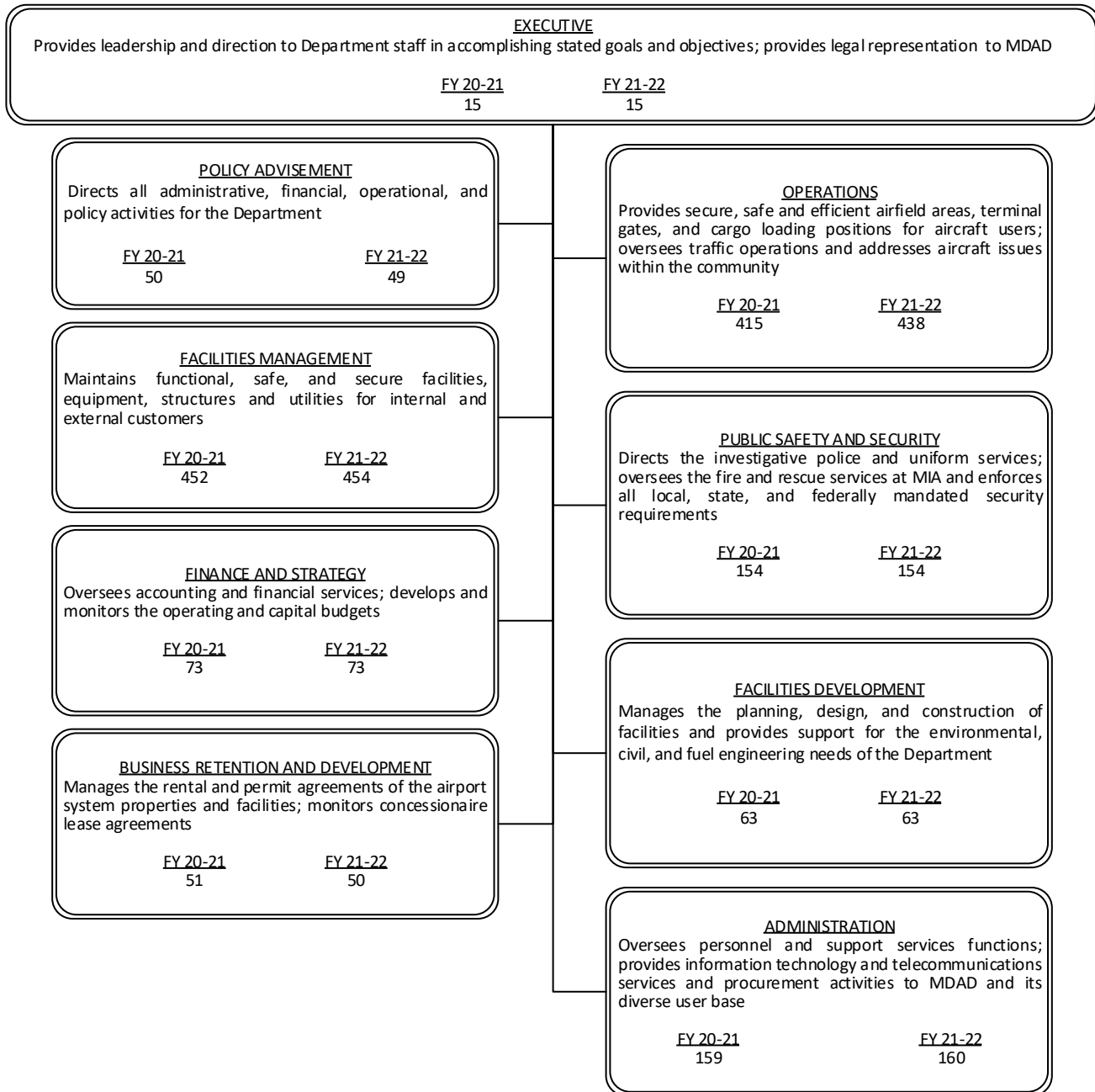


**Revenues by Source**  
(dollars in thousands)



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 1,456

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: EXECUTIVE

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

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

### DIVISION: ADMINISTRATION

The Administrative 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 to provide quality goods and services to the Department

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Small business and community outreach meetings held   | ED2-2 | ES-3 | OP   | ↔    | 50       | 163      | 116      | 120        | 125      |
| Local small car rental concession business (millions)*  | ED2-2 | ES-3 | OC   | ↑    | \$6.1    | \$4.5    | \$6.5    | \$3.7      | \$5.0    |
| Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA (millions)* | ED2-2 | ES-3 | OC   | ↑    | \$165.0  | \$85.13  | \$169.0  | \$56.0     | \$91.2   |

\*The FY 2019-20 Actual and the FY 2020-21 Projection reflect the impact of COVID-19

#### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one Administrative Officer 1 from Operations to provide administrative support functions

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: BUSINESS RETENTION AND DEVELOPMENT**

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

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

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

| Measures                                   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| MIA non-terminal rental revenue (millions) | GG4-2 | ES-3 | OC   | ↑    | \$61.1   | \$50.8   | \$60.6   | \$40.8     | \$50.0   |
| GAA revenue (millions)                     | GG4-2 | ES-3 | OC   | ↑    | \$10.2   | \$17.0   | \$9.6    | \$9.5      | \$9.6    |

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one Special Projects Administrator 1 to Facilities Management to provide administrative support functions

### **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 and 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 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers  |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Airspace analyses conducted for airport construction (monthly average) | ED1-5 | IE-3 | OP   | ↔    | 543      | 67       | 50       | 50         | 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 2021-22 Adopted Budget includes a departmental reorganization that transfers one Airport Administrative Secretary from Policy Advisement to provide office support functions and one Special Projects Administrator 1 from Business Retention and Development to provide administrative support 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| MIA cost per enplaned passenger                                       | ED1-5 | ES-3 | OC   | ↓    | \$19.23  | \$21.74  | \$24.81  | \$24.81    | \$24.47  |
| MIA passengers (millions)*  | ED1-5 | ES-3 | OC   | ↑    | 45.8     | 25.4     | 31.9     | 26.5       | 31.7     |
| MIA cargo tonnage (millions)  | ED1-5 | ES-3 | OC   | ↑    | 2.3      | 2.3      | 2.4      | 2.4        | 2.6      |
| Landing Fee Rate (per 1,000 lbs. in dollars)                          | ED1-5 | ES-3 | OC   | ↓    | \$1.62   | \$1.62   | \$1.62   | \$1.62     | \$1.62   |
| Enplaned Passengers (millions)*                                       | ED1-5 | ES-3 | OC   | ↑    | 22.7     | 12.6     | 16.0     | 13.2       | 15.8     |

\*The FY 2019-20 Actual and the FY 2020-21 Projection reflect the impact of COVID-19

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OPERATIONS

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

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

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Air Operations Area (AOA) Certification Driver Training Attendance* | GG4-1 | IE-3 | OC   | ↑    | 8,274    | 6,006    | 8,100    | 7,150      | 7,565    |

\*The FY 2019-20 Actual and the FY 2020-21 Projection reflect the impact of COVID-19

### DIVISION COMMENTS

- **The FY 2021-22 Adopted Budget includes the conversion of twenty-four Airport Operations Specialists from part-time to full-time positions**
- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one Administrative Officer 1 to Administration to provide administrative support functions

### DIVISION: POLICY ADVISEMENT

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

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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of new hires receiving "Miami Begins with MIA" training    | ED1-5 | IE-3 | EF   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |
| Overall customer service ratings for MIA                              | ED1-5 | IE-3 | OC   | ↑    | 759      | 801      | 750      | 750        | 750      |

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one Airport Administrative Secretary to Facilities Management to provide office support functions

### **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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Average number of overall crimes per month at MIA*                    | PS3-3 | ES-2 | OC   | ↓    | 57       | 26       | 70       | 70         | 65       |

\*The FY 2019-20 Actual reflects the impact of COVID-19

### ADDITIONAL INFORMATION

- MDAD's promotional funds total \$258,100 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community and Global Outreach Programs (\$158,100), 2021 Air Cargo and Air Logistics Americas (\$50,000) and various other activities (\$50,000)
- MDAD was awarded \$207 million in grant funding related to the Coronavirus Aid, Relief, and Economic Security (CARES) Act related to Debt Service payments and to the reimbursement of operating expenses

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2021-22 Capital Improvement Program (CIP), has 20 subprograms projects that include: MIA Central Base Apron and Utilities, MIA Concourse E, MIA South Terminal, MIA Miscellaneous Projects, MIA Passenger Boarding Bridges, MIA Land Acquisition (MII 2020), MIA Airfield and Airside, MIA North Terminal, MIA Central Terminal, MIA South Terminal Expansion, MIA Terminal Wide, MIA Terminal Wide Roof, MIA Terminal Wide Restrooms, MIA Cargo and Non-Terminal Buildings, MIA Landside and Roadways, MIA Fuel Facilities, General Aviation Airports, MIA Land Acquisition, MIA Support Projects, and MIA Reserve Maintenance (total program cost \$5.857 billion; \$479.099 million in FY 2021-22)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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- ✎ 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 General Aviation Airports Subprogram cost \$117.607 million, \$17.395 million in FY 2021-22; capital program #2000001049)
- ✎ 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 2022-23 (total Central Base Apron and Utilities Subprogram cost \$108.482 million, \$54.634 million in FY 2021-22; capital program #2000000093)
- ✎ The Department's FY 2021-22 Adopted Budget and 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 \$1.739 billion, \$13.272 in FY 2021-22; capital program #2000001041)
- ✎ The new Concourse E chiller plant project started the architectural and engineering procurement process in the second quarter of FY 2018-19 and was completed in April 2021, the project is under design which is projected to be completed by the last quarter of FY 2021-2022; the total Concourse E Subprogram cost is \$390.293 million with \$34.242 million projected to be spent in FY 2021-22 (capital program #2000000094)
- ✎ Under the Department's Miscellaneous Project Subprogram, the Airport Operations Center project is currently under design which is estimated to be completed by the second quarter of FY 2021-22; 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 under construction and expected to be completed by the second quarter of FY 2021-22; the Central Terminal Ticket Counter replacement project which, will improve passenger circulation and align with the new baggage handling system (completed in June 2021), began in April 2016 and is still in progress with construction anticipated completion date of the first quarter of FY 2023-24 (total Miscellaneous Project Subprogram cost \$488.644 million, \$117.354 million in FY 2021-22; capital program #2000000096)
- ✎ Among the many other capital projects ongoing in the North Terminal, the renovation of restrooms is expected to start construction in the last quarter of FY 2021-22 with a FY 2023-24 second quarter completion date (total North Terminal Subprogram cost is \$589.195 million, \$5.486 million in FY 2021-22; capital program #2000001042)
- ✎ 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 2021-22 and is projecting to have replaced 34 passenger boarding bridges in total by the second quarter of FY 2023-24; 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, \$24.325 million in FY 2021-22; capital program #2000000596)
- In the first quarter of FY 2022-23, 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 third quarter of FY 2027-28 (total South Terminal Expansion Subprogram cost \$448.893 million, \$19.870 million in FY 2021-22; capital program #2000001317)
- ✎ 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 is projected to be completed in the last quarter of FY 2021-22 (total Support Projects Subprogram cost is \$44.109 million, \$14.921 million in FY 2021-22; capital program #2000001319)
- ✎ Under the Terminal-Wide Roof Subprogram, it is anticipated that the department will start the design of the terminal-wide re-roofing and lighting systems project by the first quarter in FY 2021-22 (total Terminal-Wide Subprogram cost \$119.772 million, \$3.394 million in FY 2021-22; capital program #2000001574)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 1,067                  | 914                | 1,030              | 950                    | 918                |
| Fuel                    | 1,030                  | 1,144              | 1,463              | 730                    | 1,430              |
| Overtime                | 3,708                  | 3,345              | 4,301              | 2,792                  | 4,249              |
| Rent                    | 0                      | 0                  | 0                  | 0                      | 0                  |
| Security Services       | 9,945                  | 8,816              | 8,920              | 8,691                  | 8,691              |
| Temporary Services      | 172                    | 140                | 95                 | 92                     | 79                 |
| Travel and Registration | 254                    | 122                | 712                | 350                    | 509                |
| Utilities               | 60,148                 | 45,540             | 52,975             | 45,868                 | 50,075             |

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

| Fee Adjustments              | Current Fee<br>FY 20-21 | Adopted Fee<br>FY 21-22 | Dollar Impact<br>FY 21-22 |
|------------------------------|-------------------------|-------------------------|---------------------------|
| • Landing Fee                | 1.62                    | 1.62                    | \$-2,304,000              |
| • Concourse Fee              | 4.91                    | 4.91                    | \$-3,046,000              |
| • Preferential Gate Fee      | 666,161.83              | 648,105.45              | \$8,602,000               |
| • Baggage Claim Fee          | .92                     | 1.00                    | \$57,000                  |
| • Screening Fee              | 1.44                    | 1.57                    | \$79,000                  |
| • Baggage Make-up (Capital)  | .50                     | .55                     | \$484,000                 |
| • International Facility Fee | 12.43                   | 12.77                   | \$-6,825,000              |
| • Terminal Rent - Class I    | 88.75                   | 85.16                   | \$40,000                  |
| • Terminal Rent - Class II   | 133.13                  | 127.74                  | \$-4,621,000              |
| • Terminal Rent - Class III  | 88.75                   | 85.16                   | \$-92,000                 |
| • Terminal Rent - Class IV   | 44.38                   | 42.58                   | \$42,000                  |
| • Terminal Rent - Class V    | 22.19                   | 21.29                   | \$-11,000                 |
| • Terminal Rent - Class VI   | 88.75                   | 85.16                   | \$-2,000                  |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| Aviation Fees and Charges                 | 390,395            | 248,624            | 338,899            | 337,658             |
| Carryover                                 | 98,891             | 86,157             | 92,826             | 89,129              |
| Commercial Operations                     | 278,630            | 160,832            | 209,853            | 201,660             |
| Non-Operating Revenue                     | 91,293             | 97,591             | 58,000             | 41,000              |
| Other Revenues                            | 25,034             | 89,233             | 24,008             | 71,377              |
| Rental Income                             | 148,941            | 116,031            | 222,278            | 165,801             |
| Total Revenues                            | 1,033,184          | 798,468            | 945,864            | 906,625             |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 98,012             | 105,930            | 111,658            | 113,034             |
| Fringe Benefits                           | 38,206             | 37,930             | 43,970             | 45,642              |
| Court Costs                               | 147                | 103                | 328                | 287                 |
| Contractual Services                      | 94,017             | 96,441             | 140,452            | 130,321             |
| Other Operating                           | 147,178            | 119,036            | 126,655            | 122,261             |
| Charges for County Services               | 98,468             | 91,250             | 97,818             | 100,456             |
| Capital                                   | 2,520              | 1,332              | 3,405              | 3,637               |
| Total Operating Expenditures              | 478,548            | 452,022            | 524,286            | 515,638             |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 466,118            | 274,238            | 332,449            | 303,329             |
| 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                  | 89,129             | 87,658              |
| Total Non-Operating Expenditures          | 466,118            | 274,238            | 421,578            | 390,987             |

| (dollars in thousands)                      | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                      | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Economic Development</b> |                    |                     |                    |                     |
| Executive                                   | 5,006              | 5,127               | 15                 | 15                  |
| Administration                              | 57,685             | 61,982              | 159                | 160                 |
| Business Retention and Development          | 8,334              | 8,408               | 51                 | 50                  |
| Commercial Operations                       | 33,977             | 38,589              | 0                  | 0                   |
| Facilities Development                      | 23,279             | 22,113              | 63                 | 63                  |
| Facilities Management                       | 167,316            | 155,972             | 452                | 454                 |
| Finance and Strategy                        | 13,762             | 15,061              | 73                 | 73                  |
| Operations                                  | 46,495             | 46,084              | 415                | 438                 |
| Policy Advisement                           | 9,694              | 9,393               | 50                 | 49                  |
| Public Safety and Security                  | 93,659             | 93,395              | 154                | 154                 |
| Non-Departmental                            | 65,079             | 59,514              | 0                  | 0                   |
| Total Operating Expenditures                | 524,286            | 515,638             | 1,432              | 1,456               |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

| (dollars in thousands)                       | PRIOR          | FY 21-22       | FY 22-23       | FY 23-24       | FY 24-25       | FY 25-26       | FY 26-27       | FUTURE           | TOTAL            |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| <b>Revenue</b>                               |                |                |                |                |                |                |                |                  |                  |
| Aviation 2016 Commercial Paper               | 170,000        | 0              | 0              | 0              | 0              | 0              | 0              | 0                | 170,000          |
| Aviation 2021 Commercial Paper               | 27,733         | 172,267        | 0              | 0              | 0              | 0              | 0              | 0                | 200,000          |
| Aviation Operating Funds                     | 2,061          | 0              | 0              | 0              | 0              | 0              | 0              | 0                | 2,061            |
| Aviation Passenger Facility Charge           | 28,927         | 35,674         | 54,621         | 0              | 0              | 0              | 0              | 0                | 119,222          |
| Aviation Revenue Bonds                       | 225,040        | 23,292         | 0              | 0              | 0              | 0              | 0              | 0                | 248,332          |
| Claims Construction Fund                     | 2,574          | 4,272          | 1,666          | 0              | 0              | 0              | 0              | 0                | 8,512            |
| Double-Barreled GO Bonds                     | 9,006          | 17,157         | 4,014          | 0              | 0              | 0              | 0              | 0                | 30,177           |
| FDOT Funds                                   | 76,347         | 28,209         | 17,843         | 8,571          | 23,684         | 10,015         | 3,871          | 24,397           | 192,937          |
| Federal Aviation Administration              | 82,269         | 48,434         | 3,662          | 14,362         | 39,390         | 6,110          | 0              | 0                | 194,227          |
| Future Financing                             | 0              | 83,929         | 354,112        | 308,769        | 297,788        | 425,261        | 380,735        | 2,359,750        | 4,210,344        |
| Improvement Fund                             | 12,307         | 1,913          | 27,501         | 0              | 147            | 88             | 1,313          | 894              | 44,163           |
| Reserve Maintenance Fund                     | 145,053        | 60,000         | 25,000         | 25,000         | 25,000         | 25,000         | 25,000         | 0                | 330,053          |
| Transportation Security Administration Funds | 103,470        | 3,952          | 0              | 0              | 0              | 0              | 0              | 0                | 107,422          |
| <b>Total:</b>                                | <b>884,787</b> | <b>479,099</b> | <b>488,419</b> | <b>356,702</b> | <b>386,009</b> | <b>466,474</b> | <b>410,919</b> | <b>2,385,041</b> | <b>5,857,450</b> |
| <b>Expenditures</b>                          |                |                |                |                |                |                |                |                  |                  |
| <b>Strategic Area: ED</b>                    |                |                |                |                |                |                |                |                  |                  |
| Facility Expansion                           | 16,579         | 41,254         | 119,615        | 65,741         | 71,732         | 116,558        | 146,808        | 93,118           | 671,405          |
| Facility Improvements                        | 868,208        | 437,845        | 368,804        | 290,961        | 314,277        | 349,916        | 264,111        | 2,291,923        | 5,186,045        |
| <b>Total:</b>                                | <b>884,787</b> | <b>479,099</b> | <b>488,419</b> | <b>356,702</b> | <b>386,009</b> | <b>466,474</b> | <b>410,919</b> | <b>2,385,041</b> | <b>5,857,450</b> |

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### GENERAL AVIATION AIRPORTS SUBPROGRAM

PROGRAM #: 2000001049



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

LOCATION: General Aviation Airports  
Various Sites

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

| REVENUE SCHEDULE:               | PRIOR        | 2021-22       | 2022-23      | 2023-24       | 2024-25       | 2025-26       | 2026-27      | FUTURE        | TOTAL          |
|---------------------------------|--------------|---------------|--------------|---------------|---------------|---------------|--------------|---------------|----------------|
| Aviation 2016 Commercial Paper  | 140          | 0             | 0            | 0             | 0             | 0             | 0            | 0             | 140            |
| Aviation Revenue Bonds          | 777          | 4,461         | 0            | 0             | 0             | 0             | 0            | 0             | 5,238          |
| FDOT Funds                      | 1,394        | 8,610         | 2,919        | 1,491         | 5,644         | 326           | 0            | 0             | 20,384         |
| Federal Aviation Administration | 5,654        | 4,324         | 902          | 8,627         | 15,804        | 0             | 0            | 0             | 35,311         |
| Future Financing                | 0            | 0             | 3,653        | 1,706         | 5,730         | 16,738        | 8,815        | 19,892        | 56,534         |
| <b>TOTAL REVENUES:</b>          | <b>7,965</b> | <b>17,395</b> | <b>7,474</b> | <b>11,824</b> | <b>27,178</b> | <b>17,064</b> | <b>8,815</b> | <b>19,892</b> | <b>117,607</b> |
| EXPENDITURE SCHEDULE:           | PRIOR        | 2021-22       | 2022-23      | 2023-24       | 2024-25       | 2025-26       | 2026-27      | FUTURE        | TOTAL          |
| Construction                    | 6,881        | 15,985        | 6,102        | 10,758        | 26,462        | 17,064        | 8,815        | 19,892        | 111,959        |
| Planning and Design             | 1,084        | 1,410         | 1,372        | 1,066         | 716           | 0             | 0            | 0             | 5,648          |
| <b>TOTAL EXPENDITURES:</b>      | <b>7,965</b> | <b>17,395</b> | <b>7,474</b> | <b>11,824</b> | <b>27,178</b> | <b>17,064</b> | <b>8,815</b> | <b>19,892</b> | <b>117,607</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - AIRFIELD/AIRSIDE SUBPROGRAM

**PROGRAM #:** 2000001046

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

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

| REVENUE SCHEDULE:               | PRIOR    | 2021-22      | 2022-23      | 2023-24      | 2024-25       | 2025-26       | 2026-27    | FUTURE   | TOTAL         |
|---------------------------------|----------|--------------|--------------|--------------|---------------|---------------|------------|----------|---------------|
| Aviation Revenue Bonds          | 0        | 305          | 0            | 0            | 0             | 0             | 0          | 0        | 305           |
| FDOT Funds                      | 0        | 0            | 0            | 11           | 3,613         | 0             | 0          | 0        | 3,624         |
| Federal Aviation Administration | 0        | 916          | 2,760        | 5,735        | 23,586        | 6,110         | 0          | 0        | 39,107        |
| Future Financing                | 0        | 0            | 920          | 1,900        | 6,906         | 25,252        | 819        | 0        | 35,797        |
| <b>TOTAL REVENUES:</b>          | <b>0</b> | <b>1,221</b> | <b>3,680</b> | <b>7,646</b> | <b>34,105</b> | <b>31,362</b> | <b>819</b> | <b>0</b> | <b>78,833</b> |
| EXPENDITURE SCHEDULE:           | PRIOR    | 2021-22      | 2022-23      | 2023-24      | 2024-25       | 2025-26       | 2026-27    | FUTURE   | TOTAL         |
| Construction                    | 0        | 145          | 438          | 7,566        | 34,105        | 31,362        | 819        | 0        | 74,435        |
| Planning and Design             | 0        | 1,076        | 3,242        | 80           | 0             | 0             | 0          | 0        | 4,398         |
| <b>TOTAL EXPENDITURES:</b>      | <b>0</b> | <b>1,221</b> | <b>3,680</b> | <b>7,646</b> | <b>34,105</b> | <b>31,362</b> | <b>819</b> | <b>0</b> | <b>78,833</b> |

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

**PROGRAM #:** 2000001048

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

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

| REVENUE SCHEDULE:              | PRIOR        | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|--------------------------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Aviation 2021 Commercial Paper | 0            | 4,827        | 0             | 0             | 0             | 0             | 0             | 0             | 4,827          |
| Aviation Revenue Bonds         | 1,435        | 1,744        | 0             | 0             | 0             | 0             | 0             | 0             | 3,179          |
| FDOT Funds                     | 342          | 2,991        | 527           | 127           | 7,355         | 0             | 0             | 0             | 11,342         |
| Future Financing               | 0            | 0            | 19,484        | 22,642        | 55,391        | 32,186        | 18,114        | 14,936        | 162,753        |
| <b>TOTAL REVENUES:</b>         | <b>1,777</b> | <b>9,562</b> | <b>20,011</b> | <b>22,769</b> | <b>62,746</b> | <b>32,186</b> | <b>18,114</b> | <b>14,936</b> | <b>182,101</b> |
| EXPENDITURE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Construction                   | 602          | 4,971        | 19,372        | 20,446        | 62,494        | 32,186        | 18,043        | 14,130        | 172,244        |
| Planning and Design            | 1,175        | 4,591        | 639           | 2,323         | 252           | 0             | 71            | 806           | 9,857          |
| <b>TOTAL EXPENDITURES:</b>     | <b>1,777</b> | <b>9,562</b> | <b>20,011</b> | <b>22,769</b> | <b>62,746</b> | <b>32,186</b> | <b>18,114</b> | <b>14,936</b> | <b>182,101</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

PROGRAM #: 2000000093

#### SUBPROGRAM

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

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

| REVENUE SCHEDULE:                  | PRIOR         | 2021-22       | 2022-23       | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|------------------------------------|---------------|---------------|---------------|----------|----------|----------|----------|----------|----------------|
| Aviation 2016 Commercial Paper     | 541           | 0             | 0             | 0        | 0        | 0        | 0        | 0        | 541            |
| Aviation Passenger Facility Charge | 0             | 2,709         | 13,538        | 0        | 0        | 0        | 0        | 0        | 16,247         |
| Aviation Revenue Bonds             | 10,508        | 4,492         | 0             | 0        | 0        | 0        | 0        | 0        | 15,000         |
| FDOT Funds                         | 4,805         | 4,239         | 0             | 0        | 0        | 0        | 0        | 0        | 9,044          |
| Federal Aviation Administration    | 24,456        | 43,194        | 0             | 0        | 0        | 0        | 0        | 0        | 67,650         |
| <b>TOTAL REVENUES:</b>             | <b>40,310</b> | <b>54,634</b> | <b>13,538</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>108,482</b> |
| EXPENDITURE SCHEDULE:              | PRIOR         | 2021-22       | 2022-23       | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Construction                       | 36,394        | 53,727        | 13,418        | 0        | 0        | 0        | 0        | 0        | 103,539        |
| Planning and Design                | 3,916         | 907           | 120           | 0        | 0        | 0        | 0        | 0        | 4,943          |
| <b>TOTAL EXPENDITURES:</b>         | <b>40,310</b> | <b>54,634</b> | <b>13,538</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>108,482</b> |

### MIAMI INTERNATIONAL AIRPORT (MIA) - CENTRAL TERMINAL SUBPROGRAM

PROGRAM #: 2000001041

DESCRIPTION: Redevelop Concourse E to Concourse F connector; redevelop Concourse F infill for a new secure concession and circulations; improve ticket lobby and raise lobby roof; improve vertical circulation; consolidate Security Screening Check Point for concourse E and concourse F; replace terminal entrance doors; implement phase 2 of lower concourse E Federal Inspection Services; renovate MIA central terminal façade and curbside

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

| REVENUE SCHEDULE:              | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE           | TOTAL            |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------------|------------------|
| Aviation 2021 Commercial Paper | 18,935        | 4,110         | 0             | 0             | 0             | 0             | 0             | 0                | 23,045           |
| Aviation Revenue Bonds         | 775           | 0             | 0             | 0             | 0             | 0             | 0             | 0                | 775              |
| FDOT Funds                     | 0             | 0             | 370           | 1,457         | 2,173         | 0             | 0             | 0                | 4,000            |
| Future Financing               | 0             | 9,162         | 24,888        | 9,744         | 30,848        | 48,904        | 61,871        | 1,525,772        | 1,711,189        |
| <b>TOTAL REVENUES:</b>         | <b>19,710</b> | <b>13,272</b> | <b>25,258</b> | <b>11,201</b> | <b>33,021</b> | <b>48,904</b> | <b>61,871</b> | <b>1,525,772</b> | <b>1,739,009</b> |
| EXPENDITURE SCHEDULE:          | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE           | TOTAL            |
| Construction                   | 18,296        | 11,803        | 22,618        | 4,894         | 12,080        | 18,435        | 59,019        | 1,503,710        | 1,650,855        |
| Planning and Design            | 1,414         | 1,469         | 2,640         | 6,307         | 20,941        | 30,469        | 2,852         | 22,062           | 88,154           |
| <b>TOTAL EXPENDITURES:</b>     | <b>19,710</b> | <b>13,272</b> | <b>25,258</b> | <b>11,201</b> | <b>33,021</b> | <b>48,904</b> | <b>61,871</b> | <b>1,525,772</b> | <b>1,739,009</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - CONCOURSE E SUBPROGRAM

PROGRAM #: 2000000094

DESCRIPTION: Renovate Concourse E to include interior, exterior and code requirement upgrades; upgrade passenger loading bridges; replace automated people mover; rehabilitate apron pavement in Concourse E's Satellite and Lower concourse; implement automated processing for inbound international passengers working in conjunction with the Department of Homeland Security utilizing the latest technology and modified Transportation Security Administration (TSA) approved processes; build new chiller plant to meet preconditioned air demands; and upgrade life safety features

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

| REVENUE SCHEDULE:               | PRIOR          | 2021-22       | 2022-23       | 2023-24      | 2024-25      | 2025-26    | 2026-27      | FUTURE        | TOTAL          |
|---------------------------------|----------------|---------------|---------------|--------------|--------------|------------|--------------|---------------|----------------|
| Aviation 2016 Commercial Paper  | 7,550          | 0             | 0             | 0            | 0            | 0          | 0            | 0             | 7,550          |
| Aviation 2021 Commercial Paper  | 0              | 33,230        | 0             | 0            | 0            | 0          | 0            | 0             | 33,230         |
| Aviation Operating Funds        | 175            | 0             | 0             | 0            | 0            | 0          | 0            | 0             | 175            |
| Aviation Revenue Bonds          | 121,916        | 0             | 0             | 0            | 0            | 0          | 0            | 0             | 121,916        |
| FDOT Funds                      | 42,110         | 1,012         | 2,680         | 98           | 160          | 136        | 582          | 7,541         | 54,319         |
| Federal Aviation Administration | 8,735          | 0             | 0             | 0            | 0            | 0          | 0            | 0             | 8,735          |
| Future Financing                | 0              | 0             | 74,867        | 8,264        | 4,662        | 136        | 1,323        | 5,903         | 95,155         |
| Reserve Maintenance Fund        | 69,213         | 0             | 0             | 0            | 0            | 0          | 0            | 0             | 69,213         |
| <b>TOTAL REVENUES:</b>          | <b>249,699</b> | <b>34,242</b> | <b>77,547</b> | <b>8,362</b> | <b>4,822</b> | <b>272</b> | <b>1,905</b> | <b>13,444</b> | <b>390,293</b> |
| EXPENDITURE SCHEDULE:           | PRIOR          | 2021-22       | 2022-23       | 2023-24      | 2024-25      | 2025-26    | 2026-27      | FUTURE        | TOTAL          |
| Construction                    | 241,088        | 32,749        | 75,317        | 8,189        | 4,527        | 32         | 1,905        | 13,444        | 377,251        |
| Planning and Design             | 8,611          | 1,493         | 2,230         | 173          | 295          | 240        | 0            | 0             | 13,042         |
| <b>TOTAL EXPENDITURES:</b>      | <b>249,699</b> | <b>34,242</b> | <b>77,547</b> | <b>8,362</b> | <b>4,822</b> | <b>272</b> | <b>1,905</b> | <b>13,444</b> | <b>390,293</b> |

### MIAMI INTERNATIONAL AIRPORT (MIA) - FUEL FACILITIES SUBPROGRAM

PROGRAM #: 2000001318

DESCRIPTION: Design and construct a 95,600-gallon fuel tank at the fuel storage facility; design and construct another fuel tank at the fuel storage facility along with a maintenance and administration building as part of the Fuel Storage Facility Expansion Phase 2

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

| REVENUE SCHEDULE:          | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25    | 2025-26    | 2026-27      | FUTURE        | TOTAL         |
|----------------------------|------------|----------|----------|----------|------------|------------|--------------|---------------|---------------|
| FDOT Funds                 | 0          | 0        | 0        | 0        | 9          | 88         | 1,313        | 9,000         | 10,410        |
| Future Financing           | 0          | 0        | 0        | 0        | 0          | 729        | 1,271        | 36,976        | 38,976        |
| Improvement Fund           | 684        | 0        | 0        | 0        | 147        | 88         | 1,313        | 894           | 3,126         |
| <b>TOTAL REVENUES:</b>     | <b>684</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>156</b> | <b>905</b> | <b>3,897</b> | <b>46,870</b> | <b>52,512</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22  | 2022-23  | 2023-24  | 2024-25    | 2025-26    | 2026-27      | FUTURE        | TOTAL         |
| Construction               | 0          | 0        | 0        | 0        | 18         | 108        | 2,777        | 46,736        | 49,639        |
| Planning and Design        | 684        | 0        | 0        | 0        | 138        | 797        | 1,120        | 134           | 2,873         |
| <b>TOTAL EXPENDITURES:</b> | <b>684</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>156</b> | <b>905</b> | <b>3,897</b> | <b>46,870</b> | <b>52,512</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - LAND ACQUISITION 2020 SUBPROGRAM PROGRAM #: 2000001340

DESCRIPTION: Expand MIA's blueprint through land acquisition; as per MIA's Airline Use Agreement (AUA) which requires that certain capital projects be submitted for approval through the Majority-In-Interest(MII) of the Miami Airport Affairs Committee (MAAC) Airlines; the MAAC serves as the liaison between the MIA airlines and MDAD; the MAAC approved this land acquisition program.

LOCATION: Various Sites District Located: 6  
Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR    | 2021-22       | 2022-23       | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|----------|---------------|---------------|----------|----------|----------|----------|----------|---------------|
| Future Financing           | 0        | 21,384        | 26,445        | 0        | 0        | 0        | 0        | 0        | 47,829        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>21,384</b> | <b>26,445</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>47,829</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22       | 2022-23       | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 0        | 21,384        | 26,445        | 0        | 0        | 0        | 0        | 0        | 47,829        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>21,384</b> | <b>26,445</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>47,829</b> |

### MIAMI INTERNATIONAL AIRPORT (MIA) - LAND ACQUISITION SUBPROGRAM PROGRAM #: 2000001655

DESCRIPTION: Expand MIA's blueprint through land acquisition; this land acquisition program does not fall under the Miami Airport Affairs Committee (MAAC) required approval

LOCATION: Various sites District Located: 6  
Various Sites District(s) Served: 13

| REVENUE SCHEDULE:          | PRIOR         | 2021-22  | 2022-23       | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|----------------------------|---------------|----------|---------------|---------------|----------|----------|----------|----------|----------------|
| Aviation Revenue Bonds     | 10,682        | 0        | 0             | 0             | 0        | 0        | 0        | 0        | 10,682         |
| Future Financing           | 0             | 0        | 53,245        | 53,244        | 0        | 0        | 0        | 0        | 106,489        |
| Improvement Fund           | 5,000         | 0        | 0             | 0             | 0        | 0        | 0        | 0        | 5,000          |
| <b>TOTAL REVENUES:</b>     | <b>15,682</b> | <b>0</b> | <b>53,245</b> | <b>53,244</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>122,171</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22  | 2022-23       | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Construction               | 15,682        | 0        | 53,245        | 53,244        | 0        | 0        | 0        | 0        | 122,171        |
| <b>TOTAL EXPENDITURES:</b> | <b>15,682</b> | <b>0</b> | <b>53,245</b> | <b>53,244</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>122,171</b> |

### MIAMI INTERNATIONAL AIRPORT (MIA) - LANDSIDE AND ROADWAYS SUBPROGRAM PROGRAM #: 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    | 2021-22  | 2022-23    | 2023-24    | 2024-25      | 2025-26    | 2026-27      | FUTURE        | TOTAL         |
|----------------------------|----------|----------|------------|------------|--------------|------------|--------------|---------------|---------------|
| FDOT Funds                 | 0        | 0        | 61         | 217        | 363          | 90         | 1,976        | 7,856         | 10,563        |
| Future Financing           | 0        | 0        | 161        | 442        | 2,157        | 125        | 1,976        | 14,267        | 19,128        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>0</b> | <b>222</b> | <b>659</b> | <b>2,520</b> | <b>215</b> | <b>3,952</b> | <b>22,123</b> | <b>29,691</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22  | 2022-23    | 2023-24    | 2024-25      | 2025-26    | 2026-27      | FUTURE        | TOTAL         |
| Construction               | 0        | 0        | 31         | 212        | 1,881        | 56         | 3,952        | 22,123        | 28,255        |
| Planning and Design        | 0        | 0        | 191        | 447        | 639          | 159        | 0            | 0             | 1,436         |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>0</b> | <b>222</b> | <b>659</b> | <b>2,520</b> | <b>215</b> | <b>3,952</b> | <b>22,123</b> | <b>29,691</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - MISCELLANEOUS PROJECTS SUBPROGRAM

**PROGRAM #: 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  
Unincorporated Miami-Dade County

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



| REVENUE SCHEDULE:                  | PRIOR          | 2021-22        | 2022-23       | 2023-24        | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|------------------------------------|----------------|----------------|---------------|----------------|------------|----------|----------|----------|----------------|
| Aviation 2016 Commercial Paper     | 40,638         | 0              | 0             | 0              | 0          | 0        | 0        | 0        | 40,638         |
| Aviation 2021 Commercial Paper     | 8,798          | 63,630         | 0             | 0              | 0          | 0        | 0        | 0        | 72,428         |
| Aviation Passenger Facility Charge | 9,228          | 0              | 0             | 0              | 0          | 0        | 0        | 0        | 9,228          |
| Aviation Revenue Bonds             | 34,745         | 4,265          | 0             | 0              | 0          | 0        | 0        | 0        | 39,010         |
| Double-Barreled GO Bonds           | 1,557          | 14,429         | 4,014         | 0              | 0          | 0        | 0        | 0        | 20,000         |
| FDOT Funds                         | 9,815          | 5,068          | 544           | 0              | 0          | 0        | 0        | 0        | 15,427         |
| Federal Aviation Administration    | 40,035         | 0              | 0             | 0              | 0          | 0        | 0        | 0        | 40,035         |
| Future Financing                   | 0              | 29,962         | 67,447        | 124,796        | 823        | 0        | 0        | 0        | 223,028        |
| Improvement Fund                   | 1,469          | 0              | 27,031        | 0              | 0          | 0        | 0        | 0        | 28,500         |
| Reserve Maintenance Fund           | 350            | 0              | 0             | 0              | 0          | 0        | 0        | 0        | 350            |
| <b>TOTAL REVENUES:</b>             | <b>146,635</b> | <b>117,354</b> | <b>99,036</b> | <b>124,796</b> | <b>823</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>488,644</b> |
| EXPENDITURE SCHEDULE:              | PRIOR          | 2021-22        | 2022-23       | 2023-24        | 2024-25    | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Construction                       | 135,106        | 115,442        | 98,022        | 124,393        | 823        | 0        | 0        | 0        | 473,786        |
| Planning and Design                | 11,529         | 1,912          | 1,014         | 403            | 0          | 0        | 0        | 0        | 14,858         |
| <b>TOTAL EXPENDITURES:</b>         | <b>146,635</b> | <b>117,354</b> | <b>99,036</b> | <b>124,796</b> | <b>823</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>488,644</b> |

### MIAMI INTERNATIONAL AIRPORT (MIA) - NEW PROGRAM CONTINGENCY

**PROGRAM #: 2000001674**

**DESCRIPTION:** Provide contingency funding for various unusual and/or extraordinary project costs including but not limited to unforeseen construction costs.

**LOCATION:** Miami International Airport  
Unincorporated Miami-Dade County

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



| REVENUE SCHEDULE:          | PRIOR    | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE         | TOTAL          |
|----------------------------|----------|----------|----------|----------|----------|----------|----------|----------------|----------------|
| Future Financing           | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 354,566        | 354,566        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>354,566</b> | <b>354,566</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22  | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE         | TOTAL          |
| Construction               | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 354,566        | 354,566        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>354,566</b> | <b>354,566</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - NORTH TERMINAL SUBPROGRAM

PROGRAM #: 2000001042

DESCRIPTION: Redevelopment of North Terminal's regional commuter facility to include Concourse D west extension of building and apron; upgrade North Terminal ramp level restrooms; implement North Terminal Gate Optimization and North Terminal Gate infrastructure upgrades to accommodate larger aircraft; and install Swing Door at gate D-60

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

| REVENUE SCHEDULE:              | PRIOR        | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE         | TOTAL          |
|--------------------------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| Aviation 2021 Commercial Paper | 0            | 1,214        | 0             | 0             | 0             | 0             | 0             | 0              | 1,214          |
| Claims Construction Fund       | 2,574        | 4,272        | 1,666         | 0             | 0             | 0             | 0             | 0              | 8,512          |
| Future Financing               | 0            | 0            | 13,079        | 32,267        | 26,062        | 93,478        | 91,942        | 322,641        | 579,469        |
| <b>TOTAL REVENUES:</b>         | <b>2,574</b> | <b>5,486</b> | <b>14,745</b> | <b>32,267</b> | <b>26,062</b> | <b>93,478</b> | <b>91,942</b> | <b>322,641</b> | <b>589,195</b> |
| EXPENDITURE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE         | TOTAL          |
| Construction                   | 1,957        | 4,410        | 5,036         | 19,029        | 18,872        | 93,478        | 91,942        | 322,641        | 557,365        |
| Planning and Design            | 617          | 1,076        | 9,709         | 13,238        | 7,190         | 0             | 0             | 0              | 31,830         |
| <b>TOTAL EXPENDITURES:</b>     | <b>2,574</b> | <b>5,486</b> | <b>14,745</b> | <b>32,267</b> | <b>26,062</b> | <b>93,478</b> | <b>91,942</b> | <b>322,641</b> | <b>589,195</b> |

### MIAMI INTERNATIONAL AIRPORT (MIA) - PASSENGER BOARDING BRIDGES SUBPROGRAM

PROGRAM #: 2000000596

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

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

| REVENUE SCHEDULE:                  | PRIOR         | 2021-22       | 2022-23       | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|------------------------------------|---------------|---------------|---------------|----------|----------|----------|----------|----------|---------------|
| Aviation Passenger Facility Charge | 14,120        | 24,325        | 39,405        | 0        | 0        | 0        | 0        | 0        | 77,850        |
| <b>TOTAL REVENUES:</b>             | <b>14,120</b> | <b>24,325</b> | <b>39,405</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>77,850</b> |
| EXPENDITURE SCHEDULE:              | PRIOR         | 2021-22       | 2022-23       | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                       | 13,737        | 23,261        | 37,935        | 0        | 0        | 0        | 0        | 0        | 74,933        |
| Planning and Design                | 383           | 1,064         | 1,470         | 0        | 0        | 0        | 0        | 0        | 2,917         |
| <b>TOTAL EXPENDITURES:</b>         | <b>14,120</b> | <b>24,325</b> | <b>39,405</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>77,850</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - RESERVE MAINTENANCE SUBPROGRAM

PROGRAM #: 2000000068

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

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

| REVENUE SCHEDULE:          | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE   | TOTAL          |
|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------|----------------|
| Reserve Maintenance Fund   | 70,925        | 58,874        | 23,443        | 23,600        | 23,600        | 23,600        | 23,600        | 0        | 247,642        |
| <b>TOTAL REVENUES:</b>     | <b>70,925</b> | <b>58,874</b> | <b>23,443</b> | <b>23,600</b> | <b>23,600</b> | <b>23,600</b> | <b>23,600</b> | <b>0</b> | <b>247,642</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE   | TOTAL          |
| Construction               | 68,065        | 52,995        | 21,099        | 21,240        | 21,240        | 21,240        | 21,240        | 0        | 227,119        |
| Planning and Design        | 2,860         | 5,879         | 2,344         | 2,360         | 2,360         | 2,360         | 2,360         | 0        | 20,523         |
| <b>TOTAL EXPENDITURES:</b> | <b>70,925</b> | <b>58,874</b> | <b>23,443</b> | <b>23,600</b> | <b>23,600</b> | <b>23,600</b> | <b>23,600</b> | <b>0</b> | <b>247,642</b> |

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

PROGRAM #: 2000001317

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

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

| REVENUE SCHEDULE:          | PRIOR      | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26        | 2026-27        | FUTURE        | TOTAL          |
|----------------------------|------------|---------------|---------------|---------------|---------------|----------------|----------------|---------------|----------------|
| Aviation Revenue Bonds     | 213        | 0             | 0             | 0             | 0             | 0              | 0              | 0             | 213            |
| FDOT Funds                 | 0          | 2,295         | 6,156         | 3,517         | 4,367         | 9,375          | 0              | 0             | 25,710         |
| Future Financing           | 0          | 17,575        | 33,769        | 8,980         | 67,209        | 106,278        | 142,911        | 46,248        | 422,970        |
| <b>TOTAL REVENUES:</b>     | <b>213</b> | <b>19,870</b> | <b>39,925</b> | <b>12,497</b> | <b>71,576</b> | <b>115,653</b> | <b>142,911</b> | <b>46,248</b> | <b>448,893</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26        | 2026-27        | FUTURE        | TOTAL          |
| Construction               | 7          | 14,576        | 27,571        | 6,063         | 71,576        | 115,653        | 142,911        | 46,248        | 424,605        |
| Planning and Design        | 206        | 5,294         | 12,354        | 6,434         | 0             | 0              | 0              | 0             | 24,288         |
| <b>TOTAL EXPENDITURES:</b> | <b>213</b> | <b>19,870</b> | <b>39,925</b> | <b>12,497</b> | <b>71,576</b> | <b>115,653</b> | <b>142,911</b> | <b>46,248</b> | <b>448,893</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - SOUTH TERMINAL SUBPROGRAM

PROGRAM #: 2000000095

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

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

| REVENUE SCHEDULE:                            | PRIOR          | 2021-22       | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|--|----------------|---------------|--------------|----------|----------|----------|----------|----------|----------------|
| Aviation 2016 Commercial Paper               | 121,131        | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 121,131        |
| Aviation 2021 Commercial Paper               | 0              | 49,354        | 0            | 0        | 0        | 0        | 0        | 0        | 49,354         |
| Aviation Operating Funds                     | 1,841          | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 1,841          |
| Aviation Passenger Facility Charge           | 5,579          | 8,640         | 1,678        | 0        | 0        | 0        | 0        | 0        | 15,897         |
| Aviation Revenue Bonds                       | 30,531         | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 30,531         |
| FDOT Funds                                   | 15,620         | 2,297         | 0            | 0        | 0        | 0        | 0        | 0        | 17,917         |
| Federal Aviation Administration              | 3,389          | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 3,389          |
| Reserve Maintenance Fund                     | 277            | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 277            |
| Transportation Security Administration Funds | 101,161        | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 101,161        |
| <b>TOTAL REVENUES:</b>                       | <b>279,529</b> | <b>60,291</b> | <b>1,678</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>341,498</b> |
| EXPENDITURE SCHEDULE:                        | PRIOR          | 2021-22       | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Construction                                 | 269,432        | 59,944        | 1,678        | 0        | 0        | 0        | 0        | 0        | 331,054        |
| Planning and Design                          | 10,097         | 347           | 0            | 0        | 0        | 0        | 0        | 0        | 10,444         |
| <b>TOTAL EXPENDITURES:</b>                   | <b>279,529</b> | <b>60,291</b> | <b>1,678</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>341,498</b> |

### MIAMI INTERNATIONAL AIRPORT (MIA) - SUPPORT PROJECTS SUBPROGRAM

PROGRAM #: 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 the Miami-Opa-Locka Executive Airport 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 District Located: 6  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:                            | PRIOR         | 2021-22       | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|--|---------------|---------------|--------------|----------|----------|----------|----------|----------|---------------|
| Aviation Operating Funds                     | 45            | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 45            |
| Aviation Revenue Bonds                       | 9,133         | 6,328         | 0            | 0        | 0        | 0        | 0        | 0        | 15,461        |
| Double-Barreled GO Bonds                     | 7,449         | 2,728         | 0            | 0        | 0        | 0        | 0        | 0        | 10,177        |
| FDOT Funds                                   | 1,026         | 0             | 0            | 0        | 0        | 0        | 0        | 0        | 1,026         |
| Future Financing                             | 0             | 0             | 3,602        | 0        | 0        | 0        | 0        | 0        | 3,602         |
| Improvement Fund                             | 5,154         | 1,913         | 470          | 0        | 0        | 0        | 0        | 0        | 7,537         |
| Transportation Security Administration Funds | 2,309         | 3,952         | 0            | 0        | 0        | 0        | 0        | 0        | 6,261         |
| <b>TOTAL REVENUES:</b>                       | <b>25,116</b> | <b>14,921</b> | <b>4,072</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>44,109</b> |
| EXPENDITURE SCHEDULE:                        | PRIOR         | 2021-22       | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                                 | 23,632        | 14,821        | 4,072        | 0        | 0        | 0        | 0        | 0        | 42,525        |
| Planning and Design                          | 1,484         | 100           | 0            | 0        | 0        | 0        | 0        | 0        | 1,584         |
| <b>TOTAL EXPENDITURES:</b>                   | <b>25,116</b> | <b>14,921</b> | <b>4,072</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>44,109</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL WIDE ROOF SUBPROGRAM

**PROGRAM #:** 2000001574

**DESCRIPTION:** The Terminal Wide Roof subprogram consists of the terminal-wide re-roofing and lightning systems upgrades which includes the roof demolition and roof replacement with Modified Bitumen Membrane Roofing System, mechanical, electrical, and plumbing (MEP) upgrades and lightning protection system.

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

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23      | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE   | TOTAL          |
|----------------------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|----------|----------------|
| Aviation Revenue Bonds     | 1,235        | 1,697        | 0            | 0             | 0             | 0             | 0             | 0        | 2,932          |
| FDOT Funds                 | 1,235        | 1,697        | 4,586        | 1,653         | 0             | 0             | 0             | 0        | 9,171          |
| Future Financing           | 0            | 0            | 3,186        | 15,781        | 23,338        | 33,483        | 24,881        | 0        | 100,669        |
| Reserve Maintenance Fund   | 0            | 0            | 1,400        | 1,400         | 1,400         | 1,400         | 1,400         | 0        | 7,000          |
| <b>TOTAL REVENUES:</b>     | <b>2,470</b> | <b>3,394</b> | <b>9,172</b> | <b>18,834</b> | <b>24,738</b> | <b>34,883</b> | <b>26,281</b> | <b>0</b> | <b>119,772</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE   | TOTAL          |
| Construction               | 140          | 193          | 9,172        | 18,834        | 24,738        | 34,883        | 26,281        | 0        | 114,241        |
| Planning and Design        | 2,330        | 3,201        | 0            | 0             | 0             | 0             | 0             | 0        | 5,531          |
| <b>TOTAL EXPENDITURES:</b> | <b>2,470</b> | <b>3,394</b> | <b>9,172</b> | <b>18,834</b> | <b>24,738</b> | <b>34,883</b> | <b>26,281</b> | <b>0</b> | <b>119,772</b> |

### MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL WIDE SUBPROGRAM

**PROGRAM #:** 2000001043

**DESCRIPTION:** Relocation of tenants supporting south and central terminal projects, passenger boarding bridges phase II project consisting of the replacement of 35 passenger boarding bridges and related infrastructure

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

| REVENUE SCHEDULE:          | PRIOR      | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27      | FUTURE   | TOTAL          |
|----------------------------|------------|--------------|---------------|---------------|---------------|---------------|--------------|----------|----------------|
| Aviation Revenue Bonds     | 522        | 0            | 0             | 0             | 0             | 0             | 0            | 0        | 522            |
| Future Financing           | 0          | 5,846        | 26,970        | 23,875        | 62,423        | 53,222        | 4,083        | 0        | 176,419        |
| <b>TOTAL REVENUES:</b>     | <b>522</b> | <b>5,846</b> | <b>26,970</b> | <b>23,875</b> | <b>62,423</b> | <b>53,222</b> | <b>4,083</b> | <b>0</b> | <b>176,941</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27      | FUTURE   | TOTAL          |
| Construction               | 522        | 5,846        | 20,471        | 23,875        | 62,423        | 53,222        | 4,083        | 0        | 170,442        |
| Planning and Design        | 0          | 0            | 6,499         | 0             | 0             | 0             | 0            | 0        | 6,499          |
| <b>TOTAL EXPENDITURES:</b> | <b>522</b> | <b>5,846</b> | <b>26,970</b> | <b>23,875</b> | <b>62,423</b> | <b>53,222</b> | <b>4,083</b> | <b>0</b> | <b>176,941</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL-WIDE RESTROOMS SUBPROGRAM PROGRAM #: 2000001575

**DESCRIPTION:** The MIA Terminal Wide Restrooms Subprogram consists of seven (7) projects that will address the modernization of the public restrooms Terminal wide and is projected to take 5 years. During the first year the renovation includes 22 restrooms at North terminal: 6 at ramp level, 10 at second level and 6 at third level; 14 restrooms at Central Terminal: 4 at Terminal E, 4 at Terminal F, 4 at Terminal G and 2 at bus stop; and 16 restrooms at the South Terminal: 2 at Terminal H, 8 at Terminal J and 6 at the South Terminal second floor.

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

| <b>REVENUE SCHEDULE:</b>       | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|--------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Aviation 2021 Commercial Paper | 0            | 15,902         | 0              | 0              | 0              | 0              | 0              | 0             | 15,902        |
| Aviation Revenue Bonds         | 2,568        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 2,568         |
| Future Financing               | 0            | 0              | 2,396          | 5,128          | 12,239         | 14,730         | 22,729         | 18,549        | 75,771        |
| Reserve Maintenance Fund       | 4,288        | 1,126          | 157            | 0              | 0              | 0              | 0              | 0             | 5,571         |
| <b>TOTAL REVENUES:</b>         | <b>6,856</b> | <b>17,028</b>  | <b>2,553</b>   | <b>5,128</b>   | <b>12,239</b>  | <b>14,730</b>  | <b>22,729</b>  | <b>18,549</b> | <b>99,812</b> |
| <b>EXPENDITURE SCHEDULE:</b>   | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Construction                   | 5,956        | 16,156         | 892            | 3,612          | 12,239         | 14,730         | 22,729         | 18,549        | 94,863        |
| Planning and Design            | 900          | 872            | 1,661          | 1,516          | 0              | 0              | 0              | 0             | 4,949         |
| <b>TOTAL EXPENDITURES:</b>     | <b>6,856</b> | <b>17,028</b>  | <b>2,553</b>   | <b>5,128</b>   | <b>12,239</b>  | <b>14,730</b>  | <b>22,729</b>  | <b>18,549</b> | <b>99,812</b> |

### UNFUNDED CAPITAL PROJECTS

(dollars in thousands)

| <b>PROJECT NAME</b>                                      | <b>LOCATION</b>             | <b>ESTIMATED PROJECT COST</b> |
|--|-----------------------------|-------------------------------|
| MIA - CONCOURSES D AND E - APRON AND TAXI LANE PAVEMENTS | Miami International Airport | 5,600                         |
| MIA - MIDFIELD BLAST FENCE                               | Miami International Airport | 10,000                        |
| MIA - PERIMETER ROAD WIDENING                            | Miami International Airport | 20,000                        |
| <b>UNFUNDED TOTAL</b>                                    |                             | <b>35,600</b>                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Miami-Dade Economic Advocacy Trust

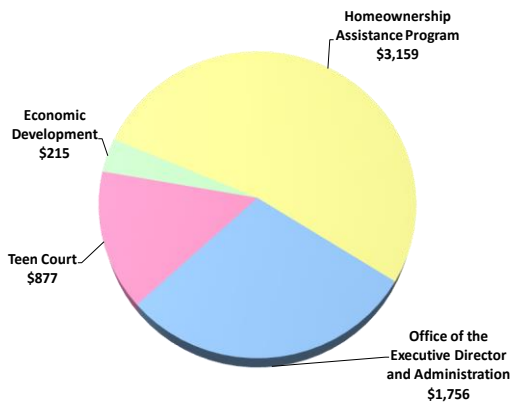
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black community within Targeted Urban Areas (TUAs) as identified by Miami-Dade County.

