

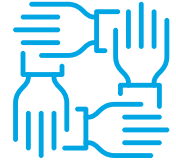
PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

MIAMI-DADE COUNTY, FLORIDA

ENVIRONMENT



EQUITY



ECONOMY

ENGAGEMENT

2022-2023 | Volume 3

STRATEGIC AREAS:

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



FY 2022-23 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN

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FY 2022-23 Proposed Budget and Multi-Year Plan

How to Read a Department's Budget Narrative

Departmental budget narratives in the Budget and Multi-Year Capital Plan contain important details regarding how Miami-Dade County funds its strategic goals and fiscal priorities. These sections contain a general departmental description, information regarding operating and capital revenues and expenses, strategic planning alignment and performance expectations, a table of organization with position counts, and divisional highlights, among other things. The way all this information is presented helps demonstrate the progress Miami-Dade County is making towards achieving its strategic goals and fiscal priorities. To help the reader better understand how Miami-Dade County is funding priorities, the following pages explain in detail what is contained in these department narratives.

To ensure Miami-Dade County departments are internally aligned to the County Strategic Plan, unit measures are now being aligned to a separate departmental objective which itself is linked to a Strategic Plan Objective. Departmental objectives help communicate to the reader how a department specifically supports the County Strategic Plan. These Strategic Plan Objectives – which were updated this year to account for our resilience plans and community priorities identified during the Mayor's Thrive305 community engagement initiative – are listed in Appendix W in Volume 1.

In addition, the departmental budget narratives include how certain divisional and capital operating highlights are categorized under the Mayor's 4Es of Economy, Environment, Engagement, and Equity. These categories are displayed in the narratives with the following symbols:



Economy



Environment



Engagement



Equity

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 and objectives support the Miami-Dade County Strategic Plan; measures are classified by Type and Good Direction; measure types include input (IN), output (OP), efficiency (EF), and outcome (OC). Each measure includes a target and the actual level attained; for some measures, 'target' represents forecasted demand, not desired 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 in bold and reductions are italicized; as described above some division highlights will also be categorized as supporting one of the Mayor's 4Es.
- **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 in bold and reductions are italicized; as described above some department-wide highlights will also be categorized as supporting one of the Mayor's 4Es.
6. **Capital Budget Highlights and Operational Impacts** - Details the department capital budget information, total project cost, funding by source and impacts on operating budget; as described above some capital highlights will also be categorized as supporting one of the Mayor's 4Es.
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

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



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DEPARTMENT DETAILS



STRATEGIC AREA

Neighborhood and Infrastructure

Mission:

To protect and preserve our natural resources, and provide efficient and accessible neighborhood and related environmental infrastructure services that enhance quality of life for all residents

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 events that threaten public health
	Ensure animal health and welfare
CONTINUITY OF CLEAN WATER AND COMMUNITY SANITATION SERVICES	Provide sustainable drinking water supply and wastewater disposal services
	Mitigate community flood risk
	Provide 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 beaches, the coastline, Biscayne Bay, and other bodies of water
	Preserve and enhance natural areas and green spaces

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Animal Services

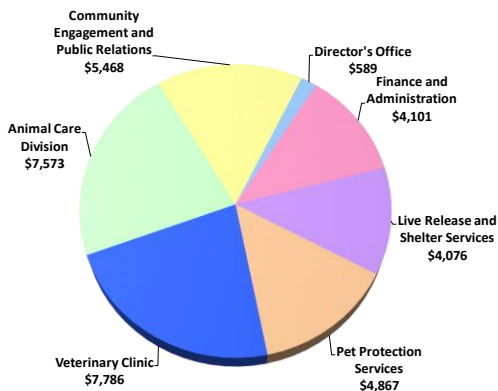
The Miami-Dade County Animal Services Department (ASD) mission is to advance animal welfare through a variety of programs and services designed to protect and improve the lives of animals and enhance the human-animal bond. Services provided include readily accessible low-cost and free spay/neuter surgeries and preventive veterinary care for owned pets, free sterilization of community cats, a progressive managed intake policy, responsible pet ownership curriculum in Miami-Dade County Public Schools, pet retention programs, and humane law enforcement investigations. These services support Miami-Dade County's commitment to responsibly achieving a 90% or greater annual save rate. 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.

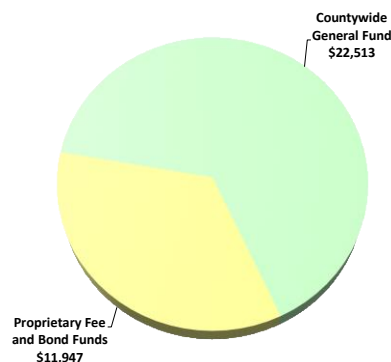
ASD partners with the Miami-Dade Police Department and law enforcement agencies countywide by providing training to identify and report animal cruelty. ASD will continue to provide spay/neuter services through community partnerships. ASD will also continue its partnership with the South Florida Society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

FY 2022-23 Proposed Operating Budget

Expenditures by Activity (dollars in thousands)

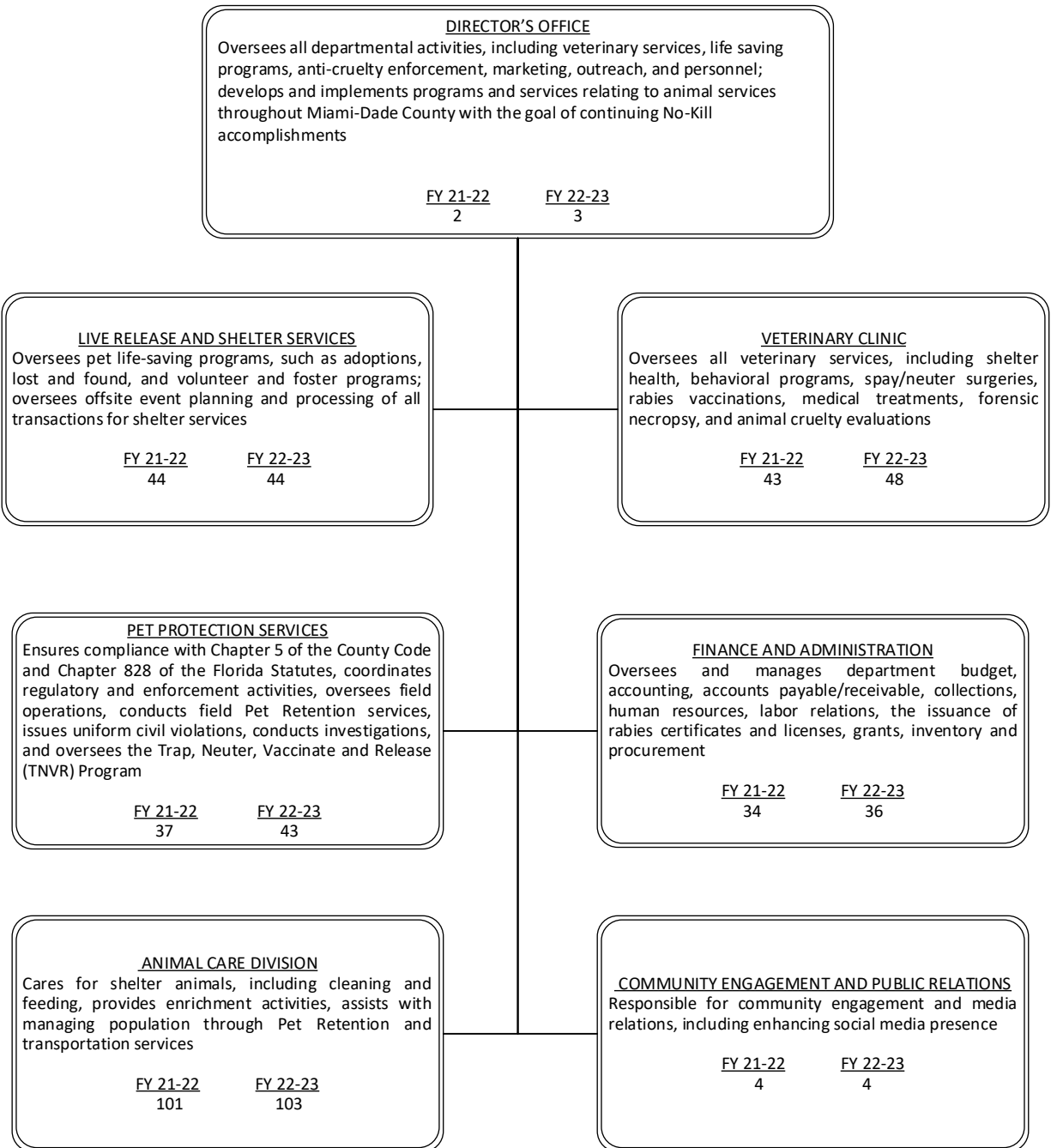


Revenues by Source (dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 281.6

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DIVISION: DIRECTOR'S OFFICE

Ensures that the Department's Animal Welfare programs align with its life-saving mission; develops and implements programs and services relating to animal welfare throughout Miami-Dade County with the goal of expanding community outreach, pet retention and positive outcomes for shelter pets

- Manages performance of divisions
- Oversees life-saving 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



In FY 2021-22, the Division added a Revenue Development Coordinator to design and implement a robust fundraising program to support the life-saving work needed for the shelter animals (\$146,000)

- 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 services such as: adoptions, lost and found, and foster and volunteer programs; plans and hosts all offsite adoption events

- Facilitates and processes pet adoptions
- Updates shelter data
- Manages multiple community adoption events annually
- Oversees Petco and other satellite adoption locations
- Oversees the foster and volunteer programs
- Oversees the continued expansion of life-saving programs
- Provides lost and found pet services to reunite pets and families

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
Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-5: Ensure animal health and welfare 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase positive outcomes for pets	Save rate*	OC	↑	92%	93%	90%	90%	90%
	Adoptions	OC	↑	8,837	9,579	8,280	8,700	8,700
	Rescues	OC	↑	2,347	1,827	2,688	2,000	2,000
	Returns to owner	OC	↑	1,818	1,609	720	1,300	1,300
	Transfers to partners**	OC	↑	118	68	180	54	50
	Transports**	OC	↑	361	93	720	190	200
	Trap, Neuter, Vaccinate and Release (TNVR) Services Provided***	OC	↑	11,676	13,234	12,000	22,000	22,000

*Save rate reflects calendar year data

**FY 2020-21 Actual and FY 2021-22 Projection reflect the impact of COVID-19

***FY 2021-22 Projection and FY 2022-23 Target reflect increase due to additional funding for TNVR and the opening of the new Pets Thrive in 305 Community Cat Center in South Dade which offers TNVR services

DIVISION COMMENTS

-  In FY 2022-23, 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 2022-23, 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 2022-23, the Department will continue its partnership with Petco to provide an off-site adoption venue with a 100 percent adoption rate
-  In FY 2022-23, 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

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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, conducts investigations, and oversees the Trap, Neuter, Vaccinate and Release (TNVR) Program



- 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
- Oversees the TNVR Program for community cats

Strategic Objectives - Measures

- NI1-4: Protect the community from public nuisances and events that threaten public health

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Respond quickly to service calls to promote safe and livable communities	Stray animal pickup response time (in calendar days)	EF	↓	1.1	1.2	2.0	2.0	2.0
	Dead animal pickup response time (in calendar days)	EF	↓	1.0	1.1	1.0	1.0	1.0

DIVISION COMMENTS

-  **In FY 2021-22, the Division added three Transport Operators to ensure adequate levels of support to continue essential spay and neuter services on free roaming community cats (\$175,000)**
 - During FY 2021-22, two Transport Operators and one Rescue Coordinator was transferred from the Animal Care Division to ensure adequate levels of support to continue essential spay and neuter services on free roaming community cats
-  **In FY 2022-23, the Department will continue to fund its agreement with the SFSPCA to house and care for large animals and livestock (\$200,000), and provide an additional \$200,000 for this fiscal year for a total of \$400,000**
 - In FY 2022-23, 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 2022-23, the Department will continue anti-cruelty outreach and training to MDPD and all municipal police agencies

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DIVISION: FINANCE AND ADMINISTRATION

Oversees and manages department budget, accounting, accounts payable/receivable, collections, human resources, labor relations, the issuance of rabies certificates and licenses, grants, facilities, 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
- Oversees inventory management including scheduling automated orders and the receiving and distribution of supplies
- Manages department grant programs
- Oversees building maintenance and janitorial services

Strategic Objectives - Measures

- NI1-5: Ensure animal health and welfare

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase responsible pet ownership	Dogs licensed in Miami-Dade County	OP	↔	211,682	221,844	210,000	210,000	220,000

DIVISION COMMENTS

- In FY 2021-22, the Division added a Senior Personnel Specialist to oversee payroll processing and corrections, onboarding, employee records management, and HR training coordination (\$94,000)
- The FY 2022-23 Proposed Budget includes one Maintenance Mechanic position added to properly maintain and service the ASD shelter facility and four satellite locations (\$50,000)
- In FY 2022-23, the Department will continue its Memorandum of Understanding with the Finance Department to pursue collection of unpaid civil citations (payments are based on a percentage of collected revenue)
- In FY 2022-23, the Department will continue to find new and innovative ways to engage staff and increase employee morale while simultaneously onboarding new employees dedicated to the Department's mission
- In FY 2022-23, the Department will continue to seek external funding through grants and awards to fulfill unmet needs of the community and to provide more life-saving programs to the animals

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DIVISION: ANIMAL CARE DIVISION

Cares for shelter animals including cleaning and feeding, providing enrichment activities, and assisting with managing population through Pet Retention and enhancing partnerships with rescues

- Maintains the proper flow of animals between the different areas of the shelter
- Provides fresh food and water to shelter animals throughout the day
- Ensures shelter dogs are walked daily
- Responsible for cleaning and disinfecting kennel area to minimize the spread of infectious disease
- Supports pet enrichment programs to improve pets' quality of life
- Oversees the Pet Retention Program designed to keep pets and families together
- Coordinates animal transfers to rescue groups to ensure a positive outcome
- Oversees the Transport Program by relocating homeless pets outside of the county and state

Strategic Objectives - Measures

- NI1-5: Ensure animal health and welfare

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Continue monitoring managed shelter intake	Shelter intake	IN	↔	27,363	29,581	32,400	32,400	32,400

DIVISION COMMENTS

- In FY 2021-22, the Division added two Shelter Clerks to ensure adequate levels of support to continue essential spay and neuter services on free roaming community cats (\$130,000)



The FY 2022-23 Proposed Budget includes one Administrative Officer 2 (Behavior Coordinator) position added to evaluate and track animal behavior, formulate behavior plans, conduct trainings, and offer post outcome behavioral support for shelter animals (\$60,000)



The FY 2022-23 Proposed Budget includes two Animal Service Enrichment Specialist positions added to work with the Behavior Coordinator and implement the behavior plans by training and offering enrichment to the affected animals (\$99,000)

- During FY 2021-22, two Transport Operators and one Rescue Coordinator was transferred to the Pet Protection Services Division to ensure adequate levels of support to continue essential spay and neuter services on free roaming community cats



In FY 2022-23, the Department will continue the Pet Retention Program aimed at assisting families in crisis or at risk of surrendering their pets



In FY 2022-23, the Department will focus on prevention programs to minimize shelter intakes and assist community residents rehoming pets

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DIVISION: COMMUNITY ENGAGEMENT AND PUBLIC RELATIONS

Responsible for overseeing departmental legislation, community engagement, marketing, and media relations, including enhancing social media presence and interactions with constituents on social media platforms

- Creates and distributes social media content to increase adoptions of shelter pets and community engagement
- Develops marketing plans to promote events such as adoption drives, spay/neuter community clinics, pet food drives, and school contests
- Responds to constituent and media inquiries
- Engages with the community to promote animal welfare and provides educational resources
- Reviews, analyzes, and prepares legislation for the Board of County Commissioners

DIVISION COMMENTS

- 🔊 In FY 2022-23, the Department will create a marketing plan to increase animal welfare education in the community
- 🔊 In FY 2022-23, the Department will use social media platforms to increase the community's understanding of the services offered at the Pet Adoption and Protection Center

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 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 other local 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
- Performs medical services for the TNVR Program

Strategic Objectives - Measures

- NI1-5: Ensure animal health and welfare








Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase community pet health	Rabies vaccines delivered by clinic*	OC	↔	16,389	26,744	25,000	25,000	25,000
	Spay/Neuter surgeries**	OC	↑	23,244	28,319	25,000	25,000	25,000

*The declines in rabies vaccinations in FY 2019-20 reflects the impacts of COVID-19


**Reflects surgeries provided by ASD only

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

-  In FY 2021-22, the Division added one Veterinarian (\$146,000) and four Veterinarian Technicians (\$273,000) to ensure adequate levels of support for essential spay and neuter services on free roaming community cats
-  ASD and the Friends of Miami Animals (FOMA) entered into a grant agreement in FY 2019-20 to launch a pilot program to provide mobile animal wellness services to low-income communities within the County; the grant will continue to fund four positions for the first quarter of FY 2022-23 and the remaining salaries will be subsidized by the General Fund
-  The FY 2022-23 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 2022-23, the Department will continue to provide free large scale spay/neuter surgeries for at risk populations
-  In FY 2022-23, the Department will continue to provide life-saving heartworm treatment at no cost for dogs adopted from the shelter
-  The FY 2022-23 Proposed Budget funds the University of Florida Veterinary Shelter Medicine internship program aimed at improving shelter wellness care (\$125,000)
-  In FY 2022-23, the Department will continue to provide free preventative wellness care for owned pets in underserved communities through its partnership with Friends of Miami Animals (FOMA) operating the Wellness on Wheels (W.O.W.) mobile unit
- In FY 2022-23, the Department will continue to humanely manage the community cat population by offering free TNVR services through the Pets Thrive in 305 South Dade Cat Center

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2022-23 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 including but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevators, roofs, security, and energy efficiency updates as well as various other facility infrastructure improvements as needed; the Department's CIIP plan also includes the acquisition of property adjacent to the Pet Adoption and Protection Center (PAPC) to provide additional employee and visitor parking (total program cost \$5.221 million, capital program #2000001284)
-  The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan also includes funding for drainage improvements to the Pet Adoption and Protection Center (PAPC) to alleviate flooding issues and the resurfacing of the employee parking lot (total program cost \$615,000, capital program #2000002374)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	547	595	682	683	710
Fuel	102	118	128	151	156
Overtime	255	235	285	290	290
Rent	30	26	20	48	48
Security Services	448	483	458	510	535
Temporary Services	51	-99	50	50	50
Travel and Registration	43	7	90	98	99
Utilities	378	419	451	467	509

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	15,724	16,547	21,610	22,513
Animal License Fees from Licensing Stations	6,403	6,882	6,700	6,900
Animal License Fees from Shelter	1,724	1,876	1,770	1,950
Animal Shelter Fees	1,193	1,591	1,318	1,517
Carryover	321	321	505	200
Code Violation Fines	1,229	788	500	1,400
Donations	107	753	100	100
Miscellaneous Revenues	276	107	40	80
Surcharge Revenues	103	60	50	100
Total Revenues	27,080	28,925	32,593	34,760
Operating Expenditures Summary				
Salary	12,020	12,638	13,729	15,825
Fringe Benefits	6,027	5,992	6,462	7,436
Court Costs	14	33	18	20
Contractual Services	1,867	1,905	1,949	2,026
Other Operating	4,305	3,997	6,153	5,290
Charges for County Services	1,664	1,841	1,873	2,047
Grants to Outside Organizations	743	693	1,200	1,125
Capital	12	736	604	691
Total Operating Expenditures	26,652	27,835	31,988	34,460
Non-Operating Expenditures Summary				
Transfers	99	338	605	300
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	99	338	605	300

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Neighborhood and Infrastructure				
Director's Office	516	589	2	3
Live Release and Shelter Services	3,609	4,076	44	44
Pet Protection Services	3,969	4,867	37	43
Finance and Administration	3,667	4,101	34	36
Animal Care Division	6,978	7,573	101	103
Community Engagement and Public Relations	5,126	5,468	4	4
Veterinary Clinic	8,123	7,786	43	48
Total Operating Expenditures	31,988	34,460	265	281

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
CIIP Program Revenues	0	0	1,717	0	0	0	0	0	1,717
Capital Asset Series 2020C Bonds	18	0	0	0	0	0	0	0	18
Capital Asset Series 2021A Bonds	4,101	0	0	0	0	0	0	0	4,101
Total:	4,119	0	1,717	0	0	0	0	0	5,836
Expenditures									
Strategic Area: NI									
Animal Services Facilities	43	416	156	0	0	0	0	0	615
Infrastructure Improvements	1,954	1,706	1,561	0	0	0	0	0	5,221
Total:	1,997	2,122	1,717	0	0	0	0	0	5,836

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

DRAINAGE/PARKING LOT RESURFACING - DORAL FACILITY

PROGRAM #: 2000002374

DESCRIPTION: Provide drainage improvements to the surrounding facility to alleviate flooding issues and resurface facility parking lot

LOCATION: 3599 NW 79 Ave District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
CIIP Program Revenues	0	0	156	0	0	0	0	0	156
Capital Asset Series 2021A Bonds	459	0	0	0	0	0	0	0	459
TOTAL REVENUES:	459	0	156	0	0	0	0	0	615
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	392	98	0	0	0	0	0	490
Permitting	3	0	0	0	0	0	0	0	3
Planning and Design	28	9	3	0	0	0	0	0	40
Project Administration	12	15	7	0	0	0	0	0	33
Project Contingency	0	0	49	0	0	0	0	0	49
TOTAL EXPENDITURES:	43	416	156	0	0	0	0	0	615

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INFRASTRUCTURE IMPROVEMENTS - ANIMAL SERVICES FACILITIES SYSTEMWIDE

PROGRAM #: 2000001284

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

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
CIIP Program Revenues	0	0	1,561	0	0	0	0	0	1,561
Capital Asset Series 2020C Bonds	18	0	0	0	0	0	0	0	18
Capital Asset Series 2021A Bonds	3,642	0	0	0	0	0	0	0	3,642
TOTAL REVENUES:	3,660	0	1,561	0	0	0	0	0	5,221
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	421	596	1,365	0	0	0	0	0	2,382
Infrastructure Improvements	0	0	84	0	0	0	0	0	84
Land Acquisition/Improvements	1,187	1,100	0	0	0	0	0	0	2,287
Permitting	16	0	0	0	0	0	0	0	16
Planning and Design	238	0	0	0	0	0	0	0	238
Project Administration	39	10	30	0	0	0	0	0	79
Project Contingency	53	0	82	0	0	0	0	0	135
TOTAL EXPENDITURES:	1,954	1,706	1,561	0	0	0	0	0	5,221

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one Social Media Specialist to create content and respond to the community	\$0	\$85	1
Fund one Training Specialist 2 to provide additional support to the Training Bureau	\$0	\$83	1
Fund one Accountant 1 to process payables and accounting transactions	\$0	\$77	1
Fund three Veterinarian Technicians to assist in surgical procedures and veterinary care	\$0	\$183	3
Fund one ASD Investigator for the Humane Animal Response Team	\$0	\$82	1
Fund two ASD Field Support Aides to help in reuniting lost pets with their families	\$0	\$108	2
Fund one Clerk 4 to assist with the foster program	\$0	\$68	1
Fund one Clerk 4 to provide additional event support	\$0	\$68	1
Fund one Clerk 4 to assist with the volunteer program	\$0	\$68	1
Total	\$0	\$822	12

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Solid Waste Management

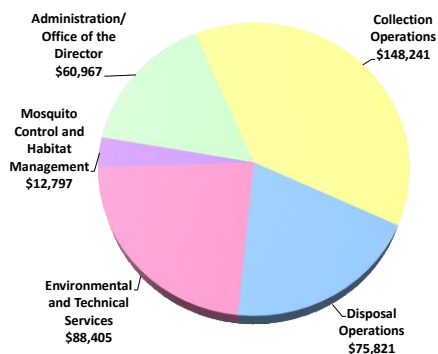
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, provides mosquito control services and enforces County ordinances as appropriate countywide.

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.

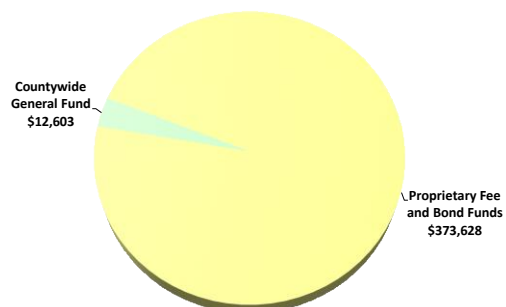
In fulfilling its purpose, DSWM provides disposal services to municipalities and private haulers and manages an agreement for the operation of the Resource Recovery facility. Landscape businesses also obtain permits from DSWM for use of the TRCs, landfills and the resource recovery facility. The Department 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 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 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>		
	<u>FY 21-22</u> 6	<u>FY 22-23</u> 7
<p style="text-align: center;"><u>COLLECTION OPERATIONS</u></p> <p>Provides residential and commercial garbage and trash collection; operates the neighborhood Trash and Recycling Centers; and provides bulky waste pick-ups and illegal dumping removal</p>		
	<u>FY 21-22</u> 577	<u>FY 22-23</u> 587
<p style="text-align: center;"><u>DISPOSAL OPERATIONS</u></p> <p>Disposes of all waste that enters the system and maintains disposal capacity; manages three regional transfer stations, the North and South Dade Landfills and the Resources Recovery ashfill; enforces solid waste regulations</p>		
	<u>FY 21-22</u> 317	<u>FY 22-23</u> 318
<p style="text-align: center;"><u>ENVIRONMENTAL AND TECHNICAL SERVICES</u></p> <p>Maintains capital waste management infrastructure, oversees landfill environmental compliance and administers fleet maintenance and resource recovery activities</p>		
	<u>FY 21-22</u> 44	<u>FY 22-23</u> 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, labor relations and training, media relations, outreach and customer service department-wide; administers the curbside recycling program</p>		
	<u>FY 21-22</u> 111	<u>FY 22-23</u> 120
<p style="text-align: center;"><u>MOSQUITO CONTROL AND HABITAT MANAGEMENT</u></p> <p>Provides the full range of Mosquito Control activities countywide, including public outreach activities, mosquito population surveillance and inspection and institution of industry standard protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the County</p>		
	<u>FY 21-22</u> 64	<u>FY 22-23</u> 64

The FY 2022-23 total number of full-time equivalent positions is 1,173.25


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DIVISION: ADMINISTRATION/OFFICE OF THE DIRECTOR

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

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

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes an overage that was approved in FY 2021-22, a Deputy Director of Administration (\$264,000)
- The FY 2022-23 Proposed Budget includes three additional positions that were approved as overages in FY 2021-22: one Special Projects Administrator 1 (\$109,000), one Construction Contracts Specialist (\$101,000) and one Contracts Officer (\$94,000), to provide critical procurement administrative support for multi-year capital plan projects and other urgent programs
- The FY 2022-23 Proposed Budget includes six additional positions that were approved as overages in FY 2021-22: two Senior Personnel Specialists (\$196,000), one Technical Equipment Instructor Supervisor (\$104,000) and three Technical Equipment Instructors (\$269,000) to support recruitment and strengthen the technical training abilities of the Department
- In FY 2022-23, 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 2022-23 Proposed Budget are payments to the Communications Department to provide website maintenance and updates (\$904,000), 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 2022-23 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 (\$13.245 million)
- The FY 2022-23 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 (\$54,000)

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.

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-1: Promote livable and beautiful neighborhoods 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve programs that promote neighborhood and rights-of-way aesthetics	Percentage of enforcement related complaints responded to within two business days	EF	↑	95%	95%	95%	95%	96%
	Number of Residential enforcement actions undertaken(in thousands)	IN	↑	33	34	35	34	35
	Average bulky waste response time (in calendar days)	EF	↓	7	7	7	7	7
	Average illegal dumping pick-up response time (in calendar days)	EF	↓	5	4	4	4	4
	Bulky waste complaints per 1,000 regular bulky waste orders created*	OC	↓	19	27	27	29	29

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI2-3: Provide sustainable solid waste collection and disposal capacity 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve collection of residential curbside garbage and trash	Bulky waste trash tons collected (in thousands)	IN	↔	135	153	138	149	144
	Garbage tons collected (in thousands)	IN	↔	576	594	588	576	558
	Trash and Recycling Centers: tons collected (in thousands)**	IN	↔	176	189	180	183	178

* The FY 2020-21 Actual, FY 2021-22 Projection and FY 2022-23 Target reflect impacts associated with COVID-19

** The FY 2020-21 Actual increase reflects impacts associated with COVID-19 and FY 2021-22 Projection and FY 2022-23 Target reductions reflect impacts associated with a reduction in COVID-19.

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes ten full-time Waste Truck Driver positions (\$745,000), that were approved as overages in FY 2021-22 to reduce overtime and provide adequate staffing levels to support the increased garbage collection service portfolio
- 🗑 The FY 2022-23 Proposed Budget includes a per household residential collection fee increase of 5.2 percent and a one-time cash infusion of general revenue, generated from the American Rescue Plan Act (ARPA) to address future budget shortfalls, which will also mitigate the impact of the fee increase; the full-service household residential household collection fee will increase by \$25 from \$484 to \$509; this increase 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 (TRC)
- In FY 2022-23, the Department will continue the Bulky Appointment System which allows residents to select the day bulky trash is collected; this service enhancement will allow the Department to continue streamlining its bulky trash collection and improve response time
- 🗑 In FY 2022-23, the Department will continue to provide trash collection services (\$50.694 million), including the UMSA litter program along corridors and at hotspots (\$1.487 million)
- 🗑 In FY 2022-23, the Department will continue to provide curbside garbage collection services (\$92.685 million) to include commercial garbage collection by contract (\$2.837 million) and waste collection pick-ups at specific non-shelter bus stops (\$917,000)
- 🗑 In FY 2022-23, the Department will continue to pay the Greater Miami Service Corps for litter pickup, cart repairs and other special projects (\$184,000)
- The FY 2022-23 Proposed Budget continues to fund three Disposal Technicians within the Animal Services Department (\$190,000)

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.

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI2-3: Provide sustainable solid waste collection and disposal capacity 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure ongoing availability and capacity that meets demand at transfer and disposal facilities	Disposal tons accepted at full fee (in thousands)	IN	↔	1,746	1,874	1,781	1,874	1,893
	Total (revenue) tons transferred in (in thousands)	IN	↔	611	627	623	627	633
	Years of remaining disposal capacity (Level of Service)	IN	↔	11	9	9	9	8

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes one Waste Scale Operator position (\$57,000), that was approved as an overage in FY 2021-22 to support landfill operations
- The FY 2022-23 Proposed Budget assumes no increase in the Consumer Price Index (CPI) to the Contract Disposal Rate of \$66.12
- The FY 2022-23 Proposed Budget includes the transportation and disposal of waste through roll off operations (\$7.588 million) at the Trash and Recycling Centers (TRC)
- In FY 2022-23, 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

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.

Strategic Objectives - Measures								
<ul style="list-style-type: none"> • NI2-3: Provide sustainable solid waste collection and disposal capacity 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure compliance with Florida Department of Environmental Protection (FDEP)	Percentage of Florida Department of Environmental Protection reporting deadlines met	EF	↑	100%	100%	100%	100%	100%
	Compliance inspections performed*	OP	↔	219	197	220	200	200
	Patrons served by Home Chemical Collection program	OP	↔	8,039	8,940	8,050	8,900	8,900
	Average quantity of household chemical waste collected per patron (in pounds)	EF	↑	98	89	100	89	89

*FY 2021-22 Projection and FY 2022-23 Target reflect new efficiencies in the inspection program

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- In FY 2022-23, the Department is budgeting the Utility Service Fee (USF) at \$20 million, which reflects the two percent average retail Water and Sewer customer's bill; this fee will be used to fund landfill remediation and other USF eligible projects; although a revision is not required at this time, DSWM may be proposing an increase to the USF in future years to accommodate additional requirements to the waste disposal system
- 🌱 In FY 2022-23, the Department will continue environmental and technical service operations that include facilities maintenance (\$4.696 million) and environmental services (\$3.01 million)
- 🌱 In FY 2022-23, the Department will continue the operation of two Home Chemical Collection Centers (\$1.035 million)
- 🌱 In FY 2022-23, 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 2022-23 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 (\$79.249 million), including other supplemental contracts to support the Resource Recovery operation (\$638,000)
- 👤 In FY 2022-23, 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)

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.

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-4: Protect the community from public nuisances and events that threaten public health 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Maintain drain cleaning requirements	Percentage of service requests responded to within two business days	EF	↑	87.5%	99%	97%	97%	97%

DIVISION COMMENTS

- 🌱 In FY 2022-23, DSWM will continue a proactive Mosquito Control program in areas previously impacted by the Zika virus and other areas where residents and visitors are known to congregate (\$6.448 million)
- 👤 The FY 2022-23 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 2022-23 Proposed Budget includes a reimbursement for mosquito spraying from the Seaport, Homestead Air Reserve Base and the Water and Sewer Department (\$29,000) as well as a reimbursement from the Department of Transportation and Public Works Road and Bridge Division (\$165,000) for treating drains
- 🌱 The FY 2022-23 Proposed Budget does not include funding for contracted crews in case of an outbreak; as with other natural events, if an outbreak occurs, resources required will be funded by General Fund reserves

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☉ The FY 2022-23 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 provide 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 program cost of \$7.570 million, \$ 1.513 million in FY 2022-23; capital program #2000001394)
- ☉ The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes Solid Waste System revenue bond proceeds for the Munisport Landfill Closure (total program cost \$35.376 million; \$1.8 million in FY 2022-23; capital program #5010690) and Virginia Key Closure (total program cost \$44.638 million; \$2.157 million in FY 2022-23; capital program #606610); these projects have no operating impact to the Department as these capital costs are related to remediating the landfill sites
- ☉ The Department's FY 2022-23 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 program cost \$5.126 million, \$2.098 million in FY 2022-23; capital program # 507960)
 - Included in the Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan is the purchase of 175 acres west of the South Dade Landfill (total program cost \$5.008 million; capital program #609120) to provide for future relocation of administrative buildings
- ☉ The FY 2022-23 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 program cost \$2.881 million; \$44,000 in FY 2022-23; capital program #2000001381) as well as improvements to the gas collection and control systems that will provide odor control and improved air emissions (total program cost \$10.447 million, \$835,000 in FY 2022-23; capital program #2000001354)
- ☉ The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the purchase of 136 vehicles (\$27.443 million) for the replacement of its aging fleet funded with lease purchase financing (\$27.113 million for heavy fleet, and \$330,000 for light fleet); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	898	1,246	1,218	1,294	1,544
Fuel	5,287	6,915	8,520	8,497	9,072
Overtime	7,870	9,916	4,650	8,667	5,661
Rent	1,799	1,684	1,785	1,869	1,961
Security Services	1,543	1,598	1,678	1,710	1,754
Temporary Services	238	33	1	0	0
Travel and Registration	42	31	181	236	265
Utilities	77,494	88,630	90,425	102,545	100,310

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 21-22	Proposed Fee FY 22-23	Dollar Impact FY 22-23
• Waste Collection Fees	484	509	\$8,250,000

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	11,113	10,422	11,120	12,603
Carryover	226,368	267,742	237,180	271,790
Collection Fees and Charges	166,615	167,356	167,176	178,612
Disposal Fees and Charges	133,659	145,786	137,777	140,417
Interest Earnings	3,847	596	2,190	266
Intradepartmental Transfers	165	188	167	194
Loan Repayments	20,449	0	0	0
Other Miscellaneous	0	0	4,666	0
Revenues				
Recyclable Material Sales	1,520	1,667	1,514	666
Resource Recovery Energy				
Sales	8,161	10,269	8,465	10,720
Transfer Fees	11,025	9,386	8,980	8,788
Utility Service Fee	18,237	19,352	18,236	20,000
Federal Grants - ARP Act	0	0	11,000	40,000
Interagency Transfers	10	0	9	0
Total Revenues	601,169	632,764	608,480	684,056

Operating Expenditures

Summary

Salary	66,190	66,717	71,528	77,887
Fringe Benefits	28,948	29,218	31,483	34,614
Court Costs	2	2	9	8
Contractual Services	145,361	147,282	172,201	190,894
Other Operating	21,367	18,155	20,766	22,394
Charges for County Services	46,638	46,922	52,670	59,803
Grants to Outside	125	25	125	125
Organizations				
Capital	26,343	1,693	347	506
Total Operating Expenditures	334,974	310,014	349,129	386,231

Non-Operating Expenditures

Summary

Transfers	2,576	3,486	23,715	30,430
Distribution of Funds In Trust	1,594	1,603	1,671	1,684
Debt Service	19,408	14,902	17,536	23,349
Depreciation, Amortizations	0	0	0	0
and Depletion				
Reserve	0	0	216,429	242,362
Total Non-Operating	23,578	19,991	259,351	297,825
Expenditures				

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Neighborhood and Infrastructure				
Administration/Office of the	50,348	60,967	117	127
Director				
Collection Operations	143,089	148,241	577	587
Disposal Operations	63,018	75,821	317	318
Environmental and	81,378	88,405	44	44
Technical Services				
Mosquito Control and	11,296	12,797	64	64
Habitat Management				
Total Operating Expenditures	349,129	386,231	1,119	1,140

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
CIIP Program Revenues	0	0	2,158	3,594	0	0	0	0	5,752
Capital Asset Series 2021A Bonds	1,818	0	0	0	0	0	0	0	1,818
Solid Waste System Rev. Bonds Series 2005	63,661	0	0	0	0	0	0	0	63,661
Utility Service Fee	3,847	3,934	1,638	14,228	6,910	13,590	0	52,672	96,819
Waste Collection Operating Fund	3,978	4,933	3,293	0	234	94	0	7,537	20,069
Waste Disposal Operating Fund	42,973	17,606	41,465	5,587	16,399	4,551	0	181,283	309,864
Total:	116,277	26,473	48,554	23,409	23,543	18,235	0	241,492	497,983
Expenditures									
Strategic Area: NI									
Environmental Projects	305	1,513	2,158	3,594	0	0	0	0	7,570
Facility Improvements	1,331	0	0	826	0	0	0	2,478	4,635
Infrastructure Improvements	25	1,575	0	0	0	0	0	0	1,600
Waste Collection	4,219	4,933	3,293	0	234	94	0	7,953	20,726
Waste Disposal	17,465	14,627	4,211	3,915	8,781	3,996	0	132,489	185,484
Waste Disposal Environmental Projects	61,727	9,295	61,817	15,412	14,528	16,187	0	99,002	277,968
Total:	85,072	31,943	71,479	23,747	23,543	20,277	0	241,922	497,983

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3A COLLECTION FACILITY PROGRAM #: 2000001375

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	99	347	335	0	0	0	0	855	1,636
TOTAL REVENUES:	99	347	335	0	0	0	0	855	1,636
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	15	290	280	0	0	0	0	560	1,145
Major Machinery and Equipment	0	0	0	0	0	0	0	75	75
Permitting	0	6	6	0	0	0	0	12	24
Planning and Design	84	20	14	0	0	0	0	138	256
Project Contingency	0	31	35	0	0	0	0	70	136
TOTAL EXPENDITURES:	99	347	335	0	0	0	0	855	1,636

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3A COLLECTION FACILITY

PROGRAM #: 2000001387

TRUCK WASH UPGRADE

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	74	1,009	0	0	0	0	0	781	1,864
TOTAL REVENUES:	74	1,009	0	0	0	0	0	781	1,864
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	380	0	0	0	0	0	130	510
Major Machinery and Equipment	0	400	0	0	0	0	0	400	800
Permitting	4	7	0	0	0	0	0	9	20
Planning and Design	70	152	0	0	0	0	0	172	394
Project Contingency	0	70	0	0	0	0	0	70	140
TOTAL EXPENDITURES:	74	1,009	0	0	0	0	0	781	1,864

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3B COLLECTION FACILITY

PROGRAM #: 2000001376

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	73	564	712	0	0	0	0	1,150	2,499
TOTAL REVENUES:	73	564	712	0	0	0	0	1,150	2,499
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	345	638	0	0	0	0	780	1,763
Major Machinery and Equipment	0	0	0	0	0	0	0	75	75
Permitting	0	6	9	0	0	0	0	14	29
Planning and Design	73	173	0	0	0	0	0	195	441
Project Contingency	0	40	65	0	0	0	0	86	191
TOTAL EXPENDITURES:	73	564	712	0	0	0	0	1,150	2,499

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

PROGRAM #: 2000001388

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	378	804	0	0	0	0	0	836	2,018
TOTAL REVENUES:	378	804	0	0	0	0	0	836	2,018
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	160	250	0	0	0	0	0	160	570
Major Machinery and Equipment	0	400	0	0	0	0	0	400	800
Permitting	6	0	0	0	0	0	0	5	11
Planning and Design	212	64	0	0	0	0	0	181	457
Project Contingency	0	90	0	0	0	0	0	90	180
TOTAL EXPENDITURES:	378	804	0	0	0	0	0	836	2,018

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET COLLECTION FACILITY

PROGRAM #: 2000001377

DESCRIPTION: Perform various infrastructure improvements to include but not limited to entrance signs, blacktopping, asphaltting of parking lot and striping, refurbishment of restrooms and various other infrastructure 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	395	347	421	0	234	0	0	829	2,226
TOTAL REVENUES:	395	347	421	0	234	0	0	829	2,226
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	320	290	300	0	150	0	0	500	1,560
Major Machinery and Equipment	0	0	0	0	0	0	0	75	75
Permitting	0	3	6	0	3	0	0	6	18
Planning and Design	75	18	77	0	62	0	0	188	420
Project Contingency	0	36	38	0	19	0	0	60	153
TOTAL EXPENDITURES:	395	347	421	0	234	0	0	829	2,226

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

PROGRAM #: 2000001389

DESCRIPTION: Install an automated truck-wash unit and one manual unit in the second bay at the NW 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	0	120	810	0	0	0	0	750	1,680
TOTAL REVENUES:	0	120	810	0	0	0	0	750	1,680
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	250	0	0	0	0	75	325
Major Machinery and Equipment	0	0	400	0	0	0	0	400	800
Planning and Design	0	120	75	0	0	0	0	205	400
Project Contingency	0	0	85	0	0	0	0	70	155
TOTAL EXPENDITURES:	0	120	810	0	0	0	0	750	1,680

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - CHAPMAN FIELD TRASH AND RECYCLING CENTER

PROGRAM #: 2000001371

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	158	99	0	0	0	0	0	156	413
TOTAL REVENUES:	158	99	0	0	0	0	0	156	413
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	101	64	0	0	0	0	0	100	265
Permitting	5	5	0	0	0	0	0	8	18
Planning and Design	40	21	0	0	0	0	0	36	97
Project Contingency	12	9	0	0	0	0	0	12	33
TOTAL EXPENDITURES:	158	99	0	0	0	0	0	156	413

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

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

LOCATION: 9401 SW 184 St
Palmetto Bay

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	134	242	100	0	0	0	0	206	682
TOTAL REVENUES:	134	242	100	0	0	0	0	206	682
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	65	221	78	0	0	0	0	156	520
Permitting	5	4	3	0	0	0	0	6	18
Planning and Design	53	11	10	0	0	0	0	24	98
Project Contingency	11	6	9	0	0	0	0	20	46
TOTAL EXPENDITURES:	134	242	100	0	0	0	0	206	682

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

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

LOCATION: 140 NW 160 St
Unincorporated Miami-Dade County

District Located: 2
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	52	135	86	0	0	0	0	126	399
TOTAL REVENUES:	52	135	86	0	0	0	0	126	399
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	16	107	68	0	0	0	0	90	281
Permitting	5	2	2	0	0	0	0	0	9
Planning and Design	31	15	8	0	0	0	0	26	80
Project Contingency	0	11	8	0	0	0	0	10	29
TOTAL EXPENDITURES:	52	135	86	0	0	0	0	126	399

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	43	182	89	0	0	0	0	230	544
TOTAL REVENUES:	43	182	89	0	0	0	0	230	544
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	16	152	68	0	0	0	0	176	412
Permitting	3	2	2	0	0	0	0	4	11
Planning and Design	21	10	13	0	0	0	0	26	70
Project Contingency	3	18	6	0	0	0	0	24	51
TOTAL EXPENDITURES:	43	182	89	0	0	0	0	230	544

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	72	46	0	0	0	0	0	150	268
TOTAL REVENUES:	72	46	0	0	0	0	0	150	268
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	57	35	0	0	0	0	0	108	200
Permitting	2	2	0	0	0	0	0	4	8
Planning and Design	9	9	0	0	0	0	0	28	46
Project Contingency	4	0	0	0	0	0	0	10	14
TOTAL EXPENDITURES:	72	46	0	0	0	0	0	150	268

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COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - NORWOOD TRASH AND RECYCLING CENTER

PROGRAM #: 2000001367

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

LOCATION: 19901 NW 7 Ave
Miami Gardens

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	42	120	70	0	0	0	0	170	402
TOTAL REVENUES:	42	120	70	0	0	0	0	170	402
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	16	102	46	0	0	0	0	120	284
Permitting	2	3	3	0	0	0	0	4	12
Planning and Design	23	5	15	0	0	0	0	30	73
Project Contingency	1	10	6	0	0	0	0	16	33
TOTAL EXPENDITURES:	42	120	70	0	0	0	0	170	402

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - PALM SPRING TRASH AND RECYCLING CENTER

PROGRAM #: 2000001361

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

LOCATION: 7870 NW 178 St
Unincorporated Miami-Dade County

District Located: 13
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	148	172	0	0	0	94	0	188	602
TOTAL REVENUES:	148	172	0	0	0	94	0	188	602
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	116	125	0	0	0	68	0	136	445
Permitting	4	2	0	0	0	3	0	6	15
Planning and Design	18	32	0	0	0	14	0	32	96
Project Contingency	10	13	0	0	0	9	0	14	46
TOTAL EXPENDITURES:	148	172	0	0	0	94	0	188	602

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	54	154	101	0	0	0	0	202	511
TOTAL REVENUES:	54	154	101	0	0	0	0	202	511
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	16	130	75	0	0	0	0	150	371
Permitting	5	3	3	0	0	0	0	6	17
Planning and Design	33	6	14	0	0	0	0	28	81
Project Contingency	0	15	9	0	0	0	0	18	42
TOTAL EXPENDITURES:	54	154	101	0	0	0	0	202	511

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	1,487	176	82	0	0	0	0	200	1,945
TOTAL REVENUES:	1,487	176	82	0	0	0	0	200	1,945
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	1,329	110	60	0	0	0	0	150	1,649
Permitting	7	3	3	0	0	0	0	6	19
Planning and Design	126	48	14	0	0	0	0	28	216
Project Contingency	25	15	5	0	0	0	0	16	61
TOTAL EXPENDITURES:	1,487	176	82	0	0	0	0	200	1,945

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

PROGRAM #: 2000001365

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	163	45	119	0	0	0	0	136	463
TOTAL REVENUES:	163	45	119	0	0	0	0	136	463
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	134	12	99	0	0	0	0	90	335
Permitting	5	2	2	0	0	0	0	4	13
Planning and Design	15	30	7	0	0	0	0	30	82
Project Contingency	9	1	11	0	0	0	0	12	33
TOTAL EXPENDITURES:	163	45	119	0	0	0	0	136	463

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SUNSET KENDALL TRASH AND RECYCLING CENTER

PROGRAM #: 2000001364

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	125	102	0	0	0	0	0	176	403
TOTAL REVENUES:	125	102	0	0	0	0	0	176	403
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	68	83	0	0	0	0	0	126	277
Permitting	4	3	0	0	0	0	0	4	11
Planning and Design	45	7	0	0	0	0	0	30	82
Project Contingency	8	9	0	0	0	0	0	16	33
TOTAL EXPENDITURES:	125	102	0	0	0	0	0	176	403

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	203	123	201	0	0	0	0	176	703
TOTAL REVENUES:	203	123	201	0	0	0	0	176	703
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	121	87	180	0	0	0	0	132	520
Permitting	5	0	3	0	0	0	0	6	14
Planning and Design	63	36	9	0	0	0	0	26	134
Project Contingency	14	0	9	0	0	0	0	12	35
TOTAL EXPENDITURES:	203	123	201	0	0	0	0	176	703

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Collection Operating Fund	278	146	167	0	0	0	0	220	811
TOTAL REVENUES:	278	146	167	0	0	0	0	220	811
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	178	76	115	0	0	0	0	160	529
Permitting	5	6	4	0	0	0	0	4	19
Planning and Design	74	53	33	0	0	0	0	30	190
Project Contingency	21	11	15	0	0	0	0	26	73
TOTAL EXPENDITURES:	278	146	167	0	0	0	0	220	811

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET HOME CHEMICAL COLLECTION CENTER

PROGRAM #: 507960



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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	2,286	2,098	742	0	0	0	0	0	5,126
TOTAL REVENUES:	2,286	2,098	742	0	0	0	0	0	5,126
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	450	2,000	470	0	0	0	0	0	2,920
Permitting	2	0	0	0	0	0	0	0	2
Planning and Design	1,004	89	65	0	0	0	0	0	1,158
Project Contingency	831	9	207	0	0	0	0	0	1,047
TOTAL EXPENDITURES:	2,286	2,098	742	0	0	0	0	0	5,126

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET LANDFILL ACCESS ROAD

PROGRAM #: 2000001383

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	974	0	0	0	0	0	0	202	1,176
TOTAL REVENUES:	974	0	0	0	0	0	0	202	1,176
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	921	0	0	0	0	0	0	150	1,071
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
TOTAL EXPENDITURES:	974	0	0	0	0	0	0	202	1,176

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	1,553	433	226	0	226	0	0	679	3,117
TOTAL REVENUES:	1,553	433	226	0	226	0	0	679	3,117
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	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	605	300	150	0	150	0	0	319	1,524
Major Machinery and Equipment	275	0	0	0	0	0	0	0	275
Permitting	9	5	3	0	3	0	0	8	28
Planning and Design	201	92	52	0	52	0	0	288	685
Project Contingency	118	36	21	0	21	0	0	64	260
TOTAL EXPENDITURES:	1,553	433	226	0	226	0	0	679	3,117

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	241	0	0	0	0	0	0	416	657
TOTAL REVENUES:	241	0	0	0	0	0	0	416	657
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	167	0	0	0	0	0	0	280	447
Permitting	2	0	0	0	0	0	0	6	8
Planning and Design	53	0	0	0	0	0	0	92	145
Project Contingency	19	0	0	0	0	0	0	38	57
TOTAL EXPENDITURES:	241	0	0	0	0	0	0	416	657

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	389	15	305	55	252	0	0	446	1,462
TOTAL REVENUES:	389	15	305	55	252	0	0	446	1,462
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	226	12	220	0	200	0	0	325	983
Permitting	2	0	0	0	2	0	0	4	8
Planning and Design	140	3	60	55	25	0	0	92	375
Project Contingency	21	0	25	0	25	0	0	25	96
TOTAL EXPENDITURES:	389	15	305	55	252	0	0	446	1,462

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

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	62	4,390	255	0	4,374	9,081
TOTAL REVENUES:	0	0	0	62	4,390	255	0	4,374	9,081
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	45	20	0	45	110
Major Machinery and Equipment	0	0	0	50	3,900	200	0	4,250	8,400
Permitting	0	0	0	1	2	0	0	2	5
Planning and Design	0	0	0	11	48	15	0	67	141
Project Contingency	0	0	0	0	395	20	0	10	425
TOTAL EXPENDITURES:	0	0	0	62	4,390	255	0	4,374	9,081

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

TIP FLOOR

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	881	0	0	0	572	0	0	1,703	3,156
TOTAL REVENUES:	881	0	0	0	572	0	0	1,703	3,156
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	755	0	0	0	475	0	0	1,425	2,655
Planning and Design	50	0	0	0	43	0	0	120	213
Project Contingency	76	0	0	0	54	0	0	158	288
TOTAL EXPENDITURES:	881	0	0	0	572	0	0	1,703	3,156

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - FUTURE PROJECTS PROGRAM #: 2000001386

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	810	810
TOTAL REVENUES:	0	0	0	0	0	0	0	810	810
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	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
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	810	810

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL PROGRAM #: 2000001393

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	200	303	0	0	0	0	0	303	806
TOTAL REVENUES:	200	303	0	0	0	0	0	303	806
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	145	225	0	0	0	0	0	225	595
Permitting	2	4	0	0	0	0	0	4	10
Planning and Design	38	46	0	0	0	0	0	46	130
Project Contingency	15	28	0	0	0	0	0	28	71
TOTAL EXPENDITURES:	200	303	0	0	0	0	0	303	806

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	299	0	0	0	0	0	299	598
TOTAL REVENUES:	0	299	0	0	0	0	0	299	598
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	210	0	0	0	0	0	210	420
Permitting	0	4	0	0	0	0	0	4	8
Planning and Design	0	59	0	0	0	0	0	59	118
Project Contingency	0	26	0	0	0	0	0	26	52
TOTAL EXPENDITURES:	0	299	0	0	0	0	0	299	598

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	669	15	0	0	0	0	0	512	1,196
TOTAL REVENUES:	669	15	0	0	0	0	0	512	1,196
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	500	12	0	0	0	0	0	380	892
Permitting	6	0	0	0	0	0	0	8	14
Planning and Design	111	3	0	0	0	0	0	78	192
Project Contingency	52	0	0	0	0	0	0	46	98
TOTAL EXPENDITURES:	669	15	0	0	0	0	0	512	1,196

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION

PROGRAM #: 2000001374

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	231	1,542	0	0	0	0	0	650	2,423
TOTAL REVENUES:	231	1,542	0	0	0	0	0	650	2,423
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	12	0	0	0	0	0	0	0	12
Infrastructure Improvements	0	1,275	0	0	0	0	0	550	1,825
Permitting	12	5	0	0	0	0	0	10	27
Planning and Design	207	115	0	0	0	0	0	40	362
Project Contingency	0	147	0	0	0	0	0	50	197
TOTAL EXPENDITURES:	231	1,542	0	0	0	0	0	650	2,423

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION BUILDING UPGRADE

PROGRAM #: 2000001353

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	1,100	898	0	0	0	0	0	1,916	3,914
TOTAL REVENUES:	1,100	898	0	0	0	0	0	1,916	3,914
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	721	895	0	0	0	0	0	1,540	3,156
Permitting	19	0	0	0	0	0	0	16	35
Planning and Design	270	3	0	0	0	0	0	182	455
Project Contingency	90	0	0	0	0	0	0	178	268
TOTAL EXPENDITURES:	1,100	898	0	0	0	0	0	1,916	3,914

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER

PROGRAM #: 2000001350

STATION EQUIPMENT

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	431	242	0	2,898	0	1,119	0	4,090	8,780
TOTAL REVENUES:	431	242	0	2,898	0	1,119	0	4,090	8,780
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	10	0	0	0	0	900	0	40	950
Major Machinery and Equipment	376	240	0	2,800	0	0	0	3,980	7,396
Permitting	0	0	0	0	0	10	0	0	10
Planning and Design	26	2	0	71	0	108	0	43	250
Project Contingency	19	0	0	27	0	101	0	27	174
TOTAL EXPENDITURES:	431	242	0	2,898	0	1,119	0	4,090	8,780

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER

PROGRAM #: 2000001384

STATION TIPPING FLOOR

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	858	0	0	0	454	0	0	1,648	2,960
TOTAL REVENUES:	858	0	0	0	454	0	0	1,648	2,960
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	700	0	0	0	350	0	0	1,400	2,450
Planning and Design	84	0	0	0	62	0	0	124	270
Project Contingency	74	0	0	0	42	0	0	124	240
TOTAL EXPENDITURES:	858	0	0	0	454	0	0	1,648	2,960

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - RESOURCES RECOVERY

PROGRAM #: 508640

DESCRIPTION: Continue on-going capital improvements to include a new transformer, turbine control upgrades, enhanced boiler protection, parking lot lighting, storm drainage, installation of fire hoses at the Bio Mass building, leachate pumps, truck scales, canopy installation, replacement of old trailers for a permanent structure, dust suppression system, the purchase of 10 acres of land south of the Resources Recovery and the value of Net Inventory and Rolling Stock due to Covanta on current Agreement termination

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	15,323	208	36,000	0	112	0	0	1,125	52,768
TOTAL REVENUES:	15,323	208	36,000	0	112	0	0	1,125	52,768
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	6,357	12	36,000	0	10	0	0	80	42,459
Land Acquisition/Improvements	8,413	0	0	0	0	0	0	0	8,413
Major Machinery and Equipment	440	190	0	0	95	0	0	985	1,710
Permitting	2	2	0	0	1	0	0	8	13
Planning and Design	110	3	0	0	5	0	0	50	168
Project Contingency	1	1	0	0	1	0	0	2	5
TOTAL EXPENDITURES:	15,323	208	36,000	0	112	0	0	1,125	52,768

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL

PROGRAM #: 2000001392

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	241	435	0	0	0	0	0	358	1,034
TOTAL REVENUES:	241	435	0	0	0	0	0	358	1,034
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	75	346	0	0	0	0	0	275	696
Permitting	0	0	0	0	0	0	0	3	3
Planning and Design	166	57	0	0	0	0	0	48	271
Project Contingency	0	32	0	0	0	0	0	32	64
TOTAL EXPENDITURES:	241	435	0	0	0	0	0	358	1,034

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL ACCESS ROAD PROGRAM #: 2000001379

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	1,545	0	0	0	0	267	0	490	2,302
TOTAL REVENUES:	1,545	0	0	0	0	267	0	490	2,302
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	1,235	0	0	0	0	200	0	400	1,835
Planning and Design	145	0	0	0	0	45	0	45	235
Project Contingency	165	0	0	0	0	22	0	45	232
TOTAL EXPENDITURES:	1,545	0	0	0	0	267	0	490	2,302

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL SCALEHOUSE PROGRAM #: 2000001346

DESCRIPTION: Install cameras and canopies over scales; upgrade restrooms and perform various other infrastructure improvements and general office repairs

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	820	15	0	0	0	0	0	918	1,753
TOTAL REVENUES:	820	15	0	0	0	0	0	918	1,753
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	430	12	0	0	0	0	0	250	692
Major Machinery and Equipment	240	0	0	0	0	0	0	600	840
Permitting	9	0	0	0	0	0	0	0	9
Planning and Design	122	3	0	0	0	0	0	38	163
Project Contingency	19	0	0	0	0	0	0	30	49
TOTAL EXPENDITURES:	820	15	0	0	0	0	0	918	1,753

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL TIP FLOOR

PROGRAM #: 200000629

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	3,855	685	0	0	1,087	0	0	2,177	7,804
TOTAL REVENUES:	3,855	685	0	0	1,087	0	0	2,177	7,804
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	3,313	645	0	0	900	0	0	1,800	6,658
Permitting	18	0	0	0	0	0	0	0	18
Planning and Design	399	40	0	0	88	0	0	179	706
Project Contingency	125	0	0	0	99	0	0	198	422
TOTAL EXPENDITURES:	3,855	685	0	0	1,087	0	0	2,177	7,804

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION

PROGRAM #: 2000001372

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	79	47	438	0	0	0	0	1,342	1,906
TOTAL REVENUES:	79	47	438	0	0	0	0	1,342	1,906
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	12	12	380	0	0	0	0	1,140	1,544
Permitting	1	0	0	0	0	0	0	0	1
Planning and Design	65	35	15	0	0	0	0	80	195
Project Contingency	1	0	43	0	0	0	0	122	166
TOTAL EXPENDITURES:	79	47	438	0	0	0	0	1,342	1,906

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DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION BUILDING UPGRADE

PROGRAM #: 2000001351

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	886	1,976	0	0	0	0	0	858	3,720
TOTAL REVENUES:	886	1,976	0	0	0	0	0	858	3,720
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	460	1,642	0	0	0	0	0	650	2,752
Permitting	11	20	0	0	0	0	0	10	41
Planning and Design	352	131	0	0	0	0	0	124	607
Project Contingency	63	183	0	0	0	0	0	74	320
TOTAL EXPENDITURES:	886	1,976	0	0	0	0	0	858	3,720

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION EQUIPMENT

PROGRAM #: 2000001348

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

LOCATION: 2900 SW 72 Ave District Located: 6
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	458	624	0	0	160	0	0	1,044	2,286
TOTAL REVENUES:	458	624	0	0	160	0	0	1,044	2,286
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	25	145	0	0	0	0	0	40	210
Major Machinery and Equipment	420	450	0	0	160	0	0	960	1,990
Permitting	2	4	0	0	0	0	0	8	14
Planning and Design	9	10	0	0	0	0	0	32	51
Project Contingency	2	15	0	0	0	0	0	4	21
TOTAL EXPENDITURES:	458	624	0	0	160	0	0	1,044	2,286

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	1,331	0	0	826	0	0	0	2,478	4,635
TOTAL REVENUES:	1,331	0	0	826	0	0	0	2,478	4,635
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	1,143	0	0	690	0	0	0	2,070	3,903
Planning and Design	101	0	0	60	0	0	0	180	341
Project Contingency	87	0	0	76	0	0	0	228	391
TOTAL EXPENDITURES:	1,331	0	0	826	0	0	0	2,478	4,635

ENVIRONMENTAL IMPROVEMENTS - NORTH DADE LANDFILL GROUNDWATER AND MONITORING WELLS PROGRAM #: 2000001357

DESCRIPTION: Install groundwater remediation system, monitoring well pumps and other equipment at the North Dade Landfill to perform Florida Department of Environmental Protection Agency and United States Environmental Protection Agency sampling
 LOCATION: 21500 NW 47 Ave District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	96	0	0	0	192	288
TOTAL REVENUES:	0	0	0	96	0	0	0	192	288
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	24	0	0	0	48	72
Major Machinery and Equipment	0	0	0	72	0	0	0	144	216
TOTAL EXPENDITURES:	0	0	0	96	0	0	0	192	288

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ENVIRONMENTAL IMPROVEMENTS - RESOURCES RECOVERY ASH LANDFILL

PROGRAM #: 2000001358

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

LOCATION: 6990 NW 97 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	72	0	0	0	0	144	216
TOTAL REVENUES:	0	0	72	0	0	0	0	144	216
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	18	0	0	0	0	36	54
Major Machinery and Equipment	0	0	54	0	0	0	0	0	54
Project Contingency	0	0	0	0	0	0	0	108	108
TOTAL EXPENDITURES:	0	0	72	0	0	0	0	144	216

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL GAS COLLECTION AND CONTROL SYSTEM

PROGRAM #: 2000001354



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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	7,687	835	0	0	0	555	0	1,370	10,447
TOTAL REVENUES:	7,687	835	0	0	0	555	0	1,370	10,447
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	5,400	600	0	0	0	350	0	1,050	7,400
Permitting	5	0	0	0	0	0	0	0	5
Planning and Design	1,707	160	0	0	0	155	0	195	2,217
Project Contingency	575	75	0	0	0	50	0	125	825
TOTAL EXPENDITURES:	7,687	835	0	0	0	555	0	1,370	10,447

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ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL GROUNDWATER

PROGRAM #: 2000001356

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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	151	0	0	302	453
TOTAL REVENUES:	0	0	0	0	151	0	0	302	453
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	38	0	0	76	114
Major Machinery and Equipment	0	0	0	0	113	0	0	0	113
Planning and Design	0	0	0	0	0	0	0	226	226
TOTAL EXPENDITURES:	0	0	0	0	151	0	0	302	453

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL SBR SYSTEM

PROGRAM #: 2000001381

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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	600	44	430	0	0	0	0	1,807	2,881
TOTAL REVENUES:	600	44	430	0	0	0	0	1,807	2,881
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	418	0	380	0	0	0	0	1,520	2,318
Planning and Design	131	41	11	0	0	0	0	130	313
Project Contingency	51	3	39	0	0	0	0	157	250
TOTAL EXPENDITURES:	600	44	430	0	0	0	0	1,807	2,881

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL STORMWATER SYSTEM

PROGRAM #: 2000001380

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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	55	75	487	0	0	0	0	0	617
TOTAL REVENUES:	55	75	487	0	0	0	0	0	617
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	425	0	0	0	0	0	425
Planning and Design	55	75	10	0	0	0	0	0	140
Project Contingency	0	0	52	0	0	0	0	0	52
TOTAL EXPENDITURES:	55	75	487	0	0	0	0	0	617

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INFRASTRUCTURE IMPROVEMENTS - HICKMAN GARAGE BUILDING UPGRADE

PROGRAM #: 2000002515

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 roof waterproof and construction repairs and various other infrastructure improvements

LOCATION: 270 NW 2 St
Unincorporated Miami-Dade County

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	25	1,575	0	0	0	0	0	0	1,600
TOTAL REVENUES:	25	1,575	0	0	0	0	0	0	1,600
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	1,575	0	0	0	0	0	0	1,575
Planning and Design	25	0	0	0	0	0	0	0	25
TOTAL EXPENDITURES:	25	1,575	0	0	0	0	0	0	1,600

LAND ACQUISITION - SOUTH DADE LANDFILL

PROGRAM #: 609120

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

LOCATION: 23707 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	8	5,000	0	0	0	0	0	0	5,008
TOTAL REVENUES:	8	5,000	0	0	0	0	0	0	5,008
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Land Acquisition/Improvements	0	5,000	0	0	0	0	0	0	5,000
Planning and Design	8	0	0	0	0	0	0	0	8
TOTAL EXPENDITURES:	8	5,000	0	0	0	0	0	0	5,008

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LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - FUTURE PROJECTS

PROGRAM #: 2000001390

DESCRIPTION: Design and construct east and west cells at the North Dade Landfill; 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 District Located: 1,8,12
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	0	0	0	300	6,910	13,375	0	40,229	60,814
Waste Disposal Operating Fund	0	0	0	450	7,195	0	0	40,150	47,795
TOTAL REVENUES:	0	0	0	750	14,105	13,375	0	80,379	108,609
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	11,600	11,200	0	66,410	89,210
Planning and Design	0	0	0	750	1,185	895	0	7,249	10,079
Project Contingency	0	0	0	0	1,320	1,280	0	6,720	9,320
TOTAL EXPENDITURES:	0	0	0	750	14,105	13,375	0	80,379	108,609

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - MIAMI GARDENS LANDFILL

PROGRAM #: 2000000352

DESCRIPTION: Close five-acre Miami Gardens Landfill

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	152	3,404	0	0	0	0	0	0	3,556
TOTAL REVENUES:	152	3,404	0	0	0	0	0	0	3,556
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	3,000	0	0	0	0	0	0	3,000
Planning and Design	152	90	0	0	0	0	0	0	242
Project Contingency	0	314	0	0	0	0	0	0	314
TOTAL EXPENDITURES:	152	3,404	0	0	0	0	0	0	3,556

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LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - MUNISPORT LANDFILL

PROGRAM #: 5010690



DESCRIPTION: Close the Munisport Landfill through the Municipal Landfill Closure Grant
 LOCATION: NE 152 St and Biscayne Blvd
 North Miami

District Located: 3
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2005	35,376	0	0	0	0	0	0	0	35,376
TOTAL REVENUES:	35,376	0	0	0	0	0	0	0	35,376
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	31,738	1,800	1,500	338	0	0	0	0	35,376
TOTAL EXPENDITURES:	31,738	1,800	1,500	338	0	0	0	0	35,376

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - NORTH DADE LANDFILL

PROGRAM #: 2000001052

VERTICAL EXPANSION

DESCRIPTION: Conduct engineering evaluation to determine feasibility of extending the disposal capacity at the North Dade Landfill; evaluation to include slope stability analysis, and 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	246	242	105	0	0	0	0	0	593
TOTAL REVENUES:	246	242	105	0	0	0	0	0	593
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Planning and Design	246	242	105	0	0	0	0	0	593
TOTAL EXPENDITURES:	246	242	105	0	0	0	0	0	593

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - SOUTH DADE LANDFILL CELL

PROGRAM #: 504370



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

LOCATION: 24000 SW 97 Ave
 Unincorporated Miami-Dade County

District Located: 8
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	0	530	1,638	13,928	0	0	0	0	16,096
Waste Disposal Operating Fund	1	0	0	0	0	0	0	0	1
TOTAL REVENUES:	1	530	1,638	13,928	0	0	0	0	16,097
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	1,214	11,475	0	0	0	0	12,689
Planning and Design	1	530	424	1,005	0	0	0	0	1,960
Project Contingency	0	0	0	1,448	0	0	0	0	1,448
TOTAL EXPENDITURES:	1	530	1,638	13,928	0	0	0	0	16,097

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

PROGRAM #: 2000001054

DESCRIPTION: Conduct engineering evaluation to determine feasibility of extending the disposal capacity at the South Dade Landfill; evaluation to include slope stability analysis and 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	160	300	160	0	0	0	620
TOTAL REVENUES:	0	0	160	300	160	0	0	0	620
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Planning and Design	0	0	160	300	160	0	0	0	620
TOTAL EXPENDITURES:	0	0	160	300	160	0	0	0	620

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - VIRGINIA KEY LANDFILL

PROGRAM #: 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2005	28,285	0	0	0	0	0	0	0	28,285
Utility Service Fee	3,695	0	0	0	0	215	0	12,443	16,353
TOTAL REVENUES:	31,980	0	0	0	0	215	0	12,443	44,638
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	2,508	2,000	18,500	0	0	2,000	0	12,873	37,881
Planning and Design	3,343	157	745	0	0	257	0	0	4,502
Project Contingency	75	0	2,180	0	0	0	0	0	2,255
TOTAL EXPENDITURES:	5,926	2,157	21,425	0	0	2,257	0	12,873	44,638

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LONG TERM FUTURE PROJECTS - NEW TRANSFER STATION (NORTHEAST)

PROGRAM #: 2000001050

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	2,500	420	830	1,295	0	39,880	44,925
TOTAL REVENUES:	0	0	2,500	420	830	1,295	0	39,880	44,925
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	34,000	34,000
Land Acquisition/Improvements	0	0	2,500	0	0	0	0	0	2,500
Planning and Design	0	0	0	420	830	1,295	0	2,400	4,945
Project Contingency	0	0	0	0	0	0	0	3,480	3,480
TOTAL EXPENDITURES:	0	0	2,500	420	830	1,295	0	39,880	44,925

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

PROGRAM #: 2000000353

DESCRIPTION: Purchase land, design and construct a new transfer station in South Miami-Dade County

LOCATION: To Be Determined District Located: 8,9
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	480	810	1,060	0	68,600	70,950
TOTAL REVENUES:	0	0	0	480	810	1,060	0	68,600	70,950
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	59,000	59,000
Planning and Design	0	0	0	480	810	1,060	0	3,700	6,050
Project Contingency	0	0	0	0	0	0	0	5,900	5,900
TOTAL EXPENDITURES:	0	0	0	480	810	1,060	0	68,600	70,950

MOSQUITO CONTROL AND HABITAT MANAGEMENT BUILDING

PROGRAM #: 2000001394

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

LOCATION: 8901 NW 58 St District Located: 12
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
CIIP Program Revenues	0	0	2,158	3,594	0	0	0	0	5,752
Capital Asset Series 2021A Bonds	1,818	0	0	0	0	0	0	0	1,818
TOTAL REVENUES:	1,818	0	2,158	3,594	0	0	0	0	7,570
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	0	2,000	2,788	0	0	0	0	4,788
Planning and Design	305	1,428	158	173	0	0	0	0	2,064
Project Contingency	0	0	0	633	0	0	0	0	633
Technology Hardware/Software	0	85	0	0	0	0	0	0	85
TOTAL EXPENDITURES:	305	1,513	2,158	3,594	0	0	0	0	7,570

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

UNFUNDED CAPITAL PROGRAMS

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

FY 2022-23 Proposed Budget and Multi-Year Capital Plan

Neighborhood Trash and Recycling Centers

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

Resources Recovery Facility

14. Resources Recovery 6990 NW 97 Ave

Landfills

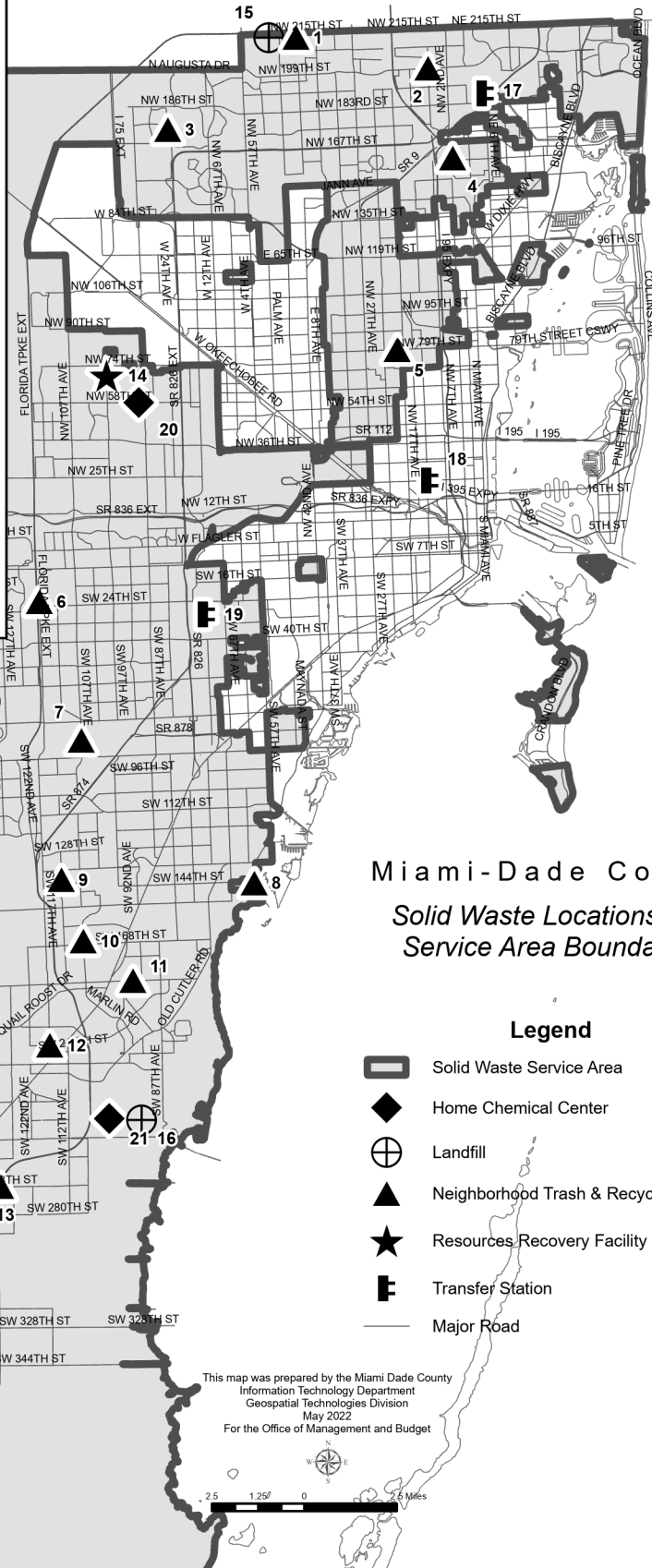
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave

Transfer Stations

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

Home Chemical Centers

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



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Water and Sewer

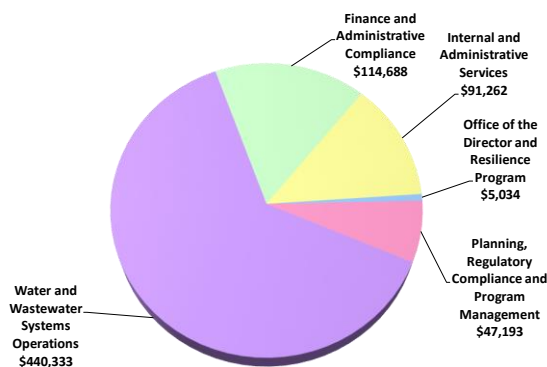
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.

