

Memorandum



Date: September 21, 2021

To: Honorable Chairman Jose “Pepe” Diaz
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor *Daniella Levine Cava*

Subject: Information for Second Budget Hearing – FY 2021-22 Proposed Budget

This information has been prepared to accompany the Fiscal Year (FY) 2021-22 Budget Ordinances for your consideration at the second budget hearing on September 28, 2021 (Second Hearing). We worked hard to build a budget in a uniquely challenging budget year that reflects our community’s priorities and maintains critical services without raising taxes, while investing in programs to rebuild a healthier, stronger, more resilient economy and community. With the additional changes reflected in this memo, incorporating extensive community input in the first budget hearing (First Hearing) and further collaboration with County Commissioners, the FY 2021-22 Proposed Budget will lay the foundation for a more prosperous, more secure future for Miami-Dade where all families and neighborhoods can thrive.

I. Executive Summary

The document is divided into the following sections:

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II. Background

A. Millage

During the First Hearing, the Board of County Commissioners (the Board) approved the tentative millage rates included in the Proposed Budget: Countywide – 4.6669 mills, Unincorporated Municipal Services Area – 1.9283 mills, Fire and Rescue Service District – 2.4207 mills and Library System – 0.284 mills. These rates cannot be increased. At these millage rates, the Proposed Budget is balanced and the adjustments included in this memorandum are supported.

B. American Rescue Plan Act

On September 7, 2021, the Information for the First Budget Hearing memorandum was issued. The memorandum made several amendments and adjustments to the Proposed FY 2021-22 Budget (Proposed Budget). The County was awarded \$527 million in American Rescue Plan Act (ARPA)

funding and, through Resolution No. R-777-21 adopted by the Board on July 20, 2021, the Board approved, subject to budget amendments and future appropriations, the allocation of ARPA funds toward revenue replacement, district specific projects, infrastructure projects and funding to support families disproportionately affected by the pandemic. In FY 2020-21, \$47.825 million of ARPA is projected to be expended for revenue replacement. During the First Hearing the Board approved the changes to the Proposed Budget that included using the remaining ARPA funding of \$479.909 million, in FY 2021-22 for governmental services through the method of revenue replacement. As a result, I recommend waiving the provisions of Resolution No. R-777-21, to provide the County more flexibility with programming, and reallocate general fund revenues to fund the project categories intended through the resolution as well as one to address future budgetary shortfalls. These project categories are as follows:

Infrastructure Projects Program (\$121 million)
Economic and Social Impact Projects Program (\$59 million)
District Designated Projects Program (\$26 million)
Future County Operational Support Program (\$119.048 million)

These projects are funded in the countywide general fund as follows: the Infrastructure Projects Program is funded under the Non-Departmental Neighborhood and Infrastructure allocation; the Economic and Social Impact Projects Program is funded in the Non-Departmental Economic Development allocation; and the District Designated Projects Program and the Future County Operational Support Program are funded in the Non-Departmental General Government allocation.

C. Ordinances

The attached ordinances have been adjusted for technical changes, corrections of scriveners’ errors, corrections of appropriation posting errors and current estimates of grants. Cash carryover for proprietary funds has been adjusted where appropriate. Waiver of various code provisions and resolutions are recommended, including waiver of section 29-7(G) of the Code of Miami-Dade County, Florida (“Code”) relating to the use of Documentary Stamp Surtax and waiver of Resolution No. R-924-08 relating to transit fares, fees, and charges because we are not recommending increasing fares.

III. Recommended Changes

The following recommended adjustments will ensure that this budget supports critical priorities including long-term economic recovery for all families and businesses, enhanced public safety and violence prevention for all neighborhoods, key investments in affordable housing and needed social services, and much more.

The total of all adjustments approved at the First Hearing and those additional adjustments included in this memorandum results in an increase to the total operating budget of \$500,000 in the Miami-Dade Fire Rescue District budget as detailed below.

As a result of the amendments and adjustments made at the First Hearing, the funding source for the proposed Cost of Living increase was revised to reduce the expense to the general fund, which

left \$5.674 million as unallocated within the Enhanced County and District Program (ECDP). I recommend that this funding be used to fund operating and capital adjustments as identified below.