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

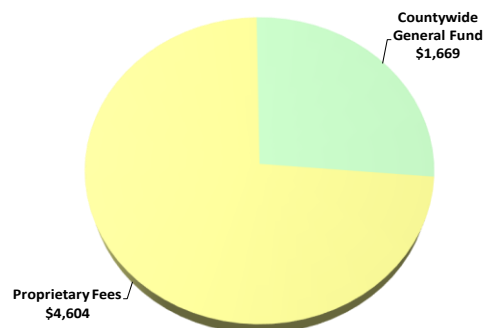
MDEAT is governed by a 15 member Board of Trustees selected by the Miami-Dade Economic Advocacy Trust Nominating Council and appointed by the Board of County Commissioners. The Executive Director nomination is submitted by the Board of Trustees to the County Mayor, who recommends the nominee to the Board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

### FY 2021-22 Adopted Operating Budget

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



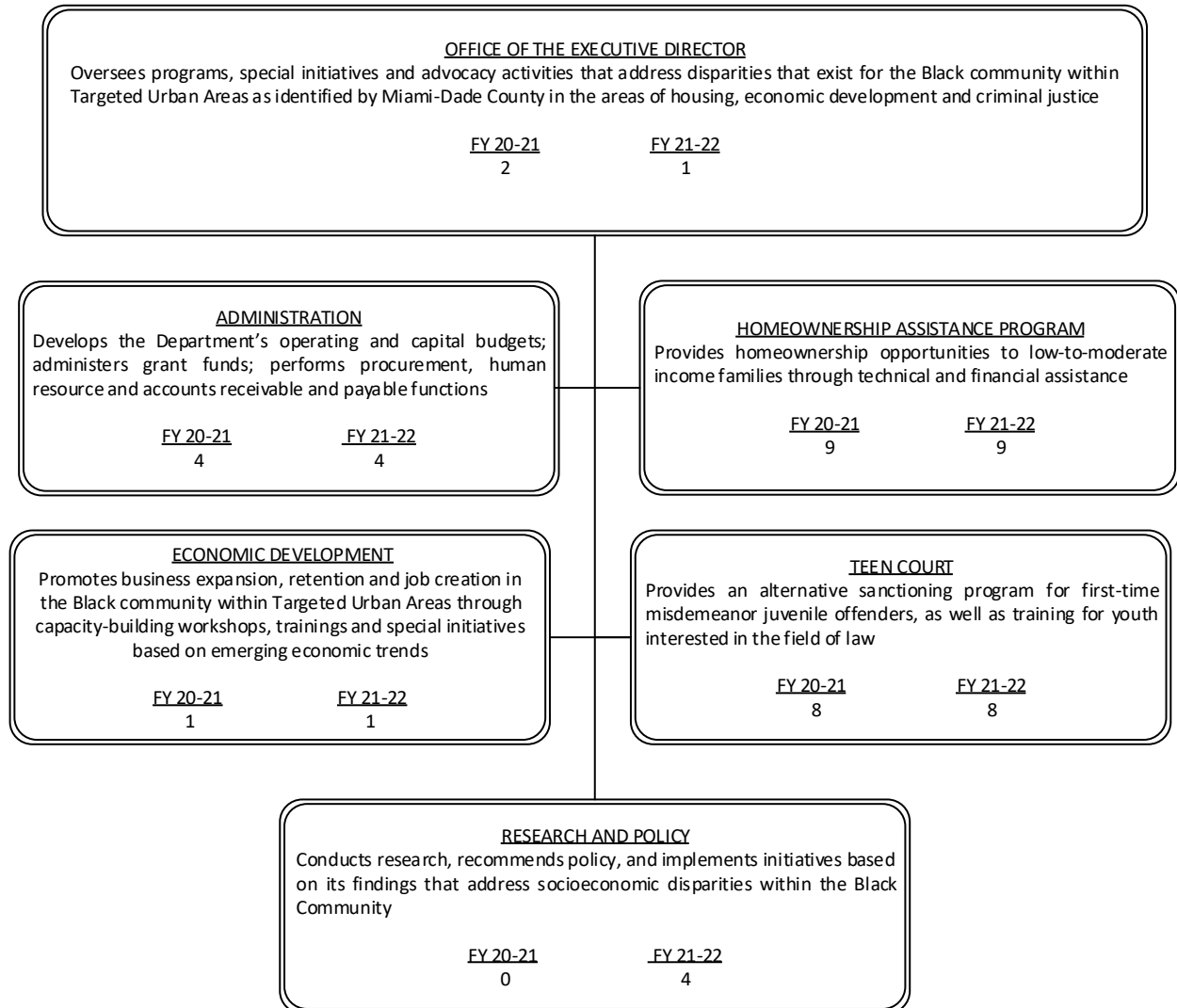
**Revenues by Source**  
(dollars in thousands)





## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 27.5

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: OFFICE OF THE EXECUTIVE DIRECTOR AND ADMINISTRATION**

The Office of the Executive Director and the Administration Division provide overall leadership and coordination of departmental operations and ensure financial, fiscal and accounting controls.

- Administers grant funds
- Develops the operating and capital budgets
- 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
- Performs procurement, human resource and accounting functions

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers one Equity Inclusion Manager to the Research and Policy Division

### **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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Community Economic Development Forums sponsored | ED2-1 | ES-3 | OP   | ↔    | 6        | 9        | 8        | 10         | 8        |

### **DIVISION: RESEARCH AND POLICY**

The Research and Policy Division provides a barometer on the state of socioeconomic conditions of Miami-Dade County's Black community as it fulfills the research and reporting mandates outlined in Ordinance 09-70. The Division is responsible for developing a scorecard showing the performance of entities charged with, and provided funding for, improving conditions in blighted communities. It is also responsible for developing a report card on the state of the Black community covering a range of factors tied to quality of life. The Division will oversee the development of the County's disparity study and monitor the implementation of recommendations from the study.

- Conducts research, recommends policy, and implements initiatives based on its findings that address socioeconomic disparities impacting the Black community
- Informs the Board of County Commissioners and the community of its findings

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the establishment of three positions, which include one Policy Analyst, one Legislative Analyst, and one Equity Researcher, and funding to support the Department's ability to achieve the research, policy and reporting mandates outlined in Ordinance 09-70

### **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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Juveniles referred to Teen Court*                   | PS1-1 |      | OP   | ↔    | 170      | 165      | 200      | 136        | 194      |
| Workshops held for Teen Court participants**        | PS1-1 |      | OP   | ↔    | 234      | 248      | 250      | 74         | 213      |
| Courtroom sessions held by participating juveniles* | PS1-1 | ES-2 | OP   | ↔    | 137      | 76       | 150      | 75         | 149      |

\*The FY 2019-20 Actual and the FY2020-21 Projection reflect the impact of COVID-19 on the low number of arrests which has affected the number of juveniles referred to Teen Court

\*\*The FY 2020-21 Projection reflects the impact of COVID-19

### **DIVISION: HOMEOWNERSHIP ASSISTANCE PROGRAM**

The Homeownership Assistance Program Division provides homeownership opportunities to low-to-moderate income families through technical and financial assistance.

- Establishes partnerships with public, private sector and financial institutions to provide housing opportunities for low-to-moderate income homebuyers
- Processes mortgage applications for affordable homeownership
- Provides down payment and closing cost assistance to qualified first-time low-to-moderate income homebuyers

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| New homeowners provided closing costs and down payment assistance* | ED3-1 | HW-1 | OP   | ↔    | 261      | 189      | 300      | 138        | 177      |
| Affordable housing community forums and housing events held        | ED3-1 | ES-3 | OP   | ↔    | 29       | 47       | 36       | 15         | 24       |

\*The FY 2020-21 Projection reflects a decrease in the availability of housing units for qualified first-time homeowners and the ability to secure contracts on houses

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 34                     | 8                  | 46                 | 15                     | 27                 |
| Fuel                    | 0                      | 0                  | 0                  | 0                      | 0                  |
| Overtime                | 0                      | 0                  | 0                  | 0                      | 0                  |
| Rent                    | 0                      | 0                  | 13                 | 13                     | 19                 |
| Security Services       | 19                     | 9                  | 22                 | 0                      | 21                 |
| Temporary Services      | 61                     | 61                 | 40                 | 5                      | 39                 |
| Travel and Registration | 1                      | 1                  | 4                  | 0                      | 4                  |
| Utilities               | 9                      | 10                 | 9                  | 9                      | 10                 |

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| General Fund Countywide                   | 711                | 889                | 1,185              | 1,669               |
| Carryover                                 | 6,759              | 8,439              | 9,118              | 9,050               |
| Documentary Stamp Surtax                  | 3,208              | 2,379              | 2,070              | 2,609               |
| Donations                                 | 5                  | 0                  | 0                  | 0                   |
| Interest Earnings                         | 155                | 107                | 140                | 118                 |
| Surtax Loan Payback                       | 3                  | 5                  | 3                  | 4                   |
| Teen Court Fees                           | 784                | 583                | 680                | 752                 |
| Total Revenues                            | 11,625             | 12,402             | 13,196             | 14,202              |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 1,206              | 1,278              | 1,742              | 1,929               |
| Fringe Benefits                           | 445                | 425                | 706                | 787                 |
| Contractual Services                      | 105                | 247                | 650                | 855                 |
| Other Operating                           | 57                 | 91                 | 79                 | 157                 |
| Charges for County Services               | 114                | 100                | 61                 | 162                 |
| Grants to Outside Organizations           | 1,114              | 770                | 2,117              | 2,115               |
| Capital                                   | 10                 | 0                  | 26                 | 2                   |
| Total Operating Expenditures              | 3,051              | 2,911              | 5,381              | 6,007               |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 0                  | 0                  | 0                  | 0                   |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 0                  | 0                  | 7,815              | 8,195               |
| Total Non-Operating Expenditures          | 0                  | 0                  | 7,815              | 8,195               |

| (dollars in thousands)                              | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                              | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Public Safety</b>                |                    |                     |                    |                     |
| Teen Court  | 850                | 877                 | 8                  | 8                   |
| <b>Strategic Area: Economic Development</b>         |                    |                     |                    |                     |
| Office of the Executive Director and Administration | 1,362              | 1,756               | 6                  | 9                   |
| Economic Development                                | 205                | 215                 | 1                  | 1                   |
| Homeownership Assistance Program                    | 2,964              | 3,159               | 9                  | 9                   |
| Total Operating Expenditures                        | 5,381              | 6,007               | 24                 | 27                  |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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| <b><u>Department Operational Unmet Needs</u></b>                     |   |                        |                  |
|--|---|------------------------|------------------|
| <b>Description</b>   | <b>(dollars in thousands)</b>                 |                        | <b>Positions</b> |
|  | <b>Startup Costs/<br/>Non Recurring Costs</b> | <b>Recurring Costs</b> |                  |
| Expand the Teen Court Program to the south end of Miami-Dade County  | \$62  | \$138                  | 2                |
| Create investment fund to grow Black businesses in Miami-Dade County | \$1,000                                       | \$0                    | 0                |
| <b>Total</b>   | <b>\$1,062</b>                                | <b>\$138</b>           | <b>2</b>         |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Regulatory and Economic Resources

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

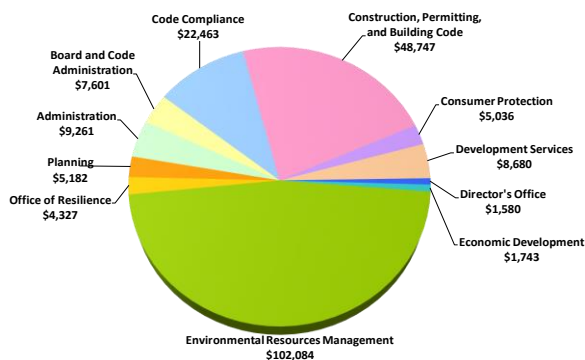
RER performs activities that are related to both the Neighborhood and Infrastructure and the Economic Development strategic areas. As part of the Neighborhood and Infrastructure strategic area, RER provides services, such as contractor licensing enforcement, construction products evaluation, training,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

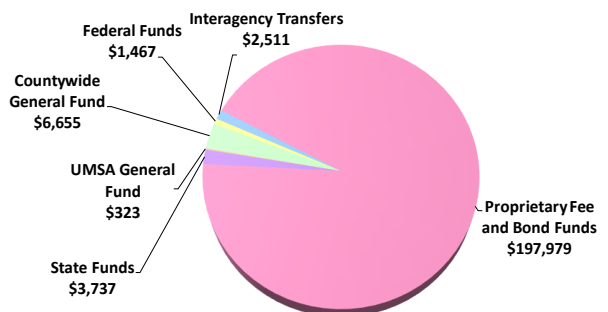
RER works closely with the building and development industry; local, state and federal environmental regulatory agencies and other County departments with which close coordination is required, including Fire Rescue, Transportation and Public Works and Water and Sewer.

### FY 2021-22 Adopted Operating Budget

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

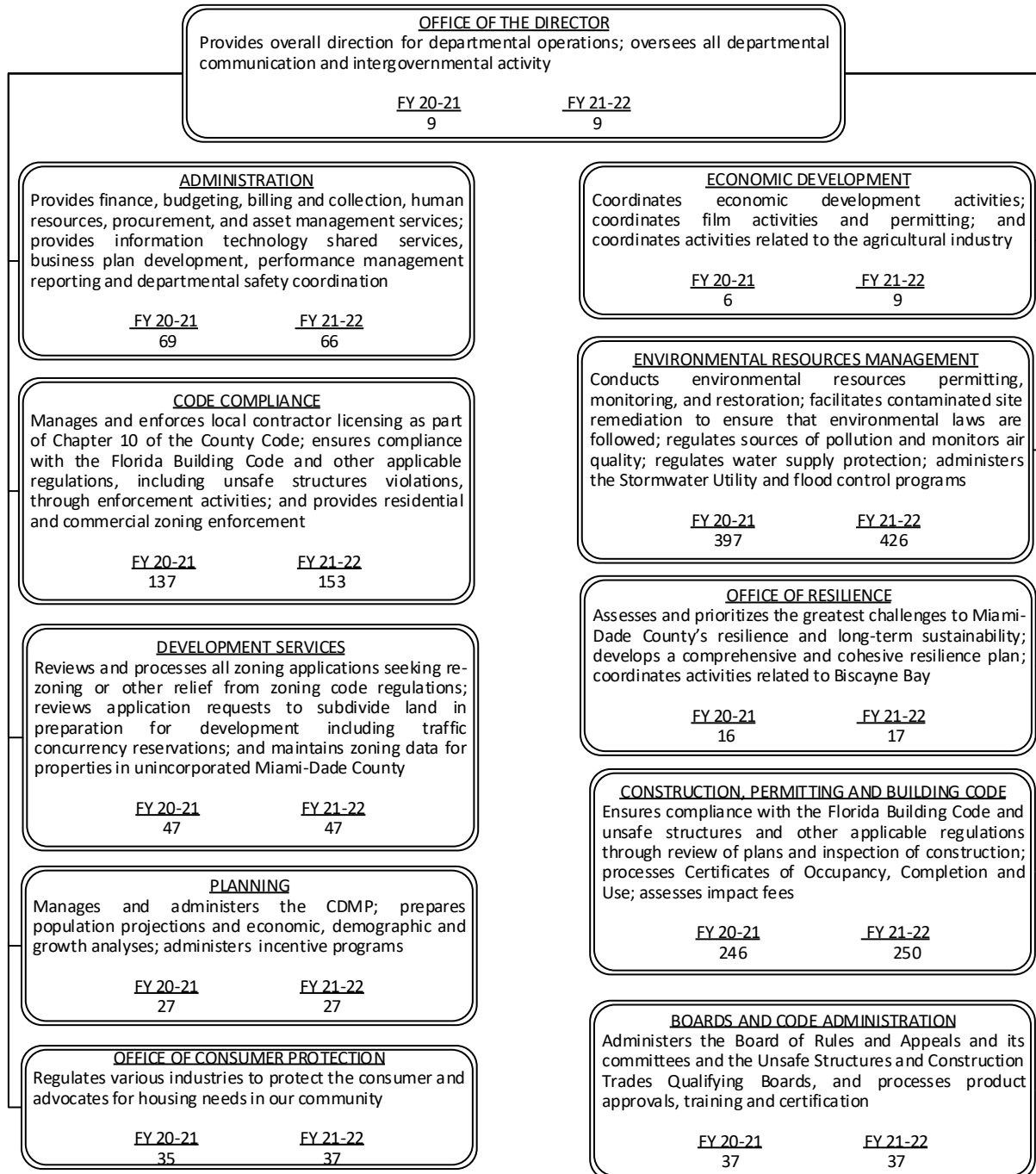


**Revenues by Source**  
(dollars in thousands)



# FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 1079.5

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### **DIVISION: DIRECTOR'S OFFICE**

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

- Develops departmental strategy and policy
- Directs and coordinates daily departmental operations, as well as capital and programmatic initiatives
- Manages performance of divisions and develops annual business plan
- Works closely with County residents, stakeholders and elected leaders to receive feedback, develop partnerships and improve service delivery

### **DIVISION COMMENTS**

- As part of a reorganization performed in FY 2020-21, three positions were transferred out of the Director's office to the Economic Development Division; additionally, three positions were transferred into the Director's office from the Administration Division to establish additional intergovernmental and external customer support

### **DIVISION: ADMINISTRATION**

The Administration Division provides coordination of departmental personnel, finance, budget, planning, procurement, information systems and customer service functions.

- Administers and provides fiscal and budgetary support to departmental operations including purchasing, reporting, accounts payable/receivable and grant monitoring
- Coordinates BCC agenda items
- Coordinates the departmental business plan and performance management reports

### **DIVISION COMMENTS**

- As part of the reorganization in FY 2020-21, three positions were transferred out of the Administrative Division to the Director's Office to establish additional intergovernmental and external customer support
- The FY 2021-22 Adopted Budget includes payments in the amount of \$230,000 for services provided by Audit and Management Services (\$175,000), Human Resources (\$45,000), and Finance (\$10,000) for Purchase Card Industry (PCI) compliance



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: CODE COMPLIANCE

The Code Compliance Division administers code compliance efforts related to the Florida Building Code (FBC), including construction work conducted without a permit and unsafe structures violations and Neighborhood Codes, including zoning and owners' maintenance violations and performs contractor licensing enforcement activities.

- Oversees nuisance abatement, zoning violations and other maintenance regulations
- 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

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Average Days from Junk/Trash/Overgrowth Complaint to First Inspection*  | NI1-1 | ES-2 | EF   | ↓    | 4        | 24       | 3        | 5          | 3        |
| Rate of Voluntary Compliance with Warning Letters Issued  | NI1-1 | ES-2 | EF   | ↑    | 64%      | 60%      | 65%      | 60%        | 65%      |
| Average calendar days from zoning complaint to first inspection*  | NI1-1 | ES-2 | EF   | ↓    | 4        | 22       | 3        | 5          | 3        |
| Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection* | NI1-1 | ES-2 | EF   | ↓    | 4        | 23       | 3        | 5          | 3        |

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

### DIVISION COMMENTS

- ☛ The FY 2021-22 Adopted Budget includes the addition of six Compliance Officers (\$483,000), one Electrical Inspector (\$102,000) and one Service Representative (\$60,000) added in FY 2020-21 as overages to effectively and timely address complaints and 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 2021-22 Adopted Budget for Code Compliance includes the addition of five positions including three Special Project Administrators (\$354,000), a Paralegal Specialist (\$102,000) and an Administrative Officer 3 (\$89,000), to address increased workloads related to recently enacted neighborhood code enforcement ordinances
- ☛ The FY 2021-22 Adopted Budget includes an enhanced recertification initiative to ensure structural and electrical safety of 40/50 year old buildings; a total of three positions will be added to the Code Compliance Division including two Building Inspectors (\$218,000) and one Structural Engineer (\$128,000)
- ☛ The FY 2021-22 Adopted Budget includes funding for demolishing unsafe structures that create safety, physical and potential health threats \$500,000; also included is \$10,000 for the removal of abandoned vehicles from public and private properties and \$200,000 to secure abandoned buildings that engender unsafe environments

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: DEVELOPMENT SERVICES

The Development Services Division maintains zoning data and implements the zoning code, including the permitted uses, for properties in unincorporated Miami-Dade County.

- Prepares community-based development plans and implementing ordinances
- 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
- Provides technical assistance to developers and the public
- Reviews and evaluates zoning public hearing applications and land platting

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes full staffing for the zoning agenda coordination process, but an internal process review is underway to identify efficiencies and cost savings that can be redirected towards other operational needs in the Division

### DIVISION: PLANNING

The Planning Division provides policies for sound growth management, historic preservation, urban planning and transportation development through the CDMP and related activities.

- Administers and implements the County's CDMP and its policies
- Administers the Concurrency Management Program, Agricultural Practices Board and Historic Preservation Board
- Conducts demographic, economic and geographic research
- 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
- Conducts long and short-range planning activities relating to the social, economic and physical development and growth management of the County
- Conducts studies promoting smart growth
- Coordinates countywide historic preservation activities and implements the requirements of Miami-Dade County's Historic Preservation ordinance
- Provides support to County departments, the Board of County Commissioners, advisory committees and boards and outside local agencies and governments

### DIVISION COMMENTS

- 👉 The FY 2021-22 Adopted Budget includes \$500,000 to fund an Agricultural Retention Study that will evaluate the amount of agricultural land needed for retention to maintain a viable agricultural industry in Miami-Dade County
- 👉 The FY 2021-22 Adopted Budget includes \$500,000 of General Fund to update the listing of historical properties within the County's historical preservation jurisdiction; the last update was completed in 1980 and approximately 200,000 structures and properties have been added since that require surveying for historical preservation value
- 👉 The FY 2021-22 Adopted Budget includes \$200,000 in General Fund to the South Dade Economic Development Council (EDC) with the primary goal of providing operational support for additional collaboration with private, municipal, state and federal agencies to acquire funding for and implement economic development efforts in South Miami-Dade
- The FY 2021-22 Adopted Budget includes a reimbursement of \$70,000 from the Transportation Planning Organization to coordinate long and short-range land use and demographic activities while reviewing transportation-related projects and activities in coordination with the metropolitan transportation planning process

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Value of Goods, Refunds and/or Service Recovered for Consumers ('000s)* | ED1-2 | HW-2 | OC   | ↑    | \$1,523  | \$646    | \$960    | \$750      | \$960    |

\* The FY 2019-20 Actual and FY 2020-21 Projection reflect impacts associated with COVID-19

### **DIVISION COMMENTS**

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**The FY 2021-22 Adopted Budget provides funding for a Housing Advocate Section within the Consumer Protection Division and includes the Housing Advocate (\$175,000) as well as two support staff positions (\$160,000) funded from the General Fund**
- As part of the reorganization performed in FY 2020-21, one position was transferred from the Consumer Protection Division to the Construction, Permitting and Building Code Division to support public relations functions

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ECONOMIC DEVELOPMENT

The Economic Development Division incorporates functions related to agriculture, economic development and film activities.

- 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
- 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

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

| Measures                   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|----------------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                            |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Film industry jobs created | ED1-1 | ES-3 | OC   | ↑    | 11,034   | 10,035   | 10,500   | 10,000     | 12,000   |

### DIVISION COMMENTS

- As part of a reorganization performed in FY 2020-21, the Business Affairs division was renamed Economic Development and three positions were transferred into this division from the Director's office
- The FY 2021-22 Adopted Budget includes support from the Greater Miami Convention and Visitors Bureau for economic development and film activities (\$75,000)
- In FY 2021-22, 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 \$61.9 million have been approved

### 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.

- Administers the Stormwater Utility and flood control 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
- Manages, coordinates and administers environmental education programs
- Oversees countywide environmental regulatory functions including air and water quality monitoring, endangered lands acquisition and restoration and remediation of contaminated sites
- Supports the Environmental Quality Control Board by reviewing and responding to appeals or requests for variances

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers                                |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| 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   | ↑    | 95%      | 95%      | 99%      | 95%        | 99%      |
| Percentage of surface water monitoring samples collected within 30 days                              | NI3-2 | IE-1 | EF   | ↑    | 99%      | 99%      | 99%      | 99%        | 99%      |
| Percentage of state air quality permits issued within 60 days  | NI3-1 | IE-1 | EF   | ↑    | 100%     | 95%      | 95%      | 95%        | 95%      |
| Percentage of Resource Protection Permit applications reviewed within 30 days (Class I - VI Permits) | NI3-2 | IE-1 | EF   | ↑    | 99%      | 95%      | 99%      | 95%        | 99%      |
| Percentage of County air quality permits issued within eight days*                                   | NI3-1 | IE-1 | EF   | ↑    | 91%      | 54%      | 90%      | 75%        | 75%      |
| Percentage of wellfield monitoring samples collected on an annual basis*                             | NI3-2 | IE-1 | EF   | ↑    | 99%      | 61%      | 90%      | 90%        | 90%      |
| Percentage of contaminated site rehabilitation documents reviewed within 60 days                     | NI3-2 | HW-1 | EF   | ↑    | 91%      | 89%      | 90%      | 90%        | 90%      |
| Percentage of sanitary nuisance complaints responded to within 24 hours                              | NI3-2 | HW-1 | EF   | ↑    | 93%      | 95%      | 95%      | 95%        | 95%      |

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

### DIVISION COMMENTS

- ☛ The FY 2021-22 Adopted Budget includes the addition of six positions (\$541,000, funded by Utility Service Fee) to assist with water quality investigations and grant administration that includes a Senior Scientist position to serve as the lead surface water technical expert, four support staff positions for data management and mapping of the groundwater and surface water components of investigations, and a permanent grant administrator and support position for management of potential and future grants
- ☛ The FY 2021-22 Adopted Budget includes the addition of 16 positions (\$1.351 million, funded by Utility Service Fee) to assist with consolidation and enhancement of the Sanitary Sewer Overflow Response, Sanitary Sewer Prediction and Prevention and Septic to Sewer Conversion programs
- ☛ The FY 2021-22 Adopted Budget includes the addition of two positions (\$220,000 funded by Utility Service Fee) to support groundwater technical analysis for investigations
- ☛ The FY 2021-22 Adopted Budget includes the addition of one Environmental Resources Project Supervisor (\$97,000 funded by Stormwater Utility Fee) to manage innovative approaches to stormwater management on the County's watershed
- ☛ The FY 2021-22 Adopted Budget includes the addition of an Environmental Code Enforcement Officer 2 (\$100,000 funded by Utility Service and Enforcement Fees) to support the enforcement of Notices of Required Connections (NORC) issued in connection with the Septic to Sewer Conversion Program

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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- The FY 2021-22 Adopted Budget includes the addition of two positions (Engineer 1 and Pollution Control Inspector 2), approved as overages in FY 2020-21, to assist with air quality permit and asbestos reviews
- The FY 2021-22 Adopted Budget includes \$100,000 funded by General Fund for the removal and disposal of decomposed fish and other marine life in areas Biscayne Bay
- The FY 2021-22 Adopted Budget includes \$20,000 in General Fund for Biscayne Bay fish kill and algal bloom community coordination activities with the Miami Waterkeepers
- As part of a reorganization performed in FY 2020-21, one position was transferred into the Environmental Resources Management Division from the Construction, Permitting, and Building Code Division to support specialty review functions in the Water Control Section
- In FY 2021-22, 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 2021-22 Adopted Budget includes a \$2.7 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 2021-22, 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 2021-22 Adopted Budget includes a transfer of \$140,000 to the Miami River Commission for debris removal and water purification activities along the portion of the Miami River west of NW 27th Avenue that lies within the Unincorporated Municipal Service Area (UMSA)

### DIVISION: 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.

- 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
- 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
- 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
- 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
- Works closely with the 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
- Works with strategic partners to utilize innovative research and solutions to create jobs and economic opportunities in the community while building resilience

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers      |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of adaptation/resiliency activities in progress or completed        | GG4-4 | IE-2 | OP   | ↔    | 12       | 13       | 12       | 14         | 14       |
| Number of activities implemented to decrease Countywide energy consumption | GG4-4 | IE-2 | OP   | ↔    | 49       | 57       | 52       | 58         | 58       |

### DIVISION COMMENTS

-  To mitigate storm surges that lead to regional flooding, the U.S. Army Corps of Engineers will continue its comprehensive multi-year Back Bay Study efforts in FY 2021-22; a local cost share of \$300,000 in General Fund will be required to update the feasibility plan in anticipation of authorization by the federal government
-  The FY 2021-22 Adopted Budget includes \$200,000 in General Fund as a cost share partnership with the South Florida Water Management District to update the Biscayne Bay Economic Study that was last performed in 2005; this initiative will provide for current economic comparisons of Biscayne Bay over the previous study to assist with developing future initiatives of preserving Biscayne Bay
-  The FY 2021-22 Adopted Budget includes \$100,000 to fund a full-time Chief Heat Officer in partnership with the Resilient305 Network; the goal of the Chief Heat Officer is to develop and implement initiatives to combat extreme heat in Miami-Dade County
-  The FY 2021-22 Adopted Budget includes funding (\$100,000) for the Solar and Energy Loan Fund (SELF) program to establish a physical presence in Miami-Dade County; SELF is a 501(c) non-profit organization that offers financing programs for residents to make energy improvements at their residence
-  The FY 2021-22 Adopted Budget includes \$500,000 to support efforts relating to the Resilient305 Strategy, a partnership between Miami-Dade County, the City of Miami and Miami Beach created to address resilience challenges in our communities that include sea level rise, an insufficient transportation system, the lack of affordable housing and infrastructure failures; this strategy will also address other priority shocks and stresses in a collaborative and synergistic process
- As part of a reorganization performed in FY 2020-21, one position was transferred into the Office of Resilience from the Construction, Permitting and Building Code Division to support resilience and economic planning

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **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.

- Inspects structures to ensure compliance with the Florida Building Code (FBC) and issues permits
- Issues contractor licenses
- Processes construction permit applications

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Permits issued  | NI1-2 | IE-2 | OP   | ↔    | 64,924   | 58,528   | 48,000   | 50,000     | 50,000   |
| Average number of days a commercial permit application is under review  | NI1-2 | IE-2 | EF   | ↓    | 22       | 27       | 23       | 21         | 21       |
| Average number of days a residential permit application is under review | NI1-2 | IE-2 | EF   | ↓    | 10       | 8        | 12       | 9          | 9        |
| Percentage of field inspections rejected                                | NI1-2 | IE-2 | EF   | ↓    | 19%      | 20%      | 20%      | 20%        | 20%      |

#### **DIVISION COMMENTS**

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**The FY 2021-22 Adopted Budget includes an enhanced recertification initiative to ensure structural and electrical safety of 40/50 year old buildings; a total of five positions will be added to the Construction, Permitting and Building Code Division including two Structural Plan Reviewers (\$272,000), one Electrical Plan Reviewer (\$106,000), one Special Projects Administrator 2 (\$104,000) and one Administrator Officer 1 (\$59,000)**
- As part of a reorganization performed in FY 2020-21, one position was transferred from the Construction, Permitting and Building Code Division to the Environmental Resources Management Division for specialty environmental reviews and another position was transferred to the Office of Resilience to support resilience and economic planning; also included is a position transferred into the Construction, Permitting and Building Code Division from the Consumer Protection Division to support public relations



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: BOARD AND CODE ADMINISTRATION

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

- 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
- 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

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of Contractor License Applications reviewed within 10 days | NI1-2 | HW-2 | EF   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  In FY 2021-22, the Department will continue to maintain and improve beaches, which provide protection against storm impacts, enhance quality of life and increase tourism, through the Miami-Dade County Beach Erosion and Renourishment Program funded from the Army Corps of Engineers (\$177.894 million), Florida Department of Environmental Protection (\$11.146 million), Beach Renourishment Fund (\$9 million), City of Miami Beach Contribution (\$8.625 million) and Building Better Communities General Obligation Bond proceeds (BBC-GOB) (\$10 million); the total budget for the multi-year Beach Erosion and Renourishment Program is \$216.666 million, of which \$30.2 million is budgeted in FY 2021-22, and covers all capital and related costs such as surveys, planning, design and construction implementation, inclusive of temporary easements of property to facilitate staging and construction, for federal and local funded beach renourishment projects throughout the Federally Authorized 13-mile project area that includes Miami Beach, Sunny Isles, Bal Harbour, and Surfside (capital program #2000000344)
-  In FY 2021-22, 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)(capital program #5555691)
-  The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan will also continue to ensure that environmentally endangered lands are protected and thrive as native habitats through the Environmentally Endangered Lands (EEL) purchasing land program funded from BBC-GOB proceeds (the total project cost \$40 million, \$654,000 in FY 2021-22; capital program #5555621)
-  In FY 2021-22, the Adopted Budget and Multi-Year Capital Plan continues funding various capital programs with Utility Service Fees (\$11.3 million) to support the protection of the water supply including land acquisition, the surface water canal restoration action plan, hydrologic improvements to canals, testing and evaluation studies for the creation of a salinity barrier and improvements to the laboratory facility that is operated by Environmental Resources Management
-  In FY 2021-22, the Department anticipates spending \$7.5 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 (capital program #986940)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of ten vehicles (\$237,000) to replace its aging fleet; over the next five years, the Department is planning to spend \$922,000 to replace 42 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 capital program #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 377                    | 1,001              | 486                | 654                    | 472                |
| Fuel                    | 309                    | 136                | 309                | 224                    | 216                |
| Overtime                | 1,369                  | 1,160              | 1,297              | 1,663                  | 1,354              |
| Rent                    | 8,600                  | 8,357              | 9,017              | 8,466                  | 8,723              |
| Security Services       | 61                     | 42                 | 72                 | 67                     | 68                 |
| Temporary Services      | 398                    | 337                | 483                | 425                    | 470                |
| Travel and Registration | 245                    | 105                | 295                | 180                    | 302                |
| Utilities               | 757                    | 773                | 954                | 900                    | 983                |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                      | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                      |                    |                    |                    |                     |
| General Fund Countywide                     | 1,947              | 2,324              | 3,727              | 6,655               |
| General Fund UMSA                           | 254                | 352                | 329                | 323                 |
| Auto Tag Fees                               | 1,951              | 1,954              | 1,920              | 1,905               |
| Building Administrative Fees                | 1,823              | 1,011              | 742                | 507                 |
| Carryover                                   | 164,797            | 192,771            | 178,077            | 231,547             |
| Code Compliance Fees                        | 5,152              | 3,722              | 4,532              | 4,926               |
| Code Fines / Lien Collections               | 9,589              | 6,309              | 9,071              | 9,050               |
| Construction / Plat Fees                    | 5,223              | 4,877              | 4,591              | 4,753               |
| Contractor's Licensing and Enforcement Fees | 1,669              | 1,937              | 1,586              | 2,136               |
| Environmentally Endangered Land Fees        | 935                | 1,026              | 927                | 1,098               |
| Fees and Charges                            | 3,084              | 2,475              | 2,973              | 2,987               |
| Foreclosure Registry                        | 684                | 499                | 507                | 369                 |
| Impact Fee Administration                   | 4,009              | 3,667              | 3,428              | 3,600               |
| Local Business Tax Receipt                  | 471                | 471                | 471                | 571                 |
| Miscellaneous Revenues                      | 1,545              | 781                | 1,014              | 162                 |
| Operating Permit Fee                        | 8,151              | 7,307              | 7,645              | 7,630               |
| Other Revenues                              | 7,874              | 30,585             | 7,202              | 7,424               |
| Permitting Trades Fees                      | 39,412             | 35,972             | 33,587             | 36,936              |
| Plan Review Fee                             | 11,784             | 10,692             | 10,260             | 10,341              |
| Planning Revenue                            | 1,058              | 362                | 1,131              | 672                 |
| Product Control Certification Fees          | 2,169              | 2,099              | 2,217              | 2,456               |
| Stormwater Utility Fees (County)            | 45,195             | 44,723             | 42,105             | 42,926              |
| Transfer From Other Funds                   | 840                | 0                  | 0                  | 0                   |
| Utility Service Fee                         | 34,150             | 36,558             | 34,333             | 37,564              |
| Zoning Revenue                              | 8,663              | 7,782              | 7,936              | 7,372               |
| State Grants                                | 2,521              | 3,382              | 3,496              | 3,737               |
| Federal Grants                              | 1,193              | 243                | 1,328              | 1,467               |
| Airport Project Fees                        | 443                | 454                | 470                | 500                 |
| Interagency Transfers                       | 1,066              | 1,157              | 9,229              | 2,011               |
| <b>Total Revenues</b>                       | <b>367,652</b>     | <b>405,492</b>     | <b>374,834</b>     | <b>431,625</b>      |

### Operating Expenditures

#### Summary

|                                     |                |                |                |                |
|-------------------------------------|----------------|----------------|----------------|----------------|
| Salary                              | 73,483         | 76,961         | 79,901         | 86,806         |
| Fringe Benefits                     | 27,460         | 28,103         | 30,689         | 33,572         |
| Court Costs                         | 4              | 2              | 25             | 21             |
| Contractual Services                | 4,549          | 5,141          | 8,894          | 36,114         |
| Other Operating                     | 11,692         | 10,608         | 15,122         | 16,394         |
| Charges for County Services         | 23,653         | 26,709         | 28,532         | 30,395         |
| Grants to Outside Organizations     | 338            | 430            | 430            | 430            |
| Capital                             | 2,053          | 2,902          | 9,756          | 8,940          |
| <b>Total Operating Expenditures</b> | <b>143,232</b> | <b>150,856</b> | <b>173,349</b> | <b>212,672</b> |

### Non-Operating Expenditures

#### Summary

|   |               |               |                |                |
|---|---------------|---------------|----------------|----------------|
| Transfers   | 24,400        | 20,527        | 33,631         | 38,307         |
| Distribution of Funds In Trust                    | 0             | 0             | 0              | 0              |
| Debt Service                                      | 7,251         | 7,253         | 4,497          | 6,278          |
| Depreciation, Amortizations and Depletion Reserve | 0             | 0             | 163,357        | 174,368        |
| <b>Total Non-Operating Expenditures</b>           | <b>31,651</b> | <b>27,780</b> | <b>201,485</b> | <b>218,953</b> |

| (dollars in thousands)                                 | Total Funding      |                     | Total Positions    |                     |
|--|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                                 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Neighborhood and Infrastructure</b> |                    |                     |                    |                     |
| Director's Office                                      | 1,986              | 1,580               | 9                  | 9                   |
| Administration   | 6,529              | 5,785               | 69                 | 66                  |
| Code Compliance  | 19,881             | 22,463              | 137                | 153                 |
| Development Services                                   | 8,398              | 8,680               | 47                 | 47                  |
| Planning   | 4,331              | 5,144               | 27                 | 27                  |
| Environmental Resources Management                     | 68,670             | 101,711             | 397                | 426                 |
| Office of Resilience                                   | 2,757              | 4,327               | 16                 | 17                  |
| Board and Code Administration                          | 6,781              | 7,601               | 37                 | 37                  |
| Construction, Permitting, and Building Code            | 48,299             | 48,602              | 246                | 250                 |
| <b>Strategic Area: Economic Development</b>            |                    |                     |                    |                     |
| Consumer Protection                                    | 4,632              | 5,036               | 35                 | 37                  |
| Economic Development                                   | 1,085              | 1,743               | 6                  | 9                   |
| <b>Total Operating Expenditures</b>                    | <b>173,349</b>     | <b>212,672</b>      | <b>1,026</b>       | <b>1,078</b>        |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

| (dollars in thousands)                         | PRIOR          | FY 21-22      | FY 22-23      | FY 23-24      | FY 24-25      | FY 25-26      | FY 26-27     | FUTURE        | TOTAL          |
|--|----------------|---------------|---------------|---------------|---------------|---------------|--------------|---------------|----------------|
| <b>Revenue</b>                                 |                |               |               |               |               |               |              |               |                |
| Army Corps of Engineers                        | 149,094        | 27,610        | 1,190         | 0             | 0             | 0             | 0            | 0             | 177,894        |
| BBC GOB Financing                              | 79,084         | 15,934        | 34,154        | 181           | 9,541         | 7,520         | 1,586        | 0             | 148,000        |
| Beach Renourishment Fund                       | 6,000          | 1,500         | 1,500         | 0             | 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               | 5,625          | 1,500         | 1,500         | 0             | 0             | 0             | 0            | 0             | 8,625          |
| Endangered Lands Voted Millage                 | 0              | 0             | 0             | 0             | 0             | 0             | 0            | 0             | 0              |
| Florida Department of Environmental Protection | 8,614          | 100           | 500           | 0             | 224           | 1,707         | 0            | 0             | 11,146         |
| 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                             | 2,855          | 6,939         | 4,800         | 3,212         | 3,665         | 3,702         | 2,014        | 0             | 27,187         |
| US Department of Agriculture                   | 7,400          | 3,000         | 0             | 0             | 0             | 0             | 0            | 0             | 10,400         |
| Utility Service Fee                            | 2,100          | 11,300        | 9,500         | 2,000         | 2,000         | 2,000         | 2,000        | 26,000        | 56,900         |
| <b>Total:</b>                                  | <b>260,773</b> | <b>68,983</b> | <b>53,144</b> | <b>15,393</b> | <b>15,431</b> | <b>14,929</b> | <b>5,600</b> | <b>26,000</b> | <b>460,252</b> |
| <b>Expenditures</b>                            |                |               |               |               |               |               |              |               |                |
| <b>Strategic Area: ED</b>                      |                |               |               |               |               |               |              |               |                |
| Community Development Projects                 | 25,950         | 10,650        | 25,700        | 0             | 8,700         | 7,000         | 0            | 0             | 78,000         |
| <b>Strategic Area: NI</b>                      |                |               |               |               |               |               |              |               |                |
| Beach Projects                                 | 166,550        | 30,200        | 4,974         | 2,392         | 3,370         | 5,694         | 3,486        | 0             | 216,666        |
| Drainage Improvements                          | 2,855          | 6,939         | 4,800         | 3,212         | 3,665         | 3,702         | 2,014        | 0             | 27,187         |
| Environmental Projects                         | 17,580         | 19,900        | 16,920        | 12,000        | 2,000         | 2,000         | 2,000        | 26,000        | 98,400         |
| Environmentally Endangered Lands Projects      | 39,346         | 654           | 0             | 0             | 0             | 0             | 0            | 0             | 40,000         |
| <b>Total:</b>                                  | <b>252,281</b> | <b>68,343</b> | <b>52,394</b> | <b>17,604</b> | <b>17,735</b> | <b>18,396</b> | <b>7,500</b> | <b>26,000</b> | <b>460,252</b> |

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### BEACH - EROSION MITIGATION AND RENOURISHMENT

PROGRAM #: 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          | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE   | TOTAL          |
|--|----------------|---------------|--------------|--------------|--------------|--------------|--------------|----------|----------------|
| Army Corps of Engineers                        | 149,094        | 27,610        | 1,190        | 0            | 0            | 0            | 0            | 0        | 177,894        |
| BBC GOB Financing                              | 5,708          | 130           | 1,034        | 181          | 841          | 520          | 1,586        | 0        | 10,000         |
| Beach Renourishment Fund                       | 6,000          | 1,500         | 1,500        | 0            | 0            | 0            | 0            | 0        | 9,000          |
| City of Miami Beach Contribution               | 5,625          | 1,500         | 1,500        | 0            | 0            | 0            | 0            | 0        | 8,625          |
| Florida Department of Environmental Protection | 8,614          | 100           | 500          | 0            | 224          | 1,707        | 0            | 0        | 11,146         |
| <b>TOTAL REVENUES:</b>                         | <b>175,042</b> | <b>30,840</b> | <b>5,724</b> | <b>181</b>   | <b>1,066</b> | <b>2,227</b> | <b>1,586</b> | <b>0</b> | <b>216,666</b> |
| EXPENDITURE SCHEDULE:                          | PRIOR          | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE   | TOTAL          |
| Construction                                   | 166,550        | 30,200        | 4,974        | 2,392        | 3,370        | 5,694        | 3,486        | 0        | 216,666        |
| <b>TOTAL EXPENDITURES:</b>                     | <b>166,550</b> | <b>30,200</b> | <b>4,974</b> | <b>2,392</b> | <b>3,370</b> | <b>5,694</b> | <b>3,486</b> | <b>0</b> | <b>216,666</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### BISCAYNE BAY - RESTORATION AND SHORELINE STABILIZATION

PROGRAM #: 5555691

DESCRIPTION: Restore, enhance and stabilize wetlands, shoreline and islands in and adjacent to Biscayne Bay and its tributaries

LOCATION: Biscayne Bay and Tributaries  
Various Sites

District Located: 4,5,7,8  
District(s) Served: 5,7,8



| REVENUE SCHEDULE:                    | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | 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          |
| <b>TOTAL REVENUES:</b>               | <b>0</b> | <b>1,100</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,100</b> |
| EXPENDITURE SCHEDULE:                | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                         | 0        | 1,100        | 0        | 0        | 0        | 0        | 0        | 0        | 1,100        |
| <b>TOTAL EXPENDITURES:</b>           | <b>0</b> | <b>1,100</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,100</b> |

### CANAL IMPROVEMENTS

PROGRAM #: 2000000940

DESCRIPTION: Provide improvements to the secondary canal system to include maintenance dredging and bank restoration

LOCATION: Throughout Miami-Dade County  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide



| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------|---------------|
| Stormwater Utility         | 2,855        | 6,939        | 4,800        | 3,212        | 3,665        | 3,702        | 2,014        | 0        | 27,187        |
| <b>TOTAL REVENUES:</b>     | <b>2,855</b> | <b>6,939</b> | <b>4,800</b> | <b>3,212</b> | <b>3,665</b> | <b>3,702</b> | <b>2,014</b> | <b>0</b> | <b>27,187</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE   | TOTAL         |
| Construction               | 2,855        | 6,939        | 4,800        | 3,212        | 3,665        | 3,702        | 2,014        | 0        | 27,187        |
| <b>TOTAL EXPENDITURES:</b> | <b>2,855</b> | <b>6,939</b> | <b>4,800</b> | <b>3,212</b> | <b>3,665</b> | <b>3,702</b> | <b>2,014</b> | <b>0</b> | <b>27,187</b> |

### DERM - LABORATORY EQUIPMENT REPLACEMENT

PROGRAM #: 2000001879

DESCRIPTION: Remove and replace laboratory fume hood and install new HVAC

LOCATION: 211 W Flagler St  
City of Miami

District Located: 5  
District(s) Served: Countywide



| REVENUE SCHEDULE:          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| Utility Service Fee        | 0        | 2,800        | 0        | 0        | 0        | 0        | 0        | 0        | 2,800        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>2,800</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,800</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 0        | 2,800        | 0        | 0        | 0        | 0        | 0        | 0        | 2,800        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>2,800</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,800</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### ECONOMIC DEVELOPMENT FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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         | 2021-22      | 2022-23       | 2023-24  | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|---------------|--------------|---------------|----------|--------------|--------------|----------|----------|---------------|
| BBC GOB Financing          | 22,450        | 7,550        | 20,000        | 0        | 6,000        | 7,000        | 0        | 0        | 63,000        |
| <b>TOTAL REVENUES:</b>     | <b>22,450</b> | <b>7,550</b> | <b>20,000</b> | <b>0</b> | <b>6,000</b> | <b>7,000</b> | <b>0</b> | <b>0</b> | <b>63,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22      | 2022-23       | 2023-24  | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 22,450        | 7,550        | 20,000        | 0        | 6,000        | 7,000        | 0        | 0        | 63,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>22,450</b> | <b>7,550</b> | <b>20,000</b> | <b>0</b> | <b>6,000</b> | <b>7,000</b> | <b>0</b> | <b>0</b> | <b>63,000</b> |

### ECONOMIC DEVELOPMENT FUND - TARGETED URBAN AREAS (TUA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 981999

DESCRIPTION: Provide funding for economic development in TUAs from Building Better Communities General Obligation Bond Program

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

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|--------------|----------|--------------|----------|----------|----------|---------------|
| BBC GOB Financing          | 3,500        | 3,100        | 5,700        | 0        | 2,700        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL REVENUES:</b>     | <b>3,500</b> | <b>3,100</b> | <b>5,700</b> | <b>0</b> | <b>2,700</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 3,500        | 3,100        | 5,700        | 0        | 2,700        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>3,500</b> | <b>3,100</b> | <b>5,700</b> | <b>0</b> | <b>2,700</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |

### ENVIRONMENTALLY ENDANGERED LANDS PROGRAM

PROGRAM #: 5555621

DESCRIPTION: Acquire and manage environmentally sensitive and endangered lands

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

| REVENUE SCHEDULE:             | PRIOR         | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|---------------|------------|----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing             | 39,346        | 654        | 0        | 0        | 0        | 0        | 0        | 0        | 40,000        |
| <b>TOTAL REVENUES:</b>        | <b>39,346</b> | <b>654</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>40,000</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Land Acquisition/Improvements | 39,346        | 654        | 0        | 0        | 0        | 0        | 0        | 0        | 40,000        |
| <b>TOTAL EXPENDITURES:</b>    | <b>39,346</b> | <b>654</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>40,000</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### FLORIDA CITY - CANAL GATE

PROGRAM #: 2000001877

DESCRIPTION: Construct canal gate to facilitate retention of seasonal agricultural drawdown waters in order to provide additional seepage flows into the Model Lands Basin

LOCATION: To Be Determined District Located: 8  
Florida City District(s) Served: 8

| REVENUE SCHEDULE:          | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| Utility Service Fee        | 500        | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 1,500        |
| <b>TOTAL REVENUES:</b>     | <b>500</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,500</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 0          | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 1,000        |
| Planning and Design        | 500        | 0            | 0        | 0        | 0        | 0        | 0        | 0        | 500          |
| <b>TOTAL EXPENDITURES:</b> | <b>500</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,500</b> |

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$220,000 and includes 0 FTE(s)

### FLORIDA CITY - CANAL PUMP STATIONS AND LAND ACQUISITIONS

PROGRAM #: 2000001880

DESCRIPTION: Acquire land and construct canal pump stations to reroute and distribute excess canal water flow directly to the Model Lands to improve hydroperiods and hydropatterns

LOCATION: To Be Determined District Located: 8  
Florida City District(s) Served: 8

| REVENUE SCHEDULE:             | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-------------------------------|------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| Utility Service Fee           | 500        | 3,000        | 0        | 0        | 0        | 0        | 0        | 0        | 3,500        |
| <b>TOTAL REVENUES:</b>        | <b>500</b> | <b>3,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,500</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                  | 0          | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 1,000        |
| Land Acquisition/Improvements | 0          | 2,000        | 0        | 0        | 0        | 0        | 0        | 0        | 2,000        |
| Planning and Design           | 500        | 0            | 0        | 0        | 0        | 0        | 0        | 0        | 500          |
| <b>TOTAL EXPENDITURES:</b>    | <b>500</b> | <b>3,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,500</b> |

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$50,000 and includes 0 FTE(s)

### FLORIDA CITY - LAND ACQUISITIONS CULVERT PROJECT

PROGRAM #: 2000001881

DESCRIPTION: Acquire nine land parcels totaling 303 acres necessary in order to allow for the modifications to the Florida City culverts

LOCATION: To Be Determined District Located: 8  
Florida City District(s) Served: 8

| REVENUE SCHEDULE:             | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-------------------------------|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| Utility Service Fee           | 0        | 1,900        | 0        | 0        | 0        | 0        | 0        | 0        | 1,900        |
| <b>TOTAL REVENUES:</b>        | <b>0</b> | <b>1,900</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,900</b> |
| EXPENDITURE SCHEDULE:         | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Land Acquisition/Improvements | 0        | 1,900        | 0        | 0        | 0        | 0        | 0        | 0        | 1,900        |
| <b>TOTAL EXPENDITURES:</b>    | <b>0</b> | <b>1,900</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,900</b> |

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$70,000 and includes 0 FTE(s)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### LAND ACQUISITIONS - TO SUPPORT WELLFIELD

PROGRAM #: 2000001875

DESCRIPTION: Acquire land for the protection of the County's water supply  
 LOCATION: To Be Determined District Located: Countywide  
 Throughout Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Utility Service Fee           | 1,000        | 2,000        | 2,000        | 2,000        | 2,000        | 2,000        | 2,000        | 6,000        | 19,000        |
| <b>TOTAL REVENUES:</b>        | <b>1,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>6,000</b> | <b>19,000</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE       | TOTAL         |
| Land Acquisition/Improvements | 1,000        | 2,000        | 2,000        | 2,000        | 2,000        | 2,000        | 2,000        | 6,000        | 19,000        |
| <b>TOTAL EXPENDITURES:</b>    | <b>1,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>2,000</b> | <b>6,000</b> | <b>19,000</b> |

### OPA-LOCKA CANAL RESTORATION - CORRECTIVE ACTION PLAN FOR SURFACE WATER

PROGRAM #: 2000001876

DESCRIPTION: Implement a corrective action plan for surface water Opa-locka canal restoration  
 LOCATION: Various Sites District Located: 2  
 Opa-locka District(s) Served: 2

| REVENUE SCHEDULE:          | PRIOR      | 2021-22    | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|------------|------------|--------------|----------|----------|----------|----------|----------|--------------|
| Utility Service Fee        | 100        | 600        | 7,500        | 0        | 0        | 0        | 0        | 0        | 8,200        |
| <b>TOTAL REVENUES:</b>     | <b>100</b> | <b>600</b> | <b>7,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>8,200</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 0          | 0          | 7,500        | 0        | 0        | 0        | 0        | 0        | 7,500        |
| Planning and Design        | 100        | 600        | 0            | 0        | 0        | 0        | 0        | 0        | 700          |
| <b>TOTAL EXPENDITURES:</b> | <b>100</b> | <b>600</b> | <b>7,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>8,200</b> |

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$550,000 and includes 0 FTE(s)

### PURCHASE DEVELOPMENT RIGHTS FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 986940

DESCRIPTION: Provide funding for a program to purchase development rights of appropriate properties  
 LOCATION: Countywide District Located: Countywide  
 Throughout Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR         | 2021-22      | 2022-23      | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|---------------|--------------|--------------|---------------|----------|----------|----------|----------|---------------|
| BBC GOB Financing             | 8,080         | 4,500        | 7,420        | 0             | 0        | 0        | 0        | 0        | 20,000        |
| Future Financing              | 0             | 0            | 0            | 10,000        | 0        | 0        | 0        | 0        | 10,000        |
| US Department of Agriculture  | 7,400         | 3,000        | 0            | 0             | 0        | 0        | 0        | 0        | 10,400        |
| <b>TOTAL REVENUES:</b>        | <b>15,480</b> | <b>7,500</b> | <b>7,420</b> | <b>10,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>40,400</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22      | 2022-23      | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Land Acquisition/Improvements | 15,480        | 7,500        | 7,420        | 10,000        | 0        | 0        | 0        | 0        | 40,400        |
| <b>TOTAL EXPENDITURES:</b>    | <b>15,480</b> | <b>7,500</b> | <b>7,420</b> | <b>10,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>40,400</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### SALINITY BARRIER - FEASIBILITY TESTING AND EVALUATION

**PROGRAM #:** 2000001878



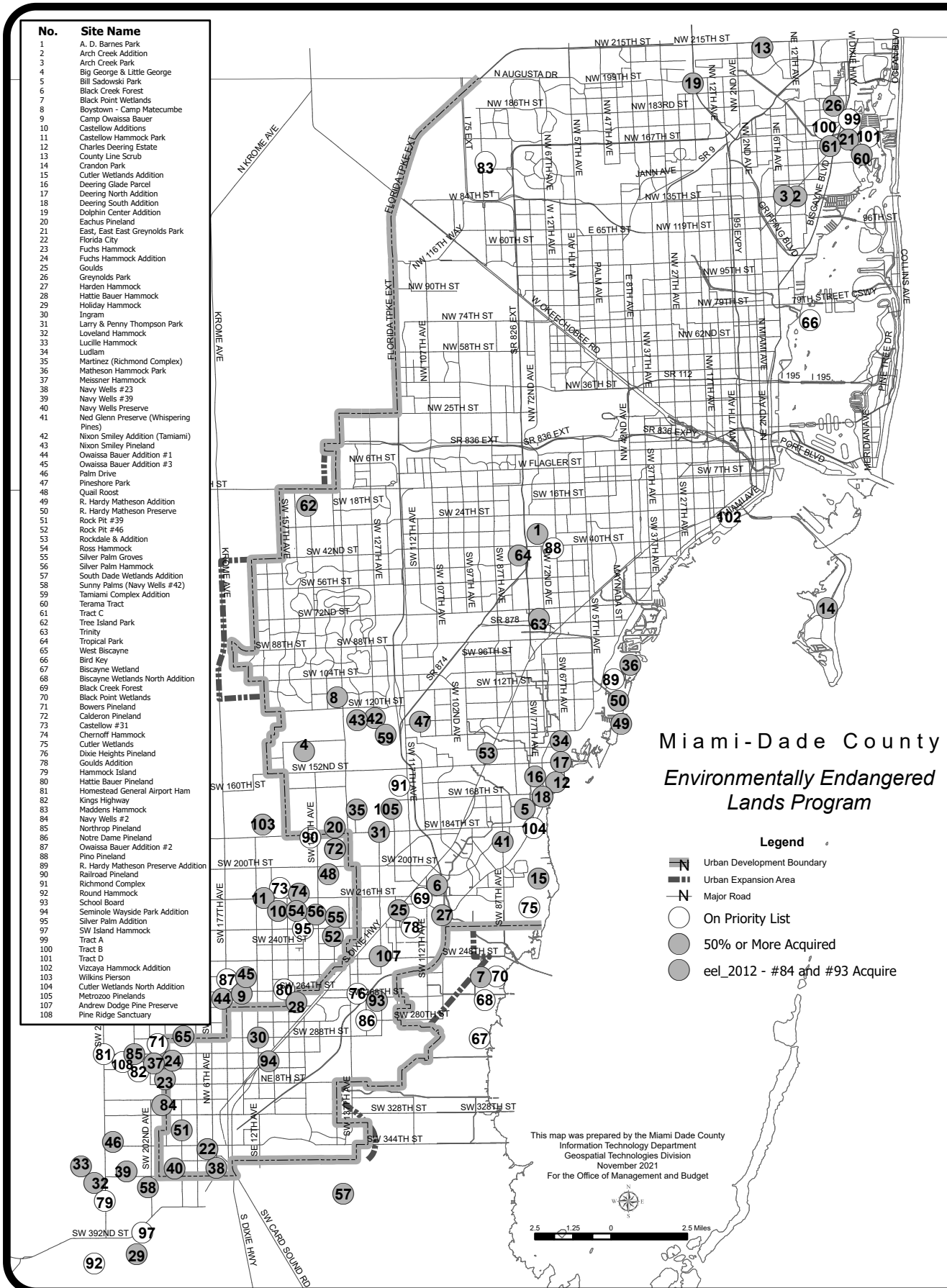
**DESCRIPTION:** Preform feasibility testing and evaluation studies for the creation of a salinity barrier to retard the western movement of the salt front, at the base of the Biscayne aquifer in order to protect the County's water supply