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 95 water supply wells (grouped into 14 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridan Aquifer and more than 8,500 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 6,500 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.

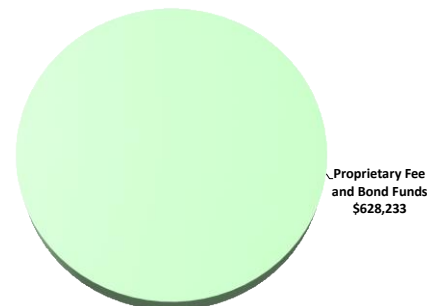
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 457,286 water and 372,681 wastewater retail customers as of September 30, 2021. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale (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 2.4 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 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<u>OFFICE OF THE DIRECTOR AND RESILIENCE PROGRAM</u> Formulates and establishes departmental policy; directs overall operations; oversees the Resilience program <table><tr><td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr><tr><td>7</td><td>18</td></tr></table>	<u>FY 21-22</u>	<u>FY 22-23</u>	7	18
<u>FY 21-22</u>	<u>FY 22-23</u>				
7	18				
	<u>WATER AND WASTEWATER SYSTEMS OPERATIONS</u> Operates and maintains water and wastewater systems: treatment plants, transmission/distribution systems and pump stations <table><tr><td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr><tr><td>1,628</td><td>1,676</td></tr></table>	<u>FY 21-22</u>	<u>FY 22-23</u>	1,628	1,676
<u>FY 21-22</u>	<u>FY 22-23</u>				
1,628	1,676				
	<u>FINANCE AND ADMINISTRATIVE COMPLIANCE</u> Directs financial, budget, capital funding coordination and information technology functions; directs contractual compliance and procurement activities <table><tr><td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr><tr><td>311</td><td>302</td></tr></table>	<u>FY 21-22</u>	<u>FY 22-23</u>	311	302
<u>FY 21-22</u>	<u>FY 22-23</u>				
311	302				
	<u>PLANNING, REGULATORY COMPLIANCE AND PROGRAM MANAGEMENT</u> Directs water and wastewater design and construction activities for plants and pipelines; directs capital improvement programs, compliance with state and federal agreements and utilities development <table><tr><td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr><tr><td>349</td><td>351</td></tr></table>	<u>FY 21-22</u>	<u>FY 22-23</u>	349	351
<u>FY 21-22</u>	<u>FY 22-23</u>				
349	351				
	<u>INTERNAL AND ADMINISTRATIVE SERVICES</u> Directs legislative activities, municipal policies, personnel, customer service and public information dissemination, and fleet and security initiatives, and quality assurance <table><tr><td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr><tr><td>524</td><td>557</td></tr></table>	<u>FY 21-22</u>	<u>FY 22-23</u>	524	557
<u>FY 21-22</u>	<u>FY 22-23</u>				
524	557				

The FY 2022-23 total number of full-time equivalent positions is 2,904

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DIVISION: OFFICE OF THE DIRECTOR AND RESILIENCE PROGRAM

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
- Oversees resilience programs

Strategic Objectives - Measures

- NI2-1: Provide sustainable drinking water supply and wastewater disposal services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Plan (In thousands)*	EF	↑	142	247	260	260	260

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

DIVISION COMMENTS

- 🗨️ **The FY 2022-23 Proposed Budget includes the addition of a Grants Specialist (\$90,000) to strengthen oversight of resilience initiatives and to increase grant opportunities for the Department**
 - As part of a reorganization performed in FY 2021-22 to put a focus on resilience implementation efforts, ten positions were transferred from the Planning, Regulatory Compliance, Program Management section to the Office of the Director
 - The FY 2022-23 Proposed Budget includes a five percent increase to retail customers that is evenly applied to each tier including residential, multi-family, mixed-use buildings and non-residential
 - Effective October 1, 2022, the wholesale water rate is estimated to increase by \$0.0629, from \$1.8644 to \$1.9273 per thousand gallons; the wastewater wholesale rate is also estimated to increase by \$0.2681, from \$3.4741 to \$3.7422 per thousand gallons; wholesale customers' bills include a true-up credit adjustment to recover actual cost for FY 2020-21; final proposed wholesale rates will be published once the development of proposed rates is finalized and the municipal customer wholesale rate meeting is held
- 🗨️ In FY 2022-23, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power plan and an employee awareness program, which includes an energy conservation website, newsletter and workshops
- The FY 2022-23 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)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

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 the wastewater system including treatment and disposal as well as the maintenance of wastewater pumping and collection systems
- Directs and oversees operation of the 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

Strategic Objectives - Measures

- NI2-1: Provide sustainable drinking water supply and wastewater disposal services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure proper maintenance and operation of the sewage system	Percentage of pumps in service	EF	↑	99%	99%	99%	99%	99%
	Wastewater mainline valves exercised	OP	↔	6,240	6,372	6,000	6,000	6,000
Maintain high level of responsiveness to customer service requests	Average time to respond to sewage overflows (in minutes)*	EF	↓	45	31	45	45	45
Ensure compliance with 20-year Water Use Permit with South Florida	Percentage compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%

*The FY 2020-21 Actual reflects impacts associated with COVID-19

DIVISION COMMENTS



- The FY 2022-23 Proposed Budget includes the addition of 34 operational positions (\$300,000 funded for two pay periods) to properly staff wastewater operations and meter replacement activities, perform new sampling and lab testing, and support consent decree compliance; positions include a variety of trade positions (Pipefitters, Electricians, Sewer Inspectors, Mechanics, Semi-Skilled Laborers, etc.)
- The FY 2022-23 Proposed Budget includes the addition of an Administrative Officer 2 (\$78,000), an Operations Specialist (\$88,000) and a Plant Electrical Supervisor (\$97,000) to address increased workload associated with Supervisory Control and Data Acquisition (SCADA) for the water and sewer system
 - The FY 2022-23 Proposed Budget includes the conversion of 13 part-time positions to full-time status (\$70,000); the positions include two Semi-Skilled Laborer, one Laboratory Technician, and ten Maintenance Repairers; it is anticipated that these conversions will increase productivity and decrease turnover in these positions
 - As part of a reorganization performed in FY 2021-22, two positions were transferred to the Planning, Regulatory Compliance and Program Management Division to better align capital improvement oversight functions

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: FINANCE AND ADMINISTRATIVE COMPLIANCE

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

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

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Standard and Poor's	OC	↑	Aa-	Aa-	Aa-	Aa-	Aa-
	Bond rating evaluation by Moody's	OC	↑	Aa3	Aa3	Aa3	Aa3	Aa3

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the addition of five positions (\$40,000 funded for two pay periods) to properly staff procurement and vendor payment functions; positions include Account Clerks, Utility Supply Specialist, Purchasing Specialist, and Accountant
- As part of a reorganization performed in FY 2021-22, the quality assurance and control functions comprised of 14 positions were transferred to the Internal and Administrative Services Division from the Finance and Administrative Compliance Division
- The FY 2022-23 Proposed Budget includes payments to the Finance Department for expenses associated with cash management services (\$9,000)
- The FY 2021-22 year-end combined fund balance is projected to be \$110.2 million in rate stabilization and general reserve funds; in FY 2022-23, these reserves are expected to remain the same as in FY 2021-22 and the Department is projecting a year-end fund balance of \$82.9 million in the operating budget as required for bond ordinances

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: PLANNING, REGULATORY COMPLIANCE AND PROGRAM MANAGEMENT

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 other priority programs
- Oversees compliance with environmental regulations and federal and state agreements
- Processes applications for new water services, mains, pump stations and fire hydrant installations by private contractors

Strategic Objectives - Measures

- NI2-1: Provide sustainable drinking water supply and wastewater disposal services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure proper maintenance and operation of the sewage system	Percent compliance with 20-Year Water Use Permit (WUP) as scheduled	OC	↑	100%	100%	100%	100%	100%
	Percentage of Ocean Outfall Legislation projects on schedule*	OC	↑	100%	96%	100%	100%	100%
	Percentage of Consent Decree Wastewater projects on schedule	OC	↑	91%	85%	83%	83%	83%
Ensure compliance with Comprehensive Development of Master Plan	Percentage of Comprehensive Development Master Plan and Development Impact Committee comments provided in a timely manner	EF	↑	100%	100%	100%	100%	100%

*The FY 2020-21 Actual reflects impacts associated with COVID-19

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2021-22, 11 positions (\$875,000) were approved as overages to strengthen project management and the cadastral data framework; positions added include a Construction Supervisor 1, five Project Inspectors, four Cadastral Technicians and one Engineer 2
- The FY 2022-23 Proposed Budget includes the addition of two Capital Improvements Project Analyst positions (\$22,000 funded for two pay periods) to execute the Department's capital improvement program
- As part of a reorganization performed in FY 2021-22, 13 positions were transferred out of the Planning, Regulatory Compliance and Program Management Division with ten transferred to the Office of Director to strengthen the Resilience Program and three transferred to the Internal and Administrative Services Division to better align small business development functions
- As part of a reorganization performed in FY 2021-22, two positions were transferred into the Planning, Regulatory Compliance and Program Management Division from the Water and Wastewater System Operations Division to better align service delivery
- The FY 2022-23 Proposed Budget includes funding to the Parks, Recreation and Open Spaces (PROS) Department for Cooperative Extension's Florida Yards and Neighborhoods Program (\$285,000)

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

Strategic Objectives - Measures

- NI2-1: Provide sustainable drinking water supply and wastewater disposal services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	3.5	0.9	2.5	2.0	2.0
	Percentage of calls answered within two minutes (monthly)**	OC	↑	45%	83%	80%	70%	70%
Maintain high level of responsiveness to customer service requests	Percentage of non-emergency requests dispatched in less than three business days	OC	↑	91%	89%	99%	99%	99%
Training hours per employee	Training hours per employee*	OP	↔	17	7	13	16	24

*The FY 2020-21 Actual reflects impacts associated with COVID-19

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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2021-22, two positions (\$171,000) were approved as overages to oversee training functions within the Department; the positions include a W&S Employee Safety and Development Instructor as well as an Administrative Officer 2
- The FY 2022-23 Proposed Budget includes the addition of 14 positions (\$92,000 funded for two pay periods) to provide public outreach, utility infrastructure aesthetics beautification and additional staff for the safety and communication center
- As part of a reorganization performed in FY 2021-22, 17 positions were transferred to the Internal and Administrative Services Division with 14 positions coming from the Finance and Administrative Compliance Division transferring quality assurance and control functions, and three positions coming from the Planning, Regulatory Compliance and Program Management Division transferring small business development functions
- The FY 2022-23 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 2022-23 Proposed Budget includes a payment to the Human Resources Department for testing and validation services (\$47,000)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2012-13, the Department negotiated a consent agreement with the Federal Environmental Protection Agency (EPA) to address regulatory violations resulting from failing wastewater infrastructure for approximately \$1.6 billion; the agreement was adopted by the Board of County Commissioners on May 21, 2013; on April 9, 2014, the U.S. District Court for the Southern District approved the Consent Decree, replacing and superseding the two existing Consent Decrees issued in the early-mid 1990s; all projects contained in the Consent Decree are currently included in the capital plan, but as projects advance, schedules for completion may need to be modified, with the approval of the EPA; increased debt requirements will lead to future rate adjustments
- In FY 2022-23, 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 (total program cost \$167.088 million; \$14.865 million in FY 2022-23; capital program #9650201)
- The Department's FY 2022-23 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 Programs (total program cost \$338.202 million; \$34.591 million in FY 2022-23; capital program #2000000784), Ocean Outfalls Legislation Program (total program cost \$1.416 billion; \$74.073 million in FY 2022-23; capital program #962670), Consent Decree (total program cost \$1.469 billion; \$175.056 million; capital program #964120, #964440 and #968150), and South District Expansion (total program cost \$673.103 million; \$119.164 million in FY 2022-23; capital program #2000000580)
- The Department's FY 2022-23 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 (total program cost \$64.062 million; \$11.233 million in FY 2022-23; capital program #9650041), Alexander Orr Water Treatment Plant (total program cost \$129.167 million; \$9.562 million in FY 2022-23; capital program #9650031), Small Diameter Water Main Replacement Program (total program cost \$269.925 million; \$14.806 million in FY 2022-23; capital program #2000000072) and Water Distribution System (total program cost \$136.822 million; \$20.357 million in FY 2022-23; capital program #9653311)
- The Department's FY 2022-23 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 \$556.412 million in wastewater needs, \$208.326 million in water needs and BBC/GOB Water and Wastewater projects of \$18.438 million dollars

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan



The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes projects that directly impact the resilience of the County's built and natural systems; this includes 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 renew water plant infrastructure with the Water Reset Program; and investments to maximize the use of biogas from the wastewater treatment process to increase onsite energy production

- The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes a countywide program to provide sanitary sewer service to residents with septic systems; compromised and failing septic systems can cause negative impacts on private properties, pose public health risks, and have long-lasting detrimental effects on our natural resources including Biscayne Bay; the Connect to Protect project encompasses the expansion of the sanitary sewer system to remove septic systems through the General Obligation Bond Commercial Corridors Septic-to-Sewer Project; installation of public sewer laterals; private side connections; and the Ojus Special Benefit Area project
- The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the purchase of 199 vehicles (\$15.269 million) for the replacement of its aging fleet funded with lease purchase financing (\$11.417 million for heavy fleet, and \$3.852 for light fleet); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	645	629	899	571	810
Fuel	5,634	7,742	3,100	7,556	8,938
Overtime	16,677	19,167	17,444	19,972	20,353
Rent	321	258	674	288	462
Security Services	11,402	12,448	13,100	12,712	12,896
Temporary Services	1,405	1,177	2,222	1,146	1,409
Travel and Registration	49	13	236	153	193
Utilities	40,776	44,529	51,776	48,315	52,941

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 21-22	Proposed Fee FY 22-23	Dollar Impact FY 22-23
• Wastewater Retail Rate Adjustments	various	various	\$17,904,000
• Wastewater Wholesale Rate per one thousand gallons	\$3.4741	\$3.7422	\$1,434,000
• Water Retail Rate Adjustments	various	various	\$17,381,000
• Water Wholesale Rate per one thousand gallons	\$1.8644	\$1.9273	\$-1,523,000

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
Carryover	78,099	80,060	79,261	82,900
Miscellaneous Non-Operating	10,413	2,569	13,323	2,833
Other Revenues	23,758	20,158	29,342	25,219
Retail Wastewater	324,980	343,224	343,248	368,475
Retail Water	302,360	331,651	331,802	357,708
Transfer From Other Funds	0	0	9,018	0
Wholesale Wastewater	90,605	97,410	91,151	97,626
Wholesale Water	27,779	34,682	33,151	36,674
Total Revenues	857,994	909,754	930,296	971,435
Operating Expenditures Summary				
Salary	191,814	202,476	203,203	221,022
Fringe Benefits	98,220	68,467	88,264	94,575
Contractual Services	73,206	71,336	93,121	90,813
Other Operating	48,290	60,460	37,302	28,900
Charges for County Services	67,149	74,299	75,511	79,995
Capital	114,829	84,062	97,500	112,928
Total Operating Expenditures	593,508	561,100	594,901	628,233
Non-Operating Expenditures Summary				
Transfers	2,928	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	226,304	233,378	252,495	257,319
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	82,900	85,883
Total Non-Operating Expenditures	229,232	233,378	335,395	343,202

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Neighborhood and Infrastructure				
Office of the Director and Resilience Program	2,072	5,034	7	18
Water and Wastewater	404,092	440,333	1,628	1,676
Systems Operations				
Finance and Administrative Compliance	52,965	44,411	311	302
Planning, Regulatory Compliance and Program Management	51,946	47,193	349	351
Internal and Administrative Services	83,826	91,262	524	557
Total Operating Expenditures	594,901	628,233	2,819	2,904

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
BBC GOB Financing	28,667	18,438	39,466	24,842	12,158	2,918	0	14,512	141,001
Fire Hydrant Fund	11,276	2,800	2,828	2,856	2,885	2,914	2,943	2,943	31,445
Future Subordinate Debt	0	0	0	1,951	95,112	165,817	202,680	162,688	628,248
Future WASD Revenue Bonds	0	146,718	368,211	399,077	356,039	315,313	261,493	605,856	2,452,706
Hialeah Reverse Osmosis Plant Construction Fund	8,024	190	0	0	0	0	0	0	8,214
Ojus Revenue Bond Sold	10,264	0	0	0	0	0	0	0	10,264
State Revolving Loan Wastewater Program	61,158	0	0	0	0	0	0	0	61,158
WASD Revenue Bonds Sold	1,558,593	0	0	0	0	0	0	0	1,558,593
WASD Subordinate Debt Sold	290,000	0	0	0	0	0	0	0	290,000
WIFIA Loan	67,118	5,099	129,459	300,210	317,213	190,012	54,248	22,009	1,085,368
Wastewater Connection Charges	101,027	50,446	9,759	20,380	15,152	15,000	17,000	7,000	235,764
Wastewater Renewal Fund	241,946	62,999	60,001	55,000	55,000	55,000	55,000	55,000	639,946
Wastewater Special Construction Fund	8,867	12,371	22,041	33,150	3,200	6,200	4,200	0	90,030
Water Connection Charges	28,761	26,663	2,486	2,486	2,486	1,504	0	0	64,385
Water Renewal and Replacement Fund	221,892	37,001	39,999	45,000	45,000	45,000	45,000	45,000	523,892
Water Special Construction Fund	12,187	200	200	200	200	200	200	0	13,387
Total:	2,649,780	362,925	674,450	885,151	904,445	799,879	642,764	915,008	7,834,401
Expenditures									
Strategic Area: NI									
GOB Water and Wastewater Projects	28,667	18,438	39,466	24,842	12,158	2,918	0	14,512	141,001
Wastewater Projects	1,716,882	556,412	648,380	684,402	696,352	595,918	446,883	478,764	5,823,993
Water Projects	306,799	208,326	155,766	177,608	197,635	202,742	197,581	422,952	1,869,408
Total:	2,052,347	783,176	843,612	886,851	906,145	801,579	644,464	916,227	7,834,401

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

WATER RESET PROGRAM

PROGRAM #: 2000002314



DESCRIPTION: Increase the sustainability and resilience of the water system by addressing critical infrastructure needs

LOCATION: Countywide

District Located:

Countywide

Throughout Miami-Dade County

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,000	18,000	60,000	80,000	80,000	60,000	0	300,000
TOTAL REVENUES:	0	2,000	18,000	60,000	80,000	80,000	60,000	0	300,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	0	17,100	57,000	76,000	76,000	57,000	0	283,100
Planning and Design	0	2,000	900	3,000	4,000	4,000	3,000	0	16,900
TOTAL EXPENDITURES:	0	2,000	18,000	60,000	80,000	80,000	60,000	0	300,000

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COMMERCIAL AND INDUSTRIAL CORRIDORS - EXTENSION OF SEWER SYSTEM

PROGRAM #: 967090

524
142

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	28,667	13,438	34,466	19,842	12,158	2,918	0	14,512	126,001
TOTAL REVENUES:	28,667	13,438	34,466	19,842	12,158	2,918	0	14,512	126,001
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	24,367	11,124	29,296	16,866	10,434	2,481	0	12,335	106,902
Planning and Design	4,300	2,314	5,170	2,976	1,724	438	0	2,177	19,098
TOTAL EXPENDITURES:	28,667	13,438	34,466	19,842	12,158	2,918	0	14,512	126,001

LIFT STATIONS - UPGRADES AND STRUCTURAL IMPROVEMENTS

PROGRAM #: 9650371

524
142

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Wastewater Renewal Fund	12,967	0	350	350	350	350	350	350	15,067
TOTAL REVENUES:	12,967	0	350	350	350	350	350	350	15,067
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	10,074	300	350	350	350	350	350	350	12,474
Land Acquisition/Improvements	908	0	0	0	0	0	0	0	908
Major Machinery and Equipment	389	0	0	0	0	0	0	0	389
Planning and Design	1,296	0	0	0	0	0	0	0	1,296
TOTAL EXPENDITURES:	12,667	300	350	350	350	350	350	350	15,067

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PEAK FLOW MANAGEMENT - FACILITIES

PROGRAM #: 9653371



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	800	2,500	3,630	1,500	1,500	1,500	6,761	18,191
WASD Revenue Bonds Sold	12,834	0	0	0	0	0	0	0	12,834
Wastewater Connection Charges	8,459	650	626	0	0	0	0	0	9,736
TOTAL REVENUES:	21,294	1,450	3,126	3,630	1,500	1,500	1,500	6,761	40,761
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	6,388	435	938	1,089	450	450	450	2,028	12,228
Land Acquisition/Improvements	8,335	536	1,450	1,960	810	810	810	3,651	18,362
Planning and Design	6,571	479	738	581	240	240	240	1,082	10,170
TOTAL EXPENDITURES:	21,294	1,450	3,126	3,630	1,500	1,500	1,500	6,761	40,761

PEAK FLOW MANAGEMENT - FLOW REDUCTION PROGRAM (FRP)

PROGRAM #: 9650201

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	6,950	16,166	16,165	14,065	11,964	11,965	32,493	109,769
WASD Revenue Bonds Sold	57,320	0	0	0	0	0	0	0	57,320
TOTAL REVENUES:	57,320	6,950	16,166	16,165	14,065	11,964	11,965	32,493	167,088
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	49,405	14,865	16,166	16,165	14,065	11,964	11,965	32,493	167,088
TOTAL EXPENDITURES:	49,405	14,865	16,166	16,165	14,065	11,964	11,965	32,493	167,088

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PEAK FLOW MANAGEMENT - SOUTH DISTRICT EXPANSION

PROGRAM #: 2000000580

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

LOCATION: Systemwide

District Located:

Systemwide

Various Sites

District(s) Served:

Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Subordinate Debt	0	0	0	0	0	2,111	2,000	0	4,111
State Revolving Loan Wastewater Program	22,882	0	0	0	0	0	0	0	22,882
WASD Subordinate Debt Sold	148,372	0	0	0	0	0	0	0	148,372
WIFIA Loan	15,271	5,099	120,235	114,718	69,918	29,857	6,000	0	361,097
Wastewater Connection Charges	62,761	37,357	0	7,000	10,000	7,000	7,000	0	131,118
Wastewater Special Construction Fund	0	371	0	2,151	1,000	1,000	1,000	0	5,522
TOTAL REVENUES:	249,286	42,827	120,235	123,869	80,918	39,968	16,000	0	673,103
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	99,079	116,781	179,447	121,391	79,299	39,168	15,680	0	650,846
Planning and Design	10,996	2,383	3,662	2,478	1,618	799	320	0	22,257
TOTAL EXPENDITURES:	110,075	119,164	183,110	123,869	80,918	39,968	16,000	0	673,103

PUMP STATIONS - GENERATORS AND MISCELLANEOUS UPGRADES

PROGRAM #: 9652002

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

LOCATION: Systemwide

District Located:

Systemwide

Various Sites

District(s) Served:

Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	3,936	8,193	7,156	5,261	3,738	0	0	28,284
WASD Revenue Bonds Sold	2,584	0	0	0	0	0	0	0	2,584
TOTAL REVENUES:	2,584	3,936	8,193	7,156	5,261	3,738	0	0	30,868
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	2,377	3,621	7,537	6,584	4,840	3,439	0	0	28,399
Planning and Design	207	315	655	572	421	299	0	0	2,470
TOTAL EXPENDITURES:	2,584	3,936	8,193	7,156	5,261	3,738	0	0	30,868

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PUMP STATIONS - RESILIENCE PROGRAM (PSRP)

PROGRAM #: 2000000784



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	15,932	33,381	41,398	39,827	36,054	31,378	44,872	242,843
WASD Revenue Bonds Sold	87,263	0	0	0	0	0	0	0	87,263
Wastewater Connection Charges	4,948	0	2,000	1,000	0	0	0	0	7,948
Wastewater Renewal Fund	148	0	0	0	0	0	0	0	148
TOTAL REVENUES:	92,359	15,932	35,381	42,398	39,827	36,054	31,378	44,872	338,202
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	66,331	31,132	31,843	38,158	35,844	32,449	28,241	40,385	304,382
Land Acquisition/Improvements	748	346	354	424	398	361	314	449	3,393
Planning and Design	6,621	3,113	3,184	3,816	3,584	3,245	2,824	4,039	30,426
TOTAL EXPENDITURES:	73,700	34,591	35,381	42,398	39,827	36,054	31,378	44,872	338,202

PUMP STATIONS - SEWER SYSTEMS CONSENT DECREE PROJECTS

PROGRAM #: 964440



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,190	1,046	0	0	0	0	0	2,236
WASD Revenue Bonds Sold	91,776	0	0	0	0	0	0	0	91,776
Wastewater Connection Charges	22	1,428	1	0	0	0	0	0	1,451
TOTAL REVENUES:	91,797	2,618	1,047	0	0	0	0	0	95,462
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	87,208	2,488	994	0	0	0	0	0	90,690
Planning and Design	4,590	130	52	0	0	0	0	0	4,772
TOTAL EXPENDITURES:	91,797	2,618	1,047	0	0	0	0	0	95,462

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SANITARY SEWER SYSTEM - EXTENSION

PROGRAM #: 9653281



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Wastewater Renewal Fund	34,875	11,991	7,844	5,000	5,000	5,000	5,000	5,000	79,710
TOTAL REVENUES:	34,875	11,991	7,844	5,000	5,000	5,000	5,000	5,000	79,710
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	29,774	10,912	9,100	4,550	4,550	4,550	4,550	4,550	72,536
Planning and Design	2,945	1,079	900	450	450	450	450	450	7,174
TOTAL EXPENDITURES:	32,719	11,991	10,000	5,000	5,000	5,000	5,000	5,000	79,710

SANITARY SEWER SYSTEM - IMPROVEMENTS

PROGRAM #: 9650221



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Wastewater Special Construction Fund	500	175	200	200	200	200	200	0	1,675
TOTAL REVENUES:	500	175	200	200	200	200	200	0	1,675
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	500	175	200	200	200	200	200	0	1,675
TOTAL EXPENDITURES:	500	175	200	200	200	200	200	0	1,675

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

PROGRAM #: 9650241



DESCRIPTION: Provide septic to sewer; install 36/42 inch wastewater force mains on or around Biscayne Bay, Biscayne Basin projects and provide various other size wastewater gravity or force mains and pump stations needs in the area of the Central Transmission area as needed
 LOCATION: Wastewater System - Central District Area District Located: Systemwide
 City of Miami District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	9,000	7,500	13,500	15,475	17,475	19,500	6,800	89,250
WASD Revenue Bonds Sold	21,131	0	0	0	0	0	0	0	21,131
Wastewater Connection Charges	1,095	0	0	0	0	0	0	0	1,095
TOTAL REVENUES:	22,226	9,000	7,500	13,500	15,475	17,475	19,500	6,800	111,476
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	21,782	8,820	7,350	13,230	15,166	17,126	19,110	6,664	109,247
Planning and Design	445	180	150	270	310	350	390	136	2,230
TOTAL EXPENDITURES:	22,226	9,000	7,500	13,500	15,475	17,475	19,500	6,800	111,476

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WASTEWATER - COLLECTION AND TRANSMISSION LINES CONSENT DECREE PROJECTS

PROGRAM #: 968150



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

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,208	1,790	0	0	0	0	0	2,998
WASD Revenue Bonds Sold	34,503	0	0	0	0	0	0	0	34,503
TOTAL REVENUES:	34,503	1,208	1,790	0	0	0	0	0	37,502
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	34,158	1,196	1,773	0	0	0	0	0	37,127
Planning and Design	345	12	18	0	0	0	0	0	375
TOTAL EXPENDITURES:	34,503	1,208	1,790	0	0	0	0	0	37,502

WASTEWATER - EQUIPMENT

PROGRAM #: 9650301

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

LOCATION: Systemwide
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Wastewater Renewal Fund	54,262	9,437	6,300	9,000	9,000	9,000	9,000	9,000	115,000
TOTAL REVENUES:	54,262	9,437	6,300	9,000	9,000	9,000	9,000	9,000	115,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	35,105	13,387	21,508	9,000	9,000	9,000	9,000	9,000	115,000
TOTAL EXPENDITURES:	35,105	13,387	21,508	9,000	9,000	9,000	9,000	9,000	115,000

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

PROGRAM #: 9652101



DESCRIPTION: Provide infrastructure improvements to pump stations to increase system flexibility, including improvements to wastewater force main (FM) near Intercoastal Waterway; transmission main projects include Lehman Causeway, Snake Creek and Aventura; and other size sewer FM replacement projects in the North Miami Dade Transmission area

LOCATION: Wastewater System - North District Area
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	9,252	37,237	42,041	40,334	28,557	10,907	0	168,328
Ojus Revenue Bond Sold	10,264	0	0	0	0	0	0	0	10,264
WASD Revenue Bonds Sold	33,081	0	0	0	0	0	0	0	33,081
Wastewater Connection Charges	6,686	2,547	1,995	0	0	0	0	0	11,228
Wastewater Renewal Fund	895	0	0	0	0	0	0	0	895
TOTAL REVENUES:	50,925	11,799	39,232	42,041	40,334	28,557	10,907	0	223,795
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	30,546	21,653	40,608	39,939	38,317	27,129	10,362	0	208,554
Planning and Design	5,871	1,141	2,137	2,102	2,017	1,428	545	0	15,241
TOTAL EXPENDITURES:	36,417	22,794	42,746	42,041	40,334	28,557	10,907	0	223,795

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WASTEWATER - OUTFALL LEGISLATION

PROGRAM #: 962670



DESCRIPTION: Eliminate outfall flows to the ocean

LOCATION: Systemwide

Various Sites

District Located:

District(s) Served:

Systemwide

Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Subordinate Debt	0	0	0	1,951	95,112	88,557	107,613	111,287	404,521
Future WASD Revenue Bonds	0	0	8,417	11,318	27,695	9,017	3,636	2,491	62,574
State Revolving Loan Wastewater Program	38,276	0	0	0	0	0	0	0	38,276
WASD Revenue Bonds Sold	28,778	0	0	0	0	0	0	0	28,778
WASD Subordinate Debt Sold	140,035	0	0	0	0	0	0	0	140,035
WIFIA Loan	51,845	0	5,880	164,071	189,660	119,309	48,248	22,009	601,023
Wastewater Connection Charges	8,649	2,125	3,137	12,380	5,152	8,000	10,000	7,000	56,443
Wastewater Renewal Fund	5,630	0	0	0	0	0	0	0	5,630
Wastewater Special Construction Fund	4,641	11,825	21,841	30,799	2,000	5,000	3,000	0	79,106
TOTAL REVENUES:	277,854	13,950	39,275	220,520	319,620	229,883	172,497	142,787	1,416,386
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	151,740	70,370	92,416	209,494	303,639	218,389	163,872	135,648	1,345,568
Land Acquisition/Improvements	1,659	769	1,010	2,290	3,319	2,387	1,792	1,483	14,710
Planning and Design	6,327	2,934	3,854	8,736	12,661	9,107	6,833	5,656	56,108
TOTAL EXPENDITURES:	159,726	74,073	97,280	220,520	319,620	229,883	172,497	142,787	1,416,386

WASTEWATER - PIPES AND INFRASTRUCTURE PROJECTS

PROGRAM #: 968750



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

LOCATION: Systemwide

Various Sites

District Located:

District(s) Served:

Systemwide

Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Wastewater Renewal Fund	5,917	3,000	3,000	3,000	3,000	3,000	3,000	3,000	26,917
TOTAL REVENUES:	5,917	3,000	3,000	3,000	3,000	3,000	3,000	3,000	26,917
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	5,325	2,700	2,700	2,700	2,700	2,700	2,700	2,700	24,225
Major Machinery and Equipment	296	150	150	150	150	150	150	150	1,346
Planning and Design	296	150	150	150	150	150	150	150	1,346
TOTAL EXPENDITURES:	5,917	3,000	3,000	3,000	3,000	3,000	3,000	3,000	26,917

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WASTEWATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES

PROGRAM #: 9653201

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

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	723	984	3,638	10,149	19,494	100,408	135,396
WASD Revenue Bonds Sold	588	0	0	0	0	0	0	0	588
TOTAL REVENUES:	588	0	723	984	3,638	10,149	19,494	100,408	135,985
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	541	0	665	905	3,346	9,336	17,931	92,375	125,099
Planning and Design	47	0	58	79	292	814	1,563	8,033	10,886
TOTAL EXPENDITURES:	588	0	723	984	3,638	10,149	19,494	100,408	135,985

WASTEWATER - SOUTH DISTRICT TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS

PROGRAM #: 9651061

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

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	750	1,200	3,500	5,000	5,000	2,521	2,550	20,521
TOTAL REVENUES:	0	750	1,200	3,500	5,000	5,000	2,521	2,550	20,521
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	675	1,080	3,150	4,500	4,500	2,269	2,295	18,469
Land Acquisition/Improvements	0	15	24	70	100	100	50	51	410
Planning and Design	0	60	96	280	400	400	202	204	1,642
TOTAL EXPENDITURES:	0	750	1,200	3,500	5,000	5,000	2,521	2,550	20,521

WASTEWATER - SYSTEM MAINTENANCE AND UPGRADES

PROGRAM #: 9650361

DESCRIPTION: Maintain and develop existing wastewater system facilities, structures and equipment
 LOCATION: Systemwide
 Various Sites

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Wastewater Renewal Fund	58,671	23,817	22,156	20,000	20,000	20,000	20,000	20,000	204,644
TOTAL REVENUES:	58,671	23,817	22,156	20,000	20,000	20,000	20,000	20,000	204,644
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	20,046	7,176	4,587	3,000	3,000	3,000	3,000	3,000	46,809
Major Machinery and Equipment	25,781	28,704	18,349	17,000	17,000	17,000	17,000	17,000	157,835
TOTAL EXPENDITURES:	45,827	35,880	22,937	20,000	20,000	20,000	20,000	20,000	204,644

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WASTEWATER - TELEMETERING SYSTEM

PROGRAM #: 9652481



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Wastewater Renewal Fund	2,766	0	0	500	500	500	500	500	5,266
TOTAL REVENUES:	2,766	0	0	500	500	500	500	500	5,266
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	890	351	1,470	490	490	490	490	490	5,161
Planning and Design	18	7	30	10	10	10	10	10	105
TOTAL EXPENDITURES:	908	358	1,500	500	500	500	500	500	5,266

WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT UPGRADES

PROGRAM #: 9653421



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Subordinate Debt	0	0	0	0	0	25,320	68,067	44,071	137,458
Future WASD Revenue Bonds	0	4,186	12,388	11,996	5,442	4,000	3,986	6,514	48,512
WASD Revenue Bonds Sold	4,572	0	0	0	0	0	0	0	4,572
WIFIA Loan	0	0	0	931	18,602	39,872	0	0	59,405
Wastewater Connection Charges	157	0	0	0	0	0	0	0	157
Wastewater Renewal Fund	336	0	0	0	0	0	0	0	336
TOTAL REVENUES:	5,066	4,186	12,388	12,927	24,044	69,192	72,053	50,585	250,441
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	4,706	3,889	11,509	12,011	22,339	64,286	66,944	46,998	232,682
Planning and Design	359	297	878	917	1,705	4,906	5,109	3,587	17,759
TOTAL EXPENDITURES:	5,066	4,186	12,388	12,927	24,044	69,192	72,053	50,585	250,441

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WASTEWATER TREATMENT PLANT - NORTH DISTRICT UPGRADES

PROGRAM #: 9653411



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

LOCATION: 2575 NE 151 St
North Miami

District Located: 4
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Subordinate Debt	0	0	0	0	0	49,828	25,000	7,329	82,158
Future WASD Revenue Bonds	0	3,278	18,813	18,096	10,500	9,500	1,000	0	61,187
WASD Revenue Bonds Sold	104	0	0	0	0	0	0	0	104
WASD Subordinate Debt Sold	1,593	0	0	0	0	0	0	0	1,593
WIFIA Loan	2	0	3,344	20,489	39,033	975	0	0	63,843
Wastewater Renewal Fund	1,046	0	0	0	0	0	0	0	1,046
TOTAL REVENUES:	2,745	3,278	22,157	38,585	49,533	60,303	26,000	7,329	209,931
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,135	3,905	21,142	36,818	47,264	57,540	24,809	6,994	199,606
Planning and Design	796	187	1,015	1,768	2,269	2,763	1,191	336	10,324
TOTAL EXPENDITURES:	1,931	4,092	22,157	38,585	49,533	60,303	26,000	7,329	209,931

WASTEWATER TREATMENT PLANT - SOUTH DISTRICT EXPANSION (PHASE 3)

PROGRAM #: 9655481



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

LOCATION: 8950 SW 232 St
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,250	5,527	1,500	1,500	2,500	2,000	0	15,277
WASD Revenue Bonds Sold	3,045	0	0	0	0	0	0	0	3,045
Wastewater Renewal Fund	725	0	0	0	0	0	0	0	725
TOTAL REVENUES:	3,770	2,250	5,527	1,500	1,500	2,500	2,000	0	19,047
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	3,770	2,250	5,527	1,500	1,500	2,500	2,000	0	19,047
TOTAL EXPENDITURES:	3,770	2,250	5,527	1,500	1,500	2,500	2,000	0	19,047

WASTEWATER TREATMENT PLANT - SOUTH DISTRICT UPGRADES

PROGRAM #: 9653401



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

LOCATION: 8950 SW 232 St
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,704	14,437	19,060	8,515	3,837	5,500	29,178	85,231
WASD Revenue Bonds Sold	2,218	0	0	0	0	0	0	0	2,218
TOTAL REVENUES:	2,218	4,704	14,437	19,060	8,515	3,837	5,500	29,178	87,449
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	2,062	4,373	13,421	17,719	7,916	3,567	5,113	27,124	81,295
Planning and Design	156	331	1,016	1,341	599	270	387	2,053	6,154
TOTAL EXPENDITURES:	2,218	4,704	14,437	19,060	8,515	3,837	5,500	29,178	87,449

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WASTEWATER TREATMENT PLANTS - CONSENT DECREE PROJECTS

PROGRAM #: 964120



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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	29,183	112,261	83,367	31,923	20,597	367	0	277,698
WASD Revenue Bonds Sold	1,030,481	0	0	0	0	0	0	0	1,030,481
Wastewater Connection Charges	8,250	6,339	2,000	0	0	0	0	0	16,589
Wastewater Renewal Fund	11,243	0	0	0	0	0	0	0	11,243
TOTAL REVENUES:	1,049,974	35,522	114,261	83,367	31,923	20,597	367	0	1,336,010
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	868,470	162,655	108,537	79,198	30,327	19,565	349	0	1,269,102
Planning and Design	45,795	8,575	5,723	4,168	1,596	1,032	18	0	66,908
TOTAL EXPENDITURES:	914,266	171,230	114,261	83,367	31,923	20,597	367	0	1,336,010

WASTEWATER TREATMENT PLANTS - MISCELLANEOUS UPGRADES

PROGRAM #: 9652061



DESCRIPTION: Upgrade wastewater treatment plants to meet regulatory requirements

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,160	0	0	0	0	0	0	2,160
WASD Revenue Bonds Sold	2,482	0	0	0	0	0	0	0	2,482
TOTAL REVENUES:	2,482	2,160	0	0	0	0	0	0	4,642
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	2,333	2,030	0	0	0	0	0	0	4,363
Planning and Design	149	130	0	0	0	0	0	0	279
TOTAL EXPENDITURES:	2,482	2,160	0	0	0	0	0	0	4,642

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WASTEWATER TREATMENT PLANTS - REPLACEMENT AND RENOVATION

PROGRAM #: 9653261



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Wastewater Renewal Fund	52,465	14,754	20,351	17,150	17,150	17,150	17,150	17,150	173,320
Wastewater Special Construction Fund	3,727	0	0	0	0	0	0	0	3,727
TOTAL REVENUES:	56,192	14,754	20,351	17,150	17,150	17,150	17,150	17,150	177,046
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	48,633	17,338	20,761	16,275	16,275	16,275	16,275	16,275	168,107
Major Machinery and Equipment	512	183	219	175	175	175	175	175	1,788
Planning and Design	2,048	729	874	700	700	700	700	700	7,151
TOTAL EXPENDITURES:	51,192	18,250	21,854	17,150	17,150	17,150	17,150	17,150	177,046

WASTEWATER - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 2000001494



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	5,000	5,000	5,000	0	0	0	0	15,000
TOTAL REVENUES:	0	5,000	5,000	5,000	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	5,000	5,000	5,000	0	0	0	0	15,000
TOTAL EXPENDITURES:	0	5,000	5,000	5,000	0	0	0	0	15,000

WATER - CENTRAL MIAMI-DADE TRANSMISSION MAINS IMPROVEMENTS

PROGRAM #: 9654041

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	700	1,000	4,220	4,252	0	0	0	10,172
WASD Revenue Bonds Sold	254	0	0	0	0	0	0	0	254
Water Renewal and Replacement Fund	285	0	0	0	0	0	0	0	285
TOTAL REVENUES:	539	700	1,000	4,220	4,252	0	0	0	10,711
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	512	665	951	4,011	4,041	0	0	0	10,180
Planning and Design	27	35	49	209	211	0	0	0	531
TOTAL EXPENDITURES:	539	700	1,000	4,220	4,252	0	0	0	10,711

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WATER - DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS

PROGRAM #: 9653311

DESCRIPTION: Install various water mains throughout the distribution system

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Fire Hydrant Fund	7,038	0	0	0	0	0	0	0	7,038
Future WASD Revenue Bonds	0	200	2,162	2,000	500	0	0	0	4,862
Water Renewal and Replacement Fund	47,665	0	8,989	11,500	11,500	11,500	11,500	11,500	114,154
Water Special Construction Fund	10,768	0	0	0	0	0	0	0	10,768
TOTAL REVENUES:	65,471	200	11,151	13,500	12,000	11,500	11,500	11,500	136,822
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	35,740	19,823	12,205	14,562	13,106	12,621	12,621	12,136	132,813
Planning and Design	1,073	534	447	438	394	379	379	364	4,009
TOTAL EXPENDITURES:	36,814	20,357	12,652	15,000	13,500	13,000	13,000	12,500	136,822

WATER - EQUIPMENT

PROGRAM #: 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	750	1,000	1,500	2,000	6,500	10,000	176,750	198,500
WASD Revenue Bonds Sold	1,500	0	0	0	0	0	0	0	1,500
Water Renewal and Replacement Fund	45,012	0	8,000	8,000	8,000	8,000	8,000	8,000	93,012
TOTAL REVENUES:	46,512	750	9,000	9,500	10,000	14,500	18,000	184,750	293,012
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	27,393	10,368	18,500	9,500	10,000	14,500	18,000	184,750	293,012
TOTAL EXPENDITURES:	27,393	10,368	18,500	9,500	10,000	14,500	18,000	184,750	293,012

WATER - FIRE HYDRANT INSTALLATION

PROGRAM #: 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Fire Hydrant Fund	2,716	2,800	2,828	2,856	2,885	2,914	2,943	2,943	22,885
TOTAL REVENUES:	2,716	2,800	2,828	2,856	2,885	2,914	2,943	2,943	22,885
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	490	2,500	2,528	2,556	2,585	2,614	2,643	2,643	18,559
Planning and Design	2,226	300	300	300	300	300	300	300	4,326
TOTAL EXPENDITURES:	2,716	2,800	2,828	2,856	2,885	2,914	2,943	2,943	22,885

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WATER - MAIN EXTENSIONS

PROGRAM #: 9651051

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Water Special Construction Fund	1,264	200	200	200	200	200	200	0	2,464
TOTAL REVENUES:	1,264	200	200	200	200	200	200	0	2,464
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,138	180	180	180	180	180	180	0	2,218
Planning and Design	126	20	20	20	20	20	20	0	246
TOTAL EXPENDITURES:	1,264	200	200	200	200	200	200	0	2,464

WATER - NORTH MIAMI-DADE TRANSMISSION MAIN IMPROVEMENTS

PROGRAM #: 9654031



DESCRIPTION: Construct capacity improvements to the 20-inch water mains in and around Biscayne Bay and the Port of Miami areas; construct water main improvements to the 54 inch pipe along Red Road, replacement of 8,12,16-inch water mains in Aventura and construct other improvements along the North Miami transmission mains improvement area
 LOCATION: North Miami-Dade County Area District Located: Systemwide
 North Miami District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	7,063	6,824	8,200	9,500	7,500	5,500	0	44,588
WASD Revenue Bonds Sold	6,899	0	0	0	0	0	0	0	6,899
Water Connection Charges	23,710	298	0	0	0	0	0	0	24,008
Water Renewal and Replacement Fund	394	0	0	0	0	0	0	0	394
TOTAL REVENUES:	31,002	7,361	6,824	8,200	9,500	7,500	5,500	0	75,888
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	29,763	7,068	6,551	7,873	9,120	7,200	5,280	0	72,856
Planning and Design	1,239	293	273	328	380	300	220	0	3,032
TOTAL EXPENDITURES:	31,002	7,361	6,824	8,200	9,500	7,500	5,500	0	75,888

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

WATER - PIPES AND INFRASTRUCTURE PROJECTS

PROGRAM #: 967190



DESCRIPTION: Replace pipes and provide various infrastructure improvements

LOCATION: Countywide

Various Sites

District Located:

District(s) Served:

Systemwide

Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,700	1,066	0	0	0	0	0	5,766
WASD Revenue Bonds Sold	19,718	0	0	0	0	0	0	0	19,718
Water Renewal and Replacement Fund	19,544	0	5,000	3,000	3,000	3,000	3,000	3,000	39,544
Water Special Construction Fund	155	0	0	0	0	0	0	0	155
TOTAL REVENUES:	39,418	4,700	6,066	3,000	3,000	3,000	3,000	3,000	65,184
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	35,689	7,546	5,945	2,940	2,940	2,940	2,940	2,940	63,879
Planning and Design	729	154	121	60	60	60	60	60	1,305
TOTAL EXPENDITURES:	36,418	7,700	6,066	3,000	3,000	3,000	3,000	3,000	65,184

WATER - REGIONAL GENERAL MAINTENANCE AND OFFICE FACILITIES

PROGRAM #: 9650271

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

LOCATION: Systemwide

Various Sites

District Located:

District(s) Served:

Systemwide

Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	723	984	3,638	10,149	19,494	34,754	69,743
WASD Revenue Bonds Sold	396	0	0	0	0	0	0	0	396
TOTAL REVENUES:	396	0	723	984	3,638	10,149	19,494	34,754	70,139
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	357	0	651	885	3,274	9,134	17,545	31,279	63,125
Planning and Design	40	0	72	98	364	1,015	1,949	3,475	7,014
TOTAL EXPENDITURES:	396	0	723	984	3,638	10,149	19,494	34,754	70,139

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WATER - SAFE DRINKING WATER ACT MODIFICATIONS

PROGRAM #: 9654061

2021
FIVE

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

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,572	10,891	12,403	13,466	16,545	7,000	5,000	67,877
WASD Revenue Bonds Sold	46,094	0	0	0	0	0	0	0	46,094
Water Connection Charges	386	24,178	179	178	178	0	0	0	25,099
Water Renewal and Replacement	3,800	5,000	0	0	0	0	0	0	8,800
Fund									
TOTAL REVENUES:	50,279	31,750	11,070	12,582	13,644	16,545	7,000	5,000	147,869
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	9,456	65,610	10,184	11,575	12,552	15,221	6,440	4,600	135,639
Planning and Design	822	6,140	886	1,007	1,092	1,324	560	400	12,230
TOTAL EXPENDITURES:	10,279	71,750	11,070	12,582	13,644	16,545	7,000	5,000	147,869

WATER - SMALL DIAMETER WATER MAINS REPLACEMENT PROGRAM

PROGRAM #: 2000000072

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

LOCATION: Systemwide
Throughout Miami-Dade County

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	13,302	16,604	16,996	19,996	20,596	33,625	109,445	230,564
WASD Revenue Bonds Sold	29,011	0	0	0	0	0	0	0	29,011
Water Connection Charges	2,536	1,504	1,504	1,504	1,504	1,504	0	0	10,055
Water Renewal and Replacement	295	0	0	0	0	0	0	0	295
Fund									
TOTAL REVENUES:	31,842	14,806	18,108	18,500	21,500	22,100	33,625	109,445	269,925
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	30,268	14,075	17,213	17,586	20,438	21,008	31,963	104,037	256,588
Planning and Design	1,573	731	895	914	1,062	1,092	1,661	5,408	13,337
TOTAL EXPENDITURES:	31,842	14,806	18,108	18,500	21,500	22,100	33,625	109,445	269,925

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WATER - SOUTH MIAMI-DADE TRANSMISSION MAINS IMPROVEMENTS

PROGRAM #: 9650021



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

LOCATION: South Miami-Dade County
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	530	3,735	149	450	0	0	0	4,863
WASD Revenue Bonds Sold	300	0	0	0	0	0	0	0	300
TOTAL REVENUES:	300	530	3,735	149	450	0	0	0	5,163
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	270	476	3,361	134	405	0	0	0	4,646
Planning and Design	30	54	374	15	45	0	0	0	517
TOTAL EXPENDITURES:	300	530	3,735	149	450	0	0	0	5,163

WATER - SYSTEM MAINTENANCE AND UPGRADES

PROGRAM #: 9650181

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

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Water Renewal and Replacement Fund	58,632	21,412	13,000	15,000	15,000	15,000	15,000	15,000	168,044
TOTAL REVENUES:	58,632	21,412	13,000	15,000	15,000	15,000	15,000	15,000	168,044
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	38,116	30,724	16,169	14,400	14,400	14,400	14,400	14,400	157,009
Planning and Design	1,588	5,947	500	600	600	600	600	600	11,035
TOTAL EXPENDITURES:	39,704	36,671	16,669	15,000	15,000	15,000	15,000	15,000	168,044

WATER - TELEMETERING SYSTEM ENHANCEMENTS

PROGRAM #: 9656780

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

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Water Renewal and Replacement Fund	2,084	0	1,000	500	500	500	500	500	5,584
TOTAL REVENUES:	2,084	0	1,000	500	500	500	500	500	5,584
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	694	110	615	230	230	230	230	230	2,569
Major Machinery and Equipment	815	129	722	270	270	270	270	270	3,015
TOTAL EXPENDITURES:	1,509	239	1,336	500	500	500	500	500	5,584

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WATER TREATMENT PLANT - ALEXANDER ORR, JR. EXPANSION

PROGRAM #: 9650031

DESCRIPTION: Construct high service pumps and a 48-inch finished water line, install a new generator and construct chlorine facilities

LOCATION: 6800 SW 87 Ave

Unincorporated Miami-Dade County

District Located: 7

District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	9,562	11,374	11,593	6,566	7,633	12,119	47,841	106,688
WASD Revenue Bonds Sold	21,432	0	0	0	0	0	0	0	21,432
Water Renewal and Replacement Fund	1,048	0	0	0	0	0	0	0	1,048
TOTAL REVENUES:	22,480	9,562	11,374	11,593	6,566	7,633	12,119	47,841	129,167
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	21,351	9,082	10,803	11,011	6,237	7,250	11,511	45,440	122,684
Planning and Design	1,128	480	571	582	330	383	608	2,401	6,483
TOTAL EXPENDITURES:	22,480	9,562	11,374	11,593	6,566	7,633	12,119	47,841	129,167

WATER TREATMENT PLANT - FLORIDIAN REVERSE OSMOSIS

PROGRAM #: 966620

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

LOCATION: 700 W 2 Ave

Hialeah

District Located: 6

District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Hialeah Reverse Osmosis Plant Construction Fund	8,024	190	0	0	0	0	0	0	8,214
Water Connection Charges	10	10	0	0	0	0	0	0	20
TOTAL REVENUES:	8,034	200	0	0	0	0	0	0	8,234
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	8,034	200	0	0	0	0	0	0	8,234
TOTAL EXPENDITURES:	8,034	200	0	0	0	0	0	0	8,234

WATER TREATMENT PLANT - HIALEAH/PRESTON IMPROVEMENTS

PROGRAM #: 9650041

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

LOCATION: 700 W 2 Ave and 1100 W 2 Ave

Hialeah

District Located: 6

District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future WASD Revenue Bonds	0	10,560	13,252	7,320	4,996	2,500	0	0	38,629
WASD Revenue Bonds Sold	20,229	0	0	0	0	0	0	0	20,229
Water Connection Charges	2,120	673	803	804	804	0	0	0	5,203
TOTAL REVENUES:	22,349	11,233	14,056	8,124	5,800	2,500	0	0	64,062
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	20,301	10,633	13,212	7,636	5,452	2,350	0	0	59,585
Planning and Design	2,048	600	843	487	348	150	0	0	4,477
TOTAL EXPENDITURES:	22,349	11,233	14,056	8,124	5,800	2,500	0	0	64,062

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

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WATER TREATMENT PLANT - REPLACEMENT AND RENOVATIONS

PROGRAM #: 9650161

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Fire Hydrant Fund	1,521	0	0	0	0	0	0	0	1,521
Water Renewal and Replacement Fund	43,133	10,589	4,010	7,000	7,000	7,000	7,000	7,000	92,733
TOTAL REVENUES:	44,655	10,589	4,010	7,000	7,000	7,000	7,000	7,000	94,254
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	31,735	11,099	12,195	6,768	6,768	6,768	6,768	6,787	88,887
Major Machinery and Equipment	675	230	110	144	144	144	144	144	1,735
Planning and Design	1,351	520	320	288	288	288	288	289	3,631
TOTAL EXPENDITURES:	33,761	11,849	12,625	7,200	7,200	7,200	7,200	7,220	94,254

UNFUNDED CAPITAL PROGRAMS

PROGRAM NAME	LOCATION	(dollars in thousands) ESTIMATED PROGRAM COST
OCEAN OUTFALLS - CAPACITY PROJECTS	Throughout Miami-Dade County	1,730,281
OCEAN OUTFALLS - LEGISLATION PROJECTS	Throughout Miami-Dade County	3,374,000
SEPTIC TO SEWER PROJECT - PHASE 2	Throughout Miami-Dade County	90,000
UNDERSIZED WATER MAINS - REPLACEMENTS	Throughout Miami Dade County	15,963
WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT	Throughout Miami Dade County	143,601
WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT IMPROVEMENTS	Throughout Miami-Dade County	699
WASTEWATER TREATMENT PLANT - DIVISION NEEDS	Not Applicable	15,186
WASTEWATER TREATMENT PLANT - SOUTH DISTRICT IMPROVEMENTS	Throughout Miami-Dade County	6,075
WASTEWATER TREATMENT PLANT - UTILITY ENGINEERING	Not Applicable	43,412
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 (NEW FACILITIES) - SOUTH MIAMI AND SURFACE	Throughout Miami-Dade County	690,818
WATER TREATMENT PLANT (PRESTON) - IMPROVEMENTS	Throughout Miami-Dade County	57,331
UNFUNDED TOTAL		6,708,565



STRATEGIC AREA

Health and Society

Mission:

To improve the quality of life and promote the independence of vulnerable residents by providing effective social services and affordable housing

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 substance abuse prevention, intervention and support services
	Provide services to survivors of domestic violence, intimate partner violence, and human trafficking, as well as to other victims of crime and their families
SELF-SUFFICIENT AND HEALTHY POPULATION	Provide the necessary support services for vulnerable residents and special populations
	Support families and promote positive educational and developmental outcomes in children
	Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs
	Foster healthy living and ensure access to vital health services

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Community Action and Human Services

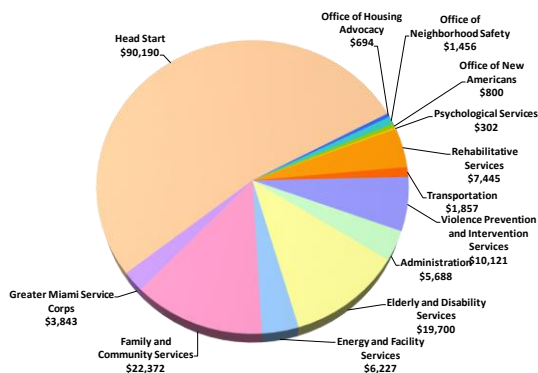
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Society strategic area, CAHSD provides a unique blend of programs and services to residents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

The service delivery model for the Department places emphasis on a coordinated community response approach involving the active engagement of public and private providers to ensure quality and accessibility of well-integrated services. As the coordinator of social services for Miami-Dade County, CAHSD's central intake approach allows for an assessment of residents' eligibility for a wide variety of services at a single point of entry. The Department has 13 family and community 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 with community advisory committees, community boards, foundations and volunteer programs.

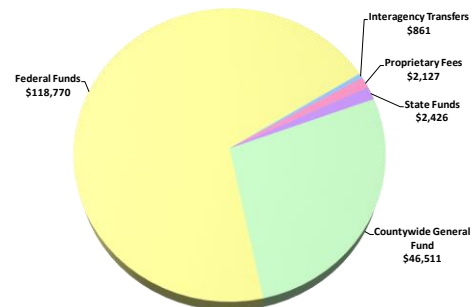
CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veterans Affairs and Department of Justice. Also included are the State of Florida Department of Economic Opportunity and Department of Children and Families, the Alliance for Aging, Miami-Dade County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

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

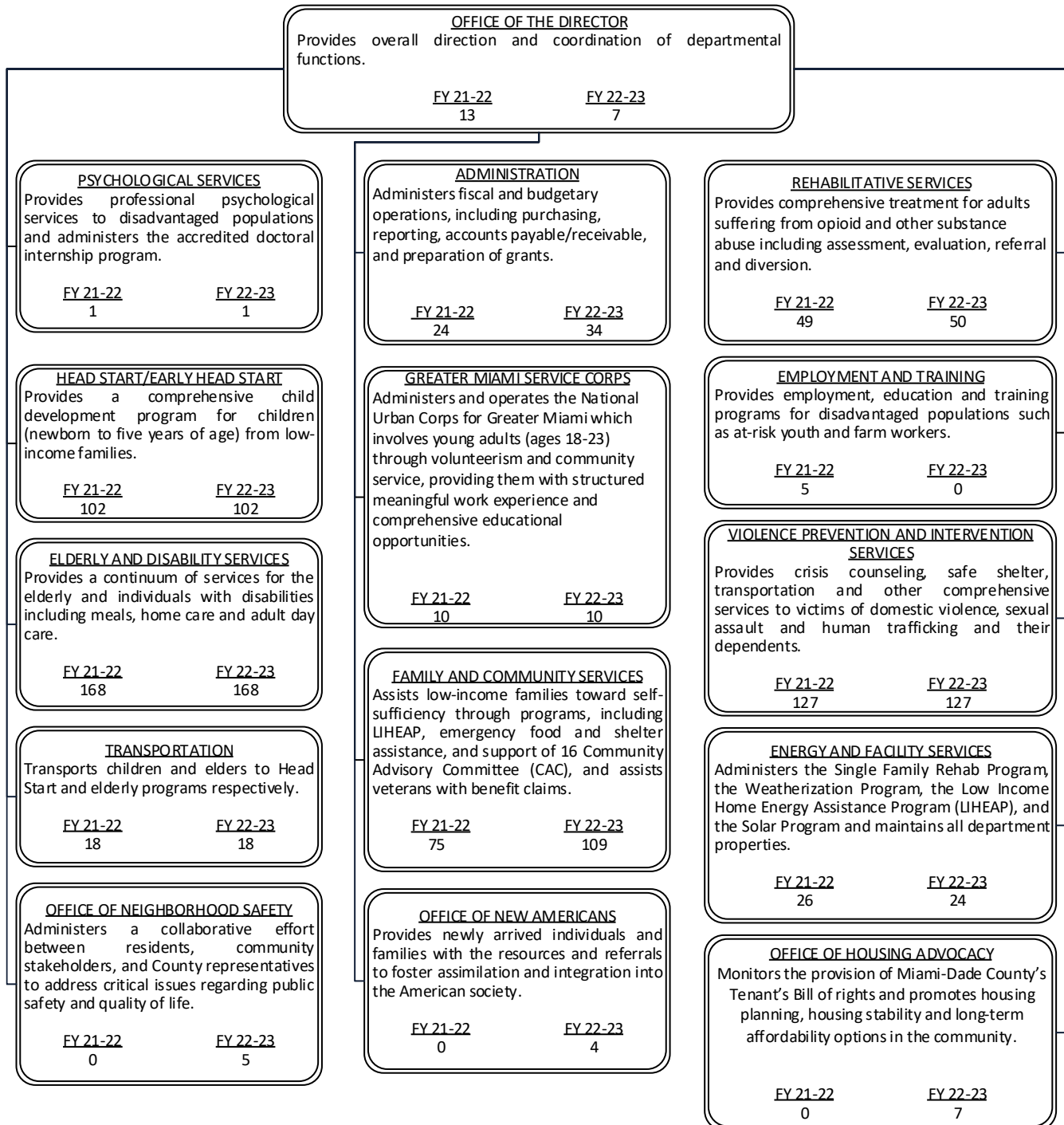


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 682.51

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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 2022-23 Proposed Budget includes the addition of one Executive Secretary position to provide administrative support (\$74,000) and one Administrative Officer 2 position to coordinate inventory management and reporting (\$83,000)
- The FY 2022-23 Proposed Budget includes the addition of one Accountant 2 position and two Account Clerk positions to provide back-office support to the Administration Division (\$210,000)
- In FY 2021-22, the Department created one overage Accountant 2 position (\$98,000)
- The FY 2022-23 Proposed Budget includes funding for public affairs activities to inform the public of the Departments services (\$90,000)
- In FY 2021-22 the Department transferred five Criminal Justice Coordinator positions to the Office of Neighborhood Safety and transferred one Assistant Department Director to the Head Start Division
- In FY 2021-22, the Department also transferred one Account Clerk from the Energy and Facility Services Division and three Home Care Aides from the Elderly Services Division

DIVISION: OFFICE OF NEIGHBORHOOD SAFETY

The Office of Neighborhood Safety brings together residents, community stakeholders and county departments to develop and implement solutions to improve public safety and enhance the quality of life for all citizens. They also provide oversight of the Miami-Dade County Peace & Prosperity Plan and other Community Violence Intervention initiatives.

- Provides 50 students with \$1,500 college scholarships
- Provides community-based grants to thirty organizations through the Safe in the 305 Grant
- Engages with residents and other community stakeholders to design and promote strategies to create safer neighborhoods via surveys, community meetings and events

Strategic Objectives – Measures

- ED1-3: Expand business and job training opportunities aligned with the needs of the local economy

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Conduct training and educational workshops/presentations to increase public awareness of human trafficking	Project grants awarded*	OP	↔	N/A	N/A	N/A	30	30
	Engagement touchpoints*	OP	↔	N/A	N/A	N/A	5,000	5,000

*Beginning in FY 2021-22, new measures will be used to track the number of projects grants awarded to community-based organizations and engagement touchpoints.

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DIVISION COMMENTS

- In FY 2021-22, the Department transferred five Criminal Justice Coordinator positions from the Administration Division to the Office of Neighborhood Safety
- The FY 2022-23 Proposed Budget includes \$75,000 to provide 50 students with \$1,500 college scholarships
- The FY 2022-23 Proposed Budget includes \$75,000 to provide grants to forty-five community-based organizations through the Safe in the 305 program
- The FY 2022-23 Proposed Budget includes \$15,000 to conduct 5,000 engagement touchpoints with residents and other community stakeholders via surveys, meetings and events to design and promote strategies to create safer neighborhoods

DIVISION: OFFICE OF NEW AMERICANS

Provides newly arrived immigrant residents and their families with resources and referrals to foster integration, assimilation and inclusion into our country.

- Provides free and low-cost classes to prepare for the citizenship test and interview
- Offers one-on-one assistance with the naturalization, TPS and DACA applications
- Provides fee waivers and referrals to financial products to defray the cost of the naturalization and other eligible applications
- Provides referrals to one-on-one financial coaching and other economic prosperity services
- Provides welcoming information sessions, legal consultations and social service referrals for new arrivals

DIVISION COMMENTS

- **The FY 2022-23 Proposed Budget includes the addition of one Administrative Secretary position to provide administrative support for the Division (\$64,000)**
- In FY 2021-22, the Department transferred one Social Services Administrator, one Administrative Officer 3 and one Office Support Specialist 2 from the Family and Community Services Division to the office of New Americans

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.

Strategic Objectives - Measures								
<ul style="list-style-type: none"> • HS2-2: Support families and promote positive educational and developmental outcomes in children 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide early childhood education for low-income families to prepare children for kindergarten	Early Head Start slots*	OP	↔	1,238	1,724	1,238	1,238	1,238
	Head Start slots*	OP	↔	6,710	6,872	6,710	6,710	6,710

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

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DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes funding to extend enhanced mental health, disability, and educational support services to the Early Head Start children and families that are participating in the Childcare Partnership and Montessori programs (\$425,000)
- In FY 2021-22, the Department transferred one Assistant Department Director from Administration and transferred one Administrative Officer 2 to the Energy and Facility Services Division
- The FY 2022-23 Proposed Budget includes \$85.673 million from the United States Department of Health and Human Services for Head Start and Early Head Start; other revenues include \$992,000 from the Children's Trust and \$1.8 million from the United States Department of Agriculture for the Summer Meals Program

During FY 2021-22, the Department was awarded \$11.3 million in funding from the American Rescue Plan (ARP) for a two-year period ending in FY 2022-23 to provide additional services to children and families enrolled in the Head Start program; support their economic stability; continue the assessment of their nutritional, health and wellness needs; and provide resources and materials to address these needs

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.

Strategic Objectives – Measures								
• ED1-3: Expand business and job training opportunities aligned with the needs of the local economy								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide employability skills training to unemployed and underemployed residents	Farmworkers and immigrants who retained employment for ninety days*	OC	↔	55	40	54	60	60
	Number of farmworkers/migrants employed*	OC	↑	55	34	54	53	53

*The FY 2020-21 Actuals were negatively impacted by the onset of the COVID-19 pandemic

DIVISION COMMENTS

- In FY 2021-22, the Department transferred one Administrative Officer 2, two Community Family Service Workers, one Job Developer and one Job Training Assistant to the Family and Community Services Division as part of a departmental reorganization

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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

Strategic Objectives – Measures

- HS1-4: Improve access to substance abuse prevention, intervention and support services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide outpatient drug treatment for individuals with substance use disorders	Substance abuse assessments completed by Community Services (Central Intake)	OP	↔	1,135	1,035	2,030	1,500	1,500
	Individuals diverted to outpatient substance abuse treatment by Drug Court	OP	↔	182	242	320	250	250
	Individuals provided with correctional-based substance abuse treatment	OP	↔	40	40	40	40	40
Provide residential treatment for individuals with substance use disorders	Individuals admitted to community-based residential substance abuse treatment services	OP	↔	327	285	460	400	400
	Percentage of users satisfied with accessibility to substance abuse related intervention and prevention services	OC	↑	98%	97%	97%	97%	97%

DIVISION COMMENTS

- **In FY 2021-22, the Department created one overage Mental Health Facility Program Manager position (\$137,000)**
 The FY 2022-23 Proposed Budget includes \$220,000 from the Jail Based Substance Abuse Trust Fund for support of the DUI Program, which provides correctional-based substance abuse services to DUI offenders

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DIVISION: ELDERLY AND DISABILITY SERVICES

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

- Provides a continuum of services and programs including Disability Services and Independent Living (D/SAIL) for individuals with disabilities; services offered include independent living skills assistance 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)

Strategic Objectives – Measures

- HS1-2: Assist residents at risk of being hungry

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide free meals to eligible children, seniors and low-income residents	Meals served through congregate meals	OP	↔	274,500	278,356	270,000	270,000	270,000
	Meals served through Meals on Wheels	OP	↔	227,160	245,000	175,000	175,000	175,000

Strategic Objectives – Measures

- HS1-3: Promote the independence and wellbeing of the elderly

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide socialization opportunities for seniors and adults with disabilities to help them remain active in their communities	Elders remaining in their own homes through In-Home Support Services	OP	↔	440	592	500	500	500
	Elders participating as Senior Companions	OP	↔	120	116	140	140	140
	Elders participating as Foster Grandparents	OP	↔	90	64	100	100	100
	Funded senior volunteer opportunities	OC	↑	500	325	500	400	400

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Strategic Objectives – Measures								
<ul style="list-style-type: none"> HS2-1: Provide the necessary support services for vulnerable residents and special populations 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Assist low-income residents by providing support services, including education, employment, economic and housing assistance	At-risk children served by Foster Grandparents*	OP	↔	154	137	175	150	150
Provide vulnerable residents and special populations access to social services	Persons with disabilities assisted in gaining independence, autonomy and control over their lives	OP	↔	600	372	600	600	600

*In FY 2020-21, the Foster Grandparent program experienced difficulty in recruiting and retaining elders to participate in the program

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the addition of one Administrative Officer 1 position, one Community Family Service Worker position and one Social Worker Aide position to provide programmatic support to the Elder Abuse program initiative which provides information, outreach, referrals and support of a proposed new senior meal site (\$198,000)
- In FY 2021-22, the Department transferred three Home Care Aides to the Administration Division
- In FY 2021-22, the Elderly and Disability Services Division will provide community-based services to 16,000 elderly clients with funding from the Department of Elder Affairs through the Alliance for Aging

DIVISION: PSYCHOLOGICAL SERVICES

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

DIVISION COMMENTS

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

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DIVISION: ENERGY AND FACILITY SERVICES

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), 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

Strategic Objectives - Measures

- ED3-1: Foster stable homeownership to promote personal and economic security

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide home improvement and home safety upgrades for low-to-moderate income homeowners	Homes receiving weatherization services*	OP	↔	44	7	38	25	25

*The FY 2020-21 Actual, FY 2021-22 Projection and FY 2022-23 Target reflect lower than anticipated funding which affects the number of homes receiving these services

DIVISION COMMENTS

- In FY 2021-22, the Department established an overage Accountant 2 position to assist the Capital Infrastructure Improvement Program (CIIP) (\$98,000)
- The FY 2022-23 Proposed Budget includes funding to provide facilities maintenance services for approximately 40 properties in the Department's portfolio that are not eligible for reimbursement under the Capital Infrastructure Improvement Program (CIIP) (\$500,000)
- The FY 2022-23 Proposed Budget includes a total of \$550,000 for the Weatherization Assistance Program, which enables 25 low-income families to permanently reduce their energy bills by making their homes more energy efficient
- The FY 2022-23 Proposed Budget includes a reimbursement of expenses of \$117,000 from the General Fund to support the Department's Hurricane Shutter Installation Program
- In FY 2021-22, the Department transferred two Eligibility Interviewers and one Community Family Service Worker to the Family and Community Services Division and one Account Clerk position to the Administration Division
- In FY 2021-22, the Department transferred one Administrative Officer 2 position from the Head Start Division

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DIVISION: GREATER MIAMI SERVICE CORPS

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

- 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

Strategic Objectives - Measures

- ED1-3: Expand business and job training opportunities aligned with the needs of the local economy

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide employability skills training to unemployed and underemployed residents	Unemployed young adults provided work experience and employability skills training	OP	↔	618	634	400	634	400
	Cost per youth provided training and career services	EF	↓	\$5,750	\$9,200	\$6,663	\$9,200	\$6,663
Connect residents to employment services, including on-the-job training and certification programs	Young adults placed in unsubsidized employment and/or education	OC	↑	47	56	40	40	40

DIVISION COMMENTS



The FY 2022-23 Proposed Budget includes funding of \$359,000 from Public Housing and Community Development (PHCD) for painting and facility maintenance; \$380,000 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; and \$555,000 from Career Source South Florida for case management, employment, and training and support services for youths



The FY 2022-23 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; \$5,000 from Regulatory and Economic Resources to secure abandoned buildings and unsafe structures; \$50,000 from Internal Services for landscape maintenance; \$150,000 from the City of Miami MLK Beautification project to maintain the Butterfly Garden and other areas within City of Miami boundaries; \$100,000 from CAHSD for building and landscape maintenance; \$200,000 from Public Housing and Community Development for Septic to Sewer connections; \$533,000 from Public Housing and Community Development for the Safety Net Leadership Institute; \$39,000 from the City of Miami for employment training; \$25,000 from the United Way for Financial Literacy courses; \$13,000 from YouthBuild USA Prudential for mentorship, employment and community service activities, and \$319,000 from YouthBuild DOL for construction related education training and work experience

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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.

