



2021-2022 | Volume 3

**STRATEGIC AREAS:**

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

EQUITY



ECONOMY



**PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN**

MIAMI-DADE COUNTY, FLORIDA



ENVIRONMENT



ENGAGEMENT





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





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

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## How to Read a Department's Budget Narrative

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

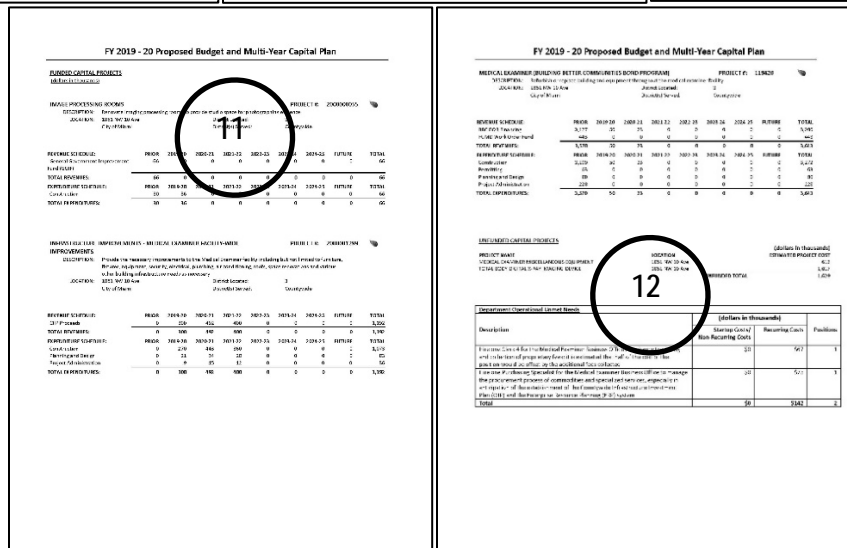
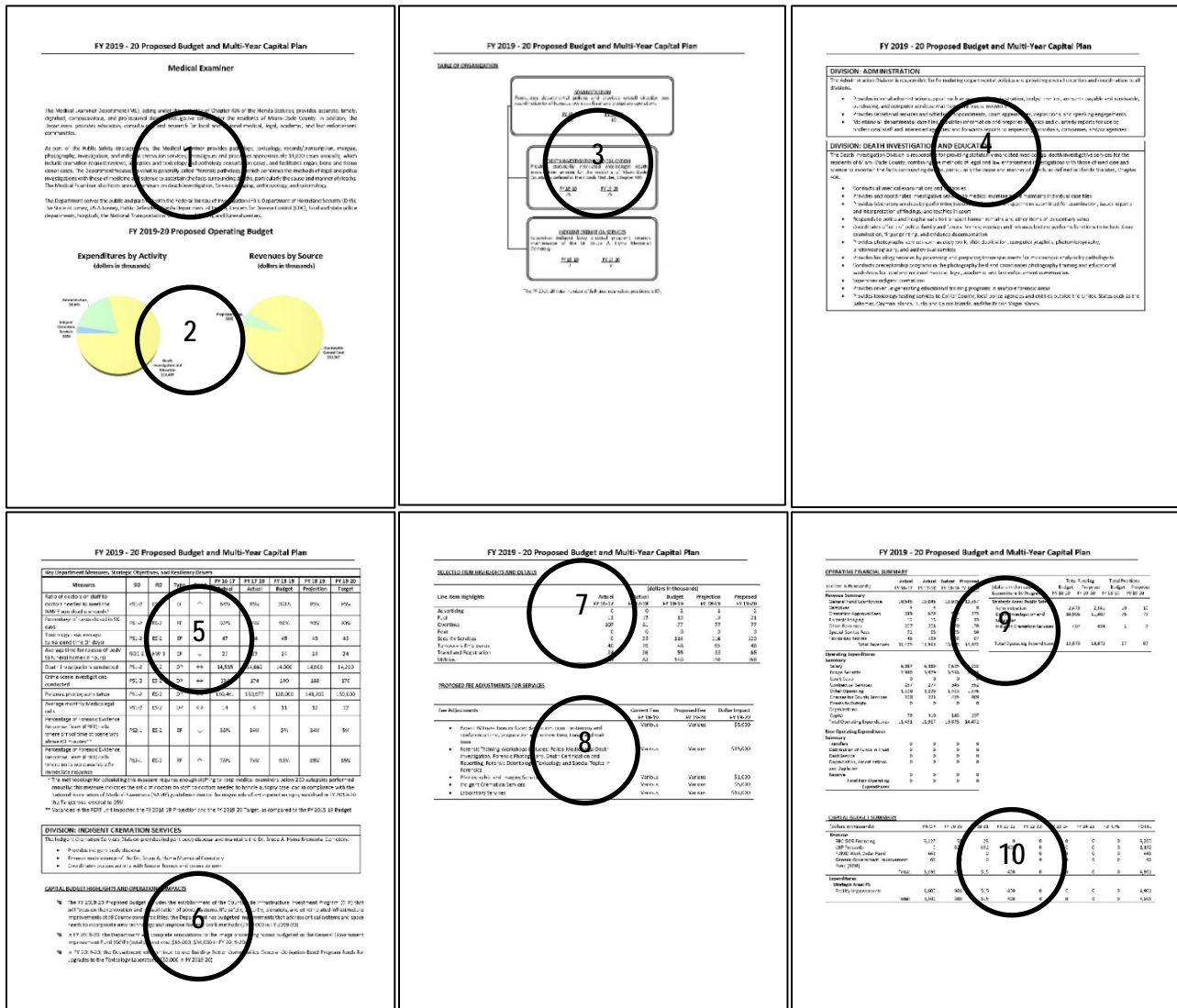
To ensure Miami-Dade County is growing as a resilient government, as part of our Strategic Plan refresh, unit measures are now being classified by Resilience Driver, as defined by the Rockefeller Foundation's City Resilience Framework (CRF), as well as the classification by Strategic Objective. Strategic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

### Animal Services

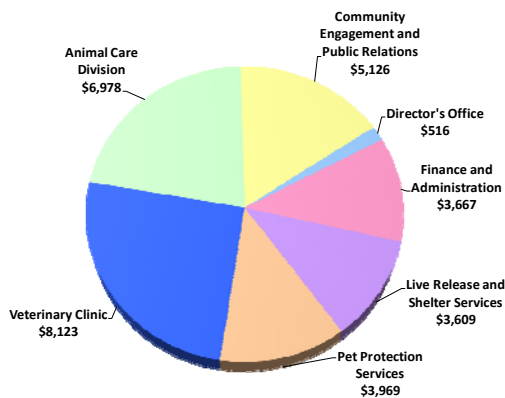
The Miami-Dade County Animal Services Department (ASD) saves the lives of abandoned animals and ensures public safety and health by promoting animal welfare, enforcing animal cruelty laws, providing access to free or low cost vaccinations and spay/neuter programs and educating the community regarding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

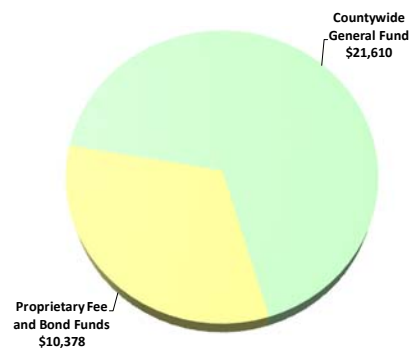
ASD partners with the Miami-Dade Police Department and law enforcement agencies countywide by providing training to identify and report animal cruelty. ASD will continue its spay/neuter community partnerships with the Humane Society of Greater Miami (HSGM) and the Miami Veterinary Foundation (MVF) along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

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

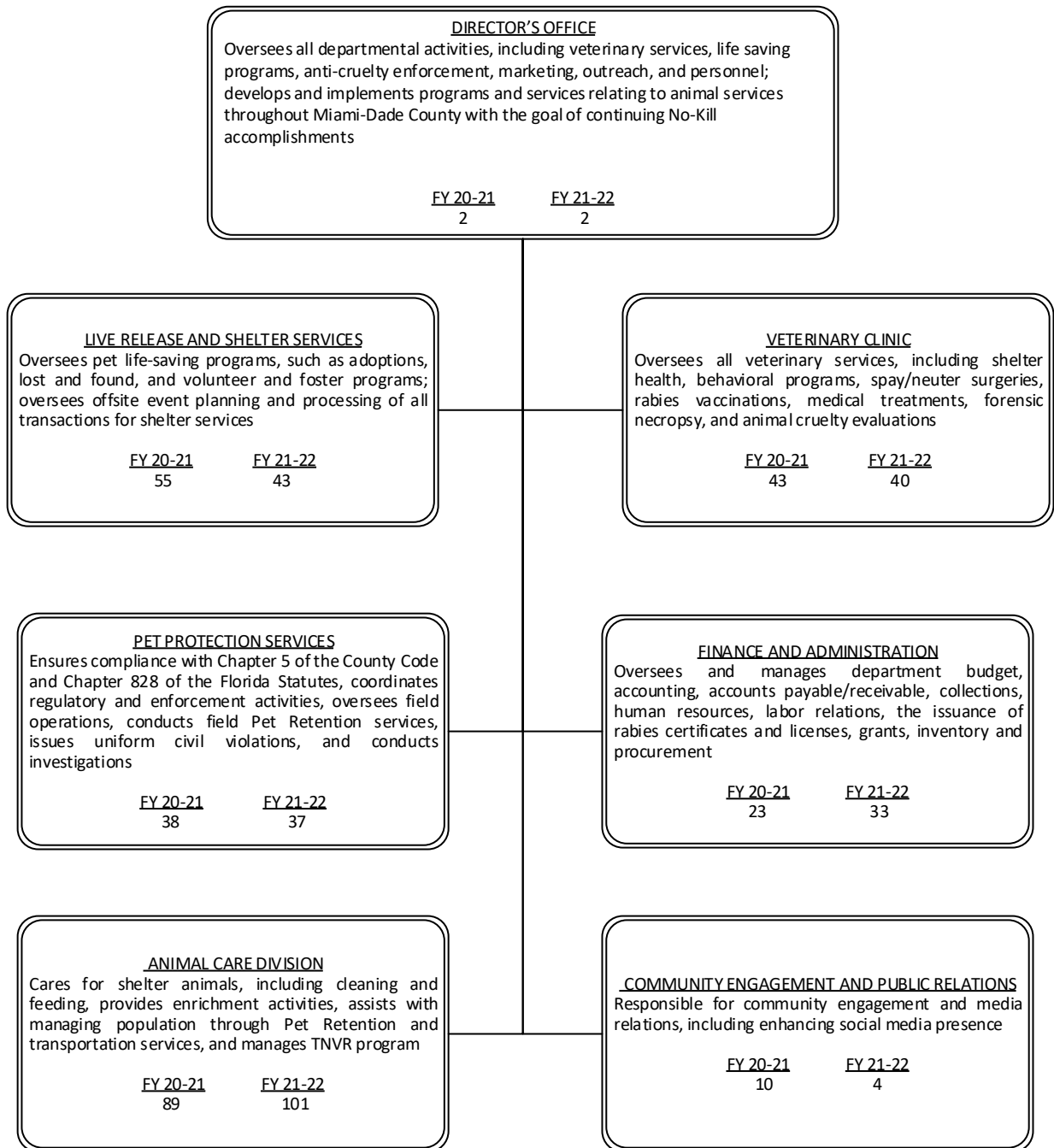


**Revenues by Source**  
(dollars in thousands)



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

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 260.6

## FY 2021 - 22 Proposed 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 Proposed 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

- During FY 2020-21, one position was transferred to the Finance and Administration Division to support finance and collection activities
- 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)
- 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



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

### 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

- 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)

### 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

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

### DIVISION COMMENTS

- 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

- 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)

### **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	OC	↑	24,191	23,244	24,500	25,000	25,000

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

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

### DIVISION COMMENTS

- **During the summer of FY 2020-21, the Department will determine how to best implement the additional \$1.3 million in enhancements for spay and neutering and any additional resources that may be required will be requested to the Board in September**
- The FY 2021-22 Proposed 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 Proposed Budget funds ASD's agreement with the Miami Veterinary Foundation to provide low cost spay/neuter services via private veterinarians in the community at a value of \$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 Proposed 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

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2021-22 Proposed Budget and Multi-Year Capital Plan includes the continuation of the Countywide Infrastructure Investment Program (CIIP) that will focus on infrastructure improvements at all County-owned facilities to include but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevators, roofs, and various other building infrastructure repairs and renovations as needed (total project cost \$988,00, \$483,000 in FY 2021-22)

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed FY 21-22
Advertising	722	547	785	705	785
Fuel	108	102	126	100	129
Overtime	256	255	280	218	285
Rent	26	30	20	20	20
Security Services	366	448	400	409	457
Temporary Services	15	51	80	12	50
Travel and Registration	87	43	90	42	90
Utilities	365	378	396	405	453

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

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	(dollars in thousands)	Total Funding Budget FY 20-21	Proposed FY 21-22	Total Positions Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>					<b>Expenditure By Program</b>				
General Fund Countywide	13,945	15,724	17,236	21,610	<b>Strategic Area: Neighborhood and Infrastructure</b>				
Animal License Fees from Licensing Stations	6,694	6,403	6,800	6,700	Director's Office	483	516	2	2
Animal License Fees from Shelter	2,051	1,724	2,050	1,770	Live Release and Shelter Services	4,107	3,609	55	43
Animal Shelter Fees	1,444	1,193	1,409	1,318	Pet Protection Services	3,917	3,969	38	37
Carryover	154	321	0	155	Finance and Administration	2,669	3,667	23	33
Code Violation Fines	1,926	1,229	1,960	500	Animal Care Division	5,864	6,978	89	101
Donations	177	107	94	100	Community Engagement and Public Relations	5,358	5,126	10	4
Grants From Other Local Units	288	0	0	0	Veterinary Clinic	7,307	8,123	43	40
Miscellaneous Revenues	134	276	90	40	Total Operating Expenditures	29,705	31,988	260	260
Surcharge Revenues	145	103	160	50					
Total Revenues	26,958	27,080	29,799	32,243					
<b>Operating Expenditures 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 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 Summary</b>									
Transfers	18	99	94	255					
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	18	99	94	255					

### 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	455	483	0	0	0	0	0	0	938
Capital Asset Series 2020C Bonds	50	0	0	0	0	0	0	0	50
Total:	505	483	0	0	0	0	0	0	988
<b>Expenditures</b>									
<b>Strategic Area: NI</b>									
Infrastructure Improvements	505	483	0	0	0	0	0	0	988
Total:	505	483	0	0	0	0	0	0	988



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

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### INFRASTRUCTURE IMPROVEMENTS - ANIMAL SERVICES FACILITIES SYSTEMWIDE

PROJECT #: 2000001284

DESCRIPTION: Acquire property adjacent to the Pet Adoption and Protection Center (PAPC), develop a dog park adjacent to the Liberty City Spay/Neuter Clinic and provide various miscellaneous infrastructure and security improvements to facilities

LOCATION: Various Sites  
Throughout Miami-Dade County

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



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
CIIP Program Revenues	455	483	0	0	0	0	0	0	938
Capital Asset Series 2020C Bonds	50	0	0	0	0	0	0	0	50
<b>TOTAL REVENUES:</b>	<b>505</b>	<b>483</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>988</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Art Allowance	0	7	0	0	0	0	0	0	7
Construction	316	402	0	0	0	0	0	0	718
Permitting	8	1	0	0	0	0	0	0	9
Planning and Design	129	28	0	0	0	0	0	0	157
Project Administration	14	0	0	0	0	0	0	0	14
Project Contingency	38	45	0	0	0	0	0	0	83
<b>TOTAL EXPENDITURES:</b>	<b>505</b>	<b>483</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>988</b>

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund two Transport Operators (TNVR Drivers)	\$0	\$111,000	2
Fund one Investigator for the Humane Services Response Team	\$0	\$82,000	1
Fund two Veterinary Technicians to assist in surgical procedures and vet care	\$0	\$130,000	2
Fund one Clerk 4 to provide additional event support	\$0	\$68,000	1
Fund one Clerk 4 to assist with the Foster Program	\$0	\$68,000	1
Fund one Maintenance Mechanic to service and maintain HVAC system	\$0	\$67,000	1
Fund one Administrative Officer 2 to serve as community liaison	\$0	\$83,000	0
Fund one Training Specialist 2 to provide additional support to the Training Bureau	\$0	\$83,000	1
Fund one Accountant 1 to process payables and accounting transactions	\$0	\$77,000	1
Fund one Personnel Specialist 2 to oversee payroll processing and records management	\$0	\$80,000	1
Fund one Administrative Officer 2 to assist with community outreach	\$0	\$83,000	1
Fund one Accountant 2 to oversee and approve payables	\$0	\$93,000	1
<b>Total</b>	<b>\$0</b>	<b>\$1,025,000</b>	<b>13</b>

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

### Solid Waste Management

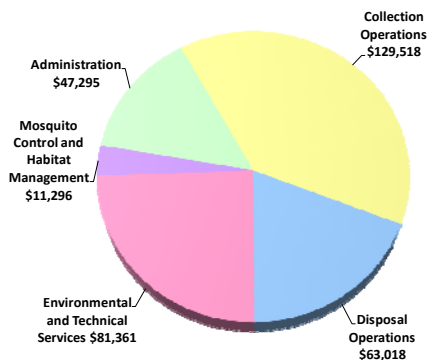
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, provides mosquito control services and enforces County ordinances as appropriate countywide.

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

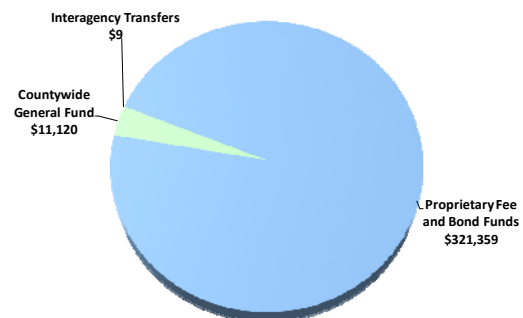
In fulfilling its purpose, DSWM provides disposal services to municipalities and private haulers and manages an agreement for the operation of the Resource Recovery facility. Landscape businesses also obtain permits from DSWM for use of the TRCs, landfills and the resource recovery facility. The Department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

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



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



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

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u></p> <p>Formulates departmental policy, implements County policy and provides overall direction and coordination of departmental operations and management</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>6</td><td>6</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	6	6
<u>FY 20-21</u>	<u>FY 21-22</u>				
6	6				
	<p style="text-align: center;"><u>COLLECTION OPERATIONS</u></p> <p>Provides residential and commercial garbage and trash collection; operates the neighborhood Trash and Recycling Centers; and provides bulky waste pick-ups and illegal dumping removal</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>577</td><td>577</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	577	577
<u>FY 20-21</u>	<u>FY 21-22</u>				
577	577				
	<p style="text-align: center;"><u>DISPOSAL OPERATIONS</u></p> <p>Disposes of all waste that enters the system and maintains disposal capacity; manages three regional transfer stations, the North and South Dade Landfills and the Resources Recovery ashfill; enforces solid waste regulations</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>314</td><td>317</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	314	317
<u>FY 20-21</u>	<u>FY 21-22</u>				
314	317				
	<p style="text-align: center;"><u>ENVIRONMENTAL AND TECHNICAL SERVICES</u></p> <p>Maintains capital waste management infrastructure, oversees landfill environmental compliance and administers fleet maintenance and resource recovery activities</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>45</td><td>44</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	45	44
<u>FY 20-21</u>	<u>FY 21-22</u>				
45	44				
	<p style="text-align: center;"><u>ADMINISTRATION</u></p> <p>Implements departmental policy and provides overall direction on personnel, finance, budget, intergovernmental affairs, planning, procurement, information systems, media relations, outreach and customer service department-wide; administers the curbside recycling program</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>106</td><td>107</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	106	107
<u>FY 20-21</u>	<u>FY 21-22</u>				
106	107				
	<p style="text-align: center;"><u>MOSQUITO CONTROL AND HABITAT MANAGEMENT</u></p> <p>Provides the full range of Mosquito Control activities countywide, including public outreach activities, mosquito population surveillance and inspection and institution of industry standard protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the County</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>64</td><td>64</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	64	64
<u>FY 20-21</u>	<u>FY 21-22</u>				
64	64				

The FY 2021-22 total number of full-time equivalent positions is 1,117.25

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

### **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 Proposed 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 Proposed 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 Proposed Budget includes funding for residential curbside recycling providing more than 350,000 households within the WCSA and nine municipalities with service every other week (\$9.683 million)
- The FY 2021-22 Proposed 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)

### **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

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

### 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 (\$49.154 million), which include the UMSA litter program along corridors and at hotspots (\$1.274 million)
- In FY 2021-22, the Department will continue to provide curbside garbage collection services (\$87.047 million) to include commercial garbage collection by contract (\$2.323 million) and waste collection pick-ups at specific non-shelter bus stops (\$901,000)
- 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 Proposed Budget continues to fund three Disposal Technicians within the Animal Services Department (\$198,400)

### **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 Proposed Budget includes one Landfill Operations Manager (\$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 Proposed Budget includes a projected increase of one percent in the Consumer Price Index (CPI) applied to disposal fees, consistent with contracts and interlocal agreements
- The FY 2021-22 Proposed Budget includes the transportation and disposal of waste through roll off operations (\$7.298 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

## FY 2021 - 22 Proposed 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 Proposed 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 (\$4.192 million) and environmental services (\$3.386 million)
- ☛ In FY 2021-22, the Department will continue the operation of two Home Chemical Collection Centers (\$1.025 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 Proposed Budget also includes the continuation of the contract with Covanta Dade Renewable Energy, Ltd. to operate and maintain the County's Resource Recovery facility (\$72.280 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 Proposed Budget and Multi-Year Capital Plan

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





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

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







Measures	SO	RD	Type	Good	FY 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 larviciding-based program in areas previously impacted by the Zika virus and other areas where residents and visitors are known to congregate (\$5.570 million)
-  The FY 2021-22 Proposed Budget includes a robust public information campaign to inform residents of Miami-Dade County on effective measures that prevent mosquito breeding on their properties and in their communities (\$500,000)
-  The FY 2021-22 Proposed 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 2020-21 Proposed Budget does not include funding for contracted crews or airplane fly-overs in case of an outbreak; as with other natural events, if an outbreak occurs, resources required will be funded by General Fund reserves

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

-  The FY 2021-22 Proposed 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)
-  The Department's FY 2021-22 Proposed 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 project #2000000511
-  The FY 2021-22 Proposed 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) and Virginia Key Closure (total project cost \$46.001 million; \$1.940 million in FY 2021-22); 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 Proposed Budget and Multi-Year Capital Plan includes construction of a new Home Chemical Collection (HC2) Center that will give area residents an option of disposing household chemicals in a sustainable manner; the new proposed HC2 will be located at the 58th Street facility (total project cost \$4.211 million, \$2.621 million in FY 2021-22)
-  The FY 2021-22 Proposed Budget and Multi-Year Capital Plan provides capital improvements at the South Dade Landfill to include improvements to its Sequence Batch Reactor (SBR) system that that will provide continued treatment of leachate and other ground water contaminants (total project \$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)
-  Programmed in the Department's FY 2021-22 Proposed Budget and Multi-Year Capital Plan is the purchase of 215 acres of land east of the North Dade Landfill to serve as a buffer zone (\$6.596 million) and the purchase of 175 acres west of the South Dade Landfill (\$5.138 million) to provide the capability for future relocation of administrative buildings and vehicle parking

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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

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

### PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 20-21	Proposed Fee FY 21-22	Dollar Impact FY 21-22
• Disposal Contract Tipping Fee Rate Fee per Ton	63.57	64.21	\$1,132,000
• Transfer Fee Rate Per Ton	13.90	14.04	\$86,300



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

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide Carryover	8,452	11,113	10,992	11,120
Collection Fees and Charges	234,887	226,368	211,981	237,180
Disposal Fees and Charges	159,368	166,615	165,341	167,176
Interest Earnings	132,314	133,659	114,830	133,304
Intrdepartmental Transfers	4,022	3,847	2,200	2,190
Loan Repayments	165	165	165	167
Other Miscellaneous Revenues	11,108	20,449	0	0
Recyclable Material Sales	0	0	0	1,928
Resource Recovery Energy Sales	1,533	1,520	1,460	1,464
Transfer Fees	10,400	8,161	8,208	8,465
Utility Service Fee	8,465	11,025	7,646	8,638
Interagency Transfers	17,679	18,237	17,600	18,236
	33	10	29	9
<b>Total Revenues</b>	<b>588,426</b>	<b>601,169</b>	<b>540,452</b>	<b>589,877</b>

### Operating Expenditures

#### Summary

Salary	62,856	66,190	67,064	69,831
Fringe Benefits	26,759	28,948	30,281	31,398
Court Costs	3	2	9	9
Contractual Services	149,431	145,361	155,503	169,617
Other Operating	15,014	21,367	16,814	8,489
Charges for County Services	49,681	46,638	48,511	52,672
Grants to Outside Organizations	104	125	125	125
Capital	15,168	26,343	1,397	347
<b>Total Operating Expenditures</b>	<b>319,016</b>	<b>334,974</b>	<b>319,704</b>	<b>332,488</b>

### Non-Operating Expenditures

#### Summary

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 and Depletion	0	0	0	0
Reserve	0	0	192,144	214,467
<b>Total Non-Operating Expenditures</b>	<b>43,042</b>	<b>23,578</b>	<b>220,748</b>	<b>257,389</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed FY 21-22
<b>Strategic Area: Neighborhood and Infrastructure</b>				
Administration/Office of the Director	44,624	47,295	112	113
Collection Operations	130,117	129,518	577	577
Disposal Operations	60,165	63,018	314	317
Environmental and Technical Services	73,612	81,361	45	44
Mosquito Control and Habitat Management	11,186	11,296	64	64
<b>Total Operating Expenditures</b>	<b>319,704</b>	<b>332,488</b>	<b>1,112</b>	<b>1,115</b>

## FY 2021 - 22 Proposed 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	470	285	3,885	2,930	0	0	0	7,570
Solid Waste System Rev. Bonds Series 2005	67,131	0	0	0	0	0	0	0	67,131
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:	101,502	20,745	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 PROJECTS

(dollars in thousands)

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

PROJECT #: 2000001375

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

LOCATION: 18701 NE 6 Ave 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	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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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 Proposed Budget and Multi-Year Capital Plan

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

PROJECT #: 2000001387

#### TRUCK WASH UPGRADE

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

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

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 2000001376

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

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

REVENUE SCHEDULE:	PRIOR	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>

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

PROJECT #: 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

PROJECT #: 2000001377

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

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

REVENUE SCHEDULE:	PRIOR	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>

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

PROJECT #: 2000001389

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

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

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 2000001371

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

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

REVENUE SCHEDULE:	PRIOR	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>

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

PROJECT #: 2000001370

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

LOCATION: 9401 SW 184 St  
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

PROJECT #: 2000001362

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

LOCATION: 140 NW 160 St  
Unincorporated Miami-Dade County

District Located: 2  
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	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>