**LOCATION:** To Be Determined  
Throughout Miami-Dade County

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

| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Utility Service Fee          | 0            | 0              | 0              | 0              | 0              | 0              | 0              | 20,000        | 20,000        |
| <b>TOTAL REVENUES:</b>       | <b>0</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>20,000</b> | <b>20,000</b> |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Other Capital                | 0            | 0              | 0              | 0              | 0              | 0              | 0              | 20,000        | 20,000        |
| <b>TOTAL EXPENDITURES:</b>   | <b>0</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>20,000</b> | <b>20,000</b> |

# FY 2021-22 Adopted Budget and Multi-Year Capital Plan



# FY 2021-22 Adopted Budget and Multi-Year Capital Plan

## Acquisition Projects: Environmentally Endangered Lands Program

| Acquired Projects |                                       |                           |                     |           |          |                     |  |                           |                     |           |          |
|-------------------|---------------------------------------|---------------------------|---------------------|-----------|----------|---------------------|--|---------------------------|---------------------|-----------|----------|
| No                | Site Name                             | Location                  | Type                | Acr<br>es | Priority | No                  | Site Name                              | Location                  | Type                | Acr<br>es | Priority |
| 1                 | A. D. Barnes Park                     | 3775 SW 74 Ave            | Natural Areas       | 25        | ♦        | 54                  | Ross Hammock                           | SW 223 St & SW 157 Ave    | Tropical Hammocks   | 19.2      | ♦        |
| 2                 | Arch Creek Addition                   | NE 135 St & US 1          | Buffer              | 1.2       | ♦        | 55                  | Silver Palm Groves                     | SW 232 St & SW 142 Ave    | Rockridge Pinelands | 20.4      | ♦        |
| 3                 | Arch Creek Park                       | NE 135 St & US-1          | Natural Areas       | 8.5       | ♦        | 56                  | Silver Palm Hammock                    | SW 228 St & SW 149 Ave    | Tropical Hammocks   | 10        | ♦        |
| 4                 | Big George & Little George            | SW 150 St & SW 152 Ave    | Tropical Hammocks   | 20.1      | ♦        | 57                  | South Dade Wetlands                    | South Dade County         | Wetlands            | 23.5      | ♦        |
| 5                 | Bill Sadowski Park                    | 17555 SW 79 Ave           | Natural Areas       | 23        | ♦        | 58                  | Sunny Palms (Navy Wells #42)           | SW 368 St & SW 202 Ave    | Rockridge Pinelands | 40.8      | ♦        |
| 6                 | Black Creek Forest                    | SW 214 St & SW 112 Ave    | Pineland            | 7         | ♦        | 59                  | Tamiami Complex Addition               | SW 134 St & SW 122 Ave    | Rockridge Pinelands | 25.6      | ♦        |
| 7                 | Black Point Wetlands                  | SW 248 St & SW 112 Ave    | Coastal Wetlands    | 78.9      | ♦        | 60                  | Terama Tract in Oleta Preserve         | Oleta Preserve            | Coastal Wetlands    | 29.7      | ♦        |
| 8                 | (Boystown) Camp Matecumbe             | SW 112 St & SW 137 Ave    | Rockridge Pinelands | 77        | ♦        | 61                  | Oleta Tract C                          | NE 163 St & US-1          | Coastal Wetlands    | 2.5       | ♦        |
| 9                 | Camp Owaissa Bauer                    | SW 264 St & SW 170 Ave    | Natural Areas       | 80        | ♦        | 62                  | Tree Island Park                       | SW 10 St & SW 147 Ave     | Wetlands            | 120       | ♦        |
| 10                | Castellow Additions                   | SW 226 St & SW 157 Ave    | Tropical Hammocks   | 34.9      | ♦        | 63                  | Trinity                                | SW 76 St & SW 74 Ave      | Rockridge Pinelands | 10        | ♦        |
| 11                | Castellow Hammock Park                | 22301 SW 162 Ave          | Natural Areas       | 55        | ♦        | 64                  | Tropical Park                          | 7900 Bird Rd              | Natural Areas       | 5         | ♦        |
| 12                | Charles Deering Estate                | 16701 SW 72 Ave           | Natural Areas       | 332       | ♦        | 65                  | West Biscayne                          | SW 288 St & SW 190 Ave    | Rockridge Pinelands | 15.1      | ♦        |
| 13                | County Line Scrub                     | NE 215 St & NE 4 Ave      | Xeric Coastal Scrub | 15        | ♦        | 68                  | Biscayne Wetlands North Addition       | SW 270 St & SW 107 Ave    | Coastal Wetlands    | 300       | ♦        |
| 14                | Crandon Park                          | 7200 Crandon Blvd         | Natural Areas       | 444       | ♦        | 72                  | Calderon Pineland                      | SW 192 St & SW 140 Ave    | Rockridge Pinelands | 15.2      | ♦        |
| 15                | Cutler Wetlands & Addition            | SW 210 St & SW 85 Ave     | Coastal Wetlands    | 461       | ♦        | 74                  | Chernoff Hammock                       | SW 218 St & SW 154 Ave    | Tropical Hammocks   | 4.5       | ♦        |
| 16                | Deering Glade Parcel                  | SW 158 St & Old Cutler Rd | Buffer              | 9.7       | ♦        | 84                  | Navy Wells #2                          | SW 328 St & SW 197 Ave    | Rockridge Pinelands | 20        | ♦        |
| 17                | Deering North Addition                | SW 152 St & SW 67 Ave     | Coastal Wetlands    | 43        | ♦        | 85                  | Northrop Pineland                      | SW 296 St & SW 207th Ave  | Rockridge Pinelands | 12.8      | ♦        |
| 18                | Deering South Addition                | SW 168 St & SW 72 Ave     | Pineland            | 32        | ♦        | 93                  | School Board                           | SW 268 St & SW 129 Ave    | Rockridge Pinelands | 18.7      | ♦        |
| 19                | Dolphin Center Addition               | NW 196 St & NW 17 Ave     | Xeric Coastal Scrub | 4         | ♦        | 103                 | Wilkins Pierson                        | SW 184 St & SW 164 Ave    | Rockridge Pinelands | 10        | ♦        |
| 20                | Eachus Pineland                       | SW 184 St & SW 142 Ave    | Rockridge Pinelands | 17.2      | ♦        | 105                 | Metrozoo Pinelands                     | 12400 SW 152 St           | Rockridge Pinelands | 142.4     | ♦        |
| 21                | East & East East Greynolds Park       | 17530 W Dixie Hwy         | Natural Areas       | 33        | ♦        | 106                 | Seminole Wayside Park Addition         | SW 300 St & US-1          | Rockridge Pinelands | 4.3       | ♦        |
| 22                | Florida City                          | SW 344 St & SW 185 Ave    | Rockridge Pinelands | 24        | ♦        | 107                 | Andrew Dodge New Pines Preserve        | SW 248 St & SW 127 Ave    | Rockridge Pinelands | 3.5       | ♦        |
| 23                | Fuchs Hammock                         | SW 304 St & SW 198 Ave    | Natural Areas       | 24        | ♦        | Unacquired Projects |  |                           |                     |           |          |
| 24                | Fuchs Hammock Addition                | SW 304 St & SW 198 Ave    | Rockridge Pinelands | 14.8      | ♦        | No                  | Site Name                              | Location                  | Type                | Acr<br>es | Priority |
| 25                | Goulds                                | SW 224 St & SW 120 Ave    | Rockridge Pinelands | 40.5      | ♦        | 57                  | South Dade Wetlands                    | South Dade County         | Wetlands            | 17,949    | A        |
| 26                | Greynolds Park                        | 17530 W Dixie Hwy         | Natural Areas       | 53        | ♦        | 66                  | Bird Key                               | NW 79 St & Biscayne Bay   | Mangrove            | 37.5      | A        |
| 27                | Harden Hammock                        | SW 226 St & SW 107 Ave    | Tropical Hammocks   | 12.4      | ♦        | 67                  | Biscayne Wetlands                      | SW 280 St & SW 107 Ave    | Coastal Wetlands    | 864.1     | A        |
| 28                | Hattie Bauer Hammock                  | SW 267 St & SW 157 Ave    | Tropical Hammocks   | 14        | ♦        | 69                  | Black Creek Forest                     | SW 216 St & SW 112 Ave    | Pineland            | 45.5      | A        |
| 29                | Holiday Hammock                       | SW 400 St & SW 207 Ave    | Tropical Hammocks   | 40        | ♦        | 70                  | Black Point Wetlands                   | SW 248 St & SW 97 Ave     | Coastal Wetlands    | 191.8     | A        |
| 30                | Ingram                                | SW 288 St & SW 167 Ave    | Rockridge Pinelands | 9.9       | ♦        | 71                  | Bowers Pineland                        | SW 296 St & SW 197 Ave    | Rockridge Pinelands | 9.8       | A        |
| 31                | Larry & Penny Thompson Park           | SW 184 St & SW 127 Ave    | Natural Areas       | 193       | ♦        | 73                  | Castellow #31                          | SW 218 St & SW 157 Ave    | Tropical Hammocks   | 14.1      | A        |
| 32                | Loveland Hammock                      | SW 360 St & SW 222 Ave    | Tropical Hammocks   | 15.1      | ♦        | 75                  | Cutler Wetlands                        | SW 196 St & SW 232 St     | Coastal Wetlands    | 794.4     | A        |
| 33                | Lucille Hammock                       | SW 352 St & SW 222 Ave    | Tropical Hammocks   | 20.8      | ♦        | 76                  | Dixie Heights Pineland                 | SW 268 St & SW 132 Ave    | Rockridge Pinelands | 29        | B        |
| 34                | Ludlam                                | SW 143 St & SW 67 Ave     | Rockridge Pinelands | 10.2      | ♦        | 78                  | Goulds Addition                        | SW 232 St & SW 117 Ave    | Rockridge Pinelands | 28.8      | A        |
| 35                | Martinez (Richmond Complex)           | SW 152 St & SW 130 Ave    | Rockridge Pinelands | 142       | ♦        | 79                  | Hammock Island                         | SW 360 St & SW 217 Ave    | Tropical Hammocks   | 64.7      | B        |
| 36                | Matheson Hammock Park                 | SW 96 St & Old Cutler Rd  | Natural Areas       | 381       | ♦        | 80                  | Hattie Bauer Pineland                  | SW 266 St & SW 157 Ave    | Rockridge Pinelands | 5         | A        |
| 37                | Meissner Hammock                      | SW 302 St & SW 212 Ave    | Tropical Hammocks   | 10.3      | ♦        | 81                  | Homestead General Airport Hammock      | SW 296 St & SW 217 Ave    | Tropical Hammocks   | 4         | A        |
| 38                | Navy Wells #23                        | SW 352 St & SW 182 Ave    | Rockridge Pinelands | 27        | ♦        | 82                  | Kings Highway                          | SW 304 St & SW 202 Ave    | Rockridge Pinelands | 31.1      | B        |
| 39                | Navy Wells #39                        | SW 360 St & SW 210 Ave    | Rockridge Pinelands | 19        | ♦        | 83                  | Maddens Hammock                        | NW 164 St & SW 87 Ave     | Tropical Hammocks   | 15.6      | B        |
| 40                | Navy Wells Preserve                   | SW 356 St & SW 192 Ave    | Natural Areas       | 239       | ♦        | 86                  | Notre Dame Pineland                    | SW 280 St & SW 132 Ave    | Rockridge Pinelands | 46.8      | B        |
| 41                | Ned Glenn Preserve (Whispering Pines) | SW 188 St & SW 87 Ave     | Rockridge Pinelands | 10        | ♦        | 87                  | Owaissa Bauer Addition #2              | SW 264 St & SW 175 Ave    | Rockridge Pinelands | 10        | A        |
| 42                | Nixon Smiley Addition (Tamiami #8)    | SW 128 St & SW 127 Ave    | Rockridge Pinelands | 63        | ♦        | 88                  | Pino Pineland                          | SW 39 St & SW 69 Ave      | Rockridge Pinelands | 3.8       | A        |
| 43                | Nixon Smiley Pineland                 | SW 128 St & SW 133 Ave    | Natural Areas       | 59        | ♦        | 89                  | R. Hardy Matheson Addition             | Old Cutler Rd & SW 108 St | Coastal Wetlands    | 21.5      | A        |
| 44                | Owaissa Bauer Addition #1             | SW 264 St & SW 177 Ave    | Rockridge Pinelands | 9.4       | ♦        | 90                  | Railroad Pineland                      | SW 184 St & SW 147 Ave    | Rockridge Pinelands | 18.2      | B        |
| 45                | Owaissa Bauer Addition #3             | SW 262 St & SW 170 Ave    | Tropical Hammocks   | 1.2       | ♦        | 91                  | Richmond Complex                       | SW 152 St & SW 130 Ave    | Rockridge Pinelands | 210.8     | A        |
| 46                | Palm Drive                            | SW 344 St & SW 212 Ave    | Rockridge Pinelands | 20        | ♦        | 92                  | Round Hammock                          | SW 408 St & SW 220 Ave    | Tropical Hammocks   | 31.1      | A        |
| 47                | Pineshore Park                        | SW 128 St & SW 112 Ave    | Natural Areas       | 7.8       | ♦        | 95                  | Silver Palm Addition                   | SW 232 St & SW 152 Ave    | Rockridge Pinelands | 20        | A        |
| 48                | Quail Roost                           | SW 200 St & SW 144 Ave    | Rockridge Pinelands | 48.5      | ♦        | 97                  | SW Island Hammock                      | SW 392 St & SW 207 Ave    | Tropical Hammocks   | 12.4      | A        |
| 49                | R. Hardy Matheson Addition            | Old Cutler Rd & SW 108 St | Coastal Wetlands    | 19.9      | ♦        | 99                  | Oleta Tract A                          | NE 171 St & US-1          | Coastal Wetlands    | 2.1       | A        |
| 50                | R. Hardy Matheson Preserve            | SW 112 St & Old Cutler Rd | Natural Areas       | 692       | ♦        | 100                 | Oleta Tract B                          | NE 165 St & US-1          | Coastal Wetlands    | 3.5       | A        |
| 51                | Rock Pit #39                          | SW 336 St & SW 192 Ave    | Rockridge Pinelands | 8.7       | ♦        | 101                 | Oleta Tract D                          | NE 191 St & NE 24 Ave     | Coastal Wetlands    | 7.4       | A        |
| 52                | Rock Pit #46                          | SW 232 St & SW 142 Ave    | Rockridge Pinelands | 5         | ♦        | 102                 | Vizcaya Hammock Addition               | 3300 South Miami Ave      | Tropical Hammocks   | 2         | A        |
| 53                | Rockdale & Addition                   | SW 144 St & US-1          | Rockridge Pinelands | 37.1      | ♦        | 104                 | Cutler Wetlands North Addition Hammock | SW 184 St & Old Cutler Rd | Tropical Hammocks   | 37        | B        |
|                   |                                       |                           |                     |           |          | 108                 | Pine Ridge Sanctuary                   | SW 300 St & SW 211 Ave    | Rockridge Pinelands | 14        | A        |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Seaport

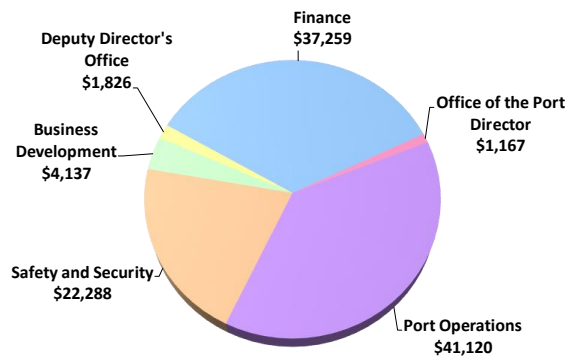
The Seaport Department manages and operates the Dante B. Fascell Port of Miami or PortMiami. PortMiami is the busiest passenger cruise port in the world and the 12th busiest cargo container port in the United States.

As part of the Economic Development strategic area, Seaport is responsible for meeting the infrastructure needs of the cruise and cargo industries, managing the Port efficiently and effectively and maintaining, renovating and expanding the Port's facilities. Seaport promotes cruise and cargo growth through infrastructure enhancements and throughput capacity improvements combined with an aggressive foreign and domestic marketing program.

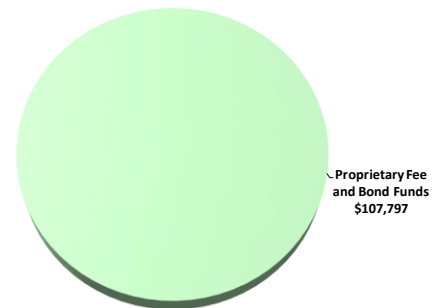
As the second largest economic engine in Miami-Dade County, PortMiami contributes \$43 billion annually to the local economy and supports more than 334,400 jobs in South Florida. Seaport works with the maritime, cruise and cargo industries; truckers; freight forwarders; various federal and state agencies;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

### FY 2021-22 Adopted Operating Budget

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

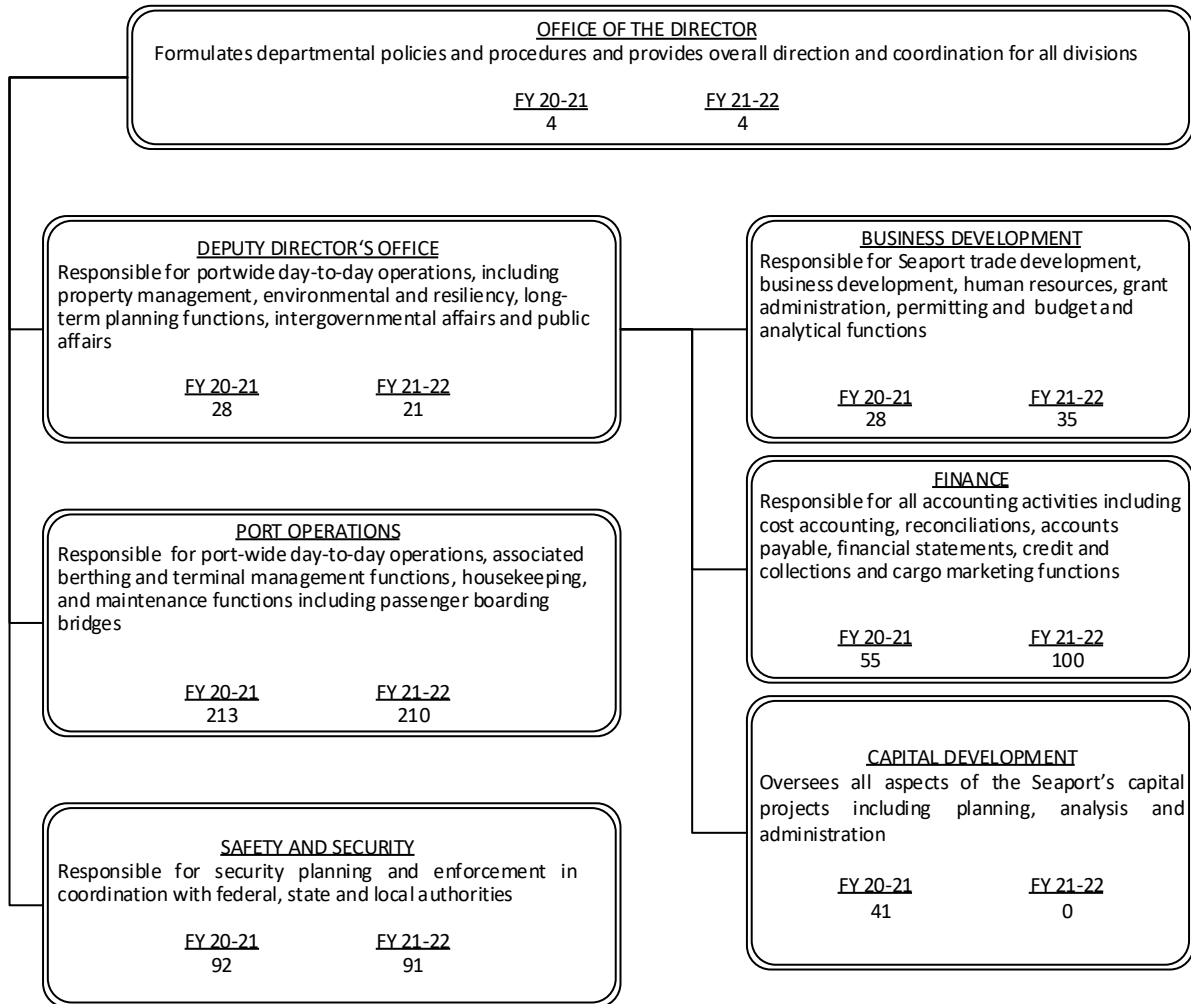


**Revenues by Source**  
(dollars in thousands)



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 562.6

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

The Office of the Port Director is responsible for overseeing the implementation of the Seaport 2035 Master Plan; overseeing policies and procedures; providing long-term vision and overall direction and coordination for all divisions; and representing the interests of the Seaport and the County at the local, national and international levels.

- Establishes departmental policy, directs overall management, provides long-term vision and implements legislative policy and directives

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of TEUs (Twenty Foot Equivalent) (in thousands) | ED1-4 | ES-3 | OC   | ↑    | 1,120    | 1,067    | 1,150    | 1,192      | 1,216    |
| Cruise passengers (in thousands)*                      | ED1-4 | ES-3 | OC   | ↑    | 6,824    | 3,477    | 5,400    | 0          | 3,800    |

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

### **DIVISION: DEPUTY DIRECTOR'S OFFICE**

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

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

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

| Measures                        | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---------------------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                                 |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Property leases occupancy rate* | ED1-5 | ES-3 | OC   | ↑    | 95%      | 85%      | 95%      | 85%        | 95%      |

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

#### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers seven positions to the Business Development Division to provide the coordination of internal and external customers' credentialing and permitting services

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: PORT OPERATIONS

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

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

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

| Measures           | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                    |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Crane availability | ED1-5 | ES-3 | EF   | ↑    | 99%      | 99%      | 99%      | 99%        | 99%      |

#### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of three vacant Seaport Hydraulics Mechanic positions to the Finance Division for reporting functions

### DIVISION: BUSINESS DEVELOPMENT

The Business Development Division is responsible for business retention and trade development as well as long term planning of Seaport requirements, grant administration, communications and outreach, human resources, permitting, budgeting 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--------------------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                                |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Advertising revenue generated* | ED1-5 | ES-3 | OC   | ↑    | \$20,000 | \$0      | \$20,000 | \$0        | \$20,000 |

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

#### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers seven positions from the Deputy Director's Office to provide the coordination of internal and external customers' credentialing and permitting services

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: CAPITAL DEVELOPMENT

The Capital Development Division manages implementation of capital improvement programs.

- Coordinates Seaport design, engineering and construction management activities
- Coordinates environmental issues with various local, state and federal agencies
- Performs the Port's property, facilities and equipment maintenance functions

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of projects completed on time and within budget | ED1-5 | IE-3 | EF   | ↑    | 95%      | 97%      | 98%      | 97%        | 99%      |

#### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers forty-one positions to the Finance Division to provide overall support to the Department's Capital Improvement and Financial plan

### 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of purchase requisitions completed | ED1-5 | ES-3 | OC   | ↑    | 95%      | 94%      | 95%      | 95%        | 95%      |

#### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes a departmental reorganization that transfers forty-one positions from Capital Development to provide overall support to the Department's Capital Improvement and Financial Plan, three vacant Seaport Hydraulics Mechanic positions from the Port Operations Division for reporting functions and one Seaport Enforcement Specialist position from the Security and Safety Division as part of the departmental reorganization
- The American Rescue Plan Act of 2021 (ARPA) was passed on March 11, 2021, which the State of Florida was allocated approximately \$8.8 billion; as part of the State ARPA Coronavirus allocation PortMiami received \$66.901 million to be used primarily towards operating expenses



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

The Safety and Security Division is responsible for security planning and enforcement in coordination with federal, state and local authorities.

- Coordinates with federal, state and local law enforcement partners
- Ensures adherence to the Facilities Security Plan (FSP) as mandated by the Maritime Transportation Security Act
- Manages all public safety and seaport security efforts, including protection of all PortMiami buildings and property

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

| Measures                               | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of Seaport Enforcement Officers | PS3-3 | ES-2 | OP   | ↑    | 61       | 67       | 67       | 67         | 67       |

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the transfer of one Seaport Enforcement Specialist position to the Finance Division as part of the departmental reorganization





### **ADDITIONAL INFORMATION**

- As a result of COVID-19 , Seaport is uncertain as to what the traffic levels will be in FY 2020-21; based on discussions with carriers it is assumed cruises will begin by summer and slowly return to a normal level of operations by the end of FY 2021-22; consequently, the Department is currently assuming approximately 3.8 million passengers for FY 2021-22; 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 \$400,000 in FY 2021-22 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 Programs and community outreach
- In FY 2021-22, 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**

- 🔍 Cargo upgrades included in the FY 2021-22 Adopted Budget and Multi-Year Capital Plan include an investment totaling \$149.061 million, \$23.913 million in FY 2021-22
- 🔍 In FY 2021-22, the Department will continue to repair and upgrade the north bulkhead, expected to add at least 30 years of life to the Port (total project cost \$300 million, \$17.654 million in FY 2021-22; capital program #644300)
- 🔍 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 \$82.745 million, \$9.2 million in FY 2021-22; capital program #2000000131); it is anticipated that this project will have an annual operating impact of \$500,000 per crane and require an additional eight FTE's beginning in FY 2022-23

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-  The Port will also be investing in a new Federal Inspection Facility (total project cost \$16.360 million, \$1.347 million in FY 2021-22; capital program #641540); new Inspection and Fumigation facilities (total project cost \$59.9 million, \$2.2 million in FY 2021-22; capital program #2000001418); and the Brightline train which will allow passengers and employees to connect from Miami-Dade County's transit system to PortMiami (total project cost \$5.2 million; capital program #2000001320)
-  The major thrust of the of Seaport's capital improvement plan includes various cruise terminal renovations (total project cost \$149.892 million, \$13.744 million in FY 2021-22); the expansion of Cruise Terminal F which will accommodate additional Carnival Cruise Line ships (total project cost \$165.974, \$70.242 million in FY 2021-22; capital program #2000000979); the design and construction of the new Cruise Terminal V to support expanding Virgin Voyages operations (total project cost \$143.176 million, \$60.207 million in FY 2021-22; capital program #2000000978); new cruise terminals AA and AAA to support the expanded operations of MSC Cruise Lines (total project cost \$124.694 million, \$48.496 million in FY 2021-22; capital program #2000000570); the preparation of Berth 10 as a new future terminal (total project cost \$181.172 million, \$26.516 million in FY 2021-22; capital program #2000001343); as a result of these port investments, it is anticipated that the Port will be able to handle over 10 million passengers by FY 2025-26
-  The FY 2021-22 expenditures for the Shore Power capital program was adjusted from \$4.038 million to \$55 million; moving these expenditures from future years will allow the Port to purchase equipment in greater volume, taking advantage of volume discounts as well as ensuring that Phase 1 of the project is completed by the Fall of 2023 (total project cost \$121 million, \$55 million in FY 2021-22; capital program #2000001675);
-  The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of 13 vehicles (\$226,000) 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 capital program #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 369                    | 223                | 316                | 50                     | 300                |
| Fuel                    | 160                    | 134                | 152                | 63                     | 76                 |
| Overtime                | 1,725                  | 1,196              | 2,059              | 58                     | 1,190              |
| Rent                    | 29                     | 17                 | 27                 | 20                     | 25                 |
| Security Services       | 21,746                 | 21,766             | 23,770             | 20,845                 | 22,288             |
| Temporary Services      | 0                      | 0                  | 0                  | 0                      | 0                  |
| Travel and Registration | 306                    | 180                | 470                | 147                    | 295                |
| Utilities               | 4,914                  | 5,841              | 7,359              | 6,002                  | 8,279              |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### ADOPTED FEE ADJUSTMENTS FOR SERVICES

| Fee Adjustments                                | Current Fee<br>FY 20-21 | Adopted Fee<br>FY 21-22 | Dollar Impact<br>FY 21-22 |
|--|-------------------------|-------------------------|---------------------------|
| • Various cargo dockage and wharfage rates     | Various                 | Various                 | \$1,345,000               |
| • Various crane charges                        | Various                 | Various                 | \$552,000                 |
| • Various passenger dockage and wharfage rates | Various                 | Various                 | \$1,863,000               |
| • Various terminal rental charges              | Various                 | Various                 | \$492,000                 |
| • Water use per ton                            | \$3.13                  | \$3.26                  | \$50,000                  |

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| Carryover                                 | 112,192            | 124,000            | 115,000            | 83,776              |
| FDOT Revenues                             | 17,000             | 17,000             | 17,000             | 17,000              |
| Proprietary Fees                          | 167,908            | 137,989            | 206,347            | 184,850             |
| Total Revenues                            | 297,100            | 278,989            | 338,347            | 285,626             |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 23,853             | 26,308             | 24,351             | 25,985              |
| Fringe Benefits                           | 10,129             | 10,911             | 10,661             | 12,052              |
| Court Costs                               | 10                 | 6                  | 12                 | 12                  |
| Contractual Services                      | 15,459             | 17,102             | 20,574             | 16,721              |
| Other Operating                           | 9,880              | 10,476             | 26,439             | 12,040              |
| Charges for County Services               | 26,649             | 28,122             | 29,417             | 29,979              |
| Grants to Outside Organizations           | 0                  | 0                  | 0                  | 0                   |
| Capital                                   | 9,432              | -5,676             | 7,446              | 11,008              |
| Total Operating Expenditures              | 95,412             | 87,249             | 118,900            | 107,797             |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 604                | 7,946              | 200                | 400                 |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 76,540             | 69,923             | 86,037             | 70,703              |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 124,544            | 0                  | 133,210            | 106,726             |
| Total Non-Operating Expenditures          | 201,688            | 77,869             | 219,447            | 177,829             |

| (dollars in thousands)                      | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                      | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Economic Development</b> |                    |                     |                    |                     |
| Office of the Port Director                 | 1,333              | 1,167               | 4                  | 4                   |
| Deputy Director's Office                    | 2,927              | 1,826               | 28                 | 21                  |
| Port Operations                             | 59,202             | 41,120              | 213                | 210                 |
| Business Development                        | 4,045              | 4,137               | 28                 | 35                  |
| Capital Development                         | 3,780              | 0                   | 41                 | 0                   |
| Finance                                     | 23,844             | 37,259              | 55                 | 100                 |
| Safety and Security                         | 23,769             | 22,288              | 92                 | 91                  |
| Total Operating Expenditures                | 118,900            | 107,797             | 461                | 461                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

| (dollars in thousands)                           | PRIOR          | FY 21-22       | FY 22-23       | FY 23-24       | FY 24-25       | FY 25-26       | FY 26-27      | FUTURE        | TOTAL            |
|--|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|------------------|
| <b>Revenue</b>                                   |                |                |                |                |                |                |               |               |                  |
| Army Corps of Engineers                          | 0              | 4,300          | 0              | 0              | 0              | 0              | 0             | 0             | 4,300            |
| FDOT Funds                                       | 26,414         | 15,886         | 23,615         | 15,000         | 8,500          | 0              | 0             | 0             | 89,415           |
| Federal Transportation Grant                     | 41,100         | 0              | 0              | 0              | 0              | 0              | 0             | 0             | 41,100           |
| Future Financing                                 | 21,119         | 315,014        | 282,653        | 190,374        | 179,087        | 113,713        | 58,798        | 37,038        | 1,197,796        |
| Seaport Bonds/Loans                              | 437,459        | 37,660         | 1,529          | 0              | 0              | 0              | 0             | 0             | 476,648          |
| Tenant Financing                                 | 0              | 4,000          | 7,000          | 6,500          | 0              | 0              | 0             | 0             | 17,500           |
| US DOT   | 10,000         | 2,000          | 0              | 0              | 0              | 0              | 0             | 0             | 12,000           |
| US Department of Environmental Protection Agency | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 0             | 0                |
| US Department of Homeland Security               | 1,488          | 948            | 354            | 0              | 0              | 0              | 0             | 0             | 2,790            |
| <b>Total:</b>                                    | <b>537,580</b> | <b>379,808</b> | <b>315,151</b> | <b>211,874</b> | <b>187,587</b> | <b>113,713</b> | <b>58,798</b> | <b>37,038</b> | <b>1,841,549</b> |
| <b>Expenditures</b>                              |                |                |                |                |                |                |               |               |                  |
| <b>Strategic Area: ED</b>                        |                |                |                |                |                |                |               |               |                  |
| Cargo Facilities Improvements                    | 85,230         | 23,913         | 31,334         | 3,675          | 4,434          | 475            | 0             | 0             | 149,061          |
| Environmental Projects                           | 0              | 55,000         | 6,962          | 5,500          | 5,500          | 5,500          | 5,500         | 37,038        | 121,000          |
| Equipment Acquisition                            | 28,434         | 9,200          | 31,946         | 13,165         | 0              | 0              | 0             | 0             | 82,745           |
| Facility Expansion                               | 0              | 2,200          | 18,800         | 23,300         | 15,600         | 0              | 0             | 0             | 59,900           |
| Facility Improvements                            | 5,041          | 38,016         | 60,270         | 50,442         | 55,193         | 12,898         | 0             | 0             | 221,860          |
| New Passenger Facilities                         | 169,356        | 130,449        | 9,345          | 0              | 0              | 0              | 0             | 0             | 309,150          |
| Passenger Facilities Improvements                | 1,760          | 5,579          | 5,289          | 0              | 0              | 0              | 0             | 0             | 12,628           |
| Port Facility Improvements                       | 129,846        | 111,642        | 146,405        | 115,792        | 106,860        | 94,840         | 53,298        | 0             | 758,683          |
| Terminal Improvements                            | 117,913        | 3,809          | 4,800          | 0              | 0              | 0              | 0             | 0             | 126,522          |
| <b>Total:</b>                                    | <b>537,580</b> | <b>379,808</b> | <b>315,151</b> | <b>211,874</b> | <b>187,587</b> | <b>113,713</b> | <b>58,798</b> | <b>37,038</b> | <b>1,841,549</b> |

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### BRIGHTLINE

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: Countywide

PROGRAM #: 2000001320



| REVENUE SCHEDULE:          | PRIOR    | 2021-22  | 2022-23    | 2023-24      | 2024-25      | 2025-26    | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|----------|----------|------------|--------------|--------------|------------|----------|----------|--------------|
| Future Financing           | 0        | 0        | 169        | 2,124        | 2,742        | 165        | 0        | 0        | 5,200        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>0</b> | <b>169</b> | <b>2,124</b> | <b>2,742</b> | <b>165</b> | <b>0</b> | <b>0</b> | <b>5,200</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22  | 2022-23    | 2023-24      | 2024-25      | 2025-26    | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 0        | 0        | 169        | 2,124        | 2,742        | 165        | 0        | 0        | 5,200        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>0</b> | <b>169</b> | <b>2,124</b> | <b>2,742</b> | <b>165</b> | <b>0</b> | <b>0</b> | <b>5,200</b> |

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$50,000 and includes 0 FTE(s)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CONSTRUCTION SUPERVISION

PROGRAM #: 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         | 2021-22       | 2022-23       | 2023-24      | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|---------------|---------------|---------------|--------------|--------------|--------------|----------|----------|---------------|
| Future Financing           | 6,800         | 10,500        | 10,000        | 9,500        | 9,500        | 9,500        | 0        | 0        | 55,800        |
| Seaport Bonds/Loans        | 6,619         | 0             | 0             | 0            | 0            | 0            | 0        | 0        | 6,619         |
| <b>TOTAL REVENUES:</b>     | <b>13,419</b> | <b>10,500</b> | <b>10,000</b> | <b>9,500</b> | <b>9,500</b> | <b>9,500</b> | <b>0</b> | <b>0</b> | <b>62,419</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22       | 2022-23       | 2023-24      | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 13,419        | 10,500        | 10,000        | 9,500        | 9,500        | 9,500        | 0        | 0        | 62,419        |
| <b>TOTAL EXPENDITURES:</b> | <b>13,419</b> | <b>10,500</b> | <b>10,000</b> | <b>9,500</b> | <b>9,500</b> | <b>9,500</b> | <b>0</b> | <b>0</b> | <b>62,419</b> |

### CRUISE TERMINAL B - NEW

PROGRAM #: 2000000571

DESCRIPTION: Renovate Terminal B to accommodate Norwegian Cruise Line operations  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR          | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|----------------------------|----------------|------------|----------|----------|----------|----------|----------|----------|----------------|
| Seaport Bonds/Loans        | 102,510        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 103,010        |
| <b>TOTAL REVENUES:</b>     | <b>102,510</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>103,010</b> |
| EXPENDITURE SCHEDULE:      | PRIOR          | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Construction               | 102,510        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 103,010        |
| <b>TOTAL EXPENDITURES:</b> | <b>102,510</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>103,010</b> |

Estimated Annual Operating Impact will begin in FY 2021-22 in the amount of \$400,000 and includes 0 FTE(s)

### CRUISE TERMINAL BERTH 10 - NEW

PROGRAM #: 2000001343

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

| REVENUE SCHEDULE:           | PRIOR        | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26      | 2026-27  | FUTURE   | TOTAL          |
|-----------------------------|--------------|---------------|---------------|---------------|---------------|--------------|----------|----------|----------------|
| Future Financing            | 0            | 26,516        | 52,020        | 47,859        | 46,777        | 3,898        | 0        | 0        | 177,070        |
| Seaport Bonds/Loans         | 4,102        | 0             | 0             | 0             | 0             | 0            | 0        | 0        | 4,102          |
| <b>TOTAL REVENUES:</b>      | <b>4,102</b> | <b>26,516</b> | <b>52,020</b> | <b>47,859</b> | <b>46,777</b> | <b>3,898</b> | <b>0</b> | <b>0</b> | <b>181,172</b> |
| EXPENDITURE SCHEDULE:       | PRIOR        | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26      | 2026-27  | FUTURE   | TOTAL          |
| Construction                | 3,434        | 26,516        | 52,020        | 47,859        | 46,777        | 3,898        | 0        | 0        | 180,504        |
| Infrastructure Improvements | 668          | 0             | 0             | 0             | 0             | 0            | 0        | 0        | 668            |
| <b>TOTAL EXPENDITURES:</b>  | <b>4,102</b> | <b>26,516</b> | <b>52,020</b> | <b>47,859</b> | <b>46,777</b> | <b>3,898</b> | <b>0</b> | <b>0</b> | <b>181,172</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CRUISE TERMINAL C

**PROGRAM #: 2000000923**

DESCRIPTION: Provide renovations to combine terminals B and C to accommodate various cruise lines  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR         | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|---------------|--------------|--------------|----------|----------|----------|----------|----------|---------------|
| FDOT Funds                 | 10,476        | 1,000        | 2,400        | 0        | 0        | 0        | 0        | 0        | 13,876        |
| Future Financing           | 509           | 2,309        | 2,400        | 0        | 0        | 0        | 0        | 0        | 5,218         |
| Seaport Bonds/Loans        | 4,418         | 0            | 0            | 0        | 0        | 0        | 0        | 0        | 4,418         |
| <b>TOTAL REVENUES:</b>     | <b>15,403</b> | <b>3,309</b> | <b>4,800</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>23,512</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 15,403        | 3,309        | 4,800        | 0        | 0        | 0        | 0        | 0        | 23,512        |
| <b>TOTAL EXPENDITURES:</b> | <b>15,403</b> | <b>3,309</b> | <b>4,800</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>23,512</b> |

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

### CRUISE TERMINAL F - PHASE 2

**PROGRAM #: 2000000979**

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

| REVENUE SCHEDULE:           | PRIOR         | 2021-22       | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|-----------------------------|---------------|---------------|--------------|----------|----------|----------|----------|----------|----------------|
| Future Financing            | 0             | 64,741        | 9,149        | 0        | 0        | 0        | 0        | 0        | 73,890         |
| Seaport Bonds/Loans         | 86,583        | 5,501         | 0            | 0        | 0        | 0        | 0        | 0        | 92,084         |
| <b>TOTAL REVENUES:</b>      | <b>86,583</b> | <b>70,242</b> | <b>9,149</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>165,974</b> |
| EXPENDITURE SCHEDULE:       | PRIOR         | 2021-22       | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Art Allowance               | 893           | 892           | 0            | 0        | 0        | 0        | 0        | 0        | 1,785          |
| Construction                | 0             | 64,741        | 9,149        | 0        | 0        | 0        | 0        | 0        | 73,890         |
| Infrastructure Improvements | 85,690        | 4,609         | 0            | 0        | 0        | 0        | 0        | 0        | 90,299         |
| <b>TOTAL EXPENDITURES:</b>  | <b>86,583</b> | <b>70,242</b> | <b>9,149</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>165,974</b> |

Estimated Annual Operating Impact will begin in FY 2021-22 in the amount of \$200,000 and includes 2 FTE(s)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CRUISE TERMINAL J - IMPROVEMENTS

PROGRAM #: 642930

DESCRIPTION: Upgrade and remodel Terminal J to attract luxury cruise operations by replacing carpet, installing new elevators and completing various terminal repair/upgrades

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

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|---------------|
| Future Financing           | 0            | 4,356        | 0        | 0        | 0        | 0        | 0        | 0        | 4,356         |
| Seaport Bonds/Loans        | 6,386        | 0            | 0        | 0        | 0        | 0        | 0        | 0        | 6,386         |
| <b>TOTAL REVENUES:</b>     | <b>6,386</b> | <b>4,356</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,742</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 6,386        | 4,356        | 0        | 0        | 0        | 0        | 0        | 0        | 10,742        |
| <b>TOTAL EXPENDITURES:</b> | <b>6,386</b> | <b>4,356</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,742</b> |

### CRUISE TERMINAL V - NEW

PROGRAM #: 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         | 2021-22       | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|----------------------------------|---------------|---------------|------------|----------|----------|----------|----------|----------|----------------|
| Future Financing                 | 0             | 50,950        | 196        | 0        | 0        | 0        | 0        | 0        | 51,146         |
| Seaport Bonds/Loans              | 82,773        | 9,257         | 0          | 0        | 0        | 0        | 0        | 0        | 92,030         |
| <b>TOTAL REVENUES:</b>           | <b>82,773</b> | <b>60,207</b> | <b>196</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>143,176</b> |
| EXPENDITURE SCHEDULE:            | PRIOR         | 2021-22       | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Art Allowance                    | 1,676         | 717           | 0          | 0        | 0        | 0        | 0        | 0        | 2,393          |
| Construction                     | 0             | 40,950        | 196        | 0        | 0        | 0        | 0        | 0        | 41,146         |
| Furniture Fixtures and Equipment | 0             | 10,000        | 0          | 0        | 0        | 0        | 0        | 0        | 10,000         |
| Infrastructure Improvements      | 81,097        | 8,540         | 0          | 0        | 0        | 0        | 0        | 0        | 89,637         |
| <b>TOTAL EXPENDITURES:</b>       | <b>82,773</b> | <b>60,207</b> | <b>196</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>143,176</b> |

Estimated Annual Operating Impact will begin in FY 2021-22 in the amount of \$300,000 and includes 4 FTE(s)

### CRUISE TERMINALS A AND AA - ROADWAYS

PROGRAM #: 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         | 2021-22      | 2022-23      | 2023-24    | 2024-25    | 2025-26    | 2026-27  | FUTURE   | TOTAL         |
|-----------------------------|---------------|--------------|--------------|------------|------------|------------|----------|----------|---------------|
| FDOT Funds                  | 0             | 2,586        | 1,314        | 0          | 0          | 0          | 0        | 0        | 3,900         |
| Future Financing            | 0             | 0            | 4,627        | 991        | 660        | 385        | 0        | 0        | 6,663         |
| Seaport Bonds/Loans         | 18,055        | 2,586        | 1,314        | 0          | 0          | 0          | 0        | 0        | 21,955        |
| <b>TOTAL REVENUES:</b>      | <b>18,055</b> | <b>5,172</b> | <b>7,255</b> | <b>991</b> | <b>660</b> | <b>385</b> | <b>0</b> | <b>0</b> | <b>32,518</b> |
| EXPENDITURE SCHEDULE:       | PRIOR         | 2021-22      | 2022-23      | 2023-24    | 2024-25    | 2025-26    | 2026-27  | FUTURE   | TOTAL         |
| Construction                | 0             | 5,172        | 7,255        | 991        | 660        | 385        | 0        | 0        | 14,463        |
| Infrastructure Improvements | 18,055        | 0            | 0            | 0          | 0          | 0          | 0        | 0        | 18,055        |
| <b>TOTAL EXPENDITURES:</b>  | <b>18,055</b> | <b>5,172</b> | <b>7,255</b> | <b>991</b> | <b>660</b> | <b>385</b> | <b>0</b> | <b>0</b> | <b>32,518</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CRUISE TERMINALS AA AND AAA - NEW

**PROGRAM #:** 2000000570

DESCRIPTION: Design and construct new cruise terminals to support expanded operations of MSC Cruise Line  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

| REVENUE SCHEDULE:           | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26    | 2026-27  | FUTURE   | TOTAL          |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|------------|----------|----------|----------------|
| Future Financing            | 0             | 47,935        | 32,401        | 15,461        | 11,630        | 880        | 0        | 0        | 108,307        |
| Seaport Bonds/Loans         | 15,826        | 561           | 0             | 0             | 0             | 0          | 0        | 0        | 16,387         |
| <b>TOTAL REVENUES:</b>      | <b>15,826</b> | <b>48,496</b> | <b>32,401</b> | <b>15,461</b> | <b>11,630</b> | <b>880</b> | <b>0</b> | <b>0</b> | <b>124,694</b> |
| EXPENDITURE SCHEDULE:       | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26    | 2026-27  | FUTURE   | TOTAL          |
| Construction                | 15,482        | 48,496        | 32,401        | 15,461        | 11,630        | 880        | 0        | 0        | 124,350        |
| Infrastructure Improvements | 344           | 0             | 0             | 0             | 0             | 0          | 0        | 0        | 344            |
| <b>TOTAL EXPENDITURES:</b>  | <b>15,826</b> | <b>48,496</b> | <b>32,401</b> | <b>15,461</b> | <b>11,630</b> | <b>880</b> | <b>0</b> | <b>0</b> | <b>124,694</b> |

Estimated Annual Operating Impact will begin in FY 2024-25 in the amount of \$500,000 and includes 5 FTE(s)

### CRUISE TERMINALS D AND E - UPGRADES

**PROGRAM #:** 2000000061

DESCRIPTION: Upgrade terminals D and E for new Carnival Cruise Line services plus addition of Provisional Facility  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|--------------|----------|----------|----------|----------|----------|---------------|
| Future Financing           | 730          | 5,579        | 5,289        | 0        | 0        | 0        | 0        | 0        | 11,598        |
| Seaport Bonds/Loans        | 1,030        | 0            | 0            | 0        | 0        | 0        | 0        | 0        | 1,030         |
| <b>TOTAL REVENUES:</b>     | <b>1,760</b> | <b>5,579</b> | <b>5,289</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>12,628</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 1,760        | 5,579        | 5,289        | 0        | 0        | 0        | 0        | 0        | 12,628        |
| <b>TOTAL EXPENDITURES:</b> | <b>1,760</b> | <b>5,579</b> | <b>5,289</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>12,628</b> |

### FEDERAL INSPECTION FACILITY

**PROGRAM #:** 641540

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

| REVENUE SCHEDULE:          | PRIOR      | 2021-22      | 2022-23      | 2023-24      | 2024-25    | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|------------|--------------|--------------|--------------|------------|--------------|----------|----------|---------------|
| Future Financing           | 52         | 1,347        | 6,371        | 5,870        | 482        | 2,064        | 0        | 0        | 16,186        |
| Seaport Bonds/Loans        | 174        | 0            | 0            | 0            | 0          | 0            | 0        | 0        | 174           |
| <b>TOTAL REVENUES:</b>     | <b>226</b> | <b>1,347</b> | <b>6,371</b> | <b>5,870</b> | <b>482</b> | <b>2,064</b> | <b>0</b> | <b>0</b> | <b>16,360</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22      | 2022-23      | 2023-24      | 2024-25    | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 226        | 1,347        | 6,371        | 5,870        | 482        | 2,064        | 0        | 0        | 16,360        |
| <b>TOTAL EXPENDITURES:</b> | <b>226</b> | <b>1,347</b> | <b>6,371</b> | <b>5,870</b> | <b>482</b> | <b>2,064</b> | <b>0</b> | <b>0</b> | <b>16,360</b> |

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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### GANTRY CRANES

**PROGRAM #:** 2000000131

**DESCRIPTION:** Purchase five (5) post panamax gantry cranes for increased cargo traffic

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

Port of Miami

**District Located:**

5

**District(s) Served:**

Countywide



| REVENUE SCHEDULE:             | PRIOR         | 2021-22      | 2022-23       | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|---------------|--------------|---------------|---------------|----------|----------|----------|----------|---------------|
| FDOT Funds                    | 15,938        | 5,000        | 6,371         | 0             | 0        | 0        | 0        | 0        | 27,309        |
| Future Financing              | 3,900         | 0            | 25,575        | 13,165        | 0        | 0        | 0        | 0        | 42,640        |
| Seaport Bonds/Loans           | 8,596         | 4,200        | 0             | 0             | 0        | 0        | 0        | 0        | 12,796        |
| <b>TOTAL REVENUES:</b>        | <b>28,434</b> | <b>9,200</b> | <b>31,946</b> | <b>13,165</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>82,745</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22      | 2022-23       | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Major Machinery and Equipment | 28,434        | 9,200        | 31,946        | 13,165        | 0        | 0        | 0        | 0        | 82,745        |
| <b>TOTAL EXPENDITURES:</b>    | <b>28,434</b> | <b>9,200</b> | <b>31,946</b> | <b>13,165</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>82,745</b> |

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$2,000,000 and includes 8 FTE(s)

### INFRASTRUCTURE IMPROVEMENTS - CARGO GATE MODIFICATIONS

**PROGRAM #:** 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         | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|---------------|-----------|----------|----------|----------|----------|----------|----------|---------------|
| Federal Transportation Grant  | 29,650        | 0         | 0        | 0        | 0        | 0        | 0        | 0        | 29,650        |
| Future Financing              | 0             | 33        | 0        | 0        | 0        | 0        | 0        | 0        | 33            |
| Seaport Bonds/Loans           | 19,842        | 0         | 0        | 0        | 0        | 0        | 0        | 0        | 19,842        |
| <b>TOTAL REVENUES:</b>        | <b>49,492</b> | <b>33</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>49,525</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                  | 40,222        | 33        | 0        | 0        | 0        | 0        | 0        | 0        | 40,255        |
| Major Machinery and Equipment | 9,270         | 0         | 0        | 0        | 0        | 0        | 0        | 0        | 9,270         |
| <b>TOTAL EXPENDITURES:</b>    | <b>49,492</b> | <b>33</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>49,525</b> |

### INFRASTRUCTURE IMPROVEMENTS - CONTAINER YARD (SEABOARD)

**PROGRAM #:** 644520

**DESCRIPTION:** Provide drainage improvements and various other improvements in the container yard area

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

Port of Miami

**District Located:**

5

**District(s) Served:**

Countywide



| REVENUE SCHEDULE:             | PRIOR         | 2021-22      | 2022-23       | 2023-24      | 2024-25      | 2025-26    | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|---------------|--------------|---------------|--------------|--------------|------------|----------|----------|---------------|
| Future Financing              | 0             | 5,880        | 23,634        | 3,675        | 4,434        | 475        | 0        | 0        | 38,098        |
| Seaport Bonds/Loans           | 10,147        | 0            | 0             | 0            | 0            | 0          | 0        | 0        | 10,147        |
| Tenant Financing              | 0             | 4,000        | 0             | 0            | 0            | 0          | 0        | 0        | 4,000         |
| <b>TOTAL REVENUES:</b>        | <b>10,147</b> | <b>9,880</b> | <b>23,634</b> | <b>3,675</b> | <b>4,434</b> | <b>475</b> | <b>0</b> | <b>0</b> | <b>52,245</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22      | 2022-23       | 2023-24      | 2024-25      | 2025-26    | 2026-27  | FUTURE   | TOTAL         |
| Construction                  | 4,687         | 9,880        | 23,634        | 3,675        | 4,434        | 475        | 0        | 0        | 46,785        |
| Major Machinery and Equipment | 5,459         | 0            | 0             | 0            | 0            | 0          | 0        | 0        | 5,459         |
| <b>TOTAL EXPENDITURES:</b>    | <b>10,147</b> | <b>9,880</b> | <b>23,634</b> | <b>3,675</b> | <b>4,434</b> | <b>475</b> | <b>0</b> | <b>0</b> | <b>52,245</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - CRUISE CAMPUS

PROGRAM #: 2000001290

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

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

| REVENUE SCHEDULE:          | PRIOR    | 2021-22       | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|----------|---------------|----------|----------|----------|----------|----------|----------|---------------|
| Future Financing           | 0        | 11,500        | 0        | 0        | 0        | 0        | 0        | 0        | 11,500        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>11,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>11,500</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22       | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 0        | 11,500        | 0        | 0        | 0        | 0        | 0        | 0        | 11,500        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>11,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>11,500</b> |

### INFRASTRUCTURE IMPROVEMENTS - NORTH BULKHEAD REHABILITATION

PROGRAM #: 644300

DESCRIPTION: Provide repairs and improvements to the north bulkhead terminal

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

| REVENUE SCHEDULE:          | PRIOR    | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE   | TOTAL          |
|----------------------------|----------|---------------|---------------|---------------|---------------|---------------|---------------|----------|----------------|
| Future Financing           | 0        | 7,990         | 64,510        | 54,846        | 54,846        | 54,846        | 53,298        | 0        | 290,336        |
| Seaport Bonds/Loans        | 0        | 9,664         | 0             | 0             | 0             | 0             | 0             | 0        | 9,664          |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>17,654</b> | <b>64,510</b> | <b>54,846</b> | <b>54,846</b> | <b>54,846</b> | <b>53,298</b> | <b>0</b> | <b>300,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE   | TOTAL          |
| Construction               | 0        | 17,654        | 64,510        | 54,846        | 54,846        | 54,846        | 53,298        | 0        | 300,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>17,654</b> | <b>64,510</b> | <b>54,846</b> | <b>54,846</b> | <b>54,846</b> | <b>53,298</b> | <b>0</b> | <b>300,000</b> |

### INFRASTRUCTURE IMPROVEMENTS - PASSENGER BOARDING BRIDGES

PROGRAM #: 2000001344

DESCRIPTION: Purchase passenger boarding bridges for various terminals throughout the port

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

| REVENUE SCHEDULE:             | PRIOR      | 2021-22  | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|------------|----------|--------------|--------------|--------------|--------------|----------|----------|---------------|
| Future Financing              | 0          | 0        | 8,250        | 2,583        | 8,416        | 9,000        | 0        | 0        | 28,249        |
| Seaport Bonds/Loans           | 938        | 0        | 0            | 0            | 0            | 0            | 0        | 0        | 938           |
| <b>TOTAL REVENUES:</b>        | <b>938</b> | <b>0</b> | <b>8,250</b> | <b>2,583</b> | <b>8,416</b> | <b>9,000</b> | <b>0</b> | <b>0</b> | <b>29,187</b> |
| EXPENDITURE SCHEDULE:         | PRIOR      | 2021-22  | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
| Major Machinery and Equipment | 938        | 0        | 8,250        | 2,583        | 8,416        | 9,000        | 0        | 0        | 29,187        |
| <b>TOTAL EXPENDITURES:</b>    | <b>938</b> | <b>0</b> | <b>8,250</b> | <b>2,583</b> | <b>8,416</b> | <b>9,000</b> | <b>0</b> | <b>0</b> | <b>29,187</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - PORT WIDE