Strategic Objectives - Measures

- HS1-3: Promote the independence and wellbeing of the elderly

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Connect seniors and adults with disabilities to social services designed to improve their quality of life	Number of one-way trips provided to eligible clients*	OC	↑	73,000	28,731	73,000	30,000	30,000

*The FY 2019-20 and FY 2021-22 Actual reflects the impact of COVID-19; during this time the Transportation Division assumed the primary responsibility for meal delivery services

DIVISION COMMENTS



The FY 2022-23 Proposed Budget includes 30,000 one-way trips per year to elderly clients attending the Department's Adult Day Care Centers

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 in attaining 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)

Strategic Objectives - Measures

- HS2-1: Provide the necessary support services for vulnerable residents and special populations

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide vulnerable residents and special populations access to social services	Veterans assisted with benefit claims	OP	↔	960	961	970	960	960
	Residents accessing services at neighborhood based Community Resource Centers	OP	↔	198,276	205,898	205,000	206,000	206,000
	Residents participating in comprehensive self-sufficiency services	OP	↔	402	385	405	385	385

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DIVISION COMMENTS

- In FY 2021-22, the Department converted 21 part-time Eligibility Interviewers, six part-time Eligibility Supervisors, one part-time Training Specialist 1 and one Administrative Officer 2 to full-time grant funded positions
- In FY 2021-22, the Department transferred one Administrative Officer 2, two Community Family Service Workers, one Job Developer and one Job Training Assistant to the Family and Community Services Division, and two Eligibility Interviewers and one Community Family Service Worker from Energy and Facility Services Division
- In FY 2021-22 the Department transferred one Social Services Administrator, one Administrative Officer 3 and one Office Support Specialist 2 to the Office of New Americans from the Family and Community Services Division
- In FY 2022-23, 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 (\$3.161 million in CSBG and \$4.202 million in Countywide General Fund)
- In FY 2022-23, the Low-Income Home Energy Assistance Program (LIHEAP) funding will increase by \$2.1 million; the program is expected to serve approximately 16,617 residents with financial assistance in paying their electricity bills
- The FY 2022-23 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: VIOLENCE PREVENTION AND INTERVENTION SERVICES

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

- Provides crisis counseling, information and referral, safe shelter, transportation, emergency financial assistance, emergency food and clothing and advocacy and support services to survivors of violent and domestic crimes and their immediate family members through the Coordinated Victims Assistance Center (CVAC)
- Provides 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
- 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

Strategic Objectives - Measures

- HS1-5: Provide services to survivors of domestic violence, intimate partner violence, and human trafficking, as well as to other victims of crime and their families.

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide vulnerable residents and special populations access to social services	Domestic violence survivors provided shelter and advocacy*	OP	↔	2,100	666	2,850	1,200	1,600

*FY 2020-21 Actual reflects the impact of COVID-19

DIVISION COMMENTS

- As required by state statute, the FY 2022-23 Proposed Budget includes \$5.228 million of General Fund support for the Homeless Shelter Services Maintenance of Effort in excess of \$2.896 million

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DIVISION: OFFICE OF HOUSING ADVOCACY

The Office of Housing Advocacy acts as a clearinghouse and coordinator to address issues of affordable housing and landlord and tenant rights by directing families and individual's to housing related resources. The Office of Housing Advocacy collaborates with community stakeholders to formulate policies and initiatives that will expand affordable housing and prevent resident displacements.

Strategic Objectives - Measures

- HS2-1: Provide the necessary support services for vulnerable residents and special populations

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Addresses issues regarding affordable housing and landlord and tenant's rights	Number of referrals to partner agencies*	OP	↑	N/A	N/A	N/A	1,000	2,000

* This is a new measure the Department began tracking in FY 2021-22

DIVISION COMMENTS







- The FY 2022-23 Proposed Budget includes the addition of one Administrative Secretary position, one Administrative Officer 1 position and two Social Worker 1 positions to provide additional programmatic support to accommodate an increase in requests from tenants, landlords, realtors, attorneys, and other stakeholders (300,000)
- In the FY 2021-22, the Office of Housing Advocacy transferred one Chief, Housing Advocacy, one Housing Development Advocate and one Tenants Right Advocate from the Regulatory and Economics Resource Department



In FY 2021-2022 and throughout FY 2022-23, the Office will provide referrals for housing complaints, rental assistance, and legal services; provide landlord/tenant rights training; create and host a tenant hotline; and collaborate with community housing associations to advocate for public housing renovation and redevelopment projects.

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CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the construction of the Casa Familia Community Center; the Community Center which will be available for public use, will offer 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 program cost \$3.5 million; \$1.750 million in FY 2022-23; capital program #2000001492)
-  The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes facility wide infrastructure improvements funded through the Countywide Infrastructure Investment Program (CIIP); the capital program focused on addressing the County's aging facilities to include but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevator, roof, security and various other miscellaneous items as needed (total program cost \$6.036 million; \$66,000 in FY 2022-23; capital program #2000001280)
-  The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the refurbishment of the Kendall Cottages Complex, which is estimated to be completed in FY 2023-24; the project includes, but is not limited to, the demolition and refurbishment of 11 cottages, sidewalk repairs and the construction of a new parking facility (total program cost \$4 million; \$150,000 in FY 2022-23; capital program #844680)
-  In FY 2022-23, the Department will continue addressing the renovation needs of the New Direction Residential Treatment and Rehabilitation facility; the project is funded through the Countywide Infrastructure Investment Program (CIIP) and is estimated to take three to four years to complete (total program cost \$22.831 million; \$1.061 million in FY 2022-23; capital program #6009530)
-  The Department continues 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 (BBC-GOB) Program (total program cost \$15 million; \$500,000 in FY 2022-23; capital program #8463701)
-  The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the purchase of 12 vehicles that are comprised of six light fleet vehicles (\$255,000) and six heavy fleet vehicles (\$720,000); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	190	277	198	252	256
Fuel	89	88	263	155	189
Overtime	430	365	0	111	0
Rent	793	835	942	992	1,069
Security Services	2,683	3,544	2,986	2,756	2,700
Temporary Services	2,394	1,906	3,686	3,918	3,897
Travel and Registration	136	39	342	215	249
Utilities	1,246	1,172	1,585	1,238	1,404

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	40,622	35,763	41,048	46,511
Miscellaneous Revenues	8	18	2	2
Donations	3	0	0	0
Fees for Services	25	35	75	75
Grants From Other Local Units	122	64	180	126
Other	16	0	0	0
Other Charges For Services	0	70	0	15
Other Revenues	828	346	1,278	1,405
Rental Income	375	105	506	506
State Grants	1,477	2,326	2,450	2,426
Federal Grants	94,962	121,908	113,707	118,771
Interagency Transfers	4,847	488	1,525	861
Total Revenues	143,285	161,123	160,771	170,698
Operating Expenditures Summary				
Salary	28,466	33,477	41,499	45,320
Fringe Benefits	10,929	14,088	17,768	18,703
Court Costs	0	10	1	1
Contractual Services	11,005	11,480	8,660	10,420
Other Operating	5,819	8,430	8,826	9,696
Charges for County Services	2,971	3,139	2,846	3,184
Grants to Outside Organizations	71,626	88,785	81,119	83,186
Capital	343	955	39	185
Total Operating Expenditures	131,159	160,364	160,758	170,695
Non-Operating Expenditures Summary				
Transfers	0	4	0	0
Distribution of Funds In Trust	1	3	13	3
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	1	7	13	3

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Health and Society				
Administration	5,805	5,688	37	41
Office of Neighborhood Safety	0	1,456	0	5
Office of New Americans	0	800	0	4
Head Start	88,763	90,190	102	102
Employment and Training	824	0	5	0
Rehabilitative Services	6,844	7,445	49	50
Elderly and Disability Services	18,510	19,700	168	168
Psychological Services	285	302	1	1
Energy and Facility Services	5,459	6,227	26	24
Greater Miami Service Corps	3,365	3,843	10	10
Transportation	1,679	1,857	18	18
Family and Community Services	19,693	22,372	75	109
Violence Prevention and Intervention Services	9,531	10,121	127	127
Office of Housing Advocacy	0	694	0	7
Total Operating Expenditures	160,758	170,695	618	666

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
BBC GOB Financing	5,500	2,400	5,500	9,100	0	0	0	0	22,500
CIIP Program Revenues	0	0	8,561	12,007	0	0	0	0	20,568
Capital Asset Series 2020C Bonds	1,150	0	0	0	0	0	0	0	1,150
Capital Asset Series 2021A Bonds	7,150	0	0	0	0	0	0	0	7,150
Total:	13,800	2,400	14,061	21,107	0	0	0	0	51,367
Expenditures									
Strategic Area: HS									
Facility Improvements	0	1,750	1,750	0	0	0	0	0	3,500
Infrastructure Improvements	5,970	66	0	0	0	0	0	0	6,036
Neighborhood Service Centers	1,900	500	3,500	9,100	0	0	0	0	15,000
Rehabilitative Services Facilities	4,803	1,211	8,811	12,007	0	0	0	0	26,831
Total:	12,673	3,527	14,061	21,107	0	0	0	0	51,367

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CASA FAMILIA COMMUNITY CENTER

PROGRAM #: 2000001492



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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	1,750	1,750	0	0	0	0	0	3,500
TOTAL REVENUES:	0	1,750	1,750	0	0	0	0	0	3,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	1,750	1,750	0	0	0	0	0	3,500
TOTAL EXPENDITURES:	0	1,750	1,750	0	0	0	0	0	3,500

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INFRASTRUCTURE IMPROVEMENTS - COMMUNITY ACTION AND HUMAN SERVICES FACILITIES SYSTEMWIDE

PROGRAM #: 2000001280

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

LOCATION: Various Sites
Various Sites

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	1,150	0	0	0	0	0	0	0	1,150
Capital Asset Series 2021A Bonds	4,886	0	0	0	0	0	0	0	4,886
TOTAL REVENUES:	6,036	0	0	0	0	0	0	0	6,036
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	248	60	0	0	0	0	0	0	308
Furniture Fixtures and Equipment	70	0	0	0	0	0	0	0	70
Infrastructure Improvements	5,623	0	0	0	0	0	0	0	5,623
Planning and Design	29	6	0	0	0	0	0	0	35
TOTAL EXPENDITURES:	5,970	66	0	0	0	0	0	0	6,036

INFRASTRUCTURE IMPROVEMENTS - KENDALL COTTAGES COMPLEX REFURBISHMENT

PROGRAM #: 844680

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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
Unincorporated Miami-Dade County

District Located:
District(s) Served:

10
Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	3,600	150	250	0	0	0	0	0	4,000
TOTAL REVENUES:	3,600	150	250	0	0	0	0	0	4,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	3,600	150	250	0	0	0	0	0	4,000
TOTAL EXPENDITURES:	3,600	150	250	0	0	0	0	0	4,000

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

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

600

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
CIIP Program Revenues	0	0	8,561	12,007	0	0	0	0	20,568
Capital Asset Series 2021A Bonds	2,264	0	0	0	0	0	0	0	2,264
TOTAL REVENUES:	2,264	0	8,561	12,007	0	0	0	0	22,831
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Art Allowance	0	0	0	284	0	0	0	0	284
Construction	578	1,000	8,014	9,014	0	0	0	0	18,606
Furniture Fixtures and Equipment	5	0	0	1,200	0	0	0	0	1,205
Infrastructure Improvements	270	6	6	6	0	0	0	0	288
Planning and Design	350	25	476	501	0	0	0	0	1,351
Project Contingency	0	30	65	102	0	0	0	0	197
Technology Hardware/Software	0	0	0	900	0	0	0	0	900
TOTAL EXPENDITURES:	1,203	1,061	8,561	12,007	0	0	0	0	22,831

NEW WYNWOOD/ALLAPATTAH REGIONAL NEIGHBORHOOD SERVICE CENTER PROGRAM #: 8463701

DESCRIPTION: Construct and/or renovate the existing Wynwood and Allapattah neighborhood service centers

LOCATION: 2902 NW 2 Ave District Located: 3
City of Miami District(s) Served: Countywide

602

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	1,900	500	3,500	9,100	0	0	0	0	15,000
TOTAL REVENUES:	1,900	500	3,500	9,100	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	1,900	500	3,500	9,100	0	0	0	0	15,000
TOTAL EXPENDITURES:	1,900	500	3,500	9,100	0	0	0	0	15,000

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Add five Adult Day Care Aide Supervisor positions to replace non-CAHSD staff that are currently managing the program, which will allow for full program coverage of credentialed staff during all program hours, a requirement of the Agency of Health Care Administration (AHCA)	\$0	\$349	5
Add one part-time Victims of Crime Act Aide position and one part time Victims Crime Specialist to provide non-traditional operating hours of the CVAC by three hours per weekday and eight hours on weekend; by increasing operating hours by an additional 24 hours per week, the Department can provide safety and advocacy services to 8-12 additional victims and their dependents each week	\$0	\$86	1
Add thirteen Social Worker Aide positions to ensure consistent delivery of service for Meals for the Elderly and Meals on Wheels by eliminating challenges of staff turnover, reducing Meals on Wheels waitlist by 20%; and reducing overtime expenditures	\$0	\$704	13
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; as a consequence of not having this position, group therapy sessions are not facilitated as scheduled and documentation of treatment is deficient	\$0	\$89	1
Add one Adult Center Manager position to provide supervision of all Rehabilitative Services Counselors, temporary employees 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
Add one Outreach Counselor position to work with community-based organizations, Miami-Dade County Public Schools, foster care and state and county justice providers to connect young people ages 18-24 to positive services that provide education and training leading to employment and/or post-secondary placement	\$50	\$50	1
Provide funding for home rehabilitation for homeowners from a waitlist of 145 currently unserved by federal/state/local grants	\$0	\$1,800	0
Total	\$50	\$5,029	55

(dollars in thousands)

PROGRAM BY DIVISION	Current FY	GENERAL FUNDS		FEDERAL /		OTHER FUNDS		TOTAL		SERVICE LEVEL	
	Next FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
ADMINISTRATION											
Administration	FY 2021-22	\$ 5,805	37					\$ 5,805	37		
	FY 2022-23	\$ 5,688	41					\$ 5,688	41		
OFFICE OF HOUSING ASSISTANCE AND ADVOCACY											
Office of Housing Advocacy	FY 2021-22							\$ -	0		
	FY 2022-23	\$ 694	7					\$ 694	7		
OFFICE OF NEIGHBORHOOD SAFETY											
Office of Neighborhood Safety	FY 2021-22		0					\$ -	0	5,000	Engagement touchpoints with residents and other community stakeholders to design and promote strategies to safer neighborhoods via surveys, meetings and events
	FY 2022-23	\$ 1,456	5					\$ 1,456	5		
OFFICE OF NEW AMERICANS											
Office of New Americans	FY 2021-22							\$ -	0		Number of immigrants provided with referrals
	FY 2022-23	\$ 800	4					\$ 800	4		
EMPLOYMENT AND TRAINING											
At-Risk Youth	FY 2021-22	\$ 89	1					\$ 89	1	500	At-risk youth/young adults engaged in career development and employment readiness
	FY 2022-23							\$ -	0		
South Dade Skills Center	FY 2021-22	\$ 186	1	\$ 369	3	\$ 180		\$ 735	4	80	Farmworkers and migrants employed
	FY 2022-23							\$ -	0		
Subtotal (Employment)	FY 2021-22	\$ 275	2	\$ 369	3	\$ 180		\$ 824	5		
	FY 2022-23	\$ -	0	\$ -	0	\$ -		\$ -	0		
PSYCHOLOGICAL SERVICES											
Psychological Services	FY 2021-22	\$ 285	1					\$ 285	1	2,000	Services provided to adults and children including individual and group/family therapy, evaluations, assessments, consultation and trainings
	FY 2022-23	\$ 302	1					\$ 302	1		
REHABILITATIVE SERVICES											
Division Administration	FY 2021-22	\$ 215	1					\$ 215	1		
	FY 2022-23	\$ 387	2					\$ 387	2		
Community Services (Intake and Treatment)	FY 2021-22	\$ 2,216	9	\$ 3,119	28	\$ 10	0	\$ 5,345	37	2,030	Assessments completed - new clients
	FY 2022-23	\$ 2,391	8	\$ 3,237	28	\$ 25	0	\$ 5,653	36		
Treatment Alternatives to Street Crimes (TASC)	FY 2021-22	\$ 1,219	9			\$ 65	2	\$ 1,284	11	320	Drug Court referrals receiving treatment including counseling, testing, medication and support services
	FY 2022-23	\$ 1,341	10			\$ 65	2	\$ 1,406	12		
Subtotal (Rehabilitative)	FY 2021-22	\$ 3,650	19	\$ 3,119	28	\$ 75	2	\$ 6,844	49		
	FY 2022-23	\$ 4,119	20	\$ 3,237	28	\$ 90	2	\$ 7,446	50		
VIOLENCE PREVENTION AND INTERVENTION (VPI)											
Advocates for Victims	FY 2021-22	\$ 3,058	16	\$ 3,047	35	\$ 45	45	\$ 6,150	96	2,850	Victims provided with shelter and advocacy services including legal, safety planning, crisis and youth counseling, food, transportation, among others
	FY 2022-23	\$ 3,454	13	\$ 2,896	38	\$ 45	45	\$ 6,395	96		
Domestic Violence Intake	FY 2021-22	\$ 1,260	13	\$ 2,121	18			\$ 3,381	31	5,000	Victims completed an intake assessment and received onsite advocacy services including filing for injunctions, legal, counseling, relocation support, rental assistance, food, among others
	FY 2022-23	\$ 1,671	8	\$ 2,055	23			\$ 3,726	31		
Subtotal (VPI)	FY 2021-22	\$ 4,318	29	\$ 5,168	53	\$ 45	45	\$ 9,531	127		
	FY 2022-23	\$ 5,125	21	\$ 4,951	61	\$ 45	45	\$ 10,121	127		
ELDERLY											
Division Administration	FY 2021-22	\$ 2,002	6					\$ 2,002	6		
	FY 2022-23	\$ 2,074	9					\$ 2,074	9		
Adult Day Care	FY 2021-22	\$ 1,067	17	\$ 923	14			\$ 1,990	31	300	Elders and individuals with disabilities provided with health, social and related social services in a protective setting to prevent institutionalization. Elders engaged in social and nutritional services in addition to receiving in-home care
	FY 2022-23	\$ 2,820	32	\$ 1,208	4			\$ 4,028	36		
LSP High Risk Elderly Meals	FY 2021-22	\$ 1,000		\$ 711				\$ 1,711	0	498,035	Meals provided to elders identified as High Risk for malnutrition and other health-related conditions
	FY 2022-23	\$ 1,000		\$ 711				\$ 1,711	0		
Meals for the Elderly (includes Senior Centers)	FY 2021-22	\$ 857	1	\$ 1,178	13			\$ 2,035	14	270,000	Hot nutritious meal served to seniors in congregate sites to prevent malnutrition and isolation
	FY 2022-23	\$ 1,333	11	\$ 1,198	5			\$ 2,531	16		
Meals on Wheels	FY 2021-22	\$ 198	1	\$ 765				\$ 963	1	175,000	Meals delivered to low-income, ill and isolated seniors
	FY 2022-23	\$ 915	6					\$ 915	6		
Senior Centers	FY 2021-22	\$ 591	9					\$ 591	9	330	Elders engaged in social and nutritional services in addition to receiving in-home care
	FY 2022-23							\$ -	0		

(dollars in thousands)

PROGRAM BY DIVISION	Current FY	GENERAL FUNDS		FEDERAL /		OTHER FUNDS		TOTAL		SERVICE LEVEL	
	Next FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
Care Planning	FY 2021-22	\$ 980	8	\$ 41	1			\$ 1,021	9	1,575	Isolated elders provided with case management and in-home services
	FY 2022-23	\$ 979	12					\$ 979	12	1,575	
Foster Grandparents	FY 2021-22	\$ 244	1	\$ 309	2			\$ 553	3	100	Elders participating as foster grandparents to children and youth with special needs
	FY 2022-23	\$ 240	1	\$ 309	2			\$ 549	3	100	
Home Care Program	FY 2021-22	\$ 5,122	80	\$ 363				\$ 5,485	80	500	Elders remaining in their own homes through in-home services
	FY 2022-23	\$ 3,647	50	\$ 844	14			\$ 4,491	64	500	
Retired Seniors Volunteer Program (RSVP)	FY 2021-22	\$ 161	1	\$ 112	1			\$ 273	2	500	Elders engaged in community service to meet educational, respite and disaster preparedness needs
	FY 2022-23	\$ 95	1	\$ 112	1			\$ 207	2	500	
Senior Companions	FY 2021-22	\$ 312	1	\$ 676	3			\$ 988	4	140	Elderly peers assisted frail, isolated seniors through companionship and respite services
	FY 2022-23	\$ 310	1	\$ 653	3			\$ 963	4	140	
Disability Services and Independent Living (D/SAIL)	FY 2021-22	\$ 736	8	\$ 162	1			\$ 898	9	600	Individuals with disabilities provided with various on-site and in-home services
	FY 2022-23	\$ 1,252	16					\$ 1,252	16	600	
Subtotal (Elderly)	FY 2021-22	\$ 13,270	133	\$ 5,240	35			\$ 18,510	168		
	FY 2022-23	\$ 14,665	139	\$ 5,035	29			\$ 19,700	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 2021-22	\$ 843	6	\$ 578	4			\$ 1,421	10	38	Homes improved in the Weatherization Assistance Program (WAP)
	FY 2022-23	\$ 761	4	\$ 550	3			\$ 1,311	7	25	
Painting and/or Shuttering Program	FY 2021-22										Homes Improved in the SURTAX/ Single Family Home Rehab. Program
	FY 2022-23										
Facility Maintenance	FY 2021-22	\$ 3,588	16			\$ 463		\$ 4,051	16	800	Facility service requests completed
	FY 2022-23	\$ 4,455	17			\$ 463		\$ 4,918	17	800	
Subtotal (Energy)	FY 2021-22	\$ 4,431	22	\$ 578	4	\$ 463		\$ 5,472	26		
	FY 2022-23	\$ 5,216	21	\$ 550	3	\$ 463		\$ 6,229	24		
GREATER MIAMI SERVICE CORPS											
Greater Miami Service Corps (GMSC)	FY 2021-22			\$ 1,442	10	\$ 1,923		\$ 3,365	10	440	Youth engaged in education and employment activities
	FY 2022-23			\$ 2,584	10	\$ 1,259		\$ 3,843	10	440	
Subtotal (GMSC)	FY 2021-22			\$ 1,442	10	\$ 1,923		\$ 3,365	10		
	FY 2022-23			\$ 2,584	10	\$ 1,259		\$ 3,843	10		
HEAD START											
Head Start and Early Head Start	FY 2021-22	\$ 2,800		\$ 83,496	102	\$ 850		\$ 87,146	102	7,948	Funded slots to serve children ages 0-5 in early learning
	FY 2022-23	\$ 1,725		\$ 85,673	102	\$ 992		\$ 88,390	102	7,948	
Summer Meals	FY 2021-22			\$ 1,617				\$ 1,617		730,000	Meals served to youth during out-of-school summer months
	FY 2022-23			\$ 1,800				\$ 1,800		630,458	
Subtotal (Head Start)	FY 2021-22	\$ 2,800		\$ 85,113	102	\$ 850		\$ 88,763	102		
	FY 2022-23	\$ 1,725		\$ 87,473	102	\$ 992		\$ 90,190	102		
TRANSPORTATION											
Transportation	FY 2021-22	\$ 1,649	18			\$ 30		\$ 1,679	18	73,000	One-way trips - Eliminating transportation barriers for seniors and children
	FY 2022-23	\$ 1,842	18			\$ 15		\$ 1,857	18	30,000	
FAMILY AND COMMUNITY SERVICES											
Neighborhood Centers/ Community Resource Centers	FY 2021-22	\$ 4,038	34	\$ 3,259	33			\$ 7,297	67	176,665	Clients accessed one or more services including utility/rental assistance, computer and employability skills training, tax preparation, family development/support, among others
	FY 2022-23	\$ 4,051	26	\$ 3,161	44			\$ 7,212	70	206,000	
At-Risk Youth (Employment and Training)	FY 2021-22							\$ -	0		At-risk youth/young adults engaged in career development and employment readiness
	FY 2022-23	\$ 96	1					\$ 96	1	500	
South Dade Skills Center (Employment and Training)	FY 2021-22							\$ -	0		Farmworkers and migrants employed
	FY 2022-23	\$ 176	1	\$ 378	3	\$ 126		\$ 680	4	80	
Youth Out of School	FY 2021-22							\$ -	0		
	FY 2022-23				1			\$ -	1		
Emergency Food & Shelter Program	FY 2021-22			\$ 117				\$ 117	0	405	Clients Served
	FY 2022-23								0	-	
Low-Income Home Energy Assistance Program (LIHEAP)	FY 2021-22			\$ 11,752	4			\$ 11,752	4	28,335	Households provided with energy costs assistance
	FY 2022-23			\$ 13,828	28			\$ 13,828	28	16,617	
Veterans Services	FY 2021-22	\$ 527	4					\$ 527	4	970	
	FY 2022-23	\$ 556	5					\$ 556	5	960	
Subtotal (Family and Community Services)	FY 2021-22	\$ 4,565	38	\$ 15,128	37			\$ 19,693	75		
	FY 2022-23	\$ 4,879	33	\$ 17,367	76	\$ 126	-	\$ 22,372	109		
TOTAL	FY 2021-22	\$ 41,048	299	\$ 116,157	272	\$ 3,566	47	\$ 160,771	618		
	FY 2022-23	\$ 46,511	310	\$ 121,197	309	\$ 2,990	47	\$ 170,698	666		

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

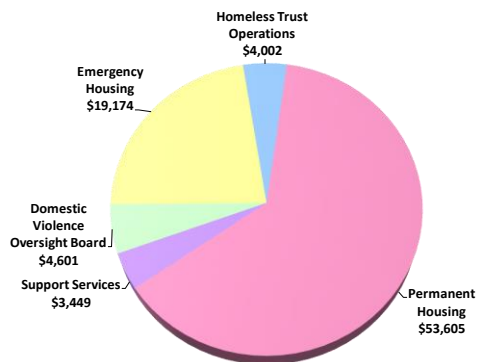
Homeless Trust

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 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.

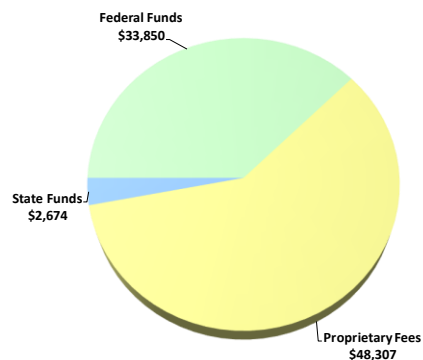
As part of the Health and Society strategic area, the Homeless Trust funds and monitors homeless prevention services, temporary and permanent housing, and supportive services for the homeless, including homeless outreach. Each area is specifically designed to meet the unique needs of homeless individuals 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 9,000 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 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

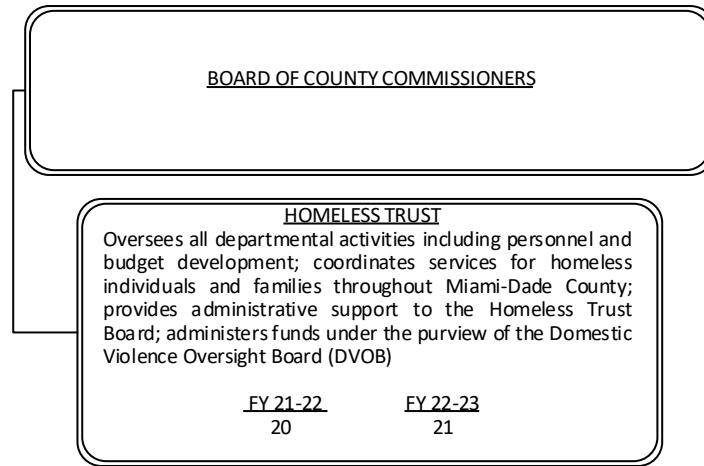


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 21

FY 2022 - 23 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 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
- Administers 85 percent of the one percent Food and Beverage Tax proceeds
- 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

Strategic Objectives – Measures

- HS1-1: Reduce homelessness throughout Miami-Dade County

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Eliminate homelessness in Miami-Dade County	Total number of homeless persons	OC	↓	3,560	3,245	3,350	3,350	3,300
	Number of persons entering the system for the first time*	OC	↓	3,914	4,703	3,850	4,700	4,650
	Average number of days persons remain homeless	OC	↓	140	141	125	140	138
	Percentage of persons who access permanent housing upon exiting a homeless program	OC	↑	56%	45%	58%	57%	58%
	Percentage of persons who achieve an increase in income upon exiting a homeless program**	OC	↑	51%	35%	50%	35%	36%
	Percentage of individuals who return to homelessness within two years	OC	↓	25%	24%	25%	25%	24%

*FY 2020-21 Actual and FY 2021-22 Projection reflect an increase in the number of first time homeless due to COVID-19

**FY 2020-21 Actual, FY 2021-22 Projection, and FY 2022-23 Target reflect a decrease in income due to COVID-19


FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS




- During Fiscal Year 2021-22 a Clerk 4 position was added to assist in the processing of invoices and accounts payable, and with overall back-office support functions (\$68,000)
- Three (3) new permanent housing projects are coming online as a result of the successful Fiscal Year 2021 U.S. HUD Continuum of Care Program Competition cycle; the three projects will provide housing and services for an estimated 135 households, or 284 people experiencing homelessness, including survivors of domestic violence; in March 2022, the Homeless Trust was awarded more than \$41 million in new and renewal grants from U.S. HUD to provide homeless housing and services
- The Homeless Trust continues to feel the impacts of Miami-Dade County's affordable housing crisis and the lack of housing options, particularly for persons at or below 30% of the Area Median Income, many of whom are disabled; continuing fallout from the COVID-19 pandemic, the closing of unsafe structures following the Surfside collapse and increased migrant inflow have further strained available resources; homeless prevention services also remain in demand as renters and property owners face hardships
- The Homeless Trust continues to partner with and leverage the resources of area public housing agencies, including Miami-Dade, Miami Beach, Hialeah and Homestead, to provide housing to homeless households, including 770 Emergency Housing Vouchers made available through the American Rescue Plan Act
- The Homeless Trust continues to work with Participating Jurisdictions, including Miami-Dade, Miami, Hialeah, Miami Beach, and North Miami to target HOME Investment Partnerships American Rescue Plan Program (HOME-ARP) resources to add new units to the development pipeline targeted to people experiencing homelessness and rehouse persons experiencing homelessness
- The Homeless Trust received a \$1.75 million special appropriation to provide permanent housing for seniors and others experiencing homelessness; two growing homeless sub-populations include those ages 55+ and unsheltered single adults with severe mental illness
- Efforts continue to pursue full participation in the Local Option 1% Food and Beverage Tax in Miami-Dade as three municipalities (Miami Beach, Surfside and Bal Harbour) remain exempt from the penny program
- Food and Beverage Tax funded investments in homeless prevention, rapid rehousing and specialized outreach programs have been enhanced in the FY 2022-23 Proposed Budget to offset the phase out of Emergency Solutions Grant-Coronavirus (ESG-CV) resources made available through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act); ESG-CV resources have largely returned to pre-pandemic levels
- Operational funding has been added to support and enhance the organic farm and farmer's market at Verde Gardens, which operates in support of households experiencing homelessness; Verde Gardens includes 145 units of permanent supportive housing for disabled families with minor children
- During the Fiscal Year 2022 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 street who would likely not do well in a congregate facility, such as an emergency shelter; this new housing serves as a bridge to other permanent housing
- The Homeless Trust continues to pursue strategies to eliminate race as a social determinant of homelessness and is working to ensure black persons and persons with lived experience are part of CoC planning and decision making; the Homeless Trust continues to perform an annual racial disparity quantitative assessment, review its coordinated entry system to ensure people of color have equal access to permanent housing, and facilitate trainings on racial bias and equity
- In Fiscal Year 2022-23, Homeless Trust Capital Reserves for future infrastructure acquisition and renovations are \$6.688 million; Reserves, which are essential to maintaining service levels and adding needed capacity, are \$6.889 million

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

-  The FY 2022-23 Budget includes an allocation in the Health and Society Community-based Organizations to the Sundari Foundation, Inc., operators of the Lotus House Women's Shelter, for emergency shelter to provide evidence-based, trauma-informed housing and services for homeless women, youth, and children with special needs (\$520,000)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The FY 2022-23 Proposed Budget and Multi-year Capital Plan includes \$5 million from the HOME Investment Partnership American Rescue Plan Program (HOME-ARP) for the purchase and renovation of the Mia Casa property which will provide services to senior citizens experiencing homelessness and unsheltered single adults with special needs (capital program #2000002595)
-  The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan also includes \$3.239 million to address the aging infrastructure at Verde Gardens (\$1.259 million in FY 2022-23; program #2000002356); improvements include but not limited to interior and exterior renovations, installation of equipment, commercial kitchen upgrades and HVAC replacement; as part of the Mayor's resiliency initiative, where applicable, equipment will be energy efficient; the facility provides supportive housing and services to families experiencing homelessness; the project is funded with Homeless Trust Capital Reserve funds
-  The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes \$1.835 million to address long-term infrastructure needs at Chapman Partnership North (\$370,000 in FY 2022-23; program #2000002458) and Chapman Partnership South (\$585,000 in FY 2022-23; program #2000002355); improvements include interior and exterior renovations, installation of equipment, commercial kitchen upgrades and HVAC replacement; these projects are funded with Homeless Trust Capital Reserve funds; as part of the Mayor's resiliency initiative, where applicable, equipment will be energy efficient; these facilities, through a private -public partnership offer homeless assistance to men, women and children as well as provide a variety of support services

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	2	6	20	10	10
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	82	101	100	101	113
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	2	1	6	7	7
Utilities	9	9	10	13	8

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
Carryover	36,367	24,902	16,017	39,497
Food and Beverage Tax	20,912	31,209	28,103	38,603
Interest Earnings	372	60	141	59
Miscellaneous Revenues	200	200	50	0
Other Revenues	175	62	200	301
State Grants	550	3,522	6,719	2,674
Federal Grants	24,163	28,769	33,695	33,850
Federal Grants - ARP Act	0	0	1,000	0
Total Revenues	82,739	88,724	85,925	114,984

Operating Expenditures

Summary

Salary	1,485	2,341	1,866	2,043
Fringe Benefits	708	21	753	837
Contractual Services	71	65	117	126
Other Operating	410	697	533	559
Charges for County Services	524	572	593	569
Grants to Outside Organizations	46,965	51,593	64,645	80,667
Capital	7,672	5,431	9	30
Total Operating Expenditures	57,835	60,720	68,516	84,831

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	17,409	25,079
Total Non-Operating Expenditures	0	0	17,409	25,079

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Health and Society				
Homeless Trust Operations	3,702	4,002	20	21
Domestic Violence Oversight Board	4,336	4,601	0	0
Emergency Housing	17,425	19,174	0	0
Permanent Housing	41,300	53,605	0	0
Support Services	1,753	3,449	0	0
Total Operating Expenditures	68,516	84,831	20	21

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
HOME American Rescue Plan Program	0	5,000	0	0	0	0	0	0	5,000
Homeless Trust Capital Reserves	0	5,074	0	0	0	0	0	0	5,074
Total:	0	10,074	0	0	0	0	0	0	10,074
Expenditures									
Strategic Area: HS									
Homeless Facilities	0	7,214	1,274	857	729	0	0	0	10,074
Total:	0	7,214	1,274	857	729	0	0	0	10,074

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CHAPMAN PARTNERSHIP NORTH - FACILITY IMPROVEMENTS

PROGRAM #: 2000002458



DESCRIPTION: Provide facility improvements to include HVAC repairs, interior and exterior renovations, and the replacement of aging equipment

LOCATION: 1550 North Miami Ave
North Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Homeless Trust Capital Reserves	0	640	0	0	0	0	0	0	640
TOTAL REVENUES:	0	640	0	0	0	0	0	0	640
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	50	45	0	0	0	0	0	95
Infrastructure Improvements	0	260	165	0	0	0	0	0	425
Major Machinery and Equipment	0	60	60	0	0	0	0	0	120
TOTAL EXPENDITURES:	0	370	270	0	0	0	0	0	640

CHAPMAN PARTNERSHIP SOUTH - FACILITY RENOVATION

PROGRAM #: 2000002355



DESCRIPTION: Provide facility improvements to include the installation of security cameras, HVAC replacement, kitchen upgrades and new generators

LOCATION: 28205 SW 124 Ct
Homestead

District Located: 9
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Homeless Trust Capital Reserves	0	1,195	0	0	0	0	0	0	1,195
TOTAL REVENUES:	0	1,195	0	0	0	0	0	0	1,195
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	525	175	0	0	0	0	0	700
Major Machinery and Equipment	0	60	435	0	0	0	0	0	495
TOTAL EXPENDITURES:	0	585	610	0	0	0	0	0	1,195

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

MIA CASA SENIOR HOUSING - PERMANENT

PROGRAM #: 2000002595

62

DESCRIPTION: Purchase and provide renovations to the Mia Casa facilities which provides homeless assistance to the elderly population

LOCATION: 12221 W Dixie Hwy
North Miami

District Located: 2
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
HOME American Rescue Plan Program	0	5,000	0	0	0	0	0	0	5,000
TOTAL REVENUES:	0	5,000	0	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Building Acquisition/Improvements	0	5,000	0	0	0	0	0	0	5,000
TOTAL EXPENDITURES:	0	5,000	0	0	0	0	0	0	5,000

VERDE GARDENS - FACILITY RENOVATIONS

PROGRAM #: 2000002356

62

DESCRIPTION: Provide facility improvements to include exterior and interior renovations, kitchen upgrades, HVAC replacement, installation of security equipment and miscellaneous farm repairs

LOCATION: Various Sites
Homestead

District Located: 9
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Homeless Trust Capital Reserves	0	3,239	0	0	0	0	0	0	3,239
TOTAL REVENUES:	0	3,239	0	0	0	0	0	0	3,239
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	89	25	25	25	0	0	0	164
Infrastructure Improvements	0	1,170	369	832	704	0	0	0	3,075
TOTAL EXPENDITURES:	0	1,259	394	857	729	0	0	0	3,239

UNFUNDED CAPITAL PROGRAMS

PROGRAM NAME

THIRD DOMESTIC VIOLENCE SHELTER - NEW

LOCATION

Undisclosed

(dollars in thousands)

ESTIMATED PROGRAM COST

16,500

UNFUNDED TOTAL

16,500

FY 2022 - 23 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.

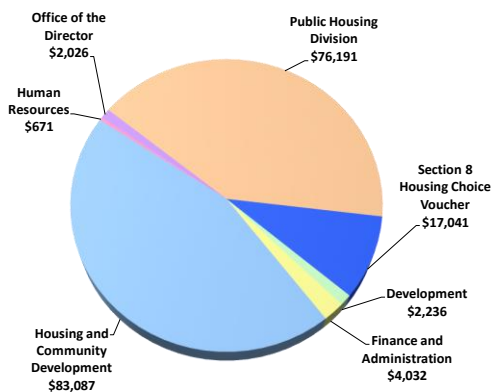
As part of the Health and Society strategic areas, PHCD oversees approximately 6,942 units of public housing, of which 732 are mixed finance units. Additionally, PHCD has converted 1,449 former Public Housing units as part of Rental Assistance Demonstration (RAD). PHCD provides monthly subsidies for approximately 20,516 households in various Section 8 housing programs and owns 1,405 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 and 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.

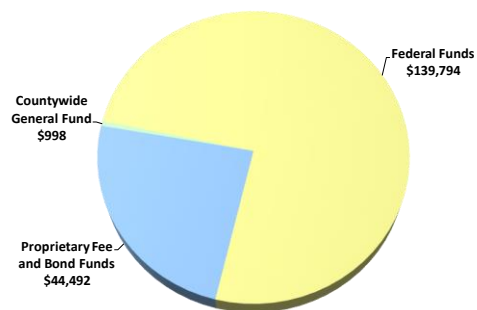
PHCD's stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County's workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations, the Affordable Housing Trust Fund Board, the Affordable Housing Advisory Board, 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 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<div> OFFICE OF THE DIRECTOR 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 <table> <tr> <td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr> <tr> <td>17</td><td>16</td></tr> </table> </div>	<u>FY 21-22</u>	<u>FY 22-23</u>	17	16
<u>FY 21-22</u>	<u>FY 22-23</u>				
17	16				
	<div> PUBLIC HOUSING DIVISION 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 <table> <tr> <td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr> <tr> <td>268</td><td>280</td></tr> </table> </div>	<u>FY 21-22</u>	<u>FY 22-23</u>	268	280
<u>FY 21-22</u>	<u>FY 22-23</u>				
268	280				
	<div> SECTION 8 HOUSING CHOICE VOUCHER Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe and sanitary housing <table> <tr> <td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr> <tr> <td>23</td><td>23</td></tr> </table> </div>	<u>FY 21-22</u>	<u>FY 22-23</u>	23	23
<u>FY 21-22</u>	<u>FY 22-23</u>				
23	23				
	<div> DEVELOPMENT 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 <table> <tr> <td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr> <tr> <td>15</td><td>19</td></tr> </table> </div>	<u>FY 21-22</u>	<u>FY 22-23</u>	15	19
<u>FY 21-22</u>	<u>FY 22-23</u>				
15	19				
	<div> HUMAN RESOURCES Provides department-wide human resources support <table> <tr> <td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr> <tr> <td>5</td><td>6</td></tr> </table> </div>	<u>FY 21-22</u>	<u>FY 22-23</u>	5	6
<u>FY 21-22</u>	<u>FY 22-23</u>				
5	6				
	<div> FINANCE AND ADMINISTRATION Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management in addition to providing underwriting, closing services and loan servicing <table> <tr> <td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr> <tr> <td>59</td><td>59</td></tr> </table> </div>	<u>FY 21-22</u>	<u>FY 22-23</u>	59	59
<u>FY 21-22</u>	<u>FY 22-23</u>				
59	59				
	<div> HOUSING AND COMMUNITY DEVELOPMENT 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 <table> <tr> <td><u>FY 21-22</u></td><td><u>FY 22-23</u></td></tr> <tr> <td>30</td><td>30</td></tr> </table> </div>	<u>FY 21-22</u>	<u>FY 22-23</u>	30	30
<u>FY 21-22</u>	<u>FY 22-23</u>				
30	30				

The FY 2022-23 total number of full-time equivalent positions is 433.75

FY 2022 - 23 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 and ensures compliance with the Americans with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities
- 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 2022-23 Proposed Budget includes the addition of one Special Projects Administrator 1 to assist with the processing of legislative items (\$105,000)**
- The FY 2022-23 Proposed Budget includes a departmental reorganization that transfers a Special Projects Administrator 1 to the Human Resources Division to better align support for the County's Enterprise Resources Planning (ERP) project
- The FY 2022-23 Proposed Budget includes a departmental reorganization that transfers a Communications Manager to the Public Housing 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 assists public housing residents to attain 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 periodic 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
- Conducts relocation leasing, rent collection, and evictions; reviews policies and future developments
- Manages applications, conducts interviews, and determines eligibility of prospective tenants for public housing; assigns units and maintains waiting list of current applications
- Plans and manages the design and construction of all capital improvement projects for existing public housing developments
- Provides direct oversight of the Applicant Leasing Center

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Maintain an acceptable level of vacant public housing units	Public Housing Assessment System (PHAS) point score*	OC	↑	Exempt by HUD	Exempt by HUD	75	75	75
	Average occupancy rate**	OC	↑	90%	87%	91%	94%	94%
	Average monthly number of families renting	OP	↔	6,448	5,218	5,660	5,400	5,400

*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

** FY 2020-21 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

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the addition of four PHCD Structural Maintenance Technicians to assist in the overall upkeep including grounds cleaning twice per day for the Arthur May Development (\$216,000)
- In FY 2021-22, the Department converted seven part-time positions to full-time status to decrease position turnover and improve operating efficiency
- The FY 2022-23 Proposed Budget includes a departmental reorganization that transfers a Communications Manager from the Office of the Director
- Despite past modest increases in overall allocations nationally for public housing, increases to allocations to PHCD were nominal in recent years, and PHCD has a backlog of unmet capital and operational needs; going forward, regardless of the final allocation number received for federal fiscal year (FFY) 2023, the federal budget currently proposed by the Administration will not provide enough funding to bridge the Department's 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; program funding is subject to HUD approval and the 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, elderly, disabled and homeless participants seeking affordable, decent, safe and sanitary housing
- Oversees the activities of the Housing Choice Voucher Program contractor
- Conducts Housing Quality Standards (HQS) inspections at least annually for all special programs
- Determines eligibility for admissions and processes applications for all Section 8 rental assistance programs, except for the Section 8 New Construction program

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-1: Provide the necessary support services for vulnerable residents and special populations 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Maximize the effective use of Housing Choice Vouchers	Percentage of available annual budget authority used to lease in the Section 8 HCV program	OC	↑	94%	99%	98%	99%	99%
Improve compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment Program (SEMAP) score*	OC	↑	Pending	144/99%	131/90%	143/99%	143/99%

*SEMAP measures the performance of the public housing agencies that administer the Housing Choice Voucher Program in 14 key areas; the actual points shown (out of a maximum of 145 obtainable points) translate into a percentage of the total points that may be obtained; scores of at least 90 percent are rated High Performers; FY 2019-20 preliminary overall score submitted to HUD for review is 145 points with overall High Performer rating

DIVISION: 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 the 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 and development of County-owned land
- 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 2022-23 Proposed Budget includes the addition of four Real Estate Analysts to assist with monitoring of general infill and affordable housing developments (\$349,000)**

☒ In FY 2022-23, the Development Division, with HUD and Board approval, will continue the implementation of the Rental Assistance Demonstration (RAD) program

☒ In FY 2022-23, 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 (\$328,000)

☒ In FY 2022-23, 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 2022 - 23 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 COMMENTS

- The FY 2022-23 Proposed Budget includes a departmental reorganization that transfers a Special Projects Administrator 1 from the Director's Office to better align support for the County's Enterprise Resources Planning (ERP) project

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
- Oversees information technology support providing by the Information Technology Department (ITD) through the Memorandum of Understanding (MOU)

Strategic Objectives - Measures

- ED3-1: Foster stable homeownership to promote personal and economic security

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 60 days	OC	↑	38%	47%	40%	50%	50%

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Maximize the effectiveness of the Homeownership program	Tenants Accounts Receivable score*	OC	↑	Exempt	Exempt	2.5	2.5	3.5
	Percentage of revenues due from serviced loans collected**	OC	↑	118%	65%	65%	59%	55%
Maximize the effectiveness of the Surtax program	Percentage of Surtax loans in repayment***	OP	↔	65%	65%	65%	65%	50%

*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

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 housing developments and manages disposition activities for County-owned properties under the Department's control
- Administers and monitors Community Development Block Grant (CDBG), CDBG CARES Act (CDBG-CV), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), ESG CARES Act (ESG-CV), Neighborhood Stabilization Program (NSP) and Home Investment Partnership Program (HOME) affordable housing programs as well as the COVID-19 specific allocations associated with CDBG, ESG and HOME
- Oversees Miami-Dade County's federally funded Emergency Rental Assistance Program to assist landlords and renters affected by the economic stressors due to and during the COVID-19 pandemic
- Provides architectural/engineering and construction contract administration, as well as the oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local funds including CDBG, CDBG-CV, HOME, ESG, ESG-CV, Surtax, NSP and SHIP
- Reviews construction loan applications and draw requests for disbursement of funds for affordable housing developments
- Prepares the County's Five-Year Consolidated Plan and Annual Action Plan, as well as the Consolidated Annual Performance Evaluation Report (CAPER) for all federal funds
- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for CDBG, 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 which may or may not include subsidies
- 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 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
• ED1-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve access to economic opportunities for low-to moderate income individuals	Number of jobs created or retained*	OC	↑	62	32	70	40	50






Strategic Objectives - Measures								
• HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Percentage of CDBG projects completed**	EF	↑	48%	40%	70%	60%	60%
	Percentage of HOME projects completed	EF	↑	25%	25%	25%	40%	40%
Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated***	OP	↔	1,704	1,284	1,600	1,600	1,600

*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; FY 2020-21 Actual reflects the impact of COVID-19

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




***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 Department will continue working on several initiatives to address affordable homeownership, including the Building on County Land project (\$9 million); additionally, the Department is implementing an adopted ordinance by creating a standard methodology for the establishment of a maximum sales price in the homeownership program which would expand options for buyers
-  The FY 2022-23 Surtax revenue is budgeted at \$44 million; the FY 2022-23 Surtax carryover of \$273 million is allocated for on-going multi-family rental projects and homeownership programs; total funding budgeted for affordable housing, including Surtax is \$387.336 million
-  PHCD, along with community partners, will continue to monitor and develop affordable housing opportunities as the County progresses toward achieving its Thrive 305 goal of 15,000 units
-  In FY 2022-23, 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
-  In FY 2022-23, PHCD will continue to process all affordable housing grant agreements related to the disbursement of the \$26 million district specific PHCD capital program funding

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  In FY 2022-23, 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 204 units, which included 73 public housing units; in FY 2020-21 Liberty Square Phase Two delivered an additional 204 units, including 73 public housing units; in FY 2021-22 Liberty Square Phase Three delivered 192 units, including 71 public housing 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 2022-23, PHCD is projected to expend \$8.9 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 2022-23 federal budget will not provide enough funding to address infrastructure needs on various public housing sites; as a result of the infrastructure improvements, there is no fiscal impact to the Department's operating budget at this time, however, when applicable, the Department will install energy efficient equipment that in the long-term will provide some operational savings
-  The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes \$867,000 of Documentary Surtax funds to pay the debt service related to the Scott Carver Development Phase 3; the Surtax funds will be transferred to the General Government Improvement Fund (GGIF) where the debt payment is budgeted

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	192	370	169	195	313
Fuel	166	199	278	186	195
Overtime	595	702	0	968	0
Rent	1,200	1,230	1,200	1,000	1,292
Security Services	4,647	6,392	4,727	5,921	6,712
Temporary Services	2,853	2,233	2,326	2,241	2,234
Travel and Registration	24	1	48	27	2
Utilities	4,647	10,953	10,899	9,547	11,500

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23	(dollars in thousands)	Total Funding Budget FY 21-22	Proposed FY 22-23	Total Positions Budget FY 21-22	Proposed FY 22-23
Revenue Summary					Expenditure By Program				
General Fund Countywide	0	318	310	998	Strategic Area: Health and Society				
Affordable Housing Trust	0	26,324	21,152	5,000	Office of the Director	2,217	2,026	17	16
Fund					Public Housing Division	71,398	76,191	268	280
Carryover - CD	7,801	8,763	8,057	15,497	Section 8 Housing Choice	16,207	17,041	23	23
Carryover - DRI/EZ/EH	12,900	1,852	1,824	1,860	Voucher				
Carryover - EDI/BEDI	1,391	838	262	857	Development	1,840	2,236	15	19
Carryover CDBG	17,508	0	22,955	24,006	Human Resources	581	671	5	6
Carryover HOME	18,044	17,376	16,677	47,529	Finance and Administration	3,889	4,032	59	59
Carryover NSP	442	792	590	854	Strategic Area: Economic Development				
Carryover SHIP	10,752	3,218	11,433	16,479	Housing and Community	73,432	83,087	30	30
Carryover Surtax	204,943	256,765	195,855	273,011	Development				
Documentary Stamp Surtax	29,295	54,089	30,000	44,000	Total Operating Expenditures	169,564	185,284	417	433
Interest Income	350	3,147	3,038	3,146					
Loan Repayments	31,634	18,831	14,548	18,831					
Loans Servicing Fees	1,317	1,251	869	1,251					
Miscellaneous Revenues	41,866	11,357	11,467	12,846					
Rental Income	16,318	13,984	16,826	13,288					
SHIP	1,906	1,817	1,437	1,437					
CDBG	12,929	10,549	13,103	13,296					
CDBG Program Income	6,500	250	3,500	245					
Emergency Rental Assistance									
Program (ERAP)	0	98,953	0	0					
Emergency Shelter Grant	1,025	4,718	1,127	2,100					
Federal Funds	4,117	16,403	9,005	10,735					
HOME	2,560	4,598	4,880	4,880					
HOME Program Income	1,798	6,954	1,615	2,007					
Housing Assistance									
Payments	214,938	247,297	240,721	268,293					
NSP Program Income	224	202	166	26					
Public Housing Subsidy	51,988	50,850	56,619	60,874					
Section 8 Admin Fee	26,954	26,345	34,061	45,631					
Total Revenues	719,500	887,841	722,097	888,977					
Operating Expenditures									
Summary									
Salary	21,634	21,540	30,060	28,585					
Fringe Benefits	11,296	9,862	9,891	10,943					
Court Costs	165	72	302	207					
Contractual Services	44,208	52,902	43,537	55,073					
Other Operating	66,705	123,345	72,748	77,363					
Charges for County Services	12,643	12,488	13,026	13,113					
Total Operating Expenditures	156,651	220,209	169,564	185,284					
Non-Operating Expenditures									
Summary									
Transfers	218,827	241,776	245,087	268,293					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	1,180	2,353	2,323					
Depreciation, Amortizations	0	0	0	0					
and Depletion									
Reserve	0	0	305,093	433,077					
Total Non-Operating	218,827	242,956	552,533	703,693					
Expenditures									

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Affordable Housing Trust	26,000	0	0	0	0	0	0	0	26,000
BBC GOB Financing	31,710	4,590	0	0	0	0	0	0	36,300
Capital Funds Financing Program	0	1,500	2,000	1,635	0	0	0	0	5,135
Capital Funds Program (CFP) - 717	7,424	0	0	0	0	0	0	0	7,424
Capital Funds Program (CFP) - 718	11,553	0	0	0	0	0	0	0	11,553
Capital Funds Program (CFP) - 719	9,704	2,509	0	0	0	0	0	0	12,213
Capital Funds Program (CFP) - 720	6,710	2,400	2,300	0	0	0	0	0	11,410
Capital Funds Program (CFP) - 721	1,001	3,039	3,064	2,833	0	0	0	0	9,937
Capital Funds Program (CFP) - 722	0	1,001	3,039	3,064	2,833	0	0	0	9,937
Documentary Stamp Surtax	5,000	1,000	0	0	0	0	0	0	6,000
Hope VI Grant	2,947	2,216	0	0	0	0	0	0	5,163
Replacement Housing Factor (RHF)	391	0	0	0	0	0	0	0	391
Southeast Overtown Park West CRA	0	500	0	0	0	0	0	0	500
Total:	102,440	18,755	10,403	7,532	2,833	0	0	0	141,964
Expenditures									
Strategic Area: HS									
Housing for Elderly and Families	19,500	10,190	0	0	0	0	0	0	29,690
New Affordable Housing Units	37,652	4,713	2,000	1,635	0	0	0	0	46,000
Pedestrian Paths and Bikeways	2,600	1,400	0	0	0	0	0	0	4,000
Public Housing Improvements	36,188	8,952	8,403	5,897	2,833	0	0	0	62,274
Total:	95,940	25,255	10,403	7,532	2,833	0	0	0	141,964

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

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

PROGRAM #: 807910



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

LOCATION: Countywide

District Located:

Countywide

Various Public Housing Regions

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	1,494	0	0	0	0	0	0	0	1,494
Capital Funds Program (CFP) - 718	2,828	0	0	0	0	0	0	0	2,828
Capital Funds Program (CFP) - 719	1,298	800	0	0	0	0	0	0	2,098
Capital Funds Program (CFP) - 720	801	375	275	0	0	0	0	0	1,451
Capital Funds Program (CFP) - 721	0	400	400	169	0	0	0	0	969
Capital Funds Program (CFP) - 722	0	0	400	400	169	0	0	0	969
TOTAL REVENUES:	6,421	1,575	1,075	569	169	0	0	0	9,810
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Planning and Design	6,421	1,575	1,075	569	169	0	0	0	9,810
TOTAL EXPENDITURES:	6,421	1,575	1,075	569	169	0	0	0	9,810

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HOPE VI - SCOTT HOMES HISTORICAL BUILDING

PROGRAM #: 2000000243



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Funds Program (CFP) - 719	344	423	0	0	0	0	0	0	767
Hope VI Grant	1,097	3	0	0	0	0	0	0	1,100
TOTAL REVENUES:	1,441	426	0	0	0	0	0	0	1,867
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,269	423	0	0	0	0	0	0	1,692
Planning and Design	172	3	0	0	0	0	0	0	175
TOTAL EXPENDITURES:	1,441	426	0	0	0	0	0	0	1,867

LIBERTY SQUARE AND LINCOLN GARDENS

PROGRAM #: 2000000108



DESCRIPTION: Redevelop Liberty Square and Lincoln Gardens into a mixed financed public housing and affordable housing
 LOCATION: Various Sites District Located: 3
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	29,110	0	0	0	0	0	0	0	29,110
Capital Funds Financing Program	0	1,500	2,000	1,635	0	0	0	0	5,135
Capital Funds Program (CFP) - 719	1,300	0	0	0	0	0	0	0	1,300
Documentary Stamp Surtax	5,000	1,000	0	0	0	0	0	0	6,000
Hope VI Grant	1,850	2,213	0	0	0	0	0	0	4,063
Replacement Housing Factor (RHF)	391	0	0	0	0	0	0	0	391
TOTAL REVENUES:	37,652	4,713	2,000	1,635	0	0	0	0	46,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	37,234	4,713	2,000	1,236	0	0	0	0	45,182
Planning and Design	418	0	0	399	0	0	0	0	817
TOTAL EXPENDITURES:	37,652	4,713	2,000	1,635	0	0	0	0	46,000

Estimated Annual Operating Impact will begin in FY 2024-25 in the amount of \$100,000 and includes 0 FTE(s)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

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

PROGRAM #: 803240



DESCRIPTION: Repair and maintain non-dwelling structures to include community building spaces and administration buildings in various public housing developments

LOCATION: Countywide District Located: Countywide
Various Public Housing Regions District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	122	0	0	0	0	0	0	0	122
Capital Funds Program (CFP) - 718	78	0	0	0	0	0	0	0	78
Capital Funds Program (CFP) - 719	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 720	0	25	25	0	0	0	0	0	50
Capital Funds Program (CFP) - 721	0	0	25	25	0	0	0	0	50
Capital Funds Program (CFP) - 722	0	0	0	25	25	0	0	0	50
TOTAL REVENUES:	250	25	50	50	25	0	0	0	400
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	250	25	50	25	0	0	0	0	350
Planning and Design	0	0	0	25	25	0	0	0	50
TOTAL EXPENDITURES:	250	25	50	50	25	0	0	0	400

REDEVELOPMENT OF CULMER PLACE AND CULMER GARDENS

PROGRAM #: 505660



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

LOCATION: 800 NW 5 Ave and 554 NW 5 Ave District Located: 3
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	3,190	0	0	0	0	0	0	3,190
Southeast Overtown Park West CRA	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	3,690	0	0	0	0	0	0	3,690
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	3,690	0	0	0	0	0	0	3,690
TOTAL EXPENDITURES:	0	3,690	0	0	0	0	0	0	3,690

REDEVELOPMENT OF PUBLIC AND AFFORDABLE HOUSING

PROGRAM #: 2000002154



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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Affordable Housing Trust	26,000	0	0	0	0	0	0	0	26,000
TOTAL REVENUES:	26,000	0	0	0	0	0	0	0	26,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	19,500	6,500	0	0	0	0	0	0	26,000
TOTAL EXPENDITURES:	19,500	6,500	0	0	0	0	0	0	26,000

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RIVERWALK SEAWALL

PROGRAM #: 2000002457

DESCRIPTION: Design and repair Riverwalk seawall
 LOCATION: 1407 NW 7 St
 City of Miami

District Located: 5
 District(s) Served: 5



REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	2,600	1,400	0	0	0	0	0	0	4,000
TOTAL REVENUES:	2,600	1,400	0	0	0	0	0	0	4,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	2,300	1,050	0	0	0	0	0	0	3,350
Planning and Design	200	250	0	0	0	0	0	0	450
Project Administration	100	100	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	2,600	1,400	0	0	0	0	0	0	4,000

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

PROGRAM #: 803250



DESCRIPTION: Perform comprehensive modernization and repairs to existing County owned public housing units
 LOCATION: Countywide
 Various Public Housing Regions

District Located: 13
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	5,808	0	0	0	0	0	0	0	5,808
Capital Funds Program (CFP) - 718	8,647	0	0	0	0	0	0	0	8,647
Capital Funds Program (CFP) - 719	6,711	1,286	0	0	0	0	0	0	7,997
Capital Funds Program (CFP) - 720	5,909	2,000	2,000	0	0	0	0	0	9,909
Capital Funds Program (CFP) - 721	1,001	2,639	2,639	2,639	0	0	0	0	8,918
Capital Funds Program (CFP) - 722	0	1,001	2,639	2,639	2,639	0	0	0	8,918
TOTAL REVENUES:	28,076	6,926	7,278	5,278	2,639	0	0	0	50,197
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	28,076	6,926	7,278	5,278	2,639	0	0	0	50,197
TOTAL EXPENDITURES:	28,076	6,926	7,278	5,278	2,639	0	0	0	50,197

UNFUNDED CAPITAL PROGRAMS

PROGRAM NAME

PUBLIC HOUSING - PHYSICAL NEEDS ASSESSMENT

LOCATION

Various Sites

(dollars in thousands)

ESTIMATED PROGRAM COST

456,304

UNFUNDED TOTAL

456,304

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STRATEGIC AREA

Economic Development

Mission:

To foster economic vitality by capitalizing on our strengths and by supporting investments in key emerging industries that increase opportunities for small businesses and the local workforce

GOALS	OBJECTIVES
AN ENVIRONMENT THAT PROMOTES A GROWING, RESILIENT AND DIVERSIFIED ECONOMY	Promote and support a diverse mix of current and emerging industries vital to a growing economy
	Create and maintain an environment attractive and welcoming to large and small businesses and their workforce
	Expand business and job training opportunities aligned with the needs of the local economy
	Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions
	Provide world-class airport and seaport facilities
ENTREPRENEURIAL DEVELOPMENT OPPORTUNITIES WITHIN MIAMI-DADE COUNTY	Encourage a dynamic and healthy small business community that reflects our diversity
	Bolster opportunities for small and local businesses to participate in County contracting
REVITALIZED COMMUNITIES	Foster stable homeownership to promote personal and economic security
	Increase economic opportunity and access to information technology for disadvantaged and disinherited communities

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Aviation

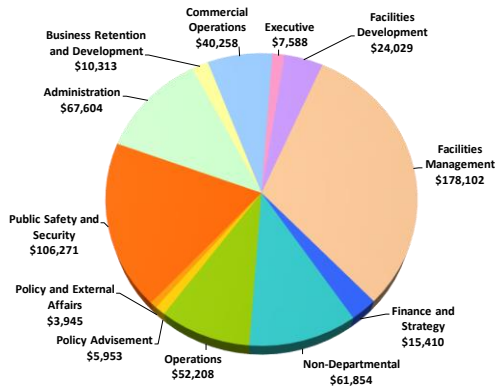
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

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 158 cities on four continents, MIA ranks number one in the United States for both international passenger traffic and international freight. 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 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)

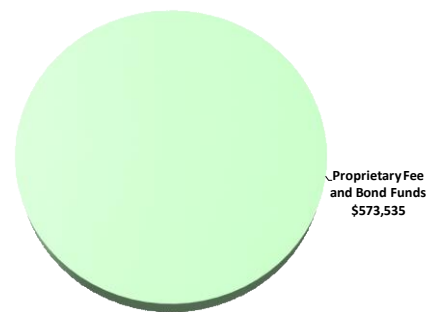


TABLE OF ORGANIZATION

The FY 2022-23 total number of full-time equivalent positions is 1,482

FY 2022 - 23 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
- Cultivates an open, innovative environment, forms partnerships, and accelerates the innovation process in a manner that benefits all parties and enables MDAD to evolve with emerging technologies that consistently improve the passenger experience

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes a new section within the Executive Division called Transformation and Innovation Strategy that will focus on business IT solutions for aviation industry partners conducting business with MDAD; three new positions will be added including one Business Analyst (\$78,000), one Administrative Officer 2 (\$61,000) and one Airport Administrative Secretary (\$45,000); in addition, four positions will be transferred from the Administration Division to support this function



The FY 2022-23 Proposed Budget includes one Division Director 2 position (\$146,000) to lead a newly created function called Cargo Infrastructure Development to provide oversight of new cargo developments at the airport; in addition, two positions will be transferred to the Executive Division to support this function including one position transferred from the Facilities Management Division and one position from the Policy Advisement Division

DIVISION: ADMINISTRATION

The Administration Division performs activities that support daily operations of MIA to include administration of the Department's personnel and support services functions, provision of technology and telecommunication resources to the Department's diverse user base and coordination of procurement activities.

- 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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED2-2: Bolster opportunities for small and local businesses to participate in County contracting 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Seek involvement of communities in economic development efforts	Small business and community outreach meetings held*	OP	↔	163	130	125	133	135
	Local small car rental concession business (millions)**	OC	↑	\$4.5	\$8.5	\$5.0	\$8.7	\$9.0
	Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA (millions)***	OC	↑	\$85.13	\$91.6	\$91.2	\$93.4	\$97.2

*Small Business community outreach meetings were scaled back in FY 2020-21 due to impacts associated with COVID-19; the Department will scale upwards as things get back to normal

**The FY 2020-21 Actual and the FY 2021-22 Projection reflect an upwards trend of increased rental car demand; the FY 2022-23 Target reflects prior years' performance

***The FY 2022-23 Target reflects increased participation as indicated by the FY 2021-22 Projection

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes a departmental reorganization that transfers four positions from the Administration Division to the Executive Division to create a Transformation and Innovation Strategy function; in addition, two positions were transferred to the Finance and Strategy Division to support MDAD's financial system

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 adds 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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase revenue generating activity at MIA	MIA non-terminal rental revenue (millions)*	OC	↑	\$50.8	\$73.5	\$50.0	\$60.6	\$60.7
	GAA revenue (millions)**	OC	↑	\$17.0	\$13.2	\$9.6	\$11.6	\$12.0

*The FY 2020-21 Actual reflect increase in revenues due to latent demand of travel services; the FY 2021-22 Projection and FY 2022-23 Target reflects actions taken by MDAD to give relief to concessionaires

**The FY 2021-22 Budget assumed impacts associated with COVID-19 that did not materialize

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes three new positions including one Administrative Officer 1 (\$49,000), one Airport Business Permit Specialist (\$61,000) and one Aviation Property Manager (\$67,000) to support the airport concessions program and one new Senior Aviation Property Manager (\$88,000) to support the real estate management function within the Department

DIVISION: FACILITIES DEVELOPMENT

The Facilities Development Division oversees the design and construction of facilities; manages the planning, development, and acquisition of funds for improvements to the Miami-Dade County's public use airports in order 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 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-5: Provide world-class airport and seaport facilities 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Seek involvement of communities in economic development efforts	Airspace analyses conducted for airport construction (monthly average)	OP	↔	67	53	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 2022-23 Proposed Budget includes a departmental reorganization that transfers one position from the Facilities Management Division to the Executive Division to support cargo development

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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-5: Provide world-class airport and seaport facilities 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase revenue generating activity at MIA	MIA passengers (millions)*	OC	↑	25.4	30.2	31.7	46.9	48.3
	Enplaned Passengers (millions)*	OC	↑	12.6	15.1	15.8	23.3	24.1
Contain operating expenses	MIA cost per enplaned passenger*	OC	↓	\$21.74	\$24.73	\$24.47	\$18.13	\$18.06
	MIA cargo tonnage (millions)	OC	↑	2.3	2.6	2.6	3.0	2.9
	Landing Fee Rate (per 1,000 lbs. in dollars)	OC	↓	\$1.62	\$1.62	\$1.62	\$1.62	\$1.62

*The FY 2021-22 Budget reflected impacts associated with COVID-19 that did not materialize

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes a departmental reorganization that transfers two positions from the Administrative Division to the Finance and Strategy Division to provide staffing and support services for the Department's financial system
- The Department will maintain a competitive landing fee in FY 2022-23 of \$1.62 per 1,000-pound unit of landed weight, which is consistent with \$1.62 in FY 2021-22

DIVISION: OPERATIONS

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

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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Comply with AOA certification requirements	Air Operations Area (AOA) Certification Driver Training Attendance*	OC	↑	6,006	7,199	7,565	7,565	7,965

*The FY 2019-20 and FY 2020-21 Actuals reflect the impact of COVID-19

DIVISION COMMENTS



The FY 2022-23 Proposed Budget includes the addition of one Administrative Officer 1 position (\$49,000) that will provide administrative support to the Division

- The FY 2022-23 Proposed Budget includes the addition of 12 Landside Operations Managers (\$668,000) for the Operations Division to assist with increased airport traffic

DIVISION: POLICY ADVISEMENT

The Policy Advisement Division focuses on policy development and implementation strategy that ranges from development of departmental policies and procedures for staff, tenants, etc. to interpretation and implementation of government regulations.

- Coordinates agenda items for the Board of County Commissioners
- Oversees MIA's image, branding, customer service and electronic and social media
- Prepares marketing plans to attract new business
- Ensures adherence to federal, state and County rules through the Professional Compliance section

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes a departmental reorganization that transfers 23 positions from the Policy Advisement Division to a newly created Policy and External Affairs Division; in addition, one position was transferred to the Executive Division to support cargo development

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: PUBLIC SAFETY AND SECURITY

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

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

Strategic Objectives - Measures

- PS3-3: Protect key infrastructure and enhance security in large gathering places

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Adhere to acceptable certified police officer levels to secure the airport	Average number of overall crimes per month at MIA*	OC	↓	26	32	65	65	65

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

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes five new positions that address increased vehicular traffic requiring airside access to service terminal concessions and increased construction; these include one Sr. Airport Operations Agent (\$61,000) and four Airport Operations Agents (\$162,000)

DIVISION: POLICY AND EXTERNAL AFFAIRS

The Policy and External Affairs Division oversees the airport facility to create an environment that is visually stimulating for passengers at the airport, coordinates internal and external communication activities, and provides protocol services to ensure a smooth passage of dignitaries through the airport.