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

PROJECT #: 2000001369

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

LOCATION: 12970 SW 268 St  
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	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

PROJECT #: 2000001368

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

LOCATION: 21500 NW 47 Ave  
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 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>

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

PROJECT #: 2000001367

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

LOCATION: 19901 NW 7 Ave  
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

PROJECT #: 2000001361

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

LOCATION: 7870 NW 178 St  
Unincorporated Miami-Dade County

District Located: 13  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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>



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

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

LOCATION: 14050 Boggs Dr 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 PROJECT #: 2000001366

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

LOCATION: 2200 SW 117 Ave 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>

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

PROJECT #: 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 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	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

PROJECT #: 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 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	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 Proposed Budget and Multi-Year Capital Plan

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

PROJECT #: 2000001360

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

LOCATION: 1830 NW 79 St  
Unincorporated Miami-Dade County

District Located: 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	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

PROJECT #: 2000001363

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

LOCATION: 16651 SW 107 Ave  
Unincorporated Miami-Dade County

District Located: 9  
District(s) Served: Countywide

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

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

PROJECT #: 507960

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

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

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - BACKUP POWER GENERATORS

**PROJECT #: 509270**

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

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

**District Located:** Taxing District  
**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

**PROJECT #: 2000001373**

**DESCRIPTION:** Perform improvements at the Central Transfer Station to include asphaltting of access roads, entrance signs, upgrade of storm-water management system, visual barriers, exterior painting of buildings and 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	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 Proposed Budget and Multi-Year Capital Plan

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

PROJECT #: 2000001352

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

PROJECT #: 2000001349

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>

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### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION

PROJECT #: 2000001378

#### TIP FLOOR

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

PROJECT #: 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

PROJECT #: 2000001393

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

LOCATION: 21500 NW 47 Ave  
Unincorporated Miami-Dade County

District Located: 1  
District(s) Served: Countywide

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

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL ACCESS ROAD PROJECT #: 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 PROJECT #: 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>



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### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION

PROJECT #: 2000001374

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

PROJECT #: 2000001353

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

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### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER

PROJECT #: 2000001350



#### STATION EQUIPMENT

DESCRIPTION: Replace scales, barrier arms, compactors and grizzles, odor control systems, leachate pumps and control panels, fiber optics, telephone systems and 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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - RESOURCES RECOVERY

**PROJECT #: 508640**

**DESCRIPTION:** Continue on-going capital improvements to include a new transformer, turbine control upgrades, enhanced boiler protection, parking lot lighting, storm drainage, installation of fire hoses at the Bio Mass building, 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

**PROJECT #: 2000001392**

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

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL ACCESS ROAD

PROJECT #: 2000001379

DESCRIPTION: Improve access road to the South Dade Landfill and perform various other infrastructure improvements  
 LOCATION: 24000 SW 97 Ave District Located: 8  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 2000001346

DESCRIPTION: Install cameras and scales canopies over scales, upgrade restrooms and perform miscellaneous and general office infrastructure improvements  
 LOCATION: 24000 SW 97 Ave District Located: 8  
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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>

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

PROJECT #: 200000629

#### FLOOR

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

PROJECT #: 2000001372

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

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

PROJECT #: 2000001351

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

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	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

PROJECT #: 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 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	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 Proposed Budget and Multi-Year Capital Plan

### DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION TIP FLOOR

PROJECT #: 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

PROJECT #: 2000001359

DESCRIPTION: Upgrade, refurbish and construct new elements of the Landfill Gas Management System at the North Dade Landfill  
 LOCATION: 21500 NW 47 Ave 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 Proposed Budget and Multi-Year Capital Plan

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

PROJECT #: 2000001357

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

LOCATION: 21500 NW 47 Ave 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

PROJECT #: 2000001358

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

LOCATION: 6990 NW 97 Ave 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>



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

PROJECT #: 2000001354

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

LOCATION: 24000 SW 97 Ave 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>

### ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL GROUNDWATER

PROJECT #: 2000001356

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

LOCATION: 24000 SW 97 Ave 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	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>

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

### ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL SBR SYSTEM

**PROJECT #:** 2000001381

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

**PROJECT #:** 2000001380

**DESCRIPTION:** Improve South Dade Landfill Storm-water system 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	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>

### LAND ACQUISITION - NORTH DADE LANDFILL

**PROJECT #:** 609860

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

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### LAND ACQUISITION - SOUTH DADE LANDFILL

PROJECT #: 609120

DESCRIPTION: Purchase 175 acres of land west of SW 97 Ave for future expansion, improvements 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

PROJECT #: 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>

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

PROJECT #: 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>

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

PROJECT #: 5010690

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

LOCATION: NE 152 St and Biscayne Blvd

North Miami

District Located: 3

District(s) Served:

Countywide



REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 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>

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

PROJECT #: 504370

4

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

LOCATION: 24000 SW 97 Ave

Unincorporated Miami-Dade County

District Located: 8

District(s) Served:

Countywide



REVENUE SCHEDULE:	PRIOR	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>

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### LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - SOUTH DADE LANDFILL HORIZONTAL EXPANSION

PROJECT #: 2000001054

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

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>

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

PROJECT #: 606610

DESCRIPTION: Close the City of Miami Virginia Key Landfill

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

REVENUE SCHEDULE:	PRIOR	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 (NORTH EAST)

PROJECT #: 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 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	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>

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

PROJECT #: 2000000353

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

REVENUE SCHEDULE:	PRIOR	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>

### MOSQUITO CONTROL AND HABITAT MANAGEMENT BUILDING

PROJECT #: 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 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
CIIP Program Revenues	0	470	285	3,885	2,930	0	0	0	7,570
<b>TOTAL REVENUES:</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>
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) 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>

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## Neighborhood Trash and Recycling Centers

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

## Resources Recovery Facility

14. Resources Recovery 6990 NW 97 Ave

## Landfills

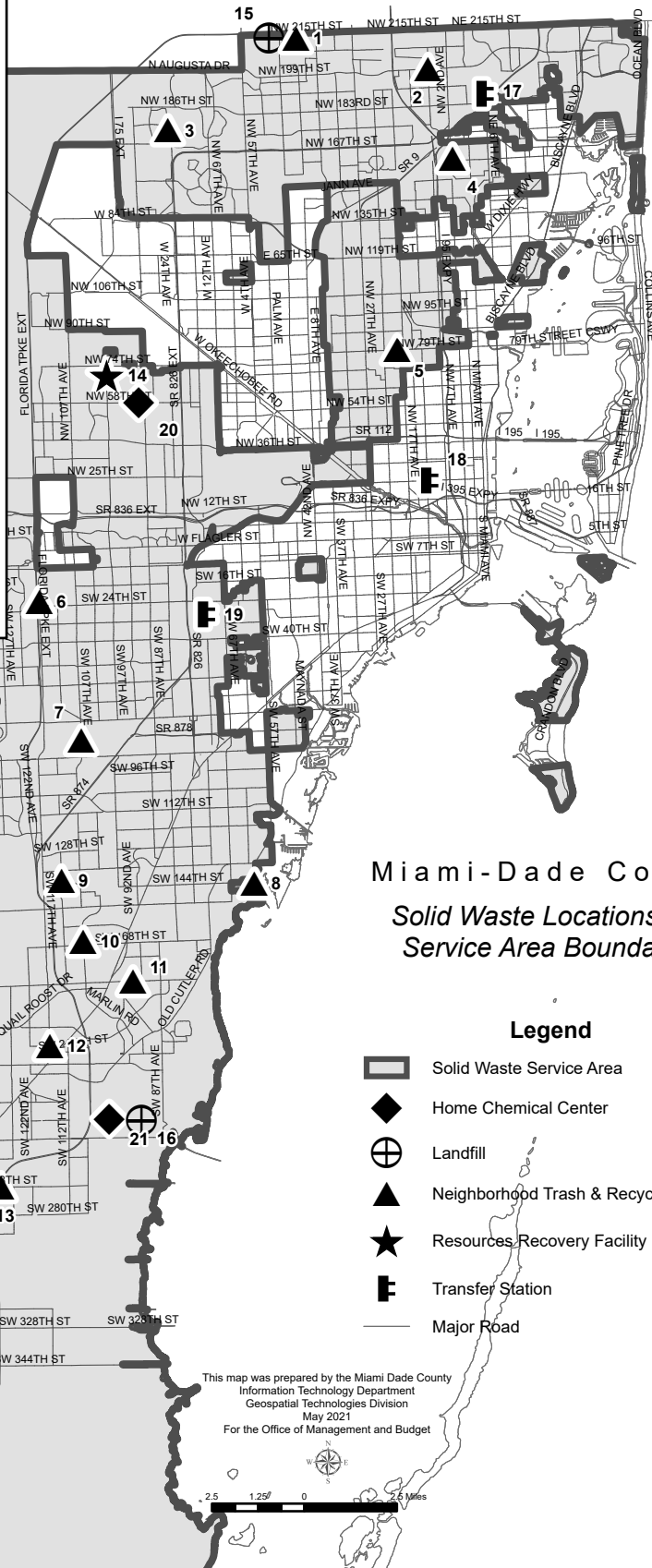
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave

## Transfer Stations

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

## Home Chemical Centers

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



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

### Water and Sewer

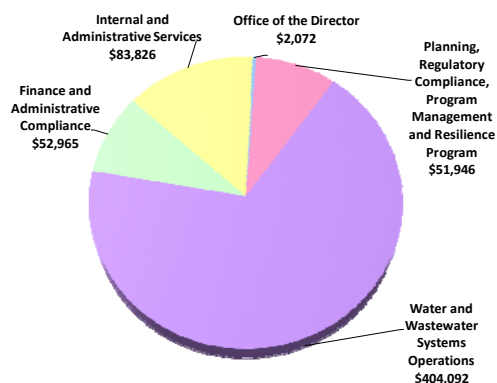
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures and providing for process improvements and cost efficiencies.

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

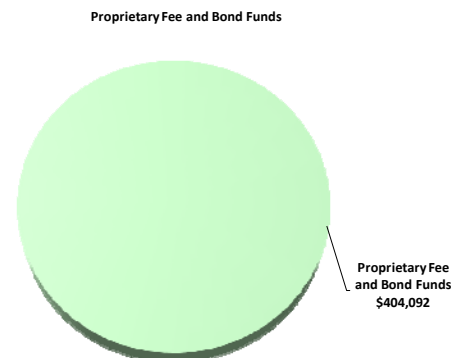
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 451,000 water and 367,000 wastewater retail customers as of September 30, 2020. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale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

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



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





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

### TABLE OF ORGANIZATION

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

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

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

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

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

- Defines department policies and strategic goals
- 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 Proposed Budget includes a proposed 3.68 percent increase to retail customers that is evenly applied to each tier that includes residential, multi-family 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 Proposed Budget includes a Memorandum of Understanding with the Office of the Inspector General to perform specialized audits as required (\$50,000) and payments to the Audit and Management Services Department for expenses associated with audits and reviews (\$500,000)

### **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

## FY 2021 - 22 Proposed 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 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%

### 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.									
<ul style="list-style-type: none"> <li>Administers Controller's functions, general ledger, assets control and accounts payable; prepares retail, wholesale and special billings and collection</li> <li>Coordinates financial activities including debt administration, investments, grants and cash management</li> <li>Manages business process support for customer care and billing, enterprise resource planning financial and enterprise asset management software systems</li> <li>Manages information technology</li> <li>Manages departmental procurement and stores activities</li> <li>Manages the Department's operating and capital budgets</li> <li>Oversees contract compliance, provides strategic planning and directs performance improvement and efficiency savings programs</li> </ul>									

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 will be corrected to Aa-

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

### 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 Proposed 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

### **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 Proposed 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 Proposed 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 Proposed 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 Proposed Budget includes a payment to the Community Action and Human Services Department for landscape maintenance by the Greater Miami Service Corps (\$100,000)
- The Department continues working on an outreach campaign that includes branding of the Department for community recognition and that will inform citizens on water and wastewater services and the Multi-Year Capital Improvements Plan
- The FY 2021-22 Proposed Budget includes a payment to the Human Resources Department for testing and validation services (\$47,000)

## FY 2021 - 22 Proposed 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)
- 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 Proposed Budget and Multi-Year Capital Plan, the Department continued to evaluate all capital projects with an emphasis on all federal, state and local requirements; as a result of the review, project scopes, estimates and the timing of many projects were modified and new projects were added in the amount of \$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
- The Department's FY 2021-22 Proposed 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), Ocean Outfalls Legislation Program (\$70.016 million), Consent Decree (\$213.6 million), and South District Expansion (\$51.228 million)
- The Department's FY 2021-22 Proposed Budget and Multi-Year Capital Plan includes the continued implementation of various water system capital projects such as the Hialeah/Preston Water Treatment Plant (\$62.760 million), Alexander Orr Water Treatment Plant (\$132.897 million), Small Diameter Water Main Replacement Program (\$330.631 million) and Water Distribution System (\$166.742 million)
- The Department's FY 2021-22 Proposed Budget and Multi-Year Capital Plan is systematic and responsible in addressing regulatory requirements related to aging infrastructure such as pump stations, treatment plants and transmission lines and necessary upgrades; the capital plan addresses \$533.193 billion in wastewater needs, \$161.609 billion in water needs and BBC/GOB Water and Wastewater projects of \$23.5 million dollars
- The Department's FY 2021-22 Proposed 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 Proposed 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 project #2000000511

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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

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

### PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 20-21	Proposed Fee FY 21-22	Dollar Impact 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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 FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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 Proposed 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 PROJECTS

(dollars in thousands)

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

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

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

REVENUE SCHEDULE:	PRIOR	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>

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### LIFT STATIONS - UPGRADES AND STRUCTURAL IMPROVEMENTS

PROJECT #: 9650371

DESCRIPTION: Repair, replace and upgrade existing lift stations throughout the wastewater system  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 9653371

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

District Located: Systemwide  
 District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 9650201

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

District Located: Systemwide  
 District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	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>

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### PEAK FLOW MANAGEMENT - SOUTH DISTRICT EXPANSION

PROJECT #: 2000000580

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

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Countywide



REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 9652002

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

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide



REVENUE SCHEDULE:	PRIOR	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>

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### PUMP STATIONS - IMPROVEMENT PROGRAM

PROJECT #: 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)

PROJECT #: 2000000784

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

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 964440

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

REVENUE SCHEDULE:	PRIOR	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>

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### SANITARY SEWER SYSTEM - EXTENSION

PROJECT #: 9653281

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

PROJECT #: 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

PROJECT #: 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>

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

PROJECT #: 968150

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

LOCATION: Various Sites 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

PROJECT #: 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

PROJECT #: 9652101

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

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

REVENUE SCHEDULE:	PRIOR	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>

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### WASTEWATER - OUTFALL LEGISLATION

**PROJECT #: 962670**

DESCRIPTION: Eliminate outfall flows to the ocean

LOCATION: Systemwide

Various Sites

District Located:

Systemwide

District(s) Served:

Systemwide



REVENUE SCHEDULE:	PRIOR	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

**PROJECT #: 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>

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### WASTEWATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES

PROJECT #: 9653201

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

LOCATION: Systemwide  
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

PROJECT #: 9651061

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

LOCATION: Wastewater System - South District Area  
Various Sites

District Located: Systemwide  
District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 9650361

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

LOCATION: Systemwide  
Various Sites

District Located: Systemwide  
District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	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>



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### WASTEWATER - TELEMETERING SYSTEM

**PROJECT #: 9652481**

DESCRIPTION: Install a computer system to monitor and control wastewater flows and pressures at various pump stations  
 LOCATION: Systemwide  
 Various Sites

District Located: Systemwide  
 District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	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

**PROJECT #: 9653421**

DESCRIPTION: Construct digester improvements, digested sludge holding tanks, electrical improvements, outfall rehabilitation, install a new gas pipeline and a new flushing water line, construct a sludge handling facility and provide various plant upgrades as necessary and rehabilitation to include pump stations 1 and 2

LOCATION: Virginia Key  
 City of Miami

District Located: 7  
 District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	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>

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### WASTEWATER TREATMENT PLANT - NORTH DISTRICT UPGRADES

**PROJECT #: 9653411**

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

**LOCATION:** 2575 NE 151 St  
North Miami

**District Located:** 4  
**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 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>
<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	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)

**PROJECT #: 9655481**

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

**LOCATION:** 8950 SW 232 St  
Unincorporated Miami-Dade County

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



<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	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>
<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	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>

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### WASTEWATER TREATMENT PLANT - SOUTH DISTRICT UPGRADES

**PROJECT #: 9653401**

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

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



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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

**PROJECT #: 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



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>

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### WASTEWATER TREATMENT PLANTS - MISCELLANEOUS UPGRADES

PROJECT #: 9652061

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



REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 9653261

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



REVENUE SCHEDULE:	PRIOR	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>

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### WASTEWATER - INFRASTRUCTURE IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM) PROJECT #: 2000001494

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

LOCATION: Various Sites      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>

### WATER - CENTRAL MIAMI-DADE TRANSMISSION MAINS IMPROVEMENTS PROJECT #: 9654041

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

LOCATION: Central Miami-Dade County Area      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	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 Fund	266	0	0	0	0	0	0	0	266
<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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>

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

### WATER - DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS

PROJECT #: 9653311

DESCRIPTION: Install various water mains throughout the distribution system

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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 Fund	54,587	8,657	6,500	6,500	6,500	6,500	6,500	6,500	102,244
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>

### WATER - EQUIPMENT

PROJECT #: 9650141

DESCRIPTION: Acquire equipment and associated water system capital support materials

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 9653461

DESCRIPTION: Install fire hydrants and construct related system infrastructure improvements

LOCATION: Systemwide  
Various Sites

District Located:  
District(s) Served:

Systemwide  
Systemwide

REVENUE SCHEDULE:	PRIOR	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>

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

### WATER - MAIN EXTENSIONS

**PROJECT #:** 9651051

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

LOCATION: Systemwide

District Located:

Systemwide

Various Sites

District(s) Served:

Systemwide



REVENUE SCHEDULE:	PRIOR	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>

### WATER - MIAMI SPRINGS CONSTRUCTION FUND

**PROJECT #:** 965450

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

LOCATION: Miami Springs

District Located:

6

Miami Springs

District(s) Served:

6



REVENUE SCHEDULE:	PRIOR	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

**PROJECT #:** 9654031

DESCRIPTION: Install 36-inch water main along NW 87 Ave to improve transmission capabilities in the north central area of the county and a 48-inch water main connection to the Carol City tank

LOCATION: North Miami-Dade County Area

District Located:

Systemwide

Miami Gardens

District(s) Served:

Systemwide



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

### WATER - PIPES AND INFRASTRUCTURE PROJECTS

PROJECT #: 967190

DESCRIPTION: Replace pipes and provide various infrastructure improvements  
 LOCATION: Countywide District Located: Systemwide  
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	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	34,421	0	3,000	3,000	3,000	3,000	3,000	3,000	52,421
Fund									
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

PROJECT #: 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>

### WATER - SAFE DRINKING WATER ACT MODIFICATIONS

PROJECT #: 9654061

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



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

### WATER - SMALL DIAMETER WATER MAINS REPLACEMENT PROGRAM

**PROJECT #:** 2000000072

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

**LOCATION:** Systemwide

Throughout Miami-Dade County

**District Located:**

**District(s) Served:**

Countywide

Countywide



REVENUE SCHEDULE:	PRIOR	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>

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

**PROJECT #:** 9650021

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

**LOCATION:** South Miami-Dade County

Various Sites

**District Located:**

**District(s) Served:**

Systemwide

Systemwide



REVENUE SCHEDULE:	PRIOR	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>

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

### WATER - SYSTEM MAINTENANCE AND UPGRADES

PROJECT #: 9650181

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

PROJECT #: 9656780

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

REVENUE SCHEDULE:	PRIOR	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>

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

PROJECT #: 9650031

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

REVENUE SCHEDULE:	PRIOR	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>

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

### WATER TREATMENT PLANT - FLORIDIAN REVERSE OSMOSIS

**PROJECT #:** 966620

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

**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	7,473	500	0	0	0	0	0	0	7,973
Construction Fund									
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>

### WATER TREATMENT PLANT - HIALEAH/PRESTON IMPROVEMENTS

**PROJECT #:** 9650041

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

**LOCATION:** 700 W 2 Ave and 1100 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
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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

**PROJECT #:** 9650161

**DESCRIPTION:** Renovate and replace water treatment plant facilities and structures within plant sites

**LOCATION:** Water Treatment Plants  
Various Sites

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



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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 Proposed Budget and Multi-Year Capital Plan

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### **UNFUNDED CAPITAL PROJECTS**

<b>PROJECT NAME</b>	<b>LOCATION</b>	<b>(dollars in thousands)</b> <b>ESTIMATED PROJECT COST</b>
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
<b>UNFUNDED TOTAL</b>		<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 Proposed Budget and Multi-Year Capital Plan

### Community Action and Human Services

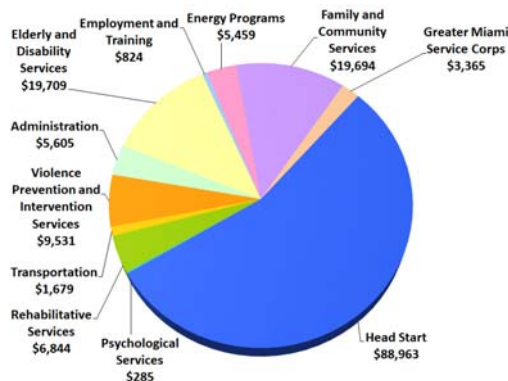
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Society strategic area, CAHSD provides a unique blend of programs and services to residents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

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

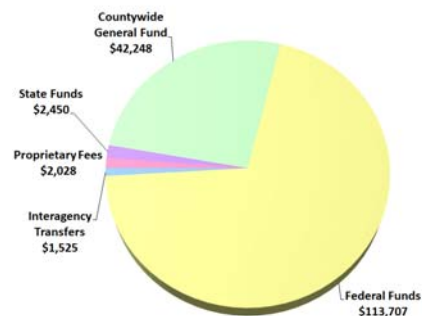
CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veterans Affairs and Department of Justice. Also included are the State of Florida Department of Economic Opportunity and Department of Children and Families, the Alliance for Aging, Miami-Dade County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

### FY 2021-22 Proposed Operating Budget

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

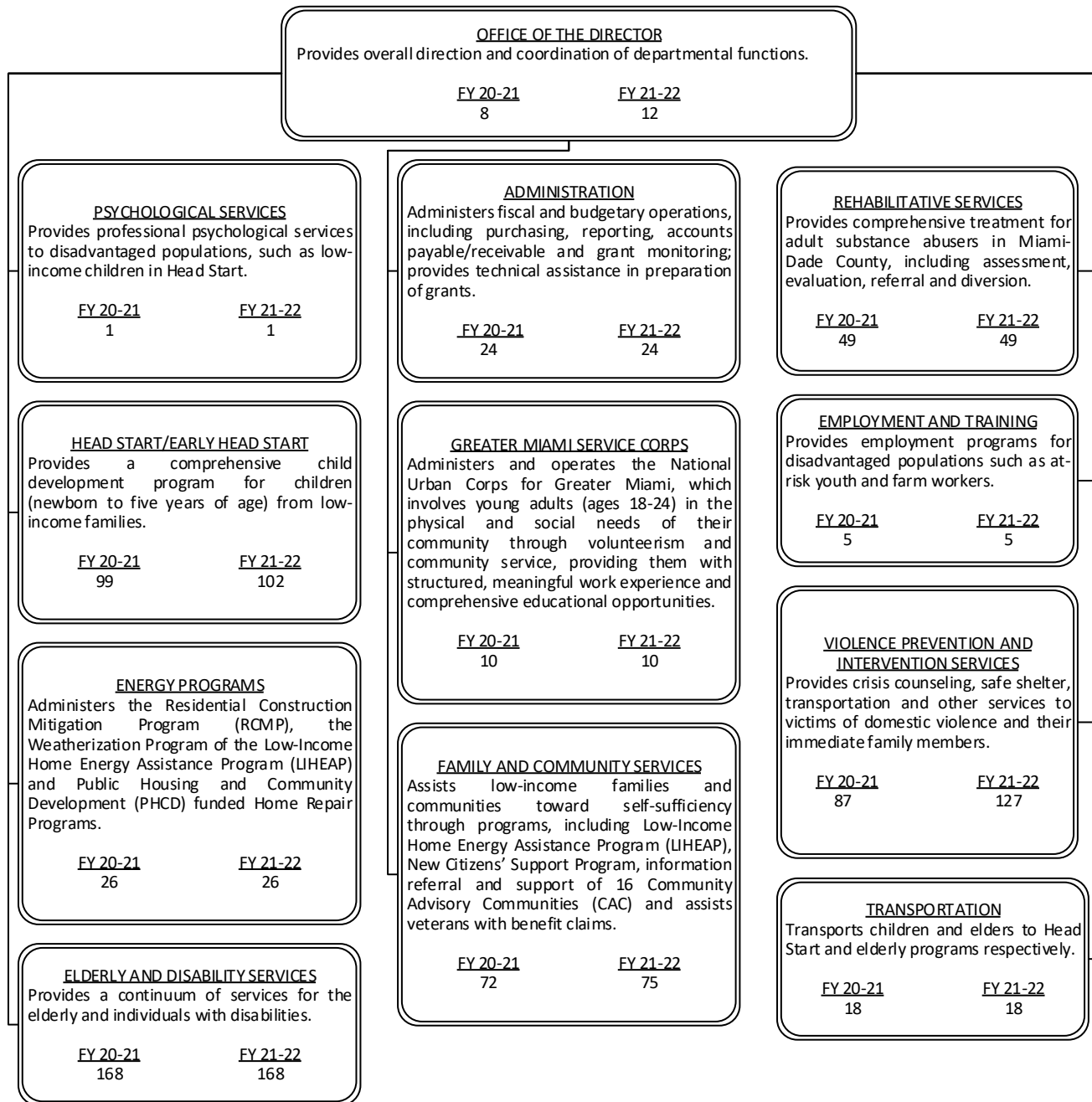


**Revenues by Source**  
(dollars in thousands)



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

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 617



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

### **DIVISION: ADMINISTRATION**

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

- 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 Proposed Budget includes the transfer of four Criminal Justice Reform Coordinators (\$702,000) 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; 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 of residents to interact with the criminal justice system**
- ***During FY 2020-21, the Military Affairs Board functions and one position was 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 Proposed Budget includes the re-alignment of \$225,667 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 Proposed Budget includes additional \$3 million to provide additional 400 slots for 3 to 4 year old low-income children and families with an enhanced pre-school education**
- 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 Proposed 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

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

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

### 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

#### 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

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

### DIVISION COMMENTS

- The FY 2021-22 Proposed 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/SAI) 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)

### **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

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

### **DIVISION: PSYCHOLOGICAL SERVICES**

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

#### **DIVISION 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

### **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 Proposed 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 Proposed Budget includes a reimbursement of expenses of \$117,000 from the General Fund to support the Department's Hurricane Shutter Installation Program