**PROGRAM #: 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



| <b>REVENUE SCHEDULE:</b>           | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>   |
|------------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|----------------|
| Army Corps of Engineers            | 0             | 4,300          | 0              | 0              | 0              | 0              | 0              | 0             | 4,300          |
| FDOT Funds                         | 0             | 100            | 130            | 0              | 0              | 0              | 0              | 0             | 230            |
| Federal Transportation Grant       | 11,450        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 11,450         |
| Future Financing                   | 8,934         | 8,500          | 25,000         | 27,000         | 27,000         | 27,000         | 0              | 0             | 123,434        |
| Seaport Bonds/Loans                | 43,205        | 5,391          | 215            | 0              | 0              | 0              | 0              | 0             | 48,811         |
| US DOT                             | 10,000        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 10,000         |
| US Department of Homeland Security | 1,488         | 948            | 354            | 0              | 0              | 0              | 0              | 0             | 2,790          |
| <b>TOTAL REVENUES:</b>             | <b>75,078</b> | <b>19,239</b>  | <b>25,699</b>  | <b>27,000</b>  | <b>27,000</b>  | <b>27,000</b>  | <b>0</b>       | <b>0</b>      | <b>201,016</b> |
| <b>EXPENDITURE SCHEDULE:</b>       | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>   |
| Construction                       | 56,597        | 12,800         | 25,000         | 27,000         | 27,000         | 27,000         | 0              | 0             | 175,397        |
| Infrastructure Improvements        | 18,481        | 6,439          | 699            | 0              | 0              | 0              | 0              | 0             | 25,619         |
| <b>TOTAL EXPENDITURES:</b>         | <b>75,078</b> | <b>19,239</b>  | <b>25,699</b>  | <b>27,000</b>  | <b>27,000</b>  | <b>27,000</b>  | <b>0</b>       | <b>0</b>      | <b>201,016</b> |

### INFRASTRUCTURE IMPROVEMENTS - SOUTH FLORIDA CONTAINER TERMINAL

**PROGRAM #: 647150**

**DESCRIPTION:** Provide drainage improvements and various cargo yard projects in the South Florida Container Terminal

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

**District Located:** 5  
**District(s) Served:** Countywide



| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| FDOT Funds                   | 0             | 7,000          | 3,400          | 0              | 0              | 0              | 0              | 0             | 10,400        |
| Future Financing             | 0             | 7,000          | 4,300          | 0              | 0              | 0              | 0              | 0             | 11,300        |
| Seaport Bonds/Loans          | 25,591        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 25,591        |
| <b>TOTAL REVENUES:</b>       | <b>25,591</b> | <b>14,000</b>  | <b>7,700</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>47,291</b> |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Construction                 | 25,591        | 12,000         | 7,700          | 0              | 0              | 0              | 0              | 0             | 45,291        |
| Planning and Design          | 0             | 2,000          | 0              | 0              | 0              | 0              | 0              | 0             | 2,000         |
| <b>TOTAL EXPENDITURES:</b>   | <b>25,591</b> | <b>14,000</b>  | <b>7,700</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>47,291</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - WATER AND SEWER UPGRADES

**PROGRAM #:** 647720

**DESCRIPTION:** Upgrade the Port's 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      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-----------------------------|------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| Future Financing            | 194        | 4,678        | 0        | 0        | 0        | 0        | 0        | 0        | 4,872        |
| Seaport Bonds/Loans         | 462        | 0            | 0        | 0        | 0        | 0        | 0        | 0        | 462          |
| <b>TOTAL REVENUES:</b>      | <b>656</b> | <b>4,678</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,334</b> |
| EXPENDITURE SCHEDULE:       | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                | 306        | 4,678        | 0        | 0        | 0        | 0        | 0        | 0        | 4,984        |
| Infrastructure Improvements | 350        | 0            | 0        | 0        | 0        | 0        | 0        | 0        | 350          |
| <b>TOTAL EXPENDITURES:</b>  | <b>656</b> | <b>4,678</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,334</b> |

### INLAND PORT DEVELOPMENT

**PROGRAM #:** 200000572

**DESCRIPTION:** Continue Inland Port development of the container storage and transfer staging areas

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

**District Located:** 5  
**District(s) Served:** Countywide



| REVENUE SCHEDULE:          | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| FDOT Funds                 | 0          | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 200        |
| Seaport Bonds/Loans        | 200        | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 200        |
| <b>TOTAL REVENUES:</b>     | <b>200</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>400</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Construction               | 200        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 400        |
| <b>TOTAL EXPENDITURES:</b> | <b>200</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>400</b> |

### INSPECTION AND FUMIGATION FACILITIES

**PROGRAM #:** 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    | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|----------|--------------|---------------|---------------|---------------|----------|----------|----------|---------------|
| FDOT Funds                 | 0        | 0            | 10,000        | 15,000        | 8,500         | 0        | 0        | 0        | 33,500        |
| Future Financing           | 0        | 2,200        | 1,800         | 1,800         | 7,100         | 0        | 0        | 0        | 12,900        |
| Tenant Financing           | 0        | 0            | 7,000         | 6,500         | 0             | 0        | 0        | 0        | 13,500        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>2,200</b> | <b>18,800</b> | <b>23,300</b> | <b>15,600</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>59,900</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22      | 2022-23       | 2023-24       | 2024-25       | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 0        | 0            | 18,800        | 23,300        | 15,600        | 0        | 0        | 0        | 57,700        |
| Planning and Design        | 0        | 2,200        | 0             | 0             | 0             | 0        | 0        | 0        | 2,200         |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>2,200</b> | <b>18,800</b> | <b>23,300</b> | <b>15,600</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>59,900</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SHORE POWER AT THE PORT

**PROGRAM #: 2000001675**

**DESCRIPTION:** Provide Shore Power to all cruise terminals which will allow ships to turn off their primary engines while docked resulting in reduced air emissions

**LOCATION:** Dante B. Fascell Port of Miami  
Port of Miami

**District Located:** 5  
**District(s) Served:** Countywide



| REVENUE SCHEDULE:          | PRIOR    | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE        | TOTAL          |
|----------------------------|----------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|----------------|
| Future Financing           | 0        | 53,000        | 6,962        | 5,500        | 5,500        | 5,500        | 5,500        | 37,038        | 119,000        |
| US DOT                     | 0        | 2,000         | 0            | 0            | 0            | 0            | 0            | 0             | 2,000          |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>55,000</b> | <b>6,962</b> | <b>5,500</b> | <b>5,500</b> | <b>5,500</b> | <b>5,500</b> | <b>37,038</b> | <b>121,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22       | 2022-23      | 2023-24      | 2024-25      | 2025-26      | 2026-27      | FUTURE        | TOTAL          |
| Construction               | 0        | 53,000        | 6,962        | 5,500        | 5,500        | 5,500        | 5,500        | 37,038        | 119,000        |
| Planning and Design        | 0        | 2,000         | 0            | 0            | 0            | 0            | 0            | 0             | 2,000          |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>55,000</b> | <b>6,962</b> | <b>5,500</b> | <b>5,500</b> | <b>5,500</b> | <b>5,500</b> | <b>37,038</b> | <b>121,000</b> |

### UNFUNDED CAPITAL PROJECTS

| PROJECT NAME   | LOCATION                            | (dollars in thousands)<br>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   |
| <b>UNFUNDED TOTAL</b>                                    |                                     | <b>225,700</b>                                   |

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# STRATEGIC AREA

## General Government

### Mission:

To provide good government and support excellent public service delivery

| GOALS  | OBJECTIVES  |
|--|---|
| ACCESSIBLE, FAIR AND RESPONSIBLE GOVERNMENT                        | Provide easy access to information and services   |
|  | Support a customer-focused organization   |
|  | Ensure fair, convenient and accurate Election services  |
| EXCELLENT, ENGAGED AND RESILIENT WORKFORCE                         | Attract and hire new talent   |
|  | Promote employee development and leadership   |
|  | Ensure an inclusive and diverse workforce   |
| OPTIMAL INTERNAL MIAMI-DADE COUNTY OPERATIONS AND SERVICE DELIVERY | Deploy effective and reliable technology solutions that support Miami-Dade County services        |
|  | Ensure security of systems and data   |
|  | Acquire “best value” goods and services in a timely manner  |
|  | Effectively utilize and maintain facilities and assets  |
| EFFECTIVE LEADERSHIP AND MANAGEMENT PRACTICES                      | Provide sound financial and risk management   |
|  | Effectively allocate and utilize resources to meet current and future operating and capital needs |
|  | Reduce County government’s greenhouse gas emissions and resource consumption                      |
|  | Lead community sustainability efforts   |





## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### Audit and Management Services

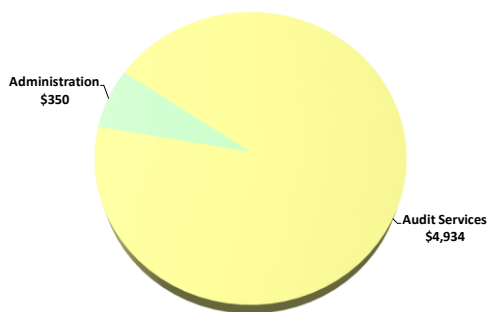
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

As part of the General Government strategic area, AMS examines the operations of County government, other governmental jurisdictions and external companies, contractors and grantees to ensure that public funds are being spent appropriately and efficiently. AMS regularly performs audits of high-risk functions and activities and responds to special audit requests from the Office of the Mayor, Board of County Commissioners, 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.

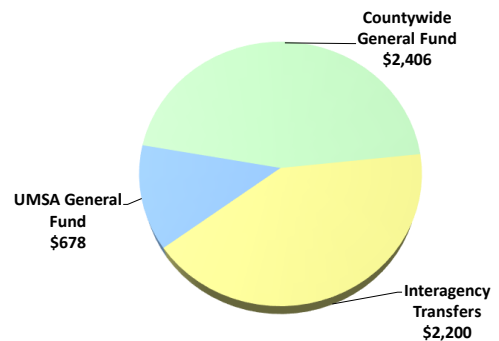
Department stakeholders include County departments and their business partners, as well as the general public.

### FY 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

|  |                 |  |
|--|-----------------|--|
| <u>AUDIT SERVICES</u><br>Performs audits to improve performance and foster accountability, while promoting a more efficient, effective and ethical County government |                 |  |
| <u>FY 20-21</u>  | <u>FY 21-22</u> |  |
| 35   | 35              |  |

|   |                 |  |
|---|-----------------|--|
| <u>ADMINISTRATIVE SUPPORT SERVICES</u><br>Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management and information technology assistance |                 |  |
| <u>FY 20-21</u>   | <u>FY 21-22</u> |  |
| 4   | 4               |  |

The FY 2021-22 total number of full-time equivalent positions is 39.

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: AUDIT SERVICES

The Audit Services Division performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government.

- Assists in developing more effective approaches and tools for County departments responsible for monitoring grantees, to ensure consistency, efficiency and effectiveness
- Conducts follow-up audits to ensure appropriate actions have been taken to address significant audit findings
- Consults with departments to ensure maximum collection of outstanding audit assessment fees
- Develops in-house training curriculum commensurate with planned audits to ensure continued staff proficiency
- Issues audit reports aimed at improving efficiency and effectiveness of County operations
- 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

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Amount collected from assessments (in thousands)*                         | GG4-1 | ES-3 | OC   | ↑    | \$1,287  | \$2,010  | \$1,500  | 1283       | \$1,500  |
| Percentage of audit reports issued within 90 days of fieldwork completion | GG4-1 | LS-1 | EF   | ↑    | 64%      | 69%      | 50%      | 81%        | 50%      |
| Audit reports issued  | GG4-1 | ES-3 | OP   | ↔    | 50       | 42       | 40       | 57         | 40       |
| Amount assessed from audits (in thousands)*                               | GG4-1 | ES-3 | OC   | ↑    | \$1,698  | \$5,390  | \$3,000  | 2323       | \$3,000  |
| Percentage of planned follow-up audits completed**                        | GG4-1 | ES-3 | OP   | ↔    | 51%      | 42%      | 50%      | 81%        | 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 2021-22 Adopted Budget includes \$2.2 million for direct audit services provided for County departments such as Aviation, Water and Sewer, Seaport, Public Housing and Community Development, Solid Waste Management, Transportation and Public Works, Office of the Citizens' Independent Transportation Trust, Regulatory and Economic Resources, Corrections and Rehabilitation, Parks, Recreation and Open Spaces, and others

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| 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 | 8                      | 1                  | 14                 | 2                      | 14                 |
| Utilities               | 31                     | 25                 | 35                 | 19                     | 20                 |

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                       | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|--|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                       |                    |                    |                    |                     |
| General Fund Countywide                      | 2,067              | 1,843              | 2,265              | 2,406               |
| General Fund UMSA                            | 653                | 582                | 716                | 678                 |
| Fees for Services                            | 2,152              | 2,123              | 2,200              | 2,200               |
| Total Revenues                               | 4,872              | 4,548              | 5,181              | 5,284               |
| <b>Operating Expenditures</b>                |                    |                    |                    |                     |
| <b>Summary</b>                               |                    |                    |                    |                     |
| Salary                                       | 3,406              | 3,186              | 3,563              | 3,644               |
| Fringe Benefits                              | 1,210              | 1,219              | 1,351              | 1,404               |
| Other Operating                              | 129                | 85                 | 182                | 159                 |
| Charges for County Services                  | 69                 | 54                 | 70                 | 62                  |
| Capital                                      | 8                  | 4                  | 15                 | 15                  |
| Total Operating Expenditures                 | 4,822              | 4,548              | 5,181              | 5,284               |
| <b>Non-Operating Expenditures</b>            |                    |                    |                    |                     |
| <b>Summary</b>                               |                    |                    |                    |                     |
| Transfers                                    | 0                  | 0                  | 0                  | 0                   |
| Distribution of Funds In Trust               | 0                  | 0                  | 0                  | 0                   |
| Debt Service                                 | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations<br>and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                      | 0                  | 0                  | 0                  | 0                   |
| Total Non-Operating<br>Expenditures          | 0                  | 0                  | 0                  | 0                   |

| (dollars in thousands)                    | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                    | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: General Government</b> |                    |                     |                    |                     |
| Administration                            | 321                | 350                 | 4                  | 4                   |
| Audit Services                            | 4,860              | 4,934               | 35                 | 35                  |
| Total Operating Expenditures              | 5,181              | 5,284               | 39                 | 39                  |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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| <u>Department Operational Unmet Needs</u>                               |                                       |                 |           |
|---|---------------------------------------|-----------------|-----------|
| Description   | (dollars in thousands)                |                 | Positions |
|   | Startup Costs/<br>Non Recurring Costs | Recurring Costs |           |
| Fund two Senior Auditors and three Associate Auditors to perform audits | \$0                                   | \$463           | 5         |
| <b>Total</b>  | <b>\$0</b>                            | <b>\$463</b>    | <b>5</b>  |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Commission on Ethics and Public Trust

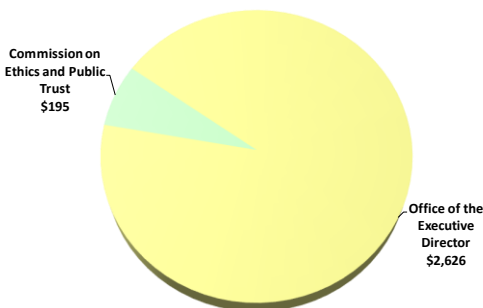
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

As part of the General Government strategic area, the Ethics Commission is dedicated to reinforcing public trust in the administration of government by informing County and municipal elected officials, employees, the public and the private sector about the County Conflict of Interest and Code of Ethics Ordinance (County Ethics Code). The Ethics Commission is authorized to investigate complaints and render advisory opinions related to the following County or municipal legislation: the County Ethics Code including sections related to Lobbyist Registration and Code of Silence, the Citizens' Bill of Rights, Ethical Campaign Practices, the Employee Protection Ordinance and the Public Service Honor Code. It also provides guidance on State of Florida Public Records and Government in the Sunshine laws. Community outreach and educational programs are crucial components of the Ethics Commission's mission. The Ethics Commission hosts a wide array of programs to educate the public on issues concerning ethics, good governance and accountability through town hall meetings, panel discussions and training workshops, as well as local and national conferences and forums.

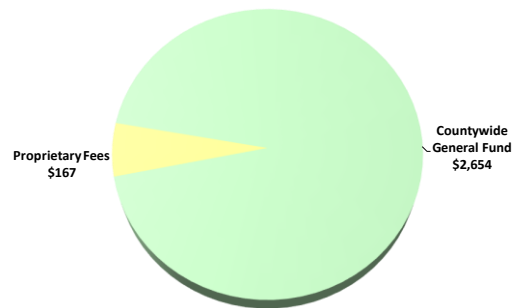
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors and vendors. The Ethics Commission works closely with the Office of the Inspector General and the State Attorney's Office,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

### FY 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

#### OFFICE OF THE EXECUTIVE DIRECTOR

Provides administrative support to the Ethics Commission; recommends legislative and policy initiatives that promote ethical government and accountability; issues and approves ethics opinions; supervises and participates in ethics training programs for public officials, employees and candidates for elected office.

FY 20-21  
16

FY 21-22  
16

The FY 2021-22 total number of full-time equivalent positions is 16

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

The Commission on Ethics and Public Trust promotes and enforces high standards of ethical conduct in government and builds and maintains confidence in public servants.

- 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
- Manages, assigns and reviews enforcement actions undertaken by the Ethics Commission investigators and the Commission Advocate
- 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
- 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
- Responds to requests for advisory opinions by officials, employees and contractors under the authority of the Ethics Commission
- Responsible for the day-to-day operation of the agency including budget and personnel functions
- Tries cases before the Ethics Commission and refers cases for criminal prosecution or other disposition(s) with appropriate agencies

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of complaints filed*  | GG1-2 | LS-2 | IN   | ↔    | 52       | 52       | 50       | 35         | 50       |
| Number of requests for opinions and inquiries filed**              | GG1-2 | LS-2 | IN   | ↔    | 350      | 155      | 200      | 216        | 200      |
| Number of investigations handled*                                  | GG1-2 | LS-2 | OP   | ↔    | 125      | 144      | 130      | 102        | 130      |
| Number of Hotline, Mailbox and General Inquiries Responses*        | GG1-2 | LS-2 | OP   | ↔    | N/A      | 300      | 250      | 541        | 350      |
| Number of Ethics trainings and workshops*                          | GG1-2 | LS-2 | OP   | ↔    | 400      | 70       | 100      | 84         | 120      |
| Percentage of County employees trained within the past three years | GG1-2 | LS-2 | OC   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |

\*FY 2020-21 Projection revised from the FY 2020-21 Proposed Budget to reflect more up-to-date information

\*\*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; this new methodology is reflected for FY 2019-20 and after

### **ADDITIONAL INFORMATION**

- ☛ The FY 2021-22 Adopted Budget includes a transfer of \$70,000, as required under Ordinance 10-56, from the Office of the Clerk Lobbyist Trust Fund to support ethics training and conference expenditures including, but not limited to, educational materials, food and non-alcoholic beverages and personnel expenditures



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 0                      | 0                  | 0                  | 0                      | 0                  |
| Fuel                    | 0                      | 0                  | 0                  | 0                      | 0                  |
| Overtime                | 0                      | 0                  | 0                  | 0                      | 0                  |
| Rent                    | 96                     | 97                 | 0                  | 0                      | 0                  |
| Security Services       | 1                      | 1                  | 1                  | 0                      | 1                  |
| Temporary Services      | 0                      | 0                  | 0                  | 0                      | 0                  |
| Travel and Registration | 1                      | 1                  | 3                  | 0                      | 2                  |
| Utilities               | 19                     | 13                 | 11                 | 11                     | 8                  |

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                       | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | (dollars in thousands)                    | Total Funding<br>Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Total Positions<br>Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|--|--------------------|--------------------|--------------------|---------------------|---|-------------------------------------|---------------------|---------------------------------------|---------------------|
| <b>Revenue Summary</b>                       |                    |                    |                    |                     | <b>Expenditure By Program</b>             |                                     |                     |                                       |                     |
| General Fund Countywide                      | 2,162              | 2,317              | 2,404              | 2,654               | <b>Strategic Area: General Government</b> |                                     |                     |                                       |                     |
| Carryover                                    | 18                 | 76                 | 0                  | 0                   | Commission on Ethics and                  | 167                                 | 195                 | 0                                     | 0                   |
| Fees and Charges                             | 151                | 91                 | 97                 | 97                  | Public Trust                              |                                     |                     |                                       |                     |
| Lobbyist Trust Fund                          | 118                | 116                | 70                 | 70                  | Office of the Executive                   | 2,404                               | 2,626               | 16                                    | 16                  |
| Total Revenues                               | 2,449              | 2,600              | 2,571              | 2,821               | Director                                  |                                     |                     |                                       |                     |
| <b>Operating Expenditures</b>                |                    |                    |                    |                     | Total Operating Expenditures              | 2,571                               | 2,821               | 16                                    | 16                  |
| <b>Summary</b>                               |                    |                    |                    |                     |   |                                     |                     |                                       |                     |
| Salary                                       | 1,589              | 1,718              | 1,824              | 1,990               |   |                                     |                     |                                       |                     |
| Fringe Benefits                              | 545                | 573                | 623                | 670                 |   |                                     |                     |                                       |                     |
| Contractual Services                         | 2                  | 1                  | 1                  | 1                   |   |                                     |                     |                                       |                     |
| Other Operating                              | 173                | 103                | 81                 | 109                 |   |                                     |                     |                                       |                     |
| Charges for County Services                  | 61                 | 97                 | 37                 | 46                  |   |                                     |                     |                                       |                     |
| Capital                                      | 1                  | 3                  | 5                  | 5                   |   |                                     |                     |                                       |                     |
| Total Operating Expenditures                 | 2,371              | 2,495              | 2,571              | 2,821               |   |                                     |                     |                                       |                     |
| <b>Non-Operating Expenditures</b>            |                    |                    |                    |                     |   |                                     |                     |                                       |                     |
| <b>Summary</b>                               |                    |                    |                    |                     |   |                                     |                     |                                       |                     |
| Transfers                                    | 1                  | 0                  | 0                  | 0                   |   |                                     |                     |                                       |                     |
| Distribution of Funds In Trust               | 0                  | 0                  | 0                  | 0                   |   |                                     |                     |                                       |                     |
| Debt Service                                 | 0                  | 0                  | 0                  | 0                   |   |                                     |                     |                                       |                     |
| Depreciation, Amortizations<br>and Depletion | 0                  | 0                  | 0                  | 0                   |   |                                     |                     |                                       |                     |
| Reserve                                      | 0                  | 0                  | 0                  | 0                   |   |                                     |                     |                                       |                     |
| Total Non-Operating<br>Expenditures          | 1                  | 0                  | 0                  | 0                   |   |                                     |                     |                                       |                     |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Communications and Customer Experience

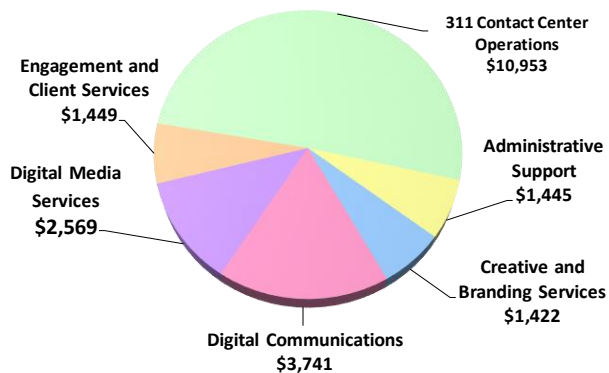
The Communications and Customer Experience Department (CCED) links County government to more than 2.8 million residents and over 16 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal ([www.miamidade.gov](http://www.miamidade.gov)), Miami-Dade Television (MDTV), digital media, printed collateral and multi-lingual radio programming. These service channels facilitate access to government services, assist departments in disseminating information about County services and programs through educational messaging and advertising, and support enterprise-wide branding efforts. Through focused initiatives that drive the customer experience, CCED provides a unified, enterprise-wide 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.

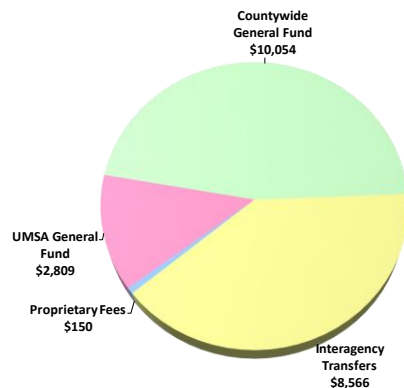
The Communications and Customer Experience Department serves a variety of stakeholders including the public, elected officials, County departments and municipalities.

### FY 2021-22 Adopted Operating Budget

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

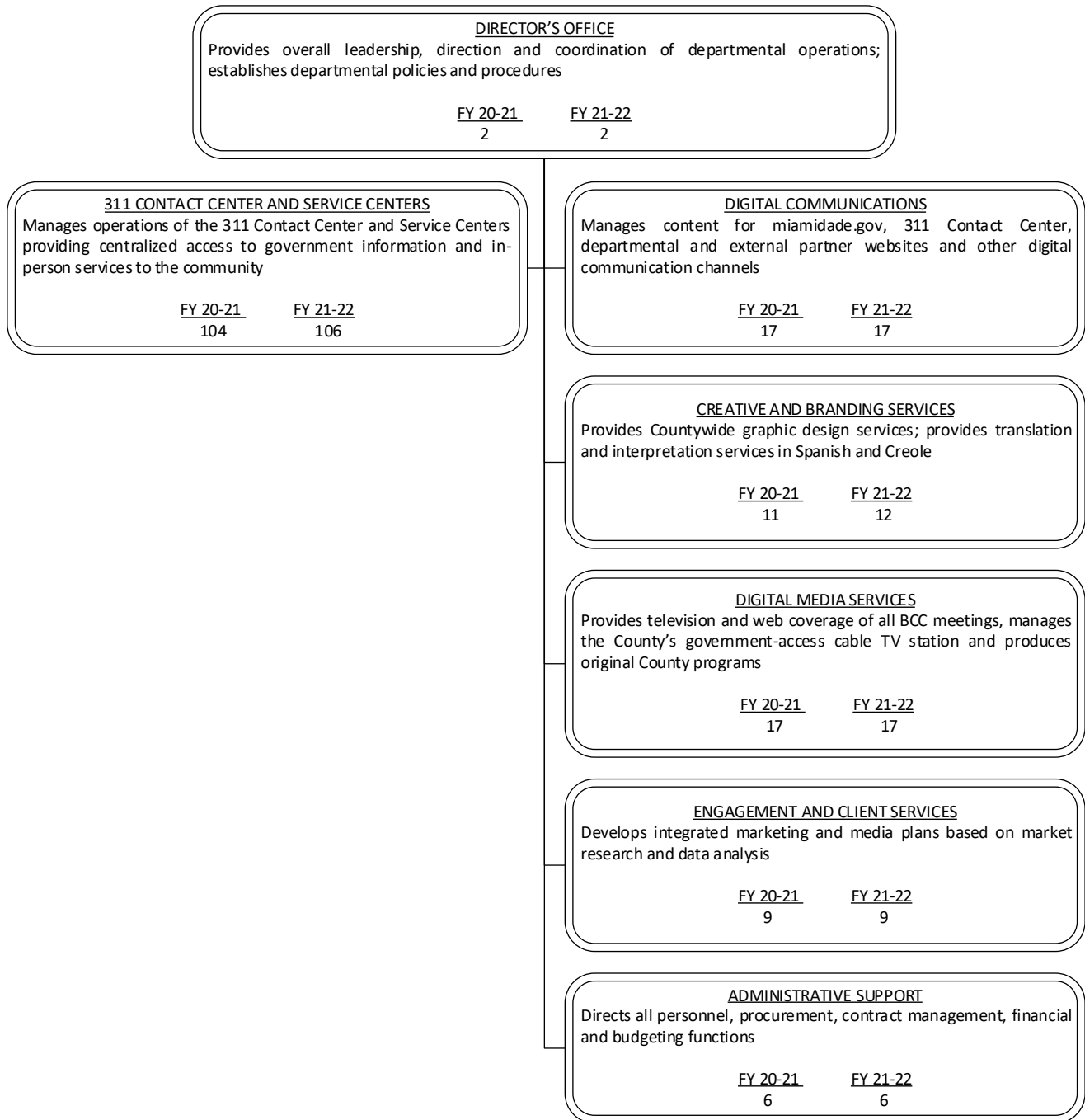


**Revenues by Source**  
(dollars in thousands)



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 173.38

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Invoices processed within 45 calendar days | ED1-2 | ES-3 | EF   | ↑    | 99%      | 100%     | 98%      | 98%        | 98%      |

### 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 Contact Center staff
- Applies quality assurance measures to improve service delivery

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

| Measures                              | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---------------------------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                                       |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Call volume (in millions)*            | GG1-1 | LS-2 | IN   | ↔    | 1.4      | 2.1      | 1.5      | 1.6        | 1.5      |
| Average call wait time (in seconds)** | GG1-1 | LS-2 | EF   | ↓    | 111      | 239      | 180      | 170        | 180      |

\*\* The FY 2020-21 Projection was updated from the Proposed Budget and Multi-Year Capital Plan to reflect actuals gathered so far through the end of the year

#### DIVISION COMMENTS

- During FY 2020-21, two Administrative Officer 1 overage positions were added to support the Constituent Services function (\$135,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Visits to the internet portal (in millions) | GG1-1 | LS-2 | IN   | ↔    | 31       | 39       | 37       | 37         | 37       |

### 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

- **The FY 2021-22 Adopted Budget includes one Translator/Interpreter position added to support the Division as a Creole Interpreter (\$95,000)**
- In FY 2021-22, the Department will continue its Service Level Agreement with the Elections Department for translation services (\$50,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: DIGITAL MEDIA SERVICES

The Digital Media Services Division manages the County's government-access cable TV station, which provides live television and webcast coverage of public meetings, as well as original programming that informs residents about County programs and services via traditional and digital channels.

- Provides gavel-to-gavel television and webcasting coverage of all Board of County Commissioners and Board Committee meetings, as well as trusts, boards and planning organizations
- Produces original informational and public service programming for broadcast on Miami-Dade TV and Miami-Dade TV on-demand including the Miami-Dade YouTube channel and webcasting
- Provides photography services to departments, the Mayor's Office and the Board of County Commissioners
- Provides support services including video production of Hi-Definition TV and radio commercials
- Creates multi-media content and manages the main social media accounts for Miami-Dade County; manages Countywide social media management system
- Manages the Emergency Operations Center (EOC) video system during emergency activations and provides technical support for press conferences and other media availabilities

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of "Likes" to the Miami-Dade County Facebook page (in thousands)* | GG1-1 | LS-2 | OC   | ↑    | 78       | 87       | 66       | 100        | 90       |

\*FY 2020-21 Projection and FY 2021-22 Target reflect increased engagement from outreach campaigns related to COVID-19

### 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

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- 📌 The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the upgrading of the County's aging communications infrastructure to High Definition technology and the replacement of aging AV equipment; the total project cost is estimated at \$2 million, funded with Future Financing proceeds and the project is projected to take two years to complete (capital program #2000001894)
- 📌 The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes \$200,000 for Countywide Infrastructure Investment Program (CIIP) related projects including upgrading the Board of County Commissioners Chambers speakers and replacing halogen fixture lighting with LED fixtures to improve efficiency and enhance broadcasting quality with more uniform lighting; the capital project is projected to be completed at the end of FY 2021-22

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

-  The Department's FY 2021-22 Adopted Budget and Multi-Year Capital plan includes funding for the acquisition of a Customer Relationship Management (CRM) solution that will allow the Department to store and manage customer information across all County touchpoints as well as maintain that information and prompt the customer to keep that information up-to-date and accurate; it is expected that the implementation of the CRM will be completed in FY 2022-23; the project is being funded with Capital Asset 2020C bond proceeds (\$2.5 million total project cost; capital program #2000001438)
-  The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes funding for the purchase of two vehicles (\$130,000); 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 capital program #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 192                    | 272                | 348                | 271                    | 336                |
| Fuel                    | 1                      | 1                  | 2                  | 1                      | 2                  |
| Overtime                | 40                     | 234                | 67                 | 61                     | 79                 |
| Rent                    | 34                     | 34                 | 34                 | 34                     | 34                 |
| Security Services       | 0                      | 0                  | 1                  | 13                     | 1                  |
| Temporary Services      | 56                     | 76                 | 80                 | 90                     | 125                |
| Travel and Registration | 32                     | 10                 | 38                 | 26                     | 80                 |
| Utilities               | 48                     | 53                 | 47                 | 47                     | 33                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| General Fund Countywide                   | 6,530              | 5,618              | 9,179              | 10,054              |
| General Fund UMSA                         | 2,177              | 1,774              | 2,898              | 2,809               |
| Carryover                                 | 763                | 763                | 0                  | 0                   |
| Fees for Services                         | 176                | 129                | 175                | 150                 |
| Interagency Transfers                     | 9,368              | 7,828              | 8,172              | 8,566               |
| Total Revenues                            | 19,014             | 16,112             | 20,424             | 21,579              |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 10,327             | 8,743              | 11,612             | 12,047              |
| Fringe Benefits                           | 4,263              | 3,657              | 4,662              | 4,921               |
| Contractual Services                      | 215                | 178                | 328                | 400                 |
| Other Operating                           | 1,768              | 1,446              | 1,667              | 2,198               |
| Charges for County Services               | 1,652              | 1,139              | 1,854              | 1,903               |
| Capital                                   | 26                 | 304                | 301                | 110                 |
| Total Operating Expenditures              | 18,251             | 15,467             | 20,424             | 21,579              |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 0                  | 0                  | 0                  | 0                   |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 0                  | 0                  | 0                  | 0                   |
| Total Non-Operating Expenditures          | 0                  | 0                  | 0                  | 0                   |

| (dollars in thousands)                    | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                    | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: General Government</b> |                    |                     |                    |                     |
| Administrative Support                    | 1,316              | 1,445               | 8                  | 8                   |
| 311 Contact Center Operations             | 10,530             | 10,953              | 104                | 106                 |
| Digital Communications                    | 3,321              | 3,741               | 17                 | 17                  |
| Creative and Branding Services            | 1,311              | 1,422               | 11                 | 12                  |
| Digital Media Services                    | 2,525              | 2,569               | 17                 | 17                  |
| Engagement and Client Services            | 1,421              | 1,449               | 9                  | 9                   |
| Total Operating Expenditures              | 20,424             | 21,579              | 166                | 169                 |

### CAPITAL BUDGET SUMMARY

| (dollars in thousands)                     | PRIOR | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE | TOTAL |
|--|-------|----------|----------|----------|----------|----------|----------|--------|-------|
| <b>Revenue</b>                             |       |          |          |          |          |          |          |        |       |
| Capital Asset Series 2020C Bonds           | 2,500 | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 2,500 |
| Capital Asset Series 2021A Bonds           | 200   | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 200   |
| Future Financing                           | 0     | 2,000    | 0        | 0        | 0        | 0        | 0        | 0      | 2,000 |
| General Government Improvement Fund (GGIF) | 0     | 200      | 0        | 0        | 0        | 0        | 0        | 0      | 200   |
| Total:                                     | 2,700 | 2,200    | 0        | 0        | 0        | 0        | 0        | 0      | 4,900 |
| <b>Expenditures</b>                        |       |          |          |          |          |          |          |        |       |
| <b>Strategic Area: GG</b>                  |       |          |          |          |          |          |          |        |       |
| 311 Answer Center Technology Improvements  | 0     | 1,250    | 1,250    | 0        | 0        | 0        | 0        | 0      | 2,500 |
| Equipment Acquisition                      | 0     | 900      | 1,500    | 0        | 0        | 0        | 0        | 0      | 2,400 |
| Total:                                     | 0     | 2,150    | 2,750    | 0        | 0        | 0        | 0        | 0      | 4,900 |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

#### **AUDIO VIDEO CAMERAS AND ACCESSORIES**

**PROGRAM #:** 2000001694

DESCRIPTION: Purchase replacement of audio video cameras and accessories to upgrade aging technology  
 LOCATION: 111 NW 1 St District Located: 5  
 City of Miami District(s) Served: Countywide



| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 200        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>200</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Furniture Fixtures and Equipment           | 0        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 200        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>200</b> |

#### **AV EQUIPMENT AND INFRASTRUCTURE UPGRADE**

**PROGRAM #:** 2000001894

DESCRIPTION: Upgrade the County's aging AV equipment and infrastructure to High Definition technology  
 LOCATION: 111 NW 1 St District Located: 5  
 City of Miami District(s) Served: Countywide



| REVENUE SCHEDULE:                | PRIOR    | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|----------|--------------|--------------|----------|----------|----------|----------|----------|--------------|
| Future Financing                 | 0        | 2,000        | 0            | 0        | 0        | 0        | 0        | 0        | 2,000        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>2,000</b> | <b>0</b>     | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,000</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Furniture Fixtures and Equipment | 0        | 500          | 1,500        | 0        | 0        | 0        | 0        | 0        | 2,000        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>500</b>   | <b>1,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,000</b> |

#### **CHAMBERS SPEAKERS AND LIGHTING SYSTEM**

**PROGRAM #:** 2000001695

DESCRIPTION: Upgrade the speakers and lighting systems in the Board of County Commission Chambers  
 LOCATION: 111 NW 1 St District Located: 5  
 City of Miami District(s) Served: Countywide



| REVENUE SCHEDULE:                | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| Capital Asset Series 2021A Bonds | 200        | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 200        |
| <b>TOTAL REVENUES:</b>           | <b>200</b> | <b>0</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>200</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Furniture Fixtures and Equipment | 0          | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 200        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b>   | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>200</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CUSTOMER RELATIONSHIP MANAGEMENT MODERNIZATION

**PROGRAM #: 2000001438**



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

**LOCATION:** 11500 NW 25 St  
Doral

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

| <b>REVENUE SCHEDULE:</b>         | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
|----------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| Capital Asset Series 2020C Bonds | 2,500        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 2,500        |
| <b>TOTAL REVENUES:</b>           | <b>2,500</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>2,500</b> |
| <b>EXPENDITURE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Technology Hardware/Software     | 0            | 1,250          | 1,250          | 0              | 0              | 0              | 0              | 0             | 2,500        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b>     | <b>1,250</b>   | <b>1,250</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>2,500</b> |

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

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Elections

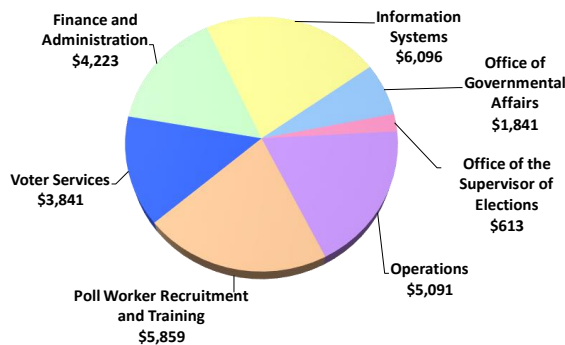
The Elections Department conducts elections that are accurate, convenient and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal and special taxing district elections are conducted and tabulated in a correct, uniform and impartial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

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

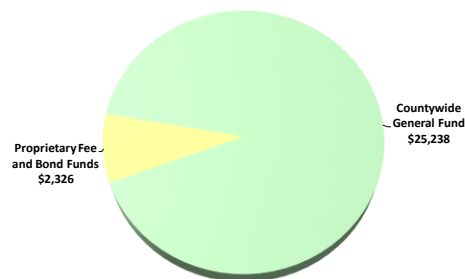
The Department serves an estimated 1.6 million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. The Elections staff interacts with federal, state and municipal officials on a regular basis.

### FY 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

|  |  |
|--|--|
|  | <p style="text-align: center;"><b>OFFICE OF THE SUPERVISOR OF ELECTIONS</b><br/>Formulates and directs overall policy for departmental operations; ensures adherence with federal, state and local election laws</p> <p style="text-align: center;"><u>FY 20-21</u><br/>3</p> <p style="text-align: center;"><u>FY 21-22</u><br/>3</p>   |
|  | <p style="text-align: center;"><b>INFORMATION SYSTEMS</b><br/>Manages ballot programming and coding, Vote-by-Mail mailing and processing, tabulation of election results and departmental information management</p> <p style="text-align: center;"><u>FY 20-21</u><br/>21</p> <p style="text-align: center;"><u>FY 21-22</u><br/>23</p>   |
|  | <p style="text-align: center;"><b>FINANCE AND ADMINISTRATION</b><br/>Responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring and human resources</p> <p style="text-align: center;"><u>FY 20-21</u><br/>10</p> <p style="text-align: center;"><u>FY 21-22</u><br/>10</p>  |
|  | <p style="text-align: center;"><b>VOTER SERVICES</b><br/>Oversees voter registration services; manages the statewide voter registration system; manages absentee voting and departmental mailroom activities; processes petitions</p> <p style="text-align: center;"><u>FY 20-21</u><br/>24</p> <p style="text-align: center;"><u>FY 21-22</u><br/>24</p>  |
|  | <p style="text-align: center;"><b>OPERATIONS</b><br/>Oversees warehouse activities, including elections equipment logistics, ballot tracking and asset management; secures polling places countywide and ensures ADA compliance</p> <p style="text-align: center;"><u>FY 20-21</u><br/>20</p> <p style="text-align: center;"><u>FY 21-22</u><br/>22</p>  |
|  | <p style="text-align: center;"><b>OFFICE OF GOVERNMENTAL AFFAIRS</b><br/>Monitors federal, state and local legislation; coordinates Elections Canvassing Board activities, candidate qualifying, ballot preparation and proofing and liaison activities with candidates and municipalities</p> <p style="text-align: center;"><u>FY 20-21</u><br/>12</p> <p style="text-align: center;"><u>FY 21-22</u><br/>12</p> |
|  | <p style="text-align: center;"><b>POLL WORKER RECRUITMENT AND TRAINING</b><br/>Manages recruitment, training and payroll processes as well as coordination of collection centers and administrative procedures for early voting and election day</p> <p style="text-align: center;"><u>FY 20-21</u><br/>16</p> <p style="text-align: center;"><u>FY 21-22</u><br/>16</p>   |

The FY 2021-22 total number of full-time equivalent positions is 110

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE SUPERVISOR OF ELECTIONS

The Office of the Supervisor of Elections formulates and directs overall policy for all departmental operations.

- Maintains compliance with all federal, state and local policies related to elections
- Manages day-to-day operations of the Department

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Municipal Clerk satisfaction with Elections Department overall | GG1-3 | LS-1 | OC   | ↑    | 99%      | 100%     | 99%      | 100%       | 100%     |

#### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes funding for the redistricting of county boundaries as mandated by the State of Florida every ten (10) years; these efforts include the expenditures associated with the printing and postage of mailing new voter identification cards to registered voters, temporary staff for the processing of various tasks involved with the requirement, and the necessary advertising designed to provide information to voters regarding redistricting (\$912,000)

### DIVISION: INFORMATION SYSTEMS

The Information Systems Division manages ballot programming and coding, tabulation of election results, Vote-by-Mail ballot mailing and sorting, and departmental information technology.

- Allocates and orders ballots prior to elections
- Manages tabulation and reporting of election results
- Manages the ballot mailing and sorting system for Vote-by-Mail ballots
- Oversees departmental information technology infrastructure
- Prepares all ballot configurations
- Prepares ballot design and layout; creates election definition and programming

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of days to code ballots for all countywide elections                            | GG1-3 | LS-1 | EF   | ↓    | 5        | 5        | 5        | 5          | 5        |
| Percentage of Vote-by-Mail ballots tabulated on time, countywide and special elections | GG1-3 | LS-1 | OC   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |

#### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the addition of two Computer Technician 2 positions to manage the growth in vote by mail participation (\$166,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division is responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring and human resources.

- 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
- 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

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the utilization of temporary employees hired through contracted employment agencies to provide extensive support for early voting, vote by mail processing, and Election Day assistance

### 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.

- Manages Vote-by-Mail process
- Manages departmental mailroom operations
- Manages the Voter Information Center at the Stephen P. Clark Center
- Responds to routine requests for information
- Reviews and certifies local, statewide and federal petitions
- Updates all changes in voter registration records and maintains an accurate Voter Registration System

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| New voter registrations*                                | GG1-3 | LS-2 | OP   | ↔    | 54,643   | 66,164   | 50,000   | 50,000     | 45,000   |
| Percentage of voters utilizing Vote-by-Mail**           | GG1-3 | LS-2 | EF   | ↑    | 35%      | 44%      | 65%      | 65%        | 50%      |
| Average Number of Petitions Processed within 30 Days*** | GG1-3 | LS-1 | EF   | ↑    | N/A      | N/A      | N/A      | 45         | 45       |

\*The FY 2019-20 Actual reflects the Department's efforts for the 2020 election cycle

\*\*The FY 2020-21 Budget and the FY 2020-21 Projection reflect an increase in volume due to COVID-19 and the effort to maximize options available to registered voters

\*\*\*New performance measure being tracked by the Department beginning in FY 2020-21

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes funding for a household mailer, educating voters of the option to vote by mail for the 2022 election cycle; this mailer will include a request form as well as provide other request options should voters choose to participate in voting by mail (\$313,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OPERATIONS

The Operations Division manages the preparation and deployment of voting equipment, secures polling locations, oversees warehouse activities and asset management and develops logistical plans for elections.

- Coordinates the maintenance, repair, preparation and testing of voting equipment
- Delivers and picks up voting equipment at polling places countywide
- Manages Election Day Call Center activities
- Manages warehouse activities, including ballot tracking and asset management
- 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Election Central - Average call wait time (in seconds) | GG1-3 | LS-1 | EF   | ↓    | 4        | 15       | 15       | 15         | 15       |

#### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the addition of one Elections Logistics Technician position to maximize efficiency during the voting equipment preparation process (\$69,000) and the addition of one Elections Supervisor position to supervise the identification and coordination of new and temporary polling locations, ensure ADA compliance, and planning of accurate delivery and pickup routes for elections (\$83,000)

### DIVISION: OFFICE OF 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.

- Acts as custodian of financial disclosures and outside employment forms
- Coordinates media activities
- Coordinates voter outreach and education events
- Manages candidate activities, including qualifying and financial reporting
- Manages post-election audit activities and imaging of financial disclosures and voter records
- Manages public records requests and documentation
- Monitors federal, state and local elections legislation and advances the Department's legislative efforts
- Serves as liaison to external entities, including municipal and other governments
- Supervises voting at assisted living facilities and nursing homes

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of treasurers' reports audited within 15 calendar days | GG1-3 | LS-1 | EF   | ↑    | 99%      | 99%      | 99%      | 99%        | 99%      |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: POLL WORKER RECRUITMENT AND TRAINING**

The Poll Worker Recruitment and Training Division recruits and trains poll workers, manages early voting activities, manages the polling locations, and the 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 for municipal and countywide elections, including recruitment, scheduling, training and assignment
- Manages early voting operations, including staffing, training and facilities
- Operates collection centers on Election Day for municipal and countywide elections
- Responsible for all reconciliation and processing of payroll for early voting and Election Day poll workers

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of voters who voted early (all elections) | GG1-3 | LS-2 | OC   | ↑    | 25%      | 18%      | 20%      | 21%        | 20%      |
| Number of poll workers trained*                      | GG1-3 | LS-1 | OP   | ↔    | 4,398    | 9,803    | 7,100    | 6,500      | 6,800    |

\*The FY 2019-20 Actuals reflect recruitment and staffing of poll workers coinciding with the 2020 election cycle; the FY 2020-21 Projection and FY 2021-22 Target reflect fluctuations that are inherent in the number and size of scheduled elections within the fiscal year

### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted Budget includes an increase to the stipends earned by poll workers on Election Day; this increase will promote poll worker retention, particularly at leadership levels, and enhance succession planning which has been negatively impacted due to level of responsibility and set pay ranges (\$147,000)**
- ☛ The FY 2021-22 Adopted Budget includes continued funding for the department's Poll Worker Recruitment Campaign; the campaign will assist the department in maintaining its database of poll workers and provide consistent succession planning in advance for the Gubernatorial Election Cycle in 2022 (\$100,000)
- ☛ The FY 2021-22 Adopted Budget includes funding for a total of twenty-three early voting sites, open for eight hours per day for early voting days fourteen hours a day, for the 2022 Primary Election

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

- ☛ As part of the Department's process and security improvements for the upcoming elections, the FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of the ballot chain of custody tracking system which will provide the Department with the ability to digitally track and maintain ballots to comply with Florida Statutes (total project cost \$300,000; \$150,000 in FY 2021-22; capital program #2000001441)
- ☛ In FY 2021-22, the Department will implement additional cyber security software to continually ensure safe and secure elections (total project cost \$100,000; capital program #2000001440)
- ☛ The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes replacing 1,750 aging and outdated ballot scanners over a three-year period (total project cost \$8.750 million; \$2.920 million in FY 2021-22; capital program #2000001534)
- ☛ The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes various Countywide Infrastructure investment Program (CIIP) projects to include the implementation of enhanced security measures at Election headquarters (total project cost \$500,000 in FY 2021-22) and the buildout out of the Department's warehouse mezzanine to provide more efficient utilization of space for storage and distribution of election equipment (total project cost \$4.472 million, \$2.012 million in FY 2021-22)
- ☛ In FY 2021-22, the Department will replace one Vote by Mail Inserter which will allow for a significant increase in the output of vote by mail ballots (total project cost \$991,000; capital program #2000001676)



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 342                    | 347                | 562                | 562                    | 586                |
| Fuel                    | 31                     | 26                 | 31                 | 31                     | 31                 |
| Overtime                | 449                    | 521                | 341                | 281                    | 282                |
| Rent                    | 52                     | 0                  | 0                  | 0                      | 0                  |
| Security Services       | 137                    | 170                | 139                | 139                    | 61                 |
| Temporary Services      | 5,872                  | 8,611              | 9,573              | 9,202                  | 4,965              |
| Travel and Registration | 34                     | 3                  | 45                 | 30                     | 30                 |
| Utilities               | 603                    | 383                | 678                | 395                    | 290                |

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| General Fund Countywide                   | 26,201             | 30,068             | 32,096             | 25,238              |
| Municipal Reimbursement                   | 1,677              | 2,112              | 358                | 2,326               |
| State Grants                              | 1,452              | 2,151              | 0                  | 0                   |
| Total Revenues                            | 29,330             | 34,331             | 32,454             | 27,564              |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 12,995             | 16,168             | 17,241             | 13,244              |
| Fringe Benefits                           | 2,889              | 3,101              | 3,401              | 3,608               |
| Court Costs                               | 50                 | 50                 | 50                 | 50                  |
| Contractual Services                      | 3,414              | 2,590              | 3,506              | 2,492               |
| Other Operating                           | 4,390              | 5,389              | 3,475              | 3,993               |
| Charges for County Services               | 5,511              | 6,244              | 4,720              | 4,107               |
| Grants to Outside Organizations           | 29                 | 45                 | 24                 | 24                  |
| Capital                                   | 52                 | 744                | 37                 | 46                  |
| Total Operating Expenditures              | 29,330             | 34,331             | 32,454             | 27,564              |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 0                  | 0                  | 0                  | 0                   |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 0                  | 0                  | 0                  | 0                   |
| Total Non-Operating Expenditures          | 0                  | 0                  | 0                  | 0                   |

| (dollars in thousands)<br>Expenditure By Program | Total Funding      |                     | Total Positions    |                     |
|--|--------------------|---------------------|--------------------|---------------------|
|  | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: General Government</b>        |                    |                     |                    |                     |
| Office of the Supervisor of Elections            | 583                | 613                 | 3                  | 3                   |
| Information Systems                              | 6,819              | 6,096               | 21                 | 23                  |
| Finance and Administration                       | 5,286              | 4,223               | 10                 | 10                  |
| Voter Services                                   | 4,279              | 3,841               | 24                 | 24                  |
| Operations                                       | 4,639              | 5,091               | 20                 | 22                  |
| Office of Governmental Affairs                   | 1,974              | 1,841               | 12                 | 12                  |
| Poll Worker Recruitment and Training             | 8,874              | 5,859               | 16                 | 16                  |
| Total Operating Expenditures                     | 32,454             | 27,564              | 106                | 110                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

| (dollars in thousands)           | PRIOR        | FY 21-22     | FY 22-23     | FY 23-24     | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE   | TOTAL         |
|----------------------------------|--------------|--------------|--------------|--------------|----------|----------|----------|----------|---------------|
| <b>Revenue</b>                   |              |              |              |              |          |          |          |          |               |
| CIIP Program Revenues            | 0            | 0            | 2,330        | 0            | 0        | 0        | 0        | 0        | 2,330         |
| Capital Asset Series 2021A Bonds | 2,642        | 0            | 0            | 0            | 0        | 0        | 0        | 0        | 2,642         |
| Future Financing                 | 0            | 3,911        | 2,915        | 2,915        | 0        | 0        | 0        | 0        | 9,741         |
| IT Funding Model                 | 150          | 250          | 0            | 0            | 0        | 0        | 0        | 0        | 400           |
| <b>Total:</b>                    | <b>2,792</b> | <b>4,161</b> | <b>5,245</b> | <b>2,915</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,113</b> |
| <b>Expenditures</b>              |              |              |              |              |          |          |          |          |               |
| <b>Strategic Area: GG</b>        |              |              |              |              |          |          |          |          |               |
| Computer and Systems Automation  | 150          | 150          | 0            | 0            | 0        | 0        | 0        | 0        | 300           |
| Equipment Acquisition            | 0            | 3,911        | 2,915        | 2,915        | 0        | 0        | 0        | 0        | 9,741         |
| Infrastructure Improvements      | 130          | 2,012        | 2,330        | 0            | 0        | 0        | 0        | 0        | 4,472         |
| Security Improvements            | 0            | 600          | 0            | 0            | 0        | 0        | 0        | 0        | 600           |
| <b>Total:</b>                    | <b>280</b>   | <b>6,673</b> | <b>5,245</b> | <b>2,915</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,113</b> |

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### **BALLOT CHAIN OF CUSTODY TRACKING SYSTEM**

**PROGRAM #: 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

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

|                              |              |                |                |                |                |                |                |               |              |
|------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| IT Funding Model             | 150          | 150            | 0              | 0              | 0              | 0              | 0              | 0             | 300          |
| <b>TOTAL REVENUES:</b>       | <b>150</b>   | <b>150</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>300</b>   |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Technology Hardware/Software | 150          | 150            | 0              | 0              | 0              | 0              | 0              | 0             | 300          |
| <b>TOTAL EXPENDITURES:</b>   | <b>150</b>   | <b>150</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>300</b>   |

#### **CYBERSECURITY SOFTWARE**

**PROGRAM #: 2000001440**

DESCRIPTION: Secure the Elections Department's infrastructure with additional cybersecurity software

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

|                              |              |                |                |                |                |                |                |               |              |
|------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| IT Funding Model             | 0            | 100            | 0              | 0              | 0              | 0              | 0              | 0             | 100          |
| <b>TOTAL REVENUES:</b>       | <b>0</b>     | <b>100</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>100</b>   |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Technology Hardware/Software | 0            | 100            | 0              | 0              | 0              | 0              | 0              | 0             | 100          |
| <b>TOTAL EXPENDITURES:</b>   | <b>0</b>     | <b>100</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>100</b>   |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DS200 BALLOT DIGITAL SCANNERS

PROGRAM #: 2000001534

DESCRIPTION: Replace 1,750 DS200 ballot digital scanners that are utilized to scan voted paper ballots to tabulate and transmit the results for each election

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

| REVENUE SCHEDULE:            | PRIOR    | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|------------------------------|----------|--------------|--------------|--------------|----------|----------|----------|----------|--------------|
| Future Financing             | 0        | 2,920        | 2,915        | 2,915        | 0        | 0        | 0        | 0        | 8,750        |
| <b>TOTAL REVENUES:</b>       | <b>0</b> | <b>2,920</b> | <b>2,915</b> | <b>2,915</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>8,750</b> |
| EXPENDITURE SCHEDULE:        | PRIOR    | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Technology Hardware/Software | 0        | 2,920        | 2,915        | 2,915        | 0        | 0        | 0        | 0        | 8,750        |
| <b>TOTAL EXPENDITURES:</b>   | <b>0</b> | <b>2,920</b> | <b>2,915</b> | <b>2,915</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>8,750</b> |

### INFRASTRUCTURE IMPROVEMENTS - ELECTIONS HEADQUARTERS SECURITY

PROGRAM #: 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      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| Capital Asset Series 2021A Bonds | 500        | 0          | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL REVENUES:</b>           | <b>500</b> | <b>0</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Furniture Fixtures and Equipment | 0          | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b>   | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |

### INFRASTRUCTURE IMPROVEMENTS - WAREHOUSE MEZZANINE BUILD OUT

PROGRAM #: 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        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|--------------|--------------|--------------|----------|----------|----------|----------|----------|--------------|
| CIIP Program Revenues            | 0            | 0            | 2,330        | 0        | 0        | 0        | 0        | 0        | 2,330        |
| Capital Asset Series 2021A Bonds | 2,142        | 0            | 0            | 0        | 0        | 0        | 0        | 0        | 2,142        |
| <b>TOTAL REVENUES:</b>           | <b>2,142</b> | <b>0</b>     | <b>2,330</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,472</b> |
| EXPENDITURE SCHEDULE:            | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                     | 0            | 1,689        | 1,900        | 0        | 0        | 0        | 0        | 0        | 3,589        |
| Permitting                       | 0            | 107          | 0            | 0        | 0        | 0        | 0        | 0        | 107          |
| Planning and Design              | 127          | 164          | 0            | 0        | 0        | 0        | 0        | 0        | 291          |
| Project Administration           | 3            | 51           | 61           | 0        | 0        | 0        | 0        | 0        | 115          |
| Project Contingency              | 0            | 1            | 369          | 0        | 0        | 0        | 0        | 0        | 370          |
| <b>TOTAL EXPENDITURES:</b>       | <b>130</b>   | <b>2,012</b> | <b>2,330</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,472</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### VOTE BY MAIL BALLOT INSERTER

**PROGRAM #:** 2000001676



DESCRIPTION: Purchase one ballot inserter to replace aged out inserter to provide greater output of vote by mail ballots  
 LOCATION: 2700 NW 87 Ave  
 Doral

District Located: 12  
 District(s) Served: Countywide

| REVENUE SCHEDULE:                | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------------|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| Future Financing                 | 0        | 991        | 0        | 0        | 0        | 0        | 0        | 0        | 991        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>991</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>991</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Furniture Fixtures and Equipment | 0        | 991        | 0        | 0        | 0        | 0        | 0        | 0        | 991        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>991</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>991</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Finance

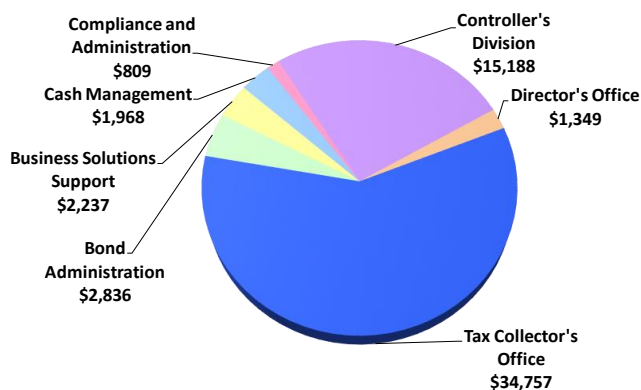
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution and collection on delinquent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

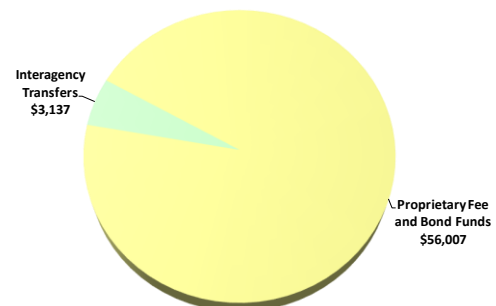
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management 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 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

|                        |  |                        |                        |
|------------------------|--|------------------------|------------------------|
|                        | <p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u><br/>Formulates and directs financial policy for the County and provides leadership and direction of departmental operations</p> <table><tr><td><u>FY 20-21</u><br/>6</td><td><u>FY 21-22</u><br/>6</td></tr></table>  | <u>FY 20-21</u><br>6   | <u>FY 21-22</u><br>6   |
| <u>FY 20-21</u><br>6   | <u>FY 21-22</u><br>6   |                        |                        |
|                        | <p style="text-align: center;"><u>COMPLIANCE AND ADMINISTRATION</u><br/>Provides administration of departmental activities and monitors Countywide payment card industry compliance</p> <table><tr><td><u>FY 20-21</u><br/>5</td><td><u>FY 21-22</u><br/>6</td></tr></table>   | <u>FY 20-21</u><br>5   | <u>FY 21-22</u><br>6   |
| <u>FY 20-21</u><br>5   | <u>FY 21-22</u><br>6   |                        |                        |
|                        | <p style="text-align: center;"><u>BOND ADMINISTRATION</u><br/>Manages the County's debt financing</p> <table><tr><td><u>FY 20-21</u><br/>8</td><td><u>FY 21-22</u><br/>8</td></tr></table>   | <u>FY 20-21</u><br>8   | <u>FY 21-22</u><br>8   |
| <u>FY 20-21</u><br>8   | <u>FY 21-22</u><br>8   |                        |                        |
|                        | <p style="text-align: center;"><u>CASH MANAGEMENT</u><br/>Invests surplus funds in compliance with Florida Statutes, local ordinances and investment policy</p> <table><tr><td><u>FY 20-21</u><br/>7</td><td><u>FY 21-22</u><br/>6</td></tr></table>   | <u>FY 20-21</u><br>7   | <u>FY 21-22</u><br>6   |
| <u>FY 20-21</u><br>7   | <u>FY 21-22</u><br>6   |                        |                        |
|                        | <p style="text-align: center;"><u>CONTROLLER</u><br/>Satisfies legal and mandated requirements; processes vendor payments; maintains County's general ledger accounting structure; provides Countywide data entry and financial reporting</p> <table><tr><td><u>FY 20-21</u><br/>132</td><td><u>FY 21-22</u><br/>136</td></tr></table>   | <u>FY 20-21</u><br>132 | <u>FY 21-22</u><br>136 |
| <u>FY 20-21</u><br>132 | <u>FY 21-22</u><br>136   |                        |                        |
|                        | <p style="text-align: center;"><u>TAX COLLECTOR</u><br/>Administers state laws, local ordinances and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, improvement liens, local business tax receipts, waste fees, excise utility taxes, convention and tourist development taxes and license fees (auto, boat, hunting, and fishing), collection on code violations and collection of delinquent accounts owed to County departments</p> <table><tr><td><u>FY 20-21</u><br/>250</td><td><u>FY 21-22</u><br/>252</td></tr></table> | <u>FY 20-21</u><br>250 | <u>FY 21-22</u><br>252 |
| <u>FY 20-21</u><br>250 | <u>FY 21-22</u><br>252   |                        |                        |
|                        | <p style="text-align: center;"><u>BUSINESS SOLUTIONS SUPPORT</u><br/>Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions including ERP</p> <table><tr><td><u>FY 20-21</u><br/>7</td><td><u>FY 21-22</u><br/>10</td></tr></table>   | <u>FY 20-21</u><br>7   | <u>FY 21-22</u><br>10  |
| <u>FY 20-21</u><br>7   | <u>FY 21-22</u><br>10  |                        |                        |

The FY 2021-22 total number of full-time equivalent positions is 427

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: DIRECTOR'S OFFICE**

The Director's Office is responsible for formulating and directing the overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector and financial markets
- Develops departmental strategy and policy
- Provides oversight and direction for departmental operations
- Serves on Enterprise Resource Planning (ERP) Steering Committee

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes transfers from Transportation and Public Works (\$383,000), Parks, Recreation and Open Spaces (\$31,000), Regulatory and Economic Resources (\$13,000), Seaport (\$7,000), Internal Services (\$6,000), Tourist Development Tax (\$20,000), Aviation (\$68,000) and Water and Sewer (\$21,000) for accounting and compliance support
- In FY 2020-21, the Department is expected to transfer \$5.678 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects; the FY 2021-22 Adopted Budget includes a \$8.450 million transfer to the GGIF
- During FY 2020-21, 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

### **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
- Directs and manages the preparation of the departmental business plan, budget development and continuity of operation plans
- Oversees the planning, implementation and monitoring of departmental strategic initiatives
- Oversees compliance for the Board of County Commissioners items and Mayoral requests
- Provides overall administration of departmental activities

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the transfer of one position from the Cash Management Division to the Compliance and Administration Office

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: BOND ADMINISTRATION

The Bond Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including swap transactions.