- Creates an environment that is visually stimulating for passengers at the airport
- Coordinates, develops, and directs all media relations activities, special events and external communications for the department
- Provides protocol services to ensure a smooth passage of dignitaries through the airport


Strategic Objectives - Measures

- ED1-5: Provide world-class airport and seaport facilities



Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve overall customer satisfaction at MIA	Percentage of new hires receiving "Miami Begins with MIA" training	EF	↑	100%	100%	100%	100%	100%
	Overall customer service ratings for MIA	OC	↑	801	828	750	750	750

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan






DIVISION COMMENTS

-  The FY 2022-23 Proposed Budget includes the creation of the Policy and External Affairs Division, transferring in 23 positions from the Policy Advisement Division

ADDITIONAL INFORMATION

-  MDAD's promotional funds total \$211,000 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community and Global Outreach Programs (\$141,000) and various other activities (\$70,000)
-  During the 2021-22 fiscal year, MDAD was awarded \$160 million in grant funding related to the Airport Rescue Plan Act (ARPA) that can be used towards Debt Service payments, reimbursement of operating expenses, and relief to concessionaires; \$64 million of this amount will be programmed in FY 2022-23 to reduce the landing fee and terminal rental rates
- MDAD strives to maintain a competitive cost per enplaned passenger; the FY 2022-23 cost of \$18.06 represents a decrease of \$6.41 from the prior year

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  The Department's FY 2022-23 Capital Improvement Program (CIP) has 20 subprogram projects and one new program that include: General Aviation Airports, MIA Airfield and Airside, MIA Cargo and Non-Terminal Buildings, MIA Central Base Apron and Utilities, MIA Central Terminal, MIA Concourse E, MIA Fuel Facilities, MIA Land Acquisition (MII 2020), MIA Land Acquisition, MIA Landside and Roadways, MIA Miscellaneous Projects, New Program Contingency, MIA North Terminal, MIA Passenger Boarding Bridges, MIA Reserve Maintenance, MIA South Terminal Expansion, MIA South Terminal, MIA Support Projects, MIA Terminal Wide Roof, MIA Terminal Wide and MIA Terminal Wide Restrooms (total program cost \$6.373 billion; \$479.921 million in FY 2022-23)
- 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 \$121.066 million; \$9.885 million in FY 2022-23; capital program #2000001049)
-  The Central Base Apron and Utilities project started construction during FY 2018-19 and is expected to be completed during FY 2022-23 (total Central Base Apron and Utilities Subprogram cost \$108.483 million; \$31.116 million in FY 2022-23; capital program #2000000093)
-  The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes ongoing projects in the Central Terminal Subprogram; this includes various projects that will enhance the passenger experience at MIA through improved security processing by providing centralized security checkpoints for concourses E and F and the design and construction of additional hold rooms to meet growing gate demands and aircraft size capacity and improved vertical circulation; the subprogram also includes 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 FY 2033-34 (total Central Terminal Subprogram cost \$1.818 billion; \$11.340 million in FY 2022-23; capital program #2000001041)
-  The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes new Concourse E renovations that include interior, exterior and code requirement upgrades, upgrades to passenger loading bridges, replacement of the automated people mover, new chiller plant to meet preconditioned air demands and various other upgrades (total Concourse E Subprogram cost \$384.901 million; \$57.487 million in FY 2022-23; capital program #2000000094)
-  Under the Department's Miscellaneous Project Subprogram, the MIA - Taxiway T and S Pavement Rehabilitation and Taxiway R Realignment project, which will increase safety for both aircrafts and vehicles through taxiway connector modifications, is under construction and expected to be completed by the first quarter of FY 2022-23; the Central Terminal Ticket Counter replacement project which will improve passenger circulation and align with the new baggage handling system was completed in June 2021 (total Miscellaneous Project Subprogram cost \$503.697 million; \$63.751 million in FY 2022-23; capital program #2000000096)

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- Among the many other capital projects ongoing in the North Terminal, the renovation of restrooms is expected to be completed during the second quarter of FY 2023-24; other projects included are the North Terminal gate optimization and gate infrastructure upgrades, the central base construction gate and the Concourse D west extension (total North Terminal Subprogram cost \$858.411 million; \$5.187 million in FY 2022-23; capital program #2000001042)
- The Passenger Boarding Bridges (PBB) Program has replaced 17 PBBs as of FY 2021-22 and is projected to have replaced the remaining 27 PBBs by the second quarter of FY 2023-24; the replacement of these aging passenger boarding bridges will provide operational savings to the Department by reducing maintenance costs and loss of gate revenue due to equipment failure (total Passenger Boarding Bridges Subprogram cost \$70.045 million; \$22.369 million in FY 2022-23; capital program #2000000596)
- The Department will continue the design and construction for the expansion of the South Terminal and its associated apron to the east; the project will add an additional three gates available for increased air traffic volume and provide more hardstand positions that will help the airlines and airport operations meet growing industry demands; construction is expected to be completed by the third quarter of FY 2028-29 (total South Terminal Expansion Subprogram cost \$469.351 million; \$16.395 million in FY 2022-23; capital program #2000001317)
- The MIA Support Projects Subprogram includes additional perimeter protection to MIA and an airport surface management system, as well as other improvements that will not only help the airport operations but will also improve passenger experience (total Support Projects Subprogram cost \$49.422 million; \$14.770 million in FY 2022-23; capital program #2000001319)
- Under the Terminal-Wide Roof Subprogram, the Department plans to replace the terminal-wide roof and lightning systems; this includes roof demolition and replacement with Modified Bitumen Membrane Roofing System and Lightning Protection System (total Terminal-Wide Subprogram cost \$119.772 million; \$4.116 million in FY 2022-23; capital program 2000001574)
- The Terminal Wide Restrooms Subprogram will address the modernization of public restrooms throughout the MIA Terminals that are outdated and in fair to poor conditions; this includes the scope to renovate existing restrooms and janitors' closets throughout MIA in order to modernize the restroom interiors and upgrade any associated utilities (total Terminal Wide Restroom Subprogram cost \$100.566 million; \$14.341 million in FY 2022-23; capital program #2000001575)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	914	520	918	900	899
Fuel	1,144	1,154	1,430	1,400	1,496
Overtime	3,345	3,163	4,249	4,235	4,388
Rent	0	0	0	0	0
Security Services	8,816	8,692	8,691	8,691	10,620
Temporary Services	140	13	79	60	94
Travel and Registration	122	29	509	200	587
Utilities	45,540	49,867	50,075	50,015	54,130

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 21-22	Proposed Fee FY 22-23	Dollar Impact FY 22-23
• Concourse Fee	4.91	4.17	\$-7,600,000
• Preferential Gate Fee	648,105.45	681,588.65	\$12,121,000
• Baggage Claim Fee	1.00	.61	\$-457,000
• Screening Fee	1.57	1.23	\$-2,472,000
• Baggage Make-up (Capital)	.55	.43	\$-335,000
• International Facility Fee	12.77	12.51	\$-7,188,000
• Terminal Rent - Class I	85.16	89.80	\$67,000
• Terminal Rent - Class II	127.74	134.70	\$1,821,000
• Terminal Rent - Class III	85.16	89.80	\$2,222,000
• Terminal Rent - Class IV	42.58	44.90	\$1,067,000
• Terminal Rent - Class V	21.29	22.45	\$14,000
• Terminal Rent - Class VI	85.16	89.80	\$17,000

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
Aviation Fees and Charges	248,624	301,585	337,658	381,907
Carryover	86,157	72,207	89,129	87,658
Commercial Operations	160,832	173,292	201,660	254,967
Non-Operating Revenue	97,591	58,043	41,000	76,500
Other Revenues	89,233	47,508	71,377	44,505
Rental Income	116,031	194,045	165,801	176,128
Total Revenues	798,468	846,680	906,625	1,021,665
Operating Expenditures Summary				
Salary	105,930	108,457	113,034	123,101
Fringe Benefits	37,930	38,301	45,642	49,886
Court Costs	103	0	287	287
Contractual Services	96,441	137,712	130,321	152,584
Other Operating	119,036	92,609	122,261	131,191
Charges for County Services	91,250	93,958	100,456	113,637
Capital	1,332	798	3,637	2,849
Total Operating Expenditures	452,022	471,835	515,638	573,535
Non-Operating Expenditures Summary				
Transfers	274,238	261,222	303,329	354,708
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	87,658	93,422
Total Non-Operating Expenditures	274,238	261,222	390,987	448,130

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Economic Development				
Executive	5,127	7,588	15	25
Administration	61,982	67,604	160	154
Business Retention and Development	8,408	10,313	50	54
Commercial Operations	38,589	40,258	0	0
Facilities Development	22,113	24,029	63	63
Facilities Management	155,972	178,102	454	453
Finance and Strategy	15,061	15,410	73	75
Operations	46,084	52,208	438	451
Policy Advisement	9,393	5,953	49	25
Public Safety and Security	93,395	106,271	154	159
Non-Departmental	59,514	61,854	0	0
Policy and External Affairs	0	3,945	0	23
Total Operating Expenditures	515,638	573,535	1,456	1,482

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Aviation 2016 Commercial Paper	170,000	0	0	0	0	0	0	0	170,000
Aviation 2021 Commercial Paper	130,387	69,615	0	0	0	0	0	0	200,002
Aviation Operating Funds	2,061	0	0	0	0	0	0	0	2,061
Aviation Passenger Facility Charge	45,118	26,988	23,397	24,106	15,936	0	0	0	135,545
Aviation Revenue Bonds	212,646	33,186	98	0	0	0	0	0	245,930
Claims Construction Fund	1,428	3,389	3,677	0	0	0	0	0	8,494
Double-Barreled GO Bonds	20,000	0	0	0	0	0	0	0	20,000
FDOT Funds	88,792	24,308	10,385	12,189	15,054	1,818	2,493	17,281	172,320
Federal Aviation Administration	95,530	18,424	16,394	17,886	36,366	18,568	0	0	203,168
Future Financing	0	173,516	489,466	184,469	248,369	302,259	474,638	2,852,562	4,725,279
Improvement Fund	11,661	32,089	819	120	169	557	381	1,435	47,231
Reserve Maintenance Fund	107,467	97,733	27,399	26,400	26,400	25,000	25,000	0	335,399
Transportation Security Administration Funds	106,749	673	0	0	0	0	0	0	107,422
Total:	991,839	479,921	571,635	265,170	342,294	348,202	502,512	2,871,278	6,372,851
Expenditures									
Strategic Area: ED									
Facility Expansion	60,051	79,129	91,191	20,763	38,529	89,857	167,414	131,845	678,779
Facility Improvements	931,788	400,792	480,444	244,407	303,765	258,345	335,098	2,739,433	5,694,072
Total:	991,839	479,921	571,635	265,170	342,294	348,202	502,512	2,871,278	6,372,851

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

GENERAL AVIATION AIRPORTS SUBPROGRAM

PROGRAM #: 2000001049



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

LOCATION: General Aviation Airports
Various Sites

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2016 Commercial Paper	140	0	0	0	0	0	0	0	140
Aviation Revenue Bonds	2,884	393	0	0	0	0	0	0	3,277
FDOT Funds	6,918	3,204	1,995	205	294	635	0	0	13,251
Federal Aviation Administration	9,612	1,098	12,202	11,950	5,103	6,935	0	0	46,900
Future Financing	0	5,190	4,510	5,061	273	4,199	11,210	27,055	57,498
TOTAL REVENUES:	19,554	9,885	18,707	17,216	5,670	11,769	11,210	27,055	121,066
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	16,908	9,495	17,822	16,173	4,847	11,531	10,718	25,365	112,859
Planning and Design	2,646	390	885	1,043	823	238	492	1,690	8,207
TOTAL EXPENDITURES:	19,554	9,885	18,707	17,216	5,670	11,769	11,210	27,055	121,066

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MIAMI INTERNATIONAL AIRPORT (MIA) - AIRFIELD/AIRSIDE SUBPROGRAM

PROGRAM #: 2000001046

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	509	0	0	0	0	0	0	509
Aviation Revenue Bonds	194	0	0	0	0	0	0	0	194
FDOT Funds	0	0	131	687	4,297	0	0	0	5,115
Federal Aviation Administration	0	1,527	1,588	4,959	30,976	10,680	0	0	49,730
Future Financing	0	0	595	966	10,218	8,658	3,385	0	23,822
TOTAL REVENUES:	194	2,036	2,314	6,612	45,491	19,338	3,385	0	79,370
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	23	242	444	5,965	45,491	19,338	3,385	0	74,888
Planning and Design	171	1,794	1,870	647	0	0	0	0	4,482
TOTAL EXPENDITURES:	194	2,036	2,314	6,612	45,491	19,338	3,385	0	79,370

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

PROGRAM #: 2000001048



DESCRIPTION: Demolish Buildings 703 and 703A; complete environmental assessment and remediation of demolished buildings; demolish Building 5A and relocate tenants; improve apron and airside areas of Building 702; construct MIA General Service Equipment (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 GSE facility; and modify NW 20th Street Airport Operations area

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation Revenue Bonds	2,173	1,050	0	0	0	0	0	0	3,223
FDOT Funds	455	2,237	379	3,692	3,579	0	0	0	10,342
Future Financing	0	8,596	20,973	24,625	50,962	27,651	11,083	34,938	178,828
TOTAL REVENUES:	2,628	11,883	21,352	28,317	54,541	27,651	11,083	34,938	192,393
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,501	9,053	14,912	15,356	21,377	5,447	2,597	5,721	75,964
Planning and Design	1,127	2,830	6,440	12,961	33,164	22,204	8,486	29,217	116,429
TOTAL EXPENDITURES:	2,628	11,883	21,352	28,317	54,541	27,651	11,083	34,938	192,393

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

PROGRAM #: 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
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	6,636	0	0	0	0	0	0	6,636
Aviation Revenue Bonds	8,537	6,463	0	0	0	0	0	0	15,000
FDOT Funds	6,287	2,757	0	0	0	0	0	0	9,044
Federal Aviation Administration	35,473	15,260	1,168	0	0	0	0	0	51,901
Future Financing	0	0	25,902	0	0	0	0	0	25,902
TOTAL REVENUES:	50,297	31,116	27,070	0	0	0	0	0	108,483
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	46,326	30,490	26,724	0	0	0	0	0	103,540
Planning and Design	3,971	626	346	0	0	0	0	0	4,943
TOTAL EXPENDITURES:	50,297	31,116	27,070	0	0	0	0	0	108,483

MIAMI INTERNATIONAL AIRPORT (MIA) - CENTRAL TERMINAL SUBPROGRAM

PROGRAM #: 2000001041



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

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	14,203	11,340	0	0	0	0	0	0	25,543
Aviation Revenue Bonds	2,440	0	0	0	0	0	0	0	2,440
FDOT Funds	0	0	0	1,322	6,770	458	736	4,369	13,655
Future Financing	0	0	34,345	13,183	26,780	27,017	90,439	1,584,560	1,776,324
Reserve Maintenance Fund	106	0	0	0	0	0	0	0	106
TOTAL REVENUES:	16,749	11,340	34,345	14,505	33,550	27,475	91,175	1,588,929	1,818,068
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	13,998	11,340	29,597	4,703	11,771	8,737	72,929	1,534,683	1,687,758
Planning and Design	2,751	0	4,748	9,802	21,779	18,738	18,246	54,246	130,310
TOTAL EXPENDITURES:	16,749	11,340	34,345	14,505	33,550	27,475	91,175	1,588,929	1,818,068

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MIAMI INTERNATIONAL AIRPORT (MIA) - CONCOURSE E SUBPROGRAM

PROGRAM #: 2000000094



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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2016 Commercial Paper	8,091	0	0	0	0	0	0	0	8,091
Aviation 2021 Commercial Paper	0	42,052	0	0	0	0	0	0	42,052
Aviation Operating Funds	175	0	0	0	0	0	0	0	175
Aviation Revenue Bonds	109,688	541	0	0	0	0	0	0	110,229
FDOT Funds	42,837	1,232	1,709	0	0	0	0	0	45,778
Federal Aviation Administration	8,547	0	0	0	0	0	0	0	8,547
Future Financing	0	13,662	60,979	4,890	6,221	266	2,308	12,420	100,746
Reserve Maintenance Fund	69,283	0	0	0	0	0	0	0	69,283
TOTAL REVENUES:	238,621	57,487	62,688	4,890	6,221	266	2,308	12,420	384,901
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	230,357	55,493	61,277	4,679	5,899	191	2,308	12,420	372,624
Planning and Design	8,264	1,994	1,411	211	322	75	0	0	12,277
TOTAL EXPENDITURES:	238,621	57,487	62,688	4,890	6,221	266	2,308	12,420	384,901

MIAMI INTERNATIONAL AIRPORT (MIA) - FUEL FACILITIES SUBPROGRAM

PROGRAM #: 2000001318



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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	100	0	0	0	0	0	0	0	100
Future Financing	0	0	0	0	0	0	19,681	16,521	36,202
Improvement Fund	584	0	0	0	169	557	381	1,435	3,126
TOTAL REVENUES:	684	0	0	0	169	557	20,062	17,956	39,428
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	0	0	0	121	346	18,889	17,956	37,312
Planning and Design	684	0	0	0	48	211	1,173	0	2,116
TOTAL EXPENDITURES:	684	0	0	0	169	557	20,062	17,956	39,428

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MIAMI INTERNATIONAL AIRPORT (MIA) - LAND ACQUISITION 2020 SUBPROGRAM PROGRAM #: 2000001340

DESCRIPTION: Expand MIA's blueprint; purchase a hanger building north of the airport and a lot east of the airport
 LOCATION: Various Sites District Located: 6
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	21,384	0	0	0	0	0	0	0	21,384
Future Financing	0	26,445	0	0	0	0	0	0	26,445
TOTAL REVENUES:	21,384	26,445	0	0	0	0	0	0	47,829
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	21,384	26,445	0	0	0	0	0	0	47,829
TOTAL EXPENDITURES:	21,384	26,445	0	0	0	0	0	0	47,829

MIAMI INTERNATIONAL AIRPORT (MIA) - LAND ACQUISITION SUBPROGRAM PROGRAM #: 2000001655

DESCRIPTION: Purchase two warehouses west of the airport, two lots east of the airport and future lands as it become available to expand MIA's blueprint
 LOCATION: Various sites District Located: 6
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation Revenue Bonds	27,637	0	0	0	0	0	0	0	27,637
Future Financing	0	36,289	53,245	0	0	0	0	0	89,534
Improvement Fund	5,000	0	0	0	0	0	0	0	5,000
TOTAL REVENUES:	32,637	36,289	53,245	0	0	0	0	0	122,171
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	32,637	36,289	53,245	0	0	0	0	0	122,171
TOTAL EXPENDITURES:	32,637	36,289	53,245	0	0	0	0	0	122,171

MIAMI INTERNATIONAL AIRPORT (MIA) - LANDSIDE AND ROADWAYS SUBPROGRAM PROGRAM #: 2000001047

DESCRIPTION: Construct new perimeter road bridge over Tamiami Canal to expand and double lanes in both directions; and install security fence including concrete barrier on the south side of the airport
 LOCATION: Miami International Airport District Located: 6
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	0	0	0	0	66	304	397	9,733	10,500
Future Financing	0	13,535	21,158	9,066	24,000	304	397	16,270	84,730
TOTAL REVENUES:	0	13,535	21,158	9,066	24,066	608	794	26,003	95,230
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	11,451	19,849	8,104	21,766	308	307	25,567	87,352
Planning and Design	0	2,084	1,309	962	2,300	300	487	436	7,878
TOTAL EXPENDITURES:	0	13,535	21,158	9,066	24,066	608	794	26,003	95,230

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MIAMI INTERNATIONAL AIRPORT (MIA) - MISCELLANEOUS PROJECTS SUBPROGRAM

PROGRAM #: 2000000096



DESCRIPTION: Rehabilitate Taxiway T and S; realign Taxiway R; construct Airport Operations Control Room (AOC); construct new employee parking garage; replace Concourses 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2016 Commercial Paper	40,638	0	0	0	0	0	0	0	40,638
Aviation 2021 Commercial Paper	58,962	0	0	0	0	0	0	0	58,962
Aviation Revenue Bonds	840	9,292	0	0	0	0	0	0	10,132
Double-Barreled GO Bonds	20,000	0	0	0	0	0	0	0	20,000
FDOT Funds	10,575	9,019	0	0	0	0	0	0	19,594
Federal Aviation Administration	38,509	0	0	0	0	0	0	0	38,509
Future Financing	0	45,440	207,194	61,310	0	0	0	0	313,944
Improvement Fund	1,567	0	0	0	0	0	0	0	1,567
Reserve Maintenance Fund	351	0	0	0	0	0	0	0	351
TOTAL REVENUES:	171,442	63,751	207,194	61,310	0	0	0	0	503,697
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	158,484	63,054	206,234	60,834	0	0	0	0	488,606
Planning and Design	12,958	697	960	476	0	0	0	0	15,091
TOTAL EXPENDITURES:	171,442	63,751	207,194	61,310	0	0	0	0	503,697

MIAMI INTERNATIONAL AIRPORT (MIA) - NEW PROGRAM CONTINGENCY

PROGRAM #: 2000001674

DESCRIPTION: Provide contingency funding for various unusual and/or extraordinary project costs including but not limited to unforeseen construction costs

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	0	0	0	0	0	0	385,290	385,290
TOTAL REVENUES:	0	0	0	0	0	0	0	385,290	385,290
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	385,290	385,290
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	385,290	385,290

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MIAMI INTERNATIONAL AIRPORT (MIA) - NORTH TERMINAL SUBPROGRAM

PROGRAM #: 2000001042



DESCRIPTION: Redevelop 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; install Swing Door at Gates D-60; and construct a new AOA gate at Central Base

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation Revenue Bonds	175	1,798	0	0	0	0	0	0	1,973
Claims Construction Fund	1,428	3,389	3,677	0	0	0	0	0	8,494
Future Financing	0	0	15,873	29,129	33,624	43,092	125,115	601,111	847,944
TOTAL REVENUES:	1,603	5,187	19,550	29,129	33,624	43,092	125,115	601,111	858,411
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	932	3,851	9,209	14,307	17,987	38,503	118,438	563,326	766,553
Planning and Design	671	1,336	10,341	14,822	15,637	4,589	6,677	37,785	91,858
TOTAL EXPENDITURES:	1,603	5,187	19,550	29,129	33,624	43,092	125,115	601,111	858,411

MIAMI INTERNATIONAL AIRPORT (MIA) - PASSENGER BOARDING BRIDGES SUBPROGRAM

PROGRAM #: 2000000596



DESCRIPTION: Replace 44 Passenger Boarding Bridges (PBBs) and associated equipment at concourses D, E, F and G by FY 2023-24

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation Passenger Facility Charge	22,294	22,369	23,295	0	0	0	0	0	67,958
FDOT Funds	2,087	0	0	0	0	0	0	0	2,087
TOTAL REVENUES:	24,381	22,369	23,295	0	0	0	0	0	70,045
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	24,381	22,369	23,295	0	0	0	0	0	70,045
TOTAL EXPENDITURES:	24,381	22,369	23,295	0	0	0	0	0	70,045

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MIAMI INTERNATIONAL AIRPORT (MIA) - RESERVE MAINTENANCE SUBPROGRAM

PROGRAM #: 2000000068



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

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	1,880	0	0	0	0	0	0	0	1,880
Reserve Maintenance Fund	29,634	90,000	25,000	25,000	25,000	25,000	25,000	0	244,634
TOTAL REVENUES:	31,514	90,000	25,000	25,000	25,000	25,000	25,000	0	246,514
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	28,615	73,838	22,566	22,571	22,500	22,500	22,500	0	215,090
Planning and Design	2,899	16,162	2,434	2,429	2,500	2,500	2,500	0	31,424
TOTAL EXPENDITURES:	31,514	90,000	25,000	25,000	25,000	25,000	25,000	0	246,514

MIAMI INTERNATIONAL AIRPORT (MIA) - SOUTH TERMINAL EXPANSION SUBPROGRAM

PROGRAM #: 2000001317

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

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	2,696	0	0	0	0	0	0	2,696
Aviation Revenue Bonds	5,346	4,165	0	0	0	0	0	0	9,511
FDOT Funds	0	1,694	4,779	2,019	48	421	1,360	3,179	13,500
Federal Aviation Administration	0	539	1,436	977	287	953	0	0	4,192
Future Financing	0	7,301	31,731	17,767	38,025	87,926	145,992	110,710	439,452
TOTAL REVENUES:	5,346	16,395	37,946	20,763	38,360	89,300	147,352	113,889	469,351
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	2,601	12,568	26,985	13,400	37,794	89,300	147,352	113,889	443,889
Planning and Design	2,745	3,827	10,961	7,363	566	0	0	0	25,462
TOTAL EXPENDITURES:	5,346	16,395	37,946	20,763	38,360	89,300	147,352	113,889	469,351

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MIAMI INTERNATIONAL AIRPORT (MIA) - SOUTH TERMINAL SUBPROGRAM

PROGRAM #: 2000000095

DESCRIPTION: Enhance south and central terminal baggage handling system; replace Concourse H roof, perform security upgrades at Concourse H and install Visual Guidance Docking System (VGDS) at Concourse H

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2016 Commercial Paper	121,131	0	0	0	0	0	0	0	121,131
Aviation 2021 Commercial Paper	35,338	2,653	0	0	0	0	0	0	37,991
Aviation Operating Funds	1,841	0	0	0	0	0	0	0	1,841
Aviation Passenger Facility Charge	22,824	0	0	0	0	0	0	0	22,824
Aviation Revenue Bonds	30,531	0	0	0	0	0	0	0	30,531
FDOT Funds	15,988	2,654	776	0	0	0	0	0	19,418
Federal Aviation Administration	3,389	0	0	0	0	0	0	0	3,389
Future Financing	0	0	1,076	0	0	0	0	0	1,076
Reserve Maintenance Fund	277	0	0	0	0	0	0	0	277
Transportation Security	101,161	0	0	0	0	0	0	0	101,161
Administration Funds									
TOTAL REVENUES:	332,480	5,307	1,852	0	0	0	0	0	339,639
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	322,121	5,307	1,852	0	0	0	0	0	329,280
Planning and Design	10,359	0	0	0	0	0	0	0	10,359
TOTAL EXPENDITURES:	332,480	5,307	1,852	0	0	0	0	0	339,639

MIAMI INTERNATIONAL AIRPORT (MIA) - SUPPORT PROJECTS SUBPROGRAM

PROGRAM #: 2000001319

DESCRIPTION: Install additional perimeter protection to MIA; 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 closed circuit TV 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	2,474	0	0	0	0	0	0	2,474
Aviation Operating Funds	45	0	0	0	0	0	0	0	45
Aviation Revenue Bonds	15,823	9,484	98	0	0	0	0	0	25,405
FDOT Funds	976	50	0	0	0	0	0	0	1,026
Future Financing	0	0	4,360	2,085	0	0	0	0	6,445
Improvement Fund	4,510	2,089	819	120	0	0	0	0	7,538
Reserve Maintenance Fund	228	0	0	0	0	0	0	0	228
Transportation Security	5,588	673	0	0	0	0	0	0	6,261
Administration Funds									
TOTAL REVENUES:	27,170	14,770	5,277	2,205	0	0	0	0	49,422
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	25,318	14,588	5,271	2,205	0	0	0	0	47,382
Planning and Design	1,852	182	6	0	0	0	0	0	2,040
TOTAL EXPENDITURES:	27,170	14,770	5,277	2,205	0	0	0	0	49,422

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL WIDE ROOF SUBPROGRAM

PROGRAM #: 2000001574



DESCRIPTION: Replace the terminal-wide roof and lightning systems upgrades; this 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	1,255	0	0	0	0	0	0	1,255
Aviation Revenue Bonds	259	0	0	0	0	0	0	0	259
FDOT Funds	689	1,461	616	4,264	0	0	0	0	7,030
Future Financing	0	0	412	8,634	17,532	28,353	33,351	15,946	104,228
Reserve Maintenance Fund	1,400	1,400	1,400	1,400	1,400	0	0	0	7,000
TOTAL REVENUES:	2,348	4,116	2,428	14,298	18,932	28,353	33,351	15,946	119,772
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	971	1,193	1,197	14,298	18,932	28,353	33,351	15,946	114,241
Planning and Design	1,377	2,923	1,231	0	0	0	0	0	5,531
TOTAL EXPENDITURES:	2,348	4,116	2,428	14,298	18,932	28,353	33,351	15,946	119,772

MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL WIDE SUBPROGRAM

PROGRAM #: 2000001043



DESCRIPTION: Relocate tenants supporting south and central terminal projects; initiate passenger boarding bridges phase II which consists of the replacement of 50 passenger boarding bridges and related infrastructure; replace public address system; and purchase Computer Tomography X-ray (CTX) and Transportation Security Administration (TSA) security lane replacement equipment

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation 2021 Commercial Paper	500	0	0	0	0	0	0	0	500
Aviation Passenger Facility Charge	0	4,619	102	24,106	15,936	0	0	0	44,763
Aviation Revenue Bonds	564	0	0	0	0	0	0	0	564
Future Financing	0	2,717	3,800	7,543	29,400	62,880	11,511	19,107	136,958
Improvement Fund	0	30,000	0	0	0	0	0	0	30,000
Reserve Maintenance Fund	1,088	6,333	999	0	0	0	0	0	8,420
TOTAL REVENUES:	2,152	43,669	4,901	31,649	45,336	62,880	11,511	19,107	221,205
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,992	39,585	4,811	31,649	45,336	62,880	11,511	19,107	216,871
Planning and Design	160	4,084	90	0	0	0	0	0	4,334
TOTAL EXPENDITURES:	2,152	43,669	4,901	31,649	45,336	62,880	11,511	19,107	221,205

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MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL-WIDE RESTROOMS SUBPROGRAM PROGRAM #: 2000001575

DESCRIPTION: Modernize public restrooms terminal wide consisting of seven (7) projects; estimated to take five (5) years; project includes but is not limited to demolition, new flooring, new partitions, painting and updated fixtures and lighting

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Aviation Revenue Bonds	5,555	0	0	0	0	0	0	0	5,555
Future Financing	0	14,341	3,313	210	11,334	11,913	20,166	28,634	89,911
Reserve Maintenance Fund	5,100	0	0	0	0	0	0	0	5,100
TOTAL REVENUES:	10,655	14,341	3,313	210	11,334	11,913	20,166	28,634	100,566
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	9,973	13,004	210	210	11,334	11,913	20,166	28,634	95,444
Planning and Design	682	1,337	3,103	0	0	0	0	0	5,122
TOTAL EXPENDITURES:	10,655	14,341	3,313	210	11,334	11,913	20,166	28,634	100,566

UNFUNDED CAPITAL PROGRAMS

PROGRAM NAME	LOCATION	(dollars in thousands) ESTIMATED PROGRAM COST
MIAMI INTERNATIONAL AIRPORT (MIA) - CONCOURSES D AND E - APRON AND TAXI LANE PAVEMENTS	Miami International Airport	5,600
MIAMI INTERNATIONAL AIRPORT (MIA) - MIDFIELD BLAST FENCE	Miami International Airport	10,000
MIAMI INTERNATIONAL AIRPORT (MIA) - PERIMETER ROAD WIDENING	Miami International Airport	20,000
UNFUNDED TOTAL		35,600

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Miami-Dade Economic Advocacy Trust

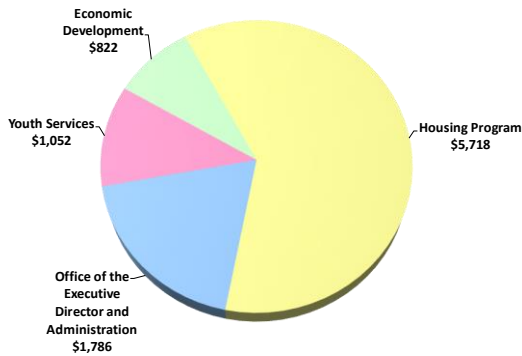
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black Community.

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 Youth Service program that includes Teen Court for youths, and various economic development initiatives to better the Black Community of Miami-Dade County.

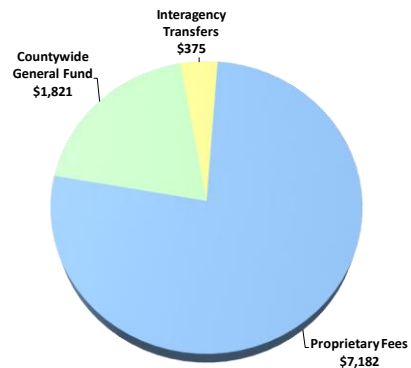
MDEAT is governed by a 15-member Board of Trustees selected by the Miami-Dade Economic Advocacy Trust Nominating Council and appointed by the Board of County Commissioners. The Executive Director nomination is submitted by the Board of Trustees to the County Mayor, who recommends the nominee to the Board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

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

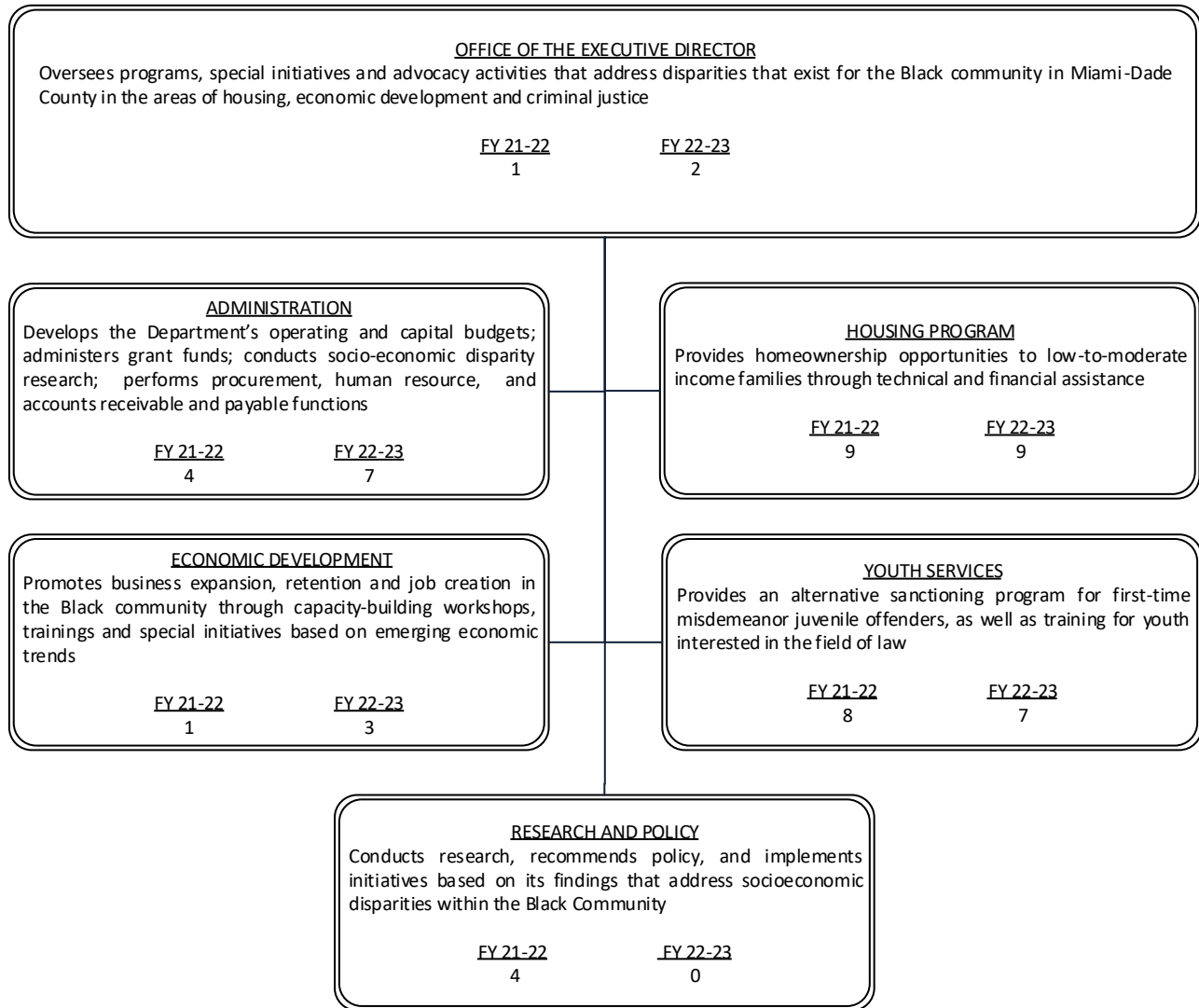


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 28

FY 2022 - 23 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 operating and capital budgets
- Performs procurement, human resource and accounting functions
- Conducts socio-economic research and analysis to reduce disparity within Black Communities
- 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

DIVISION COMMENTS



The FY 2022-23 Proposed Budget includes one Information Officer position to increase awareness of agency-related efforts and promote program and event participation (\$87,000)

- The FY 2022-23 Proposed Budget includes a reorganization that transfers four positions from the Research and Analysis Division to better align resources and oversight of Youth Services, Housing Program, and Economic Development Divisions

DIVISION: ECONOMIC DEVELOPMENT

The Economic Development Division helps to address the socio-economic disparity of the Black Community 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
- Teaches and orients the Black Community about the importance of emerging financial technologies
- Conducts assessment and outreach of Black businesses throughout Miami-Dade County

Strategic Objectives - Measures

- ED2-1: Encourage a dynamic and healthy small business community that reflects our diversity

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase the number of successful small businesses in targeted areas	Community Economic Development Forums sponsored	OP	↔	9	10	8	5	8

*The FY2021-22 Projection reflects the impact of Covid-19 on the number of forums held throughout year

DIVISION COMMENTS



The FY 2022-23 Proposed Budget increases grant funding to outside organizations by a one-time amount of \$375,000 from the Miami-Dade Rescue Plan; this funding will provide small minority business owners access to capital to expand their business



The FY 2022-23 Proposed Budget reallocates existing funding by reclassifying an existing vacancy to a Crypto Currency Specialist that will be responsible for educating the Black Community both consumer and commercial on the issues around emerging technologies and cryptocurrency

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: YOUTH SERVICES

The Teen Court Division provides an alternative sanctioning program for first-time misdemeanor juvenile offenders, as well as training for youths so that they will ultimately have a better life.

- Provides ethics, anti-theft, substance abuse, crime prevention, and other workshops for juveniles
- Provides training for youth to work in the capacity of defense attorney, prosecuting attorney, juror, clerk, and bailiff in court proceedings

Strategic Objectives - Measures

- PS1-3: Support successful community reintegration for individuals exiting the criminal justice system

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Reduce the recidivism rate of first-time misdemeanor juvenile offenders	Juveniles referred to Teen Court*	OP	↔	165	123	194	123	200
	Workshops held for Teen Court participants**	OP	↔	248	73	213	73	150
	Courtroom sessions held by participating juveniles*	OP	↔	76	87	149	87	150

*The FY 2020-21 Actual and the FY2021-22 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 2021-22 Projection reflects the impact of COVID-19

DIVISION COMMENTS



The FY 2022-23 Proposed Budget includes a reorganization that transfers one position from the Youth Services Division to better align resources and oversight of Youth Services, Housing Program, and Economic Development Divisions

DIVISION: HOUSING PROGRAM

The Housing Program Division provides affordable and workforce homeownership opportunities through construction, rehabilitation, and down payment 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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
• ED3-1: Foster stable homeownership to promote personal and economic security								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase the number of new homeowners	New homeowners provided closing costs and down payment assistance*	OP	↔	189	100	177	61	144
	Affordable housing community forums and housing events held**	OP	↔	47	12	24	10	14

*The FY 2021-22 Projection reflects a decrease in the availability of housing units for qualified first-time homeowners and the ability to secure contracts on houses

**The FY 2021-22 Projection reflect a decrease in housing community forums due to covid-19 impacts

DIVISION COMMENTS

- ☞ The FY 2022-23 Proposed Budget reallocates existing funding by reclassifying two existing vacant positions to a Housing Program Chief and Construction Development Officer, to grow housing assistance programs

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- ☞ The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes \$4.5 million in funding to design and construct affordable and workforce housing for low-to-moderate income families (capital program #2000002775)
- ☞ The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes \$1 million in funding for land acquisition to expand the construction of affordable and workforce housing for low-to-moderate income families (capital program #2000002776)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	8	10	27	3	30
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	0	6	19	19	111
Security Services	9	0	21	10	25
Temporary Services	61	21	39	40	57
Travel and Registration	1	0	4	3	16
Utilities	10	12	10	11	12

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	889	1,133	1,669	1,821
Carryover	9,341	10,314	9,050	15,509
Documentary Stamp Surtax	2,379	4,303	2,609	3,826
Interest Earnings	107	16	118	73
Surtax Loan Payback	5	5	4	4
Teen Court Fees	583	380	752	719
Federal Grants - ARP Act	0	0	0	375
Total Revenues	13,304	16,151	14,202	22,327
Operating Expenditures Summary				
Salary	1,278	1,192	1,929	2,387
Fringe Benefits	425	443	787	955
Contractual Services	247	396	855	1,492
Other Operating	91	70	157	309
Charges for County Services	100	71	162	205
Grants to Outside Organizations	770	42	2,115	4,030
Capital	0	0	2	0
Total Operating Expenditures	2,911	2,214	6,007	9,378
Non-Operating Expenditures Summary				
Transfers	0	0	0	5,500
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	8,195	7,449
Total Non-Operating Expenditures	0	0	8,195	12,949

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Public Safety				
Youth Services	877	1,052	8	7
Strategic Area: Economic Development				
Office of the Executive	1,756	1,786	9	9
Director and Administration				
Economic Development	215	822	1	3
Housing Program	3,159	5,718	9	9
Total Operating Expenditures	6,007	9,378	27	28

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
MDEAT Operating Revenues	0	5,500	0	0	0	0	0	0	5,500
Total:	0	5,500	0	0	0	0	0	0	5,500
Expenditures									
Strategic Area: ED									
New Affordable Housing Units	0	5,500	0	0	0	0	0	0	5,500
Total:	0	5,500	0	0	0	0	0	0	5,500

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

AFFORDABLE HOUSING (CONSTRUCTION PROJECTS)

PROGRAM #: 2000002775

20

DESCRIPTION: Design and construct affordable and workforce housing for low-to-moderate income families
 LOCATION: Various Sites District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
MDEAT Operating Revenues	0	4,500	0	0	0	0	0	0	4,500
TOTAL REVENUES:	0	4,500	0	0	0	0	0	0	4,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	3,000	0	0	0	0	0	0	3,000
Planning and Design	0	1,460	0	0	0	0	0	0	1,460
Project Administration	0	40	0	0	0	0	0	0	40
TOTAL EXPENDITURES:	0	4,500	0	0	0	0	0	0	4,500

AFFORDABLE HOUSING (LAND ACQUISITION)

PROGRAM #: 2000002776

20

DESCRIPTION: Acquire land to expand construction of affordable and workforce housing for low-to-moderate income families
 LOCATION: Various Sites District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
MDEAT Operating Revenues	0	1,000	0	0	0	0	0	0	1,000
TOTAL REVENUES:	0	1,000	0	0	0	0	0	0	1,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Land Acquisition/Improvements	0	1,000	0	0	0	0	0	0	1,000
TOTAL EXPENDITURES:	0	1,000	0	0	0	0	0	0	1,000

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Regulatory and Economic Resources

The Department of Regulatory and Economic Resources' (RER's) Department's mission is to enable sustainable economic development through smart regulatory, planning and resiliency strategies and business expansion initiatives. In fulfilling this mission, RER 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 to support its mission.

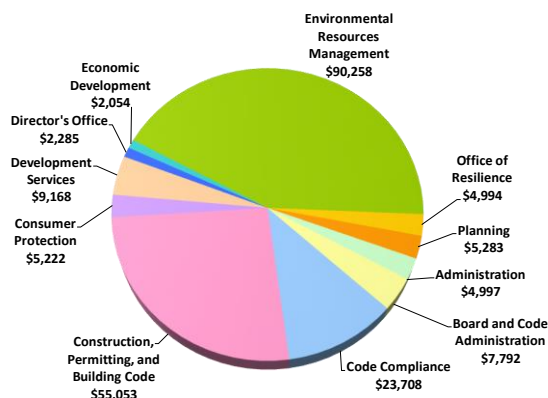
RER performs activities that are related to both the Neighborhood and Infrastructure and the Economic Development strategic areas. As part of the Neighborhood and Infrastructure strategic area, RER provides contractor licensing enforcement, construction products evaluation, training, education and certification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

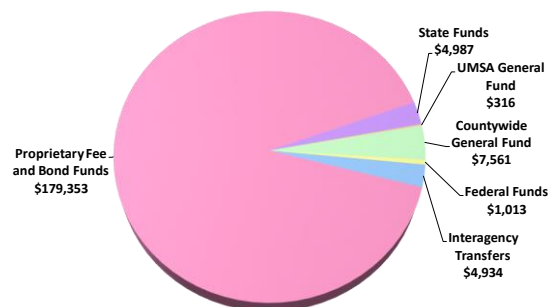
RER works closely with the building and development industry; local, state and federal environmental regulatory agencies; and other County departments with which close coordination is required, including Fire Rescue, Transportation and Public Works and Water and Sewer.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<p style="text-align: center;"><u>OFFICE OF THE DIRECTOR</u> Provides overall direction for departmental operations; oversees all departmental communication and intergovernmental activity</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 9 11</p>	
<p style="text-align: center;"><u>ADMINISTRATION</u> Provides finance, budgeting, billing and collection, human resources, procurement, and asset management services; provides information technology shared services, business plan development, performance management reporting and departmental safety coordination</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 66 70</p>	<p style="text-align: center;"><u>ECONOMIC DEVELOPMENT</u> Coordinates economic development activities; coordinates film activities and permitting; and coordinates activities related to the agricultural industry</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 9 10</p>
<p style="text-align: center;"><u>CODE COMPLIANCE</u> Manages and enforces local contractor licensing as part of Chapter 10 of the County Code; ensures compliance with the Florida Building Code and other applicable regulations, including unsafe structures violations, through enforcement activities; and provides residential and commercial zoning enforcement</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 153 156</p>	<p style="text-align: center;"><u>ENVIRONMENTAL RESOURCES MANAGEMENT</u> Conducts environmental resources permitting, monitoring, and restoration; facilitates contaminated site remediation to ensure that environmental laws are followed; regulates sources of pollution and monitors air quality; regulates water supply protection; administers the Stormwater Utility and flood control programs</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 426 428</p>
<p style="text-align: center;"><u>DEVELOPMENT SERVICES</u> Reviews and processes all zoning applications seeking re-zoning or other relief from zoning code regulations; reviews application requests to subdivide land in preparation for development including traffic concurrency reservations; and maintains zoning data for properties in unincorporated Miami-Dade County</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 47 48</p>	<p style="text-align: center;"><u>OFFICE OF RESILIENCE</u> Assesses and prioritizes the greatest challenges to Miami-Dade County's resilience and long-term sustainability; develops a comprehensive and cohesive resilience plan; coordinates activities related to Biscayne Bay</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 17 23</p>
<p style="text-align: center;"><u>PLANNING</u> Manages and administers the CDMP; prepares population projections and economic, demographic and growth analyses; administers incentive programs</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 27 29</p>	<p style="text-align: center;"><u>CONSTRUCTION, PERMITTING AND BUILDING CODE</u> Ensures compliance with the Florida Building Code and unsafe structures and other applicable regulations through review of plans and inspection of construction; processes Certificates of Occupancy, Completion and Use; assesses impact fees</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 250 263</p>
<p style="text-align: center;"><u>OFFICE OF CONSUMER PROTECTION</u> Regulates various industries to protect the consumer</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 37 34</p>	<p style="text-align: center;"><u>BOARDS AND CODE ADMINISTRATION</u> Administers the Board of Rules and Appeals and its committees and the Unsafe Structures and Construction Trades Qualifying Boards, and processes product approvals, training and certification</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 37 36</p>

The FY 2022-23 total number of full-time equivalent positions is 1109.5.

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DIVISION: DIRECTOR'S OFFICE

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

- 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



During FY 2021-22, two overage positions were approved, one Media Relations Specialist to support the Department's Communication Manager with the management of all social and news media, respond to public records requests and coordinate all marketing and promotional materials (\$103,000) and one Environmental Resources Policy Advisor to support the Department Director and the Office of the Mayor with the refocusing of the Department's environmental programs and initiatives (\$271,000)

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



During FY 2021-22 two Administrative Officer 3 overages were approved to obtain and track daily status updates on all key departmentwide information technology and innovation projects and provide technical support to administer the RER's ongoing operating business model with virtual meetings and workshops (\$205,000)

- During FY 2021-22 one Senior Personnel Specialist overage position was approved to enhance and implement proactive approaches towards personnel recruitment and retention (\$99,000)
- During FY 2021-22, one Special Project Administrator 2 position was transferred from the Development Services Division as part of an interdepartmental reorganization to better align resources to meet department needs pertaining to internal controls
- The FY 2022-23 Proposed Budget includes payments in the amount of \$405,000 for services provided by Audit and Management Services (\$250,000), Human Resources (\$138,000), and Finance (\$17,000) for Purchasing Card Industry (PCI) compliance

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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; additionally, the Division 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

Strategic Objectives - Measures

- NI1-2: Ensure buildings are sustainable, safe, and resilient

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure buildings are safer	Average days from junk/trash/overgrowth with complaint to first inspection*	EF	↓	24	11	3	2	3
	Rate of voluntary compliance with warning letters issued	EF	↑	60%	59%	65%	60%	65%
	Average calendar days from zoning complaint to first inspection*	EF	↓	22	11	3	2	3
	Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection*	EF	↓	23	11	3	2	3

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

DIVISION COMMENTS



During FY 2021-22 three, Lien Collection Specialist overage positions were approved as part of the Code Compliance Division's ongoing customer service enhancement initiative that will promote voluntary compliance by providing a dedicated proactive service to communicate with owners regarding cases received by the lien unit prior to proceeding with additional collection efforts (\$266,000)



The FY 2022-23 Proposed Budget includes continued funding (\$500,000) for demolishing unsafe structures that create safety, physical and potential health threats; also funding (\$10,000) for the removal of abandoned vehicles from public and private properties and to secure abandoned buildings that engender unsafe environments (\$200,000)

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DIVISION: DEVELOPMENT SERVICES

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

- 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



During FY 2021-22, one RER Planning Development Manager overage position was approved; this position is dedicated to Comprehensive Development Master Plan land use implementation, driven through zoning amendments (\$178,000)

- **During FY 2021-22, one Senior Cadastral Technician overage position was approved to aid in a land records modernization project that will upgrade the County's current GIS parcel infrastructure to provide much needed modernized GIS editing and streamlined workflows for data maintenance that leads to more accurate and stable data to all stakeholders enterprise-wide (\$88,000)**
- During FY 2021-22, one Special Projects Administrator 2 position was transferred to the Administration Division as part of an interdepartmental reorganization to better align resources to meet departmental needs
- The FY 2022-23 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






During FY 2021-22, two RER Planning Development Manager overages were approved for the development, amendment, implementation and monitoring of new and existing long-range policies, planning studies and planning-related legislation (\$356,000)



The FY 2022-23 Proposed Budget includes \$1.013 million in General Fund support for continued services related to urban planning, sustainability planning and transportation development through the CDMP and related activities

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-  The FY 2022-23 Proposed Budget includes \$409,000 in General Fund support for countywide historic preservation activities as required by Miami-Dade County's Historic Preservation ordinance, which was designed to protect, enhance and perpetuate properties of historical, cultural, archeological, paleontological, aesthetic and architectural merit
-  The FY 2022-23 Proposed Budget includes the continuation of \$200,000 in General Fund support 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 fund economic development efforts in South Miami-Dade
-  The FY 2022-23 Proposed Budget includes a reimbursement of \$70,000 from the Transportation Planning Organization (TPO) 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

DIVISION: CONSUMER PROTECTION

The Consumer Protection Division preforms 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 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


Strategic Objectives - Measures

- ED1-2: Create and maintain an environment attractive and welcoming to large and small businesses and their workforce

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Protect the community	Value of Goods, Refunds and/or Service Recovered for Consumers ('000s)*	OC	↑	\$646	\$1,012	\$960	\$960	\$960

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

DIVISION COMMENTS

-  The FY 2022-23 Proposed Budget includes a one-time \$500,000 in General Revenue support from the Miami-Dade Rescue Plan to conduct an awareness campaign to educate the public about the variety of services and programs offered by the Office of Consumer Protection; the campaign will ensure that the public recognizes the office as a trusted resource for consumer protection, provide tips and information to help consumers make sound decisions and protect themselves and inform workers of their opportunity to file claims for nonpayment/underpayment of wages
- The FY 2022-23 Proposed Budget includes increased funding for a total of \$185,000 from the General Fund for staff dedicated to wage protection services
- During FY 2021-22, the Housing Advocate section within the Office of Consumer Protection, along with its three positions, were transferred to the Community Action and human Services Department (CASHD)

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DIVISION: ECONOMIC DEVELOPMENT

The Economic Development Division conducts 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

Strategic Objectives - Measures

- ED1-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Reduce income disparity by increasing per capita income	Film industry jobs created	OC	↑	10,035	9,278	12,000	12,363	12,500

DIVISION COMMENTS

- During FY 2021-22, one OMB Program Coordinator position was transferred from the Office of Management and Budget and reclassified to an Assistant Director (\$265,000)

¶ The FY 2022-23 Proposed Budget includes support from the Greater Miami Convention and Visitors Bureau for economic development and film activities (\$75,000)

¶ In FY 2022-23, the Department will continue to verify compliance with the amended Film and Entertainment Production Incentive Program which modified minimum application requirements and procedures to ensure productions continue to be attracted to film in the County; the program was designed to attract production companies through rebates of \$50,000 or \$100,000 based on expenditures within the County, the budget includes \$500,000 programmed in General Government The

¶ 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

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Strategic Objectives - Measures								
• NI3-1: Maintain air quality								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Maintain air quality	Percentage of state air quality permits issued within 60 days	EF	↑	95%	100%	95%	95%	100%
	Percentage of County air quality permits issued within eight days*	EF	↑	54%	91%	75%	75%	85%

Strategic Objectives - Measures								
• NI3-2: Protect and maintain surface and drinking water sources								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Protect groundwater and drinking water wellfield areas	Percentage of wetland acres reviewed for unauthorized impacts	EF	↑	50%	50%	50%	50%	50%
	Percentage of samples from Biscayne Bay surface water in compliance with County bacterial standard	OC	↑	95%	97%	99%	94%	100%
	Percentage of surface water monitoring samples collected within 30 days	EF	↑	99%	100%	99%	100%	100%
	Percentage of Resource Protection Permit applications reviewed within 30 days (Class I - VI Permits)	EF	↑	95%	97%	99%	99%	99%
	Percentage of wellfield monitoring samples collected on an annual basis*	EF	↑	61%	99%	90%	99%	95%
	Percentage of contaminated site rehabilitation documents reviewed within 60 days	EF	↑	89%	98%	90%	90%	90%
	Percentage of sanitary nuisance complaints responded to within 24 hours	EF	↑	95%	94%	95%	92%	90%

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

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DIVISION COMMENTS

-  During FY 2021-22, two overage positions were approved to better align the programs and initiatives provided by the Environmental Resources Management Division utilizing one Division Chief 3 (\$205,000) for additional management and oversight of regulatory operating units and one Administrative Officer 3 (\$103,000) to support with public records, social media and community outreach
-  The FY 2022-23 Proposed Budget includes a one-time \$1.810 million in General Revenue support from the Miami-Dade Rescue plan for a Water Quality Control Plan that will evaluate nutrient loading from fertilizer application at golf courses, parks and athletic fields as well as evaluate the impacts of these nutrients on surface water and groundwater quality
-  The FY 2022-23 Proposed Budget includes a one-time \$500,000 of General Revenue support from the Miami-Rescue Plan for the initial effort to secure specialized technical expertise to work with state and federal agencies to develop, prepare and submit a permit application to establish a Wetlands Mitigation Bank
-  The FY 2022-23 Proposed Budget includes a one-time \$333,000 of General Revenue support from the Miami-Rescue Plan to develop and implement a multimedia public awareness campaign and educational outreach program to promote and improve awareness regarding various general environmental initiatives that relate to protecting groundwater and local waterways
-  The FY 2022-23 Proposed Budget includes a one-time \$175,000 of General Revenue support from the Miami-Rescue Plan to conduct a Plastic Free 305 Media Plan to encourage businesses to reduce the use of single-use plastics in Miami-Dade County
-  The FY 2022-23 Proposed Budget continues General Fund support 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)
-  The FY 2022-23 Proposed Budget continues General Fund support of \$100,000 for the removal and disposal of decomposed fish and other marine life in the areas of Biscayne Bay
-  The FY 2022-23 Proposed Budget continues General Fund support of \$20,000 for Biscayne Bay fish kill and algal bloom community coordination activities with the Miami Waterkeepers
-  During FY 2022-23, 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 2022-23 Proposed Budget includes a \$4.975 million in grant support from the Florida Department of Environmental Protection and a \$24 million one-time transfer of General Revenue from the Miami-Dade Rescue Plan to address future budget gaps in the program
-  During FY 2022-23, 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 Tree Trust Fund monies (\$400,000) and Environmental Protection and Education grant program funds administered by the Office of Management and Budget's Grants Coordination Division (\$430,000)

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

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Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-4: Lead community sustainability efforts and climate change mitigation and adaptation strategies 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Lead community sustainability efforts	Number of adaptation/resiliency activities in progress or completed	OP	↔	13	14	14	15	15
	Number of activities implemented to decrease Countywide energy consumption*	OP	↔	57	82	58	84	87

*The FY 2020-21 Actual, FY 2021-22 Projection and FY 2022-23 Target reflect an additional new 21 projects that were completed as part of the department's Sustainable Buildings Program

DIVISION COMMENTS

-  The FY 2022-23 Proposed Budget includes \$206,000 to fund a full-time Chief Heat Officer in partnership with the Resilient305 Network and one Assistant to the Chief Heat Officer (\$88,000); the goal of the Chief Heat Officer is to complete and implement a Climate and Health Action Plan that will include a Heat Season Awareness Raising Campaign for the public, targeted vulnerable populations and health care practitioners
-  During FY 2021-22, four overage positions were approved to fully accomplish the Division's goals and implement recommended strategies, as well as the Resilient305 Strategy and Thrive 305 Action Plan; the positions include one Energy Services Coordinator (\$130,000), one Biscayne Bay Program Manager (\$156,000), one Resilience Program Manager of Regional Policy (\$156,000) and one Resilience Coordinator 2 (\$135,000)
-  The FY 2022-23 Proposed Budget continues to support the Office of Resilience's mission to lead Miami-Dade County to a resilient and environmentally sustainable future by identifying vulnerabilities, coordinating stakeholders and facilitating innovative solutions
-  The FY 2022-23 Proposed Budget will continue funding (\$100,000) for the Solar and Energy Loan Fund (SELF) program to establish a physical presence in Miami-Dade County; SELF is a 501(c) non-profit organization that offers financing programs for residents to make energy improvements at their residence
-  The FY 2022-23 Proposed Budget continues General Fund support of \$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

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

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Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-2: Ensure buildings are sustainable, safe, and resilient 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure buildings are safer	Permits issued	OP	↔	58,528	64,623	50,000	60,454	60,000
	Average number of days a commercial permit application is under review*	EF	↓	27	19	21	20	21
	Average number of days a residential permit application is under review	EF	↓	8	10	9	10	9
	Percentage of field inspections rejected	EF	↓	20%	19%	20%	19%	20%

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

DIVISION COMMENTS

-  During FY 2021-22, five overage positions were approved as the administrative and back-office support for enhanced building recertification initiative that ensures the structural and electrical safety of 40/50 year old buildings; the positions include three RER Permitting and Plans Specialists (\$215,000) and two Administrator Officer 1 positions (\$146,000)
-  During FY 2021-22, an additional seven overage positions were approved, that include two Building Inspectors (\$217,000) and five Roofing Inspectors (\$563,000), to ensure a more reasonable daily average number of inspections per inspector and reduce the dependence on overtime
- As part of a reorganization performed in FY 2021-22, one position was transferred to the Construction, Permitting and Building Code Division from the Boards and Code Administration Division as part of an interdepartmental reorganization to better align resources to meet department needs related to training permit counter, field and back-office staff on building code requirements

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.

- Participates in the Florida Building Commission process to ensure that the requirements for 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 35 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

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Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-2: Ensure buildings are sustainable, safe, and resilient 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure buildings are safer	Percentage of Contractor License Applications reviewed within 10 days	EF	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- As part of a reorganization performed in FY 2021-22, one position was transferred from the Boards and Code Administration Division to the Construction, Permitting and Building Code Division as part of an interdepartmental reorganization to better align resources to meet department needs
- In FY 2022-23, certain specialty contractor license categories are being preempted by the State of Florida effective July 1, 2023; license renewal fees for affected licenses are being prorated to the new expiration date and budgeted accordingly

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2022-23, the Department will continue to maintain and improve beaches, which provides protection against storm impacts, enhances quality of life for residents and increases 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 (\$10.939 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 program covers all capital and related costs such as surveys, planning, design and construction, inclusive of temporary easements of property to facilitate staging and construction, for federally and locally funded beach renourishment projects throughout the federally authorized 13-mile project area that includes Miami Beach, Sunny Isles, Bal Harbour, and Surfside (total program cost \$216.459 million; \$11.044 million in FY 2022-23; capital program #2000000344)
- In FY 2022-23, 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) (total program cost \$6.6 million; capital program #5555691)
- The Department's FY 2022-23 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 (\$40 million), the Florida Department of Environmental Protection (\$4.975 million) and one-time contribution of General Revenue from the Miami-Dade Rescue Plan (\$24 million) to address future budget gaps in the program (total program cost \$68.975 million, \$15.456 million in FY 2022-23; capital program #5555621)
- In FY 2022-23, the Proposed Budget and Multi-Year Capital Plan continues funding various capital programs with Utility Service Fees (\$10.450 million) to support the protection of the water supply including land acquisition, the surface water canal restoration action plan, hydrologic improvements to canals, testing and evaluation studies for the creation of a salinity barrier and improvements to the laboratory facility that is operated by Environmental Resources Management
- In FY 2022-23, the Department anticipates spending \$10.587 million for the purchase of development rights; \$10 million borrowed from this project to support beach renourishment will be restored when the current balance is depleted (capital program #986940)
- The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the purchase of 23 vehicles (\$702,000) to replace its aging fleet; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511
- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the construction and/or acquisition of a new Permitting and Inspections Center that is county owned and better suited for a virtual services business model; the project is funded with RER Building Proprietary revenues (total program cost \$39.234 million; \$400,000 in FY 2022-23; capital program #2000002875)

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SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	1,001	558	472	468	3,013
Fuel	136	293	216	363	363
Overtime	1,160	1,741	1,354	1,710	1,464
Rent	8,357	8,641	8,723	8,901	9,164
Security Services	42	-10	68	22	22
Temporary Services	337	207	470	470	470
Travel and Registration	105	32	302	292	313
Utilities	773	722	983	916	918

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 21-22	Proposed Fee FY 22-23	Dollar Impact FY 22-23
• Registration of Community Associations	\$0	Various	\$560,000
• Correspondence Fee	\$117	\$250	\$57,000
• Bond Estimates Review Fee	\$0	Various	\$1,000

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	2,324	3,802	6,655	7,561
General Fund UMSA	352	254	323	316
Auto Tag Fees	1,954	1,988	1,905	1,910
Building Administrative Fees	1,011	416	507	0
Carryover	192,771	226,759	231,547	211,631
Code Compliance Fees	3,722	4,419	4,926	0
Code Fines / Lien Collections	6,309	10,785	9,050	15,736
Construction / Plat Fees	4,877	6,224	4,753	0
Contractor's Licensing and Enforcement Fees	1,937	1,718	2,136	0
Environmentally Endangered Land Fees	1,026	959	1,098	0
Fees and Charges	2,475	60	2,987	46,218
Foreclosure Registry	499	407	369	0
Impact Fee Administration	3,667	4,060	3,600	3,895
Licenses and Permits	0	2,860	0	76,889
Local Business Tax Receipt	471	471	571	571
Operating Permit Fee	7,307	7,983	7,630	0
Other Revenues	31,366	7,686	7,586	4,903
Permitting Trades Fees	35,972	37,428	36,936	0
Plan Review Fee	10,692	13,751	10,341	0
Planning Revenue	362	2,176	672	0
Product Control Certification Fees	2,099	2,130	2,456	0
Stormwater Utility Fees (County)	44,723	54,078	42,926	41,114
Utility Service Fee	36,558	37,969	37,564	0
Zoning Revenue	7,782	8,448	7,372	0
State Grants	3,382	3,006	3,737	4,987
Federal Grants	243	951	1,467	1,013
Airport Project Fees	454	0	500	0
Federal Grants - ARP Act	0	0	0	3,317
Interagency Transfers	1,157	1,551	2,011	1,617
Total Revenues	405,492	442,339	431,625	421,678
Operating Expenditures Summary				
Salary	76,961	79,065	86,806	95,927
Fringe Benefits	28,103	29,258	33,572	37,709
Court Costs	2	3	21	12
Contractual Services	5,141	5,684	36,114	11,785
Other Operating	10,608	10,610	16,394	20,056
Charges for County Services	26,709	25,669	30,395	31,892
Grants to Outside Organizations	430	99	430	430
Capital	2,902	3,119	8,940	13,003
Total Operating Expenditures	150,856	153,507	212,672	210,814
Non-Operating Expenditures Summary				
Transfers	20,527	36,661	38,307	50,577
Distribution of Funds In Trust	0	0	0	0
Debt Service	7,253	3,956	6,278	6,278
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	174,368	166,659
Total Non-Operating Expenditures	27,780	40,617	218,953	223,514

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Neighborhood and Infrastructure				
Director's Office	1,580	2,285	9	11
Administration	5,785	4,997	66	70
Code Compliance	22,463	23,708	153	156
Development Services	8,680	9,168	47	48
Planning	5,144	5,283	27	29
Environmental Resources Management	101,711	90,258	426	428
Office of Resilience	4,327	4,994	17	23
Board and Code Administration	7,601	7,792	37	36
Construction, Permitting, and Building Code	48,602	55,053	250	263
Strategic Area: Economic Development				
Consumer Protection	5,036	5,222	37	34
Economic Development	1,743	2,054	9	10
Total Operating Expenditures	212,672	210,814	1,078	1,108

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Army Corps of Engineers	176,704	1,190	0	0	0	0	0	0	177,894
BBC GOB Financing	82,114	29,986	25,600	16,300	0	0	0	0	154,000
Beach Renourishment Fund	7,500	1,500	0	0	0	0	0	0	9,000
Biscayne Bay Envir. Trust Fund	0	1,000	1,000	1,000	1,000	1,000	1,000	0	6,000
City of Miami Beach Contribution	7,125	1,500	0	0	0	0	0	0	8,625
Environmentally Endangered Land Funds	0	24,000	0	0	0	0	0	0	24,000
Florida Department of Environmental Protection	8,614	7,300	0	0	0	0	0	0	15,914
Florida Inland Navigational District	0	100	100	100	100	100	100	0	600
Future Financing	0	0	10,000	0	0	0	0	0	10,000
RER Building Proprietary Revenues	39,234	0	0	0	0	0	0	0	39,234
Stormwater Utility	7,981	4,800	3,212	3,665	3,702	2,014	2,855	0	28,229
US Department of Agriculture	8,833	0	0	0	0	0	0	0	8,833
Utility Service Fee	1,350	10,450	7,500	1,000	1,000	1,000	24,000	0	46,300
Total:	339,455	81,826	47,412	22,065	5,802	4,114	27,955	0	528,629
Expenditures									
Strategic Area: NI									
Beach Projects	196,377	11,044	2,292	3,021	2,725	1,000	0	0	216,459
Drainage Improvements	7,981	4,800	3,212	3,665	3,702	2,014	2,855	0	28,229
Environmental Projects	19,596	22,137	18,600	2,100	2,100	2,100	25,100	0	91,733
Environmentally Endangered Lands Projects	40,000	15,456	5,506	5,506	2,507	0	0	0	68,975
New Facilities	0	400	32,967	5,867	0	0	0	0	39,234
Strategic Area: ED									
Community Development Projects	26,993	15,607	25,600	15,800	0	0	0	0	84,000
Total:	290,946	69,444	88,177	35,959	11,034	5,114	27,955	0	528,629

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

BEACH - EROSION MITIGATION AND RENOURISHMENT

PROGRAM #: 2000000344



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

LOCATION: Miami-Dade County Beaches
Various Sites

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Army Corps of Engineers	176,704	1,190	0	0	0	0	0	0	177,894
BBC GOB Financing	5,708	3,792	0	500	0	0	0	0	10,000
Beach Renourishment Fund	7,500	1,500	0	0	0	0	0	0	9,000
City of Miami Beach Contribution	7,125	1,500	0	0	0	0	0	0	8,625
Florida Department of Environmental Protection	8,614	2,325	0	0	0	0	0	0	10,939
TOTAL REVENUES:	205,652	10,307	0	500	0	0	0	0	216,459
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	196,377	11,044	2,292	3,021	2,725	1,000	0	0	216,459
TOTAL EXPENDITURES:	196,377	11,044	2,292	3,021	2,725	1,000	0	0	216,459

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BISCAYNE BAY - RESTORATION AND SHORELINE STABILIZATION

PROGRAM #: 5555691



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

LOCATION: Biscayne Bay and Tributaries
Various Sites

District Located: 4,5,7,8
District(s) Served: 5,7,8

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Biscayne Bay Envir. Trust Fund	0	1,000	1,000	1,000	1,000	1,000	1,000	0	6,000
Florida Inland Navigational District	0	100	100	100	100	100	100	0	600
TOTAL REVENUES:	0	1,100	1,100	1,100	1,100	1,100	1,100	0	6,600
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	1,100	1,100	1,100	1,100	1,100	1,100	0	6,600
TOTAL EXPENDITURES:	0	1,100	1,100	1,100	1,100	1,100	1,100	0	6,600

CANAL IMPROVEMENTS

PROGRAM #: 2000000940



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

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

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Stormwater Utility	7,981	4,800	3,212	3,665	3,702	2,014	2,855	0	28,229
TOTAL REVENUES:	7,981	4,800	3,212	3,665	3,702	2,014	2,855	0	28,229
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	7,981	4,800	3,212	3,665	3,702	2,014	2,855	0	28,229
TOTAL EXPENDITURES:	7,981	4,800	3,212	3,665	3,702	2,014	2,855	0	28,229

DERM - LABORATORY EQUIPMENT REPLACEMENT

PROGRAM #: 2000001879



DESCRIPTION: Remove and replace laboratory fume hood and install new HVAC

LOCATION: 211 W Flagler St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	1,000	1,800	0	0	0	0	0	0	2,800
TOTAL REVENUES:	1,000	1,800	0	0	0	0	0	0	2,800
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,000	1,800	0	0	0	0	0	0	2,800
TOTAL EXPENDITURES:	1,000	1,800	0	0	0	0	0	0	2,800

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ECONOMIC DEVELOPMENT FUND

PROGRAM #: 988925



DESCRIPTION: Provide funding for a Countywide economic development fund from Building Better Communities General Obligation Bond (BBC-GOB) Program

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	22,500	13,500	20,000	13,000	0	0	0	0	69,000
TOTAL REVENUES:	22,500	13,500	20,000	13,000	0	0	0	0	69,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	22,500	13,500	20,000	13,000	0	0	0	0	69,000
TOTAL EXPENDITURES:	22,500	13,500	20,000	13,000	0	0	0	0	69,000

ECONOMIC DEVELOPMENT FUND - TARGETED URBAN AREAS (TUA)

PROGRAM #: 981999



DESCRIPTION: Provide funding for economic development in TUAs from Building Better Communities General Obligation Bond (BBC-GOB) Program

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	4,493	2,107	5,600	2,800	0	0	0	0	15,000
TOTAL REVENUES:	4,493	2,107	5,600	2,800	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	4,493	2,107	5,600	2,800	0	0	0	0	15,000
TOTAL EXPENDITURES:	4,493	2,107	5,600	2,800	0	0	0	0	15,000

ENVIRONMENTALLY ENDANGERED LANDS PROGRAM

PROGRAM #: 5555621

DESCRIPTION: Acquire and manage environmentally sensitive and endangered lands

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	40,000	0	0	0	0	0	0	0	40,000
Environmentally Endangered Land Funds	0	24,000	0	0	0	0	0	0	24,000
Florida Department of Environmental Protection	0	4,975	0	0	0	0	0	0	4,975
TOTAL REVENUES:	40,000	28,975	0	0	0	0	0	0	68,975
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Land Acquisition/Improvements	40,000	15,456	5,506	5,506	2,507	0	0	0	68,975
TOTAL EXPENDITURES:	40,000	15,456	5,506	5,506	2,507	0	0	0	68,975

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FLORIDA CITY - CANAL GATE

PROGRAM #: 2000001877



DESCRIPTION: Construct canal gate to facilitate retention of seasonal agricultural drawdown waters in order to provide additional seepage flows into the Model Lands Basin

LOCATION: To Be Determined District Located: 8
Florida City District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	250	750	500	0	0	0	0	0	1,500
TOTAL REVENUES:	250	750	500	0	0	0	0	0	1,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	500	500	0	0	0	0	0	1,000
Planning and Design	250	250	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	250	750	500	0	0	0	0	0	1,500

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$220,000 and includes 0 FTE(s)

FLORIDA CITY - CANAL PUMP STATIONS AND LAND ACQUISITIONS

PROGRAM #: 2000001880



DESCRIPTION: Acquire land and construct canal pump stations to reroute and distribute excess canal water flow directly to the Model Lands to improve hydroperiods and hydropatterns

LOCATION: To Be Determined District Located: 8
Florida City District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	0	2,000	1,000	0	0	0	0	0	3,000
TOTAL REVENUES:	0	2,000	1,000	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	0	1,000	0	0	0	0	0	1,000
Land Acquisition/Improvements	0	2,000	0	0	0	0	0	0	2,000
TOTAL EXPENDITURES:	0	2,000	1,000	0	0	0	0	0	3,000

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$50,000 and includes 0 FTE(s)

FLORIDA CITY - LAND ACQUISITIONS CULVERT PROJECT

PROGRAM #: 2000001881



DESCRIPTION: Acquire nine land parcels totaling 303 acres necessary in order to allow for the modifications to the Florida City culverts

LOCATION: To Be Determined District Located: 8
Florida City District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	0	1,900	0	0	0	0	0	0	1,900
TOTAL REVENUES:	0	1,900	0	0	0	0	0	0	1,900
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Land Acquisition/Improvements	0	1,900	0	0	0	0	0	0	1,900
TOTAL EXPENDITURES:	0	1,900	0	0	0	0	0	0	1,900

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$70,000 and includes 0 FTE(s)

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LAND ACQUISITIONS - TO SUPPORT WELLFIELD

PROGRAM #: 2000001875



DESCRIPTION: Acquire land for the protection of the County's water supply
 LOCATION: To Be Determined District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	0	1,000	1,000	1,000	1,000	1,000	4,000	0	9,000
TOTAL REVENUES:	0	1,000	1,000	1,000	1,000	1,000	4,000	0	9,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Land Acquisition/Improvements	0	1,000	1,000	1,000	1,000	1,000	4,000	0	9,000
TOTAL EXPENDITURES:	0	1,000	1,000	1,000	1,000	1,000	4,000	0	9,000

OPA-LOCKA CANAL RESTORATION - CORRECTIVE ACTION PLAN FOR SURFACE WATER

PROGRAM #: 2000001876



DESCRIPTION: Implement a corrective action plan for surface water Opa-locka canal restoration
 LOCATION: Various Sites District Located: 2
 Opa-locka District(s) Served: 2

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	100	3,000	5,000	0	0	0	0	0	8,100
TOTAL REVENUES:	100	3,000	5,000	0	0	0	0	0	8,100
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	3,000	5,000	0	0	0	0	0	8,000
Planning and Design	100	0	0	0	0	0	0	0	100
TOTAL EXPENDITURES:	100	3,000	5,000	0	0	0	0	0	8,100