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

### DIVISION: GREATER MIAMI SERVICE CORPS

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

- 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

### DIVISION COMMENTS

-  The FY 2021-22 Proposed 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 Proposed 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

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

### DIVISION: TRANSPORTATION

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

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

Measures	SO	RD	Type	Good	FY 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)

#### 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

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

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

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

- 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

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

- 👉 The Department's FY 2021-22 Proposed 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)
- 👉 The FY 2021-22 Proposed 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)
- 👉 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)
- 👉 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)

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

-  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)
-  The Department's FY 2021-22 Proposed 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
-  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)
-  The Department's FY 2021-22 Proposed 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 project #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	(dollars in thousands)	Total Funding Budget FY 20-21	Proposed FY 21-22	Total Positions Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>					<b>Expenditure By Program</b>				
General Fund Countywide	30,035	40,622	33,871	42,248	<b>Strategic Area: Health and Society</b>				
Interest Earnings	5	0	0	0	Administration	3,811	5,605	32	36
Miscellaneous Revenues	65	8	265	2	Head Start	79,386	88,963	99	102
Donations	0	3	0	0	Employment and Training	762	824	5	5
Fees for Services	65	25	75	75	Rehabilitative Services	6,705	6,844	49	49
Grants From Other Local Units	0	122	0	180	Elderly and Disability Services	17,341	19,709	168	168
Other	0	16	0	0	Psychological Services	284	285	1	1
Other Revenues	980	828	1,274	1,278	Energy Programs	5,874	5,459	26	26
Rental Income	389	375	506	506	Greater Miami Service Corps	3,395	3,365	10	10
State Grants	2,017	1,477	2,171	2,450	Transportation	1,212	1,679	18	18
Federal Grants	92,474	94,962	106,794	113,707	Family and Community Services	20,561	19,694	72	75
Interagency Transfers	2,174	4,847	3,993	1,525	Violence Prevention and Intervention Services	9,599	9,531	87	127
Total Revenues	128,204	143,285	148,949	161,971	Total Operating Expenditures	148,929	161,958	567	617
<b>Operating Expenditures Summary</b>									
Salary	30,742	28,466	35,897	41,362					
Fringe Benefits	12,087	10,929	14,922	17,751					
Court Costs	6	0	2	2					
Contractual Services	8,082	11,005	9,122	9,201					
Other Operating	6,766	5,819	7,777	9,281					
Charges for County Services	3,274	2,971	3,103	3,461					
Grants to Outside Organizations	66,954	71,626	78,075	80,861					
Capital	245	343	31	39					
Total Operating Expenditures	128,156	131,159	148,929	161,958					
<b>Non-Operating Expenditures Summary</b>									
Transfers	0	0	0	0					
Distribution of Funds In Trust	4	1	20	13					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	4	1	20	13					

## FY 2021 - 22 Proposed 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	1,944	3,464	8,513	6,768	0	0	0	0	20,689
Capital Asset Series 2020C Bonds	5,500	0	0	0	0	0	0	0	5,500
Future Financing	0	2,500	0	0	0	0	0	0	2,500
Total:	20,694	10,114	12,013	15,868	0	0	0	0	58,689
<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
Total:	15,194	15,614	12,013	15,868	0	0	0	0	58,689

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

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

**PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

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

PROJECT #: 2000001280

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

LOCATION: Various Sites  
Various Sites

District Located:  
District(s) Served:

Countywide  
Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
CIIP Program Revenues	202	1,580	513	0	0	0	0	0	2,295
Capital Asset Series 2020C Bonds	5,500	0	0	0	0	0	0	0	5,500
<b>TOTAL REVENUES:</b>	<b>5,702</b>	<b>1,580</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)

PROJECT #: 844020

DESCRIPTION: Renovate the existing Culmer/Overtown Neighborhood Service Center facility

LOCATION: 1600 NW 3 Ave  
City of Miami

District Located: 3  
District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	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
CIIP Program Revenues	576	318	0	0	0	0	0	0	894
<b>TOTAL REVENUES:</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>
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 Proposed Budget and Multi-Year Capital Plan

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

PROJECT #: 844680

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 SERVICES

PROJECT #: 6009530

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

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

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
CIIP Program Revenues	1,166	1,566	8,000	6,768	0	0	0	0	17,500
<b>TOTAL REVENUES:</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>
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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

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

**PROJECT #: 8463701**



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

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

<b>Department Operational Unmet Needs</b>			
<b>Description</b>	<b>(dollars in thousands)</b>		<b>Positions</b>
	<b>Startup Costs/ Non Recurring Costs</b>	<b>Recurring Costs</b>	
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>

(dollars in thousands)

PROGRAM BY DIVISION	Current FY	GENERAL		FEDERAL /		OTHER		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	\$ 5,605	36					\$ 5,605	36		
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
	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
	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
	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
	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
	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	\$ 2,602	6					\$ 2,602	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
	FY 2021-22	\$ 1,667	17	\$ 923	14			\$ 2,590	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-
	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
	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
	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
	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
	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
	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	\$ 14,470	133	\$ 5,240	35			\$ 19,710	168		
ENERGY											
Home Repair and Rehabilitation	FY 2020-21										Homes improved in the HOME/ Single Family Rehab. Program
	FY 2021-22										
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		

(dollars in thousands)

PROGRAM BY DIVISION	Current FY	GENERAL		FEDERAL /		OTHER		TOTAL		SERVICE LEVEL	
	Next FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
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	\$ 3,000		\$ 83,496	102	\$ 850		\$ 87,346	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	\$ 3,000		\$ 85,113	102	\$ 850		\$ 88,963	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,
	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	\$42,248	298	\$116,157	272	\$3,566	47	\$161,971	617		



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

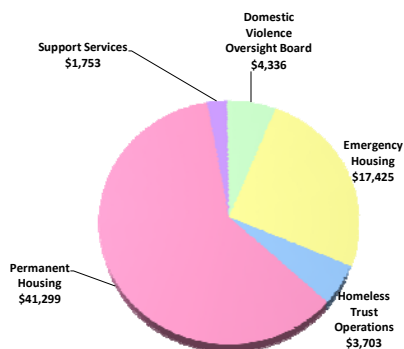
### Homeless Trust

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.

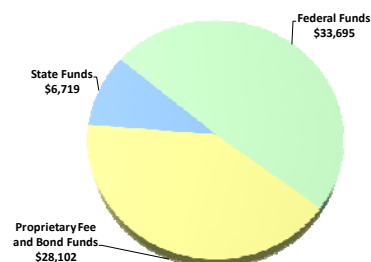
As part of the Health and Society strategic area, the Homeless Trust funds and monitors homeless prevention services, temporary and permanent housing, and supportive services for the homeless, including homeless outreach. Each area is specifically designed to meet the unique needs of homeless individuals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

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



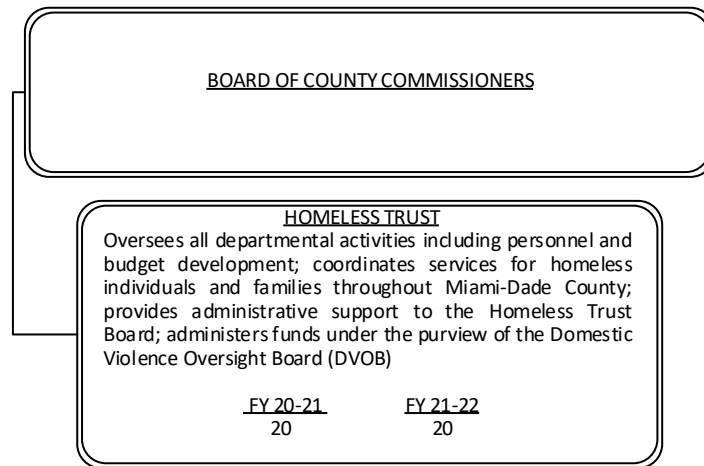
**Revenues by Source**  
(dollars in thousands)



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

### DIVISION: HOMELESS TRUST OPERATIONS

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

- 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 Proposed 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 \$24.98 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 \$2.776 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 Proposed Budget includes an allocation in the General Fund Health and Society Community-based Organizations to the Sundari Foundation, Inc. operators of the Lotus House Women's Shelter, for emergency shelter to provide evidence-based, trauma informed housing and services for homeless women, youth and children with special needs (\$450,000)

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

- ☛ In FY 2020-21, the Empowerment Center opened and became the second emergency shelter constructed and operated using the 15 percent portion of the Food and Beverage Tax and dedicated to survivors of domestic violence; the facility is operated by Miami-Dade Community Action and Human Services

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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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	25,677
Interest Earnings	646	372	342	141
Miscellaneous Revenues	111	200	0	200
Other Revenues	0	175	325	50
Reimbursements from Outside Agencies	0	0	0	1,000
State Grants	758	550	1,852	6,719
Federal Grants	29,402	24,163	33,113	33,695
Total Revenues	92,635	82,739	83,042	83,499
<b>Operating Expenditures</b>				
<b>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	534
Charges for County Services	116	524	629	593
Grants to Outside Organizations	51,905	46,965	60,843	64,644
Capital	190	7,672	2,841	9
Total Operating Expenditures	56,267	57,835	69,490	68,516
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	24,904	13,552	14,983
Total Non-Operating Expenditures	0	24,904	13,552	14,983

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed FY 21-22
<b>Expenditure By Program</b>				
<b>Strategic Area: Health and Society</b>				
Homeless Trust Operations	4,063	3,703	20	20
Domestic Violence Oversight Board	6,068	4,336	0	0
Emergency Housing	16,227	17,425	0	0
Permanent Housing	39,585	41,299	0	0
Support Services	3,547	1,753	0	0
Total Operating Expenditures	69,490	68,516	20	20

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

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### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands)
		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 Proposed Budget and Multi-Year Capital Plan

### Public Housing and Community Development

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

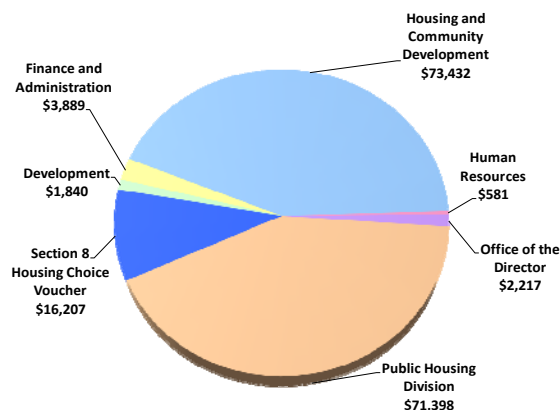
As part of the Health and Society and the Economic Development strategic areas, PHCD oversees approximately 7,891 units of public housing, of which 755 are mixed finance units. Additionally, PHCD has converted 1,439 former Public Housing units as part of Rental Assistance Demonstration (RAD). PHCD provides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

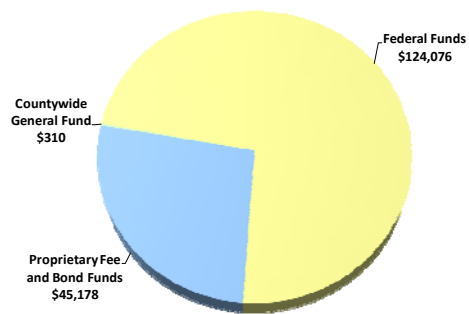
PHCD's stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County's workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations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

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



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



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

### TABLE OF ORGANIZATION

	<div> <p><b>OFFICE OF THE DIRECTOR</b> 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> <p><u>FY 20-21</u>      <u>FY 21-22</u> 18                      17</p> </div>
	<div> <p><b>PUBLIC HOUSING DIVISION</b> 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> <p><u>FY 20-21</u>      <u>FY 21-22</u> 272                      268</p> </div>
	<div> <p><b>SECTION 8 HOUSING CHOICE VOUCHER</b> Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe and sanitary housing</p> <p><u>FY 20-21</u>      <u>FY 21-22</u> 23                      23</p> </div>
	<div> <p><b>DEVELOPMENT</b> 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> <p><u>FY 20-21</u>      <u>FY 21-22</u> 12                      15</p> </div>
	<div> <p><b>HUMAN RESOURCES</b> Provides department-wide human resources support</p> <p><u>FY 20-21</u>      <u>FY 21-22</u> 5                      5</p> </div>
	<div> <p><b>FINANCE AND ADMINISTRATION</b> Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management in addition to providing underwriting, closing services and loan servicing</p> <p><u>FY 20-21</u>      <u>FY 21-22</u> 61                      59</p> </div>
	<div> <p><b>HOUSING AND COMMUNITY DEVELOPMENT</b> 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> <p><u>FY 20-21</u>      <u>FY 21-22</u> 29                      30</p> </div>

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



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

### DIVISION: OFFICE OF THE DIRECTOR

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

- Provides direction, communication and coordination of federal and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled
- Audits operations to ensure compliance with HUD and departmental regulations
- Provides direction for fraud and criminal investigations, compliance and reasonable accommodations according to the 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 Proposed 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

### 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

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

### DIVISION COMMENTS

- The FY 2021-22 Proposed 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 Proposed 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
- PHCD continues to explore ways to effectively manage federal budgetary shortfalls through the use of HUD's Rental Assistance Demonstration (RAD) program; all funds that are obtained by PHCD through the RAD program are subject to HUD approval and availability of funding from both federal and private sector resources and, in past years, the RAD program maintained a hard limit on the number of units nationally that were eligible for redevelopment; Congress increased the number of units eligible for redevelopment that may qualify for funds under the program from 225,000 to 455,000; this increase in the eligible unit limit serves as the basis for the comprehensive redevelopment of all of HUD's public housing inventory

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

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

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

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

Measures	SO	RD	Type	Good	FY 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

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

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### 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 Proposed 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)
- 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

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

### 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 Proposed Budget and Multi-Year Capital Plan

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### DIVISION COMMENTS

- The FY 2021-22 Proposed 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
- 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 Proposed 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 Proposed 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 proposed 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 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
- 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 Proposed Budget and Multi-Year Capital Plan

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2021-22 Proposed 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
- 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
- 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 may include reductions that could significantly impact the Department's ability to address infrastructure needs at various public housing sites; as a result of the infrastructure improvements, there is no fiscal impact to the Department's operating budget at this time, however, when applicable, the Department will install energy efficient equipment that in the long-term will provide some operational savings
- In FY 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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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

### Operating Expenditures

#### Summary

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

### Non-Operating Expenditures

#### Summary

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 FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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 Proposed 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	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
Total:	57,510	17,962	10,327	9,018	7,538	0	0	0	102,356
<b>Expenditures</b>									
<b>Strategic Area: HS</b>									
Housing for Elderly and Families	300	2,967	923	0	0	0	0	0	4,190
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
Total:	57,510	17,962	10,327	9,018	7,538	0	0	0	102,356

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

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

**PROJECT #: 807910**



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

LOCATION: Countywide

District Located:

Countywide

Various Public Housing Regions

District(s) Served:

Countywide

<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>

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### HOPE VI - SCOTT HOMES HISTORICAL BUILDING

PROJECT #: 2000000243

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



REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 2000000108

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



REVENUE SCHEDULE:	PRIOR	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))

PROJECT #: 803240

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



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

### REDEVELOPMENT OF CULMER PLACE AND CULMER GARDENS

PROJECT #: 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 RAINBOW VILLAGE AND GWEN CHERRY 23

PROJECT #: 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>

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

PROJECT #: 803250

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

LOCATION: Countywide  
Various Public Housing Regions

District Located: 13  
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>

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

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### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands)	
		ESTIMATED PROJECT COST	
PUBLIC HOUSING - PHYSICAL NEEDS ASSESSMENT	Various Sites	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 Proposed Budget and Multi-Year Capital Plan

### Aviation

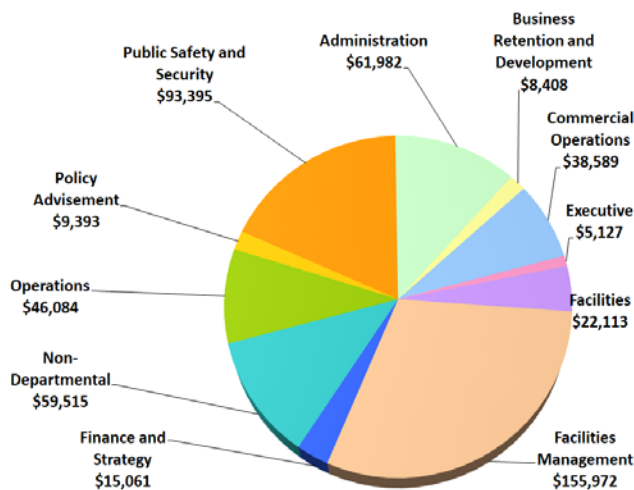
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the 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.

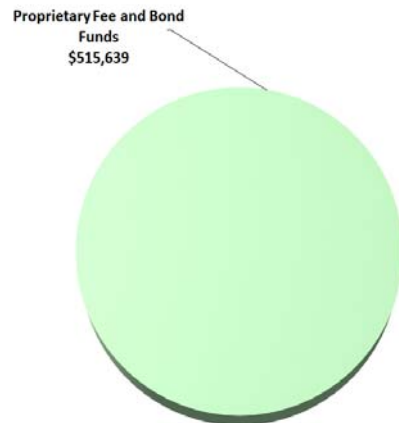
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection,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

### FY 2021-22 Proposed Operating Budget

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

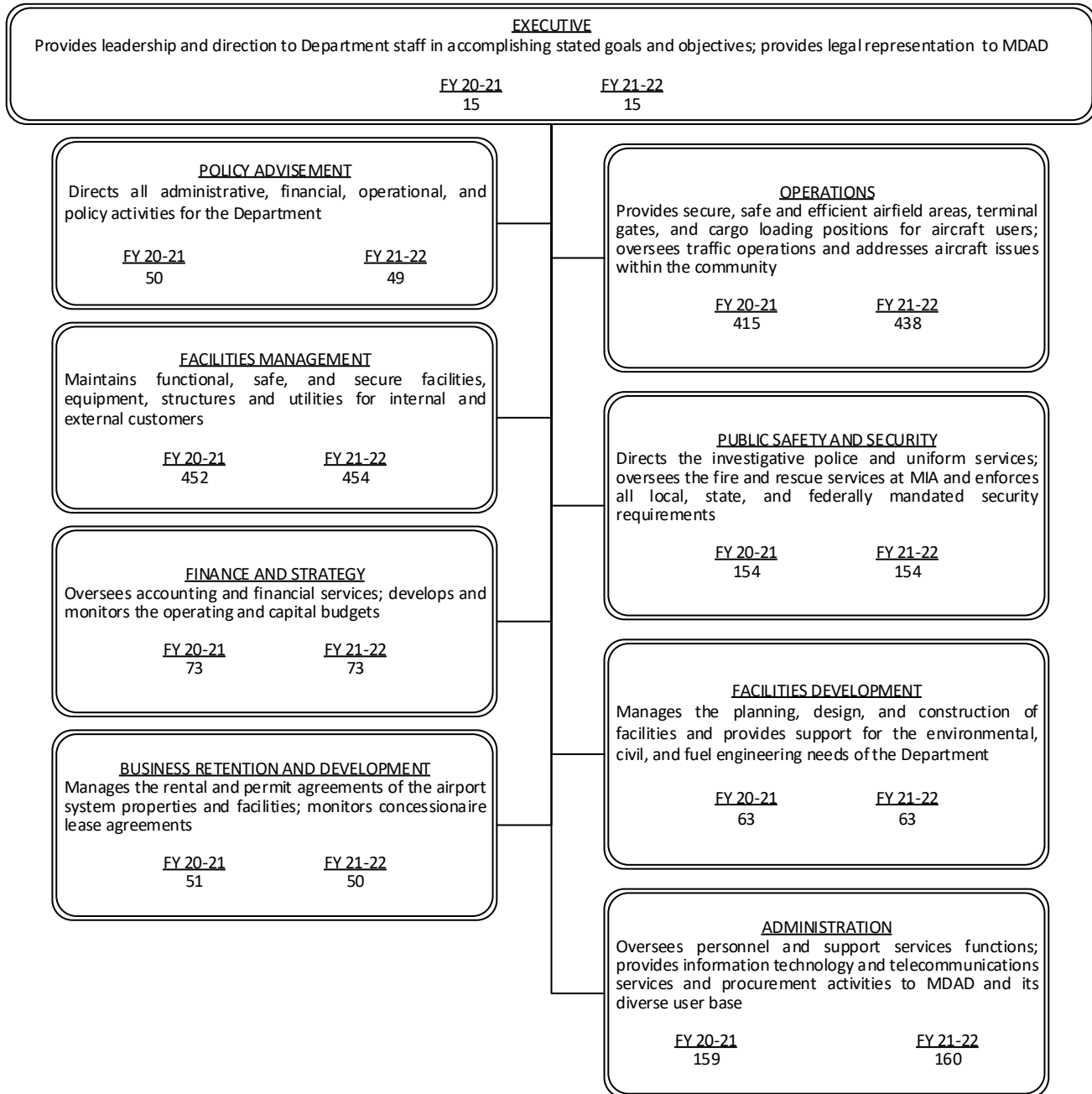


**Revenues by Source**  
(dollars in thousands)



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

### DIVISION: EXECUTIVE

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

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

### DIVISION: ADMINISTRATION

The 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 Proposed Budget includes a departmental reorganization that transfers one Administrative Officer 1 from Operations to provide administrative support functions

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

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

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

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

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

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

### 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 Proposed 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 Proposed 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



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

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### 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)
- ✎ 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)
- ✎ 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)
- ✎ In December of 2021, the Central Terminal Baggage Handling System (BHS) Improvements project, under the South Terminal Subprogram, is projected to be completed; the BHS project will increase the capacity for processing baggage and improve the airport's security efforts for screening baggage through the installation of state-of-the-art automated security equipment (total South Terminal Subprogram cost \$341.498 million; \$60.291 million in FY 2021-22)
- ✎ The Department's FY 2021-22 Proposed 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)
- ✎ The new Concourse E chiller plant project started the architectural and engineering procurement process in the second quarter of FY 2019-20 and is projected to be completed by the second quarter of FY 2021-22; the total Concourse E Subprogram cost is \$390.293 million with \$34.242 million projected to be spent in FY 2021-22
- ✎ Under the Department's Miscellaneous Project Subprogram, the Airport Operations Center project is currently under design and is estimated to be completed by the first quarter of FY 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 expected to be completed by the third 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 (anticipated to be completed in December of 2021), began in April 2016 and is still in progress with an anticipated completion date of the first quarter of FY 2022-23 (total Miscellaneous Project Subprogram cost \$488.644 million; \$117.354 million in FY 2021-22)
- ✎ Among the many other capital projects ongoing in the North Terminal, the renovation of restrooms is expected to start in the second quarter of FY 2020-21 with a FY 2021-22 fourth quarter completion date (total North Terminal Subprogram cost is \$589.195 million; \$5.486 million in FY 2021-22)
- ✎ The Passenger Boarding Bridges (PBB) project which completed the installation of the first five passenger boarding bridges in FY 2018-19, is expected to install 12 new bridges by the second quarter of FY 2020-21 and is projecting to have replaced 34 passenger boarding bridges in total by the first quarter of FY 2022-23; the replacement of these aging passenger boarding bridges will provide operational savings to the Department by reducing maintenance costs and loss of gate revenue due to equipment failure (total Passenger Boarding Bridges Subprogram cost \$77.85 million; \$24.325 million in FY 2021-22)
- In the fourth quarter of FY 2021-22, the Department will start the design for the expansion of the South Terminal and its associated apron to the east; the project will add an additional three gates available for increased air traffic volume and provide more hardstand positions that will help the airlines and airport operations meet growing industry demands; construction is expected to be completed by the fourth quarter of FY 2026-27 (total South Terminal Expansion Subprogram cost \$448.893 million; \$19.870 million in FY 2021-22)

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

-  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 third quarter of FY 2021-22 (total Support Projects Subprogram cost is \$44.109 million, \$14.921 million in FY 2021-22)
-  Under the Terminal-Wide Roof Subprogram, it is anticipated that the department will complete the design of the terminal-wide re-roofing and lighting systems project by the close of the second quarter in FY 2021-22 (total Terminal-Wide Subprogram cost \$119.772 million; \$3.394 million in FY 2021-22)

### SELECTED ITEM HIGHLIGHTS AND DETAILS

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

### PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 20-21	Proposed Fee FY 21-22	Dollar Impact FY 21-22
• Landing Fee	1.62	1.62	\$50,163,000
• Concourse Fee	4.91	4.91	\$37,590,000
• Preferential Gate Fee	666,161.83	648,105.45	\$49,904,000
• Baggage Claim Fee	.92	1.00	\$9,829,000
• Screening Fee	1.44	1.57	\$28,007,000
• Baggage Make-up (Capital)	.50	.55	\$5,699,000
• International Facility Fee	12.43	12.77	\$118,771,000
• Terminal Rent - Class I	88.75	85.16	\$1,817,000
• Terminal Rent - Class II	133.13	127.74	\$17,884,000
• Terminal Rent - Class III	88.75	85.16	\$24,114,000
• Terminal Rent - Class IV	44.38	42.58	\$9,873,000
• Terminal Rent - Class V	22.19	21.29	\$253,000
• Terminal Rent - Class VI	88.75	85.16	\$306,000

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

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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	122,262
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	515,639
<b>Non-Operating Expenditures Summary</b>				
Transfers	466,118	274,238	332,449	303,328
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	390,986

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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	59,515	0	0
Total Operating Expenditures	524,286	515,639	1,432	1,456



## FY 2021 - 22 Proposed 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 PROJECTS

(dollars in thousands)

#### GENERAL AVIATION AIRPORTS SUBPROGRAM

PROJECT #: 2000001049

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

LOCATION: General Aviation Airports  
Various Sites

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



<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 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>
<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	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 Proposed Budget and Multi-Year Capital Plan

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

**PROJECT #:** 2000001046

**DESCRIPTION:** Rehabilitate Runway 9-27 and implement Runway Incursion Mitigation Hot Spot 5 to leverage 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

**PROJECT #:** 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>

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

PROJECT #: 2000000093

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

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

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 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>

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

PROJECT #: 2000000094

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

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

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - LAND ACQUISITION 2020 SUBPROGRAM PROJECT #: 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 PROJECT #: 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 PROJECT #: 2000001047

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

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

REVENUE SCHEDULE:	PRIOR	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>

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### MIAMI INTERNATIONAL AIRPORT (MIA) - MISCELLANEOUS PROJECTS SUBPROGRAM

**PROJECT #:** 2000000096

**DESCRIPTION:** Rehabilitate taxiway T and S; realign taxiway R; construct Airport Operations Control Room (AOC); construct new employee parking garage; replace Concourse E through H ticket counters; and repair MIA parking garage structure

**LOCATION:** Miami International Airport  
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) - NORTH TERMINAL SUBPROGRAM

**PROJECT #:** 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  
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 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>

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

### MIAMI INTERNATIONAL AIRPORT (MIA) - PASSENGER BOARDING BRIDGES

PROJECT #: 2000000596

#### SUBPROGRAM

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

LOCATION: Miami International Airport  
Unincorporated Miami-Dade County

District Located: 6  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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>

### MIAMI INTERNATIONAL AIRPORT (MIA) - RESERVE MAINTENANCE SUBPROGRAM

PROJECT #: 2000000068

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

LOCATION: Miami International Airport  
Unincorporated Miami-Dade County

District Located: 6  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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>

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

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

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

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

REVENUE SCHEDULE:	PRIOR	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>

### MIAMI INTERNATIONAL AIRPORT (MIA) - SOUTH TERMINAL SUBPROGRAM PROJECT #: 2000000095

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

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

REVENUE SCHEDULE:	PRIOR	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>



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

### MIAMI INTERNATIONAL AIRPORT (MIA) - SUPPORT PROJECTS SUBPROGRAM

PROJECT #: 2000001319

DESCRIPTION: Install additional perimeter protection to MIA; replace public address system; implement a credentialing and identity management system, an airport surface management system, a checkpoint queue wait time analyzer system and a biometric enabled common use passenger processing system; expand 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>

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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### MIAMI INTERNATIONAL AIRPORT (MIA) - NEW PROGRAM CONTINGENCY

PROJECT #: 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 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
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>

### MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL WIDE ROOF SUBPROGRAM

PROJECT #: 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>

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

### MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL-WIDE RESTROOMS SUBPROGRAM

PROJECT #: 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

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
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 Proposed Budget and Multi-Year Capital Plan

### Miami-Dade Economic Advocacy Trust

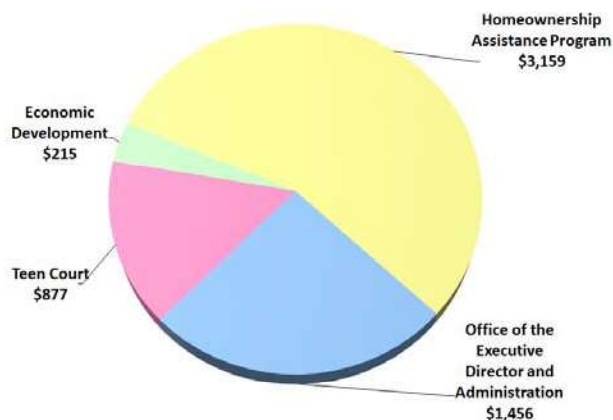
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black community within Targeted Urban Areas (TUAs) as identified by Miami-Dade County.