- Accesses the capital markets to provide capital funding as needed by County departments, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Makes payments on bonds/loan debt service
- 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

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of debt service payments made timely | GG4-1 | LS-1 | OC   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |
| Bond ratings evaluation by Moody's*             | GG4-1 | LS-1 | OC   | ↑    | Aa2      | Aa2      | Aa2      | Aa2        | Aa2      |
| Bond ratings evaluation by Standard and Poor's* | GG4-1 | LS-1 | OC   | ↑    | AA       | AA       | AA       | AA         | AA       |

\* Bond ratings are for General Obligation Bonds

### 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Average rate of return earned from County investments* | GG4-1 | LS-1 | OC   | ↑    | 2.34%    | 1.20%    | 0.60%    | 0.60%      | 0.07%    |
| Compliance with investment policy and guidelines       | GG4-1 | LS-1 | OC   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |

\* The FY 2021-22 Target reflects declining interest rates

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes transfers of \$9,000 from the Water and Sewer Department and \$36,000 from the Aviation Department for cash management activities
- The FY 2021-22 Adopted Budget includes the transfer of one position from the Cash Management Division to the Compliance and Administration Office as part of a re-organization process



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: CONTROLLER'S DIVISION**

The Controller's Division provides fiscal and accounting controls over resources and related appropriations.

- Monitors County bank accounts to ensure timely reconciliations
- Processes vendor disbursements
- Records, reports on and monitors the County's financial activities
- 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

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of invoices paid within 45 calendar days  | ED1-2 | ES-3 | EF   | ↑    | 94%      | 94%      | 90%      | 90%        | 90%      |
| Percentage of invoices paid within 30 calendar days  | ED1-2 | ES-3 | EF   | ↑    | 85%      | 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 2021-22 Adopted Budget includes the addition of a Finance Section Manager (\$110,000), a Finance Manager (\$129,000) and two Accountant 4s (\$192,000) to the Controller Division; these added positions will assist with bank reconciliation, accounts receivable and payable functions and on-going research into accounting functions and standards as updated by the Governmental Accounting Standards Board
- The FY 2021-22 Adopted Budget includes the conversion of two part-time Accountant 1's (\$10,000) to full-time in an effort to reduce high turnover rates in the grants and accounts payable sections
- The FY 2021-22 Adopted Budget includes a \$3.139 million transfer from the IT Funding Model to support the operations of Image and Workflow Automation (IWA), which is currently supporting the accounts payable function in INFORMS (Integrated Financial and Resources Management System)
- In FY 2020-21, the Finance Department transferred two positions (Office Support Specialist II and Accountant 1) to the Human Resources (HR) Department from the Controller's Division to better align the support of INFORMS with the functions in the HR Department

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **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
- Oversees operation of 25 private auto tag agencies 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; issuing 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
- Collects code enforcement citations owed on behalf of various departments that enforce the County's code
- Collects delinquent accounts receivable owed to County departments

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Total number of distributions processed*  | GG4-1 | ES-3 | OP   | ↔    | 16       | 15       | 14       | 14         | 14       |
| Debt portfolio fees collected (in thousands)**  | GG4-1 | ES-3 | OC   | ↑    | \$6,954  | \$5,306  | \$7,286  | \$4,403    | \$6,898  |
| Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)**                 | GG4-1 | ES-3 | OC   | ↑    | \$22,101 | \$16,291 | \$23,336 | \$13,906   | \$23,394 |
| Average number of accounts worked per day per collector**   | GG4-1 | ES-3 | EF   | ↑    | 54       | 40       | 50       | 39         | 45       |
| Total dollar-value of web-enabled transactions completed using the online services portal (dollars in millions) | GG1-1 | LS-1 | OC   | ↑    | \$1,856  | \$2,158  | \$2,200  | \$2,200    | \$2,400  |

\* 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

\*\* The FY 2019-20 Actual and FY 2020-21 Projection were impacted by COVID-19

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the addition of two Accountant 3's (\$175,000) to assist with increased volume and complexity in Tax Collector operations

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: BUSINESS SOLUTIONS SUPPORT**

The Business Solutions Support Division is responsible for administering, planning, coordinating and providing support for the Countywide implementation of various financial business solutions, including the ERP financial modules.

- Assesses departmental business processes, developing and implementing strategic plans and projects that align information technology needs with the Department's financial business functions
- 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
- 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
- Plans and directs required modifications to above financial systems to meet legislative (BCC, state and federal) requirements
- 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

### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted Budget for Business Solutions Support will add three positions including a Functional Analyst (\$136,000), a Junior Analyst (\$118,000) and a Reporting Analyst (\$136,000); these positions will facilitate INFORMS functions such as asset management, receivables, hardware, technical requests, and writing and maintenance of new reports**

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

- The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the acquisition and implementation of a credit and collection system to replace the existing application that is outdated and can no longer support the volume and complexity of today's operation; the Department is projecting to complete this project by the close of FY 2021-22 (total project cost \$800,000 with the remaining \$400,000 programmed in FY 2021-22)(capital program#2000001261)

### **SELECTED ITEM HIGHLIGHTS AND DETAILS**

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 53                     | 43                 | 103                | 100                    | 93                 |
| Fuel                    | 0                      | 0                  | 0                  | 0                      | 0                  |
| Overtime                | 107                    | 235                | 181                | 200                    | 50                 |
| Rent                    | 2,329                  | 2,726              | 2,628              | 2,935                  | 3,029              |
| Security Services       | 262                    | 291                | 329                | 276                    | 311                |
| Temporary Services      | 291                    | 56                 | 471                | 262                    | 480                |
| Travel and Registration | 55                     | 13                 | 132                | 117                    | 150                |
| Utilities               | 168                    | 182                | 244                | 190                    | 190                |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| Ad Valorem Fees                           | 15,095             | 17,622             | 14,116             | 15,308              |
| Auto Tag Fees                             | 14,009             | 14,039             | 14,021             | 14,345              |
| Bond Transaction Fees                     | 2,373              | 3,427              | 1,235              | 2,110               |
| Carryover                                 | 8,947              | 8,630              | 5,318              | 5,941               |
| Code Fines / Lien Collections             | 0                  | 0                  | 2,094              | 3,212               |
| Credit and Collections                    | 6,954              | 5,306              | 7,287              | 10,438              |
| Local Business Tax Receipt                | 4,539              | 4,404              | 4,414              | 4,410               |
| Other                                     | 1,280              | 2,566              | 2,813              | 3,137               |
| Other Revenues                            | 4,771              | 4,152              | 4,503              | 3,943               |
| Tourist Tax Fees                          | 4,487              | 3,152              | 4,850              | 4,750               |
| Interdepartmental Transfer                | 0                  | 520                | 412                | 0                   |
| Total Revenues                            | 62,455             | 63,818             | 61,063             | 67,594              |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 24,361             | 23,851             | 28,544             | 31,045              |
| Fringe Benefits                           | 9,593              | 9,821              | 11,101             | 12,093              |
| Court Costs                               | 56                 | 37                 | 82                 | 113                 |
| Contractual Services                      | 894                | 1,002              | 1,338              | 1,324               |
| Other Operating                           | 6,409              | 6,303              | 8,100              | 8,427               |
| Charges for County Services               | 3,589              | 3,789              | 4,935              | 5,226               |
| Capital                                   | 24                 | 76                 | 455                | 916                 |
| Total Operating Expenditures              | 44,926             | 44,879             | 54,555             | 59,144              |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 8,900              | 6,200              | 6,508              | 8,450               |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 0                  | 0                  | 0                  | 0                   |
| Total Non-Operating Expenditures          | 8,900              | 6,200              | 6,508              | 8,450               |

| (dollars in thousands)                    | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                    | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: General Government</b> |                    |                     |                    |                     |
| Director's Office                         | 1,411              | 1,349               | 6                  | 6                   |
| Compliance and Administration             | 500                | 809                 | 5                  | 6                   |
| Bond Administration                       | 2,663              | 2,836               | 8                  | 8                   |
| Cash Management                           | 2,082              | 1,968               | 7                  | 6                   |
| Controller's Division                     | 13,653             | 15,188              | 132                | 136                 |
| Tax Collector's Office                    | 32,183             | 34,757              | 250                | 252                 |
| Business Solutions Support                | 2,063              | 2,237               | 7                  | 10                  |
| Total Operating Expenditures              | 54,555             | 59,144              | 415                | 424                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **CAPITAL BUDGET SUMMARY**

| (dollars in thousands)     | PRIOR | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE | TOTAL |
|----------------------------|-------|----------|----------|----------|----------|----------|----------|--------|-------|
| <b>Revenue</b>             |       |          |          |          |          |          |          |        |       |
| Finance Operating Revenues | 3,400 | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 3,400 |
| Total:                     | 3,400 | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 3,400 |
| <b>Expenditures</b>        |       |          |          |          |          |          |          |        |       |
| <b>Strategic Area: GG</b>  |       |          |          |          |          |          |          |        |       |
| E-Government Projects      | 400   | 400      | 0        | 0        | 0        | 0        | 0        | 0      | 800   |
| Facility Improvements      | 400   | 2,200    | 0        | 0        | 0        | 0        | 0        | 0      | 2,600 |
| Total:                     | 800   | 2,600    | 0        | 0        | 0        | 0        | 0        | 0      | 3,400 |

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

#### **CREDIT AND COLLECTION SYSTEM REPLACEMENT**

**PROGRAM #: 2000001261**

DESCRIPTION: Replace aging credit and collections system

LOCATION: 2525 NW 62 St

Unincorporated Miami-Dade County

District Located: 3

District(s) Served: Countywide



|                              |              |                |                |                |                |                |                |               |              |
|------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Finance Operating Revenues   | 800          | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 800          |
| <b>TOTAL REVENUES:</b>       | <b>800</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>800</b>   |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Technology Hardware/Software | 400          | 400            | 0              | 0              | 0              | 0              | 0              | 0             | 800          |
| <b>TOTAL EXPENDITURES:</b>   | <b>400</b>   | <b>400</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>800</b>   |

#### **INFRASTRUCTURE IMPROVEMENTS - RECONFIGURE 25TH AND 26TH FLOORS**

**PROGRAM #: 2000000975**

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

LOCATION: 111 NW 1 St

City of Miami

District Located: 5

District(s) Served: Countywide



|                                  |              |                |                |                |                |                |                |               |              |
|----------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>         | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Finance Operating Revenues       | 2,600        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 2,600        |
| <b>TOTAL REVENUES:</b>           | <b>2,600</b> | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>2,600</b> |
| <b>EXPENDITURE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Furniture Fixtures and Equipment | 400          | 2,200          | 0              | 0              | 0              | 0              | 0              | 0             | 2,600        |
| <b>TOTAL EXPENDITURES:</b>       | <b>400</b>   | <b>2,200</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>2,600</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

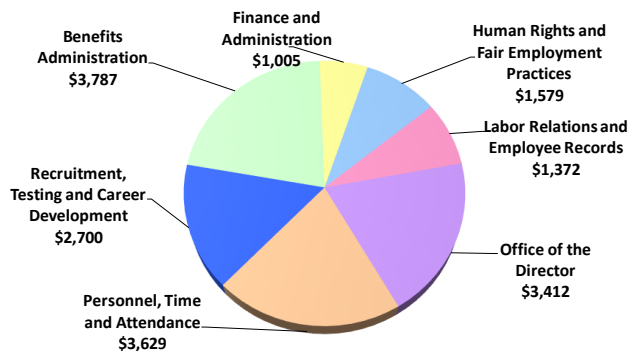
### Human Resources

The Department of Human Resources (HR) manages and provides both strategic and transactional services in labor relations, compensation, benefits, payroll, recruitment, testing and career development. The Department promotes diversity, fairness and equal opportunity in employment, housing, public accommodations and credit and financing practices, as well as through family leave and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code.

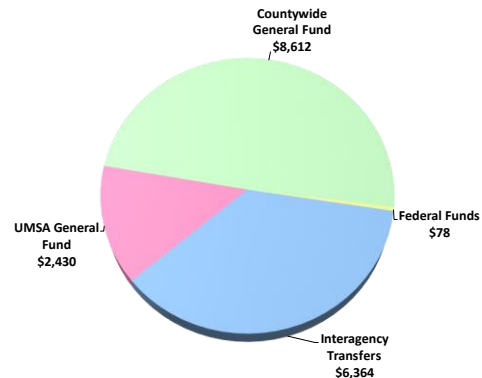
As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations. The Department monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. As staff to the Miami-Dade County Commission on Human Rights, HR provides administrative support to the board, which receives, initiates, investigates and conciliates complaints of discrimination under federal, state and local laws.

### FY 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

Formulates human resources, fair employment and human rights policy; oversees all departmental activities, including oversight of the Office of HR Business Systems and the Office of Compensation and Job Analysis; manages the implementation of human resources ERP modules, which will advance enterprise capabilities and modernize current business practices Countywide through the Office of Business Systems; maintains and administers the County's Pay Plan, conducts classification job analysis, reviews reclassification requests, and establishes/eliminates County positions through the Office of Compensation and Job Analysis

FY 20-21

FY 21-22

12

21

PERSONNEL, TIME AND ATTENDANCE

Processes payroll, time and attendance transactions for all County employees; provides reporting and business intelligence functionality for personnel related issues; and facilitates ERP system implementation

FY 20-21

FY 21-22

36

35

LABOR RELATIONS AND EMPLOYEE RECORDS

Plans, negotiates and administers all County collective bargaining agreements; manages and oversees all policies and practices related to discipline, grievances and appeals; manages employee personnel and medical records

FY 20-21

FY 21-22

19

11

BENEFITS ADMINISTRATION

Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; administers the pre-tax spending accounts, FRS and deferred compensation plans and employee recognition and wellness programs; provides counseling, assessments and referrals for substance abuse or other employee assistance needs

FY 20-21

FY 21-22

26

27

RECRUITMENT, TESTING, AND CAREER DEVELOPMENT

Assists departments in recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, including examinations; provides centralized employment services and administers the County's internships and training programs

FY 20-21

FY 21-22

26

25

HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES

Manages and oversees all policies and practices related to equality and anti-discrimination for County employees and residents of Miami-Dade County and provides support to the Commission on Human Rights

FY 20-21

FY 21-22

11

13

FINANCE AND ADMINISTRATION

Manages and oversees the financial transactions related to Countywide payroll functions, and provides department-wide administrative support in the areas of emergency planning, procurement, budget, fiscal management, and business planning

FY 20-21

FY 21-22

0

11

The FY 2021-22 total number of full-time equivalent positions is 143.

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

The Office of the Director oversees all departmental activities including direct oversight of the Office of HR Business Systems and the Office of Compensation and Job Analysis.

- Advises departments on personnel issues and appropriate methods of problem resolution
- Coordinates all recruitment and personnel issues and actions for Miami-Dade County
- Coordinates departmental personnel representative functions
- Develops and administers the County's HR systems
- Formulates human resources, fair employment and human rights policies
- 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
- Serves on Enterprise Resource Planning (ERP) Steering Committee
- Maintains and administers the County's Pay Plan

### **DIVISION COMMENTS**

- In FY 2020-21, a departmental reorganization resulted in the transfer of twelve positions from the Labor Relations and Employee Records Division and six positions from the Personnel, Time and Attendance Division, and nine positions to the Finance and Administration Division to better align business processes with the new INFORMS system
- In FY 2020-21 and FY 2021-22, the Human Resources Department, with the assistance of the ERP team and the Information Technology Department, will continue to implement the ERP Rollout Phase 2, which includes modules on Human Resources, Payroll, Talent Acquisition/Candidate Gateway, Time and Labor, Absence Management, Learning Management, Base Benefits, Benefits Administration, eBenefits, ePerformance Management, Profile Management and Human Capital Management (HCM) Portal, as well as mobility functionality for self-service and management self-service functions; the department will receive a reimbursement from the ERP project of \$461,600 in FY 2021-22
- The FY 2021-22 Adopted Budget includes reimbursements for conducting compensation review studies from Solid Waste Management (\$47,900), Aviation (\$47,900), Regulatory and Economic Resources (\$46,600), and Internal Services (\$46,600)

### **DIVISION: PERSONNEL, TIME AND ATTENDANCE**

The Personnel, Time and Attendance Division processes the bi-weekly payroll for Miami-Dade County employees.

- Processes employee tuition reimbursements, deductions and various benefits programs including the Deferred Retirement Option Program and adjustments to the Florida Retirement System
- Processes payroll including leave management for the more than 28,000 full-time and more than 2,000 part-time Miami-Dade County employees
- Provides reporting and business intelligence functionality for personnel related issues to County departments, employees and members of the public
- 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Accuracy of HR payroll and paycheck processing | GG2-2 | LS-1 | OC   | ↑    | 99%      | 99%      | 99%      | 99%        | 99%      |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

-  In FY 2020-21, a Personnel-Payroll Technician position was added to ensure accurate and timely processing of payroll transactions related to workers' compensation/disability funded by the Insurance Trust Fund (\$21,400)
- In FY 2020-21, to continue the work of integrating the Trapeze System and the INFORMS project, two Personnel Payroll Technicians that process the payroll for all Bus and Rail Operators that were previously funded by the Department of Transportation and Public Works and reported as in-station resources to HR, were transferred (\$184,000)
-  In FY 2020-21, five temporary overages of two Shared Services Specialist positions (\$178,000) and three Shared Services Analysts positions (\$350,000) were added to backfill resources assigned to the INFORMS project to ensure continuity of HR operations
- In FY 2020-21, a departmental reorganization resulted in the transfer of one position from the Recruitment, Testing and Validation and Career Development Division, six positions to the Office of the Director and four positions to the Labor Relations and Employee Records Division to better align business processes
-  In FY 2021-22, the Human Resources Department, in addition to the Information Technology Department and the Office of Management and Budget, will continue the implementation of the ERP system; the Personnel, Time and Attendance Division will be heavily involved in the rollout of Phase 2
- The Division will receive a reimbursement from the ERP project of \$63,500 in FY 2021-22

### **DIVISION: LABOR RELATIONS AND EMPLOYEE RECORDS**

The Labor Relations and Employee Records Division manages the contracts negotiated with the County's ten labor unions; administers the County's medical assessment/drug and alcohol testing; administers collective bargaining grievances; provides guidance related to the provisions of the collective bargaining agreements; and serves as the central repository of human resources records, including personnel and medical records.

- Negotiates, interprets, and manages ten collective bargaining agreements
- Prepares disciplinary executive summaries and findings and administers the County's progressive discipline program
- Facilitates and reviews the American with Disability Act (ADA) and Family Medical Leave Act (FMLA) requests for County departments
- Manages employee personnel and medical records; maintains the Employee Master File and County Table of Organization; provides employment verification
- Serves as the records custodian for both personnel and medical records for all active and terminated personnel

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of employee physicals' results processed within five business days*                     | GG2-1 | LS-1 | EF   | ↑    | 92%      | 92%      | 90%      | 90%        | 90%      |
| Percentage of collective bargaining grievances at step four that are resolved prior to arbitration | GG2-2 | LS-1 | EF   | ↑    | 64%      | 37%      | 40%      | 40%        | 40%      |

\*At times, the employee's schedule will have a negative impact on processing Phase 2 physicals and obtaining results within five business days.

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- In FY 2020-21, a departmental reorganization resulted in the transfer of four positions from the Personnel, Time and Attendance Division, and 12 positions to the Office of the Director to better align business processes
- The FY 2021-22 Adopted Budget includes \$65,000 from the Internal Services Department for unemployment management support

### **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.

- Encourages participation in employee programs through a variety of engagement and education opportunities in alignment with organizational goals
- Ensures that all employee benefit programs meet the needs of participants, are cost effective and comply with legal requirements
- Maintains employee and retiree benefits information; researches and recommends new benefit options/programs
- 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

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of employee wellness events*                        | HS2-4 | HW-3 | OP   | ↔    | 274      | 374      | 225      | 300        | 225      |
| Number of completed Employee Personal Health Assessments** | HS2-4 | HW-3 | OP   | ↔    | 1,043    | 1,082    | 1,500    | 1,100      | 1,100    |
| Financial planning seminars held                           | GG2-2 | LS-2 | OP   | ↔    | 64       | 122      | 60       | 60         | 60       |

\*The FY 2020-21 Projected and FY 2021-22 Target reflect the transition between virtual and onsite events

\*\*The FY 2020-21 Projected and FY 2021-22 Target reflect the impacts of COVID-19

### DIVISION COMMENTS

- ☛ **The FY 2021-22 Adopted Budget includes the addition of an HR Clinical Support Services Counselor position (\$97,500)**
- ☛ In FY 2021-22, the Benefits Division will continue to review ways (including Employee Recognition platforms) in which the County can promote employee engagement to highlight all professions and recognize employees for their contributions to Miami-Dade County's residents and fellow employees

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **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 the 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Average recruitment time (in calendar days) | GG2-1 | HW-2 | EF   | ↓    | 49       | 44       | 60       | 60         | 60       |
| County employees trained*                   | GG2-2 | LS-1 | OP   | ↔    | 40,862   | 10,437   | 14,000   | 9,600      | 10,000   |

\*The FY 2020-21 Projection and FY 2021-22 Target are attributable to COVID-19 since the unit has not been able to offer the full breadth of courses while working remotely, focusing on the mandatory programs

### **DIVISION COMMENTS**

-  In FY 2020-21, a departmental reorganization resulted in the transfer of one position to the Personnel, Time and Attendance Division
-  In FY 2021-22, the Department is budgeted to receive \$400,000 from various departments for training classes including Supervisory Certification, the Frontline Leadership Development Program and New Employee Orientation (including \$93,000 from Aviation)
- The FY 2021-22 Adopted Budget includes \$674,200 in reimbursements for testing and validation services from Transportation and Public Works (\$210,300), Police (\$220,300), Fire Rescue (\$155,200), Corrections and Rehabilitation (\$21,700), Aviation (\$12,000), Water and Sewer (\$30,200) and various other County departments (\$24,500)
- The Division will receive reimbursement from the ERP project of \$80,400 in FY 2021-22

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **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).

- Conducts educational outreach activities for the public and technical assistance workshops for employers and housing providers
- Contracts with federal agencies to mediate, investigate, and adjudicate complaints of discrimination pursuant to federal legislation
- Provides administrative support to the Commission on Human Rights
- Provides for an adjudicatory appellate process through administrative hearings
- Provides intake, mediation, and investigative services related to complaints of discrimination

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

| Measures                                      | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of employees trained*                  | GG2-2 | LS-1 | OP   | ↔    | 2,942    | 1,089    | 20,000   | 2,000      | 1,680    |
| Number of External Outreach Events Attended   | GG2-2 | HW-2 | OP   | ↔    | 125      | 67       | 50       | 104        | 94       |
| Cases mediated**                              | GG2-3 | ES-1 | OP   | ↔    | 73       | 92       | 85       | 60         | 55       |
| Cases resolved through successful mediation** | GG2-3 | ES-1 | OP   | ↔    | 60       | 56       | 65       | 40         | 35       |
| Case resolutions                              | GG2-3 | ES-1 | OP   | ↔    | 315      | 554      | 350      | 450        | 430      |

\* The FY 2020-21 Projection and FY 2021-22 Target are attributable to the inability to timely procure mandatory Countywide refresher diversity training courses due to COVID-19 and working from home

\*\* Although two additional Human Rights and Fair Employment Specialist positions were added in FY2021-22, the performance impact is expected to be reflected in FY 2022-23 due to training needed

### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted Budget includes the addition of two Human Rights and Fair Employment Specialist positions (\$204,700)**
- ☛ In FY 2021-22, 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
- ☛ In FY 2021-22, the Division will develop and launch mandatory Countywide diversity refresher e-learning courses; the Division will also develop and launch specialized training courses, including, but not limited to, disability etiquette training, bystander training, and religious discrimination training

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

Manages and oversees the financial transactions related to County-wide payroll functions, and provide department-wide administrative support in the areas of emergency planning, procurement, budget, fiscal management, and business planning

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of Employees for which a W-2 was Issued on Time | GG2-1 | LS-1 | OC   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |

\*Performance measure was transferred from the Finance Department to the Human Resources Department as a result of the transfer of the Finance Department's Payroll Section in FY 2019-20 through a reorganization of central financial and human resources functions

#### **DIVISION COMMENTS**

- In FY 2020-21, two positions, one Office Support Specialist 2 (OSS) (\$88,000) and one Accountant 2 (\$88,200) were transferred from the Finance Department to the newly established Division of Finance and Administration in the Human Resources Department
- In FY 2020-21, a departmental reorganization resulted in the transfer of nine positions from the Office of the Director to better align payroll functions with central financial and human resource functions

#### **SELECTED ITEM HIGHLIGHTS AND DETAILS**

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 1                      | 3                  | 11                 | 1                      | 1                  |
| Fuel                    | 0                      | 0                  | 0                  | 0                      | 0                  |
| Overtime                | 11                     | 28                 | 0                  | 20                     | 20                 |
| Rent                    | 0                      | 0                  | 147                | 0                      | 147                |
| Security Services       | 0                      | 1                  | 0                  | 1                      | 1                  |
| Temporary Services      | 0                      | 4                  | 0                  | 36                     | 0                  |
| Travel and Registration | 6                      | 1                  | 11                 | 1                      | 11                 |
| Utilities               | 82                     | 82                 | 83                 | 83                     | 76                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     |
| General Fund Countywide                   | 5,815              | 5,980              | 7,081              | 8,612               |
| General Fund UMSA                         | 1,938              | 1,888              | 2,237              | 2,430               |
| Fees for Services                         | 71                 | 78                 | 78                 | 78                  |
| Interagency Transfers                     | 2,300              | 2,403              | 2,391              | 2,577               |
| Internal Service Charges                  | 2,799              | 3,097              | 3,495              | 3,615               |
| Other Revenues                            | 124                | 74                 | 172                | 172                 |
| Total Revenues                            | 13,047             | 13,520             | 15,454             | 17,484              |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |
| Salary                                    | 9,346              | 9,357              | 10,541             | 11,947              |
| Fringe Benefits                           | 3,453              | 3,565              | 4,018              | 4,571               |
| Court Costs                               | 0                  | 2                  | 0                  | 1                   |
| Contractual Services                      | 18                 | 6                  | 6                  | 6                   |
| Other Operating                           | -105               | 133                | 387                | 440                 |
| Charges for County Services               | 335                | 457                | 502                | 517                 |
| Capital                                   | 0                  | 0                  | 0                  | 2                   |
| Total Operating Expenditures              | 13,047             | 13,520             | 15,454             | 17,484              |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |
| Transfers                                 | 0                  | 0                  | 0                  | 0                   |
| Distribution of Funds In Trust            | 0                  | 0                  | 0                  | 0                   |
| Debt Service                              | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                   | 0                  | 0                  | 0                  | 0                   |
| Total Non-Operating Expenditures          | 0                  | 0                  | 0                  | 0                   |

| (dollars in thousands)                      | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                      | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: General Government</b>   |                    |                     |                    |                     |
| Office of the Director                      | 2,100              | 3,412               | 12                 | 21                  |
| Personnel, Time and Attendance              | 3,473              | 3,629               | 36                 | 35                  |
| Labor Relations and Employee Records        | 2,219              | 1,372               | 19                 | 11                  |
| Benefits Administration                     | 3,667              | 3,787               | 26                 | 27                  |
| Recruitment, Testing and Career Development | 2,680              | 2,700               | 26                 | 25                  |
| Human Rights and Fair Employment Practices  | 1,315              | 1,579               | 11                 | 13                  |
| Finance and Administration                  | 0                  | 1,005               | 0                  | 11                  |
| Total Operating Expenditures                | 15,454             | 17,484              | 130                | 143                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Information Technology

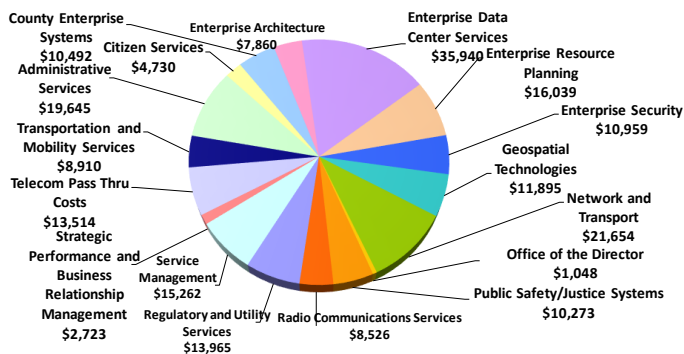
The Information Technology Department (ITD) is the central technology provider for Miami-Dade County. ITD provides information technology (IT), business solutions and infrastructure services that support the operations of all County departments.

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, establish policies and promote innovative practices that cut across departments within the County. The Department establishes business process improvements and Countywide training to promote IT standards, security mandates and project management concepts in line with industry best practices. The Department is able to deliver this level of support by leveraging technology providing innovation and continuity of operations.

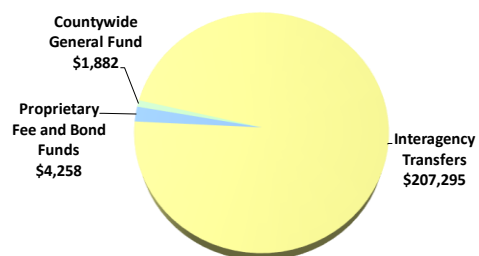
The Department's key stakeholders include all County departments; Miami-Dade County municipal governments; local, state and federal agencies, elected officials, Miami-Dade County residents and businesses; and visitors that visit the County's website worldwide.

### FY 2021-22 Adopted Operating Budget

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

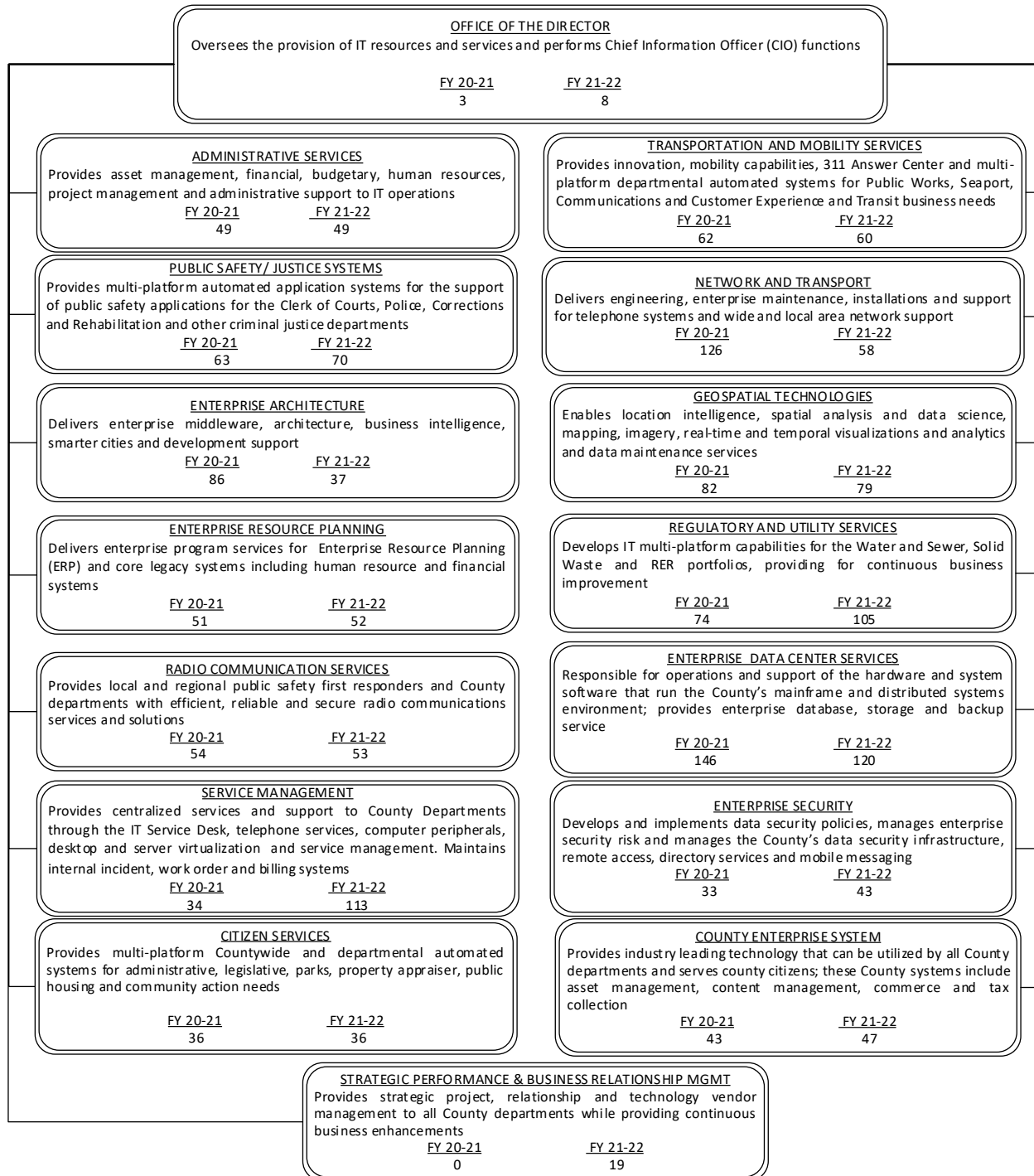


**Revenues by Source**  
(dollars in thousands)



# FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalents is 949.




## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions.

- Oversees the development and use of technologies for County departments and their service partners to deliver quality customer service to the public
- Directs strategic enterprise-wide integration of new technologies into the County's IT infrastructure and oversees IT resources and services
- Serves on Community IT Leadership Boards and IT Steering Committees
- Sets vision, objectives and strategies that drive digital transformation, modernization, and innovation across the County
- 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 COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of one position from the Administrative Service Division, one position from the Enterprise Data Center Services Division, one position from the Enterprise Resource Planning Division, and two positions from the Enterprise Architecture Division as a result of a departmental reorganization to better align services to meet customer needs
-  **During FY 2021-22, the Division will be managing the FIU Apprenticeship Program (\$350,000) and the Axis Help Program (\$350,000), as adopted in the Miami-Dade Rescue Plan**

### DIVISION: ADMINISTRATIVE SERVICES

The Administrative Services Division provides asset management, financial, budgetary, human resources and administrative support to IT operations.

- Provides asset management, financial and administrative support; manages human resource activities
- Develops and monitors departmental budgets; tracks financial trends
- Manages procurement activities
- Oversees and supports strategic management, performance and productivity reporting, and business plan development

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of seven positions from the Network and Transport Division, one position from the Radio Communication Services Division, one position from the Enterprise Architecture Division, one position from the Transportation and Mobility Services Division, and one position from the Service Management Division; additionally, one position was transferred to the Office of the Director, and ten positions were transferred to the Strategic Performance and Business Relationship Management Division; this is a result of a departmental reorganization to better align services to meet customer needs

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: PUBLIC SAFETY/JUSTICE SYSTEMS

The Public Safety/Justice Systems Division provides multi-platform automated application systems for the support of public safety applications for the Clerk of Courts, Miami-Dade Police Department (MDPD), Miami-Dade Corrections and Rehabilitation (MDCR) and other criminal justice partners.

- Supports Miami-Dade Police Department (MDPD) and Miami-Dade Corrections and Rehabilitation (MDCR) through the management and development of technology initiatives
- Supports court-related applications such as Criminal, Civil, Traffic, Parking and electronic subpoena systems for the Clerk of Courts and supporting criminal justice agencies

### DIVISION COMMENTS

- **During FY 2020-21, seven overages were added to support the implementation of the integrated Criminal Justice Information System (CJIS) application that will support the life cycle of criminal cases from arrest to case disposition (\$703,000)**
- The FY 2021-22 Adopted Budget includes the realignment of several positions with a net effect of zero to position count; one position was transferred to the Geospatial Technologies Division, one position to the Regulatory and Utility Services Division, and one position to the County Enterprise Systems Division; additionally, one position was transferred from the Enterprise Data Center Services Division, one position from the Enterprise Resource Planning Division, and one position from the Transportation and Mobility Services Division; this was a result of a departmental reorganization to better align services to meet customer needs
- In FY 2021-22, the implementation of the Jail Management System (JMS) Phase 2 for MDCR is slated for the fourth quarter; 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; implementation of Phase 2 will include the modules pertaining to booking and release
- During the fourth quarter of FY 2021-22, contract award and kick-off for the implementation of a Law Enforcement Records Management System (LRMS) for MDPD is expected to take place
- During the first quarter of FY 2021-22, the kick-off for the Criminal Justice System (CJS) modernization project known as the Court Case Management System (CCMS) will occur; activities such as discovery workshops and stakeholder approval of Gap Analysis and Requirements Traceability Matrices are scheduled to take place

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ENTERPRISE ARCHITECTURE

The Enterprise Architecture Division delivers services for enterprise integration services, architecture, business intelligence and analytics, Smarter Cities operations, and agile coaching.

- Delivers Countywide enterprise architecture services (software tools standardization, standard technology model, etc.)
- Delivers program services for ITD internal productivity applications
- Supports IBM Video Analytics software for public safety and video forensics
- 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
- Provides data modeling in the Trusted Data Platform and Business Intelligence Reporting
- Delivers enterprise integration services

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of one position from the Enterprise Data Center Services Division and six positions from the Transportation and Mobility Service Division, as well as the transfers of two positions to the Office of the Director, one position to the Administrative Services Division, one position to the Network and Transport Division, thirty-seven positions to the Regulatory and Utility Services Division, thirteen positions to the Transportation and Mobility Services Division, one position to the Citizens Services Division, and one position to the Service Management Division; this is as a result of a departmental reorganization 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 all INFORMS applications, such as Financials/Procurement, Human Capital Management/Payroll, Hyperion – Operating Budgeting Application, Capital Budgeting Application (CBAT), Scorecard, and Business Intelligence and Analytics
- Supports legacy financial and procurement systems for reporting purposes only (FAMIS & ADPICS)
- Supports legacy human resource and payroll systems
- Provides program services for WASD/MDAD ERP applications

### DIVISION COMMENTS

- **The FY 2021-22 Adopted Budget includes funding for additional Oracle licenses due to future increases in the financial thresholds based on CAFR operating expenditures (\$675,000)**
- The FY 2021-22 Adopted Budget includes the transfer of five positions from the Regulatory and Utility Services Division, as well as the transfers of one position to the Office of the Director, one position to the Network and Transport Division, one position to the Public Safety/Justice Systems Division, and one position to the Transportation and Mobility Services Division, as a result of a departmental reorganization to better align services to meet customer needs

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: RADIO COMMUNICATIONS SERVICES

The Radio Communications Services Division provides local and regional public safety first responders and County departments with efficient, reliable and secure radio communications services and solutions.

- Develops strategic direction of the County's 700/800 MHz radio communication systems
- Provides 24 X 7 support of the radio communications infrastructure including the County's microwave network across 10 fixed tower sites and several remote tower vehicles
- Provides installation and repair of radio communications equipment and lighting package for MDPD vehicles
- Provides handheld radio inventory control and equipment support and repair services
- Coordinates interoperability plans in the Southeast Florida region
- Coordinates radio logistics support including configurations of communications talk groups
- Provides radio engineering and design services including building radio coverage audits
- Implements and supports 911 telecommunications and 911 Computer Aided Dispatch systems

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of vehicle installations completed on time | GG3-4 | IE-2 | EF   | ↑    | 100%     | 100%     | 99%      | 100%       | 99%      |
| Cost of portable radio unit repair*                   | GG4-2 | IE-2 | EF   | ↓    | \$134    | \$157    | \$160    | \$160      | \$160    |

\*Budget and Target values represent industry provider cost

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfers of one position to the Administrative Services Division and one position to the Service Management Division, as well as the transfer of one position from the Transportation and Mobility Services Division, as a result of a departmental reorganization to better align services to meet customer needs

### DIVISION: SERVICE MANAGEMENT

The Service Management Division provides centralized services and support to County departments through the IT Service Desk, telephone services and service management, desktop client services, application virtualization and desktop virtualization services, 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
- Provides computer hardware, software, and peripheral device support. Delivers maintenance and support to wireless and print devices as well as mainframe terminals
- Supports desktop virtualization infrastructure, deployment and support services and provides server and application virtualization services

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| IT Service Center First Contact Resolution Rate (FCR %)*              | GG3-1 | IE-3 | OP   | ↑    | 79%      | 61%      | 80%      | 63%        | 80%      |
| Call abandon rate (%)**   | GG3-1 | IE-3 | OP   | ↓    | 1%       | 10%      | 5%       | 7%         | 5%       |
| Percentage of computer equipment repairs completed within 48 hours*** | GG3-1 | IE-2 | EF   | ↑    | 91%      | 94%      | 93%      | 82%        | 95%      |

\* FY 2020-21 Projection is lower than the FY 2020-21 Budget due to the security of MDPD's domain which prevents remote access;

thus, calls are re-routed to Field Services for resolution; additionally, ERP related calls are re-routed to the INFORMS support groups

\*\* FY 2020-21 Projection increased from the FY 2020-21 Budget due to the Service Desk's increase in call handle time caused by lengthier troubleshooting support for employees working remotely

\*\*\* FY 2020-21 Projection is lower than previously reported actuals and the 2020-21 Budget due to a change of methodology in the collection of data. As the Client Services function was transferred to the Service Management Division, opportunities to fine-tune the data collection have been found

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of one position to the Administrative Services Division, as well as the transfers of eleven positions from the Enterprise Data Center Services Division, sixty-two positions from the Network and Transport Division, one position from the Radio Communication Services Division, one position from the Enterprise Security Division, two positions from the Regulatory and Utility Services Division, one position from the Enterprise Architecture Division, one position from the Transportation and Mobility Services Division, and one position from the County Enterprise Systems Division; this is a result of a departmental reorganization to realign 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 2021-22 Adopted Budget includes the transfer of one position to the Regulatory and Utility Services Division as well as the transfer of one position from the Enterprise Architecture Division, as a result of a departmental reorganization to better align services to meet customer needs

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: TRANSPORTATION AND MOBILITY SERVICES**

The Transportation and Mobility Services Division provides innovation, mobility capabilities and multi-platform departmental automated systems for Public Works, Seaport, Communications and Customer Experience Department (CCED), Transportation Planning Organization and Transit business needs.

- Provides innovative technology solutions, integrating intelligent service and mobile technologies in support of transport and mobility initiatives
- Provides transportation data visualization platform for data sharing and analytics, facilitating transportation performance and predictions
- Provides innovative technology solutions for the Seaport Department and dashboards for cruise, crane and cargo business units
- Provides customer experience support and administers the County's web and employee portal and software systems
- Delivers Countywide support services for the 311 Answer Center and supports and maintains applications for the Communications and Customer Experience Department

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

| Measures            | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                     |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Portal Availability | GG3-1 | IE-3 | OC   | ↑    | 100%     | 99%      | 99%      | 99%        | 100%     |

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the transfer of one position to the Administrative Services Division, one position to the Radio Communication Services Division, one position to the Public Safety/Justice Systems Division, seven positions to the Regulatory and Utility Services Division, six positions to the Enterprise Architecture Division, and one position to the Service Management Division; additionally, one position was transferred from the Enterprise Resource Planning Division, one position from the Regulatory and Utility Services Division, and thirteen positions from the Enterprise Architecture Division, this was a result of a departmental reorganization to better align services to meet customer needs
- In FY 2021-22, ITD will continue to work on enabling the digitizing and modernization of transportation applications, integrating processes with other County departments, and facilitating online and mobile technology for citizens

### **DIVISION: NETWORK AND TRANSPORT**

The Network and Transport 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 solution 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 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of telephone equipment repairs completed within 48 hours*  | GG3-1 | IE-2 | EF   | ↑    | 90%      | 90%      | 93%      | 93%        | 95%      |

\*The FY 2020-21 Projection was updated from the FY 2021-22 Proposed Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of one position from the Enterprise Resource Planning Division and one position from the Enterprise Architecture Division; additionally, seven positions were transferred to the Administrative Services Division, sixty-two positions to the Service Management Division, , and one position to the Strategic Performance and Business Relationship Management Division; this is due to a departmental reorganization 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
- Supports geo-enabling of new and existing County applications and datasets
- Maintains 3-D imagery, aerial photography, Light Detection and Ranging (LIDAR) and other types of imagery
- Supports all major critical events including emergency management activations, natural/man-made disasters, elections, and major special events

| Key Department Measures, Strategic Objectives, and Resiliency Drivers              |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Number of layers maintained in the County's Central Repository (Vector / Imagery)* | GG3-1 | IE-2 | OP   | ↔    | 1,370    | 1,473    | 1,430    | 1,605      | 1,540    |

\* The FY 2020-21 Projection has been increased from the FY 2020-21 Proposed Budget and Multi-Year Capital Plan due to increased departmental requests for applications (internal and external) related to COVID-19 and Surfside support, as well as operational and informational support; in addition, public-facing requests have significantly grown due to the Mayor's multiple transparency initiatives, increasing the number of applications and layers (internally and externally)

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of six positions to the Regulatory and Utility Division as well as the transfers of one position from the Public Safety/Justice Systems Division, one position from the Regulatory and Utility Division, and one position from the County Enterprise Systems Division, as a result of a departmental reorganization to better align services to meet customer needs

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: REGULATORY AND UTILITY SERVICES**

The Regulatory and Utility Services Division develops IT multi-platform capabilities for the Water and Sewer Department, Department of Solid Waste Management, and Regulatory and Economic Resources Department, providing for continuous business improvements.

- Provides IT innovation and develops IT multi-platform capabilities for the Water and Sewer Department, improving 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
- Provides support for SCADA Historical, Consent Decree and other internal/external reporting services
- Provides innovative technology solutions for Waste Management and maintains waste collection, transfer, recycling and disposal service and management system
- 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
- Develops in-house Self-Service applications to improve and modernize customer service and engagement
- Maintains WASD Help-Desk and Field Support, which includes desktop, terminal services and laptop level 1 support for in-house developed and enterprise applications and hardware

### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the transfers of six positions from the Geospatial Technologies Division, one position from the Public Safety/Justice Systems Division, thirty-seven positions from the Enterprise Architecture Division, seven positions from the Transportation and Mobility Services Division, and one position from the Citizen Services Division; additionally, one position was transferred to the Geospatial Technologies Division, five positions to the Enterprise Resource Planning Division, one position to the Transportation and Mobility Services Division, two positions to the Service Management Division, five positions to the County Enterprise Systems Division, and seven positions to the Strategic Performance and Business Relationship Management Division; this is a result of a departmental reorganization to better align services to meet customer needs
- In FY 2021-22, ITD will continue to develop IT multi-platform capabilities for the Water and Sewer, Solid Waste and Regulatory and Economic Resources Departments, providing for continuous business improvements



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: ENTERPRISE DATA CENTER SERVICES

The Enterprise Data Center is responsible for the 24 X 7 operations, maintenance and support of the hardware and operating system software that run the County's mainframe and distributed systems computer environments; this Division provides database management, enterprise storage and backup, mainframe printing, and server 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 afterhours 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
- Provides distributed applications printing services
- Provides enterprise scheduling services
- Supports the County's "private cloud" infrastructure
- Maintains the departmental COOP document as required by the EOC

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

| Measures                        | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---------------------------------|-------|------|------|------|----------|----------|----------|------------|----------|
|                                 |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Production systems availability | GG3-1 | IE-3 | OC   | ↑    | 99%      | 99%      | 99%      | 99%        | 99%      |

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of one position to the Office of the Director, one position to the Public Safety/Justice Systems Division, eleven positions to the Enterprise Security Division, one position to the Enterprise Architecture Division, eleven positions to the Service Management Division, and one position to the Strategic Performance and Business Relationship Management Division, a result of a departmental reorganization to better align services to meet customer needs

### DIVISION: ENTERPRISE SECURITY

The Enterprise Security Division develops and implements data security policies, manages enterprise security risk and manages the County's data security infrastructure, remote access, directory services and mobile messaging.

- Reduces risk exposure present in the County's computer infrastructure by establishing mitigation programs 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
- Supports network authentication (Active Directory), Office365 and Domain Name Services (DNS)
- Provides electronic mail (e-mail) and e-mail archiving services for internal and external communications with employees, departments, agencies, and constituents, while protecting against malware, phishing and unsolicited commercial email

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers  |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Purchasing Card Industry (PCI) quarterly compliance  | GG3-2 | IE-3 | OC   | ↑    | 100%     | 100%     | 100%     | 100%       | 100%     |
| Average of all threats identified (advanced threats, viruses, impersonation, SPAM) - monthly (in thousands)* | GG3-2 | IE-3 | OP   | ↑    | N/A      | N/A      | 170      | 170        | 170      |

\*Beginning in FY 2020-21, a new measure is being used to track cyber threats given the evolving nature of incoming threats and available security technology

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of eleven positions from the Enterprise Data Center Services Division, as well as the transfer of one position to the Service Management Division, to better align services and meet customer needs

### **DIVISION: COUNTY ENTERPRISE SYSTEMS**

The County Enterprise Systems Division delivers enterprise services for the Enterprise Asset Management System (EAMS), Electronic Content Management (ECM), Code Enforcement, Credit and Collections, and custom Ecommerce Applications.