Estimated Annual Operating Impact will begin in FY 2022-23 in the amount of \$550,000 and includes 0 FTE(s)

PERMITTING AND INSPECTION FACILITY

PROGRAM #: 2000002875



DESCRIPTION: Construct and/or acquire a Permitting and Inspection Facility to operate a County owned one-stop permitting center better suited for a virtual services business model
 LOCATION: To Be Determined District Located: Not Applicable
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
RER Building Proprietary Revenues	39,234	0	0	0	0	0	0	0	39,234
TOTAL REVENUES:	39,234	0	0	0	0	0	0	0	39,234
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Building Acquisition/Improvements	0	0	30,730	4,000	0	0	0	0	34,730
Furniture Fixtures and Equipment	0	0	1,337	1,337	0	0	0	0	2,674
Project Administration	0	400	900	530	0	0	0	0	1,830
TOTAL EXPENDITURES:	0	400	32,967	5,867	0	0	0	0	39,234

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PURCHASE DEVELOPMENT RIGHTS FUND

PROGRAM #: 986940



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	9,413	10,587	0	0	0	0	0	0	20,000
Future Financing	0	0	10,000	0	0	0	0	0	10,000
US Department of Agriculture	8,833	0	0	0	0	0	0	0	8,833
TOTAL REVENUES:	18,246	10,587	10,000	0	0	0	0	0	38,833
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Land Acquisition/Improvements	18,246	10,587	10,000	0	0	0	0	0	38,833
TOTAL EXPENDITURES:	18,246	10,587	10,000	0	0	0	0	0	38,833

SALINITY BARRIER - FEASIBILITY TESTING AND EVALUATION

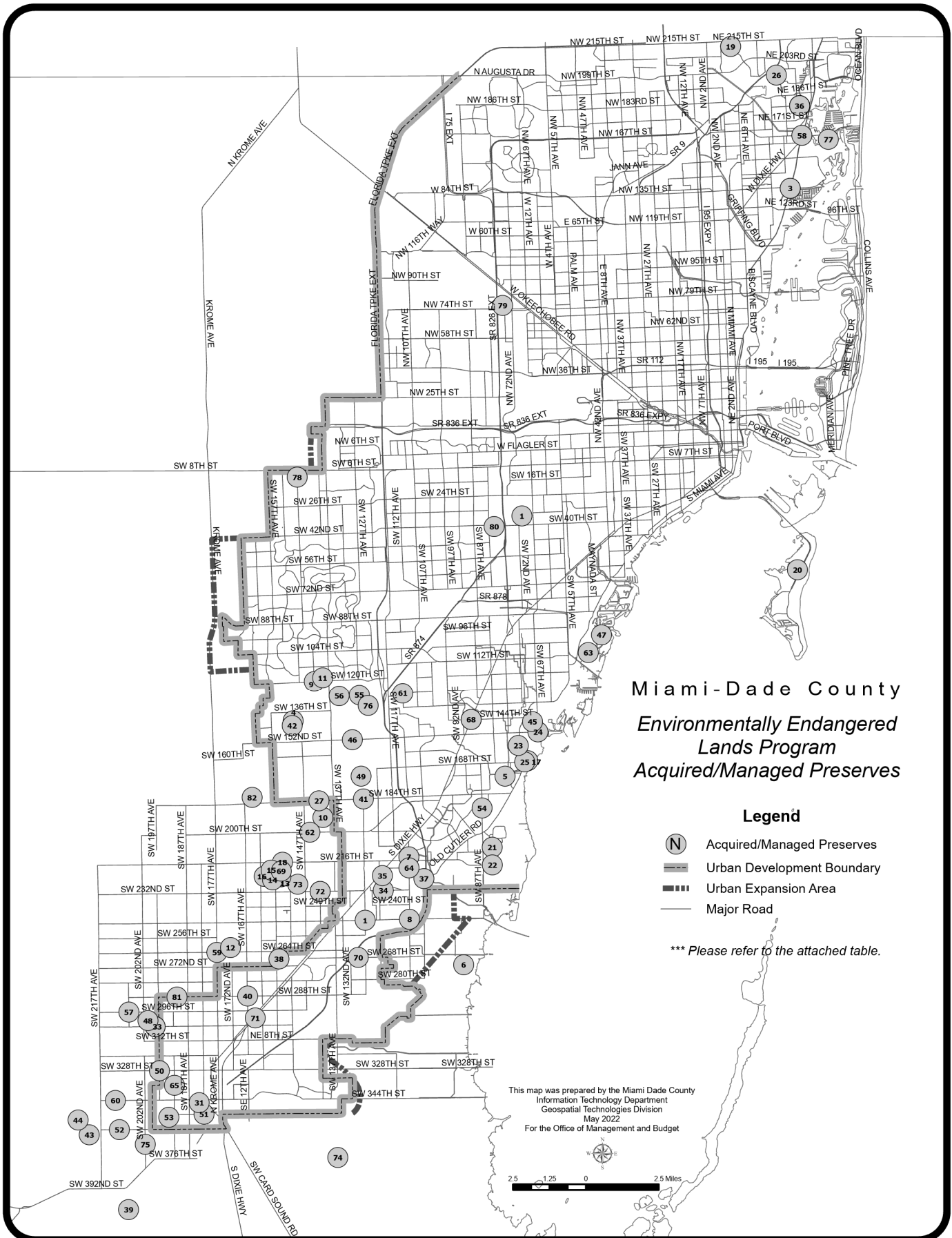
PROGRAM #: 2000001878



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Utility Service Fee	0	0	0	0	0	0	20,000	0	20,000
TOTAL REVENUES:	0	0	0	0	0	0	20,000	0	20,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Other Capital	0	0	0	0	0	0	20,000	0	20,000
TOTAL EXPENDITURES:	0	0	0	0	0	0	20,000	0	20,000

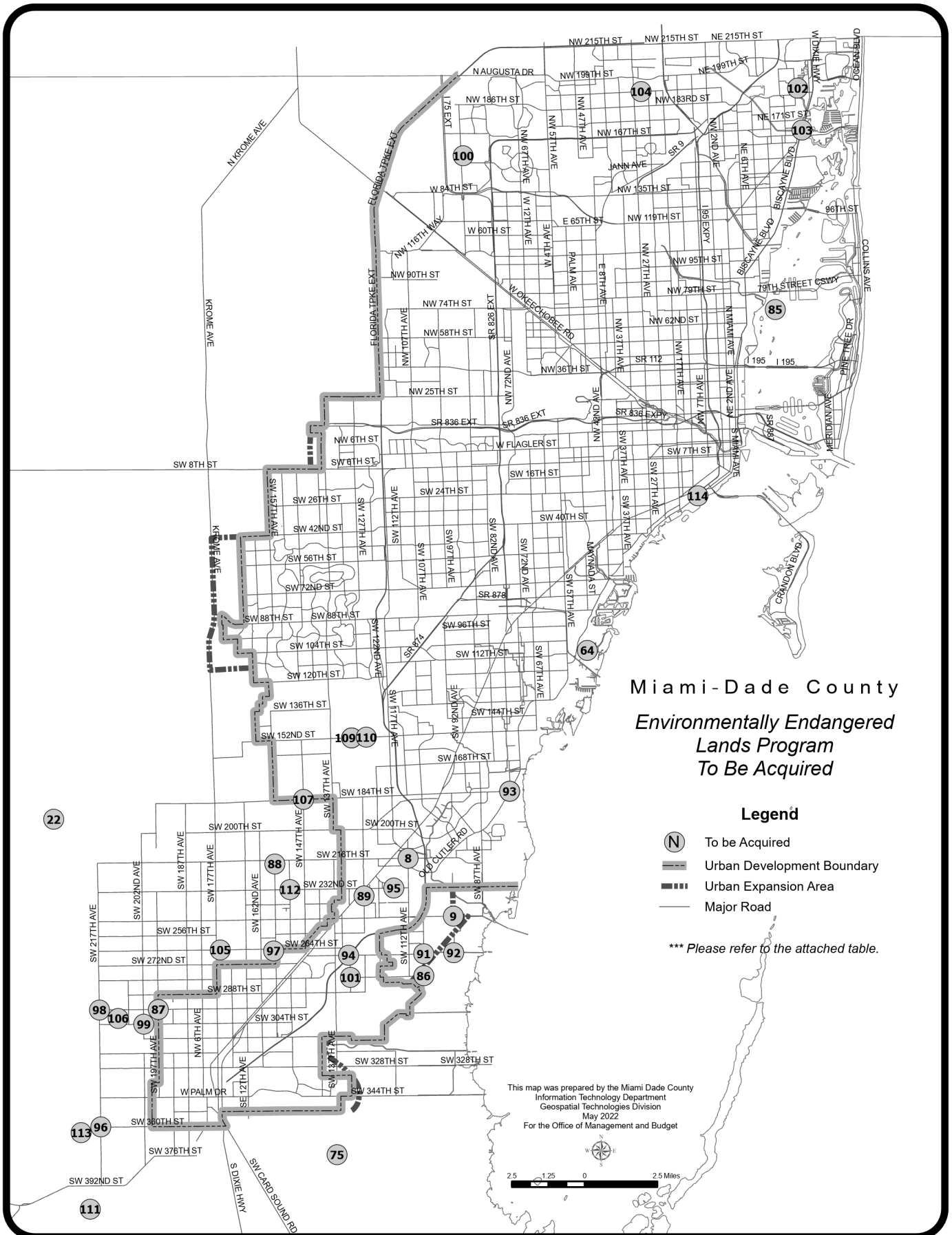
FY 2022-23 Proposed Budget and Multi-Year Capital Plan



FY 2022-23 Proposed Budget and Multi-Year Capital Plan

Environmentally Endangered Lands Program - Acquired/Managed Preserves				
Number	Site Name	Location	Condition	Acres
1	A. D. Barnes Park	3775 SW 74 Ave	Needs Restoration/Enhancement	25
2	Andrew Dodge New Pines Preserve	SW 248 St & SW 127 Ave	Needs Restoration/Enhancement	3.5
3	Arch Creek Addition	NE 135 St & US 1	Needs Restoration/Enhancement	1.2
4	Arch Creek Park	NE 135 St & US-1	Needs Restoration/Enhancement	8.5
5	Big George Hammock	SW 141 St & SW 149 Ave	Needs Restoration/Enhancement	13
6	Bill Sadowski Park	17555 SW 79 Ave	Needs Restoration/Enhancement	23
7	Biscayne Wetlands North Addition	SW 270 St & SW 107 Ave	Needs Restoration/Enhancement	392
8	Black Creek Forest	SW 214 St & SW 112 Ave	Needs Restoration/Enhancement	7
9	Black Point Wetlands	SW 248 St & SW 112 Ave	Needs Restoration/Enhancement	78.9
10	Boystown Pineland	SW 120 St. & SW 142 Ave	Needs Restoration/Enhancement	77
11	Calderon Pineland	SW 192 St & SW 140 Ave	Needs Restoration/Enhancement	15.2
12	Camp Matecumbe Pine Islands	13841 SW 120 St	Needs Restoration/Enhancement*21.46 Acquired	3
13	Camp Owaissa Bauer	SW 264 St & SW 170 Ave	Needs Restoration/Enhancement	80
14	Castellow 28	SW 226 St. & 157 Ave.	Needs Restoration/Enhancement	18.7
15	Castellow 33	SW 226 St. & 157 Ave.	In Maintenance	10
16	Castellow Addition	SW 223 St. & 157 Ave.	Needs Restoration/Enhancement	7.8
17	Castellow Hammock Park	22301 SW 162 Ave	Needs Restoration/Enhancement	55
18	Charles Deering Estate	16701 SW 72 Ave	Needs Restoration/Enhancement	332
19	Chernoff Hammock	SW 216 St & SW 154 Ave	Needs Restoration/Enhancement	4.5
20	County Line Scrub	NE 215 St & NE 4 Ave	Needs Restoration/Enhancement	15
21	Crandon Park	7200 Crandon Blvd	Needs Restoration/Enhancement	444
22	Cutler Wetlands	SW 210 St & SW 85 Ave	Needs Restoration/Enhancement	480
23	Cutler Wetlands Addition	SW 216 St. & SW 85 Ave.	Needs Restoration/Enhancement	19
24	Deering Glade Parcel (Powers)	SW 158 St & Old Cutler Rd	N/A*9.7 - Acquired	
25	Deering North Addition	SW 152 St & SW 67 Ave	Needs Restoration/Enhancement	43
26	Deering South Addition	SW 168 St & SW 72 Ave	Needs Restoration/Enhancement	32
27	Dolphin Center Addition	NW 196 St & NW 17 Ave	Needs Restoration/Enhancement	4
28	Eachus Pineland	SW 184 St & SW 142 Ave	Needs Restoration/Enhancement	17
29	East Greynolds Park	17530 W Dixie Hwy	Needs Restoration/Enhancement	17
30	East East Greynolds Park	17530 W Dixie Hwy	Needs Restoration/Enhancement	19.6
31	East Greynolds Addition	17530 W Dixie Hwy	Needs Restoration/Enhancement	2.7
32	Florida City Pineland	SW 344 St & SW 185 Ave	Needs Restoration/Enhancement	24
33	Fuchs Hammock	SW 304 St & SW 198 Ave	Needs Restoration/Enhancement	24
34	Fuchs Hammock Addition	SW 304 St & SW 198 Ave	Needs Restoration/Enhancement	14.8
35	Gould Pineland Addition	SW 232 St & SW 120 Ave	Needs Restoration/Enhancement	7
36	Goulds Pineland	SW 224 St & SW 120 Ave	Needs Restoration/Enhancement	36.5
37	Greynolds Park	17530 W Dixie Hwy	Needs Restoration/Enhancement	53
38	Harden Hammock	SW 226 St & SW 107 Ave	Needs Restoration/Enhancement	12.4
39	Hattie Bauer Hammock	SW 267 St & SW 157 Ave	Needs Restoration/Enhancement	15
40	Holiday Hammock	SW 400 St & SW 207 Ave	Needs Restoration/Enhancement	40
41	Ingram Pineland	SW 288 St & SW 167 Ave	Needs Restoration/Enhancement	10
42	Larry & Penny Thompson Park	SW 184 St & SW 127 Ave	Needs Restoration/Enhancement	194
43	Little George Hammock	SW 144 St. & SW 149 Ave.	Needs Restoration/Enhancement	7
44	Loveland Hammock	SW 360 St & SW 222 Ave	Needs Restoration/Enhancement	16
45	Lucille Hammock	SW 352 St & SW 222 Ave	Needs Restoration/Enhancement	20.8
46	Ludlam Pineland	SW 143 St & SW 67 Ave	Needs Restoration/Enhancement	10
47	Martinez	SW 152 St & SW 130 Ave	Needs Restoration/Enhancement	135
48	Matheson Hammock Park	SW 96 St & Old Cutler Rd	Needs Restoration/Enhancement	381
49	Meissner Hammock	SW 302 St & SW 212 Ave	Needs Restoration/Enhancement	10
50	Metrozoo Pinelands	12400 SW 152 St	Needs Restoration/Enhancement	142.4
51	Navy Wells #2	SW 328 St & SW 197 Ave	Needs Restoration/Enhancement	19
52	Navy Wells #23	SW 352 St & SW 182 Ave	Needs Restoration/Enhancement	27
53	Navy Wells #39	SW 360 St & SW 210 Ave	Needs Restoration/Enhancement	19
54	Navy Wells Preserve	SW 356 St & SW 192 Ave	Needs Restoration/Enhancement	239
55	Ned Glenn Preserve	SW 188 St & SW 87 Ave	Needs Restoration/Enhancement	10
56	Nixon Smiley Addition (Tamiami #8)	SW 128 St & SW 127 Ave	Needs Restoration/Enhancement	63
57	Nixon Smiley Pineland	SW 128 St & SW 133 Ave	Needs Restoration/Enhancement	60
58	Northrop Pineland	SW 296 St & SW 207th Ave	Needs Restoration/Enhancement	12.8
59	OletaTract C	NE 163 St & US-1	Needs Restoration/Enhancement	2.5
60	Owaissa Bauer Addition #1	SW 264 St & SW 177 Ave	Needs Restoration/Enhancement	9.4
61	Palm Drive	SW 344 St & SW 212 Ave	Needs Restoration/Enhancement	20
62	Pineshore Park	SW 128 St & SW 112 Ave	Needs Restoration/Enhancement	7.8
63	Quail Roost	SW 200 St & SW 144 Ave	Needs Restoration/Enhancement	48.5
64	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Needs Restoration/Enhancement	19.9
65	R. Hardy Matheson Preserve	SW 112 St & Old Cutler Rd	Needs Restoration/Enhancement	791
66	Rock Pit #39	SW 336 St & SW 192 Ave	Needs Restoration/Enhancement	9
67	Rock Pit #46	SW 232 St & SW 142 Ave	Needs Restoration/Enhancement	5
68	Rookdale Addition	SW 144 St & US-1	Needs Restoration/Enhancement	11
69	Rookdale Pineland	SW 144 St & US-1	Needs Restoration/Enhancement	26
70	Ross Hammock	SW 223 St & SW 157 Ave	Needs Restoration/Enhancement	20
71	School Board Pineland	SW 268 St & SW 129 Ave	Needs Restoration/Enhancement	18.4
72	Seminole Wayside Park Addition	SW 300 St & US-1	Needs Restoration/Enhancement	5.5
73	Silver Palm Groves	SW 232 St & SW 142 Ave	Needs Restoration/Enhancement	20.4
74	Silver Palm Hammock	SW 228 St & SW 149 Ave	Needs Restoration/Enhancement	10
75	South Dade Wetlands	SW 137 Ave & SW 376 St	Needs Restoration/Enhancement	23.849
76	Sunny Palms (Navy Wells #42)	SW 368 St & SW 202 Ave	Needs Restoration/Enhancement	40.8
77	Tamiami Complex Addition	SW 134 St & SW 122 Ave	Needs Restoration/Enhancement	25.6
78	Terama Tract in Oleta Preserve	Oleta Park Preserve	N/A *29.7 - Acquired	
79	Tree Island Park	SW 10 St & SW 147 Ave	Needs Restoration/Enhancement*120 Acquired	78
80	Trinity Pineland	SW 76 St & SW 74 Ave	In Maintenance	10
81	Tropical Park	7900 Bird Rd	Needs Restoration/Enhancement	4.4
82	West Biscayne	SW 288 St & SW 190 Ave	Needs Restoration/Enhancement	15.1
83	Wilkins-Pierson	SW 184 St & SW 164 Ave	Needs Restoration/Enhancement	10
Total Acreage the EEL Program is Responsible for Managing				28,908.60

FY 2022-23 Proposed Budget and Multi-Year Capital Plan



FY 2022-23 Proposed Budget and Multi-Year Capital Plan

Environmentally Endangered Lands Program - Properties on EEL Acquisition List					
*some are partially acquired-refer to Acquired/Managed List					
Number	Site Name	Location	Habitat	Priority	Acres
75	South Dade Wetlands	SW 137 Ave & SW 376 St	Wetlands	A	30,775
8	Black Creek Forest	SW 216 St & SW 112 Ave	Pineland	A	45.5
9	Black Point Wetlands	SW 248 St & SW 97 Ave	Coastal Wetlands	A	191.8
22	Cutler Wetlands	SW 196 St & SW 232 St	Coastal Wetlands	A	780
64	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Coastal Wetlands	A	21.5
85	Bird Key	NW 79 St & Biscayne Bay	Mangrove	A	37.5
86	Biscayne Wetlands	SW 280 St & SW 107 Ave	Coastal Wetlands	A	864.1
87	Bowers Pineland	SW 296 St & SW 197 Ave	Rockridge Pinelands	A	9.8
88	Castellow #31	SW 218 St & SW 157 Ave	Tropical Hammocks	A	14.1
89	Church of Jesus Christ and Parsons Pineland	SW 236 St. & SW 127 Ave.	Rockridge Pinelands	A	6.55
90	Cutler Bay Properties	SW 184 St. & Old Cutler Rd.	Buffer	B	9.9
91	Cutler Pit and Mangroves	C-102 (SW 268 St.) & SW 107 Ave.	Coastal Wetlands	A	536
92	Cutler Pit and Mangroves Addition	C-102 (SW 268 St.) & SW 97 Ave.	Coastal Wetlands	A	5
93	Cutler Wetlands North Addition Hammock	SW 184 St & Old Cutler Rd	Tropical Hammocks	B	37
94	Dixie Heights Pineland	SW 268 St & SW 132 Ave	Rockridge Pinelands	B	29
95	Goulds Addition	SW 232 St & SW 117 Ave	Rockridge Pinelands	A	28.8
96	Hammock Island	SW 360 St & SW 217 Ave	Tropical Hammocks	B	64.7
97	Hattie Bauer Pineland	SW 266 St & SW 157 Ave	Rockridge Pinelands	A	5
98	Homestead General Airport Hammock	SW 296 St & SW 217 Ave	Tropical Hammocks	B	4
99	Kings Highway	SW 304 St & SW 202 Ave	Rockridge Pinelands	A	31.1
100	Maddens Hammock	NW 154 St & NW 87 Ave	Tropical Hammocks	B	15.6
101	Notre Dame Pineland	SW 280 St & SW 132 Ave	Rockridge Pinelands	B	32
102	Oleta Tract A	NE 171 St & US-1	Coastal Wetlands	A	2.1
103	Oleta Tract B	NE 165 St & US-1	Coastal Wetlands	A	3.5
104	Oleta Tract D	NE 191 St & NE 24 Ave	Coastal Wetlands	A	7.4
105	Owalissa Bauer Addition #2	SW 264 St & SW 175 Ave	Rockridge Pinelands	A	10
106	Pine Ridge Sanctuary	SW 300 St & SW 211 Ave	Rockridge Pinelands	A	14
107	Railroad Pineland	SW 184 St & SW 147 Ave	Rockridge Pinelands	B	18.2
108	Richmond Complex	SW 152 St & SW 130 Ave	Rockridge Pinelands	A	219
109	Richmond Pineland-School Board/University of Miami	SW 152 St. & SW 130 Ave.	Rockridge Pinelands	A	4.8
110	Richmond Pineland-University of Miami/Coral Reef Retail	SW 152 St. & SW 127 Ave.	Rockridge Pinelands	A	7.1
111	Round Hammock	SW 408 St & SW 220 Ave	Tropical Hammocks	A	32
112	Silver Palm Addition	SW 232 St & SW 152 Ave	Rockridge Pinelands	A	19
113	SW Island Hammock	SW 392 St & SW 207 Ave	Tropical Hammocks	A	12.4
114	Vizcaya Hammock Addition	3300 South Miami Ave	Tropical Hammocks	A	2
Total Acreage the EEL Program is Responsible for Acquiring					33,895

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Seaport

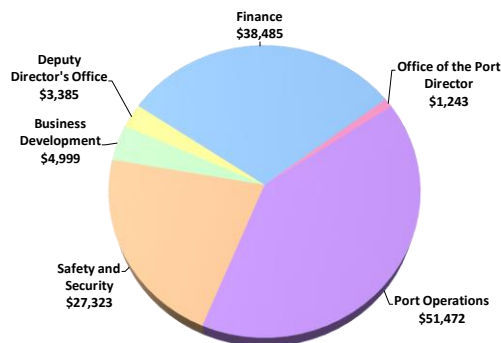
The Seaport Department manages and operates the Dante B. Fascell Port of Miami or PortMiami. PortMiami is the busiest passenger cruise port in the world and the 12th busiest cargo container port in the United States.

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.

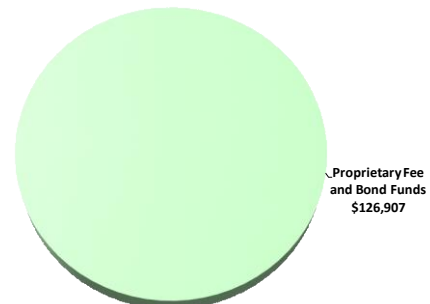
As the second largest economic engine in Miami-Dade County, PortMiami contributes \$43 billion annually to the local economy and supports more than 334,400 jobs in South Florida. Seaport works with the maritime, cruise and cargo industries; truckers; freight forwarders; various federal and state agencies;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

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

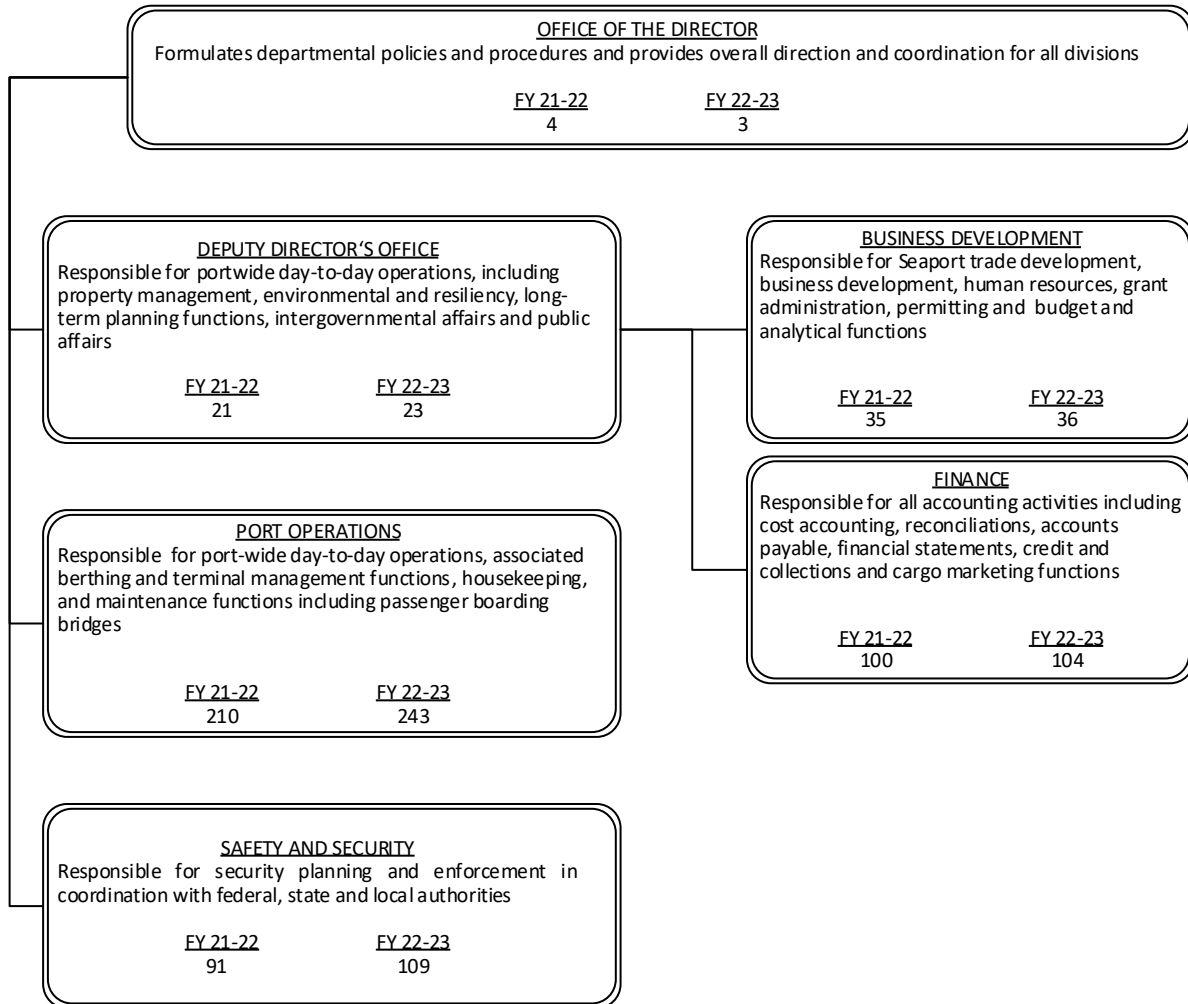


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 580.4

FY 2022 - 23 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

Strategic Objectives - Measures

- ED1-4: Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase maritime revenue to the Port	Number of TEUs (Twenty Foot Equivalent) (in thousands)	OC	↑	1,067	1,254	1,216	1,292	1,330
	Cruise passengers (in thousands)*	OC	↑	3,477	252	3,800	2,800	3,100

* FY 2020-21 Actual and FY 2021-22 Projection reflect the impact of Covid-19

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes a departmental reorganization that transfers one vacant Administrative Secretary to the Deputy Director's Office

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

Strategic Objectives - Measures

- ED1-5: Provide world-class airport and seaport facilities

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Efficiently manage Port properties	Property leases occupancy rate*	OC	↑	85%	95%	95%	95%	95%

*FY 2019-20 Actual, FY 2020-21 Actual and FY 2021-22 Projection reflect the impact of COVID 19

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the conversion of one part-time position to full-time status to improve operating efficiency and decrease position turnover
- The FY 2022-23 Proposed Budget includes a departmental reorganization that establishes a Deputy Director position to provide the oversight for Finance, Administration Business Development and Capital Construction

FY 2022 - 23 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

Strategic Objectives - Measures

- ED1-5: Provide world-class airport and seaport facilities

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve Port efficiency	Crane availability	EF	↑	99%	98%	99%	99%	99%

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the conversion of 33 part-time position to full-time status to improve operating efficiency and decrease position turnover

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

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the conversion of one part-time position to full-time status to improve operating efficiency and decrease position turnover

FY 2022 - 23 Proposed Budget and Multi-Year Capital 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

Strategic Objectives - Measures

- ED1-5: Provide world-class airport and seaport facilities

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve Port efficiency	Percentage of purchase requisitions completed	OC	↑	94%	95%	95%	95%	95%

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the conversion of four part-time positions to full-time status to improve operating efficiency and decrease position turnover

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

Strategic Objectives - Measures

- PS3-3: Protect key infrastructure and enhance security in large gathering places



Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure public safety and security at the Port	Number of Seaport Enforcement Officers	OP	↑	67	62	67	67	83

DIVISION COMMENTS





- The FY 2022-23 Proposed Budget includes the conversion of 18 part-time positions to full-time status to improve operating efficiency and decrease position turnover

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

-  As a result of COVID-19, Seaport is uncertain as to what the traffic levels will be in FY 2022-23; consequently, the Department is currently assuming approximately 3.1 million passengers for FY 2022-23; as the fiscal year progresses and actual performance is experienced, the Department's budget may need to be adjusted
-  The Seaport's Promotional Fund is budgeted at \$400,000 in FY 2022-23 and will be used for activities pursuant to Administrative Order 7-32 as applicable; these funds are not proposed as competitive grant funding but rather as allocations for limited programs that promote Port maritime activities in the Cargo and Cruise Marketing Programs and community outreach
- In FY 2022-23, 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 improvements included in the FY 2022-23 Proposed Budget and Multi-Year Capital Plan include an investment totaling \$1.026 billion; \$59.402 million in FY 2022-23
- In FY 2022-23, the Department will continue to repair and upgrade the north bulkhead, expected to add at least 30 years of life to the Port (total program cost \$339.702 million, \$5 million in FY 2022-23; capital program #644300)
- In anticipation of the Port receiving larger ships, the Department will add up to five new post-panamax gantry cranes which will bring the total number of cranes to 17; the additional cranes will allow the Port to handle more than one million TEUs annually (total program cost \$148.764 million, \$8.326 million in FY 2022-23; capital program #2000000131)
- The Port will also be investing in a new Federal Inspection Facility (total program cost \$38.282 million, \$1 million in FY 2022-23; capital program #641540); a new Inspection and Fumigation facilities (total program cost \$57.033 million, \$28.157 million in FY 2022-23; capital program #2000001418); and a Brightline train station which will allow passengers and employees to connect from Miami-Dade County's transit system to PortMiami (total program cost \$5.2 million; capital program #2000001320)
-  The major thrust of the of Seaport's capital improvement plan includes various cruise terminal renovations and new passenger facilities (total program cost \$973.579 million, \$153.780 million in FY 2022-23); the expansion of Cruise Terminal F which will accommodate additional Carnival Cruise Line ships (total program cost \$177.965 million, \$26.852 million in FY 2022-23; capital program #2000000979); the design and construction of the new Cruise Terminal V to support expanding Virgin Voyages operations (total program cost \$136.963 million, \$21.163 million in FY 2022-23; capital program #2000000978); new cruise terminals AA and AAA to support the expanded operations of MSC Cruise Lines (total program cost \$179.161 million, \$50.785 million in FY 2022-23; capital program #2000000570); the preparation of Berth 10 as a new future terminal (total program cost \$185.510 million, \$10 million in FY 2022-23; capital program #2000001343); as a result of these port investments, it is anticipated that the Port will be able to handle over 10 million passengers by FY 2025-26
-  The FY 2022-23 expenditures for the Shore Power capital program was adjusted from \$55 million to \$58.517 million; moving these expenditures from future years will allow the Port to purchase equipment in greater volume, taking advantage of volume discounts as well as ensuring that Phase 1 of the project is completed by the Fall of 2023 (total program cost \$175.848 million, \$58.517 million in FY 2022-23; capital program #2000001675)
-  The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the purchase of 10 vehicles (\$455,00) to replace its aging fleet; over the next five years, the Department is planning to spend \$2.465 million to replace 58 vehicles as part of its fleet replacement plan; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	223	25	300	0	30
Fuel	134	225	76	154	220
Overtime	1,196	62	1,190	413	1,242
Rent	17	114	25	25	26
Security Services	21,766	15,031	22,288	20,692	25,855
Temporary Services	0	0	0	0	0
Travel and Registration	180	35	295	316	458
Utilities	5,841	5,404	8,279	8,315	8,792

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee	Proposed Fee	Dollar Impact
	FY 21-22	FY 22-23	FY 22-23
• Various cargo dockage and wharfage rates	Various	Various	\$1,424,340
• Various crane charges	Various	Various	\$582,750
• Various passenger dockage and wharfage rates	Various	Various	\$1,823,010
• Various terminal rental charges	Various	Various	\$506,520
• Water use per ton	3.26	3.32	\$40,170

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
Carryover	124,000	115,000	83,776	150,686
FDOT Revenues	17,000	17,000	17,000	17,000
Proprietary Fees	137,989	119,264	184,850	192,638
Total Revenues	278,989	251,264	285,626	360,324
Operating Expenditures				
Summary				
Salary	26,308	12,659	25,985	33,346
Fringe Benefits	10,911	5,913	12,052	15,174
Court Costs	6	13	12	14
Contractual Services	17,102	9,577	16,721	20,090
Other Operating	10,476	2,627	12,040	13,074
Charges for County Services	28,122	20,475	29,979	31,905
Grants to Outside Organizations	0	0	0	0
Capital	-5,676	818	11,008	13,304
Total Operating Expenditures	87,249	52,082	107,797	126,907
Non-Operating Expenditures				
Summary				
Transfers	7,946	48,545	400	400
Distribution of Funds In Trust	0	0	0	0
Debt Service	68,794	22	70,703	62,100
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	106,726	170,917
Total Non-Operating Expenditures	76,740	48,567	177,829	233,417

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Economic Development				
Office of the Port Director	1,167	1,243	4	3
Deputy Director's Office	1,826	3,385	21	23
Port Operations	41,120	51,472	210	243
Business Development	4,137	4,999	35	36
Finance	37,259	38,485	100	104
Safety and Security	22,288	27,323	91	109
Total Operating Expenditures	107,797	126,907	461	518

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Army Corps of Engineers	4,300	0	0	0	0	0	0	0	4,300
FDOT Funds	41,546	32,778	20,186	0	0	0	0	0	94,510
Federal Transportation Grant	40,128	0	0	0	0	0	0	0	40,128
Future Financing	0	337,433	474,661	736,327	397,524	317,780	86,174	228,687	2,578,586
General Construction Overhead	0	0	0	0	0	0	0	0	0
Seaport Bonds/Loans	602,599	0	0	0	0	0	0	0	602,599
Tenant Financing	4,563	6,750	6,188	0	0	0	0	0	17,500
US DOT	10,000	0	0	0	0	0	0	0	10,000
US Department of Environmental Protection Agency	2,000	0	0	0	0	0	0	0	2,000
US Department of Homeland Security	834	0	0	0	0	0	0	0	834
Total:	705,969	376,961	501,035	736,327	397,524	317,780	86,174	228,687	3,350,457
Expenditures									
Strategic Area: ED									
Cargo Facilities Improvements	126,742	59,402	155,391	288,358	236,865	116,506	43,203	0	1,026,467
Environmental Projects	24,609	58,517	30,163	52,660	9,087	812	0	0	175,848
New Passenger Facilities	167,268	100,398	114,417	122,273	65,763	59,955	8,630	33,083	671,787
Port Facility Improvements	202,605	105,263	192,564	271,036	76,476	134,174	32,008	160,437	1,174,563
Terminal Improvements	184,745	53,381	8,500	2,000	9,333	6,333	2,333	35,167	301,792
Total:	705,969	376,961	501,035	736,327	397,524	317,780	86,174	228,687	3,350,457

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

BRIGHTLINE

DESCRIPTION: Build a train station for passengers and employees at the Seaport
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: Port of Miami District(s) Served:

PROGRAM #: 2000001320



5
Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	10	159	2,124	2,742	165	0	0	5,200
TOTAL REVENUES:	0	10	159	2,124	2,742	165	0	0	5,200
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	10	159	2,124	2,742	165	0	0	5,200
TOTAL EXPENDITURES:	0	10	159	2,124	2,742	165	0	0	5,200

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CONSTRUCTION SUPERVISION

PROGRAM #: 6430061



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	17,669	16,000	16,000	16,000	14,000	8,350	0	88,019
Seaport Bonds/Loans	34,019	0	0	0	0	0	0	0	34,019
TOTAL REVENUES:	34,019	17,669	16,000	16,000	16,000	14,000	8,350	0	122,038
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	34,019	17,669	16,000	16,000	16,000	14,000	8,350	0	122,038
TOTAL EXPENDITURES:	34,019	17,669	16,000	16,000	16,000	14,000	8,350	0	122,038

CRUISE TERMINAL BERTH 10 - NEW

PROGRAM #: 2000001343



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	10,000	15,000	51,282	51,282	51,282	0	0	178,846
Seaport Bonds/Loans	6,664	0	0	0	0	0	0	0	6,664
TOTAL REVENUES:	6,664	10,000	15,000	51,282	51,282	51,282	0	0	185,510
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	6,024	10,000	15,000	51,282	51,282	51,282	0	0	184,870
Infrastructure Improvements	640	0	0	0	0	0	0	0	640
TOTAL EXPENDITURES:	6,664	10,000	15,000	51,282	51,282	51,282	0	0	185,510

CRUISE TERMINAL C

PROGRAM #: 2000000923



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	11,176	400	0	0	0	0	0	0	11,576
Future Financing	0	400	0	0	0	0	0	0	400
Seaport Bonds/Loans	5,118	0	0	0	0	0	0	0	5,118
TOTAL REVENUES:	16,294	800	0	0	0	0	0	0	17,094
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	16,294	800	0	0	0	0	0	0	17,094
TOTAL EXPENDITURES:	16,294	800	0	0	0	0	0	0	17,094

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CRUISE TERMINAL F - PHASE 2

PROGRAM #: 2000000979

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	26,852	0	0	0	0	0	0	26,852
Seaport Bonds/Loans	151,113	0	0	0	0	0	0	0	151,113
TOTAL REVENUES:	151,113	26,852	0	0	0	0	0	0	177,965
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Art Allowance	892	0	0	0	0	0	0	0	892
Construction	82,883	26,852	0	0	0	0	0	0	109,735
Infrastructure Improvements	67,337	0	0	0	0	0	0	0	67,337
TOTAL EXPENDITURES:	151,113	26,852	0	0	0	0	0	0	177,965

CRUISE TERMINAL G EXPANSION

PROGRAM #: 2000001291

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	18,450	81,000	59,310	5,050	0	0	0	163,810
Seaport Bonds/Loans	6,344	0	0	0	0	0	0	0	6,344
TOTAL REVENUES:	6,344	18,450	81,000	59,310	5,050	0	0	0	170,154
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	15,450	81,000	59,310	5,050	0	0	0	160,810
Furniture Fixtures and Equipment	0	3,000	0	0	0	0	0	0	3,000
Planning and Design	6,344	0	0	0	0	0	0	0	6,344
TOTAL EXPENDITURES:	6,344	18,450	81,000	59,310	5,050	0	0	0	170,154

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

CRUISE TERMINAL J - IMPROVEMENTS

PROGRAM #: 642930

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	15,397	0	0	0	0	0	0	15,397
Seaport Bonds/Loans	6,752	0	0	0	0	0	0	0	6,752
TOTAL REVENUES:	6,752	15,397	0	0	0	0	0	0	22,149
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	6,752	15,397	0	0	0	0	0	0	22,149
TOTAL EXPENDITURES:	6,752	15,397	0	0	0	0	0	0	22,149

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CRUISE TERMINAL V

PROGRAM #: 2000000978



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	2,045	0	0	0	0	0	0	0	2,045
Future Financing	0	21,163	51	51	51	43	0	0	21,359
Seaport Bonds/Loans	113,559	0	0	0	0	0	0	0	113,559
TOTAL REVENUES:	115,604	21,163	51	51	51	43	0	0	136,963
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Art Allowance	2,393	0	0	0	0	0	0	0	2,393
Construction	12,842	21,163	51	51	51	43	0	0	34,201
Furniture Fixtures and Equipment	10,000	0	0	0	0	0	0	0	10,000
Infrastructure Improvements	90,369	0	0	0	0	0	0	0	90,369
TOTAL EXPENDITURES:	115,604	21,163	51	51	51	43	0	0	136,963

CRUISE TERMINALS A AND AA - ROADWAYS FLYOVER

PROGRAM #: 2000000724



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	1,241	2,127	532	0	0	0	0	0	3,900
Future Financing	0	7,743	2,026	0	0	0	0	0	9,769
Seaport Bonds/Loans	22,755	0	0	0	0	0	0	0	22,755
TOTAL REVENUES:	23,996	9,870	2,558	0	0	0	0	0	36,424
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	22,495	9,870	2,558	0	0	0	0	0	34,923
Infrastructure Improvements	1,502	0	0	0	0	0	0	0	1,502
TOTAL EXPENDITURES:	23,996	9,870	2,558	0	0	0	0	0	36,424

CRUISE TERMINALS AA AND AAA - NEW

PROGRAM #: 2000000570



DESCRIPTION: Design and construct new cruise terminals to support expanded operations of MSC Cruise Line
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	50,785	18,366	11,630	9,380	8,630	8,630	33,083	140,504
Seaport Bonds/Loans	38,657	0	0	0	0	0	0	0	38,657
TOTAL REVENUES:	38,657	50,785	18,366	11,630	9,380	8,630	8,630	33,083	179,161
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	38,331	50,785	18,366	11,630	9,380	8,630	8,630	33,083	178,835
Infrastructure Improvements	326	0	0	0	0	0	0	0	326
TOTAL EXPENDITURES:	38,657	50,785	18,366	11,630	9,380	8,630	8,630	33,083	179,161

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CRUISE TERMINALS D AND E - UPGRADES

PROGRAM #: 2000000061



DESCRIPTION: Upgrade terminals D and E for new Carnival Cruise Line services plus addition of Provisional Facility
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	6,999	0	0	0	0	0	0	6,999
Seaport Bonds/Loans	7,949	0	0	0	0	0	0	0	7,949
TOTAL REVENUES:	7,949	6,999	0	0	0	0	0	0	14,948
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	7,949	6,999	0	0	0	0	0	0	14,948
TOTAL EXPENDITURES:	7,949	6,999	0	0	0	0	0	0	14,948

FEDERAL INSPECTION FACILITY

PROGRAM #: 641540



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	1,000	12,069	14,248	9,373	562	0	0	37,252
Seaport Bonds/Loans	1,030	0	0	0	0	0	0	0	1,030
TOTAL REVENUES:	1,030	1,000	12,069	14,248	9,373	562	0	0	38,282
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,030	1,000	12,069	14,248	9,373	562	0	0	38,282
TOTAL EXPENDITURES:	1,030	1,000	12,069	14,248	9,373	562	0	0	38,282

GANTRY CRANES

PROGRAM #: 2000000131



DESCRIPTION: Purchase five additional post panamax gantry cranes for increased cargo traffic to bring the total number of cranes to 17
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	20,938	6,371	0	0	0	0	0	0	27,309
Future Financing	0	1,955	20,119	40,594	44,236	4,727	1,182	0	112,813
Seaport Bonds/Loans	8,642	0	0	0	0	0	0	0	8,642
TOTAL REVENUES:	29,580	8,326	20,119	40,594	44,236	4,727	1,182	0	148,764
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Major Machinery and Equipment	29,580	8,326	20,119	40,594	44,236	4,727	1,182	0	148,764
TOTAL EXPENDITURES:	29,580	8,326	20,119	40,594	44,236	4,727	1,182	0	148,764

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INFRASTRUCTURE IMPROVEMENTS - CARGO GATE MODIFICATIONS

PROGRAM #: 644010



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

LOCATION: Dante B. Fascell Port of Miami-Dade

District Located: 5

Port of Miami

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Federal Transportation Grant	28,678	0	0	0	0	0	0	0	28,678
Future Financing	0	4,236	0	0	0	0	0	0	4,236
Seaport Bonds/Loans	23,592	0	0	0	0	0	0	0	23,592
TOTAL REVENUES:	52,270	4,236	0	0	0	0	0	0	56,506
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	47,449	4,236	0	0	0	0	0	0	51,685
Major Machinery and Equipment	4,821	0	0	0	0	0	0	0	4,821
TOTAL EXPENDITURES:	52,270	4,236	0	0	0	0	0	0	56,506

INFRASTRUCTURE IMPROVEMENTS - CONTAINER YARD (SEABOARD)

PROGRAM #: 644520



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

LOCATION: Dante B. Fascell Port of Miami-Dade

District Located: 5

Port of Miami

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	16,781	31,144	54,460	7,543	0	0	0	109,928
Seaport Bonds/Loans	11,645	0	0	0	0	0	0	0	11,645
Tenant Financing	4,000	0	0	0	0	0	0	0	4,000
TOTAL REVENUES:	15,645	16,781	31,144	54,460	7,543	0	0	0	125,573
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	10,186	16,781	31,144	54,460	7,543	0	0	0	120,114
Major Machinery and Equipment	5,459	0	0	0	0	0	0	0	5,459
TOTAL EXPENDITURES:	15,645	16,781	31,144	54,460	7,543	0	0	0	125,573

INFRASTRUCTURE IMPROVEMENTS - CRUISE CAMPUS

PROGRAM #: 2000001290



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

LOCATION: Dante B. Fascell Port of Miami-Dade

District Located: 5

Port of Miami

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	1,663	1,400	1,808	3,940	9,422	16,002	22,211	56,446
Seaport Bonds/Loans	1,612	0	0	0	0	0	0	0	1,612
TOTAL REVENUES:	1,612	1,663	1,400	1,808	3,940	9,422	16,002	22,211	58,058
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,612	1,663	1,400	1,808	3,940	9,422	16,002	22,211	58,058
TOTAL EXPENDITURES:	1,612	1,663	1,400	1,808	3,940	9,422	16,002	22,211	58,058

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INFRASTRUCTURE IMPROVEMENTS - NORTH BULKHEAD REHABILITATION

PROGRAM #: 644300



DESCRIPTION: Provide repairs and improvements to the north bulkhead terminal

LOCATION: Dante B. Fascell Port of Miami-Dade

District Located: 5

Port of Miami

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	5,000	1,000	90,000	1,000	90,000	1,000	125,000	313,000
Seaport Bonds/Loans	26,702	0	0	0	0	0	0	0	26,702
TOTAL REVENUES:	26,702	5,000	1,000	90,000	1,000	90,000	1,000	125,000	339,702
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	26,659	5,000	1,000	90,000	1,000	90,000	1,000	125,000	339,659
Infrastructure Improvements	43	0	0	0	0	0	0	0	43
TOTAL EXPENDITURES:	26,702	5,000	1,000	90,000	1,000	90,000	1,000	125,000	339,702

INFRASTRUCTURE IMPROVEMENTS - PASSENGER BOARDING BRIDGES

PROGRAM #: 2000001344



DESCRIPTION: Purchase passenger boarding bridges for various terminals throughout the port

LOCATION: Dante B. Fascell Port of Miami-Dade

District Located: 5

Port of Miami

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	3,333	8,500	2,000	9,333	6,333	2,333	35,167	66,999
Seaport Bonds/Loans	2,638	0	0	0	0	0	0	0	2,638
TOTAL REVENUES:	2,638	3,333	8,500	2,000	9,333	6,333	2,333	35,167	69,637
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Major Machinery and Equipment	2,638	3,333	8,500	2,000	9,333	6,333	2,333	35,167	69,637
TOTAL EXPENDITURES:	2,638	3,333	8,500	2,000	9,333	6,333	2,333	35,167	69,637

INFRASTRUCTURE IMPROVEMENTS - PORT WIDE

PROGRAM #: 645430



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

LOCATION: Dante B. Fascell Port of Miami-Dade

District Located: 5

Port of Miami

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Army Corps of Engineers	4,300	0	0	0	0	0	0	0	4,300
FDOT Funds	100	130	0	0	0	0	0	0	230
Federal Transportation Grant	11,450	0	0	0	0	0	0	0	11,450
Future Financing	0	41,247	132,928	145,404	42,583	20,025	6,656	13,226	402,069
Seaport Bonds/Loans	80,005	0	0	0	0	0	0	0	80,005
US DOT	10,000	0	0	0	0	0	0	0	10,000
US Department of Homeland Security	834	0	0	0	0	0	0	0	834
TOTAL REVENUES:	106,690	41,377	132,928	145,404	42,583	20,025	6,656	13,226	508,889
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	86,363	41,247	132,928	145,404	42,583	20,025	6,656	13,226	488,432
Infrastructure Improvements	20,327	130	0	0	0	0	0	0	20,457
TOTAL EXPENDITURES:	106,690	41,377	132,928	145,404	42,583	20,025	6,656	13,226	508,889

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INFRASTRUCTURE IMPROVEMENTS - SOUTH FLORIDA CONTAINER TERMINAL

PROGRAM #: 647150



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	0	7,000	4,300	0	0	0	0	0	11,300
Future Financing	0	6,831	7,239	2,660	0	0	0	0	16,730
Seaport Bonds/Loans	27,246	0	0	0	0	0	0	0	27,246
TOTAL REVENUES:	27,246	13,831	11,539	2,660	0	0	0	0	55,276
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	26,863	13,831	11,539	2,660	0	0	0	0	54,893
Planning and Design	383	0	0	0	0	0	0	0	383
TOTAL EXPENDITURES:	27,246	13,831	11,539	2,660	0	0	0	0	55,276

INFRASTRUCTURE IMPROVEMENTS - WATER AND SEWER UPGRADES

PROGRAM #: 647720



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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	517	639	1,452	838	0	0	0	3,446
Seaport Bonds/Loans	5,491	0	0	0	0	0	0	0	5,491
TOTAL REVENUES:	5,491	517	639	1,452	838	0	0	0	8,937
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	5,489	517	639	1,452	838	0	0	0	8,935
Infrastructure Improvements	3	0	0	0	0	0	0	0	3
TOTAL EXPENDITURES:	5,491	517	639	1,452	838	0	0	0	8,937

INLAND PORT DEVELOPMENT

PROGRAM #: 2000000572



DESCRIPTION: Continue Inland Port development of the container storage and transfer staging areas
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	200	0	0	0	0	0	0	0	200
Future Financing	0	16,228	92,589	190,644	185,086	111,779	42,021	0	638,347
Seaport Bonds/Loans	1,800	0	0	0	0	0	0	0	1,800
TOTAL REVENUES:	2,000	16,228	92,589	190,644	185,086	111,779	42,021	0	640,347
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	2,000	16,228	92,589	190,644	185,086	111,779	42,021	0	640,347
TOTAL EXPENDITURES:	2,000	16,228	92,589	190,644	185,086	111,779	42,021	0	640,347

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

INSPECTION AND FUMIGATION FACILITIES

PROGRAM #: 2000001418



DESCRIPTION: Develop a fumigation and cold chain processing center
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	1,596	16,750	15,354	0	0	0	0	0	33,700
Future Financing	0	4,657	4,269	0	0	0	0	0	8,926
Seaport Bonds/Loans	907	0	0	0	0	0	0	0	907
Tenant Financing	563	6,750	6,188	0	0	0	0	0	13,500
TOTAL REVENUES:	3,065	28,157	25,811	0	0	0	0	0	57,033
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	2,158	28,157	25,811	0	0	0	0	0	56,126
Planning and Design	907	0	0	0	0	0	0	0	907
TOTAL EXPENDITURES:	3,065	28,157	25,811	0	0	0	0	0	57,033

SHORE POWER AT THE PORT

PROGRAM #: 2000001675



DESCRIPTION: Provide Shore Power to all cruise terminals which will allow ships to turn off their primary engines while docked resulting in reduced air emissions
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FDOT Funds	4,250	0	0	0	0	0	0	0	4,250
Future Financing	0	58,517	30,163	52,660	9,087	812	0	0	151,239
Seaport Bonds/Loans	18,359	0	0	0	0	0	0	0	18,359
US Department of Environmental Protection Agency	2,000	0	0	0	0	0	0	0	2,000
TOTAL REVENUES:	24,609	58,517	30,163	52,660	9,087	812	0	0	175,848
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	24,609	58,517	30,163	52,660	9,087	812	0	0	175,848
TOTAL EXPENDITURES:	24,609	58,517	30,163	52,660	9,087	812	0	0	175,848

UNFUNDED CAPITAL PROGRAMS

(dollars in thousands)

PROGRAM NAME	LOCATION	ESTIMATED PROGRAM 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
UNFUNDED TOTAL		225,700



STRATEGIC AREA

General Government

Mission:

To provide ethical and transparent government that supports excellent public service delivery, that is easily accessible, and that is informed by active engagement with the community and our local partners

GOALS	OBJECTIVES
ACCESSIBLE, EQUITABLE, TRANSPARENT AND RESPONSIBLE GOVERNMENT	Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate
	Facilitate community outreach and engagement to promote better decision-making in County government
	Ensure involvement of local organizations to help address priority needs of our residents
	Promote equity in the planning and delivery of County services
	Ensure fair, accurate, transparent and accessible Election services
EXCELLENT, ENGAGED AND RESILIENT WORKFORCE	Attract and hire new talent to support operations
	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
	Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent manner
	Effectively utilize and maintain facilities and assets
EFFECTIVE LEADERSHIP AND MANAGEMENT PRACTICES	Provide sound financial and risk management
	Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents
	Reduce County government's greenhouse gas emissions and resource consumption
	Lead community sustainability efforts and climate change mitigation and adaptation strategies

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Audit and Management Services

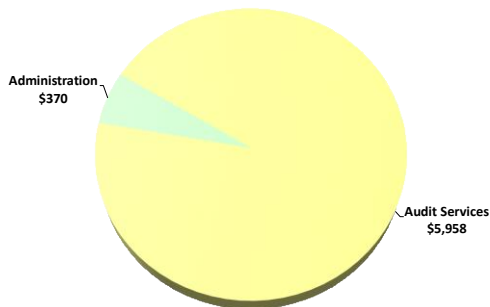
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

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.

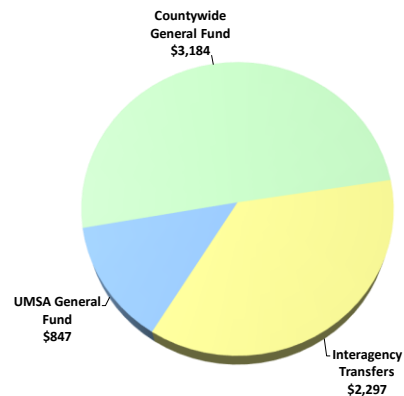
Department stakeholders include County departments and their business partners, as well as the general public.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>AUDIT SERVICES</u> Performs audits to improve performance and foster accountability, while promoting a more efficient, effective and ethical County government		
<u>FY 21-22</u>	<u>FY 22-23</u>	
35	41	

<u>ADMINISTRATIVE SUPPORT SERVICES</u> Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management and information technology assistance		
<u>FY 21-22</u>	<u>FY 22-23</u>	
4	4	

The FY 2022-23 total number of full-time equivalent positions is 45.

FY 2022 - 23 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

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Conduct audits aimed at operational efficiency and effectiveness	Amount collected from assessments (in thousands)*	OC	↑	\$2,010	\$1,283	\$1,500	\$1,500	\$1,500
	Percentage of audit reports issued within 90 days of fieldwork completion	EF	↑	69%	81%	50%	50%	50%
	Audit reports issued	OP	↔	42	57	40	40	50
	Amount assessed from audits (in thousands)*	OC	↑	\$5,390	\$2,323	\$3,000	\$3,000	\$3,000
	Percentage of planned follow-up audits completed**	OP	↔	42%	81%	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

DIVISION COMMENTS



The FY 2022-23 Proposed Budget includes the addition of three Associate Auditors (\$276,000), two Senior Auditors (\$207,000) and one Audit Manager (\$142,000) to assist with additional workload demands

- The FY 2022-23 Proposed Budget includes \$2.3 million for direct audit services provided for County departments such as Aviation, Water and Sewer, Seaport, Public Housing and Community Development, Solid Waste Management, Transportation and Public Works, Office of the Citizens' Independent Transportation Trust, Regulatory and Economic Resources, Corrections and Rehabilitation, Parks, Recreation and Open Spaces, and others

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
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	1	2	14	6	14
Utilities	25	21	20	20	22

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23				
Revenue Summary								
General Fund Countywide	1,843	1,915	2,406	3,184				
General Fund UMSA	582	540	678	847				
Fees for Services	2,123	2,202	2,200	2,297				
Total Revenues	4,548	4,657	5,284	6,328				
Operating Expenditures Summary								
Salary	3,186	3,250	3,644	4,386				
Fringe Benefits	1,219	1,242	1,404	1,677				
Other Operating	85	102	159	181				
Charges for County Services	54	58	62	69				
Capital	4	3	15	15				
Total Operating Expenditures	4,548	4,655	5,284	6,328				
Non-Operating Expenditures Summary								
Transfers	0	0	0	0				
Distribution of Funds In Trust	0	0	0	0				
Debt Service	0	0	0	0				
Depreciation, Amortizations and Depletion	0	0	0	0				
Reserve	0	0	0	0				
Total Non-Operating Expenditures	0	0	0	0				

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Administration	350	370	4	4
Audit Services	4,934	5,958	35	41
Total Operating Expenditures	5,284	6,328	39	45

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Commission on Ethics and Public Trust

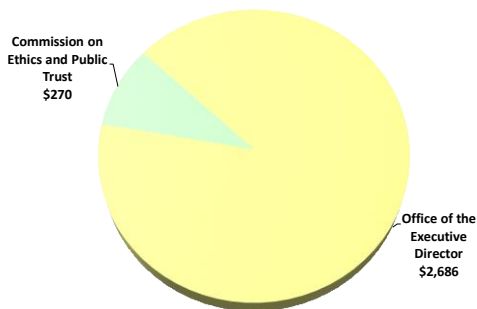
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory, investigatory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public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

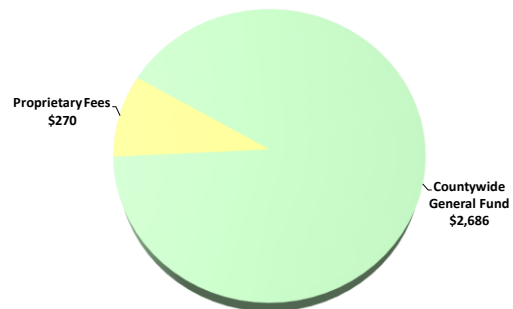
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors and vendors. The Ethics Commission works closely with the Office of the Inspector General and the State Attorney's Office,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

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

OFFICE OF THE EXECUTIVE DIRECTOR

Provides administrative support to the Ethics Commission; recommends legislative and policy initiatives that promote ethical government and accountability; issues and approves ethics opinions; supervises and participates in ethics training programs for public officials, employees and candidates for elected office.

FY 21-22
16

FY 22-23
17

The FY 2022-23 total number of full-time equivalent positions is 17

FY 2022 - 23 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, or self-initiated by the agency, 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
- Manages and supports the prosecution of cases before the Ethics Commission and refers cases for criminal prosecution or other disposition(s) with appropriate agencies

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve the image of County Government	Number of complaints filed	IN	↔	52	35	50	50	50
	Number of requests for opinions and inquiries filed	IN	↔	155	216	200	200	250
	Number of investigations handled	OP	↔	144	102	130	110	110
	Number of Hotline, Mailbox and General Inquiries Responses*	OP	↔	300	241	350	350	350
	Number of Ethics trainings and workshops	OP	↔	70	84	120	110	120
	Percentage of County employees trained within the past three years	OC	↑	100%	100%	100%	100%	100%
	Number of reports and/or findings provided to selection committees**	OP	↔	N/A	N/A	N/A	N/A	40,000

*FY 2020-21 Actual revised from FY 2021-22 Adopted Budget

**As per BCC Resolution R-62-22 amending IO 3-34, which directed the Miami-Dade Commission on Ethics and Public Trust to provide reports and findings regarding any vendor or proposed subcontractor under consideration during a competitive procurement process to the selection committee

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- During FY 2021-22, one Commission on Ethics Records Specialist was approved to provide support for activities associated with Resolution R-62-22 amending Implementing Order 3-34 (\$73,000)
- The FY 2022-23 Proposed Budget includes a transfer of \$130,000, 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 and personnel expenditures

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	97	0	0	0	0
Security Services	1	0	1	1	1
Temporary Services	0	0	0	0	0
Travel and Registration	1	0	2	0	2
Utilities	13	6	8	6	8

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	2,317	2,404	2,654	2,686
Carryover	76	105	0	0
Fees and Charges	91	138	97	140
Lobbyist Trust Fund	116	131	70	130
Total Revenues	2,600	2,778	2,821	2,956
Operating Expenditures				
Summary				
Salary	1,718	1,880	1,990	2,057
Fringe Benefits	573	607	670	740
Contractual Services	1	4	1	9
Other Operating	103	54	109	85
Charges for County Services	97	26	46	58
Capital	3	0	5	7
Total Operating Expenditures	2,495	2,571	2,821	2,956
Non-Operating Expenditures				
Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Commission on Ethics and Public Trust	167	270	0	0
Office of the Executive Director	2,654	2,686	16	17
Total Operating Expenditures	2,821	2,956	16	17

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Communications and Customer Experience

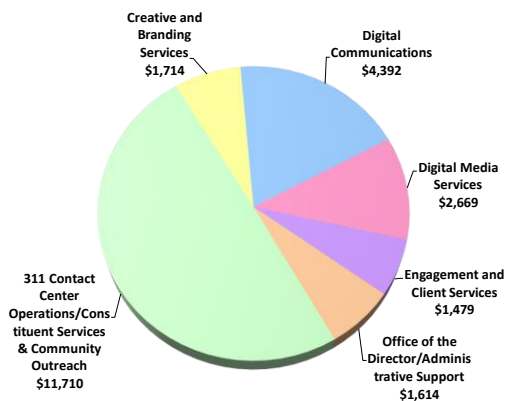
The Communications and Customer Experience Department (CCED) links County government to more than 2.7 million residents and over 16 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal (www.miamidade.gov), Miami-Dade Television (MDTV), digital media, printed collateral and multi-lingual radio programming. These service channels facilitate access to government services, assist departments in disseminating information about County services and programs through educational messaging and advertising, and support enterprise-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 the strategic objective: support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate. 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.

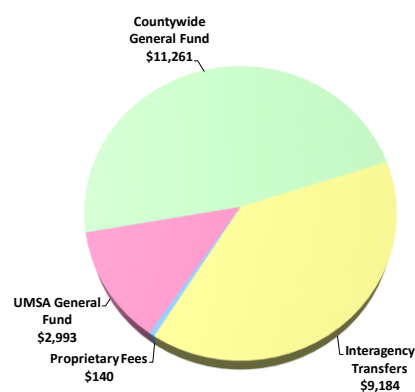
The Communications and Customer Experience Department serves a variety of stakeholders including the public, elected officials, County departments and municipalities.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

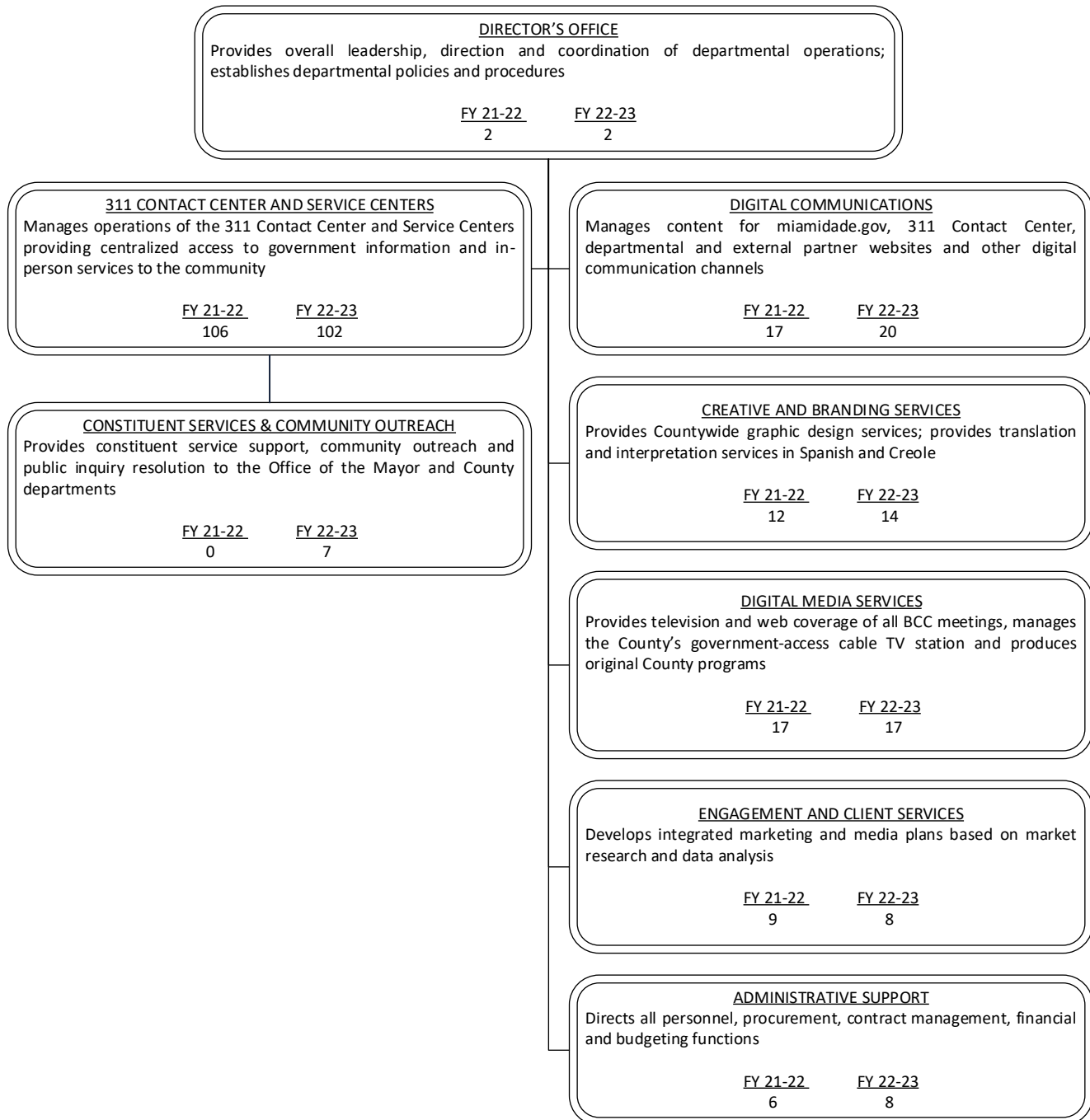


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 182.44

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR/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

Strategic Objectives - Measures

- ED1-2: Create and maintain an environment attractive and welcoming to large and small businesses and their workforce

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Reduce processing time	Invoices processed within 45 calendar days	EF	↑	100%	93%	98%	98%	98%

DIVISION COMMENTS

- During FY 2021-22, one Personnel Specialist position was added to support CCED with increased human resources activities (\$85,000)
- During FY 2021-22, one Account Clerk position was transferred from Engagement and Client Services to assist with various accounting and administrative functions

DIVISION: 311 CONTACT CENTER OPERATIONS/CONSTITUENT SERVICES & COMMUNITY OUTREACH

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
- Provides constituent service support, community outreach and public inquiry resolution to the Office of the Mayor and County departments

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Call volume (in millions)	IN	↔	2.1	1.6	1.5	1.5	1.5
Provide quality service delivery	Average call wait time (in seconds)	EF	↓	239	170	180	180	180

DIVISION COMMENTS



During FY 2021-22, two Administrative Officer 1 positions (\$176,000), one Special Project Administrator 1 position (\$107,000) and one Special Project Administrator 2 position (\$124,000) were added to support the Constituent Services function

- During FY 2021-22, one Senior Call Specialist position was transferred from 311 Contact Center to Digital Communications and reclassified to a Business Architect to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360

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

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Visits to the internet portal (in millions)*	IN	↔	39	180	37	180	180

*The FY 2021-22 Projection was updated from the Proposed Budget and Multi-Year Capital Plan to reflect year-to-date actuals

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2021-22, one Senior Call Specialist position was transferred from the 311 Contact Center and reclassified to a Business Architect to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360
- **The FY 2022-23 Proposed Budget includes two User Experience Designers positions to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360 (\$157,000)**

DIVISION: CREATIVE AND BRANDING SERVICES

The Creative and Branding Services Division designs, develops and executes marketing and public education campaigns, including planning, creative concept development, graphic design and print, and audio-visual production services; and develops and enforces policies for content, style and branding.