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

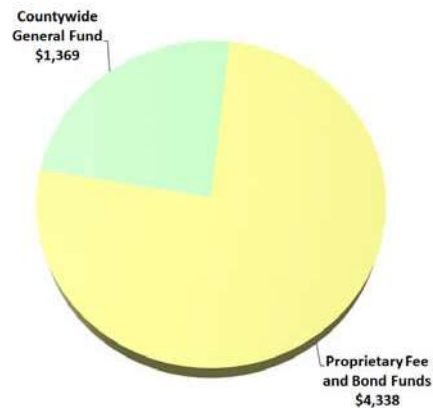
MDEAT is governed by a 15 member Board of Trustees selected by the Miami-Dade Economic Advocacy Trust Nominating Council and appointed by the Board of County Commissioners. The Executive Director nomination is submitted by the Board of Trustees to the County Mayor, who recommends the nominee to the Board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

### FY 2021-22 Proposed Operating Budget

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



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



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

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### TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>OFFICE OF THE EXECUTIVE DIRECTOR</u></p> <p>Oversees programs, special initiatives and advocacy activities that address disparities that exist for the Black community within Targeted Urban Areas as identified by Miami-Dade County in the areas of housing, economic development and criminal justice</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>2</td><td>2</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	2	2
<u>FY 20-21</u>	<u>FY 21-22</u>				
2	2				
	<p style="text-align: center;"><u>ADMINISTRATION</u></p> <p>Develops the Department's operating and capital budgets; administers grant funds; performs procurement, human resource and accounts receivable and payable functions</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>4</td><td>4</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	4	4
<u>FY 20-21</u>	<u>FY 21-22</u>				
4	4				
	<p style="text-align: center;"><u>ECONOMIC DEVELOPMENT</u></p> <p>Promotes business expansion, retention and job creation in the Black community within Targeted Urban Areas through capacity-building workshops, trainings and special initiatives based on emerging economic trends</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>1</td><td>1</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	1	1
<u>FY 20-21</u>	<u>FY 21-22</u>				
1	1				
	<p style="text-align: center;"><u>TEEN COURT</u></p> <p>Provides an alternative sanctioning program for first-time misdemeanor juvenile offenders, as well as training for youth interested in the field of law</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>8</td><td>8</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	8	8
<u>FY 20-21</u>	<u>FY 21-22</u>				
8	8				
	<p style="text-align: center;"><u>HOMEOWNERSHIP ASSISTANCE PROGRAM</u></p> <p>Provides homeownership opportunities to low-to-moderate income families through technical and financial assistance</p> <table> <tr> <td><u>FY 20-21</u></td><td><u>FY 21-22</u></td></tr> <tr> <td>9</td><td>9</td></tr> </table>	<u>FY 20-21</u>	<u>FY 21-22</u>	9	9
<u>FY 20-21</u>	<u>FY 21-22</u>				
9	9				

The FY 2021-22 total number of full-time equivalent positions is 24.5

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

### **DIVISION: OFFICE OF THE EXECUTIVE DIRECTOR AND ADMINISTRATION**

The Office of the Executive Director and the Administration Division provide overall leadership and coordination of departmental operations and ensure financial, fiscal and accounting controls.

- 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: 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: 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	ES-2	OP	↔	170	165	200	136	194
Workshops held for Teen Court participants**	PS1-1	ES-2	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

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

### 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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

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

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

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide	711	889	1,185	1,369
Carryover	6,759	8,439	9,118	9,050
Documentary Stamp Surtax	3,208	2,379	2,070	2,343
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	13,636
<b>Operating Expenditures</b>				
<b>Summary</b>				
Salary	1,206	1,278	1,742	1,709
Fringe Benefits	445	425	706	707
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	5,707
<b>Non-Operating Expenditures</b>				
<b>Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	7,815	7,929
Total Non-Operating Expenditures	0	0	7,815	7,929

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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	1,456	6	6
Economic Development	205	215	1	1
Homeownership Assistance Program	2,964	3,159	9	9
Total Operating Expenditures	5,381	5,707	24	24



## FY 2021 - 22 Proposed 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/ Non Recurring Costs</b>	<b>Recurring Costs</b>	
Hire one Equity Researcher	\$0	\$100	1
Hire one Policy Analyst to develop local government policies and provide recommendations to the BCC and municipal government specifically related to improving the economic conditions of Black residents	\$0	\$100	1
Hire one Legislative Analyst to develop and advocate for state government policies that will help improve the economic conditions of Black residents in the areas of economic development, business development, employment, homeownership, crime, juvenile crime, education and other economic factors that impact the economic advancement of Black residents	\$0	\$100	1
Expand the Teen Court Program to the south end of Miami-Dade County	\$62	\$138	2
Invest \$1M in Black Business Growth in Miami-Dade County	\$1,000	\$0	0
<b>Total</b>	<b>\$1,062</b>	<b>\$438</b>	<b>5</b>

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

### Regulatory and Economic Resources

The Regulatory and Economic Resources (RER) Department's mission is to enable sustainable economic development through smart regulatory, planning and resiliency strategies and business expansion initiatives. In fulfilling this mission, the Department strives to provide efficient regulatory, planning and economic development services and pursue resilience to ensure 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.

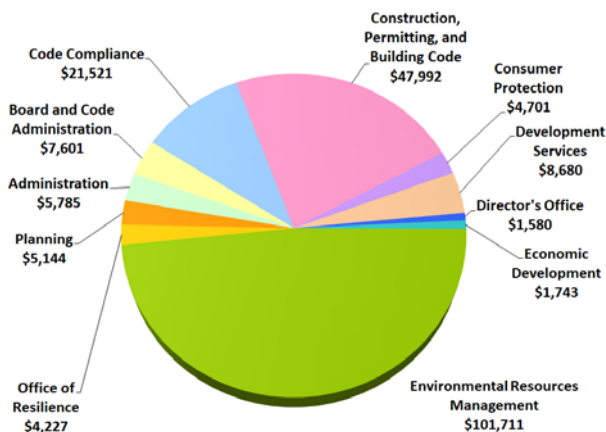
As part of the Economic Development strategic area, RER promotes film and television related industries; promotes economic growth through administration of local economic development programs including the Qualified Target Industry (QTI) and the Targeted Jobs Incentive Fund (TJIF) programs; and enforces 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 Proposed Operating Budget

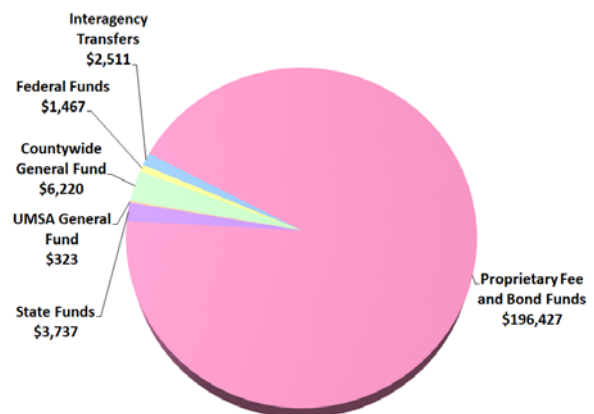
#### Expenditures by Activity

(dollars in thousands)



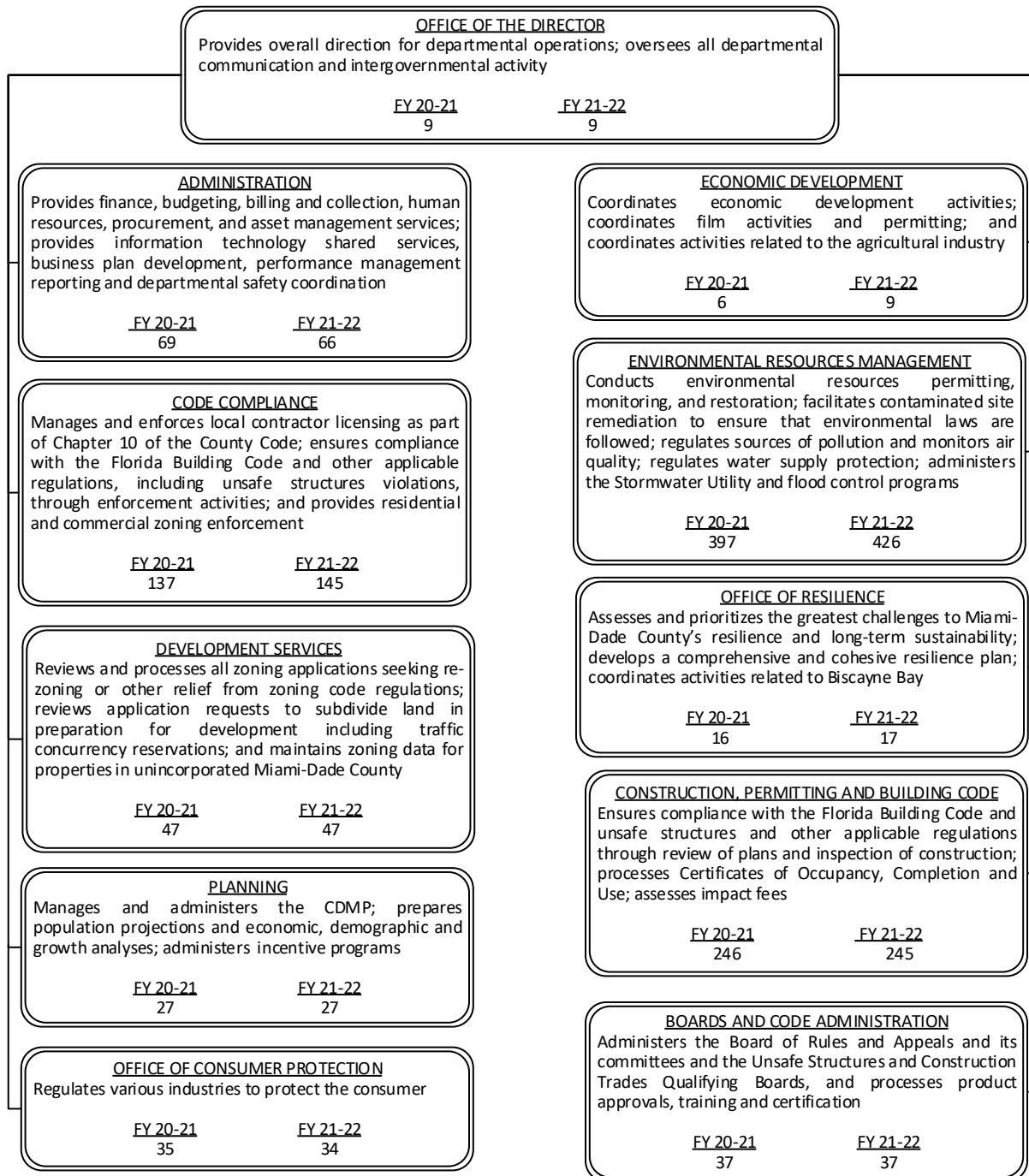
#### Revenues by Source

(dollars in thousands)



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

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 1063.5

## FY 2021 - 22 Proposed 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 Proposed Budget includes payments in the amount of \$230,000 for services provided by Audit and Management Services (\$175,000), Human Resources (\$45,000), and Finance (\$10,000) for Purchase Card Industry (PCI) compliance

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

### DIVISION: CODE COMPLIANCE

The Code Compliance Division administers code compliance efforts related to the Florida Building Code (FBC), including construction work conducted without a permit and unsafe structures violations and Neighborhood Codes, including zoning and owners' maintenance violations and performs contractor licensing enforcement activities.

- 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

### DIVISION: DEVELOPMENT SERVICES

The Development Services Division maintains zoning data and implements the zoning code, including the permitted uses, for properties in unincorporated Miami-Dade County.

- 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed Budget includes a reimbursement of \$70,000 from the Transportation Planning Organization to coordinate long and short-range land use and demographic activities while reviewing transportation-related projects and activities in coordination with the metropolitan transportation planning process

## FY 2021 - 22 Proposed 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

- 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

### 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 Proposed 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

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

- 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

### **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



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

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### DIVISION COMMENTS

- ☛ The FY 2021-22 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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
- ☛ The FY 2021-22 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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)

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

### DIVISION: OFFICE OF RESILIENCE

The Office of Resilience is responsible for assessing and prioritizing the greatest threats to Miami-Dade County's resilience and long-term sustainability and developing as well as implementing a comprehensive and cohesive resilience strategy.

- 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

### 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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**

- 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

### **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

## FY 2021 - 22 Proposed 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 Contractor License Applications reviewed within 10 days	NI1-2	HW-2	EF	↑	100%	100%	100%	100%	100%

### CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The Department's FY 2021-22 Proposed 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 project #2000000511
-  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
-  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)
-  The Department's FY 2021-22 Proposed Budget and Multi-Year Capital Plan will also continue to ensure that environmentally endangered lands are protected and thrive as native habitats through the Environmentally Endangered Lands (EEL) purchasing land program funded from BBC-GOB proceeds (the total project cost \$40 million, \$654,000 in FY 2021-22)
-  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
-  In FY 2020-21, the Proposed Budget and Multi-Year Capital Plan continues funding projects 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

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

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### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide	1,947	2,324	3,727	6,220
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>431,190</b>

### Operating Expenditures

#### Summary

Salary	73,483	76,961	79,901	85,377
Fringe Benefits	27,460	28,103	30,689	33,114
Court Costs	4	2	25	21
Contractual Services	4,549	5,141	8,894	36,014
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>210,685</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	0	0
<b>Total Non-Operating Expenditures</b>	<b>31,651</b>	<b>27,780</b>	<b>201,485</b>	<b>220,505</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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	21,521	137	145
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	4,227	16	17
Board and Code Administration	6,781	7,601	37	37
Construction, Permitting, and Building Code	48,299	47,992	246	245
<b>Strategic Area: Economic Development</b>				
Consumer Protection	4,632	4,701	35	34
Economic Development	1,085	1,743	6	9
<b>Total Operating Expenditures</b>	<b>173,349</b>	<b>210,685</b>	<b>1,026</b>	<b>1,062</b>

## FY 2021 - 22 Proposed 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	85,084	15,934	34,154	181	9,541	7,520	1,586	0	154,000
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>266,773</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>466,252</b>
<b>Expenditures</b>									
<b>Strategic Area: ED</b>									
Community Development Projects	31,950	10,650	25,700	0	8,700	7,000	0	0	84,000
<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>258,281</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>466,252</b>

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### BEACH - EROSION MITIGATION AND RENOURISHMENT

PROJECT #: 2000000344

DESCRIPTION: Provide beach renourishment for eroded portions of Miami-Dade County beaches in cooperation with the U.S. Army Corps of Engineers

LOCATION: Miami-Dade County Beaches  
Various Sites

District Located: 4,5  
District(s) Served: Countywide



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 Proposed Budget and Multi-Year Capital Plan

### BISCAYNE BAY - RESTORATION AND SHORELINE STABILIZATION

PROJECT #: 5555691

DESCRIPTION: Restore, enhance and stabilize wetlands, shoreline and islands in and adjacent to Biscayne Bay and its tributaries

LOCATION: Biscayne Bay and Tributaries  
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

PROJECT #: 2000000940

DESCRIPTION: Provide improvements to the secondary canal system to include maintenance dredging and bank restoration

LOCATION: Throughout Miami-Dade County  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### ECONOMIC DEVELOPMENT FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 988925**

DESCRIPTION: Provide funding for a Countywide economic development fund from Building Better Communities General Obligation Bond Program

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



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
BBC GOB Financing	28,450	7,550	20,000	0	6,000	7,000	0	0	69,000
<b>TOTAL REVENUES:</b>	<b>28,450</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>69,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	28,450	7,550	20,000	0	6,000	7,000	0	0	69,000
<b>TOTAL EXPENDITURES:</b>	<b>28,450</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>69,000</b>

### ECONOMIC DEVELOPMENT FUND - TARGETED URBAN AREAS (TUA) (BUILDING BETTER COMMUNITIES BOND PROGRAM)

**PROJECT #: 981999**

DESCRIPTION: Provide funding for economic development in TUAs from Building Better Communities General Obligation Bond Program

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



REVENUE SCHEDULE:	PRIOR	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

**PROJECT #: 5555621**

DESCRIPTION: Acquire and manage environmentally sensitive and endangered lands

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



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

### FLORIDA CITY - CANAL GATE

PROJECT #: 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

PROJECT #: 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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### LAND ACQUISITIONS - TO SUPPORT WELLFIELD

PROJECT #: 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

PROJECT #: 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)

PROJECT #: 986940

DESCRIPTION: Provide funding for a program to purchase development rights of appropriate properties  
 LOCATION: Countywide District Located: Countywide  
 Throughout Miami-Dade County District(s) Served: Countywide

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

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### SALINITY BARRIER - FEASIBILITY TESTING AND EVALUATION

**PROJECT #:** 2000001878



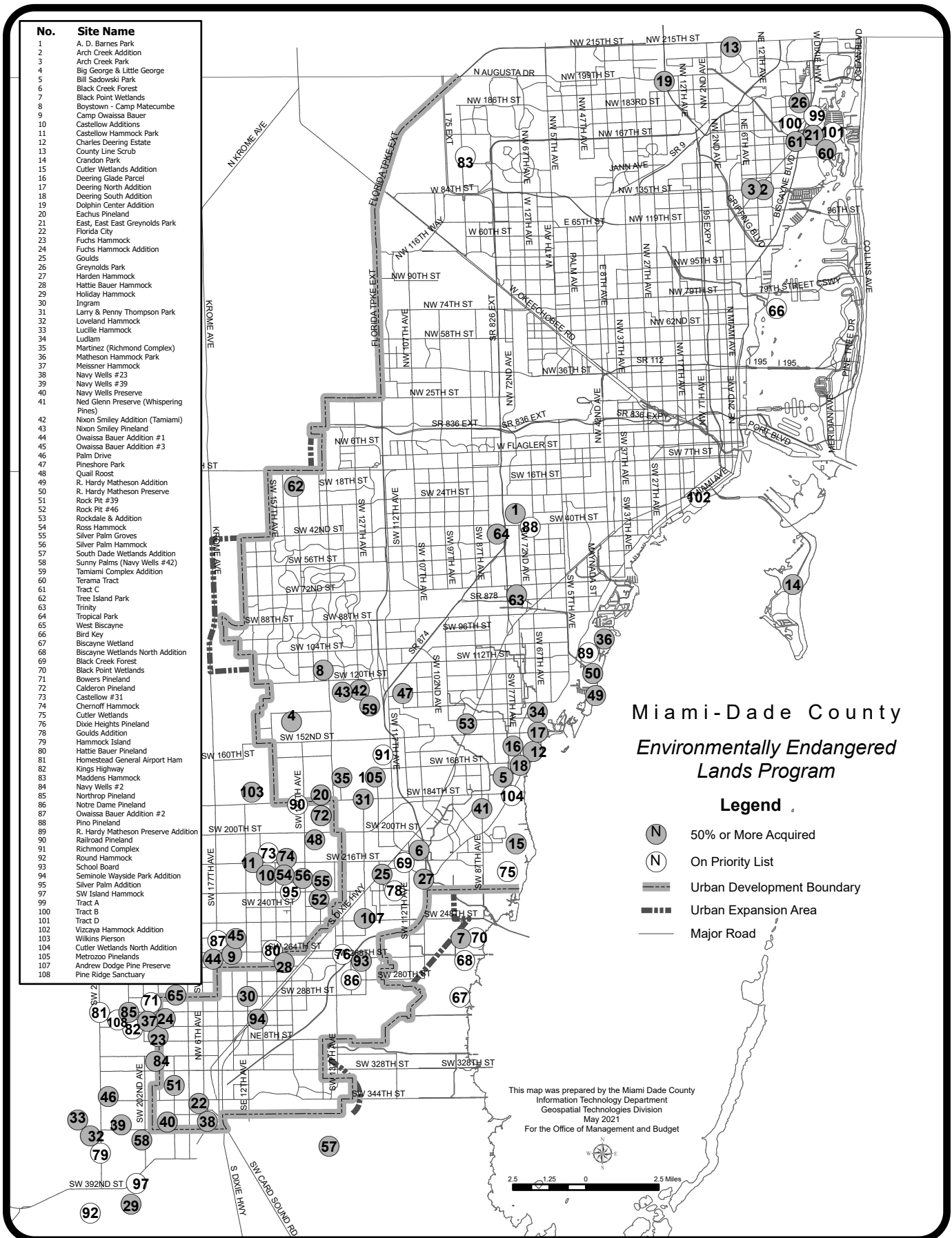
**DESCRIPTION:** Preform feasibility testing and evaluation studies for the creation of a salinity barrier to retard the western movement of the salt front, at the base of the Biscayne aquifer in order to protect the County's water supply

**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 Proposed Budget and Multi-Year Capital Plan



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

### Seaport

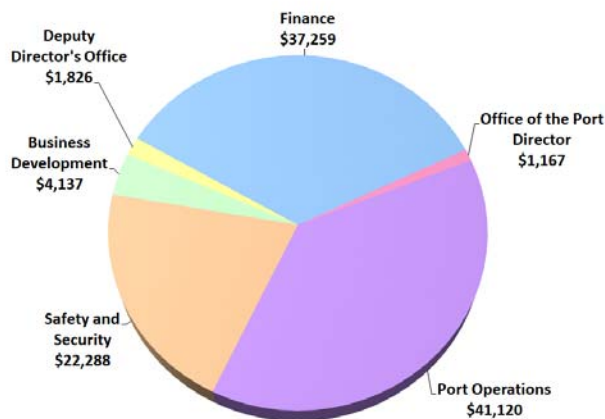
The Seaport Department manages and operates the Dante B. Fascell Port of Miami or PortMiami. PortMiami is the busiest passenger cruise port in the world and the 12th busiest cargo container port in the United States.

As part of the Economic Development strategic area, Seaport is responsible for meeting the infrastructure needs of the cruise and cargo industries, managing the Port efficiently and effectively and maintaining, renovating and expanding the Port's facilities. Seaport promotes cruise and cargo growth through infrastructure enhancements and throughput capacity improvements combined with an aggressive foreign and domestic marketing program.