- Implements and maintains program services Countywide for the Enterprise Asset Management System (EAMS), Enterprise Content Management (ECM) system, Enterprise Ecommerce Applications, Enterprise Code Enforcement, and County Credit and Collections
- 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 components to facilitate work for field personnel
- Supports ECM, Miami Dade County's document management system for scanning, storing, document retention and document display; this system handles business process improvement, electronic forms, workflow, records retention, redaction, scanning and electronic signature
- Supports the financial and backend systems for the County departments that have code enforcement processes; the future of this technology is to transition from the legacy system in place today to a modern application in early FY 2021-22; the new application will allow code enforcement departments to manage their operations in one enterprise system
- Supports the Credit and Collections system that has an active inventory of an estimated two million accounts with daily, weekly, and monthly delinquent accounts; this system supports credit and collections for the various departments
- Supports the e-commerce application, which develops and supports custom supported applications for all County departments that process online payments; this includes the enterprise Inovah cashiering system

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Documents managed - ECM (in millions)*                                | GG3-1 | IE-2 | IN   | ↔    | 100      | 129      | 120      | 137        | 142      |
| Assets tracked - EAMS (in thousands)*                                 | GG3-1 | IE-2 | IN   | ↔    | 991      | 1,001    | 1,001    | 1,017      | 1,015    |
| System users - EAMS*  | GG3-1 | IE-2 | IN   | ↔    | 7,353    | 7,220    | 7,300    | 7,509      | 7,350    |

\*The FY 2020-21 Projection was updated from the FY 2021-22 Proposed Budget and Multi-Year Capital Plan due to an increase in system implementations leading to an increase in users.

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes the transfer of one position from the Public Safety/Justice Systems Division, five positions from the Regulatory and Utility Services Division and the transfer of one position to the Geospatial Technologies Division, and one position to the Service Management Division as a result of a departmental reorganization to align services to meet customer needs
- The Division will be implementing a new fleet module that will be replacing legacy systems for various departments in FY 2021-22
- During FY 2020-21, the Division is working on implementing a warehousing and inventory management, warranty and condition assessments for traffic signs and signals, and for road and bridges
- The Division will be implementing a new module for CIIP Equipment Ranking for buildings; this implementation will allow County departments to forecast costs and provide more efficient preventive maintenance in FY 2021-22
- During FY 2020-21 and FY 2021-22, the Division will continue to expand the use of e-Signatures throughout the County
- The Division will be implementing a new system to support the backend operations of County departments and municipalities that perform code enforcement activities in FY 2021-22
- The Division will be implementing a new credit and collections system to improve efficiency and retire the legacy system in FY 2021-22

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: STRATEGIC PERFORMANCE AND BUSINESS RELATIONSHIP MANAGEMENT**

The Strategic Performance and Business Relationship Management Division provides strategic project, relationship and technology vendor management to all County departments while providing continuous business enhancements.

- 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; providing for process improvement, operational efficiencies and productivity through the Business Relationship Management Program
- Serves Countywide as the point of contact for County agencies' ITD services, leveraging opportunities for enterprise solutions, and coordinates service delivery and measures performance according to established benchmarks and metrics
- Provides IT project management oversight to better manage funding, improve project outcomes and increase customer satisfaction
- Provides operational management for IT vendor relationships




### **DIVISION COMMENTS**

- The FY 2021-22 Adopted Budget includes the creation of the Strategic Performance and Business Relationship Management Division with the transfer of ten positions from the Administrative Services Division, one position from the Enterprise Data Center Services Division, one position from the Network and Transport Division, and seven positions from the Regulatory and Utility Services Division, and as a result of a departmental reorganization to better align services to meet customer needs

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

- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes development towards the replacement of the existing Computer Aided Dispatch system for the Police and Fire Rescue departments that is expected to improve the processing time for emergency calls (total project cost \$56.435 million, \$15.292 million in FY 2021-22; capital program #2000000424)
- The FY 2021-22 Adopted Budget includes the implementation/development of the Criminal Justice Information System (CJIS) capital program which will deliver an enhanced integrated information solution for the Eleventh Judicial Circuit Court of Florida; the program which is expected to be completed by October of 2025, will benefit several agencies such as the Miami-Dade Clerk of the Courts, the Administrative Office of the Courts for the 11th Judicial Circuit, the Miami-Dade Corrections and Rehabilitation Department, the Miami-Dade State Attorney and Public Defender Offices, and the Miami-Dade County Juvenile Services Department with improved data sharing abilities, enhancing the public's access to the court system as well as reduce redundancy by stream lining operations; as part of the second budget hearing \$1 million was allocated to the project to fund the scanning of historical documents that was not part of the original project plan (total project cost \$56.545 million, \$15.439 million in FY 2021-22; capital program #2000000954)
- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes development towards the business-driven strategic cybersecurity program that continuously adapts to new opportunities and reduces risk to the information assets of Miami-Dade County (total project cost \$15.766 million, \$2.444 million in FY 2021-22; capital program #2000001427)
- The FY 2021-22 Adopted Budget includes the replacement of the fiber optic infrastructure at the South Dade Government Center and install fiber optic infrastructure along the NW 58th Street corridor to provide for technology refresh and additional bandwidth/expansion for next generation applications to Miami-Dade County facilities; the capital program, funded with future financing proceeds, is projected to cost \$2.7 million of which \$2 million is projected to be expended in FY 2021-22 (capital program #2000002174)
- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the continuation of the implementation of the state-of-the-art, comprehensive, integrated Enterprise Resource Planning (ERP) application to support human resources, payroll, business intelligence, and analytic tools; these modules are slated to go live in January 2022 (total project cost \$131.532 million, \$29.619 million in FY 2021-22; capital program #1682480)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

-  The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes several departmental infrastructure replacement projects to address required network improvements that assure network stability and redundancy to include the deployment of virtual desktops and thin clients, network edge switches and Voice over Internet Protocol countywide, as well as, cloud infrastructure support that includes the purchase of servers, storage and back-up (\$9.539 million)
- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes a \$499,000 transfer to the General Government Improvement Fund (GGIF) to fund debt service for the Cyber Security project
-  In FY 2020-21, the Miami-Dade Fire Rescue and Information Technology departments 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 program #2000001460 and #2000001476
-  The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of seven vehicles (\$225,000) 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 capital program #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 35                     | 33                 | 40                 | 15                     | 40                 |
| Fuel                    | 86                     | 63                 | 115                | 76                     | 118                |
| Overtime                | 1,592                  | 1,750              | 1,090              | 1,606                  | 1,254              |
| Rent                    | 3,752                  | 3,615              | 3,968              | 3,800                  | 3,805              |
| Security Services       | 0                      | 0                  | 0                  | 2                      | 2                  |
| Temporary Services      | 416                    | 393                | 0                  | 154                    | 450                |
| Travel and Registration | 140                    | 68                 | 187                | 15                     | 92                 |
| Utilities               | 2,305                  | 2,478              | 2,309              | 2,075                  | 466                |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)            | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | (dollars in thousands)                    | Total Funding<br>Budget<br>FY 20-21 | Total Funding<br>Adopted<br>FY 21-22 | Total Positions<br>Budget<br>FY 20-21 | Total Positions<br>Adopted<br>FY 21-22 |
|-----------------------------------|--------------------|--------------------|--------------------|---------------------|---|-------------------------------------|--------------------------------------|---------------------------------------|--|
| <b>Revenue Summary</b>            |                    |                    |                    |                     | <b>Expenditure By Program</b>             |                                     |                                      |                                       |  |
| General Fund Countywide           | 2,702              | 2,497              | 1,712              | 1,882               | <b>Strategic Area: General Government</b> |                                     |                                      |                                       |  |
| Carryover                         | 1,631              | 1,849              | 7,894              | 0                   | Office of the Director                    | 735                                 | 1,048                                | 3                                     | 8                                      |
| Proprietary Fees                  | 0                  | 0                  | 659                | 458                 | Administrative Services                   | 16,038                              | 19,645                               | 49                                    | 49                                     |
| Recording Fee for Court           |                    |                    |                    |                     | Public Safety/Justice                     | 9,524                               | 10,273                               | 63                                    | 70                                     |
| Technology                        | 3,360              | 3,699              | 3,300              | 3,300               | Systems                                   |                                     |                                      |                                       |  |
| Traffic Violation Surcharge       | 535                | 398                | 500                | 500                 | Enterprise Architecture                   | 14,752                              | 7,860                                | 86                                    | 37                                     |
| Interagency Transfers             | 144,820            | 149,843            | 143,308            | 146,957             | Enterprise Resource                       | 15,225                              | 16,039                               | 51                                    | 52                                     |
| IT Funding Model                  | 58,544             | 61,486             | 67,818             | 71,032              | Planning                                  |                                     |                                      |                                       |  |
| Total Revenues                    | 211,592            | 219,772            | 225,191            | 224,129             | Radio Communications                      | 8,456                               | 8,526                                | 54                                    | 53                                     |
| <b>Operating Expenditures</b>     |                    |                    |                    |                     | Services                                  |                                     |                                      |                                       |  |
| <b>Summary</b>                    |                    |                    |                    |                     | Service Management                        | 4,437                               | 15,262                               | 34                                    | 113                                    |
| Salary                            | 88,569             | 91,815             | 93,578             | 97,218              | Citizen Services                          | 4,850                               | 4,730                                | 36                                    | 36                                     |
| Fringe Benefits                   | 28,177             | 30,176             | 31,592             | 32,676              | Transportation and Mobility               | 8,076                               | 8,910                                | 62                                    | 60                                     |
| Contractual Services              | 6,703              | 7,967              | 5,980              | 6,054               | Services                                  |                                     |                                      |                                       |  |
| Other Operating                   | 57,204             | 65,097             | 58,015             | 53,965              | Network and Transport                     | 33,911                              | 21,654                               | 126                                   | 58                                     |
| Charges for County Services       | 15,866             | 14,189             | 19,143             | 18,801              | Geospatial Technologies                   | 11,974                              | 11,895                               | 82                                    | 79                                     |
| Capital                           | 3,285              | 2,544              | 6,740              | 4,721               | Regulatory and Utility                    | 9,587                               | 13,965                               | 74                                    | 105                                    |
| Total Operating Expenditures      | 199,804            | 211,788            | 215,048            | 213,435             | Services                                  |                                     |                                      |                                       |  |
| <b>Non-Operating Expenditures</b> |                    |                    |                    |                     | Enterprise Data Center                    | 46,743                              | 35,940                               | 146                                   | 120                                    |
| <b>Summary</b>                    |                    |                    |                    |                     | Services                                  |                                     |                                      |                                       |  |
| Transfers                         | 9,948              | 6,371              | 9,105              | 9,864               | Enterprise Security                       | 7,316                               | 10,959                               | 33                                    | 43                                     |
| Distribution of Funds In Trust    | 0                  | 0                  | 0                  | 0                   | County Enterprise Systems                 | 9,923                               | 10,492                               | 43                                    | 47                                     |
| Debt Service                      | 1,193              | 1,012              | 1,038              | 830                 | Strategic Performance and                 | 0                                   | 2,723                                | 0                                     | 19                                     |
| Depreciation, Amortizations       | 0                  | 0                  | 0                  | 0                   | Business Relationship                     |                                     |                                      |                                       |  |
| and Depletion                     |                    |                    |                    |                     | Management                                |                                     |                                      |                                       |  |
| Reserve                           | 0                  | 0                  | 0                  | 0                   | Telecom Pass Thru Costs                   | 13,501                              | 13,514                               | 0                                     | 0                                      |
| Total Non-Operating               | 11,141             | 7,383              | 10,143             | 10,694              | Total Operating Expenditures              | 215,048                             | 213,435                              | 942                                   | 949                                    |
| Expenditures                      |                    |                    |                    |                     |   |                                     |                                      |                                       |  |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

| (dollars in thousands)           | PRIOR   | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE | TOTAL   |
|----------------------------------|---------|----------|----------|----------|----------|----------|----------|--------|---------|
| <b>Revenue</b>                   |         |          |          |          |          |          |          |        |         |
| Capital Asset Series 2013A Bonds | 46,000  | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 46,000  |
| Capital Asset Series 2020C Bonds | 107,569 | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 107,569 |
| Future Financing                 | 0       | 30,117   | 20,401   | 41,411   | 10,980   | 0        | 0        | 0      | 102,909 |
| General Government Improvement   | 0       | 3,116    | 0        | 0        | 0        | 0        | 0        | 0      | 3,116   |
| Fund (GGIF)                      |         |          |          |          |          |          |          |        |         |
| IT Funding Model                 | 750     | 2,634    | 0        | 0        | 0        | 0        | 0        | 0      | 3,384   |
| ITD Service Fees                 | 37,059  | 9,864    | 9,988    | 10,200   | 9,120    | 0        | 0        | 0      | 76,231  |
| Total:                           | 191,378 | 45,731   | 30,389   | 51,611   | 20,100   | 0        | 0        | 0      | 339,209 |
| <b>Expenditures</b>              |         |          |          |          |          |          |          |        |         |
| <b>Strategic Area: GG</b>        |         |          |          |          |          |          |          |        |         |
| Chief Technology Office Projects | 2,637   | 2,444    | 2,519    | 6,042    | 2,124    | 0        | 0        | 0      | 15,766  |
| Computer and Systems Automation  | 103,043 | 29,984   | 365      | 365      | 585      | 0        | 0        | 0      | 134,342 |
| Infrastructure Improvements      | 25,765  | 7,881    | 6,963    | 5,606    | 9,942    | 0        | 0        | 0      | 56,157  |
| Telecommunications Equipment     | 3,631   | 1,293    | 1,015    | 934      | 1,296    | 0        | 0        | 0      | 8,168   |
| <b>Strategic Area: PS</b>        |         |          |          |          |          |          |          |        |         |
| Computer and Systems Automation  | 16,098  | 30,731   | 21,925   | 33,245   | 6,339    | 4,641    | 0        | 0      | 112,980 |
| Infrastructure Improvements      | 3,547   | 2,671    | 1,526    | 739      | 613      | 0        | 0        | 0      | 9,096   |
| <b>Strategic Area: NI</b>        |         |          |          |          |          |          |          |        |         |
| Infrastructure Improvements      | 0       | 2,000    | 500      | 200      | 0        | 0        | 0        | 0      | 2,700   |
| Total:                           | 154,721 | 77,004   | 34,813   | 47,131   | 20,899   | 4,641    | 0        | 0      | 339,209 |

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### **CITRIX INFRASTRUCTURE - VIRTUAL DESKTOP AND THIN CLIENTS**

**PROGRAM #: 2000000947**

DESCRIPTION: Deploy desktop and application virtualization infrastructure Countywide

LOCATION: Various Sites

District Located:

Countywide

Various Sites

District(s) Served:

Countywide



|                              |              |                |                |                |                |                |                |               |              |
|------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| ITD Service Fees             | 1,238        | 365            | 383            | 402            | 422            | 0              | 0              | 0             | 2,810        |
| <b>TOTAL REVENUES:</b>       | <b>1,238</b> | <b>365</b>     | <b>383</b>     | <b>402</b>     | <b>422</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>2,810</b> |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Technology Hardware/Software | 1,130        | 365            | 365            | 365            | 585            | 0              | 0              | 0             | 2,810        |
| <b>TOTAL EXPENDITURES:</b>   | <b>1,130</b> | <b>365</b>     | <b>365</b>     | <b>365</b>     | <b>585</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>2,810</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CLOUD INFRASTRUCTURE

PROGRAM #: 2000000942

DESCRIPTION: Purchase servers, storage and backup infrastructure as needed

LOCATION: 5680 SW 87 Ave

District Located: 10

Unincorporated Miami-Dade County

District(s) Served:

Countywide

| REVENUE SCHEDULE:            | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|------------------------------|---------------|--------------|--------------|--------------|--------------|----------|----------|----------|---------------|
| ITD Service Fees             | 14,951        | 2,938        | 3,071        | 3,064        | 3,063        | 0        | 0        | 0        | 27,087        |
| <b>TOTAL REVENUES:</b>       | <b>14,951</b> | <b>2,938</b> | <b>3,071</b> | <b>3,064</b> | <b>3,063</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>27,087</b> |
| EXPENDITURE SCHEDULE:        | PRIOR         | 2021-22      | 2022-23      | 2023-24      | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Technology Hardware/Software | 14,231        | 3,626        | 2,980        | 1,172        | 5,078        | 0        | 0        | 0        | 27,087        |
| <b>TOTAL EXPENDITURES:</b>   | <b>14,231</b> | <b>3,626</b> | <b>2,980</b> | <b>1,172</b> | <b>5,078</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>27,087</b> |

### COMPUTER-AIDED DISPATCH (CAD) - REPLACEMENT

PROGRAM #: 2000000424

DESCRIPTION: Replace and/or upgrade existing computer aided dispatch system for both the Miami-Dade Police Department and Miami-Dade Fire Rescue

LOCATION: Various Sites

District Located:

Countywide

Various Sites

District(s) Served:

Countywide

| REVENUE SCHEDULE:                | PRIOR         | 2021-22       | 2022-23      | 2023-24       | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
|----------------------------------|---------------|---------------|--------------|---------------|--------------|--------------|----------|----------|---------------|
| Capital Asset Series 2020C Bonds | 24,430        | 0             | 0            | 0             | 0            | 0            | 0        | 0        | 24,430        |
| Future Financing                 | 0             | 0             | 6,376        | 18,179        | 7,450        | 0            | 0        | 0        | 32,005        |
| <b>TOTAL REVENUES:</b>           | <b>24,430</b> | <b>0</b>      | <b>6,376</b> | <b>18,179</b> | <b>7,450</b> | <b>0</b>     | <b>0</b> | <b>0</b> | <b>56,435</b> |
| EXPENDITURE SCHEDULE:            | PRIOR         | 2021-22       | 2022-23      | 2023-24       | 2024-25      | 2025-26      | 2026-27  | FUTURE   | TOTAL         |
| Infrastructure Improvements      | 0             | 100           | 0            | 0             | 0            | 0            | 0        | 0        | 100           |
| 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     | 7,613         | 9,342         | 1,200        | 10,279        | 0            | 0            | 0        | 0        | 28,434        |
| <b>TOTAL EXPENDITURES:</b>       | <b>7,613</b>  | <b>15,292</b> | <b>7,900</b> | <b>18,179</b> | <b>3,350</b> | <b>4,100</b> | <b>0</b> | <b>0</b> | <b>56,435</b> |

### CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS) - IMPLEMENTATION

PROGRAM #: 2000000954

DESCRIPTION: Implement a modern, comprehensive, integrated Criminal Justice Information System (CJIS) application to support the life cycle of a criminal case from arrest to case disposition

LOCATION: Various Sites

District Located:

Countywide

Various Sites

District(s) Served:

Countywide

| REVENUE SCHEDULE:                          | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25      | 2025-26    | 2026-27  | FUTURE   | TOTAL         |
|--|---------------|---------------|---------------|---------------|--------------|------------|----------|----------|---------------|
| Capital Asset Series 2020C Bonds           | 22,924        | 0             | 0             | 0             | 0            | 0          | 0        | 0        | 22,924        |
| Future Financing                           | 0             | 0             | 14,025        | 15,066        | 3,530        | 0          | 0        | 0        | 32,621        |
| General Government Improvement Fund (GGIF) | 0             | 1,000         | 0             | 0             | 0            | 0          | 0        | 0        | 1,000         |
| <b>TOTAL REVENUES:</b>                     | <b>22,924</b> | <b>1,000</b>  | <b>14,025</b> | <b>15,066</b> | <b>3,530</b> | <b>0</b>   | <b>0</b> | <b>0</b> | <b>56,545</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR         | 2021-22       | 2022-23       | 2023-24       | 2024-25      | 2025-26    | 2026-27  | FUTURE   | TOTAL         |
| Construction                               | 2,369         | 0             | 0             | 0             | 0            | 0          | 0        | 0        | 2,369         |
| Planning and Design                        | 83            | 167           | 167           | 83            | 0            | 0          | 0        | 0        | 500           |
| Project Administration                     | 2,928         | 5,651         | 5,237         | 7,573         | 1,703        | 455        | 0        | 0        | 23,547        |
| Technology Hardware/Software               | 3,104         | 9,621         | 8,621         | 7,410         | 1,286        | 86         | 0        | 0        | 30,128        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>8,485</b>  | <b>15,439</b> | <b>14,025</b> | <b>15,066</b> | <b>2,989</b> | <b>541</b> | <b>0</b> | <b>0</b> | <b>56,545</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CYBERSECURITY STRATEGIC EVOLUTION PLAN

**PROGRAM #: 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

| <b>REVENUE SCHEDULE:</b>         | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|----------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Capital Asset Series 2020C Bonds | 4,248        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 4,248         |
| Future Financing                 | 0            | 3,352          | 0              | 8,166          | 0              | 0              | 0              | 0             | 11,518        |
| <b>TOTAL REVENUES:</b>           | <b>4,248</b> | <b>3,352</b>   | <b>0</b>       | <b>8,166</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>15,766</b> |
| <b>EXPENDITURE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Planning and Design              | 2,006        | 721            | 740            | 767            | 794            | 0              | 0              | 0             | 5,028         |
| Project Administration           | 175          | 175            | 175            | 175            | 175            | 0              | 0              | 0             | 875           |
| Technology Hardware/Software     | 456          | 1,548          | 1,604          | 5,100          | 1,155          | 0              | 0              | 0             | 9,863         |
| <b>TOTAL EXPENDITURES:</b>       | <b>2,637</b> | <b>2,444</b>   | <b>2,519</b>   | <b>6,042</b>   | <b>2,124</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>15,766</b> |

### DEPLOYMENT OF 800 MHZ PUBLIC SAFETY RADIO SITES

**PROGRAM #: 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

| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
|------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| ITD Service Fees             | 4,968        | 1,528          | 1,300          | 1,300          | 0              | 0              | 0              | 0             | 9,096        |
| <b>TOTAL REVENUES:</b>       | <b>4,968</b> | <b>1,528</b>   | <b>1,300</b>   | <b>1,300</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>9,096</b> |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Technology Hardware/Software | 3,547        | 2,671          | 1,526          | 739            | 613            | 0              | 0              | 0             | 9,096        |
| <b>TOTAL EXPENDITURES:</b>   | <b>3,547</b> | <b>2,671</b>   | <b>1,526</b>   | <b>739</b>     | <b>613</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>9,096</b> |

### EDGE NETWORK PROJECT

**PROGRAM #: 2000000946**

**DESCRIPTION:** Deploy new network edge switches countywide

**LOCATION:** 5680 SW 87 Ave  
Unincorporated Miami-Dade County

**District Located:** 10  
**District(s) Served:** Countywide

| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| ITD Service Fees             | 11,818        | 4,012          | 4,213          | 4,413          | 4,614          | 0              | 0              | 0             | 29,070        |
| <b>TOTAL REVENUES:</b>       | <b>11,818</b> | <b>4,012</b>   | <b>4,213</b>   | <b>4,413</b>   | <b>4,614</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>29,070</b> |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Technology Hardware/Software | 11,534        | 4,255          | 3,983          | 4,434          | 4,864          | 0              | 0              | 0             | 29,070        |
| <b>TOTAL EXPENDITURES:</b>   | <b>11,534</b> | <b>4,255</b>   | <b>3,983</b>   | <b>4,434</b>   | <b>4,864</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>29,070</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### FIBER OPTIC INFRASTRUCTURE EXPANSION

**PROGRAM #: 2000002174**

**DESCRIPTION:** Deploy updated fiber optic infrastructure to provide technology refresh, growth capacity, redundant connectivity and additional bandwidth to various Miami-Dade County facilities located in the areas of South Dade Government Center and 58 Street Corridor

**LOCATION:** Various Sites      District Located: 9,12  
Various Sites      District(s) Served: Countywide

| REVENUE SCHEDULE:            | PRIOR    | 2021-22      | 2022-23    | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|------------------------------|----------|--------------|------------|------------|----------|----------|----------|----------|--------------|
| Future Financing             | 0        | 2,700        | 0          | 0          | 0        | 0        | 0        | 0        | 2,700        |
| <b>TOTAL REVENUES:</b>       | <b>0</b> | <b>2,700</b> | <b>0</b>   | <b>0</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,700</b> |
| EXPENDITURE SCHEDULE:        | PRIOR    | 2021-22      | 2022-23    | 2023-24    | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction                 | 0        | 1,900        | 250        | 0          | 0        | 0        | 0        | 0        | 2,150        |
| Planning and Design          | 0        | 100          | 50         | 50         | 0        | 0        | 0        | 0        | 200          |
| Technology Hardware/Software | 0        | 0            | 200        | 150        | 0        | 0        | 0        | 0        | 350          |
| <b>TOTAL EXPENDITURES:</b>   | <b>0</b> | <b>2,000</b> | <b>500</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,700</b> |

### FULL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION

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

| REVENUE SCHEDULE:                          | PRIOR          | 2021-22       | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|--|----------------|---------------|----------|----------|----------|----------|----------|----------|----------------|
| Capital Asset Series 2013A Bonds           | 46,000         | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 46,000         |
| Capital Asset Series 2020C Bonds           | 55,967         | 0             | 0        | 0        | 0        | 0        | 0        | 0        | 55,967         |
| Future Financing                           | 0              | 24,065        | 0        | 0        | 0        | 0        | 0        | 0        | 24,065         |
| General Government Improvement Fund (GGIF) | 0              | 2,116         | 0        | 0        | 0        | 0        | 0        | 0        | 2,116          |
| IT Funding Model                           | 750            | 2,634         | 0        | 0        | 0        | 0        | 0        | 0        | 3,384          |
| <b>TOTAL REVENUES:</b>                     | <b>102,717</b> | <b>28,815</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>131,532</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR          | 2021-22       | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Furniture Fixtures and Equipment           | 1,863          | 85            | 0        | 0        | 0        | 0        | 0        | 0        | 1,948          |
| Planning and Design                        | 68,423         | 23,605        | 0        | 0        | 0        | 0        | 0        | 0        | 92,028         |
| Project Administration                     | 5,652          | 2,654         | 0        | 0        | 0        | 0        | 0        | 0        | 8,306          |
| Technology Hardware/Software               | 25,975         | 3,275         | 0        | 0        | 0        | 0        | 0        | 0        | 29,250         |
| <b>TOTAL EXPENDITURES:</b>                 | <b>101,913</b> | <b>29,619</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>131,532</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### VOICE OVER INTERNET PROTOCOL (VOIP) PROJECT

**PROGRAM #:** 2000000945



**DESCRIPTION:** Deploy Voice over Internet Protocol countywide

**LOCATION:** Various Sites

Various Sites

**District Located:**

Countywide

**District(s) Served:**

Countywide

| <b>REVENUE SCHEDULE:</b>     | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
|------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| ITD Service Fees             | 4,084        | 1,021          | 1,021          | 1,021          | 1,021          | 0              | 0              | 0             | 8,168        |
| <b>TOTAL REVENUES:</b>       | <b>4,084</b> | <b>1,021</b>   | <b>1,021</b>   | <b>1,021</b>   | <b>1,021</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>8,168</b> |
| <b>EXPENDITURE SCHEDULE:</b> | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Technology Hardware/Software | 3,631        | 1,293          | 1,015          | 934            | 1,296          | 0              | 0              | 0             | 8,168        |
| <b>TOTAL EXPENDITURES:</b>   | <b>3,631</b> | <b>1,293</b>   | <b>1,015</b>   | <b>934</b>     | <b>1,296</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>8,168</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### Inspector General

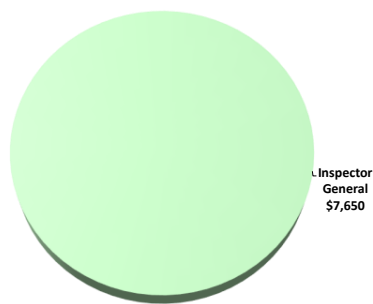
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste and abuse of power in County projects, programs and contracts. Created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government, the enacting legislation ensures that the OIG is independent and autonomous, so that it may carry out its oversight of such a large and diverse government without political interference.

As part of the General Government strategic area, the OIG routinely reviews and evaluates proposals, contracts and programs for a range of management criteria. The OIG also investigates a variety of cases, including contractors doing business with and/or receiving funds from the County and cases of employee and official misconduct.

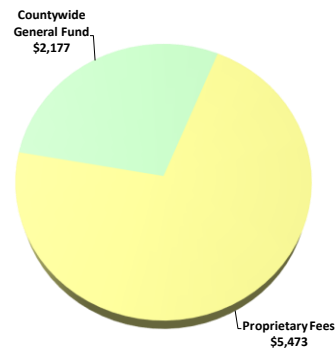
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials and vendors and contractors doing business with the County. The OIG has been designated a criminal justice agency by the Federal Bureau of Investigation and is accredited by the Commission for Florida Law Enforcement Accreditation based upon statewide standards for Offices of Inspectors General.

### FY 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

|   |  |                 |
|---|--|-----------------|
| <u>INSPECTOR GENERAL</u>  |  |                 |
| Provides oversight to Miami-Dade County operations by investigating, auditing and reviewing County programs, projects and contracts to detect and prevent fraud, mismanagement, waste and abuse |  |                 |
| <u>FY 20-21</u>   |  | <u>FY 21-22</u> |
| 40  |  | 40              |

The FY 2021-22 total number of full-time equivalent positions is 40

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION: INSPECTOR GENERAL

The OIG's principal objective is to promote honesty and efficiency in government and to prevent and detect misconduct, fraud and abuse in County programs and contracts. The OIG strives to ensure that taxpayers get a fair and honest accounting of their money and, where possible, seeks appropriate remedies to recover public funds.

- Communicates the Office's accomplishments through report distribution, website communication and public awareness initiatives
- Investigates, audits and inspects programs, projects and contracts to detect and prevent fraud, mismanagement, waste and abuse
- Provides all professional support to these functions including publicly reporting findings
- Publicly reports findings and initiates or makes civil, administrative and criminal referrals where necessary

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Contracts/programs audited and reviewed*  | GG1-2 | LS-2 | OP   | ↔    | 47       | 43       | 30       | 76         | 35       |
| Reports issued**  | GG1-2 | LS-2 | OP   | ↔    | 7        | 12       | 18       | 12         | 20       |
| Advisory memoranda issued**   | GG1-2 | LS-2 | OP   | ↔    | 22       | 18       | 20       | 18         | 22       |
| Complaints received**   | GG1-2 | LS-2 | IN   | ↔    | 312      | 296      | 300      | 272        | 300      |
| Percentage of complainants receiving feedback about initial disposition of complaint within 30 days** | GG1-2 | LS-2 | OC   | ↑    | 95%      | 97%      | 98%      | 100%       | 95%      |

\*FY 2020-21 Projection, which was revised from the FY 2021-22 Proposed Budget, includes auditing 46 emergency construction contracts awarded through the Miscellaneous Construction Contract 7040 and 7360 programs

\*\*FY 2020-21 Projection revised from the FY 2021-22 Proposed Budget due to more up-to-date information

### ADDITIONAL INFORMATION

- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes charges of one quarter of one percent to certain procurement and construction contracts (\$4.050 million), as well as additional reimbursements of \$1.032 million for audits and investigative work performed for Aviation (\$500,000), Water and Sewer (\$50,000), Solid Waste Management (\$25,000), Transportation and Public Works (\$150,000) and the Miami-Dade County School Board (\$175,000)
- In FY 2021-22, the OIG issued an audit report covering a pool contract accessed by the Department of Transportation and Public Works for the purchase of parts and repair services for transit buses; an earlier issued audit report of the another pool contract resulted in enhanced procedures implemented by the Strategic Procurement Division of the Internal Services Department involving the Invitation to Quote form and the Non-Collusion Affidavit
- OIG auditors are engaged in auditing departmental utilization of County Miscellaneous Construction Contracts (MCC) Programs 7040 and 7360; the auditors are assessing departmental compliance with program rules for accessing the contracting pools, observance of rotational policy, emergency usage, and adherence with prompt payment provisions; these MCC programs are the County's main vehicle for procuring construction services under \$5 million
- In FY 2021-22, the OIG will continue its contract oversight of the County's Advanced Traffic Management System (ATMS); this \$160 million contract involves the installation of new synchronized traffic signals and video detection technology throughout the County's 3,000 intersections; full completion of this project is expected to take four years

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

- OIG contract oversight activity continues at the Water and Sewer Department (WASD) as the Consent Decree (CD) Program nears 70 percent completion; the OIG monitors WASD utilization of the program and construction management professional services agreement, as well as the individual construction projects comprising the CD Program
- The OIG is monitoring negotiations and work activities on several of the SMART Plan transit corridors; the Office commented on the Interim Agreement for the Rapid Transit Solution for the Beach Corridor Truck Line and continues to oversee negotiations towards a final agreement; other areas monitored include the design/build contract awarded for the South Corridor Bus Rapid Transit Project and the procurement of a Mass Rapid Transit Solution for the North Corridors; this oversight effort is on-going and will continue for years to come
- OIG investigations into vendor and contractor activities touch multiple departments including WASD, Transportation and Public Works, Seaport, Public Housing and Community Development, Regulatory and Economic Resources, and Aviation
- Pursuant to a Memorandum of Understanding with the County Administration, which provides funding for independent and external oversight (\$132,000), the OIG has been monitoring the new Civil and Probate Courthouse project; OIG oversight activities involving the design of the building began in FY 2020-21; for FY 2021-22, OIG oversight will also include monitoring sitework and pre-procurement planning of furniture, fixture and equipment
- In FY 2020-21, the OIG partnered 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); the OIG's investigative efforts with these federal partners will continue in FY 2021-22
- In FY 2021-22, the OIG will undergo reaccreditation by the Florida Commission on Law Enforcement Accreditation and will submit to a peer review conducted by examiners from the Association of Inspectors General; these external reviews, which take place every three years, are important measures to assure that the OIG's operations adhere to professional standards

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| 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                      | 2                  | 2                  | 1                      | 2                  |
| Temporary Services      | 0                      | 0                  | 0                  | 0                      | 0                  |
| Travel and Registration | 35                     | 52                 | 52                 | 18                     | 30                 |
| Utilities               | 25                     | 30                 | 25                 | 19                     | 17                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                       | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|--|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>                       |                    |                    |                    |                     |
| General Fund Countywide                      | 721                | 1,631              | 862                | 2,177               |
| Carryover                                    | 1,671              | 1,465              | 1,469              | 391                 |
| Departmental Oversight<br>(MOUs)             | 866                | 778                | 977                | 1,032               |
| Fees and Charges                             | 4,438              | 4,874              | 4,066              | 4,050               |
| Interest Earnings                            | 62                 | 27                 | 0                  | 0                   |
| Miscellaneous Revenues                       | 33                 | 11                 | 0                  | 0                   |
| Total Revenues                               | 7,791              | 8,786              | 7,374              | 7,650               |
| <b>Operating Expenditures</b>                |                    |                    |                    |                     |
| <b>Summary</b>                               |                    |                    |                    |                     |
| Salary                                       | 4,672              | 4,967              | 5,381              | 5,442               |
| Fringe Benefits                              | 1,438              | 1,533              | 1,646              | 1,867               |
| Court Costs                                  | 0                  | 0                  | 1                  | 1                   |
| Contractual Services                         | 0                  | 0                  | 2                  | 2                   |
| Other Operating                              | 124                | 109                | 209                | 207                 |
| Charges for County Services                  | 59                 | 78                 | 76                 | 72                  |
| Capital                                      | 33                 | 35                 | 59                 | 59                  |
| Total Operating Expenditures                 | 6,326              | 6,722              | 7,374              | 7,650               |
| <b>Non-Operating Expenditures</b>            |                    |                    |                    |                     |
| <b>Summary</b>                               |                    |                    |                    |                     |
| Transfers                                    | 0                  | 0                  | 0                  | 0                   |
| Distribution of Funds In Trust               | 0                  | 0                  | 0                  | 0                   |
| Debt Service                                 | 0                  | 0                  | 0                  | 0                   |
| Depreciation, Amortizations<br>and Depletion | 0                  | 0                  | 0                  | 0                   |
| Reserve                                      | 0                  | 0                  | 0                  | 0                   |
| Total Non-Operating<br>Expenditures          | 0                  | 0                  | 0                  | 0                   |

| (dollars in thousands)                    | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                    | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: General Government</b> |                    |                     |                    |                     |
| Inspector General                         | 7,374              | 7,650               | 40                 | 40                  |
| Total Operating Expenditures              | 7,374              | 7,650               | 40                 | 40                  |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Internal Services

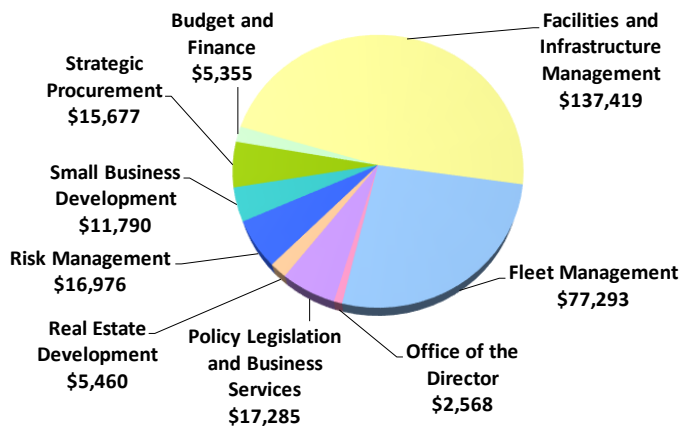
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government strategic area, ISD supports governmental operations by providing procurement services, Countywide vendor services, facility management, construction management, fleet management, risk management, surplus property disposition services, capital inventory management and small business program management and services. Additionally, ISD is engaged in real estate development and management, Americans with Disabilities Act compliance, elevator regulation and parking services.

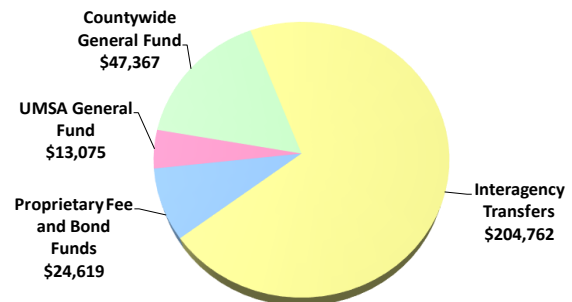
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations and Miami-Dade County residents and visitors.

### FY 2021-22 Adopted Operating Budget

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

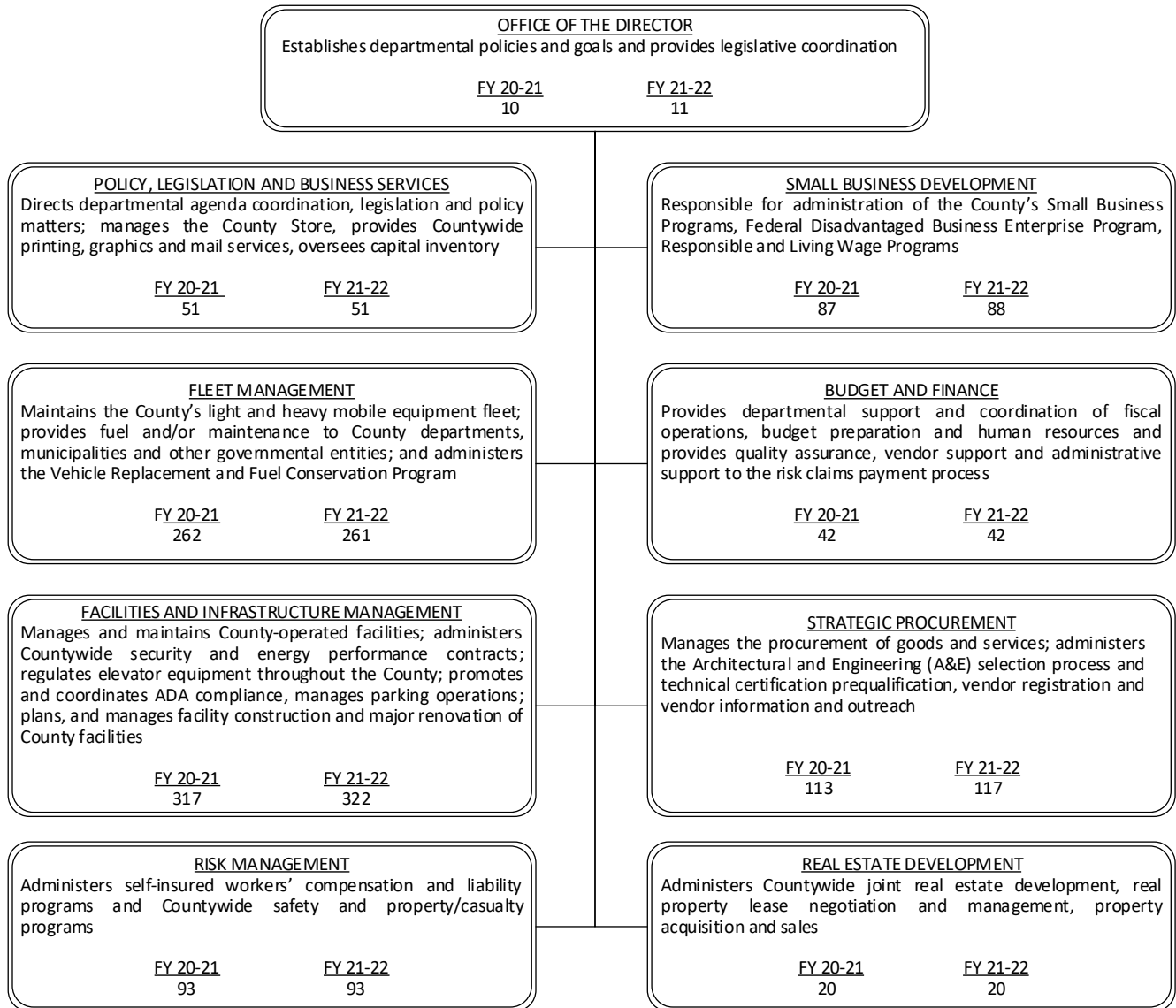


**Revenues by Source**  
(dollars in thousands)



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 1011.

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

The Office of the Director provides overall strategy, policy and direction to the Department.

- Establishes overall vision and policy for the Department
- Serves on Enterprise Resource Planning (ERP) Steering Committee
- Sets performance targets and budget priorities

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Customer Satisfaction with ISD service levels and quality of work (out of 5) | GG1-2 | LS-1 | OC   | ↑    | 4.4      | 4.7      | 4.3      | 4.6        | 4.3      |

### **DIVISION COMMENTS**

- During FY 2020-21, a reorganization was performed that transferred one position from the Fleet management Division to better align services to meet customer needs

### **DIVISION: POLICY LEGISLATION AND BUSINESS SERVICES**

The Policy Legislation and Business Services Division manages departmental agenda coordination, legislation, and policy matters; manages the County Store and disposition of surplus property; oversees the capital inventory process and fixed assets; and provides Countywide printing, graphics, and mail services.

### **DIVISION: 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.

- Administers the Bonding, Financial Assistance, Debarment and Anti-Discrimination Programs
- Analyzes construction, architecture and engineering, and goods and services solicitations for inclusion of Small Business and Community Workforce program goals
- 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)
- Coordinates and mediates dispute resolutions for small business program participants
- 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)
- Provides assistance related to prompt payment issues between departments and small business primes and subcontractors

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers                             |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise programs | ED2-2 | ES-3 | OC   | ↑    | 1,782    | 1,908    | 1,900    | 1,924      | 1,944    |
| Percentage of completed projects where small business opportunities were achieved                 | ED2-2 | ES-3 | OC   | ↑    | 58%      | 75%      | 85%      | 90%        | 95%      |
| Percent of monitored projects in compliance with Small Business Programs                          | ED2-2 | ES-3 | OC   | ↑    | 97%      | 94%      | 95%      | 95%        | 96%      |

### DIVISION COMMENTS

- During FY 2020-21 one additional Capital Improvement Project Specialist position was added to support the new functions and responsibilities associated with the County's INFORMS system, which include creating, reviewing, and approving transactions for MCC contracts and EDP agreements

### **DIVISION: FLEET MANAGEMENT**

The Fleet Management Division provides fleet maintenance and replacement services.

- Administers the Capital Vehicle Finance Program
- Provides pool vehicles for Countywide use
- Maintains the County's light and heavy mobile equipment fleet
- Manages the County's automotive contracts used for the acquisition of parts, commodities, fuel and related vehicle services
- 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
- Coordinates with departments the transition to a carbon neutral vehicle fleet by purchasing available electric vehicles in lieu of internal combustion engine vehicles

| Key Department Measures, Strategic Objectives, and Resiliency Drivers          |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of selected heavy equipment repairs that surpass industry standards | GG3-4 | IE-3 | OC   | ↑    | 87%      | 90%      | 90%      | 90%        | 90%      |
| Percentage of selected light equipment repairs that surpass industry standards | GG3-4 | IE-3 | OC   | ↑    | 88%      | 90%      | 90%      | 90%        | 90%      |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DIVISION COMMENTS

- The FY 2021-22 Adopted Budget includes no increase to Fleet Management labor rates for the maintenance of light and heavy vehicles
- During FY 2020-21, a reorganization was performed that transfers one position to the Office of the Director to better align services to meet customer needs
- The FY 2021-22 Adopted Budget includes a transfer from Fleet Management to the General Government Improvement Fund (GGIF) to support the CIIP \$603,000

### **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
- Processes the County's self-insurance fund payments
- Provides human resources support and coordination
- Provides quality assurance and vendor and administrative support to the risk claims payment process

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of invoices processed within 30 calendar days of receipt | GG4-1 | ES-3 | EF   | ↑    | 94%      | 85%      | 90%      | 85%        | 90%      |

### **DIVISION: FACILITIES AND INFRASTRUCTURE MANAGEMENT**

The Facilities and Infrastructure Management Division manages and maintains County operated facilities and related infrastructure.

- Administers Countywide security and alarm installation contracts, as well as daily monitoring of alarm accounts and CCTV systems
- Administers the Office of ADA Coordination, 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
- Designs and reconfigures interior office space, coordinates departmental relocations and manages tenant space allocation
- Manages and maintains facilities totaling more than six million square feet of office, data center, court, warehouse and other space
- 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
- 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
- Provides program management and administration of facility construction and major renovations of County facilities countywide
- Regulates public and private elevator equipment throughout Miami-Dade County (except the cities of Miami and Miami Beach) and oversees elevator maintenance contracts countywide

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers    |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Total operating expenses per square foot                                 | GG3-4 | IE-1 | EF   | ↓    | \$8.09   | \$8.06   | \$9.00   | \$9.00     | \$9.00   |
| Percentage of regulated elevators with current Certificates of Operation | NI1-2 | IE-2 | OC   | ↑    | 81%      | 77%      | 90%      | 90%        | 90%      |

### DIVISION COMMENTS

- During FY 2020-21, two additional positions were added to support the Renovation Services Section with the oversight of inventory control and regulatory compliance and the Physical Plant's Section with maintenance supervision of the Lightspeed facility
- The FY 2021-22 Adopted Budget includes \$510,000 to help support the maintenance of the Larcenia Bullard Plaza
- The FY 2021-22 Adopted Budget includes for three full-time positions within the Office ADA Coordination from disabled parking fine revenues to improve accessibility and equal opportunity for disabled persons (\$245,000)
- In FY 2021-22, 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 2021-22, the Facilities and Infrastructure Management Adopted Budget includes a transfer to the General Government Improvement Fund (GGIF) (\$4.512 million) and to support the CIIP program (\$8.210 million)

### **DIVISION: STRATEGIC PROCUREMENT**

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.

- Advertises solicitations for Invitations to Bid (ITB), Requests for Proposals (RFP) and Architectural and Engineering (A&E)
- Conducts market research to achieve best value contracts
- Coordinates vendor enrollment and vendor registration
- Develops and processes competitive and non-competitive solicitations using a variety of methods and best practices
- Provides outreach and customer service to vendors and other County departments
- Recommends appropriate corrective action to promote competition where artificial barriers exist or where policy, process or procedures impede competition

| Key Department Measures, Strategic Objectives, and Resiliency Drivers |       |      |      |      |          |          |          |            |          |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Average number of days to award contracts over \$1 million*           | GG3-3 | LS-3 | OC   | ↓    | 237      | 275      | 270      | 270        | 270      |
| Average calendar days to complete A&E selection process               | GG3-3 | LS-3 | EF   | ↓    | 270      | 243      | 225      | 225        | 225      |

\*The FY 2020-21 Projection and the FY 2021-22 Target continue to reflect the effects of COVID-19

### DIVISION COMMENTS

- The FY2021-22 Adopted Budget includes four additional Business Management System Analyst positions in support of the INFORMS implementation (\$433,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

- The FY 2021-22 Adopted Budget includes a transfer of \$1.076 million in User Access Program (UAP) revenue to the General Fund to support procurement-related functions in General Fund supported departments
- The FY 2021-22 Adopted Budget includes a transfer of \$477,000 in User Access Program (UAP) revenue to support procurement-related functions in the Small Business Development Division

### DIVISION: RISK MANAGEMENT

The Risk Management Division administers Countywide and self-insurance programs and related loss prevention activities.

- Administers Safety and Loss Prevention program
- Administers the County's self-insured workers' compensation and self-insured liability programs
- Procures and administers property casualty programs; determines and monitors insurance requirements

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

| Measures                                | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Subrogation collections (in thousands)* | GG4-1 | ES-3 | OP   | ↔    | \$2,513  | \$1,315  | \$2,000  | \$1,750    | \$1,750  |

\*FY 2018-19 Actuals were higher than budgeted due to two large, unanticipated collections that were pending from prior fiscal years

#### DIVISION COMMENTS

- In FY 2021-22, 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 2021-22, 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 (\$485,000)
- In FY 2020-21 the global property insurance market continued to harden with rate increases; due to the County's longevity in the London Market the lowest increase (8.70 percent) in eighteen months was secured
- In FY 2020-21 the property insurance premium increase was \$1.2M, including a \$400K increase due to the 2017 Hurricane loss to the Solid Waste Resource Recovery Facility that resulted in an insurance payout of \$1.2M. There was also an 11 percent increase in Total Insured Value (TIV) to \$13.260 billion due to the completion of a new fire station and other property improvements

### 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 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Dollar value of surplus property sold (in thousands)* | GG3-4 | ES-3 | OP   | ↑    | \$750    | \$2,297  | \$1,000  | \$1,000    | \$1,000  |

\*Dollar value varies with number of properties sold per year. The FY 2019-20 Actual was higher than budgeted due to proceeds from the Amazon land sale.