- Provides full service creative and branding services
- Provides translation and interpretation services in Spanish and Creole

DIVISION COMMENTS



During FY 2021-22, two Graphic Designer positions were added to support the functions which serve County Departments and elected officials (\$204,000)

- In FY 2022-23, the Department will continue its Service Level Agreement with the Elections Department for translation services (\$50,000)

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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Number of "Likes" to the Miami-Dade County Facebook page (in thousands)*	OC	↑	87	101	90	105	105

*FY 2021-22 Projection and FY 2022-23 Target reflect increased engagement from outreach campaigns related to COVID-19

DIVISION: ENGAGEMENT AND CLIENT SERVICES
<p>The Engagement and Client Services Division coordinates, plans and executes public education campaigns through market research, placement of advertisements and account management functions.</p> <ul style="list-style-type: none"> Develops integrated marketing and media plans based on market research and conducts data analysis for post-public education performance reporting Proactively engages local communications channels to promote Countywide programs and services to the community Administers the County's marketing pool and provides communications support for departmental outreach events Manages the enterprise editorial calendar which drives integrated messaging across both traditional and digital communications channels

DIVISION COMMENTS

- During FY 2021-22, one Account Clerk position was transferred to Administrative Support to assist with various accounting and administrative functions

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



- The Department's FY 2022-23 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 2023-24; the project is being funded with Capital Asset 2020C bond proceeds (total program cost \$2.5 million; \$2 million in FY 2022-23; capital program #2000001438)
- The Department's FY 2022-23 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 (total program cost \$3 million; \$2.5 million in FY 2022-23; capital program #2000001894); the replacement of audio video cameras and accessories to upgrade aging technology (total program cost \$275,000; \$75,000 in FY 2022-23; capital program #2000001694); and the improvement of press room functionality for local TV media usage and press conference coverage by MDTV and the upgrade of communication infrastructure from analog to digital (total program cost \$80,000; capital program #2000002455); these capital programs are being funded through the Countywide Infrastructure investment Program (CIIP)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	272	328	336	336	336
Fuel	1	2	2	2	2
Overtime	234	88	79	30	84
Rent	34	34	34	34	34
Security Services	0	-5	1	0	1
Temporary Services	76	41	125	119	125
Travel and Registration	10	4	80	80	108
Utilities	53	34	33	32	36

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23	(dollars in thousands)	Total Funding Budget FY 21-22	Proposed FY 22-23	Total Positions Budget FY 21-22	Proposed FY 22-23
Revenue Summary					Expenditure By Program				
General Fund Countywide	5,618	6,712	10,054	11,261	Strategic Area: General Government				
General Fund UMSA	1,774	2,119	2,809	2,993	Office of the	1,445	1,614	8	10
Carryover	763	0	0	0	Director/Administrative				
Fees for Services	129	165	150	140	Support				
Interagency Transfers	7,828	8,172	8,566	9,184	311 Contact Center	10,953	11,710	106	109
Interfund Transfers	0	646	0	0	Operations/Constituent				
Total Revenues	16,112	17,814	21,579	23,578	Services & Community				
Operating Expenditures					Outreach				
Summary					Digital Communications	3,741	4,392	17	20
Salary	8,743	11,433	12,047	13,270	Creative and Branding	1,422	1,714	12	14
Fringe Benefits	3,657	3,524	4,921	5,468	Services				
Contractual Services	178	87	400	444	Digital Media Services	2,569	2,669	17	17
Other Operating	1,446	1,520	2,198	2,286	Engagement and Client	1,449	1,479	9	8
Charges for County Services	1,139	1,156	1,903	1,980	Services				
Capital	304	94	110	130	Total Operating Expenditures	21,579	23,578	169	178
Total Operating Expenditures	15,467	17,814	21,579	23,578					
Non-Operating Expenditures									
Summary									
Transfers	0	0	0	0					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations	0	0	0	0					
and Depletion									
Reserve	0	0	0	0					
Total Non-Operating	0	0	0	0					
Expenditures									

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Capital Asset Series 2020C Bonds	2,500	0	0	0	0	0	0	0	2,500
Capital Asset Series 2021A Bonds	3,080	0	0	0	0	0	0	0	3,080
General Government Improvement Fund (GGIF)	200	75	0	0	0	0	0	0	275
Total:	5,780	75	0	0	0	0	0	0	5,855
Expenditures									
Strategic Area: GG									
311 Answer Center Technology Improvements	0	2,000	500	0	0	0	0	0	2,500
Equipment Acquisition	500	2,855	0	0	0	0	0	0	3,355
Total:	500	4,855	500	0	0	0	0	0	5,855

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

AUDIO VIDEO CAMERAS AND ACCESSORIES

PROGRAM #: 2000001694

DESCRIPTION: Replace audio video cameras and accessories to upgrade aging technology

LOCATION: 111 NW 1 St

City of Miami

District Located:

5

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	200	75	0	0	0	0	0	0	275
TOTAL REVENUES:	200	75	0	0	0	0	0	0	275
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	275	0	0	0	0	0	0	275
TOTAL EXPENDITURES:	0	275	0	0	0	0	0	0	275

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

AV EQUIPMENT AND INFRASTRUCTURE UPGRADE

PROGRAM #: 2000001894

DESCRIPTION: Upgrade the County's aging AV equipment and infrastructure to High-Definition technology

LOCATION: 111 NW 1 St

City of Miami

District Located: 5

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2021A Bonds	3,000	0	0	0	0	0	0	0	3,000
TOTAL REVENUES:	3,000	0	0	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	500	2,500	0	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	500	2,500	0	0	0	0	0	0	3,000

CUSTOMER RELATIONSHIP MANAGEMENT MODERNIZATION

PROGRAM #: 2000001438



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

LOCATION: 11500 NW 25 St

Doral

District Located: 12

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	2,500	0	0	0	0	0	0	0	2,500
TOTAL REVENUES:	2,500	0	0	0	0	0	0	0	2,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	0	2,000	500	0	0	0	0	0	2,500
TOTAL EXPENDITURES:	0	2,000	500	0	0	0	0	0	2,500

Estimated Annual Operating Impact will begin in FY 2023-24 in the amount of \$600,000 and includes 0 FTE(s)

PRESS ROOM ON 29TH FLOOR

PROGRAM #: 2000002455



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

LOCATION: 111 NW 1 Street

City of Miami

District Located: 5

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2021A Bonds	80	0	0	0	0	0	0	0	80
TOTAL REVENUES:	80	0	0	0	0	0	0	0	80
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	80	0	0	0	0	0	0	80
TOTAL EXPENDITURES:	0	80	0	0	0	0	0	0	80

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Elections

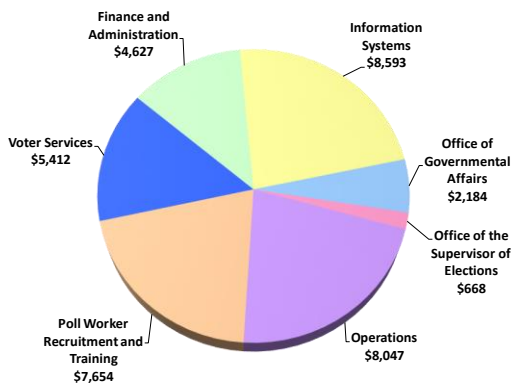
The Elections Department conducts elections that are accurate, convenient and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal and special taxing district elections are conducted and tabulated in a correct, uniform and impartial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

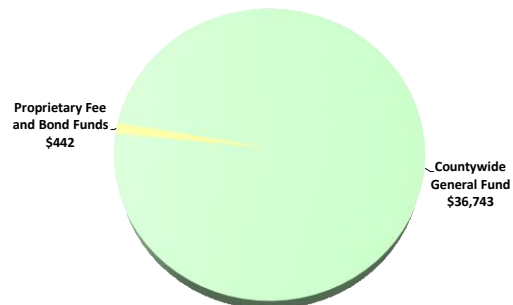
The Department serves an estimated 1.6 million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. The Elections staff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

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>OFFICE OF THE SUPERVISOR OF ELECTIONS</u></p> <p>Formulates and directs overall policy for departmental operations; ensures adherence with federal, state and local election laws</p> <p style="text-align: center;"><u>FY 21-22</u> 3</p> <p style="text-align: center;"><u>FY 22-23</u> 3</p>
	<p style="text-align: center;"><u>INFORMATION SYSTEMS</u></p> <p>Manages ballot programming and coding, Vote-by-Mail mailing and processing, tabulation of election results and departmental information management</p> <p style="text-align: center;"><u>FY 21-22</u> 23</p> <p style="text-align: center;"><u>FY 22-23</u> 23</p>
	<p style="text-align: center;"><u>FINANCE AND ADMINISTRATION</u></p> <p>Responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring and human resources</p> <p style="text-align: center;"><u>FY 21-22</u> 10</p> <p style="text-align: center;"><u>FY 22-23</u> 12</p>
	<p style="text-align: center;"><u>VOTER SERVICES</u></p> <p>Oversees voter registration services; manages the statewide voter registration system; manages absentee voting and departmental mailroom activities; processes petitions</p> <p style="text-align: center;"><u>FY 21-22</u> 24</p> <p style="text-align: center;"><u>FY 22-23</u> 29</p>
	<p style="text-align: center;"><u>OPERATIONS</u></p> <p>Oversees warehouse activities, including elections equipment logistics, ballot tracking and asset management; secures polling places countywide and ensures ADA compliance</p> <p style="text-align: center;"><u>FY 21-22</u> 22</p> <p style="text-align: center;"><u>FY 22-23</u> 24</p>
	<p style="text-align: center;"><u>OFFICE OF GOVERNMENTAL AFFAIRS</u></p> <p>Monitors federal, state and local legislation; coordinates Elections Canvassing Board activities, candidate qualifying, ballot preparation and proofing and liaison activities with candidates and municipalities</p> <p style="text-align: center;"><u>FY 21-22</u> 12</p> <p style="text-align: center;"><u>FY 22-23</u> 12</p>
	<p style="text-align: center;"><u>POLL WORKER RECRUITMENT AND TRAINING</u></p> <p>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 21-22</u> 16</p> <p style="text-align: center;"><u>FY 22-23</u> 19</p>

The FY 2022-23 total number of full-time equivalent positions is 122

FY 2022 - 23 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

Strategic Objectives - Measures

- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Municipal Clerk satisfaction with Elections Department overall (percentage is based on returned surveys)	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes \$1.227 million for the requirement of a countywide mailer of Voter Information Cards due to repincincting that will occur as a result of redistricting; a Vote-By-Mail request form will also be sent due to changes from Senate Bill 90 that require Vote-by-Mail requests to now expire after every General Election
- The FY 2022-23 Proposed Budget includes changes to IO-4-76 to incorporate a per petition fee of \$.94, which represents the actual cost to the Department; Florida law now allows Supervisors of Elections to charge organizations actual costs instead of the previous cap of \$.10 per petition



The FY 2022-23 Proposed Budget includes costs associated with the Countywide Gubernatorial Election that totals \$12.9 million and includes early voting operations at 28 sites, election day support at 600 locations, temporary workers, Vote-by-Mail materials, poll worker services, advertisements, and printing of ballots

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.

- Oversees departmental information technology infrastructure
- Allocates and orders ballots prior to elections
- Prepares all ballot configurations
- Prepares ballot design and layout; creates election definition and programming
- Manages the ballot mailing and sorting system for Vote-by-Mail ballots
- Manages tabulation and reporting of election results

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Number of days to code ballots for all countywide elections	EF	↓	5	5	5	5	5
	Percentage of Vote-by-Mail ballots tabulated on time, countywide and special elections	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes funding (\$100,000) for additional cybersecurity software and enhancements to secure the Election Department's infrastructure

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 2022-23 Proposed Budget includes the addition of a Special Projects Administrator 2 (\$116,000) and a Senior Personnel Specialist (\$87,000) to assist with the increased demand associated with recruitment of temporary employees as well as scheduling training

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

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

Strategic Objectives - Measures

- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide voter registration services and opportunities for absentee voting	New voter registrations*	OP	↔	66,164	89,757	45,000	45,000	45,000
	Percentage of voters utilizing Vote-by-Mail**	EF	↑	44%	55%	50%	50%	50%

*The FY 2020-21 Actual reflects the Department's efforts for the 2022 election cycle

**The FY 2020-21 Actual reflects an increase in volume due to COVID-19 and the effort to maximize options available to registered voters

DIVISION COMMENTS



The FY 2022-23 Proposed Budget includes the addition of five positions including three Election Support Specialists (\$179,000), one Elections Section Manager (\$115,000) and one Clerk 4 (\$71,000); the proposed increase is required for a recently revised state statute that involves increased requirements for initiative petitions, increased requests for public records on voter information, petition status, circulator, log reports and eligibility maintenance of voter records

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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide quality service delivery	Election Central - Average call wait time (in seconds)*	EF	↓	15	4	15	15	15

*Wait time can fluctuate due to election cycles

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget for the Operations Division includes the addition of two Elections Procedure Specialist (\$143,300) that will be assisting in the planning, organizing, and implementing of the Post Audit for each election in accordance with State Statute
- The FY 2022-23 Proposed Budget includes funding for leased storage space for storing elections equipment at a cost of \$2.6 million per year

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

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure compliance with regulations regarding candidates for elective office	Percentage of treasurers' reports audited within 15 calendar days	EF	↑	99%	100%	99%	99%	99%

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget for the Governmental Affairs Division includes an advertising allocation for the November 8, 2022, General Election and Reprecincting (\$100,000)

FY 2022 - 23 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 and manages the polling locations and collection centers on Election Day.

- Develops procedures and training materials to train all poll workers, administrative troubleshooters and collection center personnel in accordance with Florida Statutes for municipal and countywide elections
- Ensures adequate staffing levels of poll workers 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

Strategic Objectives - Measures


- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters


Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure well-trained poll workers	Percentage of voters who voted early (all elections)*	OC	↑	18%	16%	20%	20%	20%
	Number of poll workers trained**	OP	↔	9,803	2,198	6,800	10,460	10,500

*Percentages can fluctuate based on election cycles

**The FY 2019-20 Actual reflects recruitment and staffing of poll workers coinciding with the 2020 election cycle; the FY 2021-22 Projection and FY 2022-23 Target reflect fluctuations that are inherent in the number and size of scheduled elections within the fiscal year

DIVISION COMMENTS

 The FY 2022-23 Proposed Budget includes the addition of two Clerk 3 positions (\$120,000) in the Poll Worker Recruitment and Training Division to assist with increasing demands associated with scheduling and training functions

 Due to the growth in personnel required to assist with in-person and online training, as well as the need for constant oversight of training sites, staffing level allocations, and personnel recruitment, an additional Elections Supervisor (\$87,000) is included in the FY 2022-23 Proposed Budget



- The FY 2022-23 Proposed Budget includes funding for a total of 28 early voting sites open for 12 hours per day for 14 early voting days for the 2022 gubernatorial Primary Election

ADDITIONAL INFORMATION

- In FY 2021-22, the Office of Management and Budget began its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis will also review related impacts to the offices of the Property Appraiser and the Clerk of Courts

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

-  During FY 2021-22, the Elections Department completed the purchase of Clear Ballot Technology (\$1 million) that will enable auditing of ballot transactions and provide the technology support to conduct a recount if needed; the capital program is funded through the General Government Improvement Fund (GGIF)
-  The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the replacement of 1,750 aging and outdated ballot scanners over a two-year period (total program cost \$8.750 million; \$5.835 million in FY 2022-23; capital program #2000001534); the capital program is funded with Future Financing proceeds
- The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the implementation of enhanced security measures at Election headquarters (total program cost \$500,000; \$250,000 in FY 2022-23; capital program #2000001339); the capital program is funded through the Countywide Infrastructure investment Program (CIIP)
- The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the reconfiguration of the Department's warehouse at Election headquarters (total program cost \$2.2 million; capital program #2000002836); the reconfiguration of space will allow the Department to utilize the space more efficiently for the mail-in ballot operations and staging of polling location supplies; this capital program is funded through the Countywide Infrastructure investment Program (CIIP)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Proposed
	FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
Advertising	347	369	586	586	676
Fuel	26	19	31	31	21
Overtime	521	564	282	282	369
Rent	0	0	0	0	2,600
Security Services	170	204	61	61	111
Temporary Services	8,611	9,299	4,965	5,749	7,797
Travel and Registration	3	6	30	20	20
Utilities	383	345	290	290	359

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee	Proposed Fee	Dollar Impact
	FY 21-22	FY 22-23	FY 22-23
• Petition review fee	0.10	0.94	\$205,900

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	30,068	30,284	25,238	36,743
Municipal Reimbursement	2,112	1,076	2,326	486
State Grants	2,151	0	0	0
Total Revenues	34,331	31,360	27,564	37,229
Operating Expenditures Summary				
Salary	16,168	16,587	13,244	17,135
Fringe Benefits	3,101	3,362	3,608	4,092
Court Costs	50	50	50	50
Contractual Services	2,590	2,980	2,492	2,768
Other Operating	5,389	4,227	3,993	6,002
Charges for County Services	6,244	3,976	4,107	7,092
Grants to Outside Organizations	45	0	24	0
Capital	744	117	46	46
Total Operating Expenditures	34,331	31,299	27,564	37,185
Non-Operating Expenditures Summary				
Transfers	0	61	0	44
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	61	0	44

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Office of the Supervisor of Elections	613	668	3	3
Information Systems	6,096	8,593	23	23
Finance and Administration	4,223	4,627	10	12
Voter Services	3,841	5,412	24	29
Operations	5,091	8,047	22	24
Office of Governmental Affairs	1,841	2,184	12	12
Poll Worker Recruitment and Training	5,859	7,654	16	19
Total Operating Expenditures	27,564	37,185	110	122

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Capital Asset Series 2021A Bonds	3,200	0	0	0	0	0	0	0	3,200
Future Financing	0	5,835	2,915	0	0	0	0	0	8,750
General Government Improvement Fund (GGIF)	0	950	0	0	0	0	0	0	950
IT Funding Model	100	100	0	0	0	0	0	0	200
Total:	3,300	6,885	2,915	0	0	0	0	0	13,100
Expenditures									
Strategic Area: GG									
Equipment Acquisition	0	5,835	2,915	0	0	0	0	0	8,750
Facility Improvements	250	3,400	0	0	0	0	0	0	3,650
Security Improvements	350	350	0	0	0	0	0	0	700
Total:	600	9,585	2,915	0	0	0	0	0	13,100

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CYBERSECURITY SOFTWARE

PROGRAM #: 2000001440

DESCRIPTION: Secure the Elections Department's infrastructure with additional cybersecurity software
 LOCATION: 2700 NW 87 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
IT Funding Model	100	100	0	0	0	0	0	0	200
TOTAL REVENUES:	100	100	0	0	0	0	0	0	200
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	100	100	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	100	100	0	0	0	0	0	0	200

DS200 BALLOT DIGITAL SCANNERS

PROGRAM #: 2000001534

DESCRIPTION: Replace 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 District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	5,835	2,915	0	0	0	0	0	8,750
TOTAL REVENUES:	0	5,835	2,915	0	0	0	0	0	8,750
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	0	5,835	2,915	0	0	0	0	0	8,750
TOTAL EXPENDITURES:	0	5,835	2,915	0	0	0	0	0	8,750

INFRASTRUCTURE IMPROVEMENTS - MEDIA ROOM UPGRADES

PROGRAM #: 2000001536

DESCRIPTION: Provide improvements to the media room at Election headquarters
 LOCATION: 2700 NW 87 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2021A Bonds	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	500	0	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	250	250	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	250	250	0	0	0	0	0	0	500

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - NEW WAREHOUSE

PROGRAM #: 2000002837

DESCRIPTION: Provide infrastructure improvements to the new warehouse facility to accommodate the needs of the department

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	950	0	0	0	0	0	0	950
TOTAL REVENUES:	0	950	0	0	0	0	0	0	950
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	950	0	0	0	0	0	0	950
TOTAL EXPENDITURES:	0	950	0	0	0	0	0	0	950

INFRASTRUCTURE IMPROVEMENTS - RECONFIGURATION OF ELECTIONS HEADQUARTERS WAREHOUSE

PROGRAM #: 2000002836

DESCRIPTION: Reconfigure the warehouse space at Elections headquarters to include mail-in ballot operations and staging of polling location supplies; the reconfiguration will allow the department to utilize the space more efficiently

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2021A Bonds	2,200	0	0	0	0	0	0	0	2,200
TOTAL REVENUES:	2,200	0	0	0	0	0	0	0	2,200
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	2,200	0	0	0	0	0	0	2,200
TOTAL EXPENDITURES:	0	2,200	0	0	0	0	0	0	2,200

INFRASTRUCTURE IMPROVEMENTS - SECURITY AT ELECTION HEADQUARTERS

PROGRAM #: 2000001339

DESCRIPTION: Implement enhanced security measures at the Elections Department headquarters

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2021A Bonds	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	500	0	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	250	250	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	250	250	0	0	0	0	0	0	500

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Finance

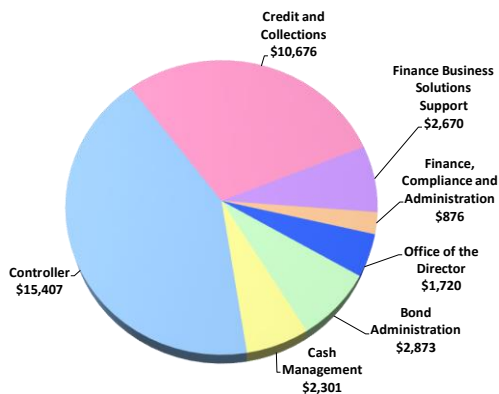
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, code compliance administration and distribution and collection 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 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.

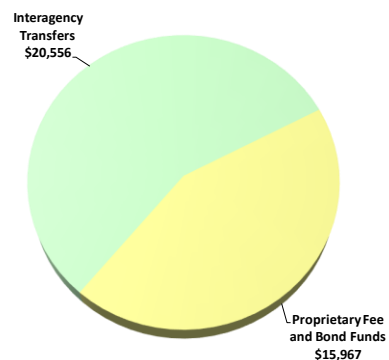
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management 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 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

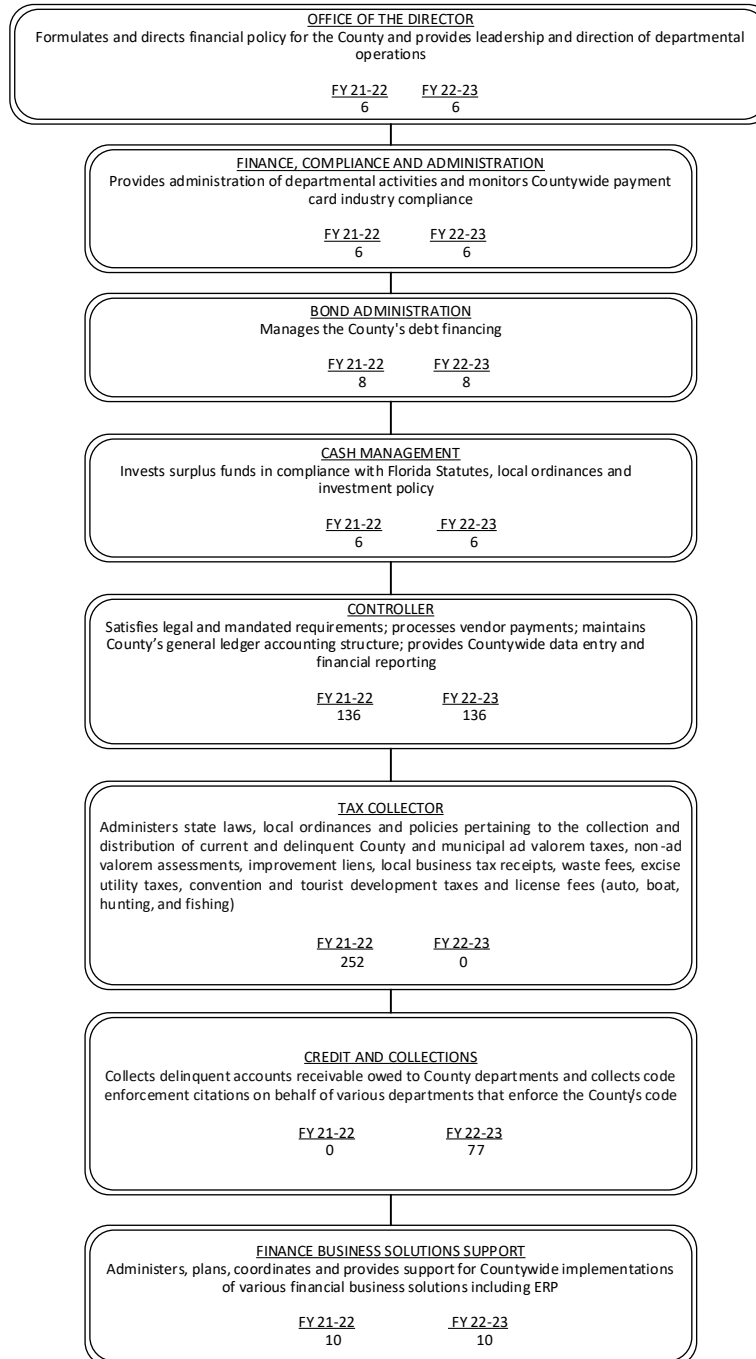


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 251.96.

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

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 2022-23 Proposed Budget includes transfers from Transportation and Public Works (\$373,000), Parks, Recreation and Open Spaces (\$48,000), Regulatory and Economic Resources (\$17,000), Seaport (\$3,000), Internal Services (\$5,000), Tourist Development Tax (\$20,000), Aviation (\$69,000) and Water and Sewer (\$25,000) for accounting and compliance support
- In FY 2021-22, the Department is expected to transfer \$8.450 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects; the FY 2022-23 Proposed Budget includes a \$7.294 million transfer to the GGIF

DIVISION: FINANCE, COMPLIANCE AND ADMINISTRATION

The Finance, Compliance, and Administration Division 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: 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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Percentage of debt service payments made timely	OC	↑	100%	100%	100%	100%	100%
	Bond ratings evaluation by Moody's*	OC	↑	Aa2	Aa2	Aa2	Aa2	Aa2
	Bond ratings evaluation by Standard and Poor's*	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

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Average rate of return earned from County investments*	OC	↑	1.20%	0.15%	0.07%	1.00%	1.25%
	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%

* The FY 2022-23 Target reflects increasing interest rates

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes transfers of \$9,000 from the Water and Sewer Department and \$36,000 from the Aviation Department for cash management activities

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: CONTROLLER

The Controller 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 Annual Comprehensive Financial Report (ACFR), State Controller's Report, state and federal audit reports and the indirect cost allocation plan

Strategic Objectives - Measures

- ED1-2: Create and maintain an environment attractive and welcoming to large and small businesses and their workforce

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Create a business-friendly environment	Percentage of invoices paid within 45 calendar days	EF	↑	94%	87%	90%	90%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	85%	77%	70%	70%	70%

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)	OC	↑	Awarded	Awarded	Awarded	Awarded	Awarded

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes a \$3.191 million transfer from the IT Funding Model to support the operations of Image and Workflow Automation (IWA), which is currently supporting the accounts payable function in INFORMS (Integrated Financial and Resources Management System)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: CREDIT AND COLLECTIONS

The Finance Credit and Collections Division is primarily responsible for overseeing countywide debt collections and adherence of Miami-Dade County Code 8CC and Implementing Order 2-5 for the countywide administration of citations on behalf of all Code Enforcement departments and municipalities.

- Collects delinquent accounts receivable owed to County departments
- Collects code enforcement citations owed on behalf of various departments that enforce the County's code

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Debt portfolio fees collected (in thousands)*	OC	↑	\$5,306	\$6,145	\$6,898	\$6,715	\$7,617
	Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)*	OC	↑	\$16,291	\$19,696	\$23,394	\$22,500	\$23,771
	Average number of accounts worked per day per collector**	EF	↑	40	51	45	45	45
	Code Enforcement citations administered annually	OP	↑	N/A	N/A	N/A	N/A	24,500

*The FY 2019-20 and FY 2020-21 Actuals show the impacts of COVID-19

**The FY 2020-21 Actuals were impacted by COVID-19 in order to adhere to social distancing mandates and keep the office operational; a higher number of accounts were worked per collector

DIVISION COMMENTS

- During FY 2021-22 one Division Director of Finance Credit and Collections full-time overage position was approved to address additional responsibilities for the Code Enforcement Administration and the Medicaid Direct Payment Program (DPP) (\$178,000)
- The FY 2022-23 Proposed Budget includes a reorganization that transfers the Credit and Collections Section from the Tax Collector Division (76 positions)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: FINANCE 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 the 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 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

ADDITIONAL INFORMATION

- In FY 2021-22, the Office of Management and Budget began its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis will also review related impacts to the offices of the Property Appraiser and the Clerk of Courts
- *The FY 2022-23 Proposed Budget establishes the Office of the Tax Collector by transferring 176 positions from the Finance Department*

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2022-23 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 2022-23 (total program cost \$817,000; \$350,000 in FY 2022-23; capital program #2000001261); the capital program is funded with departmental operating funds
- The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes \$2.6 million to reconfigure the 26th floor of the Stephen P Clark Center (SPCC) building using hoteling to accommodate the Finance Department (capital program #2000000975)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	43	83	93	100	18
Fuel	0	0	0	0	0
Overtime	235	266	50	33	0
Rent	2,726	2,830	3,029	3,065	1,310
Security Services	291	364	311	325	0
Temporary Services	56	-7	480	355	375
Travel and Registration	13	13	150	142	129
Utilities	182	143	190	179	77

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
Ad Valorem Fees	17,622	15,947	15,308	0
Auto Tag Fees	14,039	15,508	14,345	0
Bond Transaction Fees	3,427	2,898	2,110	1,450
Carryover	8,630	12,218	5,941	5,895
Code Fines / Lien Collections	0	983	3,212	3,729
Credit and Collections	5,306	6,147	10,438	7,617
Local Business Tax Receipt	4,404	4,642	4,410	0
Other Revenues	4,152	4,847	3,943	4,570
Tourist Tax Fees	3,152	4,002	4,750	0
IT Funding Model	2,566	2,899	3,137	3,191
Interdepartmental Transfer	520	300	0	0
Interfund Transfers	0	0	0	17,365
Total Revenues	63,818	70,391	67,594	43,817

Operating Expenditures

Summary

Salary	23,851	24,299	31,045	20,058
Fringe Benefits	9,821	10,353	12,093	7,794
Court Costs	37	32	113	92
Contractual Services	1,002	821	1,324	1,157
Other Operating	6,303	7,379	8,427	2,948
Charges for County Services	3,789	3,917	5,226	3,924
Capital	76	0	916	550
Total Operating Expenditures	44,879	46,801	59,144	36,523

Non-Operating Expenditures

Summary

Transfers	6,720	6,861	8,450	7,294
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	6,720	6,861	8,450	7,294

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Office of the Director	1,349	1,720	6	7
Finance, Compliance and Administration	809	876	6	6
Bond Administration	2,836	2,873	8	8
Cash Management	1,968	2,301	6	6
Controller	15,188	15,407	136	135
Tax Collector	34,757	0	252	0
Credit and Collections	0	10,676	0	77
Finance Business Solutions Support	2,237	2,670	10	10
Total Operating Expenditures	59,144	36,523	424	249

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Finance Operating Revenues	3,417	0	0	0	0	0	0	0	3,417
Total:	3,417	0	0	0	0	0	0	0	3,417
Expenditures									
Strategic Area: GG									
E-Government Projects	467	350	0	0	0	0	0	0	817
Facility Improvements	450	2,150	0	0	0	0	0	0	2,600
Total:	917	2,500	0	0	0	0	0	0	3,417

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CREDIT AND COLLECTION SYSTEM REPLACEMENT

PROGRAM #: 2000001261



DESCRIPTION: Replace aging credit and collections system

LOCATION: 2525 NW 62 St

Unincorporated Miami-Dade County

District Located: 3

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Finance Operating Revenues	817	0	0	0	0	0	0	0	817
TOTAL REVENUES:	817	0	0	0	0	0	0	0	817
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	467	350	0	0	0	0	0	0	817
TOTAL EXPENDITURES:	467	350	0	0	0	0	0	0	817

INFRASTRUCTURE IMPROVEMENTS - RECONFIGURE 26TH FLOOR

PROGRAM #: 2000000975

DESCRIPTION: Reconfigure the Finance area of the 26th floor of the Stephen P Clark Center using hoteling

LOCATION: 111 NW 1 St

City of Miami

District Located: 5

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Finance Operating Revenues	2,600	0	0	0	0	0	0	0	2,600
TOTAL REVENUES:	2,600	0	0	0	0	0	0	0	2,600
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	450	2,150	0	0	0	0	0	0	2,600
TOTAL EXPENDITURES:	450	2,150	0	0	0	0	0	0	2,600

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Senior Personnel Specialist	\$0	\$99	1
Manager Finance Training and Development	\$0	\$116	1
Budget Administrator	\$0	\$129	1
Total	\$0	\$344	3

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

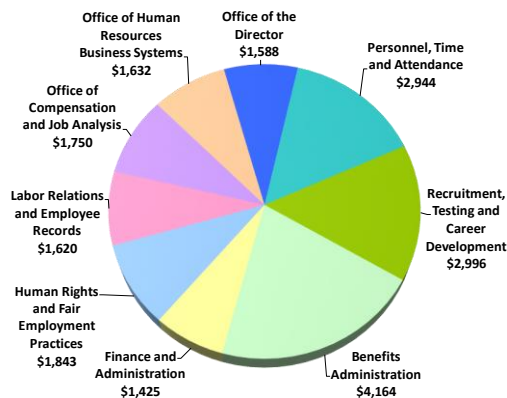
Human Resources

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.

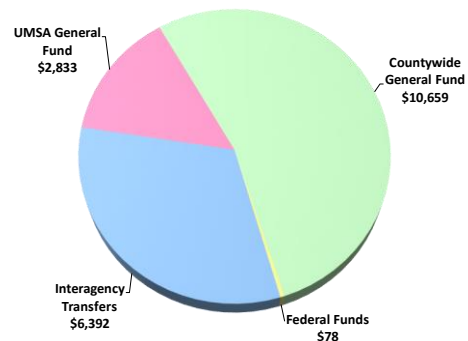
As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations. The Department monitors the County's diversity management 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 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<p style="text-align: center;">OFFICE OF THE DIRECTOR Formulates human resources, fair employment, and human rights policy; oversees all departmental activities including oversight of the Office of HR Business Systems, and the Office of Compensation and Job Analysis</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 21 4</p>	
<p style="text-align: center;">PERSONNEL, TIME AND ATTENDANCE Processes payroll, time and attendance transactions for all County employees; provides reporting and business intelligence functionality for personnel related issues; and facilitates ERP system implementation</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 35 27</p>	<p style="text-align: center;">RECRUITMENT, TESTING AND CAREER DEVELOPMENT Assists departments in recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, including examinations; provides centralized employment services and administers the County's internship and training programs</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 25 25</p>
<p style="text-align: center;">BENEFITS ADMINISTRATION Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; administers the pre-tax spending accounts, FRS and deferred compensation plans, and employee recognition and wellness programs; provides counseling, assessments and referrals for substance abuse or other employee assistance needs</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 27 29</p>	<p style="text-align: center;">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</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 11 13</p>
<p style="text-align: center;">HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES Manages and oversees all policies and practices related to equality and anti-discrimination for County employees and residents of Miami-Dade County and provides support to the Commission on Human Rights</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 13 13</p>	<p style="text-align: center;">LABOR RELATIONS AND EMPLOYEE RECORDS Plans, negotiates and administers all County collective bargaining agreements; manages and oversees all policies and practices related to discipline, grievances and appeals; manages employee personnel and medical records</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 11 12</p>
<p style="text-align: center;">OFFICE OF COMPENSATION AND JOB ANALYSIS Maintains and administers County's Pay Plan; conducts classification job analysis and reclassification, reviews and establishment/elimination of County positions</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 0 15</p>	<p style="text-align: center;">OFFICE OF HUMAN RESOURCES BUSINESS SYSTEMS Manages the ERP implementation that will advance enterprise capabilities and modernize current business practices County-wide</p> <p style="text-align: center;"><u>FY 21-22</u> <u>FY 22-23</u> 0 13</p>

The FY 2022-23 total number of full-time equivalent positions is 151.

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

The Director's Office provides leadership, direction and support to the six divisions in human resources and provides 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

DIVISION COMMENTS

- During FY 2022-23, the Human Resources Department, in collaboration with the Office of Management and Budget's Strategic Business Management and the Information Technology Department, will continue to support user departments after the implementation of the Human Capital Management (HCM) and Payroll modules of the Enterprise Resource Planning (ERP) system by improving HR's agility, productivity and efficiency; provide environmental stewardship support through paperless business processes; as well as develop and implement functionality that was not available during initial "go-live"
- The FY 2022-23 Proposed Budget includes the transfer of 17 positions from the Office of the Director; 11 positions to the Office of Compensation and Job Analysis and 6 positions to the Office of Human Resources Business Systems as part of an internal departmental reorganization to better align services to meet customer needs

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

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide customer-friendly human resources services	Accuracy of HR payroll and paycheck processing	OC	↑	99%	99%	99%	99%	99%

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of 8 positions from the Personnel, Time and Attendance division; 1 position to the Finance and Administration division and 7 positions to the Office of Human Resources Business Systems as part of an internal departmental reorganization to better align services to meet customer needs
- During FY 2022-23, the Department will continue to support other County departments in the use of INFORMs to process transactions and exceptions related to personnel changes and time and attendance

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

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent to support operations

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Attract and Hire New Talent	Percentage of employee physicals' results processed within five business days*	EF	↑	92%	91%	90%	90%	90%

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Attract and Hire New Talent	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	EF	↑	37%	56%	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 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2021-22 one Human resources Appeals Officer coverage was approved that is responsible for managing all department appeals (\$122,000)
- The FY 2022-23 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

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide customer-friendly human resources services	Financial planning seminars held	OP	↔	122	167	60	220	230

Strategic Objectives - Measures

- HS2-4: Foster healthy living and ensure access to vital health services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Attract and Hire New Talent	Number of employee wellness events*	OP	↔	374	367	225	225	225
	Number of completed Employee Personal Health Assessments	OP	↔	1,082	1,032	1,100	1,100	1,100

*The FY 2021-22 Projection and FY 2022-23 Target reflect the transition between virtual and onsite events

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes one Human Resources Support Services Counselor position to support the need for readily available counseling, evaluation and support to employees when needed, as well as help with the expansion of education and awareness programs concerning mental health and emotional wellness (\$103,000)
- The FY 2022-23 Proposed Budget includes one Human Resources Services Clerk position to support the Employee Assistance Program (EAP) services, management support and information requests (\$63,000)



During FY 2022-23, the Benefits Division will complete the implementation of the Idea Scale system, a technology that captures, processes and tracks employee submissions and departmental reviews; addresses the present needs of the IDEA Reward/ESP Program, and provides potential solutions for ad-hoc engagements by other departments for special projects currently identified in the Innovation Academy and other areas in conjunction with the Thrive 305 initiative

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

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent to support operations

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Attract and Hire New Talent	Average recruitment time (in calendar days)	EF	↓	44	44	60	60	60

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Develop and retain excellent employees and leaders	County employees trained*	OP	↔	10,437	25,826	10,000	23,110	9,600

*The FY 2021-22 Budget and the FY 2022-23 Target only show regular training classes. The FY 2021-22 Projection includes regular training classes and Countywide training mandates not anticipated

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS



During FY 2022-23 the department will continue to partner with Career Source of South Florida and Miami-Dade Community College to coordinate the Mayor's Monthly Career & Job Fairs throughout Miami-Dade County, which focuses on attracting applicants and generating interest in hard to recruit positions that will address the hiring needs of County departments

- In FY 2022-23, 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 2022-23 Proposed Budget includes \$741,700 in reimbursements for testing and validation services from Transportation and Public Works (\$135,100), Police (\$179,700), Fire Rescue (\$276,700), Corrections and Rehabilitation (\$69,600), Aviation (\$12,400), Water and Sewer (\$38,600) and various other County departments (\$29,600)

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

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Develop and retain excellent employees and leaders	Number of employees trained*	OP	↔	1,089	2,134	1,680	1,080	20,000
	Number of External Outreach Events Attended	OP	↔	67	75	94	40	50


FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan


Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG2-3: Ensure an inclusive and diverse workforce 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure an inclusive and diverse workforce	Cases mediated**	OP	↔	92	26	55	40	90
	Cases resolved through successful mediation**	OP	↔	56	17	35	25	60
	Case resolutions	OP	↔	554	488	430	500	450


*The FY 2022-23 Target reflects the division's procurement of a contract for mandatory Countywide refresher diversity training courses

**Although two additional Human Rights and Fair Employment Specialist positions were added in FY 2021-22, the performance impact is expected to be reflected in FY 2022-23 due to training needed

DIVISION COMMENTS

 **The FY 2022-23 Proposed Budget includes funding to provide training on Diversity, Equity, Resiliency and Inclusion Awareness to employees; this triennial training mitigates the County's legal liability and aligns with the Mayor's Thrive305 Initiative (\$60,000)**

 In FY 2022-23, 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 2022-23, the department will continue to partner with the Mayor's Office of Diversity and Inclusion and develop new training materials to address the goals of various Mayor's Thrive305 Initiatives

DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division is responsible for completing the payroll process, issuance of payments related to payroll transactions, wire transfers, reconciliation of payroll transactions, maintenance of employee direct deposit information, garnishments, administration duties, emergency planning, procurement, agenda items, departmental budget activities, accounts payable and accounts receivable.

- Manages and oversees the financial transactions related to Countywide payroll functions
- Provides department-wide administrative support in the areas of emergency planning, procurement, budget, fiscal management and business planning

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG2-1: Attract and hire new talent to support operations 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide customer-friendly human resources services	Percentage of Employees for which a W-2 was Issued on Time	OC	↑	100%	100%	100%	100%	100%

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2021-22 one HR Finance and Administration Specialist overage position was approved to provide additional support to the division (\$111,000)
- The FY 2022-23 Proposed Budget includes the transfer of one position from the Personnel, Time and Attendance division to the Finance and Administration division as part of an internal departmental reorganization to better align services to meet customer needs

DIVISION: OFFICE OF COMPENSATION AND JOB ANALYSIS

The Office of Compensation and Job Analysis section maintains and administers the County's Pay Plan, conducts classification job analysis and re-classification reviews, develops minimum qualifications for job postings, conducts salary surveys, and establishes and eliminates County positions.

- Reviews department reorganizations, individual reclassification actions and job classification duties
- Maintains the County's Pay Plan, including the addition/deletion of classifications
- Maintains the PeopleSoft database with classification information, including minimum qualifications, certifications and preferences
- Reviews and advises departments on the eligibility of pay supplements
- Provides survey data for other municipalities and consulting firms and facilitates the collection of compensation and benefits data to support and assist in the establishment of policies related to benefit offerings, classifications and job evaluations

DIVISION COMMENTS

- During FY 2021-22 four overage positions were approved to remain competitive in recruiting and retaining employees, and proactively conduct countywide compensation salary studies on an on-going basis; two HR Compensation and Job Analyst Supervisor and two HR Compensation and Job Analyst positions (\$460,000)
- The FY 2022-23 Proposed Budget includes the transfer of 11 positions to the Office of Compensation and Job Analysis from the Office of the Director as part of an internal departmental reorganization to better align services to meet customer needs
- The FY 2022-23 Proposed Budget includes reimbursements for conducting compensation review studies from Solid Waste Management (\$54,400), Aviation (\$54,400), Regulatory and Economic Resources (\$108,000), Internal Services (\$53,200), Seaport (\$53,200) and Information Technology Department (\$108,000)

DIVISION: OFFICE OF HUMAN RESOURCES BUSINESS SYSTEMS

The Office of Human Resources Business Systems in collaboration with the Information Technology Department (ITD) and Accenture (the County's ERP Integrator) designs, tests and implements various Human Capital Management (HCM) and Payroll modules of the Enterprise Resource Planning Solution (ERP), known as INFORMS.

- Works collaboratively with the Information technology Department to develop reports necessary for Countywide Human Resources operations
- Provides functional support of INFORMS Human Resources and Payroll modules
- Updates, tests and implements INFORMS table changes in response to Collective Bargaining Agreements (CBA)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2022-23, the Office of Human Resources Business Systems in collaboration with the Information Technology Department (ITD) and the Strategic Business Management Division (SBM) will ensure system stabilization after the June 2022 implementation of ERP Rollout Phase 2; as well as focuses on working with the other Divisions to test and implement regular business processes which will be done for the first time since implementation
- The FY 2022-23 Proposed Budget includes the transfer of 13 positions to the Office of Human resources Business Systems; 6 positions from the Office of the Director and 7 positions from the Personnel, Time and Attendance division as part of an internal departmental reorganization to better align services to meet customer needs

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Proposed
	FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
Advertising	3	7	1	3	3
Fuel	0	0	0	0	0
Overtime	28	7	20	20	20
Rent	0	0	147	0	0
Security Services	1	1	1	1	1
Temporary Services	4	-4	0	0	163
Travel and Registration	1	2	11	3	11
Utilities	82	70	76	74	70

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	5,980	6,368	8,612	10,659
General Fund UMSA	1,888	1,797	2,430	2,833
Fees for Services	78	79	78	78
Interagency Transfers	2,403	3,446	2,577	2,228
Internal Service Charges	3,097	3,324	3,615	3,992
Other Revenues	74	48	172	172
Total Revenues	13,520	15,062	17,484	19,962
Operating Expenditures Summary				
Salary	9,357	10,709	11,947	13,797
Fringe Benefits	3,565	3,973	4,571	5,281
Court Costs	2	0	1	1
Contractual Services	6	-2	6	66
Other Operating	133	-194	440	225
Charges for County Services	457	466	517	585
Capital	0	2	2	7
Total Operating Expenditures	13,520	14,954	17,484	19,962
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Office of the Director	3,412	1,588	21	4
Personnel, Time and Attendance	3,629	2,944	35	27
Labor Relations and Employee Records	1,372	1,620	11	12
Benefits Administration	3,787	4,164	27	29
Recruitment, Testing and Career Development	2,700	2,996	25	25
Human Rights and Fair Employment Practices	1,579	1,843	13	13
Finance and Administration	1,005	1,425	11	13
Office of Compensation and Job Analysis	0	1,750	0	15
Office of Human Resources	0	1,632	0	13
Business Systems				
Total Operating Expenditures	17,484	19,962	143	151

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Job Description Management Software	\$79	\$0	0
Temporary Clerk 2	\$163	\$0	4
Total	\$242	\$0	4

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Information Technology

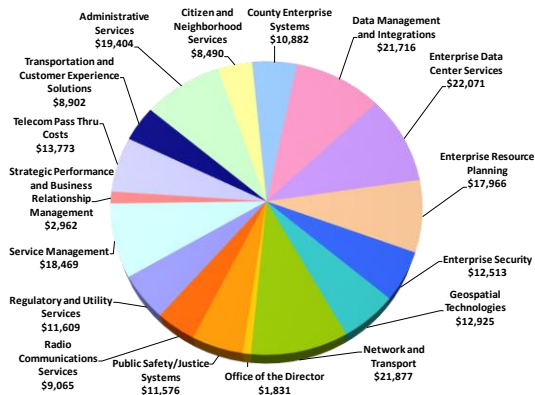
The Information Technology Department (ITD) is the central technology provider for Miami-Dade County. ITD provides information technology (IT), business solutions and infrastructure services that support the operations of all County departments.

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 residents 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 can deliver this level of support by leveraging technology, providing innovation and continuity of operations.

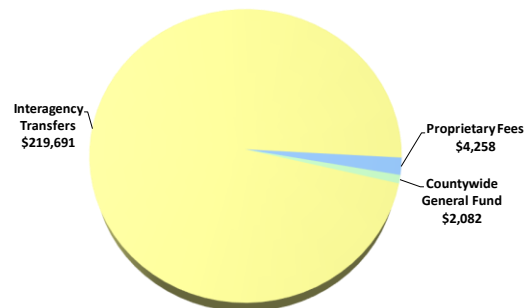
The Department's key stakeholders include all County departments, Miami-Dade County municipal governments, local, state and federal agencies, elected officials Miami-Dade County residents and businesses and visitors to the County's website worldwide.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

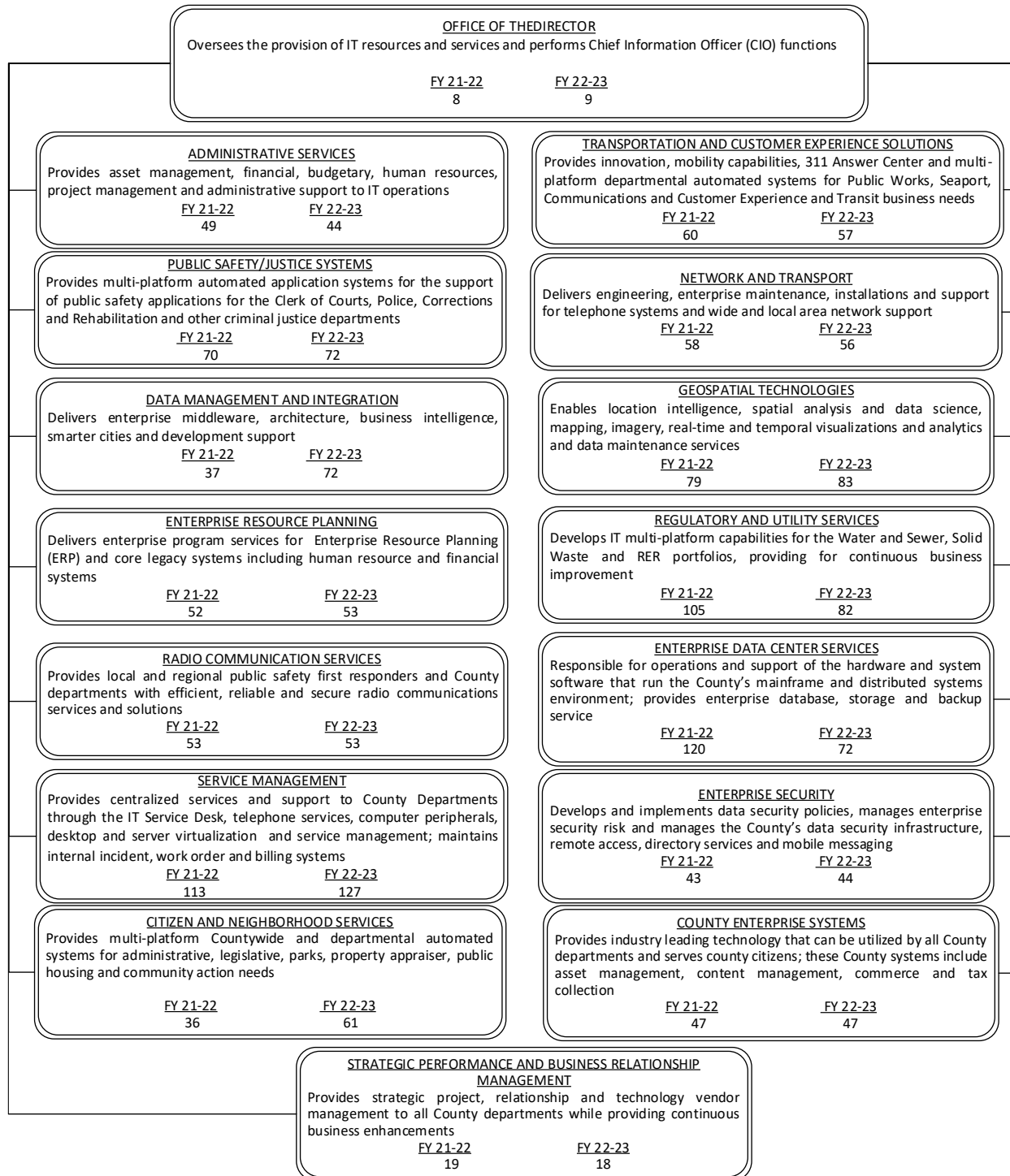


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalents is 957.5.

FY 2022 - 23 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

- **During FY 2021-22 fifteen part-time positions were added as part of the Mayor's apprenticeship initiative with the goal of preparing graduating seniors to enter the job market (\$309,000)**
- During FY 2022-23, the department will continue to manage various programs for which they receive General Fund reimbursement: the FIU Apprenticeship Program (\$350,000), the Axis Help Program (\$350,000), the eMerge County sponsorship program (\$400,000), the Innovation Academy program (\$156,000) and the MDC Workforce Training program (\$1.2 million)
- The FY 2022-23 Proposed Budget includes the transfer of one position from the Administrative Services Division and one position from the Network and Transport Division; additionally, one position was transferred to the Enterprise Data Center Services Division to better align services to meet customer needs

DIVISION: ADMINISTRATIVE SERVICES

The Administrative Services Division provides financial, budgetary, human resources, procurement and administrative support to IT operations.

- Provides financial and administrative support and manages human resource activities
- Develops and monitors departmental budget and tracks financial trends
- Manages procurement and parts-room activities
- Oversees and supports performance and productivity reporting, and business plan development

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position to the Office of the Director, two positions to Data Management and Integration Services and two positions to Service Management to better align services to meet customer needs

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: PUBLIC SAFETY/JUSTICE SYSTEMS

The Public Safety/Justice Systems Division provides multi-platform automated application systems for the support of public safety applications for the Clerk of Courts, Miami-Dade Police Department (MDPD), Miami-Dade Corrections and Rehabilitation (MDCR) and other criminal justice partners.

- Supports Miami-Dade Police Department (MDPD) and Miami-Dade Corrections and Rehabilitation (MDCR) through the management and development of technology initiatives
- Supports court-related applications such as Criminal, Civil, Traffic, Parking and electronic subpoena systems for the Clerk of Courts and supporting criminal justice agencies

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position from the Regulatory and Utilities Services Division and one position from the Service Management Division to better align services to meet customer needs
- 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) took place; activities, such as discovery workshops and stakeholder approval of Gap Analysis and Requirements Traceability Matrices, are scheduled to take place during FY 2022-23
- During the third quarter of FY 2022-23 the review of vendor proposals for a Police Workforce solution is scheduled to take place; the police workforce solution will capture and correlate previously unrelated law enforcement incident information and human resource data to assist in decision making
- During the fourth quarter of FY 2022-23 the contract award and kick-off for the implementation of a Law Enforcement Records Management System (LRMS) for MDPD is expected to take place
- In FY 2022-23 the reissuing of a Request for Proposal (RFP) for the Jail Management System (JMS) will take place due to challenges in the delivery of the application as planned by the vendor

DIVISION: DATA MANAGEMENT AND INTEGRATIONS

The Data Management and Integrations Division delivers services such as enterprise integration, data science and analytics, database operations and agile coaching.

- Delivers program services for ITD internal productivity applications
- Supports IBM Video Analytics software for public safety and video forensics
- Provides data modeling in the Trusted Data Platform and Business Intelligence Reporting
- Delivers enterprise integration and hosting services
- Provides database management and administration services on-prem and in the cloud

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position to the Transportation and Customer Experience Solutions Division, as well as the transfer of two positions from the Administrative Services Division, thirty-three positions from the Enterprise Data Center Division and one position from the Transportation and Customer Experience Solutions Division as part of a departmental reorganization to better align services to meet customer needs
- The Department is creating a centralized repository to store County data from multiple sources and formats standardized on the secure Microsoft Azure Trusted Data Platform (TDP) in the cloud; this data migration will support the standardization of the reporting, dashboards and an analytics tool set to reduce on-prem data storage and legacy reporting tools usage; a self-service model provided in Microsoft PowerBI dashboards allows users to perform interactive analytics and dashboards in a secure environment
- The Department will continue to work to transition the organization to a proactive approach based on agile principles through collaborative effort and cross-functional teams and will continue to provide workshops, training and coaching as the organization adopts agile practices to improve overall effectiveness by implementing changes iteratively in small increments

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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

- Continues to lead the County's Enterprise Resource Planning (ERP) implementation to support full HR functions such as time reporting, absence management, recruitment and payroll, reporting and business analytics (OBIEE)
- Provides program services for all INFORMS applications
- Provides program services for Water and Sewer and Aviation ERP applications
- Supports INFORMS production applications for finance and procurement
- Supports legacy financial and procurement systems for reporting purposes only (FAMIS & ADPICS)
- Supports legacy human resource and payroll systems

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position from the Transportation and Customer Experience Solutions Division and one position from the Citizen and Neighborhood Services Division, as well as the transfer of one position to the Citizen and Neighborhood Services Division to better align services to meet customer needs

DIVISION: RADIO COMMUNICATIONS SERVICES

The Radio Communications Services Division provides local and regional public safety-first responders and County departments with efficient, reliable and secure radio communications services and solutions.

- Develops strategic direction of the County's 700/800 MHz radio communication systems
- Provides 24 X 7 support of the radio 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

Strategic Objectives - Measures

- GG3-4: Effectively utilize and maintain facilities and assets

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Percentage of vehicle installations completed on time	EF	↑	100%	100%	99%	100%	100%

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Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Cost of portable radio unit repair*	EF	↓	\$157	\$158	\$160	\$160	\$160

*Budget and Target values represent industry provider cost

DIVISION COMMENTS

- During FY 2022-23, the Division will continue to work diligently on the upgrade of the P25 county-wide radio system

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 and application and desktop virtualization services, and maintains internal incident work order and billing systems.

- 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
- Maintains Water and Sewer Helpdesk and provides field support including desktop and terminal services and laptop level one support for in-house developed and enterprise applications and hardware
- Processes and coordinates requests for changes in telephone services such as connections/disconnections and moves including landlines and wireless devices
- 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
- 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
- Supports desktop virtualization infrastructure, deployment and support services and provides server and application virtualization services

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Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Efficiently respond to equipment repair requests	Call abandon rate (%)*	OP	↓	10%	7%	5%	5%	5%
	Percentage of computer equipment repairs completed within 48 hours**	EF	↑	94%	93%	95%	N/A	N/A
Improve Customer Service	IT Service Center First Contact Resolution Rate (FCR %)**	OP	↑	61%	63%	80%	63%	80%

***The FY 2021-22 Projection is lower than the FY 2021-22 Budget due to the service desk staff's limited access to the MDPD domain causing incidents to be re-routed to client services support for resolution

*The FY 2021-22 Projection is equal to the FY 2021-22 Budget due to the Service Desk's increase in staffing to support the additional call volume associated with the INFORMS implementation

**This measure is no longer being tracked as of FY 2021-22 due to a change in the data collection methodology and ongoing research to determine an industry benchmark

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of two positions from the Administrative Services Division, one position from the Network and Transport Division and fifteen positions from the Regulatory and Utility Services Division, as well as three positions to the Geospatial Technologies Division and one position to the Public Safety/Justice Systems Division as part of a departmental reorganization to realign services to meet customer needs

DIVISION: CITIZEN AND NEIGHBORHOOD SERVICES

The Citizen and Neighborhood 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 Legislative and Administrative Offices of the County and the Parks, Recreation and Open Spaces, Internal Services, Community Action and Human Services, Animal Services, Library, Solid Waste Management and Public Housing and Community Development departments

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of sixteen positions from the Enterprise Data Center Division, one position from the Enterprise Resource Planning Division, eight positions from the Regulatory and Utilities Services Division and one position from the Strategic Performance and Business Resources Management Division, as well as the transfer of one position to the Enterprise Resource Planning Division to better align services to meet customer needs

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DIVISION: TRANSPORTATION AND CUSTOMER EXPERIENCE SOLUTIONS

The Transportation and Customer Experience Solutions Division provides innovation, mobility capabilities and multi-platform departmental automated systems for Seaport, the Communications and Customer Experience Department (CCED), the Transportation Planning Organization and Transit business needs.

- Provides innovative technology solutions, integrating intelligent service and mobile technologies in support of transportation and mobility initiatives
- Provides transportation data visualization platform for data sharing and analytics, facilitating transportation performance and predictions
- Provides innovative technology solutions for the Seaport Department and dashboards for cruise, crane and cargo business units
- Provides 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 CCED

Strategic Objectives - Measures

- GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Portal Availability	OC	↑	99%	99%	100%	99%	100%

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position from the Data Management and Integration Services Division; additionally, one position was transferred to the Geospatial Technologies Division, one position to the Enterprise Resource Planning Division, one position to the Enterprise Security Division and one position to the Data Management and Integration Services Division to better align services to meet customer needs



In FY 2022-23, the Department will continue to work on digitizing and modernizing 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; the Division also provides support of computer hardware, software and telephony.

- Provides telecommunications design and engineering services for new facilities and 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, 802.11 and wireless to include equipment maintenance and supports services
- 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

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Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Efficiently respond to equipment repair requests	Percentage of telephone equipment repairs completed within 48 hours	EF	↑	90%	92%	95%	92%	93%

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position to the Office of the Director and one position to the Service Management Division to better align services to meet customer needs

DIVISION: GEOSPATIAL TECHNOLOGIES

The Geospatial Technologies Division delivers 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

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Effectively track Geographic Information System (GIS) activity	Number of layers maintained in the County's Central Repository (Vector / Imagery)*	OP	↔	1,473	1,605	1,540	1,700	1,750

* The FY 2021-22 Projection has been increased from the FY 2021-22 Adopted Budget and Multi-Year Capital Plan due to increased departmental requests for applications (internal and external) related to operational and informational support; in addition, public-facing requests have significantly grown due to the increase in the number of applications and layers (internally and externally)

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position from the Transportation and Customer Experience Solutions Division and three positions from the Service Management Division to better align services to meet customer needs

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DIVISION: REGULATORY AND UTILITY SERVICES

The Regulatory and Utility Services Division develops IT multi-platform capabilities for the Water and Sewer and Regulatory and Economic Resources departments by providing continuous business improvements.

- Provides IT innovation and develops IT multi-platform capabilities for the Water and Sewer Department (WASD), 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
- 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

DIVISION COMMENTS

- During FY 2021-22 one Senior Systems Analyst/Programmer position was transferred from the Water & Sewer Department as part of the continued plan of consolidating all IT positions across the County (\$127,000)
- The FY 2022-23 Proposed Budget includes the transfers of one position to the Public Safety/Justice System Division, eight positions to the Citizen and Neighborhood Services Division and fifteen positions to the Service Management Division as a result of a departmental reorganization to better align services to meet customer needs

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 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 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 Continuation of Operation Plan (COOP) document as required by the Office of Emergency Management

Strategic Objectives - Measures

- GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Production systems availability	OC	↑	99%	99%	99%	99%	100%

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DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position from the Office of the Director; additionally, thirty-three positions were transferred to the Data Management and Integration Services Division and sixteen to the Citizen and Neighborhood Services Division 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, security event and information management, incident response and threat intelligence analysis
- 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

Strategic Objectives - Measures

- GG3-2: Ensure security of systems and data

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Ensure security of credit card information	Purchasing Card Industry (PCI) quarterly compliance	OC	↑	100%	100%	100%	100%	100%
Improve e-mail information security	Average of all threats identified (advanced threats, viruses, impersonation, SPAM) - monthly (in thousands)*	OP	↑	N/A	213	170	250	250

*The County continues to see ongoing cyber security threats in line with the increase in malicious activity targeting all State, Local, Tribal and Territorial (SLTT) entities and critical infrastructure sectors; the FY 2021-22 Projection and FY 2022-23 Target have been modified to account for this increased activity

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the transfer of one position from the Transportation and Customer Experience Solutions Division to better align services and meet customer needs

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DIVISION: COUNTY ENTERPRISE SYSTEMS

The County Enterprise Systems Division maintains enterprise services for the Enterprise Asset Management System (EAMS), Electronic Content Management (ECM) and the Code Enforcement, Credit and Collections and custom ecommerce applications.

- Supports EAMS, which provides the enterprise asset management technology for the County to include work orders, preventative maintenance, condition assessments, inspections, and reliability, all with geospatial and mobile components to facilitate work for field personnel
- Supports ECM, the document management system for scanning, storing, retaining and displaying documents; this system enables business process improvement, electronic forms, workflow, records retention, redaction, scanning and electronic signature
- Supports the financial and backend systems for departments with code enforcement processes; the new application will transition the legacy COBOL SEFA system to a modern SaaS application; this new application will allow the management of front and backend operations in one enterprise system
- Supports the Credit and Collections system for the services provided to various departments
- Supports the e-commerce application, which supports custom applications for all County departments that process online payments; this includes the enterprise Inovah cashiering system

Strategic Objectives - Measures

- GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Effectively track Electronic Document Management System (EDMS) activity	Assets tracked - EAMS (in thousands)*	IN	↔	1,001	1,229	1,015	1,292	1,357
	Documents managed - ECM (in millions)	IN	↔	129	137	142	144	150
	System users - EAMS*	IN	↔	7,220	7,596	7,350	7,900	8,200

*The FY 2020-21 Projection was updated from the FY 2021-22 Proposed Budget and Multi-Year Capital Plan due to an increase in system implementations leading to an increase in users

DIVISION COMMENTS

- During FY 2022-23, the Division will be implementing a new module for Capital Infrastructure Improvement Program (CIIP) Equipment Ranking for buildings; this implementation will allow County departments to forecast costs and provide more efficient preventive maintenance

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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; 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 2022-23 Proposed Budget includes the transfer of one position to the Citizen and Neighborhood Services Division to better align services to meet customer needs

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the upgrade of the current Computer Aided Dispatch (CAD) system to meet vendor support requirements and the research and development for the replacement of the County's existing CAD system for the Police and Fire Rescue departments to meet Next Generation 911/Dispatch needs (total program cost \$4.688 million, \$750,000 in FY 2022-23; capital program #2000000424); the capital program will be funded with bond proceeds
- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the development and implementation of the Court Case Management System (formerly known as CJIS), 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 reducing redundancy by stream lining operations (total program cost \$57.109 million, \$15.802 million in FY 2022-23; capital program #2000000954); the capital program is funded with bond proceeds
- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes development for the business-driven strategic cybersecurity program that continuously adapts to new opportunities and reduces risk to the information assets of Miami-Dade County (total program cost \$18.996 million, \$6.670 million in FY 2022-23; capital program #2000001427); the capital program is funded with bond proceeds
- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the replacement of the fiber optic infrastructure at the South Dade Government Center which will enhance connectivity for the Miami-Dade Cutler Ridge Police Station, the Internal Services Department fleet and fuel shops, the Miami-Dade Fire Rescue station and Water and Sewer's South Dade locations; the capital program also includes the installation of fiber optic infrastructure along the NW 58th Street corridor to provide for technology refresh and additional bandwidth/expansion for next generation applications to Miami-Dade County facilities, such as the Internal Services Department fuel islands, Solid Waste Management's Mosquito Control complex, the Miami-Dade Police Department's Training Bureau complex and the Miami-Dade Corrections and Rehabilitation Metro West complex (total program cost \$2.7 million, \$500,000 in FY 2022-23; capital program #2000002174)

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- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the continued implementation of the state-of-the-art, comprehensive, integrated Enterprise Resource Planning (ERP) application to support business intelligence and analytic tools (dashboards and reporting); the phased go live in FY 2021-22 and FY 2022-23 aligns with the Financial/Supply Chain and Human Capital Management transactional modules, reporting and data warehouse capabilities (total program cost \$141.957 million, \$10.425 million in FY 2022-23; capital program #1682480); the capital program is funded with bond proceeds
- The FY 2022-23 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 (total program cost \$90.554 million; \$9.471 million in FY 2022-23)
- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes a \$92,000 transfer to the General Government Improvement Fund (GGIF) to fund debt service for the Cyber Security project
- The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the purchase of five vehicles (\$167,000) to replace its aging fleet; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	33	15	40	40	40
Fuel	63	76	118	134	117
Overtime	1,750	1,455	1,254	1,260	1,254
Rent	3,615	4,747	3,805	3,812	4,479
Security Services	0	2	2	2	2
Temporary Services	393	154	450	458	200
Travel and Registration	68	15	92	92	92
Utilities	2,478	654	466	469	421

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	2,497	1,712	1,882	2,082
Carryover	1,849	1,240	0	0
Proprietary Fees	0	659	458	458
Recording Fee for Court Technology	3,699	5,009	3,300	3,300
Traffic Violation Surcharge	398	399	500	500
IT Funding Model	61,486	63,010	71,032	79,159
Interagency Transfers	149,843	153,620	146,957	151,502
Total Revenues	219,772	225,649	224,129	237,001
Operating Expenditures Summary				
Salary	91,815	95,845	97,218	102,879
Fringe Benefits	30,176	31,955	32,676	36,539
Contractual Services	7,967	4,403	6,054	5,845
Other Operating	65,097	59,316	53,965	56,859
Charges for County Services	14,189	16,000	18,801	19,614
Capital	2,544	3,925	4,721	4,295
Total Operating Expenditures	211,788	211,444	213,435	226,031
Non-Operating Expenditures Summary				
Transfers	6,371	9,165	9,864	10,470
Distribution of Funds In Trust	0	0	0	0
Debt Service	1,012	1,033	830	500
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	7,383	10,198	10,694	10,970

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Office of the Director	1,048	1,831	8	9
Administrative Services	19,645	19,404	49	44
Public Safety/Justice Systems	10,273	11,576	70	72
Data Management and Integrations	7,860	21,716	37	72
Enterprise Resource Planning	16,039	17,966	52	53
Radio Communications Services	8,526	9,065	53	53
Service Management	15,262	18,469	113	127
Citizen and Neighborhood Services	4,730	8,490	36	61
Transportation and Customer Experience Solutions	8,910	8,902	60	57
Network and Transport	21,654	21,877	58	56
Geospatial Technologies	11,895	12,925	79	83
Regulatory and Utility Services	13,965	11,609	105	82
Enterprise Data Center Services	35,940	22,071	120	72
Enterprise Security	10,959	12,513	43	44
County Enterprise Systems	10,492	10,882	47	47
Strategic Performance and Business Relationship Management	2,723	2,962	19	18
Telecom Pass Thru Costs	13,514	13,773	0	0
Total Operating Expenditures	213,435	226,031	949	950

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
CIIP Program Revenues	0	0	800	2,125	0	0	0	0	2,925
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
Capital Asset Series 2020C Bonds	87,827	0	0	0	0	0	0	0	87,827
Capital Asset Series 2021A Bonds	770	0	0	0	0	0	0	0	770
Future Financing	37,190	18,581	2,745	22,194	2,359	2,054	0	0	85,123
General Government Improvement Fund (GGIF)	3,116	0	0	0	0	0	0	0	3,116
IT Funding Model	3,384	0	0	0	0	0	0	0	3,384
ITD Service Fees	47,263	10,470	10,098	10,381	10,465	10,551	0	0	99,229
Total:	225,550	29,051	13,643	34,700	12,824	12,605	0	0	328,374
Expenditures									
Strategic Area: GG									
Chief Technology Office Projects	2,901	6,670	2,745	2,267	2,359	2,054	0	0	18,996
Computer and Systems Automation	132,753	10,772	366	385	404	994	0	0	145,675
Infrastructure Improvements	32,879	8,052	6,406	11,181	8,422	9,687	0	0	76,626
Telecommunications Equipment	4,516	1,072	970	1,194	1,059	1,399	0	0	10,210
Strategic Area: NI									
Infrastructure Improvements	2,000	500	200	0	0	0	0	0	2,700
Strategic Area: PS									
Computer and Systems Automation	15,971	16,552	9,347	9,347	9,347	1,234	0	0	61,797
Infrastructure Improvements	5,631	1,526	1,502	1,000	1,100	1,611	0	0	12,370
Total:	196,651	45,144	21,536	25,374	22,691	16,978	0	0	328,374

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CITRIX INFRASTRUCTURE - VIRTUAL DESKTOP AND THIN CLIENTS

PROGRAM #: 2000000947

DESCRIPTION: Deploy desktop and application virtualization infrastructure Countywide

LOCATION: Various Sites

District Located:

Countywide

Various Sites

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
ITD Service Fees	1,602	383	402	422	443	466	0	0	3,718
TOTAL REVENUES:	1,602	383	402	422	443	466	0	0	3,718
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	1,221	347	366	385	404	994	0	0	3,718
TOTAL EXPENDITURES:	1,221	347	366	385	404	994	0	0	3,718

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CLOUD INFRASTRUCTURE

PROGRAM #: 2000000942

DESCRIPTION: Purchase servers, storage and backup infrastructure as needed
 LOCATION: 5680 SW 87 Ave District Located: 10
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
ITD Service Fees	18,431	3,351	3,087	3,149	3,212	3,276	0	0	34,506
TOTAL REVENUES:	18,431	3,351	3,087	3,149	3,212	3,276	0	0	34,506
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	17,413	3,274	1,172	4,442	3,762	4,442	0	0	34,506
TOTAL EXPENDITURES:	17,413	3,274	1,172	4,442	3,762	4,442	0	0	34,506

COMPUTER-AIDED DISPATCH (CAD) - REPLACEMENT

PROGRAM #: 2000000424

DESCRIPTION: Replace and/or upgrade existing computer aided dispatch system for both the Miami-Dade Police Department and Miami-Dade Fire Rescue
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	4,688	0	0	0	0	0	0	0	4,688
TOTAL REVENUES:	4,688	0	0	0	0	0	0	0	4,688
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	200	0	0	0	0	0	0	200
Project Administration	100	100	0	0	0	0	0	0	200
Technology Hardware/Software	3,838	450	0	0	0	0	0	0	4,288
TOTAL EXPENDITURES:	3,938	750	0	0	0	0	0	0	4,688

COURT CASE MANAGEMENT SYSTEM (CCMS) IMPLEMENTATION (FORMERLY CJIS)

PROGRAM #: 2000000954

DESCRIPTION: Implement a modern, comprehensive, integrated Court Case Management application to support the life cycle of a criminal case from arrest to case disposition
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	22,924	0	0	0	0	0	0	0	22,924
Future Financing	0	13,258	0	19,927	0	0	0	0	33,185
General Government Improvement Fund (GGIF)	1,000	0	0	0	0	0	0	0	1,000
TOTAL REVENUES:	23,924	13,258	0	19,927	0	0	0	0	57,109
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Project Administration	4,489	8,240	2,257	2,257	2,257	0	0	0	19,500
Technology Hardware/Software	7,544	7,562	7,090	7,090	7,090	1,234	0	0	37,609
TOTAL EXPENDITURES:	12,033	15,802	9,347	9,347	9,347	1,234	0	0	57,109

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CYBERSECURITY STRATEGIC EVOLUTION PLAN

PROGRAM #: 2000001427

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	4,248	0	0	0	0	0	0	0	4,248
Future Financing	0	5,323	2,745	2,267	2,359	2,054	0	0	14,748
TOTAL REVENUES:	4,248	5,323	2,745	2,267	2,359	2,054	0	0	18,996
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Planning and Design	734	860	881	903	936	970	0	0	5,284
Project Administration	131	175	175	175	175	175	0	0	1,006
Technology Hardware/Software	2,036	5,635	1,688	1,189	1,248	909	0	0	12,706
TOTAL EXPENDITURES:	2,901	6,670	2,745	2,267	2,359	2,054	0	0	18,996

DEPLOYMENT OF 800 MHZ PUBLIC SAFETY RADIO SITES

PROGRAM #: 1687880

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
ITD Service Fees	6,495	1,175	1,175	1,175	1,175	1,175	0	0	12,370
TOTAL REVENUES:	6,495	1,175	1,175	1,175	1,175	1,175	0	0	12,370
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	1,000	1,100	1,200	0	0	3,300
Technology Hardware/Software	5,631	1,526	1,502	0	0	411	0	0	9,070
TOTAL EXPENDITURES:	5,631	1,526	1,502	1,000	1,100	1,611	0	0	12,370

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

EDGE NETWORK PROJECT

PROGRAM #: 2000000946

DESCRIPTION: Deploy new network edge switches countywide

LOCATION: 5680 SW 87 Ave

Unincorporated Miami-Dade County

District Located: 10

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
CIIP Program Revenues	0	0	800	2,125	0	0	0	0	2,925
Capital Asset Series 2021A Bonds	770	0	0	0	0	0	0	0	770
ITD Service Fees	15,630	4,540	4,413	4,614	4,614	4,614	0	0	38,425
TOTAL REVENUES:	16,400	4,540	5,213	6,739	4,614	4,614	0	0	42,120
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	120	650	400	525	0	0	0	0	1,695
Technology Hardware/Software	15,346	4,128	4,834	6,213	4,660	5,244	0	0	40,425
TOTAL EXPENDITURES:	15,466	4,778	5,234	6,738	4,660	5,244	0	0	42,120

FIBER OPTIC INFRASTRUCTURE EXPANSION

PROGRAM #: 2000002174

DESCRIPTION: Deploy updated fiber optic infrastructure to provide technology refresh, growth capacity, redundant connectivity and additional bandwidth to various Miami-Dade County facilities located in the areas of South Dade Government Center and NW 58 Street Corridor

LOCATION: Various Sites

Various Sites

District Located: 9,12

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	2,700	0	0	0	0	0	0	0	2,700
TOTAL REVENUES:	2,700	0	0	0	0	0	0	0	2,700
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,900	250	0	0	0	0	0	0	2,150
Planning and Design	100	50	50	0	0	0	0	0	200
Technology Hardware/Software	0	200	150	0	0	0	0	0	350
TOTAL EXPENDITURES:	2,000	500	200	0	0	0	0	0	2,700

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

FULL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION

PROGRAM #: 1682480

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

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	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	34,490	0	0	0	0	0	0	0	34,490
General Government Improvement Fund (GGIF)	2,116	0	0	0	0	0	0	0	2,116
IT Funding Model	3,384	0	0	0	0	0	0	0	3,384
TOTAL REVENUES:	141,957	0	0	0	0	0	0	0	141,957
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	1,948	0	0	0	0	0	0	0	1,948
Planning and Design	92,028	10,425	0	0	0	0	0	0	102,453
Project Administration	8,306	0	0	0	0	0	0	0	8,306
Technology Hardware/Software	29,250	0	0	0	0	0	0	0	29,250
TOTAL EXPENDITURES:	131,532	10,425	0	0	0	0	0	0	141,957

VOICE OVER INTERNET PROTOCOL (VOIP) PROJECT

PROGRAM #: 2000000945

DESCRIPTION: Deploy Voice over Internet Protocol countywide

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
ITD Service Fees	5,105	1,021	1,021	1,021	1,021	1,021	0	0	10,210
TOTAL REVENUES:	5,105	1,021	1,021	1,021	1,021	1,021	0	0	10,210
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	4,516	1,072	970	1,194	1,059	1,399	0	0	10,210
TOTAL EXPENDITURES:	4,516	1,072	970	1,194	1,059	1,399	0	0	10,210

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
ITD Senior Infrastructure Engineer	\$0	\$230	2
Systems Analyst/Programmer 2	\$0	\$102	1
Graphics Technician 2	\$0	\$64	1
ERP Security Administrator 2	\$0	\$260	2
Data Analyst	\$0	\$101	1
Network Manager 2	\$0	\$115	1
Senior Systems Administrator	\$0	\$115	1
Water and Sewer Cadastral Technician	\$0	\$70	1
Graphics Technician 2	\$0	\$70	1
Operating Systems Programmer	\$0	\$115	1
Total	\$0	\$1,242	12

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Inspector General

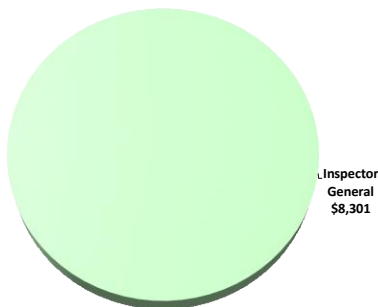
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste and abuse of power in County projects, programs and contracts. Created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government, the enacting legislation ensures that the OIG is independent and autonomous, so that it may carry out its oversight of such a large and diverse government without political interference.