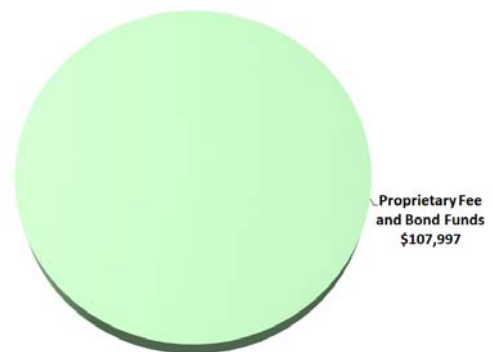
As the second largest economic engine in Miami-Dade County, PortMiami contributes \$43 billion annually to the local economy and supports more than 334,400 jobs in South Florida. Seaport works with the maritime, cruise and cargo industries; truckers; freight forwarders; various federal and state agencies;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

### FY 2021-22 Proposed Operating Budget

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

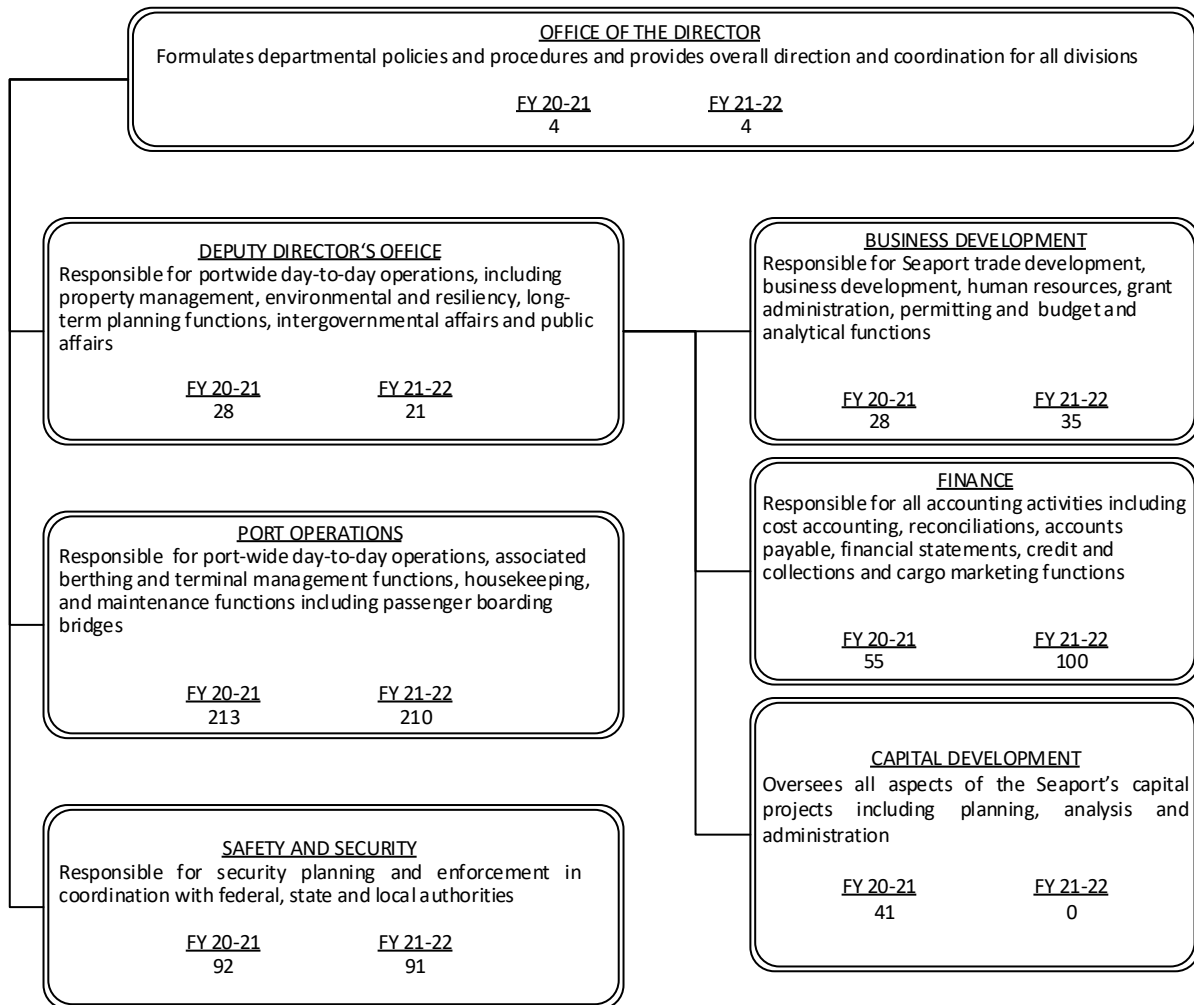


**Revenues by Source**  
(dollars in thousands)



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

### DIVISION: OFFICE OF THE PORT DIRECTOR

The Office of the Port Director is responsible for overseeing the implementation of the Seaport 2035 Master Plan; overseeing policies and procedures; providing long-term vision and overall direction and coordination for all divisions; and representing the interests of the Seaport and the County at the local, national and international levels.

- Establishes departmental policy, directs overall management, provides long-term vision and implements legislative policy and directives

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

Measures	SO	RD	Type	Good	FY 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

### DIVISION: PORT OPERATIONS

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

- Coordinates 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

### DIVISION: CAPITAL DEVELOPMENT

The Capital Development Division manages implementation of capital improvement programs.

- Coordinates Seaport design, engineering and construction management activities
- Coordinates environmental issues with various local, state and federal agencies
- Performs the Port's property, facilities and equipment maintenance functions

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

Measures	SO	RD	Type	Good	FY 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 Proposed 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 Proposed 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

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

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

The Safety and Security Division is responsible for security planning and enforcement in coordination with federal, state and local authorities.

- 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 Proposed 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
- 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 Proposed Budget and Multi-Year Capital Plan include an investment totaling \$149.460 million, \$24.113 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 \$246.732 million; \$17.654 million in FY 2021-22)
- ☛ 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); 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
- ☛ The Port will also be investing in a new Federal Inspection Facility (total project cost \$16.340 million, \$1.347 million in FY 2021-22); new Inspection and Fumigation facilities (total project cost \$59.9 million, \$2.2 million in FY 2021-22); a Shorepower Program (total project cost \$121 million, \$4.038 million in FY 2021-22); 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)

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

-  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); 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); 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); the preparation of Berth 10 as a new future terminal (total project cost \$181.172 million, \$26.516 million in FY 2021-22); 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 Department's FY 2021-22 Proposed 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 project #2000000511

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed FY 21-22
Advertising	369	223	316	50	300
Fuel	160	134	155	46	156
Overtime	1,725	1,196	2,059	43	1,190
Rent	29	17	27	45	25
Security Services	21,746	21,766	23,770	20,845	22,225
Temporary Services	0	0	0	0	0
Travel and Registration	306	180	470	142	310
Utilities	4,914	5,841	7,359	6,064	8,243

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

### PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 20-21	Proposed Fee FY 21-22	Dollar Impact 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 FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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 FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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 Proposed 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	27,728	17,886	22,301	15,000	8,500	0	0	0	91,415
Federal Transportation Grant	41,100	0	0	0	0	0	0	0	41,100
Future Financing	21,369	273,716	272,739	190,374	179,087	113,713	5,500	88,000	1,144,498
Seaport Bonds/Loans	448,466	27,996	215	0	0	0	0	0	476,677
Tenant Financing	0	4,000	7,000	6,500	0	0	0	0	17,500
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:</b>	<b>550,152</b>	<b>328,846</b>	<b>302,609</b>	<b>211,874</b>	<b>187,587</b>	<b>113,713</b>	<b>5,500</b>	<b>88,000</b>	<b>1,788,281</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	250	4,038	6,712	5,500	5,500	5,500	5,500	88,000	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	142,168	111,642	134,113	115,792	106,860	94,840	0	0	705,415
Terminal Improvements	117,913	3,809	4,800	0	0	0	0	0	126,522
<b>Total:</b>	<b>550,152</b>	<b>328,846</b>	<b>302,609</b>	<b>211,874</b>	<b>187,587</b>	<b>113,713</b>	<b>5,500</b>	<b>88,000</b>	<b>1,788,281</b>

### FUNDED CAPITAL PROJECTS

(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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### CONSTRUCTION SUPERVISION

**PROJECT #:** 6430061

DESCRIPTION: Provide supervision of on-going construction projects at the Seaport  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	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

**PROJECT #:** 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

**PROJECT #:** 2000001343

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



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

### CRUISE TERMINAL C

PROJECT #: 2000000923

DESCRIPTION: Provide renovations to combine terminals B and C to accommodate various cruise lines  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 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
Construction	0	64,741	9,149	0	0	0	0	0	73,890
Infrastructure Improvements	86,583	5,501	0	0	0	0	0	0	92,084
<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)

### CRUISE TERMINAL J - IMPROVEMENTS

PROJECT #: 642930

DESCRIPTION: Upgrade and remodel Terminal J to attract luxury cruise operations by replacing carpet, installing new elevators and completing various terminal repair/upgrades  
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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>



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### CRUISE TERMINAL V - NEW

**PROJECT #:** 2000000978

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

REVENUE SCHEDULE:	PRIOR	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
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	82,773	9,257	0	0	0	0	0	0	92,030
<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

**PROJECT #:** 2000000724

**DESCRIPTION:** Construct a new road to handle increased Port traffic for new terminals A and AA  
**LOCATION:** Dante B. Fascell Port of Miami-Dade District Located: 5  
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
FDOT Funds	1,314	2,586	0	0	0	0	0	0	3,900
Future Financing	0	0	4,627	991	660	385	0	0	6,663
Seaport Bonds/Loans	19,369	2,586	0	0	0	0	0	0	21,955
<b>TOTAL REVENUES:</b>	<b>20,683</b>	<b>5,172</b>	<b>4,627</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	2,628	5,172	4,627	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>20,683</b>	<b>5,172</b>	<b>4,627</b>	<b>991</b>	<b>660</b>	<b>385</b>	<b>0</b>	<b>0</b>	<b>32,518</b>

### CRUISE TERMINALS AA AND AAA - NEW

**PROJECT #:** 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)

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### CRUISE TERMINALS D AND E - UPGRADES

**PROJECT #:** 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

**PROJECT #:** 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)

### GANTRY CRANES

**PROJECT #:** 2000000131

DESCRIPTION: Purchase five (5) post panamax gantry cranes for increased cargo traffic  
 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	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)

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

### INFRASTRUCTURE IMPROVEMENTS - CARGO GATE MODIFICATIONS

**PROJECT #:** 644010

**DESCRIPTION:** Purchase and install security systems for new gateway as required  
**LOCATION:** Dante B. Fascell Port of Miami-Dade 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
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)

**PROJECT #:** 644520

**DESCRIPTION:** Provide drainage improvements and various other improvements in the container yard area  
**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	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>

### INFRASTRUCTURE IMPROVEMENTS - CRUISE CAMPUS

**PROJECT #:** 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>

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

### INFRASTRUCTURE IMPROVEMENTS - NORTH BULKHEAD REHABILITATION

**PROJECT #:** 644300

**DESCRIPTION:** Provide repairs and improvements to the north bulkhead terminal  
**LOCATION:** Dante B. Fascell Port of Miami-Dade  
 Port of Miami

**District Located:** 5  
**District(s) Served:** Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Future Financing	0	17,654	54,846	54,846	54,846	54,846	0	0	237,038
Seaport Bonds/Loans	9,694	0	0	0	0	0	0	0	9,694
<b>TOTAL REVENUES:</b>	<b>9,694</b>	<b>17,654</b>	<b>54,846</b>	<b>54,846</b>	<b>54,846</b>	<b>54,846</b>	<b>0</b>	<b>0</b>	<b>246,732</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	1,394	17,654	54,846	54,846	54,846	54,846	0	0	238,432
Infrastructure Improvements	8,300	0	0	0	0	0	0	0	8,300
<b>TOTAL EXPENDITURES:</b>	<b>9,694</b>	<b>17,654</b>	<b>54,846</b>	<b>54,846</b>	<b>54,846</b>	<b>54,846</b>	<b>0</b>	<b>0</b>	<b>246,732</b>

### INFRASTRUCTURE IMPROVEMENTS - PASSENGER BOARDING BRIDGES

**PROJECT #:** 2000001344

**DESCRIPTION:** Purchase passenger boarding bridges for various terminals throughout the port  
**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	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 Proposed Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - PORT WIDE

**PROJECT #: 645430**

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

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

District Located: 5  
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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

**PROJECT #: 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



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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 Proposed Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - WATER AND SEWER UPGRADES

**PROJECT #:** 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

**PROJECT #:** 2000000572

**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

**PROJECT #:** 2000001418

**DESCRIPTION:** Develop a state-of-the-art inspection and fumigation facility in conjunction with Miami-Dade Seaport

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

**District Located:** 5  
**District(s) Served:** Countywide



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

### SHORE POWER AT THE PORT

PROJECT #: 2000001675

DESCRIPTION: Provide Shore Power to all cruise terminals

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
FDOT Funds	0	2,000	0	0	0	0	0	0	2,000
Future Financing	250	2,038	6,712	5,500	5,500	5,500	5,500	88,000	119,000
<b>TOTAL REVENUES:</b>	<b>250</b>	<b>4,038</b>	<b>6,712</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>88,000</b>	<b>121,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	0	0	0	5,500	5,500	5,500	5,500	88,000	110,000
Planning and Design	250	4,038	6,712	0	0	0	0	0	11,000
<b>TOTAL EXPENDITURES:</b>	<b>250</b>	<b>4,038</b>	<b>6,712</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>88,000</b>	<b>121,000</b>

### UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
CRUISE FERRY COMPLEX - NEW	Dante B. Fascell Port of Miami-Dade	20,000
CRUISE TERMINALS - CONCOURSES AND BERTHING MODIFICATIONS	Dante B. Fascell Port of Miami-Dade	15,000
GANTRY CRANES - RUBBER TIRE REPLACEMENT	Dante B. Fascell Port of Miami-Dade	10,000
NEW BERTH O - WEST NEW APRON	Dante B. Fascell Port of Miami-Dade	67,000
PARKING GARAGES - EXPANSION	Dante B. Fascell Port of Miami-Dade	55,000
PASSENGER TERMINALS - MOBILE WALKWAYS	Dante B. Fascell Port of Miami-Dade	10,200
PORT OPERATIONS SITE - NEW FACILITY	Dante B. Fascell Port of Miami-Dade	23,500
PORT ROADWAY - REALIGNMENT	Dante B. Fascell Port of Miami-Dade	25,000
	<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 Proposed Budget and Multi-Year Capital Plan

### Audit and Management Services

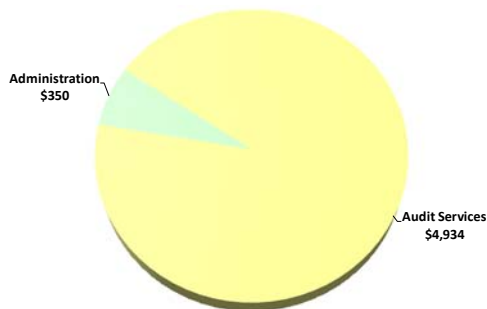
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

As part of the General Government strategic area, AMS examines the operations of County government, other governmental jurisdictions and external companies, contractors and grantees to ensure that public funds are being spent appropriately and efficiently. AMS regularly performs audits of high-risk functions and activities and responds to special audit requests from the Office of the Mayor, Board of County Commissioners, 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.

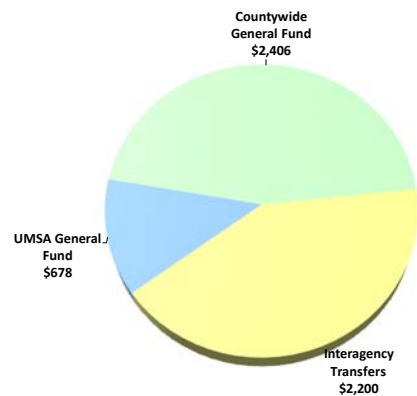
Department stakeholders include County departments and their business partners, as well as the general public.

### FY 2021-22 Proposed Operating Budget

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



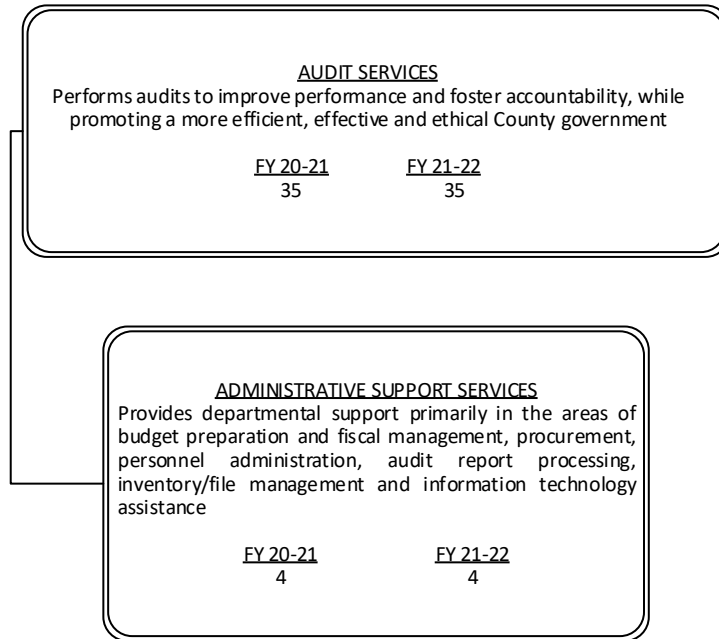
**Revenues by Source**  
(dollars in thousands)



## FY 2021 - 22 Proposed 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 39.

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

### DIVISION: AUDIT SERVICES

The Audit Services Division performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government.

- 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	\$1,500	\$1,500
Percentage of audit reports issued within 90 days of fieldwork completion	GG4-1	LS-1	EF	↑	64%	69%	50%	50%	50%
Audit reports issued	GG4-1	ES-3	OP	↔	50	42	40	40	40
Amount assessed from audits (in thousands)*	GG4-1	ES-3	OC	↑	\$1,698	\$5,390	\$3,000	\$3,000	\$3,000
Percentage of planned follow-up audits completed**	GG4-1	ES-3	OP	↔	51%	42%	50%	50%	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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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	8	14
Utilities	31	25	35	29	20

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

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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 and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
	Budget	Proposed	Budget	Proposed
Expenditure By Program	FY 20-21	FY 21-22	FY 20-21	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

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund two Senior Auditors and three Associate Auditors to perform audits	\$0	\$463	5
<b>Total</b>	<b>\$0</b>	<b>\$463</b>	<b>5</b>

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

### Commission on Ethics and Public Trust

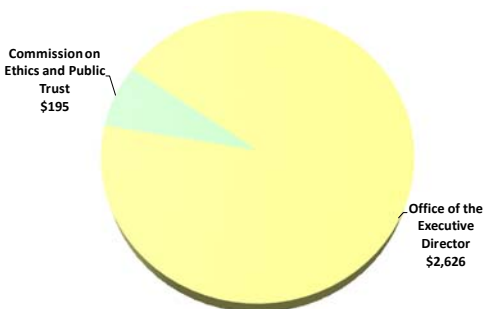
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

As part of the General Government strategic area, the Ethics Commission is dedicated to reinforcing public trust in the administration of government by informing County and municipal elected officials, employees, the public and the private sector about the County Conflict of Interest and Code of Ethics Ordinance (County Ethics Code). The Ethics Commission is authorized to investigate complaints and render advisory opinions related to the following County or municipal legislation: the County Ethics Code including sections related to Lobbyist Registration and 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.

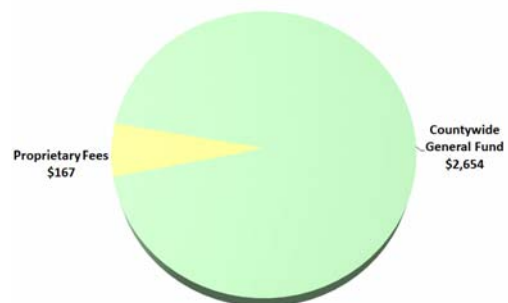
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors and vendors. The Ethics Commission works closely with the Office of the Inspector General and the State Attorney's Office,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

### FY 2021-22 Proposed Operating Budget

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



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



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

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

The Commission on Ethics and Public Trust promotes and enforces high standards of ethical conduct in government and builds and maintains confidence in public servants.

- 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	40	50
Number of requests for opinions and inquiries filed*	GG1-2	LS-2	IN	↔	350	155	200	200	200
Number of investigations handled	GG1-2	LS-2	OP	↔	125	144	130	130	130
Number of Hotline, Mailbox and General Inquiries Responses	GG1-2	LS-2	OP	↔	N/A	300	250	300	350
Number of Ethics trainings and workshops	GG1-2	LS-2	OP	↔	400	70	100	100	120
Percentage of County employees trained within the past three years	GG1-2	LS-2	OC	↑	100%	100%	100%	100%	100%

\* FY 2018-19 Actual shown is an estimate; informal e-mail ethics “opinions” are no longer provided by the Commission on Ethics and all opinions are now issued in a formal hard-copy legal memorandum format; e-mail ethics guidance or exchanges between COE staff and requesting parties are no longer included in opinion totals; this new methodology is reflected for FY 2019-20 and after

### **ADDITIONAL INFORMATION**

- ☛ The FY 2021-22 Proposed Budget includes a transfer of \$70,000, as required under Ordinance 10-56, from the Office of the Clerk Lobbyist Trust Fund to support ethics training and conference expenditures including, but not limited to, educational materials, food and non-alcoholic beverages and personnel expenditures

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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide	2,162	2,317	2,404	2,654
Carryover	18	76	0	0
Fees and Charges	151	91	97	97
Lobbyist Trust Fund	118	116	70	70
Total Revenues	2,449	2,600	2,571	2,821
<b>Operating Expenditures 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 Summary</b>				
Transfers	1	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	1	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed FY 21-22
<b>Expenditure By Program</b>				
<b>Strategic Area: General Government</b>				
Commission on Ethics and Public Trust	167	195	0	0
Office of the Executive Director	2,404	2,626	16	16
Total Operating Expenditures	2,571	2,821	16	16

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

### Communications and Customer Experience

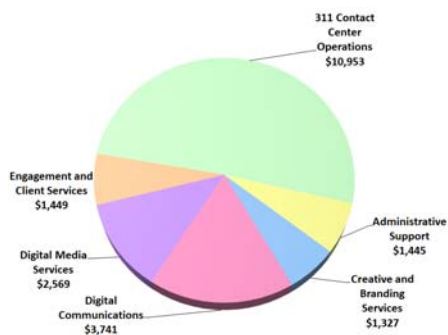
The Communications and Customer Experience Department (CCED) links County government to more than 2.8 million residents and over 16 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal ([www.miamidade.gov](http://www.miamidade.gov)),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

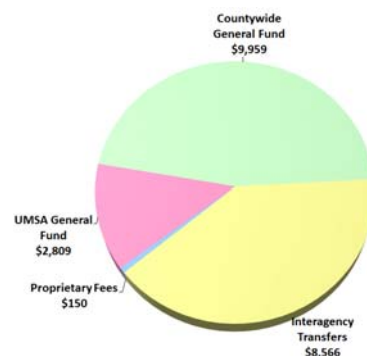
The Communications and Customer Experience Department serves a variety of stakeholders including the public, elected officials, County departments and municipalities.

### FY 2021-22 Proposed Operating Budget

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

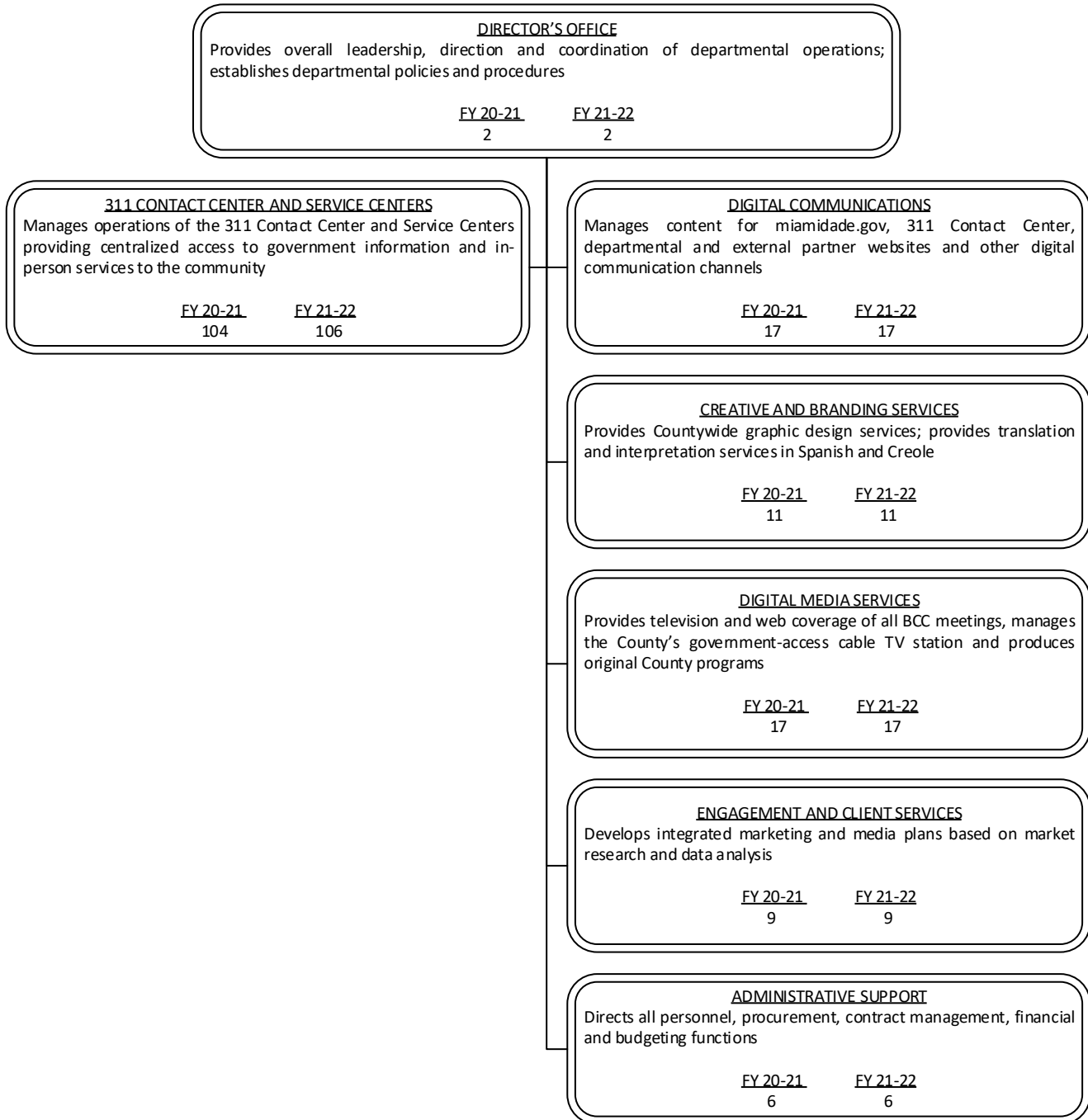


#### Revenues by Source (dollars in thousands)



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

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 172.38

## FY 2021 - 22 Proposed 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	1.5	1.5
Average call wait time (in seconds)*	GG1-1	LS-2	EF	↓	111	239	180	180	180

\* FY 2019-20 Actual reflects the impact of COVID-19 on the demand for Contact Center services

#### 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 Proposed 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

- In FY 2021-22, the Department will continue its Service Level Agreement with the Elections Department for translation services (\$50,000)

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

### DIVISION: DIGITAL MEDIA SERVICES

The Digital Media Services Division manages the County's government-access cable TV station, which provides live television and webcast coverage of public meetings, as well as original programming that informs residents about County programs and services via traditional and digital channels.