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ✎ In FY 2021-22, the Department will continue to remove architectural barriers in County-owned buildings to allow for increased access for people with disabilities to programs and services offered by the County; the project is funded with Building Better Communities General Obligation Bond (BBC-GOB) proceeds (total project cost \$7.434 million; \$1.844 million in FY 2021-22; capital program #2000001190)
- ✎ ISD Fleet Management will continue to evaluate, plan and design projects on 19 repair facilities and 29 fuel sites throughout the County as part of the county's infrastructure improvement plan; many of these fleet sites are over 40 years old and require major renovation or the rebuilding of its facilities to continue providing service to client departments (total project cost \$84.302 million; \$1.154 million in FY 2021-22; capital program #2000001462); the Department will work with the Office of Resilience to design sustainable and energy efficient facilities
- ✎ The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the continuation of the Countywide Infrastructure Investment Program (CIIP) that will focus on the renovation and rehabilitation of power systems, life safety, security, elevators and other related infrastructure required improvements at all County owned facilities (total project cost \$225.935 million; \$65.631 million in FY 2021-22; capital program #2000001285 and #2000001658)
- ✎ The Department's FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the purchase of 42 vehicles (\$1.805 million) for the replacement of its aging fleet funded with lease purchase financing (\$724,000 for heavy fleet, and \$1.081 million for light 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 addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511
- ✎ ISD will continue overseeing the construction of a new Civil and Probate Courthouse to be located in downtown Miami, scheduled to be completed in January 2024; the new courthouse, funded with Building Better Communities General Obligation Bond (BBC-GOB) proceeds, will include 46 jury courtrooms and four shelled courtrooms as well as office and public spaces to be occupied by the Clerk of Courts, the Administrative Office of the Courts and the Law Library
- ✎ The Department's FY 2021-22 Adopted Budget includes the construction of a 15,500 square foot North Dade Government Center, currently in the conceptual design phase; the facility will include various county offices, a multi-purpose room and a commission district office; the project is expected to be completed January 2023 (total project cost \$7.5 million, \$6.346 million in FY 2021-22; capital program #118480)
- ✎ As part of the First Budget Hearing, the Board approved allocating \$500,000 to the Downtown Redevelopment project for consulting services that will assist the County in developing a plan for County-owned land in downtown Miami; these funds are included in the department's FY 2021-22 operating budget

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 53                     | 85                 | 68                 | 45                     | 75                 |
| Fuel                    | 26,406                 | 25,430             | 26,390             | 21,862                 | 26,398             |
| Overtime                | 3,960                  | 2,930              | 3,230              | 4,008                  | 3,724              |
| Rent                    | 8,582                  | 9,172              | 9,157              | 10,559                 | 11,984             |
| Security Services       | 22,185                 | 34,111             | 35,141             | 45,947                 | 46,205             |
| Temporary Services      | 374                    | 171                | 185                | 620                    | 299                |
| Travel and Registration | 106                    | 210                | 101                | 81                     | 165                |
| Utilities               | 12,306                 | 14,033             | 13,965             | 12,846                 | 12,171             |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                    | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | (dollars in thousands)                    | Total Funding<br>Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Total Positions<br>Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|---|--------------------|--------------------|--------------------|---------------------|---|-------------------------------------|---------------------|---------------------------------------|---------------------|
| <b>Revenue Summary</b>                    |                    |                    |                    |                     | <b>Strategic Area: General Government</b> |                                     |                     |                                       |                     |
| General Fund Countywide                   | 42,495             | 45,414             | 45,590             | 47,367              | Office of the Director                    | 1,929                               | 2,568               | 10                                    | 11                  |
| General Fund UMSA                         | 14,161             | 14,342             | 14,437             | 13,075              | Policy Legislation and                    | 16,965                              | 17,285              | 51                                    | 51                  |
| Carryover                                 | 10,492             | 12,297             | 6,454              | 10,141              | Business Services                         |                                     |                     |                                       |                     |
| External Fees                             | 1,027              | 1,015              | 947                | 1,047               | Small Business Development                | 10,291                              | 11,790              | 87                                    | 88                  |
| Fees and Charges                          | 3,289              | 1,882              | 3,627              | 4,686               | Fleet Management                          | 79,375                              | 77,293              | 262                                   | 261                 |
| Interest Income                           | 88                 | 26                 | 60                 | 15                  | Budget and Finance                        | 5,335                               | 5,355               | 42                                    | 42                  |
| Miscellaneous Revenues                    | 432                | 422                | 350                | 375                 | Facilities and Infrastructure             | 112,716                             | 137,419             | 317                                   | 322                 |
| Municipal Fines                           | 402                | 307                | 400                | 350                 | Management                                |                                     |                     |                                       |                     |
| User Access Program Fees                  | 13,686             | 14,066             | 12,081             | 13,300              | Strategic Procurement                     | 13,863                              | 15,677              | 113                                   | 117                 |
| Interagency Transfers                     | 4,571              | 6,422              | 6,768              | 9,038               | Risk Management                           | 15,720                              | 16,976              | 93                                    | 93                  |
| Interfund Transfers                       | 538                | 0                  | 715                | 0                   | Real Estate Development                   | 5,516                               | 5,460               | 20                                    | 20                  |
| Internal Service Charges                  | 197,318            | 185,482            | 208,489            | 221,931             | Total Operating Expenditures              | 261,710                             | 289,823             | 995                                   | 1,005               |
| Other Revenues                            | 5,756              | 5,157              | 7,397              | 6,870               |   |                                     |                     |                                       |                     |
| Total Revenues                            | 294,255            | 286,832            | 307,315            | 328,195             |   |                                     |                     |                                       |                     |
| <b>Operating Expenditures Summary</b>     |                    |                    |                    |                     |   |                                     |                     |                                       |                     |
| Salary                                    | 61,729             | 62,889             | 66,923             | 73,041              |   |                                     |                     |                                       |                     |
| Fringe Benefits                           | 24,316             | 25,324             | 27,569             | 28,795              |   |                                     |                     |                                       |                     |
| Court Costs                               | 9                  | 8                  | 15                 | 15                  |   |                                     |                     |                                       |                     |
| Contractual Services                      | 47,160             | 48,424             | 64,743             | 75,965              |   |                                     |                     |                                       |                     |
| Other Operating                           | 70,373             | 68,243             | 72,409             | 78,145              |   |                                     |                     |                                       |                     |
| Charges for County Services               | 35,336             | 29,136             | 29,405             | 33,480              |   |                                     |                     |                                       |                     |
| Capital                                   | 586                | 235                | 646                | 382                 |   |                                     |                     |                                       |                     |
| Total Operating Expenditures              | 239,509            | 234,259            | 261,710            | 289,823             |   |                                     |                     |                                       |                     |
| <b>Non-Operating Expenditures Summary</b> |                    |                    |                    |                     |   |                                     |                     |                                       |                     |
| Transfers                                 | 5,662              | 3,748              | 2,115              | 23,281              |   |                                     |                     |                                       |                     |
| Distribution of Funds In Trust            | 592                | 632                | 1,055              | 867                 |   |                                     |                     |                                       |                     |
| Debt Service                              | 31,183             | 29,572             | 39,413             | 5,509               |   |                                     |                     |                                       |                     |
| Depreciation, Amortizations and Depletion | 0                  | 0                  | 0                  | 0                   |   |                                     |                     |                                       |                     |
| Reserve                                   | 0                  | 0                  | 3,022              | 8,715               |   |                                     |                     |                                       |                     |
| Total Non-Operating Expenditures          | 37,437             | 33,952             | 45,605             | 38,372              |   |                                     |                     |                                       |                     |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

| (dollars in thousands)           | PRIOR   | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE | TOTAL   |
|----------------------------------|---------|----------|----------|----------|----------|----------|----------|--------|---------|
| <b>Revenue</b>                   |         |          |          |          |          |          |          |        |         |
| 2011 Sunshine State Financing    | 767     | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 767     |
| BBC GOB Financing                | 77,438  | 26,086   | 13,541   | 2,896    | 0        | 0        | 0        | 0      | 119,961 |
| CIIP Program Revenues            | 394     | 58,298   | 69,645   | 70,726   | 1,448    | 0        | 0        | 0      | 200,511 |
| Capital Asset Series 2020C Bonds | 7,816   | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 7,816   |
| Capital Asset Series 2021A Bonds | 17,608  | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 17,608  |
| Future Financing                 | 0       | 0        | 0        | 0        | 0        | 0        | 0        | 82,123 | 82,123  |
| ISD Fleet Revenue                | 879     | 500      | 800      | 0        | 0        | 0        | 0        | 0      | 2,179   |
| ISD Service Fees                 | 0       | 243      | 0        | 0        | 0        | 0        | 0        | 0      | 243     |
| Total:                           | 104,903 | 85,127   | 83,986   | 73,622   | 1,448    | 0        | 0        | 82,123 | 431,209 |
| <b>Expenditures</b>              |         |          |          |          |          |          |          |        |         |
| <b>Strategic Area: HS</b>        |         |          |          |          |          |          |          |        |         |
| Facility Improvements            | 267     | 500      | 0        | 0        | 0        | 0        | 0        | 0      | 767     |
| New Affordable Housing Units     | 62,708  | 7,291    | 11,841   | 2,896    | 0        | 0        | 0        | 0      | 84,736  |
| <b>Strategic Area: GG</b>        |         |          |          |          |          |          |          |        |         |
| ADA Facilities Improvements      | 4,690   | 1,844    | 900      | 0        | 0        | 0        | 0        | 0      | 7,434   |
| Equipment Acquisition            | 0       | 243      | 0        | 0        | 0        | 0        | 0        | 0      | 243     |
| Facility Improvements            | 8,983   | 2,462    | 1,025    | 0        | 0        | 0        | 0        | 82,123 | 94,593  |
| Infrastructure Improvements      | 18,091  | 25,086   | 11,191   | 2,690    | 1,448    | 0        | 0        | 0      | 58,505  |
| New Facilities                   | 1,057   | 15,643   | 800      | 0        | 0        | 0        | 0        | 0      | 17,500  |
| Public Safety Facilities         | 394     | 40,545   | 58,455   | 68,036   | 0        | 0        | 0        | 0      | 167,430 |
| Total:                           | 96,191  | 93,614   | 84,211   | 73,622   | 1,448    | 0        | 0        | 82,123 | 431,209 |

### FUNDED CAPITAL PROGRAMS

(dollars in thousands)

#### **CAROL GLASSMAN DONALDSON CENTER**

**PROGRAM #: 2000002054**

DESCRIPTION: Provide infrastructure improvements to the Carol Glassman Donaldson Center  
 LOCATION: 112 NW 3 St  
 City of Miami

District Located: 3  
 District(s) Served: Countywide



|                               |              |                |                |                |                |                |                |               |              |
|-------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| <b>REVENUE SCHEDULE:</b>      | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| 2011 Sunshine State Financing | 767          | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 767          |
| <b>TOTAL REVENUES:</b>        | <b>767</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>767</b>   |
| <b>EXPENDITURE SCHEDULE:</b>  | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Construction                  | 267          | 500            | 0              | 0              | 0              | 0              | 0              | 0             | 767          |
| <b>TOTAL EXPENDITURES:</b>    | <b>267</b>   | <b>500</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>767</b>   |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISTRICT 01 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROGRAM #: 2000001192



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 1 - Georgia Ayers, Lake Vue Oasis, and YMCA  
 LOCATION: Various sites District Located: 1  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR         | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|---------------|------------|------------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing             | 10,068        | 262        | 262        | 0        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL REVENUES:</b>        | <b>10,068</b> | <b>262</b> | <b>262</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | 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           |
| <b>TOTAL EXPENDITURES:</b>    | <b>10,068</b> | <b>262</b> | <b>262</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |

### DISTRICT 02 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROGRAM #: 115952



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 2 - Northside Metrorail Station, Trade Winds Apartments and unallocated district funds  
 LOCATION: Various Sites District Located: 2  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR         | 2021-22  | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|---------------|----------|-----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing             | 10,500        | 0        | 92        | 0        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL REVENUES:</b>        | <b>10,500</b> | <b>0</b> | <b>92</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |
| EXPENDITURE SCHEDULE:         | PRIOR         | 2021-22  | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                  | 4,062         | 0        | 92        | 0        | 0        | 0        | 0        | 0        | 4,154         |
| Land Acquisition/Improvements | 4,139         | 0        | 0         | 0        | 0        | 0        | 0        | 0        | 4,139         |
| Planning and Design           | 2,270         | 0        | 0         | 0        | 0        | 0        | 0        | 0        | 2,270         |
| Project Administration        | 29            | 0        | 0         | 0        | 0        | 0        | 0        | 0        | 29            |
| <b>TOTAL EXPENDITURES:</b>    | <b>10,500</b> | <b>0</b> | <b>92</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROGRAM #: 115958



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 5 - Porto Allegra, Toscana, Meridian and Villa Aurora  
 LOCATION: Various Sites District Located: 5  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR        | 2021-22  | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|--------------|----------|------------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing             | 9,617        | 0        | 975        | 0        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL REVENUES:</b>        | <b>9,617</b> | <b>0</b> | <b>975</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22  | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                  | 6,417        | 0        | 975        | 0        | 0        | 0        | 0        | 0        | 7,392         |
| Land Acquisition/Improvements | 1,478        | 0        | 0          | 0        | 0        | 0        | 0        | 0        | 1,478         |
| Planning and Design           | 1,321        | 0        | 0          | 0        | 0        | 0        | 0        | 0        | 1,321         |
| Project Administration        | 401          | 0        | 0          | 0        | 0        | 0        | 0        | 0        | 401           |
| <b>TOTAL EXPENDITURES:</b>    | <b>9,617</b> | <b>0</b> | <b>975</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |

### DISTRICT 06 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROGRAM #: 118921



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 6  
 LOCATION: Various Sites District Located: 6  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|--------------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 5,000        | 2,796        | 2,796        | 0        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL REVENUES:</b>     | <b>5,000</b> | <b>2,796</b> | <b>2,796</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 5,000        | 2,796        | 2,796        | 0        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL EXPENDITURES:</b> | <b>5,000</b> | <b>2,796</b> | <b>2,796</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |

### DISTRICT 09 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROGRAM #: 2000001194



#### OWNERSHIP

DESCRIPTION: Construct affordable housing units in Commission District 9 - Caribbean Boulevard, Richmond Place Townhomes, SBC Senior Housing and Florida City  
 LOCATION: Various Sites District Located: 9  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:             | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-------------------------------|--------------|--------------|------------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing             | 9,250        | 1,233        | 109        | 0        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL REVENUES:</b>        | <b>9,250</b> | <b>1,233</b> | <b>109</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |
| EXPENDITURE SCHEDULE:         | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                  | 6,133        | 1,233        | 109        | 0        | 0        | 0        | 0        | 0        | 7,475         |
| Land Acquisition/Improvements | 3,000        | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 3,000         |
| Project Administration        | 117          | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 117           |
| <b>TOTAL EXPENDITURES:</b>    | <b>9,250</b> | <b>1,233</b> | <b>109</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROGRAM #: 116949



#### OWNERSHIP

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        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|--------------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 3,037        | 2,000        | 5,555        | 0        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL REVENUES:</b>     | <b>3,037</b> | <b>2,000</b> | <b>5,555</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 3,000        | 2,000        | 5,555        | 0        | 0        | 0        | 0        | 0        | 10,555        |
| Planning and Design        | 37           | 0            | 0            | 0        | 0        | 0        | 0        | 0        | 37            |
| <b>TOTAL EXPENDITURES:</b> | <b>3,037</b> | <b>2,000</b> | <b>5,555</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |

### DISTRICT 12 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROGRAM #: 2000001195



#### OWNERSHIP

DESCRIPTION: Design and construct affordable housing in Commission District 12

LOCATION: Various Sites

Various Sites

District Located:

12

District(s) Served:

Countywide

| REVENUE SCHEDULE:          | PRIOR         | 2021-22  | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|---------------|----------|------------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 10,040        | 0        | 552        | 0        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL REVENUES:</b>     | <b>10,040</b> | <b>0</b> | <b>552</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22  | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 8,460         | 0        | 552        | 0        | 0        | 0        | 0        | 0        | 9,012         |
| Planning and Design        | 587           | 0        | 0          | 0        | 0        | 0        | 0        | 0        | 587           |
| Project Administration     | 993           | 0        | 0          | 0        | 0        | 0        | 0        | 0        | 993           |
| <b>TOTAL EXPENDITURES:</b> | <b>10,040</b> | <b>0</b> | <b>552</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |

### DISTRICT 13 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME

PROGRAM #: 2000001196



#### OWNERSHIP

DESCRIPTION: Construct affordable housing units in Commission District 13 - Okeechobee Metrorail Station

LOCATION: 2659 W Okeechobee Rd

Hialeah

District Located:

13

District(s) Served:

Countywide

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|--------------|--------------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 5,196        | 1,000        | 1,500        | 2,896        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL REVENUES:</b>     | <b>5,196</b> | <b>1,000</b> | <b>1,500</b> | <b>2,896</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 5,196        | 1,000        | 1,500        | 2,896        | 0        | 0        | 0        | 0        | 10,592        |
| <b>TOTAL EXPENDITURES:</b> | <b>5,196</b> | <b>1,000</b> | <b>1,500</b> | <b>2,896</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,592</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS

PROGRAM #: 2000001190

DESCRIPTION: Remove architectural barriers in County parks and County-owned buildings to increase access for people with disabilities

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

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|--------------|------------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 4,690        | 1,844        | 900        | 0        | 0        | 0        | 0        | 0        | 7,434        |
| <b>TOTAL REVENUES:</b>     | <b>4,690</b> | <b>1,844</b> | <b>900</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,434</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 2,566        | 1,744        | 900        | 0        | 0        | 0        | 0        | 0        | 5,210        |
| Permitting                 | 56           | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 56           |
| Planning and Design        | 894          | 100          | 0          | 0        | 0        | 0        | 0        | 0        | 994          |
| Project Administration     | 1,174        | 0            | 0          | 0        | 0        | 0        | 0        | 0        | 1,174        |
| <b>TOTAL EXPENDITURES:</b> | <b>4,690</b> | <b>1,844</b> | <b>900</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,434</b> |

### INFRASTRUCTURE IMPROVEMENTS - FLEET FACILITIES

PROGRAM #: 2000001462

DESCRIPTION: Renovate fleet facilities and fuel sites as well as plan for new fleet facilities to meet growing demand

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

| REVENUE SCHEDULE:           | PRIOR      | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE        | TOTAL         |
|-----------------------------|------------|--------------|--------------|----------|----------|----------|----------|---------------|---------------|
| Future Financing            | 0          | 0            | 0            | 0        | 0        | 0        | 0        | 82,123        | 82,123        |
| ISD Fleet Revenue           | 879        | 500          | 800          | 0        | 0        | 0        | 0        | 0             | 2,179         |
| <b>TOTAL REVENUES:</b>      | <b>879</b> | <b>500</b>   | <b>800</b>   | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>82,123</b> | <b>84,302</b> |
| EXPENDITURE SCHEDULE:       | PRIOR      | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE        | TOTAL         |
| Construction                | 0          | 0            | 0            | 0        | 0        | 0        | 0        | 82,123        | 82,123        |
| Infrastructure Improvements | 0          | 500          | 800          | 0        | 0        | 0        | 0        | 0             | 1,300         |
| Planning and Design         | 0          | 654          | 225          | 0        | 0        | 0        | 0        | 0             | 879           |
| <b>TOTAL EXPENDITURES:</b>  | <b>0</b>   | <b>1,154</b> | <b>1,025</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>82,123</b> | <b>84,302</b> |

### INFRASTRUCTURE IMPROVEMENTS - GOVERNMENT FACILITIES SYSTEMWIDE (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001488

DESCRIPTION: Perform upgrades and improvements to County-owned government facilities

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

| REVENUE SCHEDULE:           | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-----------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing           | 8,983        | 1,308        | 0        | 0        | 0        | 0        | 0        | 0        | 10,291        |
| <b>TOTAL REVENUES:</b>      | <b>8,983</b> | <b>1,308</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,291</b> |
| EXPENDITURE SCHEDULE:       | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                | 40           | 0            | 0        | 0        | 0        | 0        | 0        | 0        | 40            |
| Infrastructure Improvements | 8,943        | 1,308        | 0        | 0        | 0        | 0        | 0        | 0        | 10,251        |
| <b>TOTAL EXPENDITURES:</b>  | <b>8,983</b> | <b>1,308</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,291</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - ISD FACILITIES SYSTEMWIDE

**PROGRAM #:** 2000001285

DESCRIPTION: Rehabilitate and renovate all existing ISD facilities as required for safe and secure infrastructure  
 LOCATION: Various Sites District Located: Countywide  
 Throughout Miami-Dade County District(s) Served: Countywide



| REVENUE SCHEDULE:                | PRIOR         | 2021-22       | 2022-23       | 2023-24      | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------------|---------------|---------------|---------------|--------------|--------------|----------|----------|----------|---------------|
| CIIP Program Revenues            | 0             | 17,753        | 11,191        | 2,690        | 1,448        | 0        | 0        | 0        | 33,081        |
| Capital Asset Series 2020C Bonds | 7,816         | 0             | 0             | 0            | 0            | 0        | 0        | 0        | 7,816         |
| Capital Asset Series 2021A Bonds | 17,608        | 0             | 0             | 0            | 0            | 0        | 0        | 0        | 17,608        |
| <b>TOTAL REVENUES:</b>           | <b>25,424</b> | <b>17,753</b> | <b>11,191</b> | <b>2,690</b> | <b>1,448</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>58,505</b> |
| EXPENDITURE SCHEDULE:            | PRIOR         | 2021-22       | 2022-23       | 2023-24      | 2024-25      | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                     | 8,220         | 4,280         | 2,095         | 2,000        | 0            | 0        | 0        | 0        | 16,595        |
| Infrastructure Improvements      | 9,871         | 20,806        | 9,095         | 690          | 1,448        | 0        | 0        | 0        | 41,910        |
| <b>TOTAL EXPENDITURES:</b>       | <b>18,091</b> | <b>25,086</b> | <b>11,191</b> | <b>2,690</b> | <b>1,448</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>58,505</b> |

### INTEGRATED COMMAND AND COMMUNICATIONS CENTER

**PROGRAM #:** 2000001658

DESCRIPTION: Construct a new Integrated Command & Communications Center and Parking Garage  
 LOCATION: 11500 NW 25th St District Located: 12  
 Sweetwater District(s) Served: Countywide



| REVENUE SCHEDULE:                | PRIOR      | 2021-22       | 2022-23       | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
|----------------------------------|------------|---------------|---------------|---------------|----------|----------|----------|----------|----------------|
| CIIP Program Revenues            | 394        | 40,545        | 58,455        | 68,036        | 0        | 0        | 0        | 0        | 167,430        |
| <b>TOTAL REVENUES:</b>           | <b>394</b> | <b>40,545</b> | <b>58,455</b> | <b>68,036</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>167,430</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22       | 2022-23       | 2023-24       | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL          |
| Art Allowance                    | 0          | 50            | 680           | 1,744         | 0        | 0        | 0        | 0        | 2,474          |
| Construction                     | 0          | 30,345        | 49,778        | 50,754        | 0        | 0        | 0        | 0        | 130,877        |
| Furniture Fixtures and Equipment | 0          | 400           | 1,000         | 3,600         | 0        | 0        | 0        | 0        | 5,000          |
| Permitting                       | 0          | 2,500         | 877           | 506           | 0        | 0        | 0        | 0        | 3,883          |
| Planning and Design              | 350        | 5,100         | 2,883         | 2,014         | 0        | 0        | 0        | 0        | 10,347         |
| Project Administration           | 44         | 150           | 200           | 556           | 0        | 0        | 0        | 0        | 950            |
| Project Contingency              | 0          | 2,000         | 3,036         | 8,861         | 0        | 0        | 0        | 0        | 13,898         |
| <b>TOTAL EXPENDITURES:</b>       | <b>394</b> | <b>40,545</b> | <b>58,455</b> | <b>68,036</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>167,430</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### MULTI-PURPOSE FACILITY AT MIAMI ARTS STUDIO 6-12 AT ZELDA GLAZER

**PROGRAM #: 2000000378**

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

**LOCATION:** 15015 SW 24 St District Located: 11  
Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

| REVENUE SCHEDULE:                | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------------|------------|--------------|----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing                | 703        | 9,297        | 0        | 0        | 0        | 0        | 0        | 0        | 10,000        |
| <b>TOTAL REVENUES:</b>           | <b>703</b> | <b>9,297</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,000</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Art Allowance                    | 0          | 150          | 0        | 0        | 0        | 0        | 0        | 0        | 150           |
| Construction                     | 0          | 5,000        | 0        | 0        | 0        | 0        | 0        | 0        | 5,000         |
| Furniture Fixtures and Equipment | 0          | 2,568        | 0        | 0        | 0        | 0        | 0        | 0        | 2,568         |
| Permitting                       | 75         | 125          | 0        | 0        | 0        | 0        | 0        | 0        | 200           |
| Planning and Design              | 550        | 350          | 0        | 0        | 0        | 0        | 0        | 0        | 900           |
| Project Administration           | 28         | 654          | 0        | 0        | 0        | 0        | 0        | 0        | 682           |
| Technology Hardware/Software     | 50         | 450          | 0        | 0        | 0        | 0        | 0        | 0        | 500           |
| <b>TOTAL EXPENDITURES:</b>       | <b>703</b> | <b>9,297</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,000</b> |

### NORTH DADE GOVERNMENT CENTER - NEW

**PROGRAM #: 118480**

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

**LOCATION:** 20000 NW 47 Ave District Located: 1  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:                | PRIOR      | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|------------|--------------|------------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing                | 354        | 6,346        | 800        | 0        | 0        | 0        | 0        | 0        | 7,500        |
| <b>TOTAL REVENUES:</b>           | <b>354</b> | <b>6,346</b> | <b>800</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,500</b> |
| EXPENDITURE SCHEDULE:            | PRIOR      | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Art Allowance                    | 0          | 112          | 0          | 0        | 0        | 0        | 0        | 0        | 112          |
| Construction                     | 187        | 4,200        | 700        | 0        | 0        | 0        | 0        | 0        | 5,087        |
| Furniture Fixtures and Equipment | 0          | 750          | 0          | 0        | 0        | 0        | 0        | 0        | 750          |
| Planning and Design              | 50         | 350          | 0          | 0        | 0        | 0        | 0        | 0        | 400          |
| Project Administration           | 117        | 208          | 0          | 0        | 0        | 0        | 0        | 0        | 325          |
| Technology Hardware/Software     | 0          | 726          | 100        | 0        | 0        | 0        | 0        | 0        | 826          |
| <b>TOTAL EXPENDITURES:</b>       | <b>354</b> | <b>6,346</b> | <b>800</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,500</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### PRINT SHOP - EQUIPMENT UPGRADES

**PROGRAM #:** 2000002116



DESCRIPTION: Purchase a collator and ancillary equipment to replace aging and outdated print shop equipment  
 LOCATION: 2225 NW 72 Ave District Located: 12  
 Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:                | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------------|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| ISD Service Fees                 | 0        | 243        | 0        | 0        | 0        | 0        | 0        | 0        | 243        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>243</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>243</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Furniture Fixtures and Equipment | 0        | 243        | 0        | 0        | 0        | 0        | 0        | 0        | 243        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>243</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>243</b> |

# FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

## Management and Budget

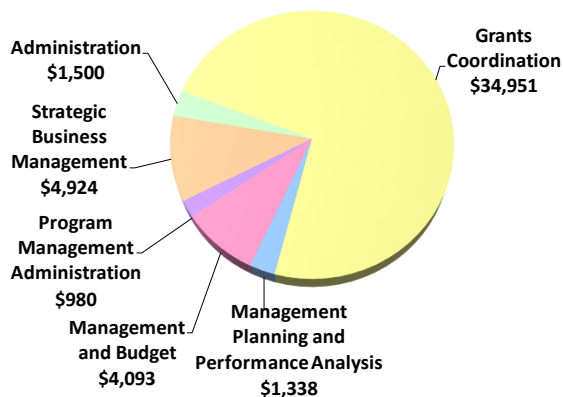
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages grant programs and Federal Emergency Management Agency (FEMA) projects, identifies funding and partnership opportunities and assists County departments to maximize financial resources; 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. The Strategic Business Management (SBM) division maintains, enhances, upgrades and supports the ERP technology applications, tools, processes and third-party integration systems, as well as coordinate ERP-related business process improvement and strategic planning. A new division was added in FY 2020-21, the Program Management Division, to handle all FEMA reporting for the County, inclusive of the continuation and closeout of the Coronavirus Aid, Relief, and Economic Security Act (CARES) and American Rescue Plan Act (ARPA) funding accepted by the County.

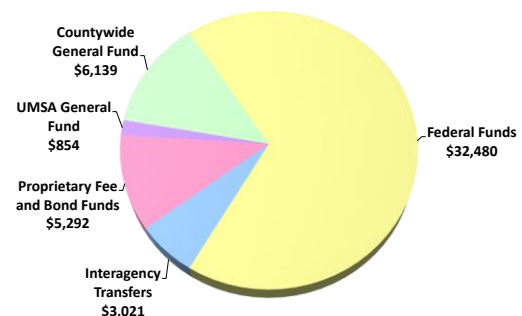
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

## FY 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

|  |  |
|--|--|
|  | <p style="text-align: center;"><u>ADMINISTRATION</u></p> <p>Establishes and carries out departmental policies and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor</p> <p style="text-align: center;"><u>FY 20-21</u><br/>6</p> <p style="text-align: center;"><u>FY 21-22</u><br/>8</p>   |
|  | <p style="text-align: center;"><u>MANAGEMENT AND BUDGET</u></p> <p>Develops and monitors the annual operating budget and multi-year capital plan; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; administers and coordinates annexation/incorporation efforts; manages capital programs</p> <p style="text-align: center;"><u>FY 20-21</u><br/>19</p> <p style="text-align: center;"><u>FY 21-22</u><br/>24</p>          |
|  | <p style="text-align: center;"><u>MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</u></p> <p>Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management, incorporating resilience dimensions</p> <p style="text-align: center;"><u>FY 20-21</u><br/>6</p> <p style="text-align: center;"><u>FY 21-22</u><br/>7</p>   |
|  | <p style="text-align: center;"><u>GRANTS COORDINATION</u></p> <p>Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program; administers federal grants and identifies funding and partnership opportunities; and assists County departments to maximize revenue support</p> <p style="text-align: center;"><u>FY 20-21</u><br/>35</p> <p style="text-align: center;"><u>FY 21-22</u><br/>39</p>   |
|  | <p style="text-align: center;"><u>STRATEGIC BUSINESS MANAGEMENT DIVISION</u></p> <p>Supports the countywide Enterprise Resource Planning (ERP), Budget Analysis Tool and Scorecard applications; provides the governance structure for evaluation and prioritization of future ERP changes based on business process needs and their impacts on daily operations; and administers all change management associated with ERP tools and business processes to including training</p> <p style="text-align: center;"><u>FY 20-21</u><br/>22</p> <p style="text-align: center;"><u>FY 21-22</u><br/>25</p> |
|  | <p style="text-align: center;"><u>PROGRAM MANAGEMENT DIVISION</u></p> <p>Administers and monitors federal funding for declared storms and other emergency-related situations; this includes funding from the U.S. Department of Treasury appropriated through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the American Rescue Plan Act (ARPA), and the Federal Emergency Management Public Assistance (PA) program</p> <p style="text-align: center;"><u>FY 20-21</u><br/>0</p> <p style="text-align: center;"><u>FY 21-22</u><br/>8</p>                                       |

The FY 2021-22 total number of full-time equivalent positions is 111

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATION**

The Administration Division is responsible for establishing and implementing department policy.

- Reviews and coordinates departmental procurement, agenda submissions and departmental personnel activities
- Coordinates the review of County Implementing Orders (IOs) and Administrative Orders (AOs), facilitates placement in the budget documents or preparation of agenda items for Board consideration and maintains the IO/AO database on the County's website
- Coordinates the development and review of County procedures and manages the County's Procedures Manual
- Coordinates and monitors payments 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**

- During FY 2020-21, two positions were transferred to Administration: one position from Management and Budget and one position from Grants Coordination to more effectively align reporting from the various Divisions

### **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 Investment Program (CIIP) and the Quality Neighborhood Improvement Program (QNIP)
- Provides financial and management analyses and reviews
- Prepares findings of necessity and the Five-Year Financial Outlook
- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares redevelopment plans for all UMSA CRAs and municipalities
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundary adjustments, financing, and annual budgets and negotiates interlocal agreements between the County and the various CRAs and municipalities
- 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 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| Key Department Measures, Strategic Objectives, and Resiliency Drivers                      |       |      |      |      |          |          |          |            |          |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Countywide Emergency Contingency Reserve balance (in millions)                             | GG4-1 | LS-1 | OC   | ↑    | \$54.9   | \$55.5   | \$55.5   | \$55.6     | \$55.7   |
| Carryover as a percentage of the General Fund Budget                                       | GG4-1 | LS-1 | OC   | ↑    | 4.8%     | 4.4%     | 1.8%     | 2.7%       | 1.5%     |
| Value of BBC-GOB funds Expended (in millions)  | GG3-4 | ES-3 | OP   | ↔    | \$80.0   | \$126.3  | \$216.3  | \$150.7    | \$218.8  |
| Value of Countywide Infrastructure Investment Program (CIIP) funds expended (in millions)* | GG3-4 | ES-3 | OC   | ↑    | N/A      | \$13.3   | \$65.5   | \$21.2     | \$143.9  |
| Number of Business Days to process BBC-GOB reimbursement requests                          | GG3-4 | LS-1 | EF   | ↓    | 6        | 3        | 10       | 15         | 10       |
| Number of Community Redevelopment Agencies (CRAs)  | ED3-2 | ES-3 | IN   | ↔    | 15       | 14       | 14       | 16         | 16       |
| County TIF Revenue Payments (in millions)**  | ED3-2 | ES-3 | OC   | ↑    | \$50.8   | \$62.6   | \$58.6   | \$65.4     | \$66.3   |
| Percent of total County Urban Development Boundary area within TIF districts***            | ED3-2 | ES-3 | IN   | ↔    | 26.5%    | 26.4%    | 26.8%    | 26.7%      | 27.2%    |

\*The Countywide Infrastructure Program commenced October 2019

\*\*TIF Revenue Payments include SMART Transportation Infrastructure Improvement District (TIID) payments

\*\*\*This measure includes the SMART TIID

### DIVISION COMMENTS

- During FY 2020-21, two Business Analyst overage positions were added to support the implementation of the CIIP program (\$226,000), as well as one Program Coordinator OMB overage position for the CRAs section (\$145,000) which will concentrate on economic development coordination
- The FY 2021-22 Adopted Budget includes two Business Analyst positions and one Accountant 3 position added to support the Division and department-wide accounting functions (\$310,000)
- During FY 2020-21, one position was transferred to the Administration Division as part of a departmental reorganization to better align services
- In FY 2021-22 will continue the implementation of the Countywide Infrastructure Investment Program (CIIP); staff of the Management and Budget Division will facilitate the program, coordinating contracting efforts, developing reporting requirements and communicating program progress; staff will be funded with CIIP proceeds (\$738,000)
- During FY 2021-22, 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 the FY 2021-22 Adopted Budget includes \$218.8 million of BBC-GOB projects
- The FY 2021-22 Adopted Budget includes a contribution from the Finance Department's Bond Administration Division for capital budgeting support (\$175,000)

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS**

The Management Planning and Performance Analysis Division is responsible for the implementation of the County's results-oriented and resilience-focused government framework, which emphasizes planning and accountability through performance management.

- Coordinates and supports the County's strategic planning, resilience planning and business planning processes
- Coordinates implementation of a Countywide performance management process, which focuses on monitoring and reporting activities
- Conducts management, organizational and process reviews with operating department personnel, incorporating best practice research and internationally proven tool and techniques
- Promotes the development of performance improvement skills in the County workforce
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services Pool

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

| Measures   | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|--|-------|------|------|------|----------|----------|----------|------------|----------|
|  |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of Strategic Plan Objectives and Resilience Dimensions supported by department business plans | GG4-2 | LS-3 | OC   | ↑    | 97%      | 100%     | 100%     | 100%       | 100%     |
| Average number of active users of the County performance management system*                              | GG4-2 | LS-3 | IN   | ↔    | 769      | 528      | 350      | 422        | 450      |
| Performance analysis projects completed  | GG4-2 | LS-1 | OC   | ↑    | 8        | 9        | 8        | 8          | 8        |
| Percentage of active management and supervisory employees with Lean Six Sigma training                   | GG2-2 | LS-1 | OC   | ↑    | 10.8%    | 10.7%    | 11%      | 11%        | 11%      |
| Number of County employees completing advanced Lean Six Sigma training programs**                        | GG2-2 | LS-1 | OP   | ↔    | 24       | 13       | 20       | 41         | 15       |

\*The reduction of the FY 2019-20 Actual and the FY 2020-21 Projection reflects the impact of implementing the new performance management module of the ERP system; the FY 2020-21 Projection was updated from the FY2021-22 Proposed Budget and Multi-Year Capital Plan to reflect a scrivener's error

\*\*The FY 2020-21 Projection was updated to reflect an increase in advanced LSS training activity during the year

### **DIVISION COMMENTS**

- **During FY 2020-21, one OMB Program Coordinator overage position was added to the Management Planning and Performance Analysis Division to assist with the alignment of the County's Strategic Plan to County operations (\$197,000)**
- In FY 2021-22, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques, including additional Green Belt training, as well as introductory Yellow Belt classes and more targeted classes on specific tools such as survey development, flowcharting and decision analysis
- In FY 2020-21, a round of Lean Six Sigma (LSS) Green Belt training was held, which gave participants opportunities to work on a case study using LSS problem-solving tools; additionally, there was a new round of advanced LSS Black Belt training, in which the participants learned more sophisticated and complex problem-solving methodologies
- In FY 2020-21, the Department completed several performance improvement projects including benchmarking different jurisdictions' use of alternative fuels, analyzing the Corrections and Rehabilitation Department's inmate discipline and grievance processes, and assisting the Elections Department in analyzing the time needed to complete a ballot in preparation for the 2020 Presidential Election; in FY 2021-22, the Department will continue to assist with the development of a performance management framework for user support processes associated with the enterprise system INFORMS

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: GRANTS COORDINATION**

The Grants Coordination Division administers and processes reimbursement requests for community-based organization (CBO) contracts; additionally, the Division monitors funding for the Mom and Pop Small Business Grant Program; manages and administers grants under the federal Ending the Epidemic: A Plan for America grant and the Ryan White HIV/AIDS Treatment Extension Act of 2009 and two United States Department of Justice grants; identifies and promotes grant and revenue generating opportunities for County initiatives; and provides direct support to the Miami-Dade HIV/AIDS Partnership (planning council).

- Facilitates competitive solicitation processes for the allocation of funding to CBOs
- Develops and maintains a grant website to identify and promote grant opportunities; prepares grant applications; and provides grant-related training and technical assistance to County departments and CBOs
- Manages the County's sponsorship and marketing revenue contracts and facilitates sponsorship and marketing activities
- Manages the Innovations in Community-based Crime Reduction program grant (Project PEACE South Dade); the Opioid Affected Youth-Initiative Project; and other local, state and federal grants assigned to the Department to ensure implementation, performance and compliance

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])  | HS2-1 | HW-3 | OP   | ↔    | 9,578    | 9,031    | 9,800    | 8,127      | 9,300    |
| Percentage of reimbursement requests processed within 21 calendar days  | GG4-2 | LS-1 | EF   | ↑    | 95%      | 95%      | 85%      | 85%        | 85%      |
| Site visits - CBOs  | GG4-2 | LS-1 | OP   | ↔    | 153      | 153      | 128      | 131        | 128      |
| Comprehensive Ryan White Program site visits (per contract year)*   | HS2-1 | HW-3 | OP   | ↔    | 15       | 0        | 9        | 0          | 8        |
| Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities** | GG4-1 | ES-3 | OC   | ↑    | \$58     | \$124    | \$55     | \$49       | \$55     |

\* A federal waiver of the annual site visit requirement was approved for FY 2019-20, FY 2020-21, and FY 2021-22

\*\* FY 2019-20 Actual increased due to award of two large, multi-year federal grants

### **DIVISION COMMENTS**

- **The FY 2021-22 Adopted Budget includes the addition of one OMB Program Coordinator, one Contracts Officer, and one Accountant 2 to support the Division with the increase in grants awarded (\$355,000)**
- **During FY 2020-21, two Special Projects Administrator 2 overage positions were added to support the Grants Coordination Division (\$256,000); one position was added to support the Ending the HIV Epidemic grant as a requirement of the new grant, and the second position was added to support capacity building for CBOs**
- During FY 2020-21, one position was transferred to the Administration Division as part of a departmental reorganization to better align services
- The FY 2021-22 Adopted Budget allocates \$13.3 million for community-based organizations (CBOs), providing funding for organizations via a motion that was adopted by the Board of County Commissioners on November 19, 2019 which extends the contracts through September 2022; the next triennial competitive process must be held during the upcoming fiscal year or Board action to extend existing contracts will be required; the annual competitive solicitation process to allocate \$730,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department (\$430,000), Water and Sewer Department (\$200,000) and Department of Solid Waste Management (\$100,000) will be facilitated; the total funding for allocation to CBOs for district specific needs is \$3.9 million (\$300,000 per Commission District) and in-kind funding for allocation remains at \$10,000 per Commission District and \$25,000 for the Office of the Chair; the FY 2021-22 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

- The FY 2021-22 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$209,000)
- The FY 2021-22 Adopted Budget includes revenues generated through marketing and sponsorship agreements to support existing marketing and sponsorship efforts as well as develop new revenue generating opportunities (\$200,000)

### DIVISION: STRATEGIC BUSINESS MANAGEMENT

The Strategic Business Management Division supports the countywide Enterprise Resource Planning (ERP) application and system of record, also known as Integrated Financial Resources Management System (INFORMS), responsible for the general ledger, human resources, supply chain, strategic sourcing, grants, accounts payables and receivables, internal billing and project costing functions.

- Supports the Budget Analysis Tool (BAT) and Performance Scorecard applications
- Provides the governance structure for evaluation and prioritization of future INFORMS changes based on business process needs and their impacts on daily operations
- Manages the implementation of system upgrades and enhancements
- Administers all change management associated with INFORMS tools and business process improvements including training, development, corresponding materials and communication planning

### DIVISION COMMENTS

- **The FY 2021-22 Adopted Budget reflects the addition of two OMB Program Coordinator positions and one ERP Business Analyst 3 to create efficiencies as the County evolves the INFORMS functionality to include Human Capital/Payroll and Business Intelligence capabilities in addition to Finance, Supply Chain and Budget modules (\$327,000)**
- The implementation and post Go Live support 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 and post Go Live support of the INFORMS; Phase 1, General Ledger, Accounts Payables, Billing, Accounts Receivable, Project Costing, Grants, and Supply Chain applications went live in April 2021 and Strategic Sourcing is expected to go-live in the last quarter of FY 2020-21; Phase 2, Payroll, Time and Absence management, Employee Learning management, Performance management, Employee Self Service and Manager Self-Service modules are planned to go live early in 2022; Phase 3, Budget and Scorecard modules went live in January 2021; Phases 4 and 5, Finance, Supply Chain and Human Capital Management Business Intelligence and Analytics reporting applications, are planned to go live in the second quarter of FY 2021-22



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: PROGRAM MANAGEMENT ADMINISTRATION**

The Program Management Division administers federal funding for declared storms and other emergency-related situations. This includes funding from the U.S. Department of Treasury appropriated through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the American Rescue Plan Act (ARPA), and the Federal Emergency Management Public Assistance (PA) program. The Division seeks to maximize reimbursement opportunities for the County as well as compliance with federal requirements.

- Vets programs and activities supported by federal funds to ensure congruence with funder guidelines
- Ensures accountability and compliance for federal funding received
- Refines internal processes to enhance the County's reimbursement opportunities
- Monitors subrecipients receiving County pass-through funds
- Reports impact of social and economic programs in Miami-Dade through data collection and compilation

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

| Measures  | SO    | RD   | Type | Good | FY 18-19 | FY 19-20 | FY 20-21 | FY 20-21   | FY 21-22 |
|---|-------|------|------|------|----------|----------|----------|------------|----------|
|   |       |      |      |      | Actual   | Actual   | Budget   | Projection | Target   |
| Percentage of FEMA disallowances analyzed to develop internal process improvements  | GG4-2 | LS-3 | OP   | ↔    | N/A      | N/A      | 15%      | 15%        | 90%      |
| Percentage of FEMA-reimbursable fiscal year expenses assigned to projects and submitted for review within the fiscal year | GG4-2 | LS-3 | OC   | ↑    | N/A      | N/A      | 60%      | 60%        | 75%      |
| Percentage of FEMA Request for Information's completed on time  | GG4-2 | LS-3 | EF   | ↑    | N/A      | N/A      | 90%      | 90%        | 90%      |
| Percentage of American Rescue Plan Act subrecipient monitoring reviews conducted*   | GG4-1 | LS-3 | OC   | ↑    | N/A      | N/A      | N/A      | N/A        | 33%      |

\*Although contracts for programs are anticipated to be executed in FY 2020-21, financial activity to be monitored will not occur until FY 2021-22

### **DIVISION COMMENTS**

- During FY 2020-21 a new division, Program Management Administration, was created to support and maximize reimbursement opportunities to the County for emergency situations, including COVID-19, hurricanes, and other disasters
- The Program Management Division is comprised of eight new positions, which are funded by FEMA and other grants (\$929,000)

### **SELECTED ITEM HIGHLIGHTS AND DETAILS**

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 58                     | 39                 | 65                 | 55                     | 65                 |
| Fuel                    | 0                      | 0                  | 0                  | 0                      | 0                  |
| Overtime                | -5                     | 1                  | 0                  | 0                      | 0                  |
| Rent                    | 60                     | 60                 | 208                | 208                    | 739                |
| Security Services       | 0                      | 0                  | 0                  | 0                      | 0                  |
| Temporary Services      | 0                      | 0                  | 630                | 630                    | 562                |
| Travel and Registration | 12                     | 5                  | 38                 | 38                     | 43                 |
| Utilities               | 55                     | 93                 | 46                 | 37                     | 31                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)      | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
|-----------------------------|--------------------|--------------------|--------------------|---------------------|
| <b>Revenue Summary</b>      |                    |                    |                    |                     |
| General Fund Countywide     | 4,458              | 4,392              | 4,663              | 6,139               |
| General Fund UMSA           | 696                | 716                | 782                | 854                 |
| Bond Proceeds               | 0                  | 1,611              | 2,355              | 2,647               |
| Building Better Communities | 200                | 0                  | 0                  | 392                 |
| Bond Interest               | 0                  | 246                | 673                | 787                 |
| CIIP Proceeds               | 0                  | 246                | 673                | 787                 |
| CRA Administrative          | 968                | 1,011              | 1,189              | 1,266               |
| Reimbursement               | 561                | 375                | 711                | 200                 |
| Miscellaneous Revenues      | 25                 | 110                | 0                  | 0                   |
| QNIP Bond Proceeds          | 90                 | 0                  | 0                  | 0                   |
| SNP Bond Interest Revenue   | 0                  | 0                  | 0                  | 980                 |
| Federal Grants              | 690                | 807                | 975                | 1,500               |
| Other Miscellaneous         | 26,214             | 24,383             | 30,000             | 30,000              |
| Revenues                    | 125                | 175                | 175                | 175                 |
| Ryan White Grant            | 187                | 200                | 162                | 210                 |
| Interagency Transfers       | 91                 | 252                | 1,722              | 2,636               |
| Interfund Transfers         | 34,305             | 34,278             | 43,407             | 47,786              |
| IT Funding Model            |                    |                    |                    |                     |
| Total Revenues              |                    |                    |                    |                     |

### Operating Expenditures

#### Summary

|                              |        |        |        |        |
|------------------------------|--------|--------|--------|--------|
| Salary                       | 6,388  | 7,742  | 9,244  | 11,740 |
| Fringe Benefits              | 1,964  | 2,417  | 3,045  | 3,984  |
| Court Costs                  | 128    | 72     | 0      | 0      |
| Contractual Services         | 13,327 | 7,791  | 100    | 0      |
| Other Operating              | 2,217  | 2,472  | 945    | 1,006  |
| Charges for County Services  | 343    | 249    | 822    | 1,265  |
| Grants to Outside            | 9,861  | 13,488 | 29,170 | 29,702 |
| Organizations                |        |        |        |        |
| Capital                      | 77     | 47     | 81     | 89     |
| Total Operating Expenditures | 34,305 | 34,278 | 43,407 | 47,786 |

### Non-Operating Expenditures

#### Summary

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

| (dollars in thousands)                    | Total Funding      |                     | Total Positions    |                     |
|---|--------------------|---------------------|--------------------|---------------------|
| Expenditure By Program                    | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 |
| <b>Strategic Area: Health and Society</b> |                    |                     |                    |                     |
| Grants Coordination                       | 30,975             | 31,500              | 13                 | 14                  |
| <b>Strategic Area: General Government</b> |                    |                     |                    |                     |
| Administration                            | 1,257              | 1,500               | 6                  | 8                   |
| Management and Budget                     | 3,520              | 4,093               | 19                 | 24                  |
| Management Planning and                   | 1,058              | 1,338               | 6                  | 7                   |
| Performance Analysis                      |                    |                     |                    |                     |
| Grants Coordination                       | 2,775              | 3,451               | 22                 | 25                  |
| Strategic Business                        | 3,822              | 4,924               | 22                 | 25                  |
| Management                                |                    |                     |                    |                     |
| Program Management                        | 0                  | 980                 | 0                  | 8                   |
| Administration                            |                    |                     |                    |                     |
| Total Operating Expenditures              | 43,407             | 47,786              | 88                 | 111                 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

| <b>Department Operational Unmet Needs</b>   |   |                        |                  |
|---|---|------------------------|------------------|
| <b>Description</b>  | <b>(dollars in thousands)</b>                 |                        | <b>Positions</b> |
|   | <b>Startup Costs/<br/>Non Recurring Costs</b> | <b>Recurring Costs</b> |                  |
| Fill vacant Senior Grants Analyst position to manage and facilitate capacity building activities for community-based organizations  | \$0   | \$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 | \$0   | \$201                  | 2                |
| Fund one Senior Business Analyst and one Business Analyst position to allow for more comprehensive budget and performance monitoring                                      | \$0   | \$282                  | 2                |
| Fund vacant Special Projects Administrator 2 position to enhance revenue generating efforts through sponsorship and marketing programs                                    | \$0   | \$75                   | 1                |
| Fill one and fund two Contracts Officer positions to perform enhanced monitoring of community-based organizations   | \$0   | \$225                  | 3                |
| <b>Total</b>  | <b>\$0</b>                                    | <b>\$903</b>           | <b>9</b>         |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Property Appraiser

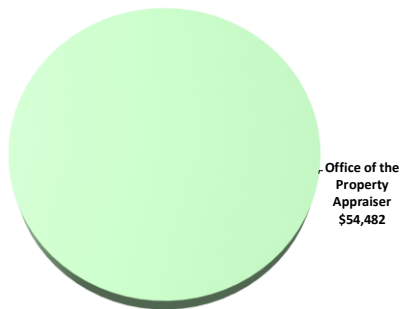
The elected Property Appraiser of Miami-Dade County has the primary responsibility to identify and appraise all real and tangible personal property within the county and certify the annual property tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and state law. Additional responsibilities include the maintenance of all associated property records, the administration of all exemptions, and the annual notification to all property owners in Miami-Dade County of the assessed value of their properties.

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

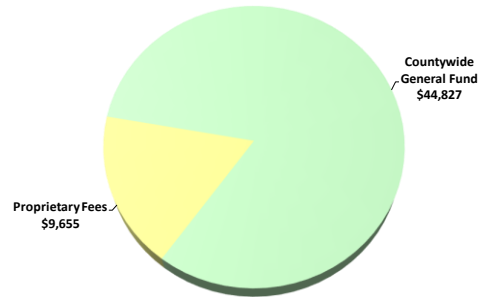
To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The Office's responsibilities are established by the Florida Constitution, Florida Statutes, and DOR rules and regulations. The budget for the Property Appraiser is subject to provisions outlined in Section 195.087 of the Florida Statutes, which include review and approval by DOR.

### FY 2021-22 Adopted Operating Budget

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



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



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

#### PROPERTY APPRAISER OF MIAMI-DADE COUNTY\*

Prepares the annual assessment roll pursuant to Florida Law and Florida Department of Revenue (DOR) guidelines; maintains all associated property records, administers all exemptions and generates the annual notification of proposed taxes to all property owners in Miami-Dade County; acts as liaison with taxing authorities, municipalities and DOR

FY 20-21  
410

FY 21-22  
410

The FY 2021-22 total number of full-time equivalent position is 410 FTEs.

\* Table of Organization is subject to mid-year reorganization

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### ADDITIONAL INFORMATION

- 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 2021-22, 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
- The Office budget has been restructured to streamline and better align with the State of Florida budget reporting requirements
- We appreciate Property Appraiser Pedro Garcia's efforts and his staff's support in the development of the FY 2021-22 Adopted Budget

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2021-22 Adopted Budget and Multi-Year Capital Plan includes the continued 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 \$6.080 million (capital program #2000000955)

### SELECTED ITEM HIGHLIGHTS AND DETAILS

| Line-Item Highlights    | (dollars in thousands) |                    |                    |                        |                    |
|-------------------------|------------------------|--------------------|--------------------|------------------------|--------------------|
|                         | Actual<br>FY 18-19     | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Projection<br>FY 20-21 | Budget<br>FY 21-22 |
| Advertising             | 3                      | 4                  | 5                  | 5                      | 5                  |
| Fuel                    | 17                     | 12                 | 18                 | 18                     | 21                 |
| Overtime                | 215                    | 224                | 150                | 150                    | 150                |
| Rent                    | 0                      | 0                  | 11                 | 11                     | 0                  |
| Security Services       | 1                      | 1                  | 2                  | 2                      | 1                  |
| Temporary Services      | 0                      | 204                | 0                  | 0                      | 0                  |
| Travel and Registration | 6                      | 1                  | 12                 | 12                     | 12                 |
| Utilities               | 110                    | 126                | 112                | 112                    | 112                |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

| (dollars in thousands)                       | Actual<br>FY 18-19 | Actual<br>FY 19-20 | Budget<br>FY 20-21 | Adopted<br>FY 21-22 | (dollars in thousands)                    | Total Funding<br>Budget<br>FY 20-21 | Total Funding<br>Adopted<br>FY 21-22 | Total Positions<br>Budget<br>FY 20-21 | Total Positions<br>Adopted<br>FY 21-22 |
|--|--------------------|--------------------|--------------------|---------------------|---|-------------------------------------|--------------------------------------|---------------------------------------|--|
| <b>Revenue Summary</b>                       |                    |                    |                    |                     | <b>Expenditure By Program</b>             |                                     |                                      |                                       |  |
| General Fund Countywide                      | 40,743             | 42,044             | 43,960             | 44,827              | <b>Strategic Area: General Government</b> |                                     |                                      |                                       |  |
| Carryover                                    | 1,818              | 4,400              | 4,000              | 2,750               | Office of the Property                    | 54,657                              | 54,482                               | 410                                   | 410                                    |
| Interest Income                              | 2                  | 0                  | 0                  | 0                   | Appraiser                                 |                                     |                                      |                                       |  |
| Internal Service Charges                     | 3,041              | 3,735              | 3,893              | 4,109               | Total Operating Expenditures              | 54,657                              | 54,482                               | 410                                   | 410                                    |
| Miscellaneous Revenues                       | 42                 | 24                 | 24                 | 16                  |   |                                     |                                      |                                       |  |
| Reimbursements from                          |                    |                    |                    |                     |   |                                     |                                      |                                       |  |
| Taxing Jurisdictions                         | 3,582              | 3,757              | 2,780              | 2,780               |   |                                     |                                      |                                       |  |
| Total Revenues                               | 49,228             | 53,960             | 54,657             | 54,482              |   |                                     |                                      |                                       |  |
| <b>Operating Expenditures</b>                |                    |                    |                    |                     |   |                                     |                                      |                                       |  |
| <b>Summary</b>                               |                    |                    |                    |                     |   |                                     |                                      |                                       |  |
| Salary                                       | 28,288             | 30,078             | 30,978             | 31,629              |   |                                     |                                      |                                       |  |
| Fringe Benefits                              | 10,998             | 11,557             | 12,164             | 12,583              |   |                                     |                                      |                                       |  |
| Court Costs                                  | 21                 | 12                 | 30                 | 37                  |   |                                     |                                      |                                       |  |
| Contractual Services                         | 1,611              | 2,981              | 7,165              | 2,699               |   |                                     |                                      |                                       |  |
| Other Operating                              | 1,436              | 1,520              | 1,673              | 1,702               |   |                                     |                                      |                                       |  |
| Charges for County Services                  | 1,942              | 2,090              | 2,409              | 2,669               |   |                                     |                                      |                                       |  |
| Capital                                      | 532                | 135                | 238                | 3,163               |   |                                     |                                      |                                       |  |
| Total Operating Expenditures                 | 44,828             | 48,373             | 54,657             | 54,482              |   |                                     |                                      |                                       |  |
| <b>Non-Operating Expenditures</b>            |                    |                    |                    |                     |   |                                     |                                      |                                       |  |
| <b>Summary</b>                               |                    |                    |                    |                     |   |                                     |                                      |                                       |  |
| Transfers                                    | 0                  | 0                  | 0                  | 0                   |   |                                     |                                      |                                       |  |
| Distribution of Funds In Trust               | 0                  | 0                  | 0                  | 0                   |   |                                     |                                      |                                       |  |
| Debt Service                                 | 0                  | 0                  | 0                  | 0                   |   |                                     |                                      |                                       |  |
| Depreciation, Amortizations<br>and Depletion | 0                  | 0                  | 0                  | 0                   |   |                                     |                                      |                                       |  |
| Reserve                                      | 0                  | 0                  | 0                  | 0                   |   |                                     |                                      |                                       |  |
| Total Non-Operating<br>Expenditures          | 0                  | 0                  | 0                  | 0                   |   |                                     |                                      |                                       |  |

### CAPITAL BUDGET SUMMARY

| (dollars in thousands)          | PRIOR | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 | FY 26-27 | FUTURE | TOTAL |
|---------------------------------|-------|----------|----------|----------|----------|----------|----------|--------|-------|
| <b>Revenue</b>                  |       |          |          |          |          |          |          |        |       |
| IT Funding Model                | 0     | 500      | 0        | 0        | 0        | 0        | 0        | 0      | 500   |
| Property Appraiser Operating    | 5,580 | 0        | 0        | 0        | 0        | 0        | 0        | 0      | 5,580 |
| Revenue                         |       |          |          |          |          |          |          |        |       |
| Total:                          | 5,580 | 500      | 0        | 0        | 0        | 0        | 0        | 0      | 6,080 |
| <b>Expenditures</b>             |       |          |          |          |          |          |          |        |       |
| <b>Strategic Area: GG</b>       |       |          |          |          |          |          |          |        |       |
| Computer and Systems Automation | 2,830 | 3,250    | 0        | 0        | 0        | 0        | 0        | 0      | 6,080 |
| Total:                          | 2,830 | 3,250    | 0        | 0        | 0        | 0        | 0        | 0      | 6,080 |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

#### **COMPUTER AIDED MASS APPRAISAL SYSTEM (CAMA) - REPLACEMENT**

**PROGRAM #: 2000000955**



**DESCRIPTION:** Replace the Computer-Aided Mass Appraisal (CAMA) system, the core technology used by the Office of the Property Appraiser in developing the annual property tax roll, to meet current and future operational needs as required by state law

**LOCATION:** 111 NW 1 St  
City of Miami

**District Located:** 5  
**District(s) Served:** Countywide

| <b>REVENUE SCHEDULE:</b>             | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
|--------------------------------------|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| IT Funding Model                     | 0            | 500            | 0              | 0              | 0              | 0              | 0              | 0             | 500          |
| Property Appraiser Operating Revenue | 5,580        | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 5,580        |
| <b>TOTAL REVENUES:</b>               | <b>5,580</b> | <b>500</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>6,080</b> |
| <b>EXPENDITURE SCHEDULE:</b>         | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Technology Hardware/Software         | 2,830        | 3,250          | 0              | 0              | 0              | 0              | 0              | 0             | 6,080        |
| <b>TOTAL EXPENDITURES:</b>           | <b>2,830</b> | <b>3,250</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>6,080</b> |