As part of the General Government strategic area, the OIG routinely reviews and evaluates proposals, contracts and programs for a range of management criteria. The OIG also investigates a variety of cases, including contractors doing business with and/or receiving funds from the County and cases of employee and official misconduct.

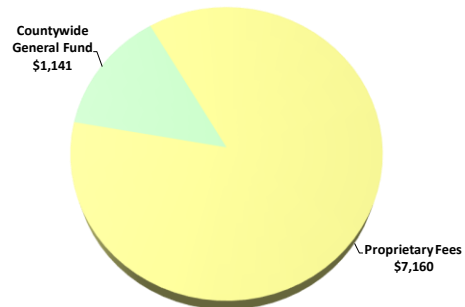
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials and vendors and contractors doing business with the County. The OIG has been designated a criminal justice agency by the Federal Bureau of Investigation and is accredited by the Commission for Florida Law Enforcement Accreditation based upon statewide standards for Offices of Inspectors General.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>INSPECTOR GENERAL</u>		
Provides oversight to Miami-Dade County operations by investigating, auditing and reviewing County programs, projects and contracts to detect and prevent fraud, mismanagement, waste and abuse		
<u>FY 21-22</u>		<u>FY 22-23</u>
40		42

The FY 2022-23 total number of full-time equivalent positions is 42

FY 2022 - 23 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

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Promote honesty and efficiency in government	Complaints received*	IN	↔	296	272	300	325	300
	Percentage of complainants receiving feedback about initial disposition of complaint within 30 days*	OC	↑	97%	100%	95%	97%	100%
Increase the public's awareness of the OIG's findings by providing easy access to reports and information distributed by the OIG via the Internet	Reports issued*	OP	↔	12	12	20	15	20
	Advisory memoranda issued*	OP	↔	18	18	22	22	20
	Contracts/ programs audited and reviewed**	OP	↔	43	76	35	35	35

*FY 2021-22 Projection revised for the FY 2022-23 Proposed Budget due to more up-to-date information

**FY 2020-21 Actual included auditing 46 emergency construction contracts awarded through the Miscellaneous Construction Contract 7040 and 7360 programs

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- **The FY 2022-23 Proposed Budget includes an additional Administrative Assistant to provide support for activities associated with Resolution R-62-22 amending Implementing Order 3-34 (\$110,000)**
- **The FY 2022-23 Proposed Budget includes an additional Assistant Legal Counsel to provide support for increased workload within OIG's operations (\$178,000)**
- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes charges of one quarter of one percent to certain procurement and construction contracts (\$4.3 million), estimated 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), the County Civil and Probate Courthouse project (\$132,000) and the Miami-Dade County School Board (\$175,000)
- In FY 2021-22, the OIG finalized and closed two audits involving a pool contract accessed by the Department of Transportation and Public Works (DTPW) for the purchase of parts and repair services for transit buses and another pool contract accessed by multiple departments for electrical supplies; both audits resulted in the implementation of various new procedures to streamline the quotation and purchasing process by department-level buyers; the OIG received a status report from the Strategic Procurement Division of the Internal Services Department (SPD-ISD) explaining how it has implemented a new Invitation to Quote form and a new Non-Collusion Affidavit; the OIG also received a status update from DTPW showing the new forms and checklists it has implemented related to its purchase of bus parts and repair services in response to OIG findings and recommendations
- OIG auditors are engaged in auditing departmental utilization of County Miscellaneous Construction Contracts (MCC) Programs 7040 and 7360; the auditors are assessing departmental compliance with program rules for accessing the contracting pools, observance of rotational policy, emergency usage and adherence with prompt payment provisions; these MCC programs are the County's main vehicle for procuring construction services under \$5 million; auditors are also engaged in a review of construction engineering inspection (CEI) services in relation to the payment for these services that are structured as time and material versus lump sum
- In FY 2022-23, the OIG will continue its contract oversight of the County's Advanced Traffic Management System (ATMS); this \$160 million contract involves the installation of new synchronized traffic signals and video detection technology throughout the County's 3,000 intersections; this project is expected to be completed in 2025
- 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 OIG commented on the Interim Agreement for the Rapid Transit Solution for the Beach Corridor Trunk 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 Corridor; this oversight effort is on-going
- OIG investigations into vendor and contractor activities touch multiple departments including WASD, DTPW, Seaport, Public Housing and Community Development, Regulatory and Economic Resources, and Aviation
- OIG investigative priorities include focusing on conflicts of interest, exploitation and abuse of power, and official misconduct
- Pursuant to a Memorandum of Understanding with the County Administration, which provides funding for independent and external oversight (\$132,000), the OIG will continue monitoring the new Civil and Probate Courthouse project; OIG oversight activities involving the design of the building began in FY 2020-21; at present, monitoring is focused on the procurement of furniture, fixtures and equipment; in FY 2022-23, we anticipate construction activities to accelerate
- In FY 2020-21, the OIG partnered with the U.S. Department of Justice's COVID-19 Fraud Enforcement Task Force and with other federal and local agencies monitoring relief funds received by Miami-Dade County pursuant to the Coronavirus Aid, Relief, and Economic Security (CARES) Act; the OIG's investigative efforts with these law enforcement partners will continue in FY 2022-23
- In April 2022, the OIG underwent a reaccreditation review by the Florida Commission on Law Enforcement Accreditation; this reaccreditation takes place every three years, with the OIG's initial accreditation having taken place in 2010; in addition, in October 2022 the Office will submit to a peer review conducted by examiners from the Association of Inspectors General; the peer review also takes place every three years; these external reviews are important measures to assure that the OIG's operations adhere to professional standards

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
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	2	1	2	2	3
Temporary Services	0	0	0	0	0
Travel and Registration	52	9	30	30	35
Utilities	30	18	17	18	20

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23	(dollars in thousands)	Total Funding Budget FY 21-22	Proposed FY 22-23	Total Positions Budget FY 21-22	Proposed FY 22-23
Revenue Summary					Expenditure By Program				
General Fund Countywide	1,631	862	2,177	1,141	Strategic Area: General Government				
Carryover	1,465	2,064	391	1,793	Inspector General	7,650	8,301	40	42
Departmental Oversight (MOUs)	778	663	1,032	1,032	Total Operating Expenditures	7,650	8,301	40	42
Fees and Charges	4,874	5,194	4,050	4,335					
Interest Earnings	27	4	0	0					
Miscellaneous Revenues	11	12	0	0					
Total Revenues	8,786	8,799	7,650	8,301					
Operating Expenditures Summary									
Salary	4,967	5,086	5,442	5,942					
Fringe Benefits	1,533	1,640	1,867	1,953					
Court Costs	0	1	1	2					
Contractual Services	0	78	2	4					
Other Operating	109	109	207	230					
Charges for County Services	78	59	72	95					
Capital	35	31	59	75					
Total Operating Expenditures	6,722	7,004	7,650	8,301					
Non-Operating Expenditures Summary									
Transfers	0	0	0	0					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	0	0	0	0					

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Internal Services

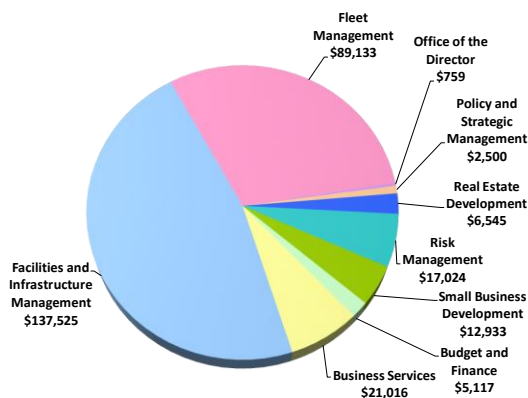
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government strategic area, ISD supports governmental operations by providing Countywide 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, compliance with the Americans with Disabilities Act, elevator regulation, security services and parking services.

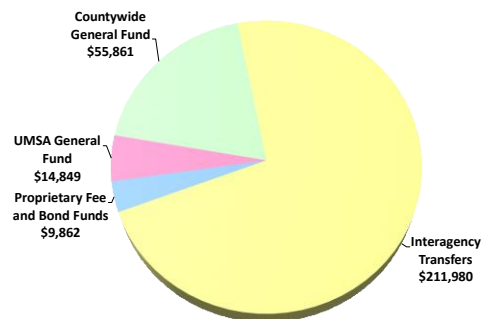
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations and Miami-Dade County residents and visitors.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

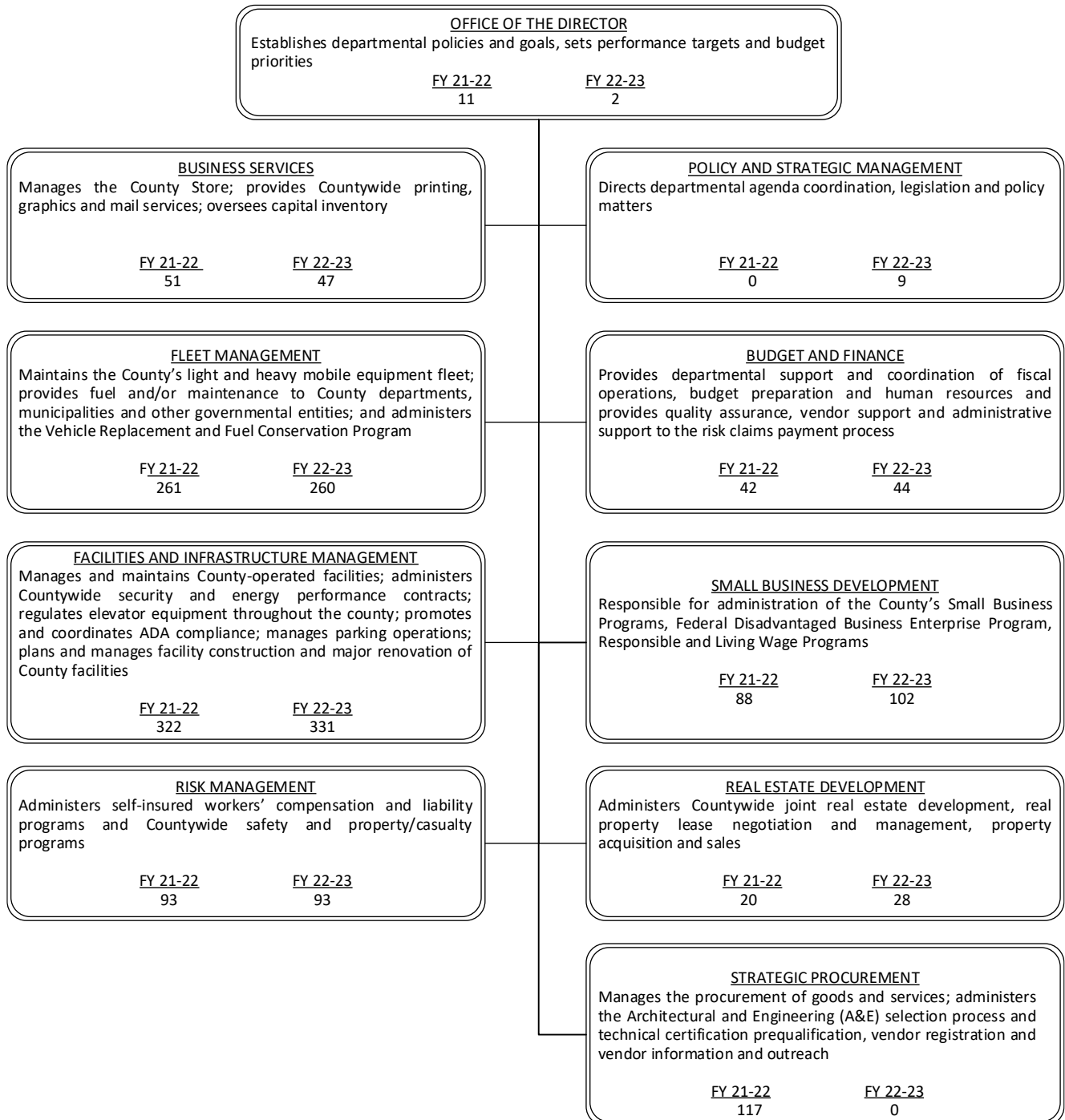


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 916.

FY 2022 - 23 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, policy and objectives for the Department
- Manages performance of divisions
- Leads the development of innovation and strategic initiatives and planning
- Serves on the Enterprise Resource Planning (ERP) Steering Committee

Strategic Objectives - Measures

- GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Achieve excellence in customer satisfaction	Customer Satisfaction with ISD service levels and quality of work (out of 5)	OC	↑	4.7	4.3	4.3	4.3	4.3

DIVISION COMMENTS

- During FY 2021-22, ISD participated in the paid college internship program which included 17 part-time temporary overages
- During FY 2021-22, a reorganization was performed that transferred nine positions to the newly established Policy and Strategic Management Division

DIVISION: POLICY AND STRATEGIC MANAGEMENT

Provides policy and strategic direction for the Department.

- Coordinates preparation and review process for legislative items that are submitted to the BCC and Mayor
- Sets performance targets and budget priorities
- Creates a strategy for the deployment of ISD resources to meet the desired objectives

DIVISION COMMENTS

- During FY 2021-22, a reorganization was performed that transferred nine positions to the newly established Policy and Strategic Management Division from the Office of the Director

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: BUSINESS SERVICES

The Business Services Division 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.

Strategic Objectives - Measures

- GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Achieve excellence in customer satisfaction	Percentage of customers satisfied with print shop services*	EF	↑	N/A	N/A	N/A	N/A	90%
Efficiently manage annual inventory process	Percentage of annual capital asset inventory department reconciliations completed*	EF	↑	N/A	N/A	N/A	N/A	100%
Provide timely printing production standards	Percentage of print and mail assignments with standard manufacturing specifications completed timely following proof approvals*	EF	↑	N/A	N/A	N/A	N/A	95%

*New measure for FY 2022-23

DIVISION COMMENTS

- During FY 2021-22, a reorganization was performed that transferred four positions out of the Business Services Division with one position transferred to the Budget and Finance Division, one position transferred to the Real Estate Development Division and two positions transferred to the Facilities and Infrastructure Management Division

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DIVISION: SMALL BUSINESS DEVELOPMENT

The Small Business Development Division (SBD) is responsible for Miami-Dade County's Small Business Enterprise, Wage and Workforce Programs. Additionally, SBD is responsible for the County's Debarment, Cone of Silence, selection committee formations, change order coordination process, Anti-Discrimination Ordinance, Prompt Payment Ordinance, Equitable Distribution Program, and Miscellaneous Construction Contracts Program as mandated by County Code, implementing orders, and federal regulations.

- Certifies small businesses as Small Business Enterprises (SBE) for Construction, Architectural and Engineering, and Goods and Services; certifies Local Disadvantaged Businesses (LDB) and Disadvantaged Business Enterprises (DBE)
- Analyzes construction, architecture and engineering, and goods and services solicitations for inclusion of Small Business and Community Workforce program goals
- Coordinates and mediates dispute resolutions for small business program participants
- Coordinates the update and dissemination of trade union wage schedules for all County-funded construction projects
- Establishes Selection Committees for the evaluation of County procurements
- Prequalifies firms for the Miscellaneous Construction Contracts (MCC) program and administers the Equitable Distribution Program (EDP)
- Administers the Bonding, Financial Assistance, Debarment and Anti-Discrimination Programs, and the County's debarment process

Strategic Objectives - Measures

- ED2-2: Bolster opportunities for small and local businesses to participate in County contracting

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Increase participation of small businesses in County contracts	Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise programs	OC	↑	1,908	1,852	1,944	1,879	1,907
	Percentage of completed projects where small business opportunities were achieved	OC	↑	75%	100%	95%	97%	95%
	Percent of monitored projects in compliance with Small Business Programs	OC	↑	94%	98%	96%	98%	98%

DIVISION COMMENTS

SBD

As part of ISD's small business participation reforms, 15 positions (\$1.351 million) were added as overages in FY 2021-22; 11 positions were added to increase contract monitoring and compliance including seven SBD Compliance Officer 1s, three SBD Compliance Officer 2s, and one SBD Section Manager; two positions were added for project review and analysis including one SBD Capital Improvement Specialist and an SBD Section Manager; one SBD Section Manager was added for business outreach and education and one SBD Professional Services Specialist was added for policy and operations management functions

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- During FY 2021-22, a reorganization was performed that transferred one position to the Budget and Finance Division to support departmental objectives

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

Strategic Objectives - Measures

- GG3-4: Effectively utilize and maintain facilities and assets

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide well maintained County vehicles	Percentage of selected heavy equipment repairs that surpass industry standards	OC	↑	90%	90%	90%	90%	90%
	Percentage of selected light equipment repairs that surpass industry standards	OC	↑	90%	90%	90%	90%	90%

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes no increase to Fleet Management labor rates for the maintenance of light and heavy vehicles
- During FY 2021-22, a reorganization was performed that transferred one position out of the Fleet Management Division to the Budget and Finance Division

DIVISION: BUDGET AND FINANCE

The Budget and Finance Division provides departmental support services and manages fiscal operations, budget preparation and the risk claims payment process

- Performs accounts payable and receivable, budget coordination and financial reporting functions
- Processes the County's self-insurance fund payments
- Provides human resources support and coordination
- Provides quality assurance, vendor, and administrative support to the risk claims payment process

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Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Efficiently manage administrative, budget, and personnel functions	Percentage of invoices processed within 30 calendar days of receipt*	EF	↑	85%	77%	90%	90%	90%

*The FY 2020-21 Actual reflects impacts associated with COVID-19

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes an administrative transfer of \$839,000 from the Department of Strategic Procurement to the Budget and Finance Division to support procurement related administrative efforts
- During FY 2021-22, a reorganization was performed that transferred four positions to the Budget and Finance Division, including one from the Business Services Division, one from the Small Business Development Division, one from the Fleet Management Division, and one from the Facilities and Infrastructure Management Division to strengthen procurement, small business, and departmental initiatives for the Director's office
- During FY 2021-22, a reorganization was performed that transferred two Account Clerk positions to the Facilities and Infrastructure Management Division to assist with operational needs

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 County elevator maintenance contracts




FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
• GG3-4: Effectively utilize and maintain facilities and assets								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide efficient facility maintenance services	Total operating expenses per square foot*	EF	↓	\$8.06	\$8.45	\$9.00	\$9.00	\$9.00

Strategic Objectives - Measures								
• NI1-2: Ensure buildings are sustainable, safe, and resilient								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide timely and reliable elevator inspection services	Percentage of regulated elevators with current Certificates of Operation*	OC	↑	77%	73%	90%	90%	90%

*The FY 2020-21 Actual reflects impacts associated with COVID-19

DIVISION COMMENTS

- During FY 2021-22, five positions were approved as overages including two Program Managers and one Construction Contracts Specialist (\$300,000) to assist with downtown redevelopment and the Civil and Probate Courthouse construction efforts, one Clerk 3 (\$65,000) to assist with processing visitors at the SPCC, and one Maintenance Mechanic as a result of an MOU with the Department of Transportation and Public Works (\$71,000)
-  During FY 2021-22, a Program Management Manager (\$131,800) was approved as a overage; this position will oversee installation of electric vehicle charging stations for the County's fleet
-  The FY 2022-23 Proposed Budget includes the veteran's memorial wall at the SPCC; these funds are included in the Department's FY 2022-23 operating budget (total project cost \$700,000)
-  During FY 2021-22, a reorganization was performed that transferred two positions to the Facilities and Infrastructure Management Division from the Business Services Division to assist with strategic development activities focusing on County-owned properties
- During FY 2021-22, a reorganization was performed that transferred one position to the Budget and Finance Division to support administrative departmental initiatives; additionally, two Account Clerk positions were transferred from the Budget and Finance Division to the Facilities and Infrastructure Management Division
- The FY 2022-23 Proposed Budget includes \$510,000 to support the maintenance of the Larcenia Bullard Plaza and \$500,000 to help support the maintenance of the Downtown Redevelopment Project
- In FY 2022-23, 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)
- The FY 2022-23 Proposed Budget includes parking fee increases after twenty years, to \$65.27 per month for corporate employees (Miami-Dade County employees are considered corporate); and \$74.90 for other monthly parkers, throughout all County parking facilities; the daily rate will also increase to \$24 per day from \$14 per day with no charge for Jury and Disabled parking at select lots
- In FY 2022-23, the Facilities and Infrastructure Management Proposed Budget includes a transfer to the General Government Improvement Fund (GGIF) (\$4.512 million) and a transfer to support the CIIP program (\$7.368 million)

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DIVISION: RISK MANAGEMENT

The Risk Management Division administers the Countywide 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

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve general liability claims management process	Subrogation collections (in thousands)*	OP	↔	\$1,315	\$963	\$1,750	\$1,500	\$1,700

*FY 2020-21 Actuals were lower than budgeted due to impacts associated with COVID-19

DIVISION COMMENTS

- In FY 2022-23, 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 2022-23, 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 (\$505,000)
- In FY 2021-22, the global property insurance market continued to harden with rate increases; due to the longevity in the London Market the County secured a 9.9 percent premium increase and a 4.9 percent rate increase for all Master Property Program components
- In FY 2021-22, the property insurance premium was \$20.24 million, and there was also a five percent increase in property values for a Total Insured Value (TIV) of \$14.4 billion to account for increasing construction cost

DIVISION: REAL ESTATE DEVELOPMENT

The Real Estate Development Division administers Countywide real estate activities.

- Administers Countywide joint real estate development, P3 and real estate economic development, structured partnerships, real estate land-sponsorship projects, property lease negotiation and asset management oversight, and real property acquisition and disposition
- Manages the County's Building Better Communities General Obligation Bond program affordable housing projects

Strategic Objectives - Measures

- GG3-4: Effectively utilize and maintain facilities and assets

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Manage real estate transactions	Dollar value of surplus property sold (in thousands)*	OP	↑	\$2,297	\$135	\$1,000	\$661	\$505

*Dollar value varies with number of properties sold per year; the FY 2020-21 Actual and FY 2021-22 Projection were lower than budgeted due to impacts associated with COVID-19

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget establishes a P3 (Public Private Partnership) function within the Real Estate Development Division by adding a Chief Real Estate Officer (\$116,000), an ISD Project Manager (\$123,000) and a Real Estate Officer (\$102,000)
- The FY 2022-23 Proposed Budget includes the addition of one Real Estate Advisor (\$116,000) and three Real Estate Officers (\$306,000) to address increased complexity and frequency of lease and real estate transactions



During FY 2021-22, a reorganization was performed that transferred one position from the Business Services Division to the Real Estate Development Division to provide oversight of additional real estate related transactions

- During FY 2021-22, ISD and the Solid Waste Management Department have been negotiating terms for the transfer of the Hickman Facility, which should be executed during FY 2022-23

ADDITIONAL INFORMATION

- The FY 2022-23 Proposed Budget transfers out 117 positions from the Strategic Procurement Division of ISD for the creation of the Strategic Procurement Department

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



In FY 2022-23, 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 program cost \$4.451 million; \$2.460 million in FY 2022-23; capital program #2000001190)



- ISD Fleet Management will continue to evaluate, plan and design projects on 19 repair facilities and 29 fuel sites throughout the County as part of the county's infrastructure improvement plan; many of these fleet sites are over 40 years old and require major renovation or rebuilding to continue providing service to client departments (total program cost \$84.543 million; \$4.168 million in FY 2022-23; capital program #2000001462); the Department will work with the Office of Resilience to design sustainable and energy efficient facilities
- The FY 2022-23 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 program cost \$165.847 million; \$74.818 million in FY 2022-23; capital program #2000001285)
- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan construction of a new integrated command and communications center (Lightspeed) that will include renovation to the existing facility as well as construction of a nine story parking garage with three additional floors of office space that will house personnel and critical mobile assets for various departments including Miami-Dade Fire Rescue (MDFR) and Miami-Dade Police Department (MDPD); (total program cost \$215 million; \$63.738 million in FY 2022-23; capital program #2000001658)



The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the purchase of 48 vehicles (\$2.140 million) for the replacement of its aging fleet funded with lease purchase financing (\$600,000 for heavy fleet, and \$1.540 million for light fleet); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

- ISD will continue overseeing the construction of a new Civil and Probate Courthouse to be located in downtown Miami, scheduled to be completed in 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

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-  The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan 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 in January 2023 (total program cost \$7.5 million, \$5.758 million in FY 2022-23; capital program #118480)
-  The FY 2022-23 Proposed Budget and Multi-Year Capital Plan continues the Downtown Redevelopment project consisting of consulting services that will assist the County in developing a plan for County-owned land in downtown Miami; these funds are included in the Department's FY 2022-23 operating budget (total program cost \$1.797 million; \$957,000 in FY 2022-23; capital program #2000002254)
- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes \$1.515 million as a one-time purchase for two mail sorting systems that will be used to provide lettershop services to the Property Appraiser and other county Departments (capital program #2000002915)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Proposed
	FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
Advertising	85	51	75	64	62
Fuel	25,430	24,484	26,398	29,319	30,582
Overtime	2,930	4,588	3,724	4,855	4,632
Rent	9,172	10,259	11,984	11,115	10,641
Security Services	34,111	15,379	46,205	38,067	38,223
Temporary Services	171	187	299	469	294
Travel and Registration	210	17	165	160	224
Utilities	14,033	10,410	12,171	12,846	11,928

PROPOSED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee	Proposed Fee	Dollar Impact
	FY 21-22	FY 22-23	FY 22-23
• Monthly Parking Rate	Various	\$74.90	\$268,000
• Daily Parking Rate	\$14	\$24	\$100,000

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OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	45,414	50,204	47,367	55,861
General Fund UMSA	14,342	13,858	13,075	14,849
Carryover	12,297	21,349	10,141	9,918
External Fees	1,015	936	1,047	615
Fees and Charges	1,882	2,499	4,686	4,060
Fines and Forfeitures	0	0	0	348
Interest Income	26	7	15	0
Miscellaneous Revenues	422	624	375	450
Municipal Fines	307	0	350	0
Other Charges For Services	0	10	0	0
User Access Program Fees	14,066	14,078	13,300	0
Interagency Transfers	6,422	6,608	9,038	5,128
Interfund Transfers	0	1,735	0	0
Internal Service Charges	185,482	172,004	221,931	233,126
Other Revenues	5,157	5,770	6,870	8,015
Total Revenues	286,832	289,682	328,195	332,370

Operating Expenditures

Summary

Salary	62,889	67,778	73,041	70,528
Fringe Benefits	25,324	25,964	28,795	28,230
Court Costs	8	5	15	16
Contractual Services	48,424	43,928	75,965	69,565
Other Operating	68,243	76,426	78,145	89,686
Charges for County Services	29,136	30,763	33,480	33,406
Grants to Outside Organizations	0	4	0	0
Capital	235	238	382	1,121
Total Operating Expenditures	234,259	245,106	289,823	292,552

Non-Operating Expenditures

Summary

Transfers	3,748	30,658	23,281	29,113
Distribution of Funds In Trust	632	540	867	915
Debt Service	29,572	6,197	5,509	5,176
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	8,715	4,614
Total Non-Operating Expenditures	33,952	37,395	38,372	39,818

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Office of the Director	2,568	759	11	2
Policy and Strategic Management	0	2,500	0	9
Business Services	17,285	21,016	51	47
Small Business Development	11,790	12,933	88	102
Fleet Management	77,293	89,133	261	260
Budget and Finance	5,355	5,117	42	44
Facilities and Infrastructure Management	137,419	137,525	322	331
Strategic Procurement	15,677	0	117	0
Risk Management	16,976	17,024	93	93
Real Estate Development	5,460	6,545	20	28
Total Operating Expenditures	289,823	292,552	1,005	916

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
2011 Sunshine State Financing	767	0	0	0	0	0	0	0	767
BBC GOB Financing	84,191	28,841	3,446	500	0	0	0	0	116,978
CIIP Program Revenues	0	0	52,379	7,981	0	0	0	0	60,360
Capital Asset Series 2020C Bonds	7,255	0	0	0	0	0	0	0	7,255
Capital Asset Series 2021A Bonds	98,232	0	0	0	0	0	0	0	98,232
FUMD Work Order Fund	840	957	0	0	0	0	0	0	1,797
Future Financing	500	69,580	78,557	76,852	29,500	44,253	0	0	299,242
General Government Improvement Fund (GGIF)	0	1,515	0	0	0	0	0	0	1,515
ISD Fleet Revenue	2,504	0	0	0	0	0	0	0	2,504
Total:	194,289	100,893	134,382	85,333	29,500	44,253	0	0	588,650
Expenditures									
Strategic Area: GG									
ADA Facilities Improvements	1,991	2,460	0	0	0	0	0	0	4,451
Equipment Acquisition	0	1,515	0	0	0	0	0	0	1,515
Facility Improvements	10,723	7,914	2,657	1,990	29,500	44,253	0	0	97,037
Infrastructure Improvements	30,669	74,818	52,379	7,981	0	0	0	0	165,847
New Facilities	2,860	12,290	2,350	0	0	0	0	0	17,500
Public Safety Facilities	500	63,738	75,901	74,862	0	0	0	0	215,000
Strategic Area: HS									
Facility Improvements	267	500	0	0	0	0	0	0	767
New Affordable Housing Units	70,593	12,548	1,096	500	0	0	0	0	84,736
Strategic Area: ED									
Community Development Projects	840	957	0	0	0	0	0	0	1,797
Total:	118,442	176,740	134,382	85,333	29,500	44,253	0	0	588,650

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CAROL GLASSMAN DONALDSON CENTER

PROGRAM #: 2000002054

DESCRIPTION: Provide infrastructure improvements to the Carol Glassman Donaldson Center

LOCATION: 112 NW 3 St
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
2011 Sunshine State Financing	767	0	0	0	0	0	0	0	767
TOTAL REVENUES:	767	0	0	0	0	0	0	0	767
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	267	500	0	0	0	0	0	0	767
TOTAL EXPENDITURES:	267	500	0	0	0	0	0	0	767

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DISTRICT 01 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001192

5/21/22

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	10,118	474	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,118	474	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	7,166	474	0	0	0	0	0	0	7,640
Land Acquisition/Improvements	1,443	0	0	0	0	0	0	0	1,443
Planning and Design	1,378	0	0	0	0	0	0	0	1,378
Project Administration	131	0	0	0	0	0	0	0	131
TOTAL EXPENDITURES:	10,118	474	0	0	0	0	0	0	10,592

DISTRICT 02 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 115952

5/21/22

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	10,500	92	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,500	92	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	4,062	92	0	0	0	0	0	0	4,154
Land Acquisition/Improvements	4,139	0	0	0	0	0	0	0	4,139
Planning and Design	2,270	0	0	0	0	0	0	0	2,270
Project Administration	29	0	0	0	0	0	0	0	29
TOTAL EXPENDITURES:	10,500	92	0	0	0	0	0	0	10,592

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 115958

2021
11/22

DESCRIPTION: Design and construct affordable housing in Commission District 5 - Porto Allegra, Toscana, Meridian and Villa Aurora

LOCATION: Various Sites
Various Sites

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	9,644	448	0	500	0	0	0	0	10,592
TOTAL REVENUES:	9,644	448	0	500	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	6,444	448	0	500	0	0	0	0	7,392
Land Acquisition/Improvements	1,478	0	0	0	0	0	0	0	1,478
Planning and Design	1,321	0	0	0	0	0	0	0	1,321
Project Administration	401	0	0	0	0	0	0	0	401
TOTAL EXPENDITURES:	9,644	448	0	500	0	0	0	0	10,592

DISTRICT 06 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 118921

2021
11/22

DESCRIPTION: Design and construct affordable housing in Commission District 6

LOCATION: Various Sites
Various Sites

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	7,796	2,796	0	0	0	0	0	0	10,592
TOTAL REVENUES:	7,796	2,796	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	7,796	2,796	0	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	7,796	2,796	0	0	0	0	0	0	10,592

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DISTRICT 09 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001194

5/21/22

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	10,358	234	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,358	234	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	7,241	234	0	0	0	0	0	0	7,475
Land Acquisition/Improvements	3,000	0	0	0	0	0	0	0	3,000
Project Administration	117	0	0	0	0	0	0	0	117
TOTAL EXPENDITURES:	10,358	234	0	0	0	0	0	0	10,592

DISTRICT 10 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 116949

5/21/22

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	5,037	4,728	827	0	0	0	0	0	10,592
TOTAL REVENUES:	5,037	4,728	827	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	5,000	4,728	827	0	0	0	0	0	10,555
Planning and Design	37	0	0	0	0	0	0	0	37
TOTAL EXPENDITURES:	5,037	4,728	827	0	0	0	0	0	10,592

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DISTRICT 12 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001195

50%

DESCRIPTION: Design and construct affordable housing in Commission District 12
 LOCATION: Various Sites District Located: 12
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	10,041	551	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,041	551	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	8,461	551	0	0	0	0	0	0	9,012
Planning and Design	587	0	0	0	0	0	0	0	587
Project Administration	993	0	0	0	0	0	0	0	993
TOTAL EXPENDITURES:	10,041	551	0	0	0	0	0	0	10,592

DISTRICT 13 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001196

50%

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	7,099	3,225	269	0	0	0	0	0	10,592
TOTAL REVENUES:	7,099	3,225	269	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	7,099	3,225	269	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	7,099	3,225	269	0	0	0	0	0	10,592

DOWNTOWN REDEVELOPMENT

PROGRAM #: 2000002254

50%

DESCRIPTION: Provide for the redevelopment of the Downtown Miami area bounded by I-395 to the North, Biscayne Bay to the East, the Miami River to the South, and I-95 to the West; includes the reassessment of the area to meet the demands of the community
 LOCATION: Various Sites District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
FUMD Work Order Fund	840	957	0	0	0	0	0	0	1,797
TOTAL REVENUES:	840	957	0	0	0	0	0	0	1,797
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Planning and Design	560	600	0	0	0	0	0	0	1,160
Project Administration	260	327	0	0	0	0	0	0	587
Technology Hardware/Software	20	30	0	0	0	0	0	0	50
TOTAL EXPENDITURES:	840	957	0	0	0	0	0	0	1,797

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

EQUIPMENT - MAILING SORTING SYSTEMS

PROGRAM #: 2000002915

DESCRIPTION: Purchase a mailing sorting system to perform mailouts on behalf of the Property Appraiser and other County Departments

LOCATION: 980 W 84 St
Hialeah

District Located: 13
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,515	0	0	0	0	0	0	1,515
TOTAL REVENUES:	0	1,515	0	0	0	0	0	0	1,515
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Building Acquisition/Improvements	0	65	0	0	0	0	0	0	65
Furniture Fixtures and Equipment	0	1,450	0	0	0	0	0	0	1,450
TOTAL EXPENDITURES:	0	1,515	0	0	0	0	0	0	1,515

INFRASTRUCTURE IMPROVEMENTS - AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS

PROGRAM #: 2000001190

2022-23

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

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	1,991	2,460	0	0	0	0	0	0	4,451
TOTAL REVENUES:	1,991	2,460	0	0	0	0	0	0	4,451
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,350	2,395	0	0	0	0	0	0	3,745
Permitting	42	65	0	0	0	0	0	0	107
Planning and Design	397	0	0	0	0	0	0	0	397
Project Administration	202	0	0	0	0	0	0	0	202
TOTAL EXPENDITURES:	1,991	2,460	0	0	0	0	0	0	4,451

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - FLEET FACILITIES

PROGRAM #: 2000001462



DESCRIPTION: Evaluate, plan and design the renovations and/or construction of 19 repair facilities and 29 fuel sites countywide to address our aging infrastructure

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	3,639	2,657	1,990	29,500	44,253	0	0	82,039
ISD Fleet Revenue	2,504	0	0	0	0	0	0	0	2,504
TOTAL REVENUES:	2,504	3,639	2,657	1,990	29,500	44,253	0	0	84,543
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	0	0	1,000	29,500	44,253	0	0	74,753
Land Acquisition/Improvements	1,416	2,178	0	0	0	0	0	0	3,594
Planning and Design	559	1,990	2,657	990	0	0	0	0	6,196
TOTAL EXPENDITURES:	1,975	4,168	2,657	1,990	29,500	44,253	0	0	84,543

INFRASTRUCTURE IMPROVEMENTS - GOVERNMENT FACILITIES SYSTEMWIDE

PROGRAM #: 2000001488

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	8,748	1,543	0	0	0	0	0	0	10,291
TOTAL REVENUES:	8,748	1,543	0	0	0	0	0	0	10,291
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	40	0	0	0	0	0	0	0	40
Infrastructure Improvements	8,708	1,543	0	0	0	0	0	0	10,251
TOTAL EXPENDITURES:	8,748	1,543	0	0	0	0	0	0	10,291

INFRASTRUCTURE IMPROVEMENTS - ISD FACILITIES SYSTEMWIDE

PROGRAM #: 2000001285

DESCRIPTION: Rehabilitate and renovate all existing ISD facilities to address our aging infrastructure

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
CIIP Program Revenues	0	0	52,379	7,981	0	0	0	0	60,360
Capital Asset Series 2020C Bonds	7,255	0	0	0	0	0	0	0	7,255
Capital Asset Series 2021A Bonds	98,232	0	0	0	0	0	0	0	98,232
TOTAL REVENUES:	105,487	0	52,379	7,981	0	0	0	0	165,847
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	5,571	14,476	12,000	7,548	0	0	0	0	39,595
Furniture Fixtures and Equipment	116	0	0	0	0	0	0	0	116
Infrastructure Improvements	24,982	60,342	40,379	434	0	0	0	0	126,136
TOTAL EXPENDITURES:	30,669	74,818	52,379	7,981	0	0	0	0	165,847

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INTEGRATED COMMAND AND COMMUNICATIONS CENTER (LIGHTSPEED)

PROGRAM #: 2000001658



DESCRIPTION: Renovate the existing facility and construct a new nine floor parking garage that will also contain three additional floors of office space

LOCATION: 11500 NW 25th St
Sweetwater

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	500	63,738	75,901	74,862	0	0	0	0	215,000
TOTAL REVENUES:	500	63,738	75,901	74,862	0	0	0	0	215,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Art Allowance	0	177	1,000	2,000	0	0	0	0	3,177
Construction	0	50,561	60,560	55,562	0	0	0	0	166,683
Furniture Fixtures and Equipment	0	5,000	7,250	10,000	0	0	0	0	22,250
Permitting	0	2,500	1,640	500	0	0	0	0	4,640
Planning and Design	400	200	150	50	0	0	0	0	800
Project Administration	100	300	300	250	0	0	0	0	950
Project Contingency	0	5,000	5,000	6,500	0	0	0	0	16,500
TOTAL EXPENDITURES:	500	63,738	75,901	74,862	0	0	0	0	215,000

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

PROGRAM #: 2000000378



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

LOCATION: 15015 SW 24 St
Unincorporated Miami-Dade County

District Located: 11
District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	1,968	6,532	1,500	0	0	0	0	0	10,000
TOTAL REVENUES:	1,968	6,532	1,500	0	0	0	0	0	10,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Art Allowance	38	113	0	0	0	0	0	0	151
Construction	857	3,861	1,000	0	0	0	0	0	5,718
Furniture Fixtures and Equipment	0	2,068	500	0	0	0	0	0	2,568
Permitting	164	0	0	0	0	0	0	0	164
Planning and Design	760	40	0	0	0	0	0	0	800
Project Administration	100	0	0	0	0	0	0	0	100
Technology Hardware/Software	50	450	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	1,968	6,532	1,500	0	0	0	0	0	10,000

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NORTH DADE GOVERNMENT CENTER - NEW

PROGRAM #: 118480



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

LOCATION: 20000 NW 47 Ave
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	892	5,758	850	0	0	0	0	0	7,500
TOTAL REVENUES:	892	5,758	850	0	0	0	0	0	7,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Art Allowance	0	112	0	0	0	0	0	0	112
Construction	687	3,700	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	155	120	50	0	0	0	0	0	325
Technology Hardware/Software	0	726	100	0	0	0	0	0	826
TOTAL EXPENDITURES:	892	5,758	850	0	0	0	0	0	7,500

PARKING EQUIPMENT

PROGRAM #: 2000002536



DESCRIPTION: Purchase new parking equipment that is PCI compliant to meet required standards

LOCATION: Various Sites
City of Miami

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Future Financing	0	2,203	0	0	0	0	0	0	2,203
TOTAL REVENUES:	0	2,203	0	0	0	0	0	0	2,203
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	0	2,203	0	0	0	0	0	0	2,203
TOTAL EXPENDITURES:	0	2,203	0	0	0	0	0	0	2,203

UNFUNDED CAPITAL PROGRAMS

(dollars in thousands)

PROGRAM NAME	LOCATION	ESTIMATED PROGRAM COST
DAN PAUL PLAZA IMPROVEMENT	400 NE 8 St	4,218
UNFUNDED TOTAL		4,218

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Management and Budget

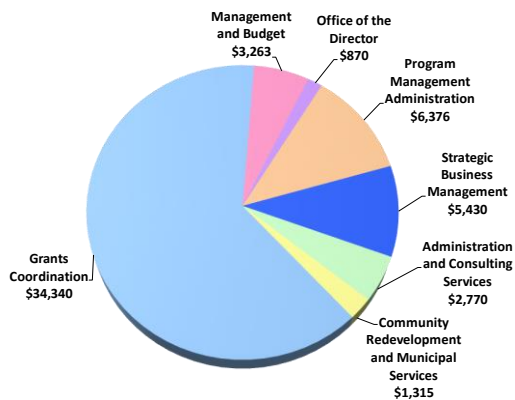
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; coordinates technical assistance and capacity-building opportunities for CBOs, 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; and conducts organizational, management and business process reviews. The Department 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; and provides policy analysis regarding incorporation and annexation. OMB 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 Department maintains, enhances, upgrades and supports the ERP technology applications, tools, processes and third-party integration systems, as well as coordinating ERP-related business process improvement and strategic planning. Additionally, OMB handles 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.

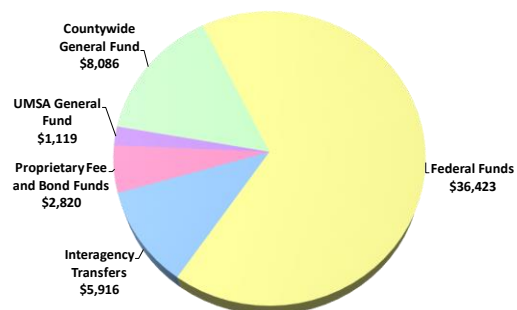
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

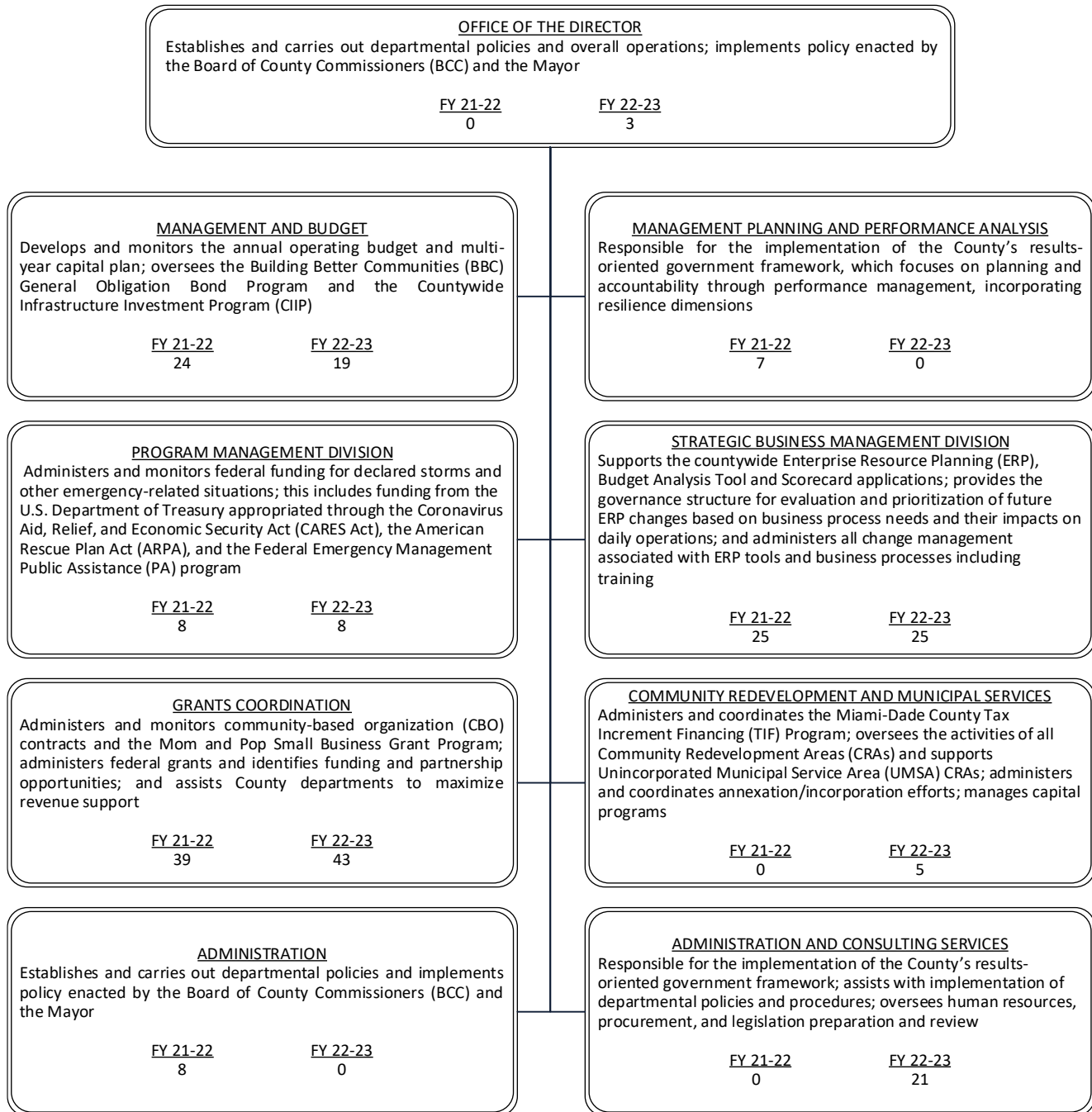


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 124

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director Division provides leadership and direction to departmental staff, establishes and implements departmental policies and overall operations.

- Establishes and carries out departmental policies and overall operations
- Directs and coordinates daily departmental operations
- Reviews, coordinates and implements County policy
- Serves on the Enterprise Resource Planning (ERP) Steering Committee

DIVISION COMMENTS



The FY 2022-23 Proposed Budget includes the transfer of three positions from the Administration Division to the Office of the Director as part of the Department's reorganization to better align divisional oversight

DIVISION: ADMINISTRATION AND CONSULTING SERVICES

The Administration and Consulting Services Division is responsible for implementing the directives of the Office of the Director as well as provide oversight over the Miami-Dade County's results-oriented framework.

- Reviews and coordinates departmental procurement, agenda submissions and 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 and supports the County's strategic 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 tools and techniques
- Promotes the development of performance improvement skills in the County workforce
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services Pool

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG2-2: Promote employee development and leadership 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Identify opportunities to improve County operations	Percentage of active management and supervisory employees with Lean Six Sigma training	OC	↑	10.7%	11%	11%	11%	11.2%
	Number of County employees completing advanced Lean Six Sigma training programs*	OP	↔	13	41	15	25	30

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans and scorecards**	OC	↑	100%	100%	100%	100%	100%
	Performance analysis projects completed	OC	↑	9	8	8	8	8
	Average number of active users of the County performance management system***	IN	↔	528	422	450	433	450

**From FY 2019-20 through FY2021-22, alignment to Resilience Dimensions was also included in this measure

*The FY 2020-21 Actual reflects an increase in advanced Lean Six Sigma training activity during the year

***The FY 2020-21 Actual and the FY 2021-22 Projection, when compared to the FY 2019-20 Actual reflects the impact of implementing the new performance management module of the ERP system

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2021-22, eight positions were approved as overages to support the consolidation of existing responsibilities, additional administrative duties and the additional consulting services that are required in the department and requested Countywide to increase efficiency and effectiveness in departments; this includes the facilitation of a transition plan for the County's new Constitutional Offices and related impacts
- As part of the Department's reorganization plan to better align divisional oversight and services, the FY 2022-23 Proposed Budget includes the transfer of 13 positions (seven from Management Planning and Performance Analysis, one from Management and Budget and five from the Administration Division) to the Administration and Consulting Services Division
 - In FY 2021-22, the Office of Management and Budget began its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis will also review related impacts to the offices of the Property Appraiser and the Clerk of Courts
 - In FY 2021-22, the Department engaged an external training partner to lead a group of selected employees through a Lean Six Sigma review of selected administrative procedures in the Parks, Recreation and Open Spaces Department; in FY 2022-23, the Department will continue to promote training opportunities in Lean Six Sigma performance improvement techniques, including introductory Yellow Belt classes and more advanced classes on specific tools including survey development, flowcharting and decision analysis
- In FY 2021-22, the Department began to incorporate emerging community priorities into the Miami-Dade County Strategic Plan; in FY 2022-23, the Department will assist other departments to align their activities to the Strategic Plan to ensure future budget recommendations support County priorities

DIVISION: MANAGEMENT AND BUDGET

The Management and Budget Division ensures the financial viability of the County through sound financial management policies.

- Develops and monitors the annual operating budget and multi-year capital plan
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Outlook
- 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 legislative and staff support for the BBC GOB Citizens Advisory Committee
- Coordinates with the Board of County Commissioners, municipalities, not-for-profit organizations and County departments for allocation of BBC GOB funding

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$55.5	\$55.6	\$55.7	\$55.7	\$55.8
	Carryover as a percentage of the General Fund Budget	OC	↑	4.4%	2.7%	1.5%	3.5%	5.5%

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- As part of the Department's reorganization plan, the FY 2022-23 Proposed Budget one position was transferred to the Administration and Consulting Services Division and four positions to the Community Redevelopment and Municipal Services Division
- ☞ In FY 2022-23, the Department will continue to work with county departments as well as municipalities and outside organizations to plan, schedule and coordinate the Building Better Communities General Obligation Bond program (BBC-GOB) to ensure adherence to budgets and schedules; the FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes \$267.8 million of BBC-GOB capital projects
- ☞ In FY 2022-23, the Department will continue the implementation of the Countywide Infrastructure Investment Plan (CIIP); staff from the Bond Program Monitoring section of the Management and Budget Division will facilitate the program, coordinate contracting efforts, develop reporting requirements and communicate the program's progress; staff will be funded with CIIP proceeds (\$434,000)

DIVISION: COMMUNITY REDEVELOPMENT AND MUNICIPAL SERVICES

Administers and coordinate 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.

- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares Findings of Necessity and redevelopment plans for all UMSA CRAs
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundary adjustments, financing, and annual budgets and negotiates interlocal agreements between the County and the various CRAs and municipalities
- Provides analysis of all annexations and incorporation proposals
- 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

Strategic Objectives - Measures

- ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinclined communities






Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Develop urban corridors (TUAs, CRAs and Enterprise Zones, NRSAs) as destination centers	Number of Community Redevelopment Agencies (CRAs)	IN	↔	14	15	16	16	16
	County TIF Revenue Payments (in millions)*	OC	↑	\$62.6	\$65.6	\$66.3	\$66.3	\$68.3
	Percent of total County Urban Development Boundary area within TIF districts**	IN	↔	26.4%	26.9%	27.2%	27.2%	28%

* TIF Revenue Payments include SMART Transportation Infrastructure Improvement District (TIID) payments

** This measure includes the SMART TIID

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

-  During FY 2021-22, one Program Coordinator position was established for the NW 7th Avenue and NW 79th Street Community Redevelopment Agencies; this position will be responsible for implementing revitalization and redevelopment initiatives (\$155,000)
-  In FY 2021-22, the Department purchased a grants software module that will be a one-stop shop for all grant related information; the new system will allow applicants to enter their information into a data base as opposed to submitting it manually which will allow the County to process and analyze reimbursements for the UMSA CRAs more efficiently for prompt payments
 - As part of the Department's reorganization plan, the FY 2022-23 Proposed Budget includes the transfer of four positions from the Management and Budget Division to the newly created CRA Division
-  In FY 2022-23, staff will continue to support and monitor four UMSA CRAs, ensuring economic resources and investments are brought into those communities
 - In FY 2022-23, staff will continue to monitor eleven municipal CRAs to ensure their compliance with County and state regulations and economic opportunities are achieved based upon their approved redevelopment plan; additionally, the Division will continue to evaluate and analyze the need for future CRAs and/or extensions and provide policy recommendations
-  In FY 2022-23, staff will continue to review proposals to incorporate or annex parts of the County into existing municipalities, which affect all Miami-Dade County residents, provide analysis on the fiscal impact of such proposals and provides guidance to the BCC
-  In FY 2022-23, the Department will continue to staff Municipal Advisory Committees, which provide a forum for residents and other stakeholders to provide input to the process, acts as liaison for all County departments on annexation and incorporation issues

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, 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 grants website to identify and promote grant opportunities; prepares grant applications; and provides grant-related training and technical assistance to County departments and CBO's
- Manages the County's sponsorship and marketing revenue contracts and facilitates sponsorship and marketing activities
- Manages the Opioid Affected Youth-Initiative Project and other local, state and federal grants assigned to the Department to ensure implementation, performance and compliance
- Coordinates technical assistance and capacity-building opportunities for CBOs

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Develop and implement revenue maximization opportunities	Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities*	OC	↑	\$124	\$49	\$55	\$115	\$85

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	95%	92%	85%	92%	95%
	Site visits - CBOs	OP	↔	153	135	128	134	135

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-1: Provide the necessary support services for vulnerable residents and special populations 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Promote independent living through early intervention and support services	HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	OP	↔	9,031	8,127	9,300	8,421	8,700
	Comprehensive Ryan White Program site visits (per contract year)**	OP	↔	0	0	8	8	18

** A federal waiver of the annual site visit requirement was approved for FY 2019-20, FY 2020-21, and FY 2021-22; comprehensive site visits are expected to resume in CY 2022, once contracts are executed

* FY 2019-20 Actual increased due to award of two large, multi-year federal grants; FY 2021-22 Projection and FY 2022-23 Target anticipate continued increased funding from federal COVID Relief funds through the State of Florida and additional funding as a result of the federal Infrastructure Investment and Jobs Act

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- In FY 2021-22, four positions were approved as overages in the Grants Division to assist with the growing grant workload as well as staff a new section called “Grants Capacity Building”; the Grants Capacity Building section was created to facilitate outreach and provide hands-on technical assistance for current and future County-funded Community Business Organizations (CBO's) and other grantees to develop programming, ensure compliance and enhance their capacity and sustainability
- The FY 2022-23 Proposed Budget allocates \$16.68 million for community-based organizations (CBOs) reflecting an eight percent increase over the FY 2021-22 Adopted Budget allocation, to address rising inflation; this increase will assist these organizations to maintain their level of services and address escalating operating costs; the budget includes \$13.3 million for active organizations identified via a motion that was adopted by the Board of County Commissioners on November 19, 2019 which extends the contracts through September 2022; the next triennial competitive process must be held during the upcoming fiscal year or Board action to extend existing contracts will be required; additionally, the amount includes new allocations to CBOs, including an existing food program; 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 \$4.225 million (\$325,000 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; creates a CBO allocation for the Office of the Mayor of \$325,000 to address countywide needs; the FY 2022-23 Proposed Budget also includes \$1.128 million to fund the Mom and Pop Small Business Grant Program

8/2/22

During FY 2021-22, one position from the Ryan White section was transferred to the Grants Administration section

8/11/22

The FY 2022-23 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 (\$325,000)

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 and ensure 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

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Maximize reimbursement opportunities and comply with federal requirements	Percentage of FEMA disallowances analyzed to develop internal process improvements	OP	↔	N/A	90%	90%	90%	90%
	Percentage of FEMA-reimbursable fiscal year expenses assigned to projects and submitted for review within the fiscal year	OC	↑	N/A	80%	75%	75%	75%
	Percentage of FEMA Requests for Information completed on time	EF	↑	N/A	100%	90%	100%	95%

DIVISION COMMENTS

- In FY 2021-22, the unit assisted in the development of a disaster-reporting tool in concert with the Human Capital Management (HCM) rollout in INFORMS to streamline the labor and equipment reporting process Countywide
- In FY 2021-22, Program Management also managed the cost recovery efforts for the COVID-19 pandemic; during the year \$266.4 million has been reimbursed for COVID-19 related expenditures
- The FY 2022-23 Proposed Budget includes funding for the Program Management Administration Division, whose main focus is to support and maximize reimbursement opportunities to the County for emergency situations, including COVID-19, hurricanes and other disasters
- In FY 2021-22, the Division has managed the cost recovery efforts for the Surfside Building Collapse securing awards of over \$27 million for work that has been completed related to this tragedy

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: STRATEGIC BUSINESS MANAGEMENT

The Strategic Business Management Division supports the countywide Enterprise Resource Planning (ERP) application and system of record, also known as INtegrated Financial Resources Management System (INFORMS), responsible for the general ledger, human resources, supply chain, strategic sourcing, grants, accounts payable and receivable, 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

- In FY 2022-23, the SBM Division will continue supporting the governance structure that requires and coordinates a dedicated strategic approach to ensure that the County's financial, supply chain and human resources activities are supported and continuously improved to optimally support all County operations through on-going technology business process improvements and change management activities



The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the continuation of the Enterprise Resource Planning (ERP) application to support reporting using data warehouse and dashboard capabilities on an adhoc basis by users of the financial and human capital management modules which is estimated to roll out to County users in the first quarter of FY 2022-23

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes a contribution to the Finance Department's Bond Administration Division for capital budgeting support (\$175,000); the support is funded with Building Better Communities General Obligation Bond (BBC-GOB) proceeds



The Department's FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the purchase of a grant submission and management solution application (\$75,000) benefitting both the County and nonprofit partners by automating and streamlining proposal submissions and reviews, contract development and management, and reporting processes (capital program # 2000002815)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Proposed
	FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
Advertising	39	114	65	65	65
Fuel	0	0	0	0	0
Overtime	1	4	0	0	0
Rent	60	60	739	739	807
Security Services	0	0	0	0	0
Temporary Services	0	0	562	562	562
Travel and Registration	5	15	43	19	65
Utilities	93	23	31	21	38

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
General Fund Countywide	4,392	4,820	6,139	8,086
General Fund UMSA	716	756	854	1,119
Bond Proceeds	1,611	2,879	2,647	0
Building Better Communities	0	258	392	721
Bond Interest				
CIIP Proceeds	246	460	787	612
CRA Administrative				
Reimbursement	1,011	895	1,266	1,162
Miscellaneous Revenues	375	0	200	325
QNIP Bond Proceeds	110	0	0	0
Federal Grants	0	0	980	6,423
Other Miscellaneous				
Revenues	807	289	1,500	0
Ryan White Grant	24,383	22,664	30,000	30,000
IT Funding Model	252	0	2,636	5,779
Interagency Transfers	175	0	175	0
Interfund Transfers	200	0	210	137
Total Revenues	34,278	33,021	47,786	54,364
Operating Expenditures				
Summary				
Salary	7,742	8,346	11,740	14,150
Fringe Benefits	2,417	2,859	3,984	4,882
Court Costs	72	92	0	2
Contractual Services	7,791	9,873	0	5,003
Other Operating	2,472	2,086	1,006	1,293
Charges for County Services	249	405	1,265	890
Grants to Outside	13,488	9,311	29,702	28,073
Organizations				
Capital	47	35	89	71
Total Operating Expenditures	34,278	33,007	47,786	54,364
Non-Operating Expenditures				
Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations	0	0	0	0
and Depletion				
Reserve	0	0	0	0
Total Non-Operating	0	0	0	0
Expenditures				

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: Health and Society				
Grants Coordination	31,500	30,000	14	13
Strategic Area: General Government				
Office of the Director	0	870	0	3
Administration and	0	2,770	0	21
Consulting Services				
Management and Budget	4,093	3,263	24	19
Community Redevelopment	0	1,315	0	5
and Municipal Services				
Grants Coordination	3,451	4,340	25	30
Program Management	980	6,376	8	8
Administration				
Strategic Business	4,924	5,430	25	25
Management				
Management Planning and	1,338	0	7	0
Performance Analysis				
Administration	1,500	0	8	0
Total Operating Expenditures	47,786	54,364	111	124

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
General Government Improvement Fund (GGIF)	0	75	0	0	0	0	0	0	75
Total:	0	75	0	0	0	0	0	0	75
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	0	75	0	0	0	0	0	0	75
Total:	0	75	0	0	0	0	0	0	75

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

GRANTS MANAGEMENT SOFTWARE SYSTEM

PROGRAM #: 2000002815



DESCRIPTION: Purchase a grants management software system for reporting and management of the County's grant allocations

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	75	0	0	0	0	0	0	75
TOTAL REVENUES:	0	75	0	0	0	0	0	0	75
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	0	75	0	0	0	0	0	0	75
TOTAL EXPENDITURES:	0	75	0	0	0	0	0	0	75

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Property Appraiser

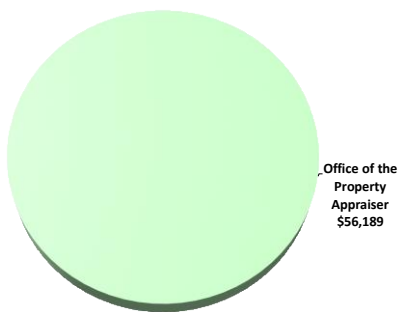
The elected Property Appraiser of Miami-Dade County has the primary responsibility to identify and appraise all real and tangible personal property within the county and certify the annual property tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and state law. Additional responsibilities include the maintenance of all associated property records, the administration of all exemptions, and the annual notification to all property owners in Miami-Dade County of the assessed value of their properties.

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

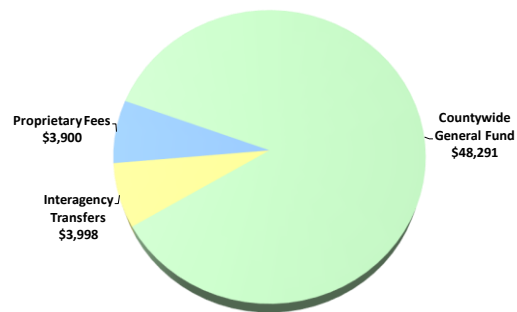
To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The Office's responsibilities are established by the Florida Constitution, Florida Statutes, and DOR rules and regulations. The budget for the Property Appraiser is subject to provisions outlined in Section 195.087 of the Florida Statutes, which include review and approval by DOR.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

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 21-22
410

FY 22-23
410

The FY 2022-23 total number of full-time equivalent positions is 410 FTEs.

* Table of Organization is subject to mid-year reorganization

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- Pursuant to state statutes, the Tax Collector's Office will continue to charge a fee for all special and non-ad valorem assessment revenues collected on the tax bill and noticed on the Notice of Proposed Property Taxes (commonly referred to as the TRIM Notice); the collection fee is one percent of actual collection and covers notification and collection expenses incurred by the Tax Collector and the Property Appraiser; in addition, a number of jurisdictions and/or special districts are charged an administrative collection fee; administrative collection fee charges are applied at the request of jurisdictions and/or special districts and agreed upon by the Tax Collector and the Property Appraiser
- Pursuant to state statutes, the Property Appraiser's Office will bill the Children's Trust, the Florida Inland Navigation District and the South Florida Water Management District for services rendered
- In FY 2022-23, 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 between 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
- In FY 2021-22, the Office of Management and Budget began its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis will also review related impacts to the offices of the Property Appraiser and the Clerk of Courts
- We appreciate Property Appraiser Pedro Garcia's efforts and his staff's support in the development of the FY 2022-23 Proposed Budget

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2022-23 Proposed Budget and Multi-Year Capital Plan includes the replacement of the CAMA system, the core technology used by the Office of the Property Appraiser in developing the annual property tax roll; this multi-year 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 program cost is \$6.388 million (capital program #2000000955)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	4	2	5	3	3
Fuel	12	14	21	20	28
Overtime	224	281	150	255	150
Rent	0	0	0	0	0
Security Services	1	1	1	1	1
Temporary Services	204	38	0	0	40
Travel and Registration	1	1	12	7	12
Utilities	126	124	112	101	112

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23	(dollars in thousands)	Total Funding		Total Positions	
						Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	42,044	43,960	44,827	48,291	Office of the Property	54,482	56,189	410	410
Carryover	4,400	5,587	2,750	1,104	Appraiser				
Internal Service Charges	3,735	3,871	4,109	0	Total Operating Expenditures	54,482	56,189	410	410
Miscellaneous Revenues	24	20	16	16					
Reimbursements from									
Taxing Jurisdictions	3,757	3,888	2,780	2,780					
IT Funding Model	0	0	0	3,998					
Total Revenues	53,960	57,326	54,482	56,189					
Operating Expenditures									
Summary									
Salary	30,078	30,412	31,629	33,924					
Fringe Benefits	11,557	11,996	12,583	13,650					
Court Costs	12	58	37	42					
Contractual Services	2,981	2,865	2,699	2,738					
Other Operating	1,520	1,318	1,702	1,259					
Charges for County Services	2,090	1,974	2,669	2,758					
Capital	135	3,006	3,163	1,818					
Total Operating Expenditures	48,373	51,629	54,482	56,189					
Non-Operating Expenditures									
Summary									
Transfers	0	0	0	0					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	0	0	0	0					

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
IT Funding Model	500	0	0	0	0	0	0	0	500
Property Appraiser Operating Revenue	5,888	0	0	0	0	0	0	0	5,888
Total:	6,388	0	0	0	0	0	0	0	6,388
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	2,831	1,604	1,953	0	0	0	0	0	6,388
Total:	2,831	1,604	1,953	0	0	0	0	0	6,388

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

COMPUTER AIDED MASS APPRAISAL SYSTEM (CAMA) - REPLACEMENT

PROGRAM #: 2000000955

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

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
IT Funding Model	500	0	0	0	0	0	0	0	500
Property Appraiser Operating Revenue	5,888	0	0	0	0	0	0	0	5,888
TOTAL REVENUES:	6,388	0	0	0	0	0	0	0	6,388
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Technology Hardware/Software	2,831	1,604	1,953	0	0	0	0	0	6,388
TOTAL EXPENDITURES:	2,831	1,604	1,953	0	0	0	0	0	6,388

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

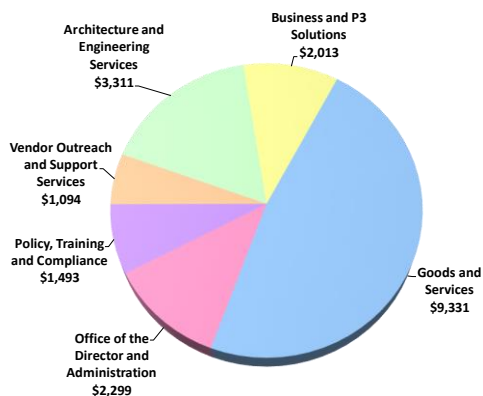
Strategic Procurement

The Strategic Procurement Department (SPD) is responsible for the acquisition of goods and services, including professional services such as architecture, engineering, and design build services for County departments. Utilizing technology and sound business processes, the Department strives to bring the greatest value to Miami-Dade County with integrity, fairness, competition, and community inclusion. SPD is dedicated to delivering cost-effective, best value contracts through a transparent and streamlined process using full and open competition, and endeavors to incorporate the four key values of Environment, Economy, Equity, and Engagement in contracting. The contracts established by the Department are used by all County departments and offices, as well as various municipalities and counties to serve the community. SPD is also responsible for managing and providing guidance for Public Private Partnership (P3) projects in the County.

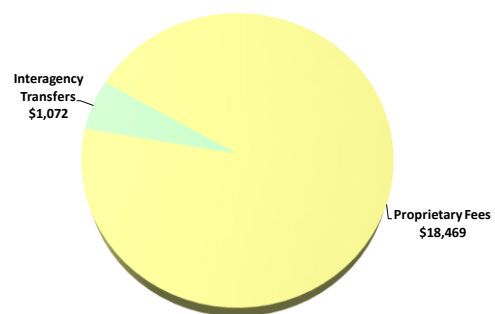
As part of the General Government strategic area, SPD supports government operations by providing procurement services, Countywide vendor management, including supplier risk management, and implementation of supply chain modules in the Enterprise Resource Planning system. SPD also serves as the County's logistics lead at the Emergency Operations Center for coordination of all procurement, warehousing, and distribution activities in emergencies and catastrophic events. The Department manages over 900 active contracts valued at approximately \$9 billion, and annually awards contracts with a cumulative value over \$2 billion. SPD manages over 10,000 suppliers and provides vendor registration, outreach, and training programs. Additionally, SPD is responsible for delivering training, manuals, and standardized procurement documents for all County departments to ensure compliance with federal, state, and local requirements.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

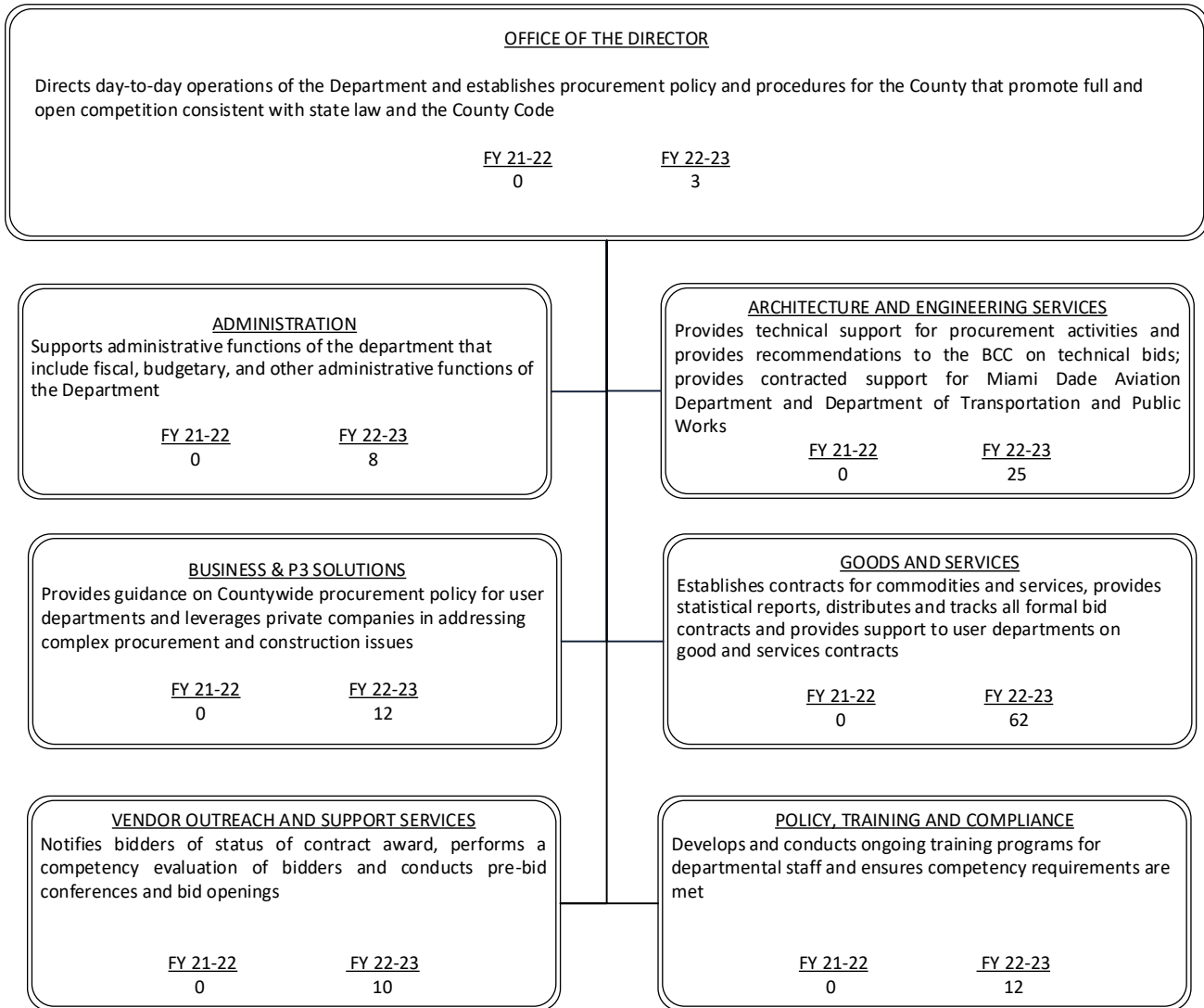


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 132

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR AND ADMINISTRATION

Formulates departmental policy and provides overall direction and coordination of departmental operations, administration and management.