- Provides gavel-to-gavel television and webcasting coverage of all Board of County Commissioners and Board Committee meetings, as well as trusts, boards and planning organizations
- Produces original informational and public service programming for broadcast on Miami-Dade TV and Miami-Dade TV on-demand including the Miami-Dade YouTube channel and webcasting
- Provides photography services to departments, the Mayor's Office and the Board of County Commissioners
- Provides support services including video production of Hi-Definition TV and radio commercials
- Creates multi-media content and manages the main social media accounts for Miami-Dade County; manages Countywide social media management system
- Manages the Emergency Operations Center (EOC) video system during emergency activations and provides technical support for press conferences and other media availabilities

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

Measures	SO	RD	Type	Good	FY 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

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

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

-  The Department's FY 2021-22 Proposed 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 project #2000000511
-  The Department's FY 2021-22 Proposed 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)
-  The Department's FY 2021-22 Proposed 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
-  The Department's FY 2021-22 Proposed 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

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

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22	(dollars in thousands)	Total Funding Budget FY 20-21	Proposed FY 21-22	Total Positions Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>					<b>Expenditure By Program</b>				
General Fund Countywide	6,530	5,618	9,179	9,959	<b>Strategic Area: General Government</b>				
General Fund UMSA	2,177	1,774	2,898	2,809	Administrative Support	1,316	1,445	8	8
Carryover	763	763	0	0	311 Contact Center	10,530	10,953	104	106
Fees for Services	176	129	175	150	Operations				
Interagency Transfers	9,368	7,828	8,172	8,566	Digital Communications	3,321	3,741	17	17
Total Revenues	19,014	16,112	20,424	21,484	Creative and Branding	1,311	1,327	11	11
					Services				
<b>Operating Expenditures</b>					Digital Media Services	2,525	2,569	17	17
<b>Summary</b>					Engagement and Client	1,421	1,449	9	9
Salary	10,327	8,743	11,612	12,001	Services				
Fringe Benefits	4,263	3,657	4,662	4,872	Total Operating Expenditures	20,424	21,484	166	168
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	21,484					
<b>Non-Operating Expenditures</b>									
<b>Summary</b>									
Transfers	0	0	0	0					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations	0	0	0	0					
and Depletion									
Reserve	0	0	0	0					
Total Non-Operating	0	0	0	0					
Expenditures									

### 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	200	0	0	0	0	0	0	200
Capital Asset Series 2020C Bonds	2,500	0	0	0	0	0	0	0	2,500
Future Financing	0	2,000	0	0	0	0	0	0	2,000
General Government Improvement	0	200	0	0	0	0	0	0	200
Fund (GGIF)									
Total:	2,500	2,400	0	0	0	0	0	0	4,900
<b>Expenditures</b>									
<b>Strategic Area: GG</b>									
311 Answer Center Technology	0	1,250	1,250	0	0	0	0	0	2,500
Improvements									
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 Proposed Budget and Multi-Year Capital Plan

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### AUDIO VIDEO CAMERAS AND ACCESSORIES

PROJECT #: 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

PROJECT #: 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

PROJECT #: 2000001695

DESCRIPTION: Upgrade of Board of County Commissioners Chambers speakers and lighting systems  
 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
CIIP Program Revenues	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>

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

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### CUSTOMER RELATIONSHIP MANAGEMENT MODERNIZATION

**PROJECT #:** 2000001438



**DESCRIPTION:** Acquire a Customer Relationship Management (CRM) solution that can store and manage customer information across all County touchpoints, 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 Proposed Budget and Multi-Year Capital Plan

### Elections

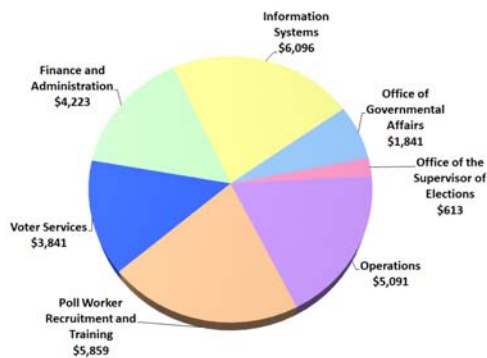
The Elections Department conducts elections that are accurate, convenient and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal and special taxing district elections are conducted and tabulated in a correct, uniform and impartial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

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

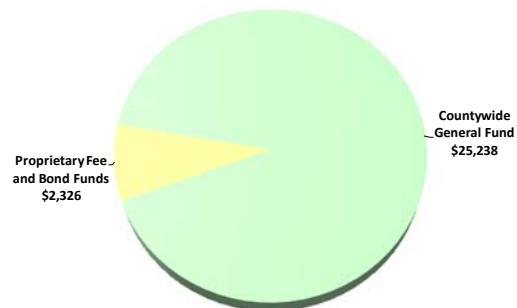
The Department serves an estimated 1.6 million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. The Elections staff interacts with federal, state and municipal officials on a regular basis.

### FY 2021-22 Proposed Operating Budget

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



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



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

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><b>OFFICE OF THE SUPERVISOR OF ELECTIONS</b> 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> 3</p> <p style="text-align: center;"><u>FY 21-22</u> 3</p>
	<p style="text-align: center;"><b>INFORMATION SYSTEMS</b> 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> 21</p> <p style="text-align: center;"><u>FY 21-22</u> 23</p>
	<p style="text-align: center;"><b>FINANCE AND ADMINISTRATION</b> 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> 10</p> <p style="text-align: center;"><u>FY 21-22</u> 10</p>
	<p style="text-align: center;"><b>VOTER SERVICES</b> 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> 24</p> <p style="text-align: center;"><u>FY 21-22</u> 24</p>
	<p style="text-align: center;"><b>OPERATIONS</b> 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> 20</p> <p style="text-align: center;"><u>FY 21-22</u> 22</p>
	<p style="text-align: center;"><b>OFFICE OF GOVERNMENTAL AFFAIRS</b> 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> 12</p> <p style="text-align: center;"><u>FY 21-22</u> 12</p>
	<p style="text-align: center;"><b>POLL WORKER RECRUITMENT AND TRAINING</b> 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> 16</p> <p style="text-align: center;"><u>FY 21-22</u> 16</p>

The FY 2021-22 total number of full-time equivalent positions is 110

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

### **DIVISION: OFFICE OF THE SUPERVISOR OF ELECTIONS**

The Office of the Supervisor of Elections formulates and directs overall policy for all departmental operations.

- 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 Proposed 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 Proposed Budget includes the addition of two Computer Technician 2 positions to manage the growth in vote by mail participation (\$166,000)

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

### DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division is responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring and human resources.

- 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

### DIVISION: OPERATIONS

The Operations Division manages the preparation and deployment of voting equipment, secures polling locations, oversees warehouse activities and asset management and develops logistical plans for elections.

- Coordinates the maintenance, repair, preparation and testing of voting equipment
- 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 FY2021-22)
- ☛ In FY 2021-22, the Department will implement additional cyber security software to continually ensure safe and secure elections (total project cost \$100,000)
- ☛ The FY 2021-22 Proposed 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)
- ☛ The Department's FY 2021-22 Proposed 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)

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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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 Proposed 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	130	2,512	2,330	0	0	0	0	0	4,972
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
Total:	280	6,673	5,245	2,915	0	0	0	0	15,113
<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
Total:	280	6,673	5,245	2,915	0	0	0	0	15,113

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### BALLOT CHAIN OF CUSTODY TRACKING SYSTEM

PROJECT #: 2000001441

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

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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### DS200 BALLOT DIGITAL SCANNERS

**PROJECT #: 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

**PROJECT #: 2000001339**

DESCRIPTION: Implement enhanced security measures at the Elections Department headquarters

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
CIIP Program Revenues	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
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

**PROJECT #: 2000001336**

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

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
CIIP Program Revenues	130	2,012	2,330	0	0	0	0	0	4,472
<b>TOTAL REVENUES:</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>
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 Proposed Budget and Multi-Year Capital Plan

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### VOTE BY MAIL BALLOT INSERTER

**PROJECT #:** 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 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
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 Proposed Budget and Multi-Year Capital Plan

### Finance

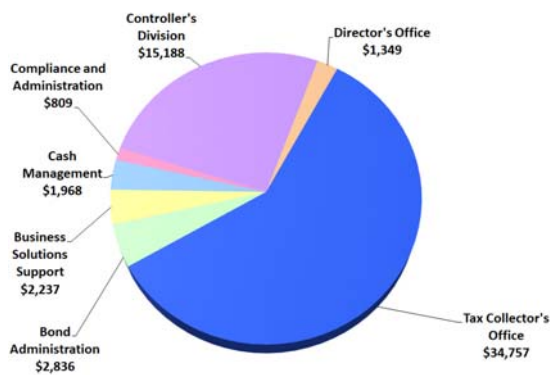
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, tax collection and distribution and collection on delinquent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

As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments and maintaining the County's general ledger system, as well as providing financial compliance reports. The Department collects and distributes current and delinquent real and personal property taxes, non-ad valorem special assessments for all local taxing authorities within Miami-Dade County, local business tax receipts and convention and tourist taxes. The Department also acts as an agent on behalf of the State of Florida to issue automobile, vessel, mobile home and hunting and fishing licenses; invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances; and manages the County's debt financing and debt issuances.

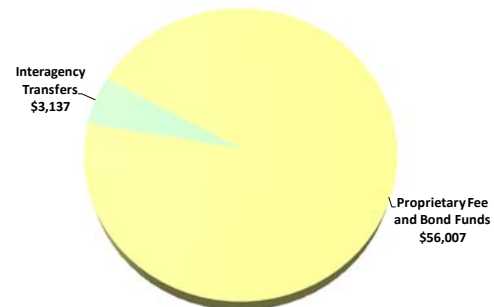
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management and Budget, the Office of the Property Appraiser, the Internal Services Department, the Human Resources Department, the Information Technology Department, departments and municipalities that issue code enforcement citations and outside financial consultants.

### FY 2021-22 Proposed Operating Budget

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



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



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

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><b><u>OFFICE OF THE DIRECTOR</u></b> Formulates and directs financial policy for the County and provides leadership and direction of departmental operations</p> <table><tr><td style="text-align: center;"><u>FY 20-21</u> 6</td><td style="text-align: center;"><u>FY 21-22</u> 6</td></tr></table>	<u>FY 20-21</u> 6	<u>FY 21-22</u> 6
<u>FY 20-21</u> 6	<u>FY 21-22</u> 6		
	<p style="text-align: center;"><b><u>COMPLIANCE AND ADMINISTRATION</u></b> Provides administration of departmental activities and monitors Countywide payment card industry compliance</p> <table><tr><td style="text-align: center;"><u>FY 20-21</u> 5</td><td style="text-align: center;"><u>FY 21-22</u> 6</td></tr></table>	<u>FY 20-21</u> 5	<u>FY 21-22</u> 6
<u>FY 20-21</u> 5	<u>FY 21-22</u> 6		
	<p style="text-align: center;"><b><u>BOND ADMINISTRATION</u></b> Manages the County's debt financing</p> <table><tr><td style="text-align: center;"><u>FY 20-21</u> 8</td><td style="text-align: center;"><u>FY 21-22</u> 8</td></tr></table>	<u>FY 20-21</u> 8	<u>FY 21-22</u> 8
<u>FY 20-21</u> 8	<u>FY 21-22</u> 8		
	<p style="text-align: center;"><b><u>CASH MANAGEMENT</u></b> Invests surplus funds in compliance with Florida Statutes, local ordinances and investment policy</p> <table><tr><td style="text-align: center;"><u>FY 20-21</u> 7</td><td style="text-align: center;"><u>FY 21-22</u> 6</td></tr></table>	<u>FY 20-21</u> 7	<u>FY 21-22</u> 6
<u>FY 20-21</u> 7	<u>FY 21-22</u> 6		
	<p style="text-align: center;"><b><u>CONTROLLER</u></b> 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 style="text-align: center;"><u>FY 20-21</u> 132</td><td style="text-align: center;"><u>FY 21-22</u> 136</td></tr></table>	<u>FY 20-21</u> 132	<u>FY 21-22</u> 136
<u>FY 20-21</u> 132	<u>FY 21-22</u> 136		
	<p style="text-align: center;"><b><u>TAX COLLECTOR</u></b> 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) and collection of delinquent accounts owed to County departments</p> <table><tr><td style="text-align: center;"><u>FY 20-21</u> 250</td><td style="text-align: center;"><u>FY 21-22</u> 252</td></tr></table>	<u>FY 20-21</u> 250	<u>FY 21-22</u> 252
<u>FY 20-21</u> 250	<u>FY 21-22</u> 252		
	<p style="text-align: center;"><b><u>BUSINESS SOLUTIONS SUPPORT</u></b> Administers, plans, coordinates and provides support for Countywide implementations of various financial business solutions including ERP</p> <table><tr><td style="text-align: center;"><u>FY 20-21</u> 7</td><td style="text-align: center;"><u>FY 21-22</u> 10</td></tr></table>	<u>FY 20-21</u> 7	<u>FY 21-22</u> 10
<u>FY 20-21</u> 7	<u>FY 21-22</u> 10		

The FY 2021-22 total number of full-time equivalent positions is 427

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

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### **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 Proposed 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 Proposed 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 Proposed Budget includes the transfer of one position from the Cash Management Division to the Compliance and Administration Office



## FY 2021 - 22 Proposed 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 Proposed 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 Proposed 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 Proposed 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 2020-21 Proposed 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 2020-21 Proposed Budget includes the conversion of two part-time Accountant 1's to full-time in an effort to reduce high turnover rates in the grants and accounts payable sections**
- The FY 2021-22 Proposed 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 the County's ERP system 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 Proposed 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan

### **DIVISION: BUSINESS SOLUTIONS SUPPORT**

The Business Solutions Support Division is responsible for administering, planning, coordinating and providing support for the Countywide implementation of various financial business solutions, including the 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 Proposed 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 Proposed Budget and Multi-Year Capital Plan includes the acquisition and implementation of a credit and collection system to replace the existing application that is outdated and can no longer support the volume and complexity of today's operation; the Department is projecting to complete this project by the close of FY 2021-22 (total project cost \$800,000 with the remaining \$400,000 programmed in FY 2021-22)

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

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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

### Operating Expenditures

#### Summary

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

### Non-Operating Expenditures

#### Summary

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 FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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

### 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

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

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **CREDIT AND COLLECTION SYSTEM REPLACEMENT**

**PROJECT #: 2000001261**

DESCRIPTION: Replace aging credit and collections system

LOCATION: 2525 NW 62 St

Unincorporated Miami-Dade County

District Located: 3

District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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**

**PROJECT #: 2000000975**

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

LOCATION: 111 NW 1 St

City of Miami

District Located: 5

District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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 Proposed Budget and Multi-Year Capital Plan

### Human Resources

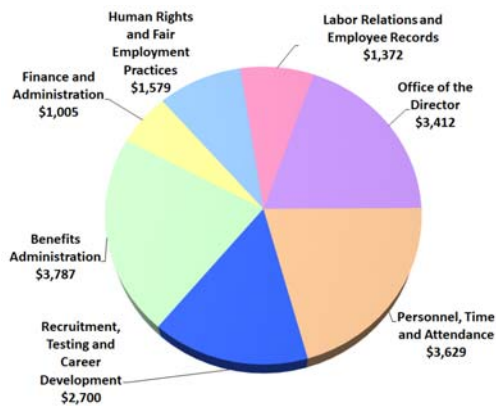
The Department of Human Resources (HR) manages and provides both strategic and transactional services in labor relations, compensation, benefits, payroll, recruitment, testing and career development. The Department promotes diversity, fairness and equal opportunity in employment, housing, public accommodations and credit and financing practices, as well as through family leave and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code.

As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations. The Department monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. As staff to the Miami-Dade County Commission on Human Rights, HR provides administrative support to the board, which receives, initiates, investigates and conciliates complaints of discrimination under federal, state and local laws.

### FY 2021-22 Proposed Operating Budget

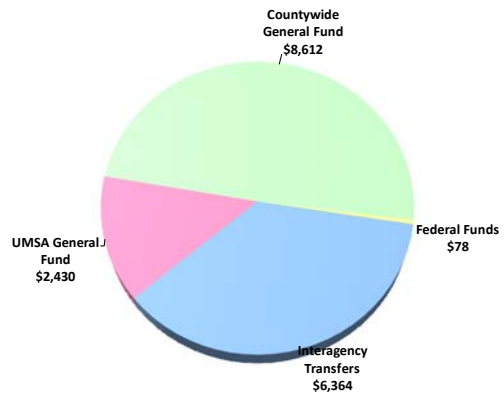
#### Expenditures by Activity

(dollars in thousands)



#### Revenues by Source

(dollars in thousands)



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

### TABLE OF ORGANIZATION

	<p style="text-align: center;"><b><u>OFFICE OF THE DIRECTOR</u></b></p> <p>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</p> <p style="text-align: center;"><b><u>FY 20-21</u></b>      <b><u>FY 21-22</u></b> 12                      21</p>
	<p style="text-align: center;"><b><u>PERSONNEL, TIME AND ATTENDANCE</u></b></p> <p>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</p> <p style="text-align: center;"><b><u>FY 20-21</u></b>      <b><u>FY 21-22</u></b> 36                      35</p>
	<p style="text-align: center;"><b><u>LABOR RELATIONS AND EMPLOYEE RECORDS</u></b></p> <p>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</p> <p style="text-align: center;"><b><u>FY 20-21</u></b>      <b><u>FY 21-22</u></b> 19                      11</p>
	<p style="text-align: center;"><b><u>BENEFITS ADMINISTRATION</u></b></p> <p>Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; administers the pre-tax spending accounts, FRS and deferred compensation plans and employee recognition and wellness programs; provides counseling, assessments and referrals for substance abuse or other employee assistance needs</p> <p style="text-align: center;"><b><u>FY 20-21</u></b>      <b><u>FY 21-22</u></b> 26                      27</p>
	<p style="text-align: center;"><b><u>RECRUITMENT, TESTING, AND CAREER DEVELOPMENT</u></b></p> <p>Assists departments in recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, including examinations; provides centralized employment services and administers the County's internships and training programs</p> <p style="text-align: center;"><b><u>FY 20-21</u></b>      <b><u>FY 21-22</u></b> 26                      25</p>
	<p style="text-align: center;"><b><u>HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES</u></b></p> <p>Manages and oversees all policies and practices related to equality and anti-discrimination for County employees and residents of Miami-Dade County and provides support to the Commission on Human Rights</p> <p style="text-align: center;"><b><u>FY 20-21</u></b>      <b><u>FY 21-22</u></b> 11                      13</p>
	<p style="text-align: center;"><b><u>FINANCE AND ADMINISTRATION</u></b></p> <p>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</p> <p style="text-align: center;"><b><u>FY 20-21</u></b>      <b><u>FY 21-22</u></b> 0                        11</p>

The FY 2021-22 total number of full-time equivalent positions is 143.



## FY 2021 - 22 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Proposed 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 Projection and FY 2021-22 Target reflect the transition between virtual and onsite events

\*\*The FY 2020-21 Projection and FY 2021-22 Target reflect the impacts of COVID-19

### DIVISION COMMENTS

- 📌 **The FY 2021-22 Proposed 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 Proposed 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 Proposed 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 Proposed 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

### DIVISION COMMENTS

- **The FY 2021-22 Proposed 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 Proposed 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) 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 FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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 FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### Information Technology

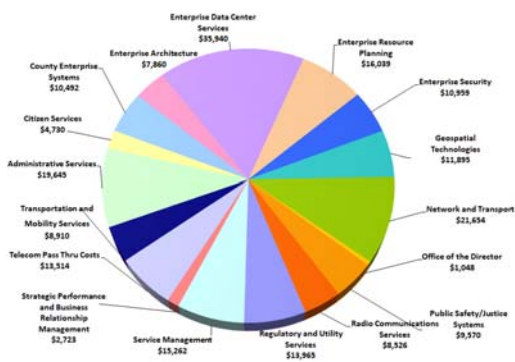
The Information Technology Department (ITD) is the central technology provider for Miami-Dade County. ITD provides information technology (IT), business solutions and infrastructure services that support the operations of all County departments.

As part of the General Government strategic area, the Department provides IT services that enable and support the operations of County departments, external governmental agencies and residents alike. As a custodian of data and innovation, the Department strives to make information and services easily accessible to customers and visitors of Miami-Dade County. As technology has evolved, a central priority has been the development and management of a reliable and secure IT infrastructure, including network, radio, telephony, hardware and software platforms that support Countywide applications and services. ITD partners with County executives, departments and industry providers to implement and maintain modern solutions that enable efficient operations and delivery of County services. Further, ITD collaborates and coordinates the Information Technology Leadership Council (ITLC) to set IT priorities, 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.

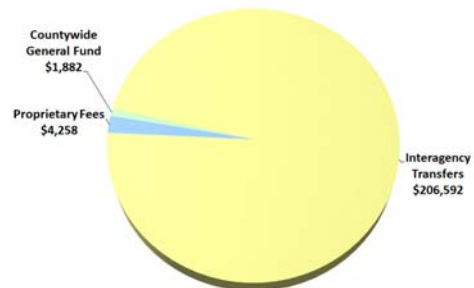
The Department's key stakeholders include all County departments; Miami-Dade County municipal governments; local, state and federal agencies, elected officials, Miami-Dade County residents and businesses; and visitors that visit the County's website worldwide.

### FY 2021-22 Proposed Operating Budget

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



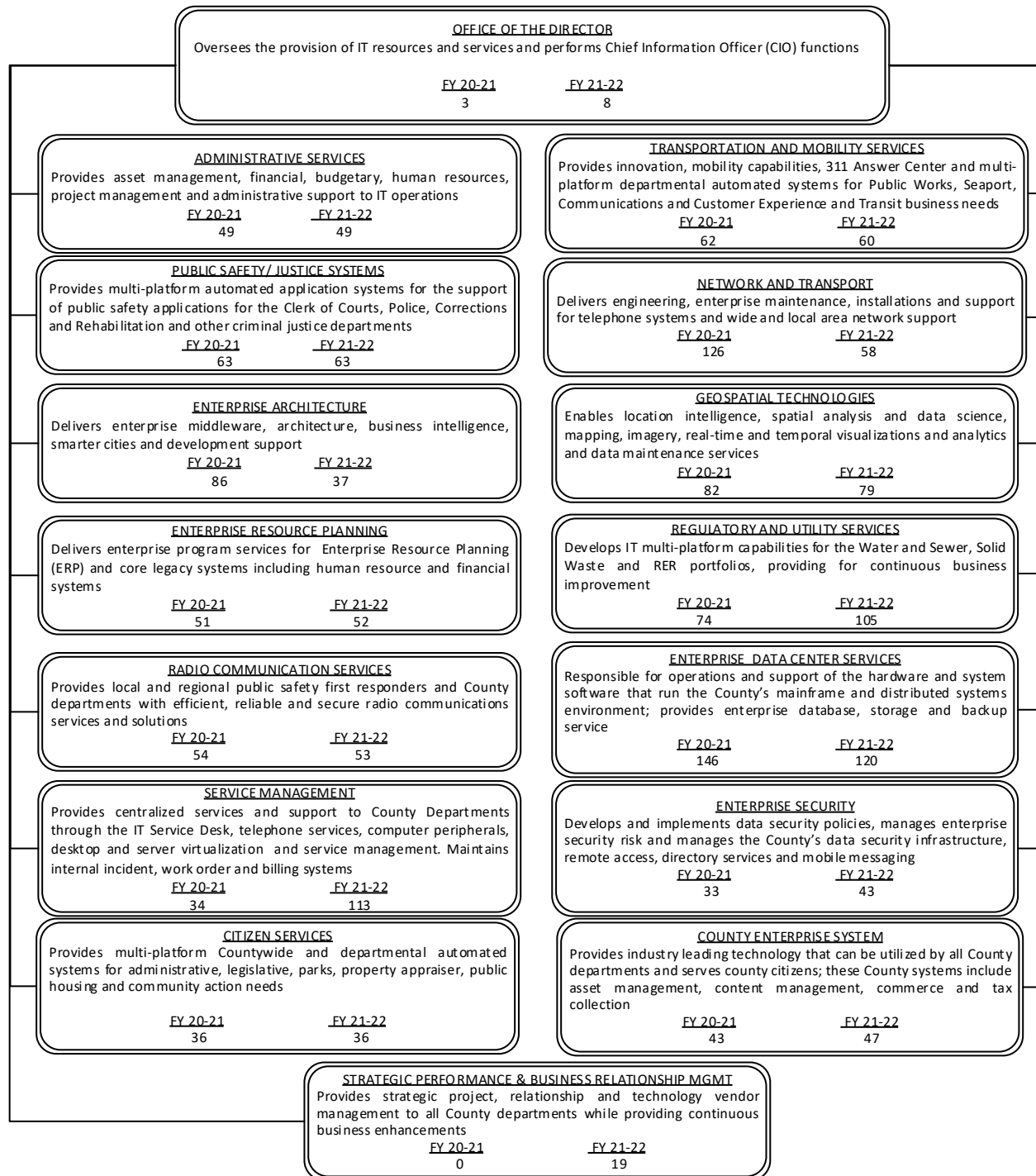
#### Revenues by Source (dollars in thousands)





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

## TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalents is 942.


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

### DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director oversees the provision of IT resources and services and performs Chief Information Officer (CIO) functions.