# SUPPLEMENTAL INFORMATION



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### Non-Departmental

#### CAPITAL BUDGET SUMMARY

| (dollars in thousands)                          | PRIOR          | FY 21-22       | FY 22-23       | FY 23-24       | FY 24-25       | FY 25-26      | FY 26-27      | FUTURE        | TOTAL            |
|---|----------------|----------------|----------------|----------------|----------------|---------------|---------------|---------------|------------------|
| <b>Revenue</b>                                  |                |                |                |                |                |               |               |               |                  |
| Animal Services Trust Fund                      | 28             | 0              | 0              | 0              | 0              | 0             | 0             | 0             | 28               |
| Aviation Revenues                               | 11,885         | 0              | 3,675          | 16,363         | 15,783         | 0             | 0             | 0             | 47,705           |
| BBC GOB Financing                               | 171,503        | 49,839         | 19,354         | 2,000          | 0              | 0             | 0             | 0             | 242,696          |
| Causeway Toll Revenue                           | 344            | 0              | 0              | 0              | 0              | 0             | 0             | 0             | 344              |
| Clerk of the Courts Operating                   | 0              | 139            | 25             | 0              | 20             | 26            | 0             | 0             | 210              |
| <b>Revenue</b>                                  |                |                |                |                |                |               |               |               |                  |
| Convention Development Tax Funds                | 0              | 750            | 0              | 0              | 0              | 0             | 0             | 0             | 750              |
| DERM Operating Non - USF                        | 0              | 0              | 63             | 0              | 21             | 0             | 0             | 0             | 84               |
| Fire Impact Fees                                | 8,825          | 0              | 0              | 0              | 0              | 0             | 0             | 0             | 8,825            |
| Fire Rescue Taxing District                     | 16,606         | 568            | 0              | 0              | 0              | 0             | 0             | 0             | 17,174           |
| Future Financing                                | 0              | 21,651         | 26,005         | 43,367         | 65,027         | 10,500        | 10,500        | 0             | 177,050          |
| General Government Improvement                  | 6,109          | 37,817         | 0              | 0              | 0              | 0             | 0             | 0             | 43,926           |
| <b>Fund (GGIF)</b>                              |                |                |                |                |                |               |               |               |                  |
| ISD Service Fees                                | 0              | 6,891          | 0              | 0              | 0              | 0             | 0             | 0             | 6,891            |
| IT Funding Model                                | 0              | 4,466          | 0              | 0              | 0              | 0             | 0             | 0             | 4,466            |
| Law Enforcement Trust Fund (LETf)               | 8              | 0              | 0              | 0              | 0              | 0             | 0             | 0             | 8                |
| Lease Financing - County                        | 168,515        | 49,188         | 50,811         | 45,877         | 46,554         | 30,167        | 49,691        | 32,000        | 472,802          |
| <b>Bonds/Debt</b>                               |                |                |                |                |                |               |               |               |                  |
| Miami-Dade Library Taxing District              | 1,557          | 264            | 316            | 575            | 891            | 997           | 0             | 0             | 4,599            |
| PROS Departmental Trust Fund                    | 0              | 0              | 167            | 0              | 0              | 0             | 0             | 0             | 167              |
| PROS Operating Revenue                          | 1,151          | 153            | 0              | 0              | 0              | 0             | 0             | 0             | 1,304            |
| Police Operating Revenue                        | 0              | 383            | 0              | 0              | 0              | 0             | 0             | 0             | 383              |
| Quality Neighborhood                            | 23,971         | 10,000         | 0              | 0              | 0              | 0             | 0             | 0             | 33,971           |
| <b>Improvement Program (QNIP) Bond Proceeds</b> |                |                |                |                |                |               |               |               |                  |
| RER Operating Revenue                           | 1,618          | 237            | 65             | 150            | 212            | 67            | 0             | 0             | 2,349            |
| Seaport Revenues                                | 0              | 226            | 263            | 280            | 275            | 0             | 0             | 0             | 1,044            |
| Secondary Gas Tax                               | 0              | 2,085          | 2,085          | 0              | 0              | 0             | 0             | 0             | 4,170            |
| Special Taxing District                         | 405            | 114            | 0              | 0              | 0              | 0             | 0             | 0             | 519              |
| Stormwater Utility                              | 1,692          | 1,544          | 1,520          | 1,509          | 2,030          | 1,015         | 0             | 0             | 9,310            |
| Transit Operating Revenues                      | 0              | 27             | 0              | 0              | 25             | 0             | 0             | 0             | 52               |
| Urban Area Security Initiative Grant            | 0              | 670            | 0              | 0              | 0              | 0             | 0             | 0             | 670              |
| Vehicle Replacement Fund                        | 617            | 0              | 0              | 0              | 0              | 0             | 0             | 0             | 617              |
| Wastewater Renewal Fund                         | 79,129         | 16,195         | 16,232         | 17,006         | 18,069         | 0             | 0             | 0             | 146,630          |
| <b>Total:</b>                                   | <b>493,962</b> | <b>203,207</b> | <b>120,581</b> | <b>127,126</b> | <b>148,907</b> | <b>42,772</b> | <b>60,191</b> | <b>32,000</b> | <b>1,228,745</b> |
| <b>Expenditures</b>                             |                |                |                |                |                |               |               |               |                  |
| <b>Strategic Area: NI</b>                       |                |                |                |                |                |               |               |               |                  |
| Debt  | 0              | 8,926          | 0              | 0              | 0              | 0             | 0             | 0             | 8,926            |
| Drainage Improvements                           | 10,155         | 4,845          | 0              | 0              | 0              | 0             | 0             | 0             | 15,000           |
| GOB Water and Wastewater                        | 1,500          | 500            | 0              | 0              | 0              | 0             | 0             | 0             | 2,000            |
| <b>Projects</b>                                 |                |                |                |                |                |               |               |               |                  |
| Infrastructure Improvements                     | 46,471         | 32,029         | 2,360          | 0              | 0              | 0             | 0             | 0             | 80,860           |
| Local Road Improvements                         | 840            | 6,669          | 0              | 0              | 0              | 0             | 0             | 0             | 7,509            |
| Park, Recreation, and Culture                   | 2,200          | 1,800          | 29             | 0              | 0              | 0             | 0             | 0             | 4,029            |
| <b>Projects</b>                                 |                |                |                |                |                |               |               |               |                  |
| Pedestrian Paths and Bikeways                   | 3,000          | 5,085          | 2,085          | 0              | 0              | 0             | 0             | 0             | 10,170           |
| <b>Strategic Area: GG</b>                       |                |                |                |                |                |               |               |               |                  |
| ADA Accessibility Improvements                  | 0              | 7              | 0              | 0              | 0              | 0             | 0             | 0             | 7                |
| Debt  | 0              | 9,268          | 0              | 0              | 0              | 0             | 0             | 0             | 9,268            |
| Facility Improvements                           | 350            | 350            | 0              | 0              | 0              | 0             | 0             | 0             | 700              |
| Fleet Improvements                              | 291,884        | 85,651         | 86,263         | 93,709         | 94,380         | 42,772        | 60,191        | 32,000        | 786,849          |
| New Facilities                                  | 39,751         | 6,088          | 576            | 0              | 0              | 0             | 0             | 0             | 46,415           |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

|   |         |         |         |         |         |        |        |        |           |
|---|---------|---------|---------|---------|---------|--------|--------|--------|-----------|
| <b>Strategic Area: HS</b>                     |         |         |         |         |         |        |        |        |           |
| Debt  | 0       | 9,683   | 0       | 0       | 0       | 0      | 0      | 0      | 9,683     |
| Facility Improvements                         | 28,000  | 2,000   | 0       | 0       | 0       | 0      | 0      | 0      | 30,000    |
| Health Care Facility Improvements             | 14,813  | 2,200   | 0       | 0       | 0       | 0      | 0      | 0      | 17,013    |
| New Health Care Facilities                    | 33,900  | 2,000   | 0       | 0       | 0       | 0      | 0      | 0      | 35,900    |
| Public Housing Improvements                   | 1,000   | 2,000   | 3,000   | 0       | 0       | 0      | 0      | 0      | 6,000     |
| <b>Strategic Area: PS</b>                     |         |         |         |         |         |        |        |        |           |
| Court Facilities                              | 0       | 500     | 0       | 0       | 0       | 0      | 0      | 0      | 500       |
| Debt  | 0       | 14,022  | 0       | 0       | 0       | 0      | 0      | 0      | 14,022    |
| Infrastructure Improvements                   | 0       | 6,050   | 12,879  | 31,417  | 54,527  | 0      | 0      | 0      | 104,873   |
| <b>Strategic Area: RC</b>                     |         |         |         |         |         |        |        |        |           |
| Cultural, Library, and Educational Facilities | 811     | 8,300   | 9,989   | 0       | 0       | 0      | 0      | 0      | 19,100    |
| Debt  | 0       | 2,921   | 0       | 0       | 0       | 0      | 0      | 0      | 2,921     |
| Facility Improvements                         | 0       | 750     | 0       | 0       | 0       | 0      | 0      | 0      | 750       |
| Infrastructure Improvements                   | 3,000   | 4,500   | 0       | 0       | 0       | 0      | 0      | 0      | 7,500     |
| New Facilities                                | 300     | 550     | 2,900   | 2,000   | 0       | 0      | 0      | 0      | 5,750     |
| Park, Recreation, and Culture Projects        | 1,000   | 1,500   | 500     | 0       | 0       | 0      | 0      | 0      | 3,000     |
| Total:  | 478,975 | 218,194 | 120,581 | 127,126 | 148,907 | 42,772 | 60,191 | 32,000 | 1,228,745 |

### **FUNDED CAPITAL PROGRAMS**

(dollars in thousands)

#### **ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 6 (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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         | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|---------------|--------------|----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 13,000        | 2,000        | 0        | 0        | 0        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL REVENUES:</b>     | <b>13,000</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 13,000        | 2,000        | 0        | 0        | 0        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>13,000</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### BASEBALL - CAPITAL RESERVE FUND (PER AGREEMENT)

PROGRAM #: 2000000562

DESCRIPTION: Provide capital reserve for future stadium capital expenditures

LOCATION: 111 NW 1 St  
City of Miami

District Located:  
District(s) Served:

Countywide  
Countywide



| REVENUE SCHEDULE:                 | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-----------------------------------|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| Convention Development Tax Funds  | 0        | 750        | 0        | 0        | 0        | 0        | 0        | 0        | 750        |
| <b>TOTAL REVENUES:</b>            | <b>0</b> | <b>750</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>750</b> |
| EXPENDITURE SCHEDULE:             | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Building Acquisition/Improvements | 0        | 750        | 0        | 0        | 0        | 0        | 0        | 0        | 750        |
| <b>TOTAL EXPENDITURES:</b>        | <b>0</b> | <b>750</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>750</b> |

### DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2013B)

PROGRAM #: 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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 164        | 0        | 0        | 0        | 0        | 0        | 0        | 164        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>164</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>164</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 164        | 0        | 0        | 0        | 0        | 0        | 0        | 164        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>164</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>164</b> |

### DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2016B)

PROGRAM #: 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    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 58        | 0        | 0        | 0        | 0        | 0        | 0        | 58        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>58</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>58</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 58        | 0        | 0        | 0        | 0        | 0        | 0        | 58        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>58</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>58</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - AMERICANS WITH DISABILITIES ACT (CAPITAL ASSET SERIES 2013B)

**PROGRAM #: 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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 207        | 0        | 0        | 0        | 0        | 0        | 0        | 207        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>207</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>207</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 207        | 0        | 0        | 0        | 0        | 0        | 0        | 207        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>207</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>207</b> |

### DEBT SERVICE - AMERICANS WITH DISABILITIES ACT (CAPITAL ASSET SERIES 2016B)

**PROGRAM #: 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    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 10        | 0        | 0        | 0        | 0        | 0        | 0        | 10        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>10</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 10        | 0        | 0        | 0        | 0        | 0        | 0        | 10        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>10</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10</b> |

### DEBT SERVICE - ANIMAL SERVICES VEHICLES

**PROGRAM #: 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    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 73        | 0        | 0        | 0        | 0        | 0        | 0        | 73        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>73</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>73</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 73        | 0        | 0        | 0        | 0        | 0        | 0        | 73        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>73</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>73</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - ANIMAL SHELTER (CAPITAL ASSET SERIES 2016A)

**PROGRAM #: 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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 812        | 0        | 0        | 0        | 0        | 0        | 0        | 812        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>812</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>812</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 812        | 0        | 0        | 0        | 0        | 0        | 0        | 812        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>812</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>812</b> |

### DEBT SERVICE - BALLPARK STADIUM PROJECT (CAPITAL ASSET SERIES 2011A)

**PROGRAM #: 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    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 2,249        | 0        | 0        | 0        | 0        | 0        | 0        | 2,249        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>2,249</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,249</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 2,249        | 0        | 0        | 0        | 0        | 0        | 0        | 2,249        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>2,249</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,249</b> |

### DEBT SERVICE - BIKE PATH LUDLAM TRAIL (CAPITAL ASSET SERIES 2020C)

**PROGRAM #: 2000002037**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire right-of-way and develop path along former Florida East Coast (FEC) Railroad

LOCATION: Various Sites  
Various Sites

District Located: 6,7  
District(s) Served: Countywide

| REVENUE SCHEDULE:                | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------------|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| PROS Operating Revenue           | 0        | 153        | 0        | 0        | 0        | 0        | 0        | 0        | 153        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>153</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>153</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs | 0        | 153        | 0        | 0        | 0        | 0        | 0        | 0        | 153        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>153</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>153</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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

PROGRAM #: 982040

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

Department

LOCATION: Various Sites  
Various Sites

District Located:  
District(s) Served:

Countywide  
Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 339        | 0        | 0        | 0        | 0        | 0        | 0        | 339        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>339</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>339</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 339        | 0        | 0        | 0        | 0        | 0        | 0        | 339        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>339</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>339</b> |

### DEBT SERVICE - COAST GUARD PROPERTY (CAPITAL ASSET SERIES 2008B)

PROGRAM #: 985070

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to purchase the Coast Guard property for temporary affordable housing

LOCATION: 12300 SW 152 St  
Unincorporated Miami-Dade County

District Located:  
District(s) Served:

9  
Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 2,688        | 0        | 0        | 0        | 0        | 0        | 0        | 2,688        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>2,688</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,688</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 2,688        | 0        | 0        | 0        | 0        | 0        | 0        | 2,688        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>2,688</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,688</b> |

### DEBT SERVICE - COMPUTER AIDED DISPATCH (CAD) (CAPITAL ASSET SERIES 202C)

PROJECT #: 2000002016

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

LOCATION: Various Sites  
Various Sites

District Located:  
District(s) Served:

Countywide  
Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 843        | 0        | 0        | 0        | 0        | 0        | 0        | 843        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>843</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>843</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 843        | 0        | 0        | 0        | 0        | 0        | 0        | 843        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>843</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>843</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - CORRECTIONS FIRE SYSTEMS PHASE 4 (CAPITAL ASSET SERIES 2016B)

**PROGRAM #: 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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 716        | 0        | 0        | 0        | 0        | 0        | 0        | 716        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>716</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>716</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 716        | 0        | 0        | 0        | 0        | 0        | 0        | 716        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>716</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>716</b> |

### DEBT SERVICE - COUNTYWIDE INFRASTRUCTURE INVESTMENT PROGRAM (CIIP)

**PROGRAM #: 2000001461**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire, renovate and build-out county facilities, acquire furniture, fixtures and equipment; and address health and life safety issues

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

| REVENUE SCHEDULE:                | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| ISD Service Fees                 | 0        | 6,891        | 0        | 0        | 0        | 0        | 0        | 0        | 6,891        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>6,891</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>6,891</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs | 0        | 6,891        | 0        | 0        | 0        | 0        | 0        | 0        | 6,891        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>6,891</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>6,891</b> |

### DEBT SERVICE - CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS) (CAPITAL ASSET SERIES 2020C)

**PROGRAM #: 2000002017**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

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

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 793        | 0        | 0        | 0        | 0        | 0        | 0        | 793        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>793</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>793</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 793        | 0        | 0        | 0        | 0        | 0        | 0        | 793        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>793</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>793</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - CUSTOMER SERVICE RELATIONSHIP MANAGEMENT MODERINZATION PROGRAM #: 2000002038 (CAPITAL ASSET 2020C)

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire a Customer Relationship Management (CRM) solution that can store and manage customer information across all County touchpoints, maintain all customer information, and prompts the customer to keep that information up to date and accurate

LOCATION: 11500 NW 25 St      District Located: 12  
Doral      District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 89        | 0        | 0        | 0        | 0        | 0        | 0        | 89        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>89</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>89</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 89        | 0        | 0        | 0        | 0        | 0        | 0        | 89        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>89</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>89</b> |

### DEBT SERVICE - CYBER SECURITY PHASE 1 (SUNSHINE STATE SERIES 2011A) PROGRAM #: 985730

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement technology infrastructure system security

LOCATION: 5680 SW 87 Ave      District Located: Countywide  
Unincorporated Miami-Dade County      District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 499        | 0        | 0        | 0        | 0        | 0        | 0        | 499        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>499</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>499</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 499        | 0        | 0        | 0        | 0        | 0        | 0        | 499        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>499</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>499</b> |

### DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2013B) PROGRAM #: 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      District Located: 5  
City of Miami      District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 654        | 0        | 0        | 0        | 0        | 0        | 0        | 654        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>654</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>654</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 654        | 0        | 0        | 0        | 0        | 0        | 0        | 654        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>654</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>654</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2020C)

**PROGRAM #: 2000002034**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Vote by Mail  
Insertter and a Ballot Sorter to process vote by mail ballots

LOCATION: 2700 NW 87 Ave District Located: 12  
Doral District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 84        | 0        | 0        | 0        | 0        | 0        | 0        | 84        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>84</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>84</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 84        | 0        | 0        | 0        | 0        | 0        | 0        | 84        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>84</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>84</b> |

### DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2013B)

**PROGRAM #: 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 District Located: 12  
Doral District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 525        | 0        | 0        | 0        | 0        | 0        | 0        | 525        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>525</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>525</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 525        | 0        | 0        | 0        | 0        | 0        | 0        | 525        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>525</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>525</b> |

### DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2016B)

**PROGRAM #: 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 District Located: 12  
Doral District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 179        | 0        | 0        | 0        | 0        | 0        | 0        | 179        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>179</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>179</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 179        | 0        | 0        | 0        | 0        | 0        | 0        | 179        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>179</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>179</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2013A)

**PROGRAM #: 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    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| IT Funding Model                 | 0        | 1,575        | 0        | 0        | 0        | 0        | 0        | 0        | 1,575        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>1,575</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,575</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs | 0        | 1,575        | 0        | 0        | 0        | 0        | 0        | 0        | 1,575        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>1,575</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,575</b> |

### DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2020C)

**PROGRAM #: 2000002015**

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    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------------|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| IT Funding Model                 | 0        | 1,933        | 0        | 0        | 0        | 0        | 0        | 0        | 1,933        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>1,933</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,933</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs | 0        | 1,933        | 0        | 0        | 0        | 0        | 0        | 0        | 1,933        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>1,933</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,933</b> |

### DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2020D)

**PROGRAM #: 2000002134**

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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------------|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| IT Funding Model                 | 0        | 958        | 0        | 0        | 0        | 0        | 0        | 0        | 958        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>958</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>958</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs | 0        | 958        | 0        | 0        | 0        | 0        | 0        | 0        | 958        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>958</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>958</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL LEASE SERIES 2018)

**PROGRAM #:** 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:**

N/A

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 1,998        | 0        | 0        | 0        | 0        | 0        | 0        | 1,998        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>1,998</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,998</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 1,998        | 0        | 0        | 0        | 0        | 0        | 0        | 1,998        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>1,998</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,998</b> |

### DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2013B)

**PROGRAM #:** 984120

**DESCRIPTION:** Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

**LOCATION:** 6801 NW 186 St

**District Located:**

1

Unincorporated Miami-Dade County

**District(s) Served:**

Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 203        | 0        | 0        | 0        | 0        | 0        | 0        | 203        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>203</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>203</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 203        | 0        | 0        | 0        | 0        | 0        | 0        | 203        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>203</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>203</b> |

### DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2016B)

**PROGRAM #:** 2000000709

**DESCRIPTION:** Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

**LOCATION:** 6801 NW 186 St

**District Located:**

1

Unincorporated Miami-Dade County

**District(s) Served:**

Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 10        | 0        | 0        | 0        | 0        | 0        | 0        | 10        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>10</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 10        | 0        | 0        | 0        | 0        | 0        | 0        | 10        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>10</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - HELICOPTER

**PROGRAM #:** 2000000938

**DESCRIPTION:** Provide funding for annual debt service payment

**LOCATION:** Various Sites  
Various Sites

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

Countywide  
Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 4,431        | 0        | 0        | 0        | 0        | 0        | 0        | 4,431        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>4,431</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,431</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 4,431        | 0        | 0        | 0        | 0        | 0        | 0        | 4,431        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>4,431</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,431</b> |

### DEBT SERVICE - NARROWBANDING

**PROGRAM #:** 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:**  
**District(s) Served:**

Countywide  
Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 3,296        | 0        | 0        | 0        | 0        | 0        | 0        | 3,296        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>3,296</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,296</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 3,296        | 0        | 0        | 0        | 0        | 0        | 0        | 3,296        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>3,296</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,296</b> |

### DEBT SERVICE - PARK IMPROVEMENTS (CAPITAL ASSET SERIES 2016A)

**PROGRAM #:** 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:**  
**District(s) Served:**

Countywide  
Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 306        | 0        | 0        | 0        | 0        | 0        | 0        | 306        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>306</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>306</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 306        | 0        | 0        | 0        | 0        | 0        | 0        | 306        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>306</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>306</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - POLICE VEHICLES

**PROGRAM #: 2000000245**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire police vehicles  
 LOCATION: Various Sites District Located: Countywide  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 1,172        | 0        | 0        | 0        | 0        | 0        | 0        | 1,172        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>1,172</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,172</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 1,172        | 0        | 0        | 0        | 0        | 0        | 0        | 1,172        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>1,172</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,172</b> |

### DEBT SERVICE - PORTABLE CLASSROOMS FOR HEAD START/EARLY HEAD START PROGRAMS (CAPITAL ASSET SERIES 2013A)

**PROGRAM #: 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 District Located: Countywide  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 184        | 0        | 0        | 0        | 0        | 0        | 0        | 184        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>184</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>184</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 184        | 0        | 0        | 0        | 0        | 0        | 0        | 184        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>184</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>184</b> |

### DEBT SERVICE - PORTABLE CLASSROOMS FOR HEAD START/EARLY HEAD START PROGRAMS (CAPITAL ASSET SERIES 2020D)

**PROGRAM #: 2000002135**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to purchase 17 new portable classrooms to replace older existing units  
 LOCATION: Countywide District Located: Countywide  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 41        | 0        | 0        | 0        | 0        | 0        | 0        | 41        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>41</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>41</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 41        | 0        | 0        | 0        | 0        | 0        | 0        | 41        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>41</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>41</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2019B)

**PROGRAM #: 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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 414        | 0        | 0        | 0        | 0        | 0        | 0        | 414        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>414</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>414</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 414        | 0        | 0        | 0        | 0        | 0        | 0        | 414        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>414</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>414</b> |

### DEBT SERVICE - PUBLIC HEALTH TRUST - EQUIPMENT (CAPITAL ASSET ACQUISITION SERIES 2017A)

**PROGRAM #: 200000933**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment

LOCATION: 1611 NW 12 Ave  
City of Miami

District Located: 3  
District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 3,329        | 0        | 0        | 0        | 0        | 0        | 0        | 3,329        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>3,329</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,329</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 3,329        | 0        | 0        | 0        | 0        | 0        | 0        | 3,329        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>3,329</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,329</b> |

### DEBT SERVICE - PUBLIC HEALTH TRUST - INFRASTRUCTURE (SUNSHINE STATES SERIES 2011A)

**PROGRAM #: 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: Countywide  
District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 1,218        | 0        | 0        | 0        | 0        | 0        | 0        | 1,218        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>1,218</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,218</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 1,218        | 0        | 0        | 0        | 0        | 0        | 0        | 1,218        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>1,218</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,218</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - PUBLIC HOUSING IMPROVEMENTS (CAPITAL ASSET 2016B)

**PROGRAM #: 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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 869        | 0        | 0        | 0        | 0        | 0        | 0        | 869        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>869</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>869</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 869        | 0        | 0        | 0        | 0        | 0        | 0        | 869        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>869</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>869</b> |

### DEBT SERVICE - PUBLIC HOUSING PROJECTS (SUNSHINE STATE SERIES 2011A)

**PROGRAM #: 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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 417        | 0        | 0        | 0        | 0        | 0        | 0        | 417        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>417</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>417</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 417        | 0        | 0        | 0        | 0        | 0        | 0        | 417        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>417</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>417</b> |

### DEBT SERVICE - PUBLIC SERVICE TAX BONDS (SERIES 2011)

**PROGRAM #: 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    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|--|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| General Government Improvement Fund (GGIF) | 0        | 1,150        | 0        | 0        | 0        | 0        | 0        | 0        | 1,150        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>1,150</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,150</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Debt Service/Bond Issuance Costs           | 0        | 1,150        | 0        | 0        | 0        | 0        | 0        | 0        | 1,150        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>1,150</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,150</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2017 (CAPITAL ASSET SERIES 2018A) PROGRAM #: 2000000951

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2017)  
 LOCATION: Unincorporated Miami-Dade County      District Located: Unincorporated Municipal Service Area  
 Unincorporated Miami-Dade County      District(s) Served: Unincorporated Municipal Service Area

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 836        | 0        | 0        | 0        | 0        | 0        | 0        | 836        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>836</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>836</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 836        | 0        | 0        | 0        | 0        | 0        | 0        | 836        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>836</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>836</b> |

### DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2018 (CAPITAL ASSET SERIES 2019A) PROGRAM #: 2000001260

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2019)  
 LOCATION: Unincorporated Miami-Dade County      District Located: Unincorporated Municipal Service Area  
 Unincorporated Miami-Dade County      District(s) Served: Unincorporated Municipal Service Area

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 640        | 0        | 0        | 0        | 0        | 0        | 0        | 640        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>640</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>640</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 640        | 0        | 0        | 0        | 0        | 0        | 0        | 640        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>640</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>640</b> |

### DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2013A) PROGRAM #: 988880

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units  
 LOCATION: 7226 NW 22 Ave      District Located: 2  
 Unincorporated Miami-Dade County      District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 233        | 0        | 0        | 0        | 0        | 0        | 0        | 233        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>233</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>233</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 233        | 0        | 0        | 0        | 0        | 0        | 0        | 233        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>233</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>233</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2020D)

**PROGRAM #: 2000002136**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units

LOCATION: 7226 NW 22 Ave District Located: 2  
Unincorporated Miami-Dade County District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 365        | 0        | 0        | 0        | 0        | 0        | 0        | 365        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>365</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>365</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Debt Service/Bond Issuance Costs           | 0        | 365        | 0        | 0        | 0        | 0        | 0        | 0        | 365        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>365</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>365</b> |

### DEBT SERVICE – CLOUD-BASED AUTOMATED FINGERPRINT SYSTEM (CAPITAL ASSET SERIES 2020C)

**PROGRAM #: 2000002035**

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement a cloud-based automated fingerprint system for the Miami-Dade Police Department

LOCATION: 9105 NW 25 St District Located: Countywide  
Doral District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 55        | 0        | 0        | 0        | 0        | 0        | 0        | 55        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>55</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>55</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 55        | 0        | 0        | 0        | 0        | 0        | 0        | 55        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>55</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>55</b> |

### DEBT SERVICE – LAW ENFORCEMENT RECORDS MANAGEMENT SYSTEM (LERMS) (CAPITAL ASSET SERIES 2020C)

**PROGRAM #: 2000002036**

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement a law enforcement records management system for the Miami-Dade Police Department

LOCATION: 9105 NW 25 St District Located: 12  
Doral District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
|--|----------|-----------|----------|----------|----------|----------|----------|----------|-----------|
| General Government Improvement Fund (GGIF) | 0        | 37        | 0        | 0        | 0        | 0        | 0        | 0        | 37        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>37</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>37</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22   | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL     |
| Debt Service/Bond Issuance Costs           | 0        | 37        | 0        | 0        | 0        | 0        | 0        | 0        | 37        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>37</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>37</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### DISTRICT 1 - PARKS IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001497

DESCRIPTION: Construct and improve park and recreation facilities in Commission District 1 - GOB Project 317  
 LOCATION: Various Sites District Located: 1  
 Various Sites District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|--------------|------------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 1,000        | 1,500        | 500        | 0        | 0        | 0        | 0        | 0        | 3,000        |
| <b>TOTAL REVENUES:</b>     | <b>1,000</b> | <b>1,500</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 1,000        | 1,500        | 500        | 0        | 0        | 0        | 0        | 0        | 3,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>1,000</b> | <b>1,500</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>3,000</b> |

### DISTRICT 3 - NEIGHBORHOOD INFRASTRUCTURE IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001338

DESCRIPTION: Construct and improve neighborhood and public infrastructure improvements in County Commission District 3 - GOB Project 368  
 LOCATION: To Be Determined District Located: 3  
 To Be Determined District(s) Served: 3

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|--------------|-----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 2,200        | 1,800        | 29        | 0        | 0        | 0        | 0        | 0        | 4,029        |
| <b>TOTAL REVENUES:</b>     | <b>2,200</b> | <b>1,800</b> | <b>29</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,029</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23   | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 2,200        | 1,800        | 29        | 0        | 0        | 0        | 0        | 0        | 4,029        |
| <b>TOTAL EXPENDITURES:</b> | <b>2,200</b> | <b>1,800</b> | <b>29</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,029</b> |

### DRAINAGE AND STORM SYSTEM IMPROVEMENTS - CITY OF MIAMI (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001495

DESCRIPTION: Construct stormwater drainage improvements in the City of Miami - GOB Project 304  
 LOCATION: Various Sites District Located: 3,5  
 City of Miami District(s) Served: Countywide

| REVENUE SCHEDULE:           | PRIOR         | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-----------------------------|---------------|--------------|----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing           | 10,155        | 4,845        | 0        | 0        | 0        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL REVENUES:</b>      | <b>10,155</b> | <b>4,845</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |
| EXPENDITURE SCHEDULE:       | PRIOR         | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Infrastructure Improvements | 10,155        | 4,845        | 0        | 0        | 0        | 0        | 0        | 0        | 15,000        |
| <b>TOTAL EXPENDITURES:</b>  | <b>10,155</b> | <b>4,845</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### FLAGLER STREET RECONSTRUCTION

PROGRAM #: 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        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|--------------|--------------|--------------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 3,000        | 3,000        | 0            | 0        | 0        | 0        | 0        | 0        | 6,000         |
| Secondary Gas Tax          | 0            | 2,085        | 2,085        | 0        | 0        | 0        | 0        | 0        | 4,170         |
| <b>TOTAL REVENUES:</b>     | <b>3,000</b> | <b>5,085</b> | <b>2,085</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,170</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 3,000        | 5,085        | 2,085        | 0        | 0        | 0        | 0        | 0        | 10,170        |
| <b>TOTAL EXPENDITURES:</b> | <b>3,000</b> | <b>5,085</b> | <b>2,085</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>10,170</b> |

### FLEET - REPLACEMENT VEHICLES AND SPECIAL EQUIPMENT

PROGRAM #: 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          | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
|---------------------------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Animal Services Trust Fund            | 28             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 28             |
| Aviation Revenues                     | 11,885         | 0             | 3,675         | 16,363        | 15,783        | 0             | 0             | 0             | 47,705         |
| Causeway Toll Revenue                 | 344            | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 344            |
| Clerk of the Courts Operating Revenue | 0              | 139           | 25            | 0             | 20            | 26            | 0             | 0             | 210            |
| DERM Operating Non - USF              | 0              | 0             | 63            | 0             | 21            | 0             | 0             | 0             | 84             |
| Fire Impact Fees                      | 8,825          | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 8,825          |
| Fire Rescue Taxing District           | 16,606         | 568           | 0             | 0             | 0             | 0             | 0             | 0             | 17,174         |
| Future Financing                      | 0              | 15,601        | 13,126        | 11,950        | 10,500        | 10,500        | 10,500        | 0             | 72,177         |
| Law Enforcement Trust Fund (LETF)     | 8              | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 8              |
| Lease Financing - County              | 168,515        | 49,188        | 50,811        | 45,877        | 46,554        | 30,167        | 49,691        | 32,000        | 472,802        |
| <b>Bonds/Debt</b>                     |                |               |               |               |               |               |               |               |                |
| Miami-Dade Library Taxing District    | 1,557          | 264           | 316           | 575           | 891           | 997           | 0             | 0             | 4,599          |
| PROS Departmental Trust Fund          | 0              | 0             | 167           | 0             | 0             | 0             | 0             | 0             | 167            |
| PROS Operating Revenue                | 1,151          | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 1,151          |
| Police Operating Revenue              | 0              | 383           | 0             | 0             | 0             | 0             | 0             | 0             | 383            |
| RER Operating Revenue                 | 1,618          | 237           | 65            | 150           | 212           | 67            | 0             | 0             | 2,349          |
| Seaport Revenues                      | 0              | 226           | 263           | 280           | 275           | 0             | 0             | 0             | 1,044          |
| Special Taxing District               | 405            | 114           | 0             | 0             | 0             | 0             | 0             | 0             | 519            |
| Stormwater Utility                    | 1,692          | 1,544         | 1,520         | 1,509         | 2,030         | 1,015         | 0             | 0             | 9,310          |
| Transit Operating Revenues            | 0              | 27            | 0             | 0             | 25            | 0             | 0             | 0             | 52             |
| Urban Area Security Initiative Grant  | 0              | 670           | 0             | 0             | 0             | 0             | 0             | 0             | 670            |
| Vehicle Replacement Fund              | 617            | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 617            |
| Wastewater Renewal Fund               | 79,129         | 16,195        | 16,232        | 17,006        | 18,069        | 0             | 0             | 0             | 146,630        |
| <b>TOTAL REVENUES:</b>                | <b>292,379</b> | <b>85,156</b> | <b>86,263</b> | <b>93,709</b> | <b>94,380</b> | <b>42,772</b> | <b>60,191</b> | <b>32,000</b> | <b>786,849</b> |
| EXPENDITURE SCHEDULE:                 | PRIOR          | 2021-22       | 2022-23       | 2023-24       | 2024-25       | 2025-26       | 2026-27       | FUTURE        | TOTAL          |
| Automobiles/Vehicles                  | 291,884        | 85,198        | 86,233        | 93,709        | 94,360        | 42,772        | 60,191        | 32,000        | 786,346        |
| Major Machinery and Equipment         | 0              | 453           | 30            | 0             | 20            | 0             | 0             | 0             | 503            |
| <b>TOTAL EXPENDITURES:</b>            | <b>291,884</b> | <b>85,651</b> | <b>86,263</b> | <b>93,709</b> | <b>94,380</b> | <b>42,772</b> | <b>60,191</b> | <b>32,000</b> | <b>786,849</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### HEALTH CARE FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROGRAM #: 2000001514**

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

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

| REVENUE SCHEDULE:                          | PRIOR         | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|--|---------------|--------------|----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing                          | 32,000        | 2,000        | 0        | 0        | 0        | 0        | 0        | 0        | 34,000        |
| General Government Improvement Fund (GGIF) | 1,900         | 0            | 0        | 0        | 0        | 0        | 0        | 0        | 1,900         |
| <b>TOTAL REVENUES:</b>                     | <b>33,900</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>35,900</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR         | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                               | 33,900        | 2,000        | 0        | 0        | 0        | 0        | 0        | 0        | 35,900        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>33,900</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>35,900</b> |

### HIALEAH COURTHOUSE ANNUAL EQUIPMENT AND MAINTENANCE

**PROGRAM #: 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    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|--|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| General Government Improvement Fund (GGIF) | 0        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL REVENUES:</b>                     | <b>0</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |
| EXPENDITURE SCHEDULE:                      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Building Acquisition/Improvements          | 0        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>0</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |

### HOUSING FACILITIES UPGRADES AND IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROGRAM #: 2000001489**

DESCRIPTION: Perform upgrades and improvements to housing facilities maintained by Miami-Dade County

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

| REVENUE SCHEDULE:           | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-----------------------------|--------------|--------------|--------------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing           | 1,000        | 2,000        | 3,000        | 0        | 0        | 0        | 0        | 0        | 6,000        |
| <b>TOTAL REVENUES:</b>      | <b>1,000</b> | <b>2,000</b> | <b>3,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>6,000</b> |
| EXPENDITURE SCHEDULE:       | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements | 1,000        | 2,000        | 3,000        | 0        | 0        | 0        | 0        | 0        | 6,000        |
| <b>TOTAL EXPENDITURES:</b>  | <b>1,000</b> | <b>2,000</b> | <b>3,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>6,000</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - 800 MHZ RADIO COVERAGE IMPROVEMENT AND EQUIPMENT REPLACEMENT PROGRAM #: 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      District Located: Systemwide  
Various Sites      District(s) Served: Systemwide

| REVENUE SCHEDULE:            | PRIOR    | 2021-22    | 2022-23      | 2023-24       | 2024-25       | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|------------------------------|----------|------------|--------------|---------------|---------------|----------|----------|----------|---------------|
| Future Financing             | 0        | 693        | 3,250        | 20,732        | 43,843        | 0        | 0        | 0        | 68,518        |
| <b>TOTAL REVENUES:</b>       | <b>0</b> | <b>693</b> | <b>3,250</b> | <b>20,732</b> | <b>43,843</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>68,518</b> |
| EXPENDITURE SCHEDULE:        | PRIOR    | 2021-22    | 2022-23      | 2023-24       | 2024-25       | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Technology Hardware/Software | 0        | 693        | 3,250        | 20,732        | 43,843        | 0        | 0        | 0        | 68,518        |
| <b>TOTAL EXPENDITURES:</b>   | <b>0</b> | <b>693</b> | <b>3,250</b> | <b>20,732</b> | <b>43,843</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>68,518</b> |

### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 01 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 836        | 664        | 0        | 0        | 0        | 0        | 0        | 0        | 1,500        |
| <b>TOTAL REVENUES:</b>     | <b>836</b> | <b>664</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,500</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 836        | 664        | 0        | 0        | 0        | 0        | 0        | 0        | 1,500        |
| <b>TOTAL EXPENDITURES:</b> | <b>836</b> | <b>664</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,500</b> |

### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 03 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------|------------|------------|------------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing          | 500        | 200        | 210        | 0        | 0        | 0        | 0        | 0        | 910        |
| <b>TOTAL REVENUES:</b>     | <b>500</b> | <b>200</b> | <b>210</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>910</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Construction               | 500        | 200        | 210        | 0        | 0        | 0        | 0        | 0        | 910        |
| <b>TOTAL EXPENDITURES:</b> | <b>500</b> | <b>200</b> | <b>210</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>910</b> |

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### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 04 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 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      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 800        | 450        | 0        | 0        | 0        | 0        | 0        | 0        | 1,250        |
| <b>TOTAL REVENUES:</b>     | <b>800</b> | <b>450</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,250</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 800        | 450        | 0        | 0        | 0        | 0        | 0        | 0        | 1,250        |
| <b>TOTAL EXPENDITURES:</b> | <b>800</b> | <b>450</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,250</b> |

### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 05 (MIAMI BEACH)

PROGRAM #: 607160



DESCRIPTION: Planning and development of the Sabrina Cohen Foundation Adaptive Recreation Center

LOCATION: 5301 Collins Ave District Located: 5  
Miami Beach District(s) Served: 5

| REVENUE SCHEDULE:          | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------|----------|------------|----------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing          | 0        | 577        | 0        | 0        | 0        | 0        | 0        | 0        | 577        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>577</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>577</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Construction               | 0        | 577        | 0        | 0        | 0        | 0        | 0        | 0        | 577        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>577</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>577</b> |

### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 06 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 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        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|--------------|--------------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 2,000        | 1,223        | 2,000        | 0        | 0        | 0        | 0        | 0        | 5,223        |
| <b>TOTAL REVENUES:</b>     | <b>2,000</b> | <b>1,223</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,223</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 2,000        | 1,223        | 2,000        | 0        | 0        | 0        | 0        | 0        | 5,223        |
| <b>TOTAL EXPENDITURES:</b> | <b>2,000</b> | <b>1,223</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,223</b> |

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### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 07 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 4,000        | 851        | 0        | 0        | 0        | 0        | 0        | 0        | 4,851        |
| <b>TOTAL REVENUES:</b>     | <b>4,000</b> | <b>851</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,851</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 4,000        | 851        | 0        | 0        | 0        | 0        | 0        | 0        | 4,851        |
| <b>TOTAL EXPENDITURES:</b> | <b>4,000</b> | <b>851</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,851</b> |

### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 08 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 4,704        | 800        | 0        | 0        | 0        | 0        | 0        | 0        | 5,504        |
| <b>TOTAL REVENUES:</b>     | <b>4,704</b> | <b>800</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,504</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 4,704        | 800        | 0        | 0        | 0        | 0        | 0        | 0        | 5,504        |
| <b>TOTAL EXPENDITURES:</b> | <b>4,704</b> | <b>800</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,504</b> |

### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 10 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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         | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|---------------|------------|----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 11,969        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 12,169        |
| <b>TOTAL REVENUES:</b>     | <b>11,969</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>12,169</b> |
| EXPENDITURE SCHEDULE:      | PRIOR         | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 11,969        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 12,169        |
| <b>TOTAL EXPENDITURES:</b> | <b>11,969</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>12,169</b> |

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### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 11 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 4,000        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 4,500        |
| <b>TOTAL REVENUES:</b>     | <b>4,000</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,500</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 4,000        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 4,500        |
| <b>TOTAL EXPENDITURES:</b> | <b>4,000</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,500</b> |

### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 12 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing          | 500        | 441        | 0        | 0        | 0        | 0        | 0        | 0        | 941        |
| <b>TOTAL REVENUES:</b>     | <b>500</b> | <b>441</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>941</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Construction               | 500        | 441        | 0        | 0        | 0        | 0        | 0        | 0        | 941        |
| <b>TOTAL EXPENDITURES:</b> | <b>500</b> | <b>441</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>941</b> |

### INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 13 (UMSA) (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROGRAM #: 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      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|----------------------------|------------|------------|------------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing          | 200        | 150        | 150        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL REVENUES:</b>     | <b>200</b> | <b>150</b> | <b>150</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Construction               | 200        | 150        | 150        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL EXPENDITURES:</b> | <b>200</b> | <b>150</b> | <b>150</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |

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### INFRASTRUCTURE IMPROVEMENTS - PINECREST (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001555



DESCRIPTION: PROGRAM #:

LOCATION: PROGRAM #:

PROGRAM #:

District Located: 7

District(s) Served: 7

| REVENUE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing           | 250        | 250        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL REVENUES:</b>      | <b>250</b> | <b>250</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |
| EXPENDITURE SCHEDULE:       | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Infrastructure Improvements | 250        | 250        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL EXPENDITURES:</b>  | <b>250</b> | <b>250</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |

### INFRASTRUCTURE IMPROVEMENTS - SOUTH MIAMI (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001554



DESCRIPTION: Construct infrastructure improvements to include but not limited to sidewalks, resurfacing and guardrails in the City of South Miami

LOCATION: Various Sites  
South Miami

District Located: 7

District(s) Served: 7

| REVENUE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing           | 250        | 250        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL REVENUES:</b>      | <b>250</b> | <b>250</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |
| EXPENDITURE SCHEDULE:       | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Infrastructure Improvements | 250        | 250        | 0        | 0        | 0        | 0        | 0        | 0        | 500        |
| <b>TOTAL EXPENDITURES:</b>  | <b>250</b> | <b>250</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>500</b> |

### INFRASTRUCTURE IMPROVEMENTS - UHF RADIO COVERAGE IMPROVEMENT AND EQUIPMENT REPLACEMENT

PROGRAM #: 2000001460



DESCRIPTION: Improve the County's UHF radio coverage by replacing radio site generators, portable radios and constructing radio site shelters

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located: Countywide

District(s) Served: Countywide

| REVENUE SCHEDULE:                | PRIOR    | 2021-22      | 2022-23      | 2023-24       | 2024-25       | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------------|----------|--------------|--------------|---------------|---------------|----------|----------|----------|---------------|
| Future Financing                 | 0        | 5,357        | 9,629        | 10,685        | 10,684        | 0        | 0        | 0        | 36,355        |
| <b>TOTAL REVENUES:</b>           | <b>0</b> | <b>5,357</b> | <b>9,629</b> | <b>10,685</b> | <b>10,684</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>36,355</b> |
| EXPENDITURE SCHEDULE:            | PRIOR    | 2021-22      | 2022-23      | 2023-24       | 2024-25       | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction                     | 0        | 980          | 980          | 0             | 0             | 0        | 0        | 0        | 1,960         |
| Furniture Fixtures and Equipment | 0        | 1,614        | 1,614        | 6,413         | 6,412         | 0        | 0        | 0        | 16,053        |
| Technology Hardware/Software     | 0        | 2,763        | 7,035        | 4,272         | 4,272         | 0        | 0        | 0        | 18,342        |
| <b>TOTAL EXPENDITURES:</b>       | <b>0</b> | <b>5,357</b> | <b>9,629</b> | <b>10,685</b> | <b>10,684</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>36,355</b> |

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### INFRASTRUCTURE IMPROVEMENTS ON COUNTY MAINTAINED RIGHTS-OF-WAY (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001483

DESCRIPTION: Perform infrastructure upgrades and improvements on County-maintained rights-of-way to include roads, sidewalks and bridges

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 3,964        | 4,000        | 0        | 0        | 0        | 0        | 0        | 0        | 7,964        |
| <b>TOTAL REVENUES:</b>     | <b>3,964</b> | <b>4,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,964</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 3,964        | 4,000        | 0        | 0        | 0        | 0        | 0        | 0        | 7,964        |
| <b>TOTAL EXPENDITURES:</b> | <b>3,964</b> | <b>4,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,964</b> |

### JACKSON HEALTH CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 981940

DESCRIPTION: Partner with Jackson Health System to provide healthcare opportunities

LOCATION: To Be Determined  
To Be Determined

District Located: 6  
District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|--------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 7,500        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 7,700        |
| <b>TOTAL REVENUES:</b>     | <b>7,500</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,700</b> |
| EXPENDITURE SCHEDULE:      | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 7,500        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 7,700        |
| <b>TOTAL EXPENDITURES:</b> | <b>7,500</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,700</b> |

### JACKSON HEALTH SYSTEM FACILITIES UPGRADES AND IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001487

DESCRIPTION: Perform upgrades and improvements to Jackson Health System facilities to include life safety, HVAC and electrical improvements

LOCATION: Various Sites  
To Be Determined

District Located: Countywide  
District(s) Served: Countywide

| REVENUE SCHEDULE:           | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-----------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing           | 3,313        | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 4,313        |
| <b>TOTAL REVENUES:</b>      | <b>3,313</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,313</b> |
| EXPENDITURE SCHEDULE:       | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements | 3,313        | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 4,313        |
| <b>TOTAL EXPENDITURES:</b>  | <b>3,313</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>4,313</b> |

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### JACKSON HEALTH SYSTEM SMART ROOMS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001486

DESCRIPTION: Construct SMART rooms at Jackson Health System facilities

LOCATION: Various Sites

To Be Determined

District Located:

Countywide

District(s) Served:

Countywide

| REVENUE SCHEDULE:           | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-----------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing           | 4,000        | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 5,000        |
| <b>TOTAL REVENUES:</b>      | <b>4,000</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,000</b> |
| EXPENDITURE SCHEDULE:       | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements | 4,000        | 1,000        | 0        | 0        | 0        | 0        | 0        | 0        | 5,000        |
| <b>TOTAL EXPENDITURES:</b>  | <b>4,000</b> | <b>1,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,000</b> |

### MUNICIPAL PROJECTS - CULTURAL, LIBRARY AND MULTICULTURAL EDUCATIONAL FACILITIES (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 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:

5

District(s) Served:

Countywide

| REVENUE SCHEDULE:          | PRIOR      | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|----------------------------|------------|--------------|--------------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing          | 511        | 8,000        | 9,989        | 0        | 0        | 0        | 0        | 0        | 18,500        |
| <b>TOTAL REVENUES:</b>     | <b>511</b> | <b>8,000</b> | <b>9,989</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>18,500</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22      | 2022-23      | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Construction               | 511        | 8,000        | 9,989        | 0        | 0        | 0        | 0        | 0        | 18,500        |
| <b>TOTAL EXPENDITURES:</b> | <b>511</b> | <b>8,000</b> | <b>9,989</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>18,500</b> |

### NOT-FOR-PROFIT CAPITAL FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001556

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         | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
|-----------------------------|---------------|--------------|----------|----------|----------|----------|----------|----------|---------------|
| BBC GOB Financing           | 28,000        | 2,000        | 0        | 0        | 0        | 0        | 0        | 0        | 30,000        |
| <b>TOTAL REVENUES:</b>      | <b>28,000</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>30,000</b> |
| EXPENDITURE SCHEDULE:       | PRIOR         | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL         |
| Infrastructure Improvements | 28,000        | 2,000        | 0        | 0        | 0        | 0        | 0        | 0        | 30,000        |
| <b>TOTAL EXPENDITURES:</b>  | <b>28,000</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>30,000</b> |

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### OPA-LOCKA CITY HALL RESTORATION AND RENOVATION (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001557

DESCRIPTION: Perform upgrades, restoration and renovations to Historic Opa-Locka City Hall  
 LOCATION: Sharazad Blvd  
 Opa-locka

District Located: 1  
 District(s) Served: Countywide

| REVENUE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing           | 300        | 300        | 0        | 0        | 0        | 0        | 0        | 0        | 600        |
| <b>TOTAL REVENUES:</b>      | <b>300</b> | <b>300</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>600</b> |
| EXPENDITURE SCHEDULE:       | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Infrastructure Improvements | 300        | 300        | 0        | 0        | 0        | 0        | 0        | 0        | 600        |
| <b>TOTAL EXPENDITURES:</b>  | <b>300</b> | <b>300</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>600</b> |

### PARK AND RECREATIONAL FACILITIES - BAL HARBOUR (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001560

DESCRIPTION: Reconstruct existing jetty and area under the Haulover Inlet Bridge to improve the safety and aesthetics of the public space  
 LOCATION: Haulover Inlet Bridge  
 Bal Harbour

District Located: 4  
 District(s) Served: Countywide

| REVENUE SCHEDULE:           | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-----------------------------|--------------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing           | 3,000        | 4,500        | 0        | 0        | 0        | 0        | 0        | 0        | 7,500        |
| <b>TOTAL REVENUES:</b>      | <b>3,000</b> | <b>4,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,500</b> |
| EXPENDITURE SCHEDULE:       | PRIOR        | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements | 3,000        | 4,500        | 0        | 0        | 0        | 0        | 0        | 0        | 7,500        |
| <b>TOTAL EXPENDITURES:</b>  | <b>3,000</b> | <b>4,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>7,500</b> |

### PARK AND RECREATIONAL FACILITIES - NORTH MIAMI (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001975

DESCRIPTION: Development of Cagni North Park  
 LOCATION: 700 NE 137 St  
 North Miami

District Located: 2  
 District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR      | 2021-22    | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|------------|------------|--------------|--------------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 250        | 250        | 2,500        | 2,000        | 0        | 0        | 0        | 0        | 5,000        |
| <b>TOTAL REVENUES:</b>     | <b>250</b> | <b>250</b> | <b>2,500</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,000</b> |
| EXPENDITURE SCHEDULE:      | PRIOR      | 2021-22    | 2022-23      | 2023-24      | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 250        | 250        | 2,500        | 2,000        | 0        | 0        | 0        | 0        | 5,000        |
| <b>TOTAL EXPENDITURES:</b> | <b>250</b> | <b>250</b> | <b>2,500</b> | <b>2,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>5,000</b> |



## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### PARK AND RECREATIONAL FACILITIES - NORTH MIAMI BEACH (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001559

DESCRIPTION: Construct Washington Park and Community Center

LOCATION: To Be Determined  
North Miami Beach

District Located: 2  
District(s) Served: Countywide

| REVENUE SCHEDULE:           | PRIOR     | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-----------------------------|-----------|------------|------------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing           | 50        | 300        | 400        | 0        | 0        | 0        | 0        | 0        | 750        |
| <b>TOTAL REVENUES:</b>      | <b>50</b> | <b>300</b> | <b>400</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>750</b> |
| EXPENDITURE SCHEDULE:       | PRIOR     | 2021-22    | 2022-23    | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Infrastructure Improvements | 50        | 300        | 400        | 0        | 0        | 0        | 0        | 0        | 750        |
| <b>TOTAL EXPENDITURES:</b>  | <b>50</b> | <b>300</b> | <b>400</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>750</b> |

### PUBLIC SERVICES OUTREACH FACILITIES - BAL HARBOUR (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 2000001558

DESCRIPTION: Construct a new City Hall/Police building or renovate existing facilities

LOCATION: 655 NW 96 ST  
Bal Harbour

District Located: 4  
District(s) Served: 4

| REVENUE SCHEDULE:           | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
|-----------------------------|------------|------------|----------|----------|----------|----------|----------|----------|------------|
| BBC GOB Financing           | 763        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 963        |
| <b>TOTAL REVENUES:</b>      | <b>763</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>963</b> |
| EXPENDITURE SCHEDULE:       | PRIOR      | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL      |
| Infrastructure Improvements | 763        | 200        | 0        | 0        | 0        | 0        | 0        | 0        | 963        |
| <b>TOTAL EXPENDITURES:</b>  | <b>763</b> | <b>200</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>963</b> |

### PUERTO RICAN COMMUNITY CENTER (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROGRAM #: 111760

DESCRIPTION: Construct or acquire a Puerto Rican Community Center

LOCATION: 2900 NW 5 Ave  
City of Miami

District Located: 3  
District(s) Served: Countywide

| REVENUE SCHEDULE:          | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|----------------------------|----------|--------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing          | 0        | 2,500        | 0        | 0        | 0        | 0        | 0        | 0        | 2,500        |
| <b>TOTAL REVENUES:</b>     | <b>0</b> | <b>2,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,500</b> |
| EXPENDITURE SCHEDULE:      | PRIOR    | 2021-22      | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Construction               | 0        | 2,500        | 0        | 0        | 0        | 0        | 0        | 0        | 2,500        |
| <b>TOTAL EXPENDITURES:</b> | <b>0</b> | <b>2,500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,500</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

### QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP)

**PROGRAM #:** 200000581

**DESCRIPTION:** Resurface sidewalks, install calming devices, landscape, provide park improvements and complete various drainage projects

**LOCATION:** Various Sites

Unincorporated Miami-Dade County

**District Located:**

Unincorporated Municipal Service Area

**District(s) Served:**

Unincorporated Municipal Service Area

| <b>REVENUE SCHEDULE:</b>                                      | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
|---|---------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|---------------|
| Quality Neighborhood Improvement Program (QNIP) Bond Proceeds | 23,971        | 10,000         | 0              | 0              | 0              | 0              | 0              | 0             | 33,971        |
| <b>TOTAL REVENUES:</b>  | <b>23,971</b> | <b>10,000</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>33,971</b> |
| <b>EXPENDITURE SCHEDULE:</b>                                  | <b>PRIOR</b>  | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b>  |
| Infrastructure Improvements                                   | 12,498        | 21,473         | 0              | 0              | 0              | 0              | 0              | 0             | 33,971        |
| <b>TOTAL EXPENDITURES:</b>                                    | <b>12,498</b> | <b>21,473</b>  | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>33,971</b> |

### REPAIRS AND RENOVATIONS - GENERAL GOVERNMENT IMPROVEMENT PROGRAM

**PROGRAM #:** 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

| <b>REVENUE SCHEDULE:</b>                   | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
|--|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| General Government Improvement Fund (GGIF) | 700          | 0              | 0              | 0              | 0              | 0              | 0              | 0             | 700          |
| <b>TOTAL REVENUES:</b>                     | <b>700</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>700</b>   |
| <b>EXPENDITURE SCHEDULE:</b>               | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Infrastructure Improvements                | 350          | 350            | 0              | 0              | 0              | 0              | 0              | 0             | 700          |
| <b>TOTAL EXPENDITURES:</b>                 | <b>350</b>   | <b>350</b>     | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>700</b>   |

### ROADWAY IMPROVEMENTS

**PROGRAM #:** 2000001302

**DESCRIPTION:** Provide various roadways improvements within the Unincorporated Municipal Service Areas (UMSA)

**LOCATION:** Various Sites

Unincorporated Miami-Dade County

**District Located:**

2,3,6,11,13

**District(s) Served:**

Countywide

| <b>REVENUE SCHEDULE:</b>                   | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
|--|--------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
| General Government Improvement Fund (GGIF) | 3,509        | 4,000          | 0              | 0              | 0              | 0              | 0              | 0             | 7,509        |
| <b>TOTAL REVENUES:</b>                     | <b>3,509</b> | <b>4,000</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>7,509</b> |
| <b>EXPENDITURE SCHEDULE:</b>               | <b>PRIOR</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> | <b>2024-25</b> | <b>2025-26</b> | <b>2026-27</b> | <b>FUTURE</b> | <b>TOTAL</b> |
| Infrastructure Improvements                | 840          | 6,669          | 0              | 0              | 0              | 0              | 0              | 0             | 7,509        |
| <b>TOTAL EXPENDITURES:</b>                 | <b>840</b>   | <b>6,669</b>   | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>      | <b>7,509</b> |

## FY 2021 - 22 Adopted Budget and Multi-Year Capital Plan

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**WATER, SEWER AND FLOOD CONTROL SYSTEMS - SOUTH MIAMI (BUILDING BETTER COMMUNITIES BOND PROGRAM)**

**PROGRAM #: 2000001496**

DESCRIPTION: Construct and improve water, sewer and flood control systems in South Miami

LOCATION: Various Sites  
South Miami

District Located:

7

District(s) Served:

Countywide

| REVENUE SCHEDULE:           | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
|-----------------------------|--------------|------------|----------|----------|----------|----------|----------|----------|--------------|
| BBC GOB Financing           | 1,500        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 2,000        |
| <b>TOTAL REVENUES:</b>      | <b>1,500</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,000</b> |
| EXPENDITURE SCHEDULE:       | PRIOR        | 2021-22    | 2022-23  | 2023-24  | 2024-25  | 2025-26  | 2026-27  | FUTURE   | TOTAL        |
| Infrastructure Improvements | 1,500        | 500        | 0        | 0        | 0        | 0        | 0        | 0        | 2,000        |
| <b>TOTAL EXPENDITURES:</b>  | <b>1,500</b> | <b>500</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>2,000</b> |

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EQUITY



ECONOMY



MIAMIDADE.GOV OR CALL 311



ENVIRONMENT



ENGAGEMENT