- Promotes full and open competition consistent with federal and state laws and the County Code
- Coordinates and supports BCC items involving procurement activity along with the respective user department
- Manages the collection of User Access Program (UAP) revenues, including the inter-departmental implementation of UAP collection efforts
- Establishes Countywide and departmental procurement policy and procedures
- Recommends appropriate corrective action to promote competition where artificial barriers exist or where policy, process or procedures impede competition
- Prepares divisional and departmental annual budget
- Processes all personnel actions for the Department
- Develops and monitors performance and quality measures

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget for the Office of the Director and Administration includes the addition of three back-office support positions including an Executive Assistant to the Director (\$109,000), a Human Resource Manager (\$114,000), and a Finance and Budget Administrator 1 (\$119,000) to provide adequate administrative support to the new Department
- The FY 2022-23 Proposed Budget includes a transfer (\$839,000) from the Strategic Procurement Department to provide back-office support as Strategic Procurement transitions from a division within ISD to a stand-alone department

DIVISION: ARCHITECTURE AND ENGINEERING SERVICES

Provides support for the procurement of architecture and engineering services, including developing technical bid specifications for new and recurring technical bids, soliciting proposals from prospective vendors and evaluating proposals for recommendation to the BCC.

- Provides direct architecture and engineering procurement and selection processes for MDAD and DTPW
- Administers the architectural and engineering selection process for the County
- Liaises with the bidding entity and user departments on the development of technical bids and contracts
- Provides technical recommendations to the BCC on proposals and bids

Strategic Objectives - Measures

- ED2-2: Bolster opportunities for small and local businesses to participate in County contracting

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Streamline the A&E selection process	Average calendar days to complete A&E selection process	EF	↓	243	205	225	225	225

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS


- The FY 2022-23 Proposed Budget includes an addition of a Construction Procurement Specialist (\$118,000) to the Architecture and Engineering Services Division to assist with construction related procurements
- The Architecture and Engineering Services section provides support to DTPW and MDAD by providing contract administration and procurement related activities as part of centralization of procurement functions; a total of five positions (\$700,000) are dedicated to DTPW and a total of seven positions (\$858,000) are dedicated to MDAD

DIVISION: BUSINESS AND P3 SOLUTIONS

Provides guidance on Countywide procurement policy for user departments and develops contracts that leverage private companies to provide solutions.

- Works with departments on development of procurement policy
- Implements policies enacted by the BCC with user departments
- Develops contractual agreements known as Public Private Partnerships or P3s between the County and a private entity that allow for greater private participation in the delivery of projects

DIVISION COMMENTS

-  The FY 2022-23 Proposed Budget for the Business and P3 Solutions Division includes the addition of two positions to support P3 efforts including a Division Director 3 (\$170,000) and a Procurement Contracting Officer 3 (\$155,000)
- The FY 2022-23 Proposed Budget for the Business and P3 Solutions Division includes the addition of two ERP Business Analyst 3 (\$229,000) positions to support ERP related efforts

DIVISION: GOODS AND SERVICES

Establishes contracts for commodities and services and provides support to user departments on good and services contracts.

- Develops and processes competitive and non-competitive solicitations using a variety of methods and best practices
- Prepares statistical reports and distributes and tracks all formal bid contracts
- Conducts bid opening conferences with bidders and user departments
- Promotes full and open competition by identifying competitive opportunities, reducing bid waiver and sole source contracts, and monitoring the use of Small Purchase Orders
- Conducts market research to achieve best value contracts

Strategic Objectives - Measures

- ED2-2: Bolster opportunities for small and local businesses to participate in County contracting

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Best practices in procurement to support County operations	Average number of days to award contracts over \$1 million*	OP	↓	275	384	270	270	270

*The FY 2020-21 Actual reflects impacts associated with COVID-19

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget for the Goods and Services Division includes the addition of three positions to streamline delivery of services for County departments; the positions include an Reporting and Analytics Specialist (\$89,000), Procurement Contracting Officer 3 (\$92,000), and an Technology Procurement Specialist (\$81,000)


DIVISION: POLICY, TRAINING AND COMPLIANCE

Develops and conducts ongoing training programs for departmental staff and ensures competency requirements are met.

- Conducts continuous audits to ensure compliance with established guidelines, resolutions, policies and procedures
- Responsible for administering, planning and directing procurement compliance activities for the County, as well as providing departmental support

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget for the Policy, Training and Compliance Division includes the addition of two positions, a Procurement Policy and Training Coordinator (\$102,000) and a Specification Developer (\$155,000); these positions will be used to roll out new procurement guidelines

 The Policy and Training Division anticipates providing 50 trainings and workshops to SPD staff and County departments on the latest procurement developments in FY 2022-23


DIVISION: VENDOR OUTREACH AND SUPPORT SERVICES

Provides vendor services that assist Miami-Dade's service community in doing business with the County.

- Conducts vendor outreach events; maintains a database of over 10,000 suppliers in the community
- Manages vendor registration process
- Provides quality control of all procurement related actions
- Ensures compliance with insurance requirements in all contracts

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes the addition of two INFORMS Specialists (\$189,000) to assist with vendor registrations and construction design build submissions

 In FY 2022-23, the Vendor Outreach and Support Services Division anticipates holding 30 outreach events for suppliers

ADDITIONAL INFORMATION

- The Strategic Procurement Department (SPD) functions were previously performed as a Division under the Internal Services Department (ISD); a total of 117 positions were transferred out of ISD for the creation of SPD
- The FY 2022-23 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 2022-23 Proposed Budget includes a transfer of \$1.653 million in User Access Program (UAP) revenue to support procurement-related functions in the Small Business Development Division of ISD

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

- In FY 2022-23, County departments supporting the implementation of the Enterprise Resource Planning (ERP) system, including Information Technology, the Office of Management and Budget, Finance, Strategic Procurement and Human Resources will continue to configure, build and provide change management services to replace the legacy applications

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Proposed
	FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
Advertising	0	0	0	0	28
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	0	0	0	0	647
Security Services	0	0	0	0	2
Temporary Services	0	0	0	0	30
Travel and Registration	0	0	0	0	35
Utilities	0	0	0	0	28

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
Carryover	0	0	0	5,360
Interest Earnings	0	0	0	7
Miscellaneous Revenues	0	0	0	20
User Access Program Fees	0	0	0	14,000
Interagency Transfers	0	0	0	3,940
Total Revenues	0	0	0	23,327
Operating Expenditures Summary				
Salary	0	0	0	12,152
Fringe Benefits	0	0	0	4,361
Contractual Services	0	0	0	310
Other Operating	0	0	0	963
Charges for County Services	0	0	0	1,755
Total Operating Expenditures	0	0	0	19,541
Non-Operating Expenditures Summary				
Transfers	0	0	0	3,568
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	218
Total Non-Operating Expenditures	0	0	0	3,786

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Office of the Director and Administration	0	2,299	0	11
Architecture and Engineering Services	0	3,311	0	25
Business and P3 Solutions	0	2,013	0	12
Goods and Services	0	9,331	0	62
Policy, Training and Compliance	0	1,493	0	12
Vendor Outreach and Support Services	0	1,094	0	10
Total Operating Expenditures	0	19,541	0	132

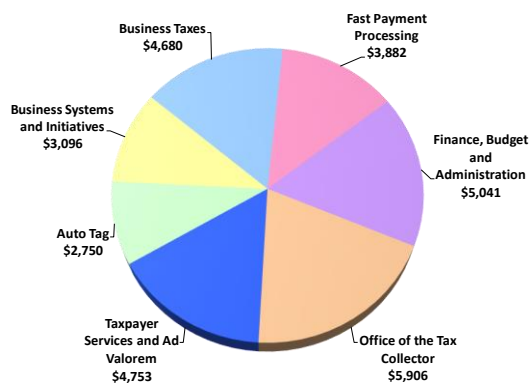
FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Tax Collector

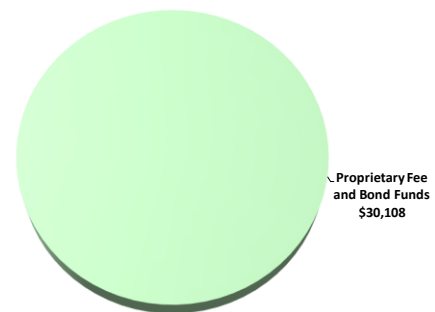
The Tax Collector Department facilitates the collection and distribution of current and delinquent real estate, personal property, local business, and convention and tourist taxes, as well as special assessments for all local taxing authorities. Additionally, the Tax Collector Department acts as an agent on behalf of the State of Florida to issue automobile, vessel and mobile home registrations and titles and hunting and fishing licenses.

FY 2022-23 Proposed Operating Budget

Expenditures by Activity
(dollars in thousands)

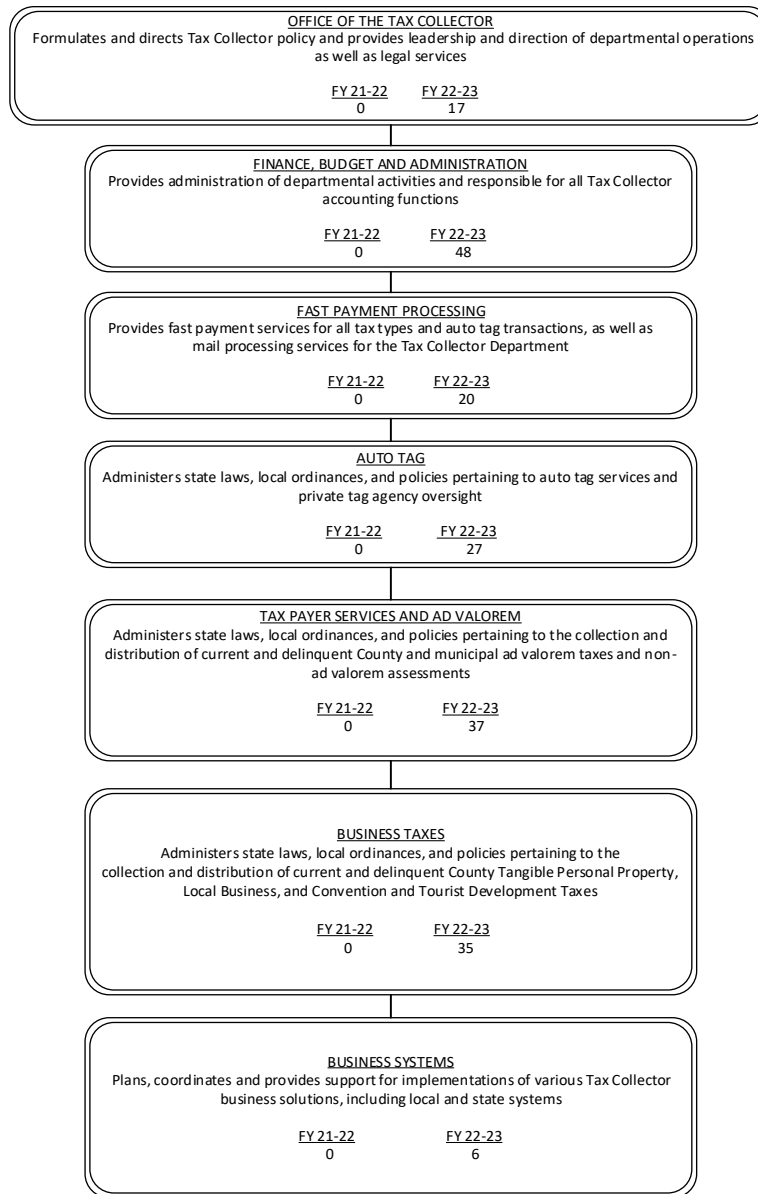


Revenues by Source
(dollars in thousands)



FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 190.

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE TAX COLLECTOR

Formulates and directs Tax Collector Policy and provides leadership and direction of departmental operations as well as legal services.

- Develops departmental strategy and policy
- Provides oversight and direction for departmental operations

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of Tax Collector collections (dollars in millions)	OP	↑	\$8,607	\$9,191	\$9,250	\$9,467	\$10,224

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes one Executive Assistant needed to provide appropriate administrative support to maintain the continuity of operations (\$103,000)
- The FY 2022-23 Proposed Budget includes one Division Director position in preparation for the transition to a constitutionally elected office; the Tax Collector will be assuming all Department of Highway Safety and Motor Vehicle functions on behalf of the state of Florida and will take over all facilities and operations within the County (\$133,000)
- The FY 2022-23 Proposed Budget includes one Assistant Tax Collector, Finance, Budget, and Administration position to provide finance, budget and administration related support (\$142,000)
- The FY 2022-23 Proposed Budget includes one Tax Collector Special Advisor position to provide consultation services for the transition to a constitutionally elected office (\$142,000)
- The FY 2022-23 Proposed Budget includes a transfer of \$17.365 million to the Finance Department to continue funding its operations
- The FY 2022-23 Proposed Budget includes a transfer of \$2.188 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects

DIVISION: FINANCE, BUDGET AND ADMINISTRATION

Provides administration of departmental activities and monitors all Tax Collector Accounting Functions.

- Directs and manages the preparation of the departmental business plan, budget development and continuity of operation plans
- Distributes all tax revenues and assessment fees to the taxing authorities
- Oversees the planning, implementation and monitoring of departmental strategic initiatives
- Oversees and manages the department's fiscal operations, including development and oversight of the budget, accounting, accounts payable/receivable, refunds and procurement
- Oversees statutory compliance and risk management activities for the Department and conducts internal audit reviews of functional tax collection activities
- Provides human resource services: recruitment, employee counseling and discipline, labor relations, training, staff development and administration of policy and procedures
- Provides overall administration of departmental activities
- Records, reports on and monitors the Tax Collector's financial activities

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of tax distributions (dollars in millions)*	OP	↑	\$6,528	\$6,675	\$6,600	\$6,742	\$7,281

*The distribution of taxes has a statutorily required minimum of 14 distributions per year; the Tax Collector may process additional distributions for operational convenience

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes one Division Director, Finance, Budget, and Accounting; this position will be responsible for all future budget creation and submissions to the Department of Revenue and oversight of accounts payables, bank reconciliations, cash management, capital projects, payroll, refunds, and central accounting (\$133,000)
- The FY 2022-23 Proposed Budget includes one Accountant 1 position to perform financial activities for the Tax Collector's Office that were previously performed by the Finance Department (\$59,000)
- The FY 2022-23 Proposed Budget includes one Accountant 2 position to perform supervisory functions and to review all financial information (\$72,000)
- The FY 2022-23 Proposed Budget includes one Chief of Human Resources position to perform human resources functions (\$171,000)
- The FY 2022-23 Proposed Budget includes one Manager, Procurement and Contracting position responsible for working with the Internal Services Department to ensure that all Tax Collector procurement needs are met (\$107,000)
- The FY 2022-23 Proposed Budget includes one Special Projects Administrator 2 position responsible for developing the County budget and starting the process of familiarization with the Department of Revenue budget development process (\$85,000)
- The FY 2022-23 Proposed Budget includes three Senior Personnel Specialist positions to support departmental operations (\$217,000)

DIVISION: FAST PAYMENT PROCESSING

Provides fast payment services for all tax types and auto tags, as well as mail processing services for the Tax Collector Department.

- Implements and supports solutions for payment processing of remittances/payments mailed to the Tax Collector for current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, auto tag registrations/renewals, local business tax receipts, and convention and tourist taxes
- Monitors the continued automation of remaining manual processes through electronic deposit of checks which are manually processed and sent to the bank

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	Total dollar value of mailed-in payments processed (dollars in millions)	OP	↑	\$1,583	\$1,533	\$1,560	\$1,578	\$1,626
	Total online auto tag registration renewals processed	OC	↑	697,545	778,036	790,500	801,377	825,418

DIVISION: AUTO TAG
<p>Administers state laws, local ordinances, and policies pertaining to the auto tag services and private tag agency oversight.</p> <ul style="list-style-type: none"> Issues Hunting and Fishing licenses and permits, as well as Disabled Parking and Baby Stroller permits Issues tag renewals and title applications for automobiles, vessel and mobile homes Monitors the quantity of internal and external audits performed by tag agencies to identify patterns and address areas in need of improvement Monitors the overall increase in customer satisfaction through decreased customer wait times and improved service levels Oversees the motoring public of Miami-Dade County with vehicle, vessel and mobile home titles issuance and registration renewals, acting as agent of the State of Florida, pertaining to the operation of twenty-five Private Auto Tag Agencies under the purview of the Tax Collector Provides residents and customers with easy access to information and services related to motor vehicle, vessel and mobile home titling and registrations through technology Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission Collects and remits sales tax to the State of Florida for the above transactions Prepares the Department for the creation of the new Constitutional Office of the Tax Collector and the transition of ten local state-run Driver's License Issuance and Examination Centers to the new office

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	Total Auto Tag customer relations call-center calls received	OC	↑	22,767	20,306	25,000	30,000	35,000

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of Auto Tag revenue collected countywide (dollars in millions)	OP	↑	\$238	\$267	\$268	\$270	\$275

DIVISION: TAXPAYER SERVICES AND AD VALOREM

Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes and non-ad valorem assessments.

- Collects all current and delinquent ad valorem and non-ad valorem taxes
- Delivers customer service to citizens by making it as fast and easy as possible for individuals and businesses to complete all in-person tax-related transactions
- Oversees the annual Tax Certificate sale

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of Tax Collector online transactions (in millions)	OP	↑	\$2,132	\$2,548	\$2,650	\$2,752	\$2,972

DIVISION: BUSINESS TAXES

Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County Tangible Personal Property, Local Business, and Convention and Tourist Development Taxes.

- Collects all current and delinquent Tangible Personal Property taxes for physical property located in a business and rental property that can be moved and prepares and processes warrants for unpaid taxes
- Collects all Convention and Tourist taxes, including current and delinquent short-term rental and food and beverage taxes, and performs audits of delinquent and high-risk accounts
- Issues Local Business Tax Receipts for each place of business, and for each separate local business tax classification at the same location in Miami-Dade County

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 19-20	FY 20-21	FY 21-22	FY 21-22	FY 22-23
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of Tangible Personal Property tax collections via enforcement actions (dollars in millions)	OP	↑	\$7.957	\$9.003	\$9.000	\$9.183	\$9.366
	Total dollar value of Local Business Tax collections (dollars in millions)*	OP	↑	\$4.404	\$18.371	\$4.410	\$17.269	\$18.164
	Total dollar value of Convention and Tourist Tax collections (dollars in millions)	OP	↑	\$126	\$160	\$180	\$190	\$175

*The FY 2019-20 Actual and the FY 2021-22 Budget reflect the effects of COVID-19

DIVISION: BUSINESS SYSTEMS AND INITIATIVES

Administers, plans, coordinates, and provides support for the implementation of various Tax Collector business solutions, including local and state systems.

- Assesses the Tax Collector Department's business processes, identifying and implementing strategic improvement plans using technology-related methods, and provides oversight of tax collection technology initiatives
- Directs the analysis of tax-related vendor software, determining the most feasible design for integrations between application systems, establishing and enforcing software utilization standards, and determining software and hardware corrective measures
- Identifies, reviews, and analyzes departmental organizational goals to develop optimal technology strategies, achieving business objectives and program implementation
- Implements new procedures required by the State of Florida to comply with Department of Highway Safety and Motor Vehicles (DHSMV) renewal processes
- Provides departmental functional support of the tax collection vendor software and all Department of Highway Safety and Motor Vehicles (DHSMV) systems
- Provides integrated service solutions and project management for departmental projects
- Supports objective decision-making for investments and related technology changes

DIVISION COMMENTS

- The FY 2022-23 Proposed Budget includes one Division Director, Business Systems, and Initiatives position to oversee IT related activities (\$133,000)

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- The FY 2022-23 Proposed Budget establishes the Office of the Tax Collector by transferring 176 positions from the Finance Department
- In FY 2021-22, the Office of Management and Budget began its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis will also review related impacts to the offices of the Property Appraiser and the Clerk of Courts

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Projection FY 21-22	Proposed FY 22-23
Advertising	0	0	0	0	85
Fuel	0	0	0	0	0
Overtime	0	0	0	0	51
Rent	0	0	0	0	1,884
Security Services	0	0	0	0	304
Temporary Services	0	0	0	0	25
Travel and Registration	0	0	0	0	72
Utilities	0	0	0	0	109

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 19-20	Actual FY 20-21	Budget FY 21-22	Proposed FY 22-23
Revenue Summary				
Ad Valorem Fees	0	0	0	15,945
Auto Tag Fees	0	0	0	15,556
Carryover	0	0	0	7,965
Local Business Tax Receipt	0	0	0	4,619
Miscellaneous Revenues	0	0	0	10
Tourist Tax Fees	0	0	0	5,566
Total Revenues	0	0	0	49,661
Operating Expenditures				
Summary				
Salary	0	0	0	14,373
Fringe Benefits	0	0	0	5,945
Contractual Services	0	0	0	742
Other Operating	0	0	0	6,320
Charges for County Services	0	0	0	1,948
Capital	0	0	0	780
Total Operating Expenditures	0	0	0	30,108
Non-Operating Expenditures				
Summary				
Transfers	0	0	0	19,553
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	19,553

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 21-22	Proposed FY 22-23	Budget FY 21-22	Proposed FY 22-23
Strategic Area: General Government				
Office of the Tax Collector	0	5,906	0	17
Finance, Budget and Administration	0	5,041	0	48
Fast Payment Processing	0	3,882	0	20
Auto Tag	0	2,750	0	27
Taxpayer Services and Ad Valorem	0	4,753	0	37
Business Taxes	0	4,680	0	35
Business Systems and Initiatives	0	3,096	0	6
Total Operating Expenditures	0	30,108	0	190



SUPPLEMENTAL INFORMATION

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Non-Departmental

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FUTURE	TOTAL
Revenue									
Animal Services Trust Fund	28	0	0	0	0	0	0	0	28
Aviation Revenues	11,885	9,177	17,000	4,000	2,000	0	0	0	44,062
BBC GOB Financing	163,704	69,088	15,496	7,100	0	0	0	0	255,388
Capital Asset Series 2021A Bonds	12,500	0	0	0	0	0	0	0	12,500
Causeway Toll Revenue	344	136	78	545	778	58	0	0	1,939
Clerk of the Courts Operating Revenue	139	25	0	20	26	0	0	0	210
Convention Development Tax Funds	0	750	0	0	0	0	0	0	750
DERM Operating Non - USF	0	30	90	0	0	0	0	0	120
Fire Impact Fees	8,825	0	0	0	0	0	0	0	8,825
Fire Rescue Taxing District	17,174	0	0	0	0	0	0	0	17,174
Future Financing	15,601	15,601	11,950	10,500	10,500	10,500	0	0	74,652
General Government Improvement Fund (GGIF)	8,219	47,865	0	0	0	0	0	0	56,084
ISD Service Fees	0	6,316	0	0	0	0	0	0	6,316
IT Funding Model	0	6,557	0	0	0	0	0	0	6,557
Law Enforcement Trust Fund (LETF)	8	0	0	0	0	0	0	0	8
Lease Financing - County Bonds/Debt	218,144	55,969	45,310	43,539	43,702	36,304	31,037	46,174	520,179
Miami-Dade Library Taxing District	1,821	220	306	556	569	0	0	0	3,472
PROS Departmental Trust Fund	0	0	0	0	0	0	0	0	0
PROS Operating Revenue	1,151	153	0	0	0	0	0	0	1,304
Police Operating Revenue	383	0	0	0	0	0	0	0	383
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	33,951	0	0	0	0	0	0	0	33,951
RER Operating Revenue	1,855	672	369	557	674	291	0	0	4,418
Seaport Revenues	261	455	720	470	460	705	0	0	3,071
Special Taxing District	519	444	189	170	290	353	0	0	1,965
Stormwater Utility	3,236	2,720	1,459	2,180	1,015	1,560	0	0	12,170
Transit Operating Revenues	27	4,557	0	1,515	490	0	0	0	6,589
Urban Area Security Initiative Grant	670	0	0	0	0	0	0	0	670
Vehicle Replacement Fund	617	0	0	0	0	0	0	0	617
Wastewater Renewal Fund	96,629	15,269	20,402	21,459	0	0	0	0	153,759
Total:	597,690	236,004	113,368	92,611	60,504	49,771	31,037	46,174	1,227,160

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

Expenditures									
Strategic Area: NI									
Debt	0	8,975	0	0	0	0	0	0	8,975
Drainage Improvements	8,400	6,600	0	0	0	0	0	0	15,000
GOB Water and Wastewater Projects	613	1,164	0	0	0	0	0	0	1,777
Infrastructure Improvements	57,632	22,819	3,889	0	0	0	0	0	84,341
Local Road Improvements	1,283	6,226	0	0	0	0	0	0	7,509
Park, Recreation, and Culture Projects	0	4,029	0	0	0	0	0	0	4,029
Pedestrian Paths and Bikeways	2,487	8,911	500	0	0	0	0	0	11,898
Strategic Area: RC									
Cultural, Library, and Educational Facilities	100	5,600	5,200	5,200	0	0	0	0	16,100
Debt	0	2,958	0	0	0	0	0	0	2,958
Facility Improvements	0	750	0	0	0	0	0	0	750
Historic Preservation	8,293	2,000	7	0	0	0	0	0	10,300
Infrastructure Improvements	600	2,500	2,500	1,900	0	0	0	0	7,500
New Facilities	50	3,250	2,450	0	0	0	0	0	5,750
Park, Recreation, and Culture Projects	2,275	1,036	150	0	0	0	0	0	3,461
Strategic Area: PS									
Computer and Systems Automation	0	150	0	0	0	0	0	0	150
Court Facilities	0	500	0	0	0	0	0	0	500
Debt	0	12,313	0	0	0	0	0	0	12,313
Strategic Area: GG									
ADA Accessibility Improvements	0	10	0	0	0	0	0	0	10
Computer and Systems Automation	0	198	0	0	0	0	0	0	198
Debt	0	11,033	0	0	0	0	0	0	11,033
Facility Improvements	724	23,311	0	0	0	0	0	0	24,035
Fleet Improvements	379,316	105,275	97,872	85,511	60,504	49,771	31,037	46,174	855,461
New Facilities	38,083	6,457	800	0	0	0	0	0	45,340
Strategic Area: HS									
Debt	0	7,859	0	0	0	0	0	0	7,859
Facility Improvements	27,498	2,502	0	0	0	0	0	0	30,000
Health Care Facility Improvements	7,500	9,513	0	0	0	0	0	0	17,013
New Health Care Facilities	31,930	4,970	0	0	0	0	0	0	36,900
Public Housing Improvements	0	6,000	0	0	0	0	0	0	6,000
Total:	566,785	266,909	113,368	92,611	60,504	49,771	31,037	46,174	1,227,160

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES - DISTRICT 6

PROGRAM #: 113900

DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 6

LOCATION: Various Sites District Located: 6
 Various Sites District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	11,917	2,283	800	0	0	0	0	0	15,000
TOTAL REVENUES:	11,917	2,283	800	0	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	11,917	2,283	800	0	0	0	0	0	15,000
TOTAL EXPENDITURES:	11,917	2,283	800	0	0	0	0	0	15,000

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ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES - DISTRICT 9

PROGRAM #: 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	850	0	0	0	0	0	0	850
TOTAL REVENUES:	0	850	0	0	0	0	0	0	850
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	850	0	0	0	0	0	0	850
TOTAL EXPENDITURES:	0	850	0	0	0	0	0	0	850

ACQUIRE OR CONSTRUCT MULTI-USE FACILITIES - COUNTYWIDE

PROGRAM #: 113960

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	26,166	824	0	0	0	0	0	0	26,990
TOTAL REVENUES:	26,166	824	0	0	0	0	0	0	26,990
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Building Acquisition/Improvements	23,775	0	0	0	0	0	0	0	23,775
Construction	463	152	0	0	0	0	0	0	615
Infrastructure Improvements	1,928	672	0	0	0	0	0	0	2,600
TOTAL EXPENDITURES:	26,166	824	0	0	0	0	0	0	26,990

AMERICANS WITH DISABILITIES ACT (ADA) REASONABLE ACCOMODATIONS

PROGRAM #: 981320

DESCRIPTION: Provide reasonable accommodations for individuals with disabilities

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

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BASEBALL - CAPITAL RESERVE FUND (PER AGREEMENT)

PROGRAM #: 2000000562

DESCRIPTION: Provide capital reserve for future stadium capital expenditures

LOCATION: 111 NW 1 St
City of Miami

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Convention Development Tax Funds	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	0	750	0	0	0	0	0	0	750
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Building Acquisition/Improvements	0	750	0	0	0	0	0	0	750
TOTAL EXPENDITURES:	0	750	0	0	0	0	0	0	750

COMMODORE BIKE TRAIL

PROGRAM #: 607990

DESCRIPTION: Improve and extend existing paved path from Cocoplum Cir to Edgewater Dr, Douglas Rd, Main Hwy and Bayshore Dr including a pedestrian bridge over the Coral Gables waterway

LOCATION: Various Sites
Various Sites

District Located: 7
District(s) Served: 7,Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	987	741	0	0	0	0	0	0	1,728
TOTAL REVENUES:	987	741	0	0	0	0	0	0	1,728
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	987	741	0	0	0	0	0	0	1,728
TOTAL EXPENDITURES:	987	741	0	0	0	0	0	0	1,728

DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2013B)

PROGRAM #: 987570

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

LOCATION: 311 Answer Center
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	157	0	0	0	0	0	0	157
TOTAL REVENUES:	0	157	0	0	0	0	0	0	157
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	157	0	0	0	0	0	0	157
TOTAL EXPENDITURES:	0	157	0	0	0	0	0	0	157

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DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2016B)

PROGRAM #: 2000000714

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

LOCATION: 311 Answer Center
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	58	0	0	0	0	0	0	58
TOTAL REVENUES:	0	58	0	0	0	0	0	0	58
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	58	0	0	0	0	0	0	58
TOTAL EXPENDITURES:	0	58	0	0	0	0	0	0	58

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

PROGRAM #: 986030

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

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	195	0	0	0	0	0	0	195
TOTAL REVENUES:	0	195	0	0	0	0	0	0	195
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	195	0	0	0	0	0	0	195
TOTAL EXPENDITURES:	0	195	0	0	0	0	0	0	195

DEBT SERVICE - AMERICANS WITH DISABILITIES ACT (CAPITAL ASSET SERIES 2016B)

PROGRAM #: 2000000711

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

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

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

PROGRAM #: 2000000548

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

LOCATION: 3599 NW 79 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	809	0	0	0	0	0	0	809
TOTAL REVENUES:	0	809	0	0	0	0	0	0	809
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	809	0	0	0	0	0	0	809
TOTAL EXPENDITURES:	0	809	0	0	0	0	0	0	809

DEBT SERVICE - BALLPARK STADIUM PROJECT (CAPITAL ASSET SERIES 2011A)

PROGRAM #: 984180

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

LOCATION: 501 NW 16 Ave
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,296	0	0	0	0	0	0	2,296
TOTAL REVENUES:	0	2,296	0	0	0	0	0	0	2,296
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,296	0	0	0	0	0	0	2,296
TOTAL EXPENDITURES:	0	2,296	0	0	0	0	0	0	2,296

DEBT SERVICE - BIKE PATH LUDLAM TRAIL (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 2000002037

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire right-of-way and develop path along former Florida East Coast (FEC) Railroad

LOCATION: Various Sites
Various Sites

District Located: 6,7
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
PROS Operating Revenue	0	153	0	0	0	0	0	0	153
TOTAL REVENUES:	0	153	0	0	0	0	0	0	153
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	153	0	0	0	0	0	0	153
TOTAL EXPENDITURES:	0	153	0	0	0	0	0	0	153

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

PROGRAM #: 982040

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

Department

LOCATION: Various Sites
Various Sites

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	327	0	0	0	0	0	0	327
TOTAL REVENUES:	0	327	0	0	0	0	0	0	327
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	327	0	0	0	0	0	0	327
TOTAL EXPENDITURES:	0	327	0	0	0	0	0	0	327

DEBT SERVICE - COAST GUARD PROPERTY (CAPITAL ASSET SERIES 2008B)

PROGRAM #: 985070

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

LOCATION: 12300 SW 152 St

District Located:

9

Unincorporated Miami-Dade County

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,044	0	0	0	0	0	0	1,044
TOTAL REVENUES:	0	1,044	0	0	0	0	0	0	1,044
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,044	0	0	0	0	0	0	1,044
TOTAL EXPENDITURES:	0	1,044	0	0	0	0	0	0	1,044

DEBT SERVICE - COMPUTER AIDED DISPATCH (CAD) (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 2000002016

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software to implement new CAD system

LOCATION: Various Sites

District Located:

Countywide

Various Sites

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	844	0	0	0	0	0	0	844
TOTAL REVENUES:	0	844	0	0	0	0	0	0	844
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	844	0	0	0	0	0	0	844
TOTAL EXPENDITURES:	0	844	0	0	0	0	0	0	844

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

PROGRAM #: 2000000710

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

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	715	0	0	0	0	0	0	715
TOTAL REVENUES:	0	715	0	0	0	0	0	0	715
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	715	0	0	0	0	0	0	715
TOTAL EXPENDITURES:	0	715	0	0	0	0	0	0	715

DEBT SERVICE - COUNTYWIDE INFRASTRUCTURE INVESTMENT PROGRAM (CIIP)

PROGRAM #: 2000001461

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire, renovate and build-out County facilities; acquire furniture, fixtures and equipment; and address health and life safety issues

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
ISD Service Fees	0	6,316	0	0	0	0	0	0	6,316
TOTAL REVENUES:	0	6,316	0	0	0	0	0	0	6,316
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	6,316	0	0	0	0	0	0	6,316
TOTAL EXPENDITURES:	0	6,316	0	0	0	0	0	0	6,316

DEBT SERVICE - COURT CASE MANAGEMENT SYSTEM (FORMALLY KNOWN AS CJIS) (NEW DEBT)

PROGRAM #: 2000002855

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software to implement the new Court Case Management system formally known as CJIS

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	150	0	0	0	0	0	0	150
TOTAL REVENUES:	0	150	0	0	0	0	0	0	150
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	150	0	0	0	0	0	0	150
TOTAL EXPENDITURES:	0	150	0	0	0	0	0	0	150

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DEBT SERVICE - CRIMINAL JUSTICE INFORMATION SYSTEM (CJIS) (CAPITAL ASSET SERIES 2020C) PROGRAM #: 2000002017

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software to implement the new Court Case Management System (formally known as CJIS)

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	792	0	0	0	0	0	0	792
TOTAL REVENUES:	0	792	0	0	0	0	0	0	792
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	792	0	0	0	0	0	0	792
TOTAL EXPENDITURES:	0	792	0	0	0	0	0	0	792

DEBT SERVICE - CUSTOMER SERVICE RELATIONSHIP MANAGEMENT MODERINZATION (CAPITAL ASSET 2020C) PROGRAM #: 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, maintains 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	88	0	0	0	0	0	0	88
TOTAL REVENUES:	0	88	0	0	0	0	0	0	88
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	88	0	0	0	0	0	0	88
TOTAL EXPENDITURES:	0	88	0	0	0	0	0	0	88

DEBT SERVICE - CYBER SECURITY PHASE 1 (CAAB 2021B) PROGRAM #: 2000002755

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to update the County's cyber security

LOCATION: 5680 SW 87 Ave District Located: Countywide
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	92	0	0	0	0	0	0	92
TOTAL REVENUES:	0	92	0	0	0	0	0	0	92
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	92	0	0	0	0	0	0	92
TOTAL EXPENDITURES:	0	92	0	0	0	0	0	0	92

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DEBT SERVICE - CYBER SECURITY STRATEGIC EVALUATION PLAN (CAPITAL ASSET 2020C) PROGRAM #: 2000002575

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to update the County's cyber security

LOCATION: 5680 SW 87 Ave District Located: Countywide
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
IT Funding Model	0	148	0	0	0	0	0	0	148
TOTAL REVENUES:	0	148	0	0	0	0	0	0	148
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	148	0	0	0	0	0	0	148
TOTAL EXPENDITURES:	0	148	0	0	0	0	0	0	148

DEBT SERVICE - CYBER SECURITY STRATEGIC EVALUATION PLAN (NEW DEBT) PROGRAM #: 2000002818

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to update the County's cyber security

LOCATION: 5680 NW 87 Ave District Located: Countywide
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
IT Funding Model	0	200	0	0	0	0	0	0	200
TOTAL REVENUES:	0	200	0	0	0	0	0	0	200
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	200	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	0	200	0	0	0	0	0	0	200

DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2013B) PROGRAM #: 988020

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

LOCATION: 73 W Flagler St District Located: 5
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	618	0	0	0	0	0	0	618
TOTAL REVENUES:	0	618	0	0	0	0	0	0	618
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	618	0	0	0	0	0	0	618
TOTAL EXPENDITURES:	0	618	0	0	0	0	0	0	618

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DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 2000002034

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Vote by Mail
Insertter and a Ballot Sorter to process vote by mail ballots

LOCATION: 2700 NW 87 Ave District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	84	0	0	0	0	0	0	84
TOTAL REVENUES:	0	84	0	0	0	0	0	0	84
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	84	0	0	0	0	0	0	84
TOTAL EXPENDITURES:	0	84	0	0	0	0	0	0	84

DEBT SERVICE - ELECTIONS EQUIPMENT (NEW DEBT)

PROGRAM #: 2000002819

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Vote by Mail Ballot
Insertter to process vote by mail ballots

LOCATION: 2700 NW 87 Ave District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	50	0	0	0	0	0	0	50
TOTAL REVENUES:	0	50	0	0	0	0	0	0	50
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	50	0	0	0	0	0	0	50
TOTAL EXPENDITURES:	0	50	0	0	0	0	0	0	50

DEBT SERVICE - ELECTIONS EQUIPMENT (NEW DEBT)

PROGRAM #: 2000002821

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire 1,750 DS200 Digital
Ballot Scanners

LOCATION: 2700 NW 87 Ave District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	270	0	0	0	0	0	0	270
TOTAL REVENUES:	0	270	0	0	0	0	0	0	270
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	270	0	0	0	0	0	0	270
TOTAL EXPENDITURES:	0	270	0	0	0	0	0	0	270

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DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2013B)

PROGRAM #: 981590

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

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	504	0	0	0	0	0	0	504
TOTAL REVENUES:	0	504	0	0	0	0	0	0	504
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	504	0	0	0	0	0	0	504
TOTAL EXPENDITURES:	0	504	0	0	0	0	0	0	504

DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2016B)

PROGRAM #: 2000000713

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

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	179	0	0	0	0	0	0	179
TOTAL REVENUES:	0	179	0	0	0	0	0	0	179
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	179	0	0	0	0	0	0	179
TOTAL EXPENDITURES:	0	179	0	0	0	0	0	0	179

DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2013A)

PROGRAM #: 986330

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
IT Funding Model	0	2,216	0	0	0	0	0	0	2,216
TOTAL REVENUES:	0	2,216	0	0	0	0	0	0	2,216
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,216	0	0	0	0	0	0	2,216
TOTAL EXPENDITURES:	0	2,216	0	0	0	0	0	0	2,216

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DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 2000002015

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
IT Funding Model	0	1,933	0	0	0	0	0	0	1,933
TOTAL REVENUES:	0	1,933	0	0	0	0	0	0	1,933
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,933	0	0	0	0	0	0	1,933
TOTAL EXPENDITURES:	0	1,933	0	0	0	0	0	0	1,933

DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2020D)

PROGRAM #: 2000002134

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
IT Funding Model	0	960	0	0	0	0	0	0	960
TOTAL REVENUES:	0	960	0	0	0	0	0	0	960
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	960	0	0	0	0	0	0	960
TOTAL EXPENDITURES:	0	960	0	0	0	0	0	0	960

DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (NEW DEBT)

PROGRAM #: 2000002816

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
IT Funding Model	0	1,100	0	0	0	0	0	0	1,100
TOTAL REVENUES:	0	1,100	0	0	0	0	0	0	1,100
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,100	0	0	0	0	0	0	1,100
TOTAL EXPENDITURES:	0	1,100	0	0	0	0	0	0	1,100

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DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL LEASE SERIES 2018)

PROGRAM #: 2000000939

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to improve UHF radio system
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: N/A

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,998	0	0	0	0	0	0	1,998
TOTAL REVENUES:	0	1,998	0	0	0	0	0	0	1,998
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,998	0	0	0	0	0	0	1,998
TOTAL EXPENDITURES:	0	1,998	0	0	0	0	0	0	1,998

DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2013B)

PROGRAM #: 984120

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami
 LOCATION: 6801 NW 186 St District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	191	0	0	0	0	0	0	191
TOTAL REVENUES:	0	191	0	0	0	0	0	0	191
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	191	0	0	0	0	0	0	191
TOTAL EXPENDITURES:	0	191	0	0	0	0	0	0	191

DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2016B)

PROGRAM #: 2000000709

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami
 LOCATION: 6801 NW 186 St District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

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DEBT SERVICE - HELICOPTER

PROGRAM #: 2000000938

DESCRIPTION: Provide funding for annual debt service payment for replacement Fire Rescue helicopters
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	4,429	0	0	0	0	0	0	4,429
TOTAL REVENUES:	0	4,429	0	0	0	0	0	0	4,429
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	4,429	0	0	0	0	0	0	4,429
TOTAL EXPENDITURES:	0	4,429	0	0	0	0	0	0	4,429

DEBT SERVICE - INTEGRATED COMMAND AND COMMUNICATIONS CENTER (NEW DEBT)

PROGRAM #: 2000002936

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to build-out facility; acquire furniture, fixtures and equipment; and provide the necessary technology for the Integrated Command and Communications Center
 LOCATION: 11500 NW 25th St District Located: 12
 Sweetwater District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	400	0	0	0	0	0	0	400
TOTAL REVENUES:	0	400	0	0	0	0	0	0	400
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	400	0	0	0	0	0	0	400
TOTAL EXPENDITURES:	0	400	0	0	0	0	0	0	400

DEBT SERVICE - NARROWBANDING

PROGRAM #: 2000000145

DESCRIPTION: Provide funding for annual debt service payment, related to the 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 District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,019	0	0	0	0	0	0	2,019
TOTAL REVENUES:	0	2,019	0	0	0	0	0	0	2,019
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,019	0	0	0	0	0	0	2,019
TOTAL EXPENDITURES:	0	2,019	0	0	0	0	0	0	2,019

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DEBT SERVICE - OCEAN RESCUE FACILITY (NEW DEBT)

PROGRAM #: 2000002935

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

LOCATION: 4000 Crandon Blvd District Located: 7
Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	110	0	0	0	0	0	0	110
TOTAL REVENUES:	0	110	0	0	0	0	0	0	110
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	110	0	0	0	0	0	0	110
TOTAL EXPENDITURES:	0	110	0	0	0	0	0	0	110

DEBT SERVICE - PARK IMPROVEMENTS (CAPITAL ASSET SERIES 2016A)

PROGRAM #: 2000000551

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to provide infrastructure improvements to various park facilities

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	308	0	0	0	0	0	0	308
TOTAL REVENUES:	0	308	0	0	0	0	0	0	308
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	308	0	0	0	0	0	0	308
TOTAL EXPENDITURES:	0	308	0	0	0	0	0	0	308

DEBT SERVICE - PORTABLE CLASSROOMS FOR HEAD START/EARLY HEAD START PROGRAMS (CAPITAL ASSET SERIES 2013A)

PROGRAM #: 983090

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to purchase 17 new portable classrooms to replace older existing units

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	203	0	0	0	0	0	0	203
TOTAL REVENUES:	0	203	0	0	0	0	0	0	203
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	203	0	0	0	0	0	0	203
TOTAL EXPENDITURES:	0	203	0	0	0	0	0	0	203

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DEBT SERVICE - PORTABLE CLASSROOMS FOR HEAD START/EARLY HEAD START PROGRAMS (CAPITAL ASSET SERIES 2020D)

PROGRAM #: 2000002135

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to purchase 17 new portable classrooms to replace older existing units

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	40	0	0	0	0	0	0	40
TOTAL REVENUES:	0	40	0	0	0	0	0	0	40
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	40	0	0	0	0	0	0	40
TOTAL EXPENDITURES:	0	40	0	0	0	0	0	0	40

DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2019B)

PROGRAM #: 988720

DESCRIPTION: Provide funding for annual debt service payment; financing will be used to close out completion of a variety of projects including Animal Services facility, technology equipment and PROS marinas and parking projects

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	413	0	0	0	0	0	0	413
TOTAL REVENUES:	0	413	0	0	0	0	0	0	413
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	413	0	0	0	0	0	0	413
TOTAL EXPENDITURES:	0	413	0	0	0	0	0	0	413

DEBT SERVICE - PUBLIC HEALTH TRUST - EQUIPMENT (CAPITAL ASSET ACQUISITION SERIES 2017A)

PROGRAM #: 2000000933

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment

LOCATION: 1611 NW 12 Ave
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	3,321	0	0	0	0	0	0	3,321
TOTAL REVENUES:	0	3,321	0	0	0	0	0	0	3,321
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,321	0	0	0	0	0	0	3,321
TOTAL EXPENDITURES:	0	3,321	0	0	0	0	0	0	3,321

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DEBT SERVICE - PUBLIC HEALTH TRUST - INFRASTRUCTURE (CAAB 2021B)

PROGRAM #: 2000002757

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment and infrastructure

LOCATION: 1611 NW 12 Ave
City of Miami

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	821	0	0	0	0	0	0	821
TOTAL REVENUES:	0	821	0	0	0	0	0	0	821
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	821	0	0	0	0	0	0	821
TOTAL EXPENDITURES:	0	821	0	0	0	0	0	0	821

DEBT SERVICE - PUBLIC HOUSING IMPROVEMENTS (CAPITAL ASSET 2016B)

PROGRAM #: 2000000708

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to complete Hope VI Phase One and Phase Two projects and Scott Carver

LOCATION: 701 NW 1 Ct
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	867	0	0	0	0	0	0	867
TOTAL REVENUES:	0	867	0	0	0	0	0	0	867
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	867	0	0	0	0	0	0	867
TOTAL EXPENDITURES:	0	867	0	0	0	0	0	0	867

DEBT SERVICE - PUBLIC HOUSING PROJECTS (CAAB 2021B)

PROGRAM #: 2000002756

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: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	396	0	0	0	0	0	0	396
TOTAL REVENUES:	0	396	0	0	0	0	0	0	396
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	396	0	0	0	0	0	0	396
TOTAL EXPENDITURES:	0	396	0	0	0	0	0	0	396

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DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (CAPITAL ASSET SERIES 2021B) PROGRAM #: 2000002735

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP)
 LOCATION: Unincorporated Municipal Service Area District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,150	0	0	0	0	0	0	1,150
TOTAL REVENUES:	0	1,150	0	0	0	0	0	0	1,150
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,150	0	0	0	0	0	0	1,150
TOTAL EXPENDITURES:	0	1,150	0	0	0	0	0	0	1,150

DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2017 (CAPITAL ASSET SERIES 2018A) PROGRAM #: 2000000951

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2017)
 LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	838	0	0	0	0	0	0	838
TOTAL REVENUES:	0	838	0	0	0	0	0	0	838
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	838	0	0	0	0	0	0	838
TOTAL EXPENDITURES:	0	838	0	0	0	0	0	0	838

DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2018 (CAPITAL ASSET SERIES 2019A) PROGRAM #: 2000001260

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2019)
 LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	638	0	0	0	0	0	0	638
TOTAL REVENUES:	0	638	0	0	0	0	0	0	638
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	638	0	0	0	0	0	0	638
TOTAL EXPENDITURES:	0	638	0	0	0	0	0	0	638

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DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2022 (NEW DEBT) PROGRAM #: 2000002817

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2022)

LOCATION: Unincorporated Miami-Dade County
Unincorporated Miami-Dade County

District Located: Unincorporated Municipal Service Area
District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	700	0	0	0	0	0	0	700
TOTAL REVENUES:	0	700	0	0	0	0	0	0	700
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	700	0	0	0	0	0	0	700
TOTAL EXPENDITURES:	0	700	0	0	0	0	0	0	700

DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2013A)

PROGRAM #: 988880

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units

LOCATION: 7226 NW 22 Ave
Unincorporated Miami-Dade County

District Located: 2
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	478	0	0	0	0	0	0	478
TOTAL REVENUES:	0	478	0	0	0	0	0	0	478
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	478	0	0	0	0	0	0	478
TOTAL EXPENDITURES:	0	478	0	0	0	0	0	0	478

DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2020D)

PROGRAM #: 2000002136

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units

LOCATION: 7226 NW 22 Ave
Unincorporated Miami-Dade County

District Located: 2
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	362	0	0	0	0	0	0	362
TOTAL REVENUES:	0	362	0	0	0	0	0	0	362
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	362	0	0	0	0	0	0	362
TOTAL EXPENDITURES:	0	362	0	0	0	0	0	0	362

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DEBT SERVICE – CLOUD-BASED AUTOMATED FINGERPRINT SYSTEM (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 2000002035

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement a cloud-based automated fingerprint system for the Miami-Dade Police Department

LOCATION: 9105 NW 25 St District Located: Countywide
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	55	0	0	0	0	0	0	55
TOTAL REVENUES:	0	55	0	0	0	0	0	0	55
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	55	0	0	0	0	0	0	55
TOTAL EXPENDITURES:	0	55	0	0	0	0	0	0	55

DEBT SERVICE – LAW ENFORCEMENT RECORDS MANAGEMENT SYSTEM (LERMS) (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 2000002036

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement a law enforcement records management system for the Miami-Dade Police Department

LOCATION: 9105 NW 25 St District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	36	0	0	0	0	0	0	36
TOTAL REVENUES:	0	36	0	0	0	0	0	0	36
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	36	0	0	0	0	0	0	36
TOTAL EXPENDITURES:	0	36	0	0	0	0	0	0	36

DEBT SERVICE – LAW ENFORCEMENT RECORDS MANAGEMENT SYSTEM (LERMS) (NEW DEBT)

PROGRAM #: 2000002820

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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	270	0	0	0	0	0	0	270
TOTAL REVENUES:	0	270	0	0	0	0	0	0	270
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	270	0	0	0	0	0	0	270
TOTAL EXPENDITURES:	0	270	0	0	0	0	0	0	270

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DRAINAGE AND STORM SYSTEM IMPROVEMENTS - CITY OF MIAMI

PROGRAM #: 2000001495

DESCRIPTION: Construct stormwater drainage improvements in the City of Miami - GOB Project 304

LOCATION: Various Sites
City of Miami

District Located: 3,5

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	8,400	6,600	0	0	0	0	0	0	15,000
TOTAL REVENUES:	8,400	6,600	0	0	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	8,400	6,600	0	0	0	0	0	0	15,000
TOTAL EXPENDITURES:	8,400	6,600	0	0	0	0	0	0	15,000

FLAGLER STREET RECONSTRUCTION

PROGRAM #: 2000000963

DESCRIPTION: Provide Flagler Street reconstruction and economic development

LOCATION: Flagler St and Biscayne Blvd
City of Miami

District Located: 5

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	1,500	4,000	500	0	0	0	0	0	6,000
General Government Improvement Fund (GGIF)	0	4,170	0	0	0	0	0	0	4,170
TOTAL REVENUES:	1,500	8,170	500	0	0	0	0	0	10,170
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,500	8,170	500	0	0	0	0	0	10,170
TOTAL EXPENDITURES:	1,500	8,170	500	0	0	0	0	0	10,170

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FLEET - REPLACEMENT VEHICLES AND SPECIAL EQUIPMENT

PROGRAM #: 2000000511

DESCRIPTION: Purchase fleet replacement vehicles for both heavy and light fleet for various County departments as well as various special equipment to support County operations

LOCATION: Various Sites
Various Sites

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Animal Services Trust Fund	28	0	0	0	0	0	0	0	28
Aviation Revenues	11,885	9,177	17,000	4,000	2,000	0	0	0	44,062
Causeway Toll Revenue	344	136	78	545	778	58	0	0	1,939
Clerk of the Courts Operating Revenue	139	25	0	20	26	0	0	0	210
DERM Operating Non - USF	0	30	90	0	0	0	0	0	120
Fire Impact Fees	8,825	0	0	0	0	0	0	0	8,825
Fire Rescue Taxing District	17,174	0	0	0	0	0	0	0	17,174
Future Financing	15,601	15,601	11,950	10,500	10,500	10,500	0	0	74,652
Law Enforcement Trust Fund (LETF)	8	0	0	0	0	0	0	0	8
Lease Financing - County Bonds/Debt	218,144	55,969	45,310	43,539	43,702	36,304	31,037	46,174	520,179
Miami-Dade Library Taxing District	1,821	220	306	556	569	0	0	0	3,472
PROS Operating Revenue	1,151	0	0	0	0	0	0	0	1,151
Police Operating Revenue	383	0	0	0	0	0	0	0	383
RER Operating Revenue	1,855	672	369	557	674	291	0	0	4,418
Seaport Revenues	261	455	720	470	460	705	0	0	3,071
Special Taxing District	519	444	189	170	290	353	0	0	1,965
Stormwater Utility	3,236	2,720	1,459	2,180	1,015	1,560	0	0	12,170
Transit Operating Revenues	27	4,557	0	1,515	490	0	0	0	6,589
Urban Area Security Initiative Grant	670	0	0	0	0	0	0	0	670
Vehicle Replacement Fund	617	0	0	0	0	0	0	0	617
Wastewater Renewal Fund	96,629	15,269	20,402	21,459	0	0	0	0	153,759
TOTAL REVENUES:	379,316	105,275	97,872	85,511	60,504	49,771	31,037	46,174	855,461
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Automobiles/Vehicles	378,863	104,075	97,262	82,131	59,764	49,236	31,037	46,174	848,543
Major Machinery and Equipment	453	1,200	610	3,380	740	535	0	0	6,918
TOTAL EXPENDITURES:	379,316	105,275	97,872	85,511	60,504	49,771	31,037	46,174	855,461

HEALTH CARE FUND

PROGRAM #: 2000001514

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

LOCATION: Various Sites
Various Sites

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	31,930	3,070	0	0	0	0	0	0	35,000
General Government Improvement Fund (GGIF)	0	1,900	0	0	0	0	0	0	1,900
TOTAL REVENUES:	31,930	4,970	0	0	0	0	0	0	36,900
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	31,930	4,970	0	0	0	0	0	0	36,900
TOTAL EXPENDITURES:	31,930	4,970	0	0	0	0	0	0	36,900

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HIALEAH COURTHOUSE ANNUAL EQUIPMENT AND MAINTENANCE

PROGRAM #: 984330

DESCRIPTION: Provide funding for the Hialeah Courthouse annual capital maintenance
 LOCATION: 11 E 6 St
 Hialeah

District Located: 6
 District(s) Served: 6,12,13

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Building Acquisition/Improvements	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

HISTORIC PRESERVATION CAPITAL FUND

PROGRAM #: 982610

DESCRIPTION: Provide BBC GOB funding for the restoration of residential and commercial historic sites
 LOCATION: Various Sites
 Throughout Miami-Dade County

District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	8,293	2,000	7	0	0	0	0	0	10,300
TOTAL REVENUES:	8,293	2,000	7	0	0	0	0	0	10,300
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	8,293	2,000	7	0	0	0	0	0	10,300
TOTAL EXPENDITURES:	8,293	2,000	7	0	0	0	0	0	10,300

HOUSING FACILITIES UPGRADES AND IMPROVEMENTS

PROGRAM #: 2000001489

DESCRIPTION: Perform upgrades and improvements to housing facilities maintained by Miami-Dade County
 LOCATION: Various Sites
 Various Sites

District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	6,000	0	0	0	0	0	0	6,000
TOTAL REVENUES:	0	6,000	0	0	0	0	0	0	6,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	6,000	0	0	0	0	0	0	6,000
TOTAL EXPENDITURES:	0	6,000	0	0	0	0	0	0	6,000

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INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 01 (UMSA)

PROGRAM #: 601200

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 1

LOCATION: Commission District 1 District Located: 1
Unincorporated Miami-Dade County District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	1,236	264	0	0	0	0	0	0	1,500
TOTAL REVENUES:	1,236	264	0	0	0	0	0	0	1,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	1,236	264	0	0	0	0	0	0	1,500
TOTAL EXPENDITURES:	1,236	264	0	0	0	0	0	0	1,500

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 03 (UMSA)

PROGRAM #: 607020

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 3

LOCATION: Commission District 3 District Located: 3
Unincorporated Miami-Dade County District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	900	10	0	0	0	0	0	0	910
TOTAL REVENUES:	900	10	0	0	0	0	0	0	910
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	900	10	0	0	0	0	0	0	910
TOTAL EXPENDITURES:	900	10	0	0	0	0	0	0	910

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 04 (UMSA)

PROGRAM #: 608260

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 4

LOCATION: Commission District 4 District Located: 4
Unincorporated Miami-Dade County District(s) Served: 4

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	994	256	0	0	0	0	0	0	1,250
TOTAL REVENUES:	994	256	0	0	0	0	0	0	1,250
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	994	256	0	0	0	0	0	0	1,250
TOTAL EXPENDITURES:	994	256	0	0	0	0	0	0	1,250

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INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 05 (MIAMI BEACH)

PROGRAM #: 607160

DESCRIPTION: Planning and development of the Sabrina Cohen Foundation Adaptive Recreation Center
 LOCATION: 5301 Collins Ave District Located: 5
 Miami Beach District(s) Served: 5

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	577	0	0	0	0	0	0	577
TOTAL REVENUES:	0	577	0	0	0	0	0	0	577
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	577	0	0	0	0	0	0	577
TOTAL EXPENDITURES:	0	577	0	0	0	0	0	0	577

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 06 (UMSA)

PROGRAM #: 604460

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 6
 LOCATION: Commission District 6 District Located: 6
 Unincorporated Miami-Dade County District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	3,059	2,164	0	0	0	0	0	0	5,223
TOTAL REVENUES:	3,059	2,164	0	0	0	0	0	0	5,223
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	3,049	2,164	0	0	0	0	0	0	5,213
Project Administration	10	0	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	3,059	2,164	0	0	0	0	0	0	5,223

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 07 (UMSA)

PROGRAM #: 603330

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 7
 LOCATION: Commission District 7 District Located: 7
 Unincorporated Miami-Dade County District(s) Served: 7

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	4,243	608	0	0	0	0	0	0	4,851
TOTAL REVENUES:	4,243	608	0	0	0	0	0	0	4,851
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	4,243	608	0	0	0	0	0	0	4,851
TOTAL EXPENDITURES:	4,243	608	0	0	0	0	0	0	4,851

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INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 08 (UMSA)

PROGRAM #: 602730

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 8

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	4,606	898	0	0	0	0	0	0	5,504
TOTAL REVENUES:	4,606	898	0	0	0	0	0	0	5,504
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	4,606	898	0	0	0	0	0	0	5,504
TOTAL EXPENDITURES:	4,606	898	0	0	0	0	0	0	5,504

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 09 (UMSA)

PROGRAM #: 603370

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 9

LOCATION: Commission District 9 District Located: 9
Unincorporated Miami-Dade County District(s) Served: 9

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	3,983	17	0	0	0	0	0	0	4,000
TOTAL REVENUES:	3,983	17	0	0	0	0	0	0	4,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	3,983	17	0	0	0	0	0	0	4,000
TOTAL EXPENDITURES:	3,983	17	0	0	0	0	0	0	4,000

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 10 (UMSA)

PROGRAM #: 609220

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in District 10

LOCATION: To Be Determined District Located: 10
Unincorporated Miami-Dade County District(s) Served: 10

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	11,853	316	0	0	0	0	0	0	12,169
TOTAL REVENUES:	11,853	316	0	0	0	0	0	0	12,169
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	11,853	316	0	0	0	0	0	0	12,169
TOTAL EXPENDITURES:	11,853	316	0	0	0	0	0	0	12,169

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INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 11 (UMSA)

PROGRAM #: 608000

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 11

LOCATION: Commission District 11 District Located: 11
Unincorporated Miami-Dade County District(s) Served: 11

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	4,007	493	0	0	0	0	0	0	4,500
TOTAL REVENUES:	4,007	493	0	0	0	0	0	0	4,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	4,007	493	0	0	0	0	0	0	4,500
TOTAL EXPENDITURES:	4,007	493	0	0	0	0	0	0	4,500

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 12 (UMSA)

PROGRAM #: 602140

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 12

LOCATION: Commission District 12 District Located: 12
Various Sites District(s) Served: 12

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	328	613	0	0	0	0	0	0	941
TOTAL REVENUES:	328	613	0	0	0	0	0	0	941
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	228	213	0	0	0	0	0	0	441
Infrastructure Improvements	100	400	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	328	613	0	0	0	0	0	0	941

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 13 (UMSA)

PROGRAM #: 604960

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 13

LOCATION: Commission District 13 District Located: 13
Unincorporated Miami-Dade County District(s) Served: 13

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	480	20	0	0	0	0	0	0	500
TOTAL REVENUES:	480	20	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	480	20	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	480	20	0	0	0	0	0	0	500

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INFRASTRUCTURE IMPROVEMENTS - COUNTY MAINTAINED RIGHTS-OF-WAY

PROGRAM #: 2000001483

DESCRIPTION: Perform infrastructure upgrades and improvements on County-maintained rights-of-way to include roads, sidewalks and bridges

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	185	3,890	3,889	0	0	0	0	0	7,964
TOTAL REVENUES:	185	3,890	3,889	0	0	0	0	0	7,964
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	185	3,890	3,889	0	0	0	0	0	7,964
TOTAL EXPENDITURES:	185	3,890	3,889	0	0	0	0	0	7,964

INFRASTRUCTURE IMPROVEMENTS - COUNTYWIDE FACILITY CONDITION ASSESSMENT

PROGRAM #: 2000002234

DESCRIPTION: Provide various facility assessments of County facilities to determine needs and implement a plan of action for repairs and renovations

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Capital Asset Series 2021A Bonds	12,500	0	0	0	0	0	0	0	12,500
TOTAL REVENUES:	12,500	0	0	0	0	0	0	0	12,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Planning and Design	350	12,150	0	0	0	0	0	0	12,500
TOTAL EXPENDITURES:	350	12,150	0	0	0	0	0	0	12,500

INFRASTRUCTURE IMPROVEMENTS - PINECREST

PROGRAM #: 2000001555

DESCRIPTION: Various infrastructure improvements including but not limited to sidewalks, resurfacing and guardrails in the City of Pinecrest

LOCATION: Various Sites
Pinecrest

District Located: 7
District(s) Served: 7

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

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JACKSON HEALTH CENTER

PROGRAM #: 981940

DESCRIPTION: Partner with Jackson Health System to provide healthcare opportunities
 LOCATION: To Be Determined District Located: 6
 To Be Determined District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	7,500	200	0	0	0	0	0	0	7,700
TOTAL REVENUES:	7,500	200	0	0	0	0	0	0	7,700
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	7,500	200	0	0	0	0	0	0	7,700
TOTAL EXPENDITURES:	7,500	200	0	0	0	0	0	0	7,700

JACKSON HEALTH SYSTEM FACILITIES UPGRADES AND IMPROVEMENTS

PROGRAM #: 2000001487

DESCRIPTION: Perform upgrades and improvements to Jackson Health System facilities to include life safety, HVAC and electrical improvements
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	4,313	0	0	0	0	0	0	4,313
TOTAL REVENUES:	0	4,313	0	0	0	0	0	0	4,313
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	4,313	0	0	0	0	0	0	4,313
TOTAL EXPENDITURES:	0	4,313	0	0	0	0	0	0	4,313

JACKSON HEALTH SYSTEM SMART ROOMS

PROGRAM #: 2000001486

DESCRIPTION: Construct SMART rooms at Jackson Health System facilities
 LOCATION: Various Sites District Located: Countywide
 To Be Determined District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	5,000	0	0	0	0	0	0	5,000
TOTAL REVENUES:	0	5,000	0	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	5,000	0	0	0	0	0	0	5,000
TOTAL EXPENDITURES:	0	5,000	0	0	0	0	0	0	5,000

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MUNICIPAL PROJECTS - CULTURAL, LIBRARY AND MULTICULTURAL EDUCATIONAL FACILITIES

PROGRAM #: 2000002895

DESCRIPTION: Provide BBC GOB funding to municipalities supporting projects that improve cultural, library and multicultural educational facilities

LOCATION: Various Sites District Located: 5
Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	100	5,000	5,200	5,200	0	0	0	0	15,500
TOTAL REVENUES:	100	5,000	5,200	5,200	0	0	0	0	15,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	100	5,000	5,200	5,200	0	0	0	0	15,500
TOTAL EXPENDITURES:	100	5,000	5,200	5,200	0	0	0	0	15,500

NEIGHBORHOOD INFRASTRUCTURE IMPROVEMENTS - DISTRICT 03

PROGRAM #: 2000001338

DESCRIPTION: Construct and improve neighborhood and public infrastructure improvements in County Commission District 3 - GOB Project 368

LOCATION: To Be Determined District Located: 3
To Be Determined District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	4,029	0	0	0	0	0	0	4,029
TOTAL REVENUES:	0	4,029	0	0	0	0	0	0	4,029
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	4,029	0	0	0	0	0	0	4,029
TOTAL EXPENDITURES:	0	4,029	0	0	0	0	0	0	4,029

NOT-FOR-PROFIT CAPITAL FUND

PROGRAM #: 2000001556

DESCRIPTION: Provide funding for not-for-profit community-based organizations capital fund to construct and improve public service outreach facilities

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

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	27,498	2,502	0	0	0	0	0	0	30,000
TOTAL REVENUES:	27,498	2,502	0	0	0	0	0	0	30,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	112	1,980	0	0	0	0	0	0	2,092
Furniture Fixtures and Equipment	0	500	0	0	0	0	0	0	500
Infrastructure Improvements	27,386	22	0	0	0	0	0	0	27,408
TOTAL EXPENDITURES:	27,498	2,502	0	0	0	0	0	0	30,000

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OPA-LOCKA CITY HALL RESTORATION AND RENOVATION

PROGRAM #: 2000001557

DESCRIPTION: Perform upgrades, restorations and renovations to Historic Opa-Locka City Hall
 LOCATION: Sharazad Blvd District Located: 1
 Opa-locka District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	600	0	0	0	0	0	0	600
TOTAL REVENUES:	0	600	0	0	0	0	0	0	600
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	600	0	0	0	0	0	0	600
TOTAL EXPENDITURES:	0	600	0	0	0	0	0	0	600

PARK AND RECREATIONAL FACILITIES - CITY OF NORTH MIAMI

PROGRAM #: 2000001975

DESCRIPTION: Development of Cagni North Park
 LOCATION: 700 NE 137 St District Located: 2
 North Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	50	2,500	2,450	0	0	0	0	0	5,000
TOTAL REVENUES:	50	2,500	2,450	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	50	2,500	2,450	0	0	0	0	0	5,000
TOTAL EXPENDITURES:	50	2,500	2,450	0	0	0	0	0	5,000

PARK AND RECREATIONAL FACILITIES - CITY OF NORTH MIAMI BEACH

PROGRAM #: 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	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	0	750	0	0	0	0	0	0	750
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	0	750	0	0	0	0	0	0	750
TOTAL EXPENDITURES:	0	750	0	0	0	0	0	0	750

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PARK AND RECREATIONAL FACILITIES - VILLAGE OF BAL HARBOUR

PROGRAM #: 2000001560

DESCRIPTION: Reconstruct existing jetty and area under the Haulover Inlet Bridge to improve the safety and aesthetics of the public space

LOCATION: Haulover Inlet Bridge
Bal Harbour

District Located: 4
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	600	2,500	2,500	1,900	0	0	0	0	7,500
TOTAL REVENUES:	600	2,500	2,500	1,900	0	0	0	0	7,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	600	2,500	2,500	1,900	0	0	0	0	7,500
TOTAL EXPENDITURES:	600	2,500	2,500	1,900	0	0	0	0	7,500

PARKS AND FACILITY IMPROVEMENTS - CITY OF MIAMI

PROGRAM #: 2000002334

DESCRIPTION: Provide park improvements and related facilities throughout the City of Miami

LOCATION: Various Sites
City of Miami

District Located: 3,4,5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	311	150	0	0	0	0	0	461
TOTAL REVENUES:	0	311	150	0	0	0	0	0	461
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	311	150	0	0	0	0	0	461
TOTAL EXPENDITURES:	0	311	150	0	0	0	0	0	461

PARKS IMPROVEMENTS - DISTRICT 01

PROGRAM #: 2000001497

DESCRIPTION: Construct and improve park and recreation facilities in Commission District 1 - GOB Project 317

LOCATION: Various Sites
Various Sites

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	2,275	725	0	0	0	0	0	0	3,000
TOTAL REVENUES:	2,275	725	0	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	2,275	725	0	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	2,275	725	0	0	0	0	0	0	3,000

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PUERTO RICAN COMMUNITY CENTER

PROGRAM #: 111760

DESCRIPTION: Develop, design and construct a Puerto Rican Community Center

LOCATION: 2900 NW 5 Ave
City of Miami

District Located:

3

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	0	2,500	0	0	0	0	0	0	2,500
TOTAL REVENUES:	0	2,500	0	0	0	0	0	0	2,500
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Construction	0	2,500	0	0	0	0	0	0	2,500
TOTAL EXPENDITURES:	0	2,500	0	0	0	0	0	0	2,500

QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP)

PROGRAM #: 2000000581

DESCRIPTION: Resurface sidewalks, install calming devices, landscape, provide park improvements and complete various drainage projects

LOCATION: Various Sites
Unincorporated Miami-Dade County

District Located:

Unincorporated Municipal Service Area

District(s) Served:

Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Quality Neighborhood Improvement Program (QNIP) Bond Proceeds	33,951	0	0	0	0	0	0	0	33,951
TOTAL REVENUES:	33,951	0	0	0	0	0	0	0	33,951
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	21,758	12,193	0	0	0	0	0	0	33,951
TOTAL EXPENDITURES:	21,758	12,193	0	0	0	0	0	0	33,951

REPAIRS AND RENOVATIONS - GENERAL GOVERNMENT IMPROVEMENT PROGRAM

PROGRAM #: 9810050

DESCRIPTION: Provide for unexpected repairs, renovations and minor capital projects as needed

LOCATION: Countywide
Throughout Miami-Dade County

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	710	10,825	0	0	0	0	0	0	11,535
TOTAL REVENUES:	710	10,825	0	0	0	0	0	0	11,535
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Building Acquisition/Improvements	0	600	0	0	0	0	0	0	600
Construction	0	638	0	0	0	0	0	0	638
Infrastructure Improvements	374	5,661	0	0	0	0	0	0	6,035
Planning and Design	0	62	0	0	0	0	0	0	62
Technology Hardware/Software	0	4,200	0	0	0	0	0	0	4,200
TOTAL EXPENDITURES:	374	11,161	0	0	0	0	0	0	11,535

FY 2022 - 23 Proposed Budget and Multi-Year Capital Plan

ROADWAY IMPROVEMENTS

PROGRAM #: 2000001302

DESCRIPTION: Provide various roadway improvements within the Unincorporated Municipal Service Areas (UMSA)
 LOCATION: Various Sites District Located: 2,3,6,11,13
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	7,509	0	0	0	0	0	0	0	7,509
TOTAL REVENUES:	7,509	0	0	0	0	0	0	0	7,509
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	1,283	6,226	0	0	0	0	0	0	7,509
TOTAL EXPENDITURES:	1,283	6,226	0	0	0	0	0	0	7,509

WATER, SEWER AND FLOOD CONTROL SYSTEMS - SOUTH MIAMI

PROGRAM #: 2000001496

DESCRIPTION: Construct and improve water, sewer and flood control systems in South Miami
 LOCATION: Various Sites District Located: 7
 South Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
BBC GOB Financing	613	1,164	0	0	0	0	0	0	1,777
TOTAL REVENUES:	613	1,164	0	0	0	0	0	0	1,777
EXPENDITURE SCHEDULE:	PRIOR	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	FUTURE	TOTAL
Infrastructure Improvements	613	1,164	0	0	0	0	0	0	1,777
TOTAL EXPENDITURES:	613	1,164	0	0	0	0	0	0	1,777



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