- Oversees the development and use of technologies for County departments and their service partners to deliver quality customer service to the public
- Directs strategic enterprise-wide integration of new technologies into the County's IT infrastructure and oversees IT resources and services
- Serves on 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 Proposed Budget includes the transfer of two positions from the Enterprise Data Center Services, 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**

### 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 Proposed 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, ten positions were transferred to the Strategic Performance and Business Relationship Management Division, and one position to the Enterprise Data Center Services Division; this was a result of a departmental reorganization to better align services to meet customer needs

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

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### **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**

- The FY 2021-22 Proposed 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 Proposed 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 Proposed Budget includes the transfer of one position from the Enterprise Data Center Services Division, as well as the transfers of thirty-seven positions to the Regulatory and Utility Services Division, seven positions to the Transportation and Mobility Services Division, two positions to the Office of the Director, one position to the Administrative Services Division, one position to the Network and Transport 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 Proposed 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 Proposed 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 Proposed 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%	99%	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 Proposed 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 Proposed 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%	60%	80%
Call abandon rate (%)**	GG3-1	IE-3	OP	↓	1%	10%	5%	12%	5%
Percentage of computer equipment repairs completed within 48 hours	GG3-1	IE-2	EF	↑	91%	94%	93%	95%	95%

\* FY 2019-20 Actual and FY 2020-21 Projection decreased due to the Service Desk's inability to provide remote assistance to MDPD staff; the security of MDPD's domain 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 2019-20 Actual and FY 2020-21 Projection increased due to the Service Desk's increase in call handle time due to providing lengthier troubleshooting support for employees working remotely

### DIVISION COMMENTS

- The FY 2021-22 Proposed Budget includes the transfer of one position to the Administrative Services Division, as well as the transfers of sixty-two positions from the Network and Transport Division, eleven positions from the Enterprise Data Center Services 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 Proposed 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 Proposed 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 Proposed Budget includes the transfer of six positions to the Regulatory and Utility Services Division, one position to the Administrative Services Division, one position to the Radio Communication Services Division, and one position to the Service Management Division; additionally, seven positions were transferred 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 Proposed 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%	95%	95%

### DIVISION COMMENTS

- The FY 2021-22 Proposed Budget includes the transfer of one position from the Enterprise Resource Planning Division and one position from the Enterprise Architecture Division; additionally, sixty-two positions were transferred to the Service Management Division, seven positions to the Administrative Services 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	1,530	1,540

### DIVISION COMMENTS

- The FY 2021-22 Proposed Budget includes the transfer of five positions to the Regulatory and Utilities Division as well as the transfers of one position from the Public Safety/Justice Systems 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 Proposed 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 Proposed Budget includes the transfers of thirty-seven positions from the Enterprise Architecture Division, five positions from the Geospatial Technologies Division, six positions from the Transportation and Mobility Services Division, one position from the Public Safety/Justice Systems Division, and one position from the Citizen Services Division; additionally, one position was transferred to the Office of the Director, four positions to the Enterprise Resource Planning Division, two positions to the Service Management Division, five positions to the County Enterprise Systems, 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

### 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

## FY 2021 - 22 Proposed 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
Production systems availability	GG3-1	IE-3	OC	↑	99%	99%	99%	99%	99%

### DIVISION COMMENTS

- The FY 2021-22 Proposed Budget includes the transfer of one position from the Administrative Services Division, as well as the transfers of one position to the Office of the Director, one position to the Geospatial Technologies Division, 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

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 Proposed 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

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

### **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

### **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	136	142
Assets tracked - EAMS (in thousands)	GG3-1	IE-2	IN	↔	991	1,001	1,001	1,005	1,015
System users - EAMS	GG3-1	IE-2	IN	↔	7,353	7,220	7,300	7,341	7,350

### **DIVISION COMMENTS**

- The FY 2021-22 Proposed Budget includes the transfer of five positions from the Regulatory and Utility Services Division and the transfer of 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 Proposed 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 Proposed Budget includes the creation of the Strategic Performance and Business Relationship Management Division with the transfer of seven positions from the Regulatory and Utility Services Division, ten positions from the Administrative Services Division, one position from the Enterprise Data Center Services Division, and one position from the Network and Transport Division, as a result of a departmental reorganization to better align services to meet customer needs

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

- The Department's FY 2021-22 Proposed 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 project #2000000511
- The FY 2021-22 Proposed 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
- The FY 2021-22 Proposed 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)
- The FY 2021-22 Proposed 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 Proposed 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)
- The FY 2021-22 Proposed 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)

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

-  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 project #2000001460 and #2000001476
-  The FY 2021-22 Proposed 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 (total project cost \$55.545 million, \$14.439 million in FY 2021-22)

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed FY 21-22
Advertising	35	33	40	40	40
Fuel	86	63	115	56	118
Overtime	1,592	1,750	1,090	1,083	1,254
Rent	3,752	3,615	3,968	3,963	3,805
Security Services	0	0	0	0	2
Temporary Services	416	393	0	147	450
Travel and Registration	140	68	187	87	92
Utilities	2,305	2,478	2,309	2,055	466

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

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide	2,702	2,497	1,712	1,882
Carryover	1,631	1,849	7,894	0
Proprietary Fees	0	0	659	458
Recording Fee for Court Technology	3,360	3,699	3,300	3,300
Traffic Violation Surcharge	535	398	500	500
Interagency Transfers	144,820	149,843	143,308	146,254
IT Funding Model	58,544	61,486	67,818	71,032
Total Revenues	211,592	219,772	225,191	223,426
<b>Operating Expenditures Summary</b>				
Salary	88,569	91,815	93,578	96,555
Fringe Benefits	28,177	30,176	31,592	32,636
Contractual Services	6,703	7,967	5,980	6,054
Other Operating	57,204	65,097	58,015	53,965
Charges for County Services	15,866	14,189	19,143	18,801
Capital	3,285	2,544	6,740	4,721
Total Operating Expenditures	199,804	211,788	215,048	212,732
<b>Non-Operating Expenditures Summary</b>				
Transfers	9,948	6,371	9,105	9,864
Distribution of Funds In Trust	0	0	0	0
Debt Service	1,193	1,012	1,038	830
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	11,141	7,383	10,143	10,694

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed FY 21-22
<b>Strategic Area: General Government</b>				
Office of the Director	735	1,048	3	8
Administrative Services	16,038	19,645	49	49
Public Safety/Justice Systems	9,524	9,570	63	63
Enterprise Architecture	14,752	7,860	86	37
Enterprise Resource Planning	15,225	16,039	51	52
Radio Communications Services	8,456	8,526	54	53
Service Management	4,437	15,262	34	113
Citizen Services	4,850	4,730	36	36
Transportation and Mobility Services	8,076	8,910	62	60
Network and Transport	33,911	21,654	126	58
Geospatial Technologies	11,974	11,895	82	79
Regulatory and Utility Services	9,587	13,965	74	105
Enterprise Data Center Services	46,743	35,940	146	120
Enterprise Security	7,316	10,959	33	43
County Enterprise Systems	9,923	10,492	43	47
Strategic Performance and Business Relationship Management	0	2,723	0	19
Telecom Pass Thru Costs	13,501	13,514	0	0
Total Operating Expenditures	215,048	212,732	942	942

## FY 2021 - 22 Proposed 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	27,417	20,401	41,411	10,980	0	0	0	100,209
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
ITD Service Fees	37,059	9,864	9,988	10,200	9,120	0	0	0	76,231
Total:	191,378	42,031	30,389	51,611	20,100	0	0	0	335,509
<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	29,731	21,925	33,245	6,339	4,641	0	0	111,980
Infrastructure Improvements	3,547	2,671	1,526	739	613	0	0	0	9,096
Total:	154,721	74,004	34,313	46,931	20,899	4,641	0	0	335,509

### FUNDED CAPITAL PROJECTS

(dollars in thousands)

#### CITRIX INFRASTRUCTURE - VIRTUAL DESKTOP AND THIN CLIENTS

PROJECT #: 2000000947

DESCRIPTION: Deploy desktop and application virtualization infrastructure Countywide

LOCATION: Various Sites

District Located:

Countywide

Various Sites

District(s) Served:

Countywide



<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 Proposed Budget and Multi-Year Capital Plan

### CLOUD INFRASTRUCTURE

PROJECT #: 2000000942

DESCRIPTION: Purchase servers, storage and backup infrastructure as needed

LOCATION: 5680 SW 87 Ave

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
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

PROJECT #: 2000000424

DESCRIPTION: Replace and/or upgrade existing computer aided dispatch system for both the Miami-Dade Police Department and Miami-Dade Fire Rescue

LOCATION: Various Sites

Various Sites

District Located:

District(s) Served:

Countywide

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

PROJECT #: 2000000954

DESCRIPTION: Implement a modern, comprehensive, integrated Criminal Justice Information System (CJIS) application to support the life cycle of a criminal case from arrest to case disposition

LOCATION: Various Sites

Various Sites

District Located:

District(s) Served:

Countywide

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
<b>TOTAL REVENUES:</b>	<b>22,924</b>	<b>0</b>	<b>14,025</b>	<b>15,066</b>	<b>3,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55,545</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	8,621	8,621	7,410	1,286	86	0	0	29,128
<b>TOTAL EXPENDITURES:</b>	<b>8,485</b>	<b>14,439</b>	<b>14,025</b>	<b>15,066</b>	<b>2,989</b>	<b>541</b>	<b>0</b>	<b>0</b>	<b>55,545</b>



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

### CYBERSECURITY STRATEGIC EVOLUTION PLAN

**PROJECT #:** 2000001427

**DESCRIPTION:** Deploy a security program that continuously adapts to evolving threats and new opportunities while reducing risk to the information assets of Miami-Dade County

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

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

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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

**PROJECT #:** 1687880

**DESCRIPTION:** Acquire and deploy radio infrastructure equipment, shelter and tower for radio sites that will be connected to the Miami-Dade County 800 MHz Harris P25 radio system for improved public safety radio coverage

**LOCATION:** Various Sites  
Various Sites

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

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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

**PROJECT #:** 2000000946

**DESCRIPTION:** Deploy new network edge switches countywide

**LOCATION:** 5680 SW 87 Ave  
Various Sites

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

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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 Proposed Budget and Multi-Year Capital Plan

### FULL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION

PROJECT #: 1682480

DESCRIPTION: Implement a state-of-the art, comprehensive, integrated ERP application (INFORMS) to support the full HR/Recruitment, Payroll, Financial (AR, AP, GL, Project Accounting, Fixed Assets, Contracts, Billing, Budgeting and Financial Reporting) and Procurement business processes

LOCATION: Countywide 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>

### VOICE OVER INTERNET PROTOCOL (VOIP) PROJECT

PROJECT #: 2000000945

DESCRIPTION: Deploy Voice over Internet Protocol countywide

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



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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 Proposed Budget and Multi-Year Capital Plan

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### Inspector General

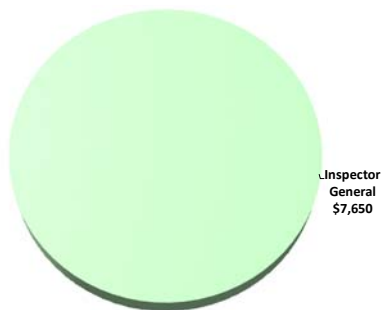
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste and abuse of power in County projects, programs and contracts. Created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government,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

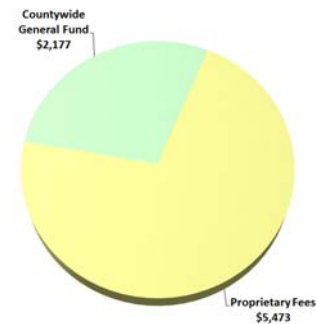
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials and vendors and contractors doing business with the County. The OIG has been designated a criminal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

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



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



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

### DIVISION: INSPECTOR GENERAL

The OIG's principal objective is to promote honesty and efficiency in government and to prevent and detect misconduct, fraud and abuse in County programs and contracts. The OIG strives to ensure that taxpayers get a fair and honest accounting of their money and, where possible, seeks appropriate remedies to recover public funds.

- 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	35	35
Reports issued	GG1-2	LS-2	OP	↔	7	12	18	18	20
Advisory memoranda issued	GG1-2	LS-2	OP	↔	22	18	20	20	22
Complaints received	GG1-2	LS-2	IN	↔	312	296	300	250	300
Percentage of complainants receiving feedback about initial disposition of complaint within 30 days	GG1-2	LS-2	OC	↑	95%	97%	98%	95%	95%
Percentage of preliminary inquiries where the decision to proceed (or not) is determined within 90 days*	GG1-2	LS-2	OC	↑	N/A	N/A	N/A	90%	93%

\* This is a new measure the Office implemented in FY 2020-21

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

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### ADDITIONAL INFORMATION

- In FY 2020-21, two positions were added to the OIG's budget: one OIG Contract Oversight Specialist, which has been filled to provide additional oversight of capital construction projects, and one Administrative Assistant position, which has been kept vacant until the resumption of normal on-site operations
- The FY 2021-22 Proposed 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 2020-21, the OIG website's "report fraud" page was enhanced to allow users to upload documents and photos as part of their submitting a complaint to the OIG
- In FY 2020-21, the OIG issued an audit report covering a pool contract accessed by multiple departments for the purchase of electrical and electronic components, tools, parts and supplies; the OIG selected four departments (Seaport, Public Housing and Community Development, Libraries, and Solid Waste Management) for further audit testing; a second audit of a pool contract involving the purchase of parts and repair services for transit buses is expected to be finalized this fiscal year; new audits undertaken by the OIG involve emergency construction contracts awarded under the County's Miscellaneous Construction Contracts 7040 and 7360
- In FY 2020-21, the OIG's procurement oversight on the County's Advanced Traffic Management System (ATMS) ended when a \$160 million contract was awarded for the installation of new synchronized traffic signals and video detection technology throughout the County's 3,000 intersections; the OIG has transitioned its oversight efforts to monitor contract implementation, product delivery, construction and installation; full completion of this project is expected to take four years
- 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
- In FY 2020-21, the OIG began monitoring the design phase of the new Civil and Probate Courthouse as the project commences with funding from the project (\$132,000)
- Since April 2020, the OIG has been engaged in monitoring several COVID-19 procurements and operations, including the County's Emergency Meals Program and the contracts for janitorial services and temporary event staffing related to the re-opening of the County's parks
- In FY 2020-21, the OIG has 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)
- 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

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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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	3	30
Utilities	25	30	25	20	17

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed 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 (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
<b>Total Revenues</b>	<b>7,791</b>	<b>8,786</b>	<b>7,374</b>	<b>7,650</b>

#### Operating Expenditures

##### Summary

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
<b>Total Operating Expenditures</b>	<b>6,326</b>	<b>6,722</b>	<b>7,374</b>	<b>7,650</b>

#### Non-Operating Expenditures

##### Summary

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

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed FY 21-22
Expenditure By Program				
<b>Strategic Area: General Government</b>				
Inspector General	7,374	7,650	40	40
<b>Total Operating Expenditures</b>	<b>7,374</b>	<b>7,650</b>	<b>40</b>	<b>40</b>

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

### Internal Services

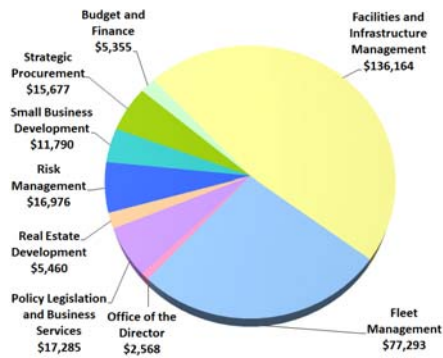
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government strategic area, ISD supports governmental operations by providing procurement services, Countywide vendor services, facility management, construction management, fleet management, risk management, surplus property disposition services, capital inventory management and small business program management and services. Additionally, ISD is engaged in real estate development and management, Americans with Disabilities Act compliance, elevator regulation and parking services.

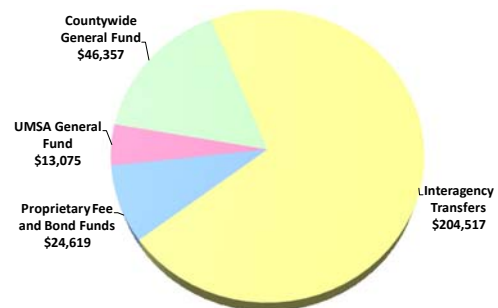
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations and Miami-Dade County residents and visitors.

### FY 2021-22 Proposed Operating Budget

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



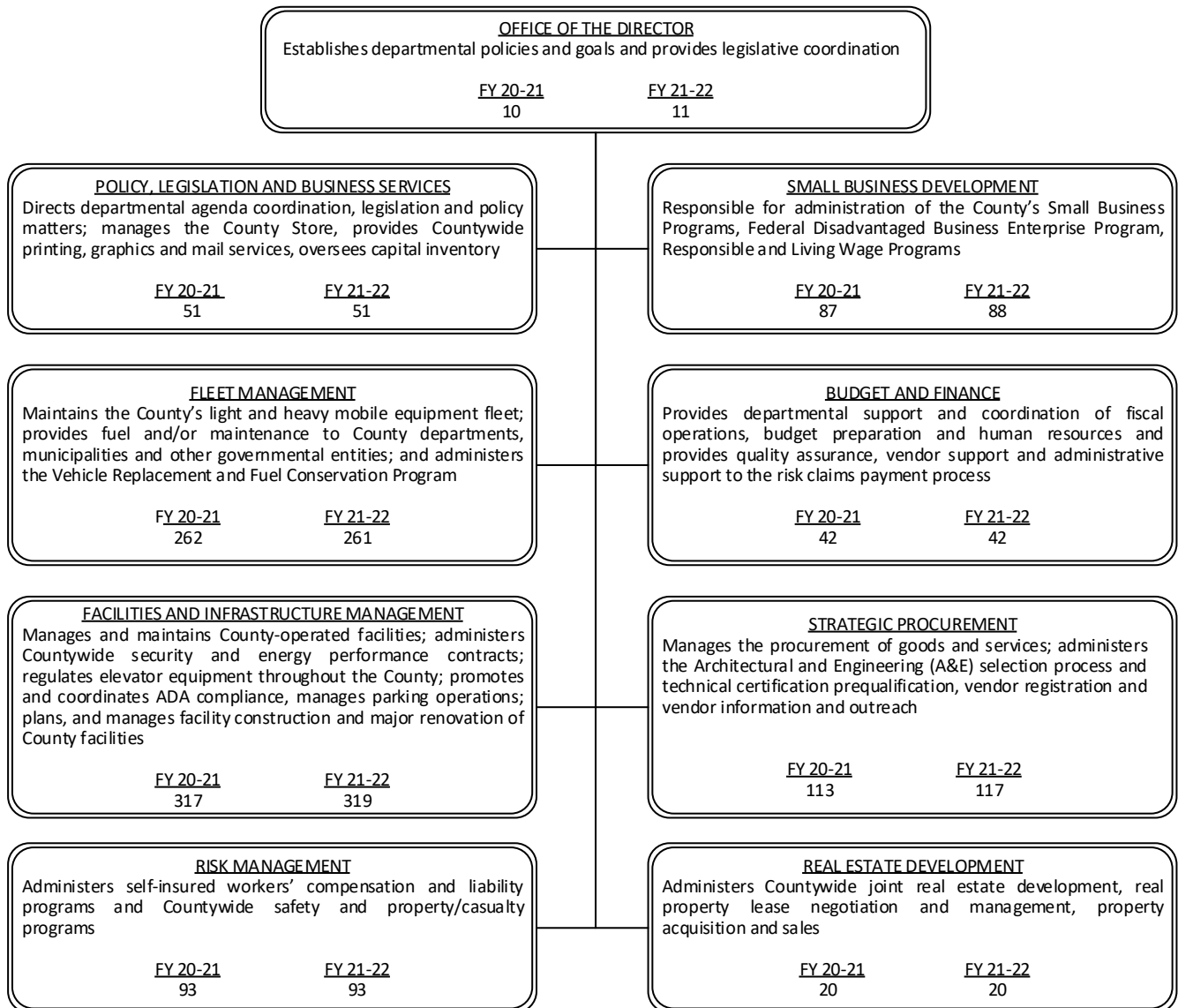
**Revenues by Source**  
(dollars in thousands)





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

### TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 1008.

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

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

The Office of the Director provides overall strategy, policy and direction to the Department.

- Establishes overall vision and policy for the Department
- 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 FY2020-21, 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 Proposed 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 FY2020-21, 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%

### DIVISION COMMENTS

- 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 Proposed Budget includes no increase to Fleet Management labor rates for the maintenance of light and heavy vehicles
- The FY 2021-22 Proposed Budget includes a transfer from Fleet Management to the General Government Improvement Fund (GGIF) to support the CIIP \$603,000

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

### 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

- 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
- 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

#### 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%

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

### 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
- 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 Proposed 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 Proposed Budget includes four additional Business Management System Analyst positions in support of the INFORMS implementation (\$433,000)
- The FY 2021-22 Proposed 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 Proposed Budget includes a transfer of \$477,000 in User Access Program (UAP) revenue to support procurement-related functions in the Small Business Development Division

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

### DIVISION: RISK MANAGEMENT

The Risk Management Division administers Countywide and self-insurance programs and related loss prevention activities.

- Administers 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 was 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 Proposed 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)
-  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); the Department will work with the Office of Resilience to design sustainable and energy efficient facilities
-  The FY 2021-22 Proposed Budget and Multi-Year Capital Plan includes the continuation of the Countywide Infrastructure Investment Program (CIIP) that will focus on the renovation and rehabilitation of power systems, life safety, security, elevators and other related infrastructure required improvements at all County owned facilities (total project cost \$225.935 million; \$65.631 million in FY 2021-22)
-  The Department's FY 2021-22 Proposed 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 project #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 Proposed 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)

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide	42,495	45,414	45,590	46,357
General Fund UMSA	14,161	14,342	14,437	13,075
Carryover	10,492	12,297	6,454	10,141
External Fees	1,027	1,015	947	1,047
Fees and Charges	3,289	1,882	3,627	4,441
Interest Income	88	26	60	15
Miscellaneous Revenues	432	422	350	375
Municipal Fines	402	307	400	350
User Access Program Fees	13,686	14,066	12,081	13,300
Interagency Transfers	4,571	6,422	6,768	9,038
Interfund Transfers	538	0	715	0
Internal Service Charges	197,318	185,482	208,489	221,931
Other Revenues	5,756	5,157	7,397	6,870
<b>Total Revenues</b>	<b>294,255</b>	<b>286,832</b>	<b>307,315</b>	<b>326,940</b>
<b>Operating Expenditures Summary</b>				
Salary	61,729	62,889	66,923	72,875
Fringe Benefits	24,316	25,324	27,569	28,716
Court Costs	9	8	15	15
Contractual Services	47,160	48,424	64,743	75,465
Other Operating	70,373	68,243	72,409	77,635
Charges for County Services	35,336	29,136	29,405	33,480
Capital	586	235	646	382
<b>Total Operating Expenditures</b>	<b>239,509</b>	<b>234,259</b>	<b>261,710</b>	<b>288,568</b>
<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
<b>Total Non-Operating Expenditures</b>	<b>37,437</b>	<b>33,952</b>	<b>45,605</b>	<b>38,372</b>

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed FY 21-22
<b>Strategic Area: General Government</b>				
Office of the Director	1,929	2,568	10	11
Policy Legislation and Business Services	16,965	17,285	51	51
Small Business Development	10,291	11,790	87	88
Fleet Management	79,375	77,293	262	261
Budget and Finance	5,335	5,355	42	42
Facilities and Infrastructure Management	112,716	136,164	317	319
Strategic Procurement	13,863	15,677	113	117
Risk Management	15,720	16,976	93	93
Real Estate Development	5,516	5,460	20	20
<b>Total Operating Expenditures</b>	<b>261,710</b>	<b>288,568</b>	<b>995</b>	<b>1,002</b>



## FY 2021 - 22 Proposed 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	10,669	65,631	69,645	70,726	1,448	0	0	0	218,119
Capital Asset Series 2020C Bonds	7,816	0	0	0	0	0	0	0	7,816
Future Financing	0	0	0	0	0	0	0	82,123	82,123
ISD Fleet Revenue	879	650	650	0	0	0	0	0	2,179
ISD Service Fees	0	243	0	0	0	0	0	0	243
Total:	97,570	92,610	83,836	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 PROJECTS

(dollars in thousands)

#### CAROL GLASSMAN DONALDSON CENTER

PROJECT #: 2000002054

DESCRIPTION: Carol Glassman Donaldson Center

LOCATION: 112 NW 3 St  
City of Miami

District Located: 5  
District(s) Served: N/A



<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 Proposed Budget and Multi-Year Capital Plan

### DISTRICT 01 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 2000001192

DESCRIPTION: Design and construct affordable housing in Commission District 1 - Georgia Ayers, 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 OWNERSHIP

PROJECT #: 115952

DESCRIPTION: Design and construct affordable housing in Commission District 2 - Northside Metrorail Station, Trade Winds Apartments and unallocated district funds  
 LOCATION: Various Sites District Located: 2  
 Various Sites District(s) Served: Countywide

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

### DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115958

DESCRIPTION: Design and construct affordable housing in Commission District 5 - Porto Allegra, Toscana, Meridian and Villa Aurora  
 LOCATION: Various Sites District Located: 5  
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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 OWNERSHIP

PROJECT #: 118921

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 OWNERSHIP

PROJECT #: 2000001194

DESCRIPTION: Construct affordable housing units in Commission District 9 - Caribbean Boulevard, Richmond Place Townhomes, SBC Senior Housing and Florida City  
 LOCATION: Various Sites 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 Proposed Budget and Multi-Year Capital Plan

### DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 116949

DESCRIPTION: Design and construct affordable housing in Commission District 10  
 LOCATION: Various Sites District Located: 10  
 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	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 OWNERSHIP

PROJECT #: 2000001195

DESCRIPTION: Design and construct affordable housing in Commission District 12  
 LOCATION: 11239 NW 4 Terr 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
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 OWNERSHIP

PROJECT #: 2000001196

DESCRIPTION: Construct affordable housing units in Commission District 13 - Okeechobee Metrorail Station  
 LOCATION: 2659 W Okeechobee Rd District Located: 13  
 Hialeah 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 Proposed Budget and Multi-Year Capital Plan

### INFRASTRUCTURE IMPROVEMENTS - AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS

PROJECT #: 2000001190

DESCRIPTION: Remove architectural barriers in County parks and County-owned buildings to increase access for people with disabilities

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 2000001462

DESCRIPTION: Renovate fleet facilities and fuel sites as well as plan for new fleet facilities to meet growing demand

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
Future Financing	0	0	0	0	0	0	0	82,123	82,123
ISD Fleet Revenue	879	650	650	0	0	0	0	0	2,179
<b>TOTAL REVENUES:</b>	<b>879</b>	<b>650</b>	<b>650</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	650	650	0	0	0	0	0	1,300
Planning and Design	0	504	375	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)

PROJECT #: 2000001488

DESCRIPTION: Perform upgrades and improvements to County-owned government facilities

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

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

### INFRASTRUCTURE IMPROVEMENTS - ISD FACILITIES SYSTEMWIDE

**PROJECT #:** 2000001285

DESCRIPTION: Rehabilitate and renovate all existing ISD facilities as required for safe and secure infrastructure  
 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
CIIP Program Revenues	10,275	25,086	11,191	2,690	1,448	0	0	0	50,689
Capital Asset Series 2020C Bonds	7,816	0	0	0	0	0	0	0	7,816
<b>TOTAL REVENUES:</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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	8,220	2,280	95	0	0	0	0	0	10,595
Infrastructure Improvements	9,871	22,806	11,095	2,690	1,448	0	0	0	47,910
<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

**PROJECT #:** 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 Proposed Budget and Multi-Year Capital Plan

### MULTI-PURPOSE FACILITY AT MIAMI ARTS STUDIO 6-12 AT ZELDA GLAZER

PROJECT #: 2000000378

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

LOCATION: 15015 SW 24 St

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

PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

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### PRINT SHOP - EQUIPMENT UPGRADES

**PROJECT #:** 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 Proposed Budget and Multi-Year Capital Plan

### Management and Budget

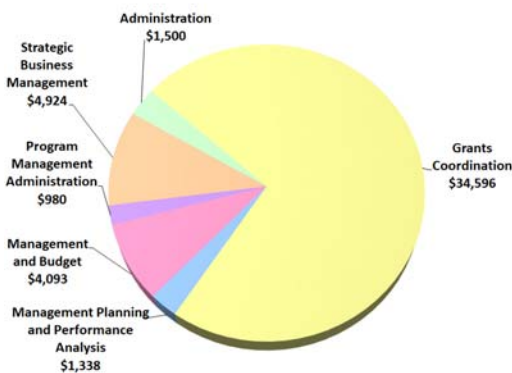
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; manages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

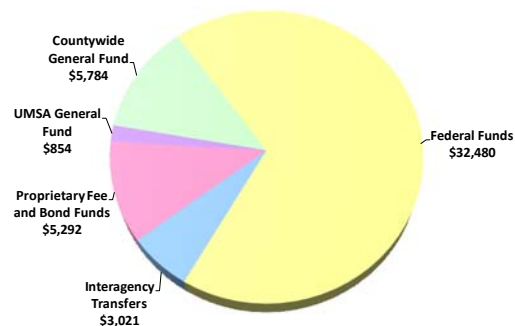
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

### FY 2021-22 Proposed Operating Budget

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



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



## FY 2021 - 22 Proposed 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> 6</p> <p style="text-align: center;"><u>FY 21-22</u> 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> 19</p> <p style="text-align: center;"><u>FY 21-22</u> 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> 6</p> <p style="text-align: center;"><u>FY 21-22</u> 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> 35</p> <p style="text-align: center;"><u>FY 21-22</u> 36</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> 22</p> <p style="text-align: center;"><u>FY 21-22</u> 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> 0</p> <p style="text-align: center;"><u>FY 21-22</u> 8</p>

The FY 2021-22 total number of full-time equivalent positions is 108

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

### **DIVISION: ADMINISTRATION**

The Administration Division is responsible for establishing and implementing department policy.

- Reviews and coordinates departmental procurement, agenda submissions and departmental personnel activities
- Coordinates the review of County Implementing Orders (IOs) and Administrative Orders (AOs), facilitates placement in the budget documents or preparation of agenda items for Board consideration and maintains the IO/AO database on the County's website
- Coordinates the development and review of County procedures and manages the County's Procedures Manual
- Coordinates and monitors 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 Proposed 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 Proposed 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 Proposed Budget includes \$218.8 million of BBC-GOB projects
- The FY 2021-22 Proposed Budget includes a contribution from the Finance Department's Bond Administration Division for capital budgeting support (\$175,000)

## FY 2021 - 22 Proposed 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	425	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	25	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; over time, it is expected that this measure will increase

### **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 introductory Yellow Belt classes and more advanced classes on specific tools including survey development, flowcharting and decision analysis
- By the end of FY 2020-21, the Department will have completed several performance improvement projects including benchmarking different jurisdictions' use of alternative fuels; in addition, the department has engaged an external training partner to lead selected employees through a Lean Six Sigma review of domestic violence assistance and fleet maintenance processes

## FY 2021 - 22 Proposed 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	8,072	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	128	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	\$55	\$55

\* A federal waiver of the annual site visit requirement was approved for FY 2019-20 and FY 2020-21

\*\* FY 2019-20 Actual increased due to award of two large, multi-year federal grants

### **DIVISION COMMENTS**

- 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 to the new grant approval, 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

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

- The FY 2021-22 Proposed Budget allocates \$13.3 million for community-based organizations (CBOs), which provides funding for organizations via a motion that was adopted by the Board of County Commissioners on November 19, 2019 which extends the contract 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 Proposed Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- The FY 2021-22 Proposed Budget includes reimbursements for administrative support from the Ryan White Program (up to \$209,000)
- The FY 2021-22 Proposed Budget includes revenues generated through marketing and sponsorship agreements to support existing marketing and sponsorship efforts as well as develop new revenue generating opportunities (\$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 Proposed 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 Proposed 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 FY 18-19	Actual FY 19-20	Budget FY 20-21	Projection FY 20-21	Proposed 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 Proposed Budget and Multi-Year Capital Plan

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide	4,458	4,392	4,663	5,784
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	968	1,011	1,189	1,266
CRA Administrative 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 Revenues	26,214	24,383	30,000	30,000
Ryan White Grant	125	175	175	175
Interagency Transfers	187	200	162	210
Interfund Transfers	91	252	1,722	2,636
IT Funding Model	34,305	34,278	43,407	47,431
Total Revenues				
<b>Operating Expenditures Summary</b>				
Salary	6,388	7,742	9,244	11,472
Fringe Benefits	1,964	2,417	3,045	3,897
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 Organizations	9,861	13,488	29,170	29,702
Capital	77	47	81	89
Total Operating Expenditures	34,305	34,278	43,407	47,431
<b>Non-Operating Expenditures Summary</b>				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed 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 Performance Analysis	1,058	1,338	6	7
Grants Coordination	2,775	3,096	22	22
Strategic Business Management	3,822	4,924	22	25
Program Management Administration	0	980	0	8
Total Operating Expenditures	43,407	47,431	88	108

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

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<b><u>Department Operational Unmet Needs</u></b>			
<b>Description</b>	<b>(dollars in thousands)</b>		<b>Positions</b>
	<b>Startup Costs/ Non Recurring Costs</b>	<b>Recurring Costs</b>	
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	\$75	\$0	1
Fill one and fund two Contracts Officer positions to perform enhanced monitoring of community-based organizations	\$225	\$0	3
<b>Total</b>	<b>\$300</b>	<b>\$603</b>	<b>9</b>

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

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### Property Appraiser

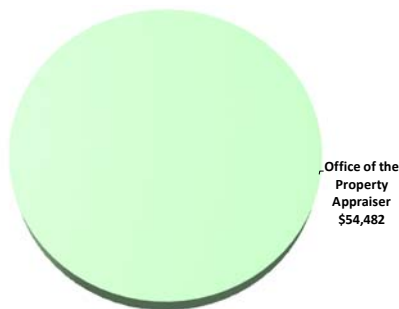
The elected Property Appraiser of Miami-Dade County has the primary responsibility to identify and appraise all real and tangible personal property within the county and certify the annual property tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and state 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.

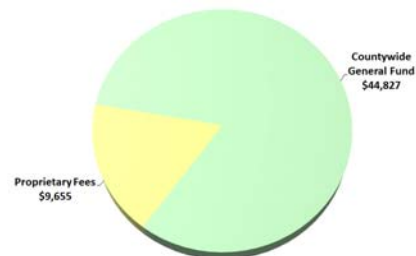
To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The Office's responsibilities are established by the Florida Constitution, Florida Statutes, and 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 Proposed Operating Budget

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



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



## FY 2021 - 22 Proposed 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 Proposed Budget and Multi-Year Capital Plan**

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### **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 Proposed Budget

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

- The FY 2021-22 Proposed 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

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

### SELECTED ITEM HIGHLIGHTS AND DETAILS

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

### OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 18-19	Actual FY 19-20	Budget FY 20-21	Proposed FY 21-22
<b>Revenue Summary</b>				
General Fund Countywide	40,743	42,044	43,960	44,827
Carryover	1,818	4,400	4,000	2,750
Interest Income	2	0	0	0
Internal Service Charges	3,041	3,735	3,893	4,109
Miscellaneous Revenues	42	24	24	16
Reimbursements from Taxing Jurisdictions	3,582	3,757	2,780	2,780
<b>Total Revenues</b>	<b>49,228</b>	<b>53,960</b>	<b>54,657</b>	<b>54,482</b>

#### Operating Expenditures

##### Summary

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
<b>Total Operating Expenditures</b>	<b>44,828</b>	<b>48,373</b>	<b>54,657</b>	<b>54,482</b>

#### Non-Operating Expenditures

##### Summary

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

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 20-21	Proposed FY 21-22	Budget FY 20-21	Proposed FY 21-22
<b>Expenditure By Program</b>				
<b>Strategic Area: General Government</b>				
Office of the Property Appraiser	54,657	54,482	410	410
<b>Total Operating Expenditures</b>	<b>54,657</b>	<b>54,482</b>	<b>410</b>	<b>410</b>

## FY 2021 - 22 Proposed 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>									
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
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

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **COMPUTER AIDED MASS APPRAISAL SYSTEM (CAMA) - REPLACEMENT**

**PROJECT #: 2000000955**

DESCRIPTION: Replace the Computer-Aided Mass Appraisal (CAMA) system, the core technology used by the Office of the Property Appraiser in developing the annual property tax roll, to meet current and future operational needs as required by state law

LOCATION: 111 NW 1 St  
City of Miami

District Located: 5  
District(s) Served: Countywide



<b>REVENUE SCHEDULE:</b>	<b>PRIOR</b>	<b>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>

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# SUPPLEMENTAL INFORMATION



## FY 2021 - 22 Proposed 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	170,992	41,839	9,365	2,000	0	0	0	0	224,196
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
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 Fund (GGIF)	4,209	36,317	0	0	0	0	0	0	40,526
ISD Service Fees	0	1,059	0	0	0	0	0	0	1,059
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 Bonds/Debt	168,515	49,188	50,811	45,877	46,554	30,167	49,691	32,000	472,802
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 Improvement Program (QNIP) Bond Proceeds	23,971	0	0	0	0	0	0	0	23,971
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>491,551</b>	<b>177,875</b>	<b>110,592</b>	<b>127,126</b>	<b>148,907</b>	<b>42,772</b>	<b>60,191</b>	<b>32,000</b>	<b>1,191,013</b>

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

<b>Expenditures</b>									
<b>Strategic Area: NI</b>									
Debt	0	3,094	0	0	0	0	0	0	3,094
Drainage Improvements	10,155	4,845	0	0	0	0	0	0	15,000
GOB Water and Wastewater Projects	1,500	500	0	0	0	0	0	0	2,000
Infrastructure Improvements	46,471	22,029	2,360	0	0	0	0	0	70,860
Local Road Improvements	840	5,169	0	0	0	0	0	0	6,009
Park, Recreation, and Culture Projects	2,200	1,800	29	0	0	0	0	0	4,029
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
<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: 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	32,000	2,000	0	0	0	0	0	0	34,000
Public Housing Improvements	1,000	2,000	3,000	0	0	0	0	0	6,000
<b>Strategic Area: RC</b>									
Cultural, Library, and Educational Facilities	300	300	0	0	0	0	0	0	600
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
<b>Total:</b>	<b>476,564</b>	<b>192,862</b>	<b>110,592</b>	<b>127,126</b>	<b>148,907</b>	<b>42,772</b>	<b>60,191</b>	<b>32,000</b>	<b>1,191,013</b>

### **FUNDED CAPITAL PROJECTS**

(dollars in thousands)

#### **ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 6 (BUILDING BETTER COMMUNITIES BOND PROGRAM)**

**PROJECT #: 113900**



DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 6  
 LOCATION: Various Sites District Located: 6  
 Various Sites District(s) Served: 6

<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	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>
<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	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 Proposed Budget and Multi-Year Capital Plan

### ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 9 (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 2000001294

DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 9 to include funding allocations to Agape Network and Richmond Perrine Optimist Club

LOCATION: Various Sites District Located: 9  
Various Sites District(s) Served: 9

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
BBC GOB Financing	150	850	0	0	0	0	0	0	1,000
<b>TOTAL REVENUES:</b>	<b>150</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	150	850	0	0	0	0	0	0	1,000
<b>TOTAL EXPENDITURES:</b>	<b>150</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>

### ACQUIRE OR CONSTRUCT MULTI-USE FACILITIES COUNTYWIDE (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 113960

DESCRIPTION: Acquire or construct various multi-use County government facilities to bring services closer to local communities; projects include past acquisition of the Coordinated Victims Assistance Center and Lightspeed facility and acquisition and renovation of a facility for Family Action Network Movement

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	25,838	538	576	0	0	0	0	0	26,952
<b>TOTAL REVENUES:</b>	<b>25,838</b>	<b>538</b>	<b>576</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,952</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Building Acquisition/Improvements	23,775	0	0	0	0	0	0	0	23,775
Construction	463	38	76	0	0	0	0	0	577
Infrastructure Improvements	1,600	500	500	0	0	0	0	0	2,600
<b>TOTAL EXPENDITURES:</b>	<b>25,838</b>	<b>538</b>	<b>576</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>26,952</b>

### AMERICANS WITH DISABILITIES ACT (ADA) REASONABLE ACCOMODATIONS

PROJECT #: 981320

DESCRIPTION: Provide reasonable accommodations for individuals with disabilities

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

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	7	0	0	0	0	0	0	7
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	7	0	0	0	0	0	0	7
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>

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

### BASEBALL - CAPITAL RESERVE FUND (PER AGREEMENT)

PROJECT #: 2000000562

DESCRIPTION: Provide capital reserve for future stadium capital expenditures

LOCATION: 111 NW 1 St  
City of Miami

District Located:  
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)

PROJECT #: 987570

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used for computer hardware and software acquisition and development

LOCATION: 2700 NW 87 Ave  
Doral

District Located:  
District(s) Served:

12  
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)

PROJECT #: 2000000714

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used for computer hardware and software acquisition and development

LOCATION: 2700 NW 87 Ave  
Doral

District Located:  
District(s) Served:

12  
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>

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### DEBT SERVICE - AMERICANS WITH DISABILITIES ACT (CAPITAL ASSET SERIES 2013B)

**PROJECT #: 986030**

DESCRIPTION: Provide funding for annual debt service payment; proceeds were used to modify County-owned facilities and rights-of-way to provide access to people with disabilities in accordance with the Americans with Disabilities Act (ADA)

LOCATION: Countywide 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
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)

**PROJECT #: 2000000711**

DESCRIPTION: Provide funding for annual debt service payment; proceeds were used to modify County-owned facilities and rights-of-way to provide access to people with disabilities in accordance with the Americans with Disabilities Act (ADA)

LOCATION: Countywide 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	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

**PROJECT #: 2000000937**

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

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

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

### DEBT SERVICE - ANIMAL SHELTER (CAPITAL ASSET SERIES 2016A)

**PROJECT #: 2000000548**

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to construct the Pet Adoption and Protection Center

LOCATION: 3599 NW 79 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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)

**PROJECT #: 984180**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used to provide County share of ballpark stadium public private partnership project; funding provided by annual rent payment from Marlins

LOCATION: 501 NW 16 Ave  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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)

**PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

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

PROJECT #: 982040

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

Department

LOCATION: Various Sites  
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	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)

PROJECT #: 985070

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to purchase the Coast Guard property for temporary affordable housing

LOCATION: 12300 SW 152 St

District Located:

9

Unincorporated Miami-Dade County

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	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

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	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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - CORRECTIONS FIRE SYSTEMS PHASE 4 (CAPITAL ASSET SERIES 2016B)

**PROJECT #: 2000000710**

DESCRIPTION: Provide funding for annual debt service; financing proceeds are being used to close out Fire Systems Phase 4 and complete capital maintenance projects at various correctional facilities

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

REVENUE SCHEDULE:	PRIOR	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 IMPROVEMENT PROGRAM (CIIP)

**PROJECT #: 2000001461**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility; acquire furniture, fixtures and equipment; and provide the necessary technology for the Elections Department

LOCATION: 111 NW 1 St 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	1,059	0	0	0	0	0	0	1,059
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>1,059</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,059</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,059	0	0	0	0	0	0	1,059
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>1,059</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,059</b>

### DEBT SERVICE - CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS) (CAPITAL ASSET SERIES 2020C)

**PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - CUSTOMER SERVICE RELATIONSHIP MANAGEMENT MODERINZATION (CAPITAL ASSET 2020C)

PROJECT #: 2000002038

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)

PROJECT #: 985730

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement technology infrastructure system security

LOCATION: 5680 SW 87 Ave 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)

PROJECT #: 988020

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for repairs to the Miami-Dade County Courthouse façade

LOCATION: 73 W Flagler St 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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2016B)

PROJECT #: 2000000712

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for repairs to the Miami-Dade County Courthouse façade

LOCATION: 73 W Flagler St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	27	0	0	0	0	0	0	27
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	27	0	0	0	0	0	0	27
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27</b>

### DEBT SERVICE - ELECTIONS ADA COMPLIANT VOTING EQUIPMENT (CAPITAL ASSET SERIES 2018A)

PROJECT #: 2000000952

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire ADA Compliant voting systems utilizing touch screen technology to cast votes and produce a paper-based record for verification and tabulation

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	513	0	0	0	0	0	0	513
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>513</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	513	0	0	0	0	0	0	513
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>513</b>

### DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2013A)

PROJECT #: 982250

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Reliavote Absentee Ballots Sorter and one Server to process outgoing and incoming absentee ballots and 1,400 Electronic Visual Identification Display Systems (EVIDS)

LOCATION: 2700 NW 87 Ave  
Doral

District Located: 12  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	584	0	0	0	0	0	0	584
<b>TOTAL REVENUES:</b>	<b>0</b>	<b>584</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>584</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	584	0	0	0	0	0	0	584
<b>TOTAL EXPENDITURES:</b>	<b>0</b>	<b>584</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>584</b>

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

### DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2020C)

**PROJECT #: 2000002034**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Vote by Mail  
Insertor 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)

**PROJECT #: 981590**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility;  
acquire furniture, fixtures and equipment; and provide the necessary technology for the Elections  
Department

LOCATION: 2700 NW 87 Ave      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)

**PROJECT #: 2000000713**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility;  
acquire furniture, fixtures and equipment; and provide the necessary technology for the Elections  
Department

LOCATION: 2700 NW 87 Ave      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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2013A)

**PROJECT #: 986330**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

LOCATION: 111 NW 1 St  
City of Miami

District Located: 5  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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)

**PROJECT #: 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)

**PROJECT #: 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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL LEASE SERIES 2018)

**PROJECT #:** 2000000939

**DESCRIPTION:** Provide funding for annual debt service payment; financing proceeds used to improve UHF radio system

**LOCATION:** Various Sites

**District Located:**

Countywide

Throughout Miami-Dade County

**District(s) Served:**

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)

**PROJECT #:** 984120

**DESCRIPTION:** Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

**LOCATION:** 6801 NW 186 St

**District Located:**

1

Unincorporated Miami-Dade County

**District(s) Served:**

Countywide

REVENUE SCHEDULE:	PRIOR	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)

**PROJECT #:** 2000000709

**DESCRIPTION:** Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

**LOCATION:** 6801 NW 186 St

**District Located:**

1

Unincorporated Miami-Dade County

**District(s) Served:**

Countywide

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

### DEBT SERVICE - HELICOPTER

**PROJECT #:** 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

**PROJECT #:** 2000000145

**DESCRIPTION:** Provide funding for annual debt service payment; Federal Communications Commission (FCC) mandate to narrowband UHF frequencies that required Miami-Dade Fire Rescue to install more communications towers to receive and transmit UHF signals

**LOCATION:** Countywide  
Throughout Miami-Dade County

**District Located:**  
**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)

**PROJECT #:** 2000000551

**DESCRIPTION:** Provide funding for annual debt service payments; financing proceeds used to provide infrastructure improvements to various park facilities

**LOCATION:** Various Sites  
Various Sites

**District Located:**  
**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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - POLICE VEHICLES

**PROJECT #:** 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)

**PROJECT #:** 983090

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to purchase 17 new portable classrooms to replace older existing units  
 LOCATION: Countywide 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)

**PROJECT #:** 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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2019B)

**PROJECT #: 988720**

DESCRIPTION: Provide funding for annual debt service payment; financing will be used to close out completion of a variety of projects including Animal Services facility, technology equipment and PROS marinas and parking projects

LOCATION: Countywide  
Various Sites

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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)

**PROJECT #: 200000933**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment

LOCATION: 1611 NW 12 Ave  
City of Miami

District Located: 3  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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)

**PROJECT #: 984100**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for the Public Health Trust equipment and infrastructure

LOCATION: 1611 NW 12 Ave  
City of Miami

District Located: 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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - PUBLIC HOUSING IMPROVEMENTS (CAPITAL ASSET 2016B)

**PROJECT #:** 2000000708

**DESCRIPTION:** Provide funding for annual debt service payments; financing proceeds 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

<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)	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>
<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>
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)

**PROJECT #:** 985810

**DESCRIPTION:** Provide funding for annual debt service payments; financing proceeds used to fund equipment and fixed improvements for security-related projects at public housing sites and for Ward Towers close-out costs

**LOCATION:** Countywide  
Various Sites

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

<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)	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>
<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>
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)

**PROJECT #:** 988490

**DESCRIPTION:** Debt service to support Quality Neighborhood Improvement Program (QNIP)

**LOCATION:** Countywide  
Throughout Miami-Dade County

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

<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)	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>
<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>
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>

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### DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP 2019) (CAPITAL ASSET SERIES 2019A)

PROJECT #: 2000001260

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2019)

LOCATION: Unincorporated Miami-Dade County  
Unincorporated Miami-Dade County

District Located:  
District(s) Served:

Unincorporated Municipal Service Area  
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 - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2017 (CAPITAL ASSET SERIES 2018A)

PROJECT #: 2000000951

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2017)

LOCATION: Unincorporated Miami-Dade County  
Unincorporated Miami-Dade County

District Located:  
District(s) Served:

Unincorporated Municipal Service Area  
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 - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2013A)

PROJECT #: 988880

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units

LOCATION: 7226 NW 22 Ave  
Unincorporated Miami-Dade County

District Located:  
District(s) Served:

2  
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 Proposed Budget and Multi-Year Capital Plan

### DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2020D)

PROJECT #: 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)

PROJECT #: 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)

PROJECT #: 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>

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### DISTRICT 1 - PARKS IMPROVEMENTS (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 2000001497

DESCRIPTION: Construct and improve park and recreation facilities in Commission District 1  
 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)

PROJECT #: 2000001338

DESCRIPTION: Construct and improve neighborhood and public infrastructure improvements in County Commission District 3  
 LOCATION: To Be Determined District Located: 3  
 To Be Determined District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 2000001495

DESCRIPTION: Construct stormwater drainage improvements in the City of Miami  
 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>

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### FLAGLER STREET RECONSTRUCTION

PROJECT #: 2000000963

DESCRIPTION: Provide Flagler Street Reconstruction and Economic Development

LOCATION: Flagler St and Biscayne Blvd  
City of Miami

District Located: 5  
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	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

PROJECT #: 2000000511

DESCRIPTION: Purchase fleet replacement vehicles for both heavy and light fleet for various County departments as well as various special equipment to support County operations

LOCATION: Various Sites  
Various Sites

District Located: Countywide  
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	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
Bonds/Debt									
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 Proposed Budget and Multi-Year Capital Plan

### HEALTH CARE FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 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
<b>TOTAL REVENUES:</b>	<b>32,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,000</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	32,000	2,000	0	0	0	0	0	0	34,000
<b>TOTAL EXPENDITURES:</b>	<b>32,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>34,000</b>

### HIALEAH COURTHOUSE ANNUAL EQUIPMENT AND MAINTENANCE

PROJECT #: 984330

DESCRIPTION: Provide funding for the Hialeah Courthouse annual capital maintenance

LOCATION: 11 E 6 St  
Hialeah

District Located: 6  
District(s) Served: 6,12,13

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 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>



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### INFRASTRUCTURE IMPROVEMENTS - 800 MHZ RADIO COVERAGE IMPROVEMENT AND EQUIPMENT REPLACEMENT

PROJECT #: 2000001476

DESCRIPTION: Improve the County's 800 MHz radio coverage by replacing radio site generators, portable radios and constructing radio site shelters

LOCATION: Various Sites  
Various Sites

District Located: Systemwide  
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 601200

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 1

LOCATION: Commission District 1  
Unincorporated Miami-Dade County

District Located: 1  
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)

PROJECT #: 607020

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 3

LOCATION: Commission District 3  
Unincorporated Miami-Dade County

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	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)

PROJECT #: 608260

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 4

LOCATION: Commission District 4 District Located: 4  
Unincorporated Miami-Dade County District(s) Served: 4

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 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)

PROJECT #: 604460

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 6

LOCATION: Commission District 6 District Located: 6  
Unincorporated Miami-Dade County District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 603330

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 7

LOCATION: Commission District 7 District Located: 7  
Unincorporated Miami-Dade County District(s) Served: 7

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 602730

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 8

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

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 609220

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in District 10

LOCATION: To Be Determined District Located: 10  
Unincorporated Miami-Dade County District(s) Served: 10

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 608000

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 11

LOCATION: Commission District 11 District Located: 11  
Unincorporated Miami-Dade County District(s) Served: 11

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 602140

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 12

LOCATION: Commission District 12 District Located: 12  
Various Sites District(s) Served: 12

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 604960

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 13

LOCATION: Commission District 13 District Located: 13  
Unincorporated Miami-Dade County District(s) Served: 13

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 2000001555

DESCRIPTION: Various infrastructure improvements to include but not limited to sidewalks, resurfacing and guardrails in the City of Pinecrest

LOCATION: Various Sites District Located: 7  
Pinecrest 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)

PROJECT #: 2000001554

DESCRIPTION: Construct infrastructure improvements to include but not limited to sidewalks, resurfacing and guardrails in the City of South Miami

LOCATION: Various Sites District Located: 7  
South Miami 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

PROJECT #: 2000001460

DESCRIPTION: Improve the County's UHF radio coverage by replacing radio site generators, portable radios and constructing radio site shelters

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

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 2000001483

DESCRIPTION: Perform infrastructure upgrades and improvements on County-maintained rights-of-way to include roads, sidewalks and bridges

LOCATION: Various Sites  
Throughout Miami-Dade County

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 981940

DESCRIPTION: Partner with Jackson Health System to provide healthcare opportunities

LOCATION: To Be Determined  
To Be Determined

District Located: 6  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 2000001487

DESCRIPTION: Perform upgrades and improvements to Jackson Health System facilities to include life safety, HVAC and electrical improvements

LOCATION: Various Sites  
To Be Determined

District Located: Countywide  
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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)

PROJECT #: 2000001486

DESCRIPTION: Construct SMART rooms at Jackson Health System facilities

LOCATION: Various Sites

To Be Determined

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	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>

### NOT-FOR-PROFIT CAPITAL FUND (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 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>

### OPA-LOCKA CITY HALL RESTORATION AND RENOVATION (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 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>

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### PARK AND RECREATIONAL FACILITIES - BAL HARBOUR (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 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 District Located: 4  
 Bal Harbour 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)

PROJECT #: 2000001975

DESCRIPTION: Development of Cagni North Park  
 LOCATION: 700 NE 137 St District Located: 2  
 North 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	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>

### PARK AND RECREATIONAL FACILITIES - NORTH MIAMI BEACH (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 2000001559

DESCRIPTION: Construct Washington Park and Community Center  
 LOCATION: To Be Determined District Located: 2  
 North Miami Beach 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>



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### PUBLIC SERVICES OUTREACH FACILITIES - BAL HARBOUR (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 2000001558

DESCRIPTION: Construct a new City Hall/Police building or renovate existing facilities  
 LOCATION: 655 NW 96 ST District Located: 4  
 Bal Harbour 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)

PROJECT #: 111760

DESCRIPTION: Construct or acquire a Puerto Rican Community Center  
 LOCATION: 2900 NW 5 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	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>

### QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP)

PROJECT #: 2000000581

DESCRIPTION: Resurface sidewalks, install calming devices, landscape, provide park improvements and complete various drainage projects  
 LOCATION: Various Sites 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
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	23,971	0	0	0	0	0	0	0	23,971
<b>TOTAL REVENUES:</b>	<b>23,971</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,971</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Infrastructure Improvements	12,498	11,473	0	0	0	0	0	0	23,971
<b>TOTAL EXPENDITURES:</b>	<b>12,498</b>	<b>11,473</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,971</b>

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### REPAIRS AND RENOVATIONS - GENERAL GOVERNMENT IMPROVEMENT PROGRAM

PROJECT #: 9810050

DESCRIPTION: Provide for unexpected repairs, renovations and minor capital projects as needed

LOCATION: Countywide

Throughout Miami-Dade County

District Located:

Countywide

District(s) Served:

Countywide



REVENUE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
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

PROJECT #: 2000001302

DESCRIPTION: Provide various roadways improvements within the Unincorporated Municipal Service Areas (UMSA)

LOCATION: Various Sites

Unincorporated Miami-Dade County

District Located:

2,11,13

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)	3,509	2,500	0	0	0	0	0	0	6,009
<b>TOTAL REVENUES:</b>	<b>3,509</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,009</b>
EXPENDITURE SCHEDULE:	PRIOR	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	FUTURE	TOTAL
Construction	840	5,169	0	0	0	0	0	0	6,009
<b>TOTAL EXPENDITURES:</b>	<b>840</b>	<b>5,169</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,009</b>

### WATER, SEWER AND FLOOD CONTROL SYSTEMS - SOUTH MIAMI (BUILDING BETTER COMMUNITIES BOND PROGRAM)

PROJECT #: 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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