A. Operating Budget Adjustments

Communications and Customer Experience

I am recommending that we include a Creole interpreter in the Communications and Customer Experience Department. This will require one translator/interpreter position and \$95,000 from the ECDP. Revisions to the table of organization are included in Attachment C to this memorandum.

Cultural Affairs (CUA)

The Proposed Budget included information in CUA’s budget that, pursuant to Ordinance No. 21-46 creating the South Dade Black History Advisory Board at the Larcenia Bullard Plaza in Richmond Heights, funding for the board and one position was included. The funding and position were inadvertently left out of the table of organization for CUA and budget. Accordingly, the CUA budget will be amended to include the \$258,000 for the necessary support from the ECDP and amend the table of organization for CUA under administration to include the additional position as shown in Attachment C to this memorandum.

Miami-Dade Fire Rescue (MDFR)

At the First Hearing the Board identified the need for a rescue unit at the Virginia Gardens Station 17. MDFR has identified resources that will allow for the deployment of a new rescue unit (13 positions, \$500,000) at Virginia Gardens Station 17 in the fourth quarter of FY 2021-22 to improve response times within the surrounding area. This will be funded through reserves in the department.

Office of Management and Budget (OMB)

As a result of the First Hearing, and based on changes in this memorandum, there will be an increased workload to contract with and monitor all organizations and apply for new grant opportunities available through state and federal programs. I recommend that the OMB budget be amended to include an additional 3 positions and \$355,000 from the ECDP.

Regulatory and Economic Resources

At the First Hearing, the Board approved funding for a Housing Advocate professional within the Department of Regulatory and Economic Resources (RER) to focus on assisting families and individual’s efforts to obtain housing related resources. Some members of the Board recommended adding additional positions to process the large increase in cases resulting from the end of eviction moratorium. I recommend that two additional positions be added to RER to help the Housing Advocate handle the expected workload, funded with \$160,000 in ECDP.

Reserves

In preparation for future possible downturns in our local economy and the establishment of voter approved Constitutional Offices in 2025, I am recommending the remaining ECDP transfer of \$3.456 million to the Emergency Contingency Reserve.

Non-Departmental

At the First Hearing, the Board approved \$1 million in funding for Temporary Protected Status (TPS) for Haitian and Venezuelan nationals, and extended TPS has now been granted to other

nations. In my memorandum dated September 7, 2021, I indicated that a program would be brought forward to identify organizations that will provide these services. I recommend that the County provide a grant to Hispanic Unity of Florida (\$500,000) and the Haitian Neighborhood Center Sant La, Inc. (\$500,000), to provide these much-needed services including through subcontracts with other nonprofits. This will allow the program to begin without delays and provide support to vulnerable populations.

The Homestead Miami Speedway is one of our community’s economic engines. In 2022 the Speedway will host its first NASCAR race in years. The Speedway has requested that the County provide in-kind support to the race. I recommend that the County provide \$500,000 from the ECDP for in-kind services for this event.

At the First Hearing the Board identified the operation of the Miami Military Museum and Memorial, which is located at the Zoo Miami property, requesting that the museum transition to the County to continue operations. I recommend allocating \$800,000 from the ECDP for the operation of the Miami Military Museum and Memorial by the County following the transition. This will allow the County to continue preserving the rich military heritage of Florida and providing an educational voice enriching the community.

The Little Haiti Optimist Club Inc. provides youth educational programs, mentorship, athletics, arts and cultural programming. I recommend the Board provide a grant of \$50,000 from the ECDP for this organization and include the organization in the listing of Community Based Organizations (CBO) managed through OMB (Attachment A).

B. Miami-Dade Rescue Plan

Infrastructure Projects Program – \$121 million

The Infrastructure Projects Program dollars are to be used for infrastructure projects that will help us build a stronger, more resilient Miami-Dade better prepared for accelerating climate threats, and invest in neighborhood projects to create safer, healthier communities. I recommend that the Board allocate \$5 million from the \$121 million to support neighborhood infrastructure capital needs in our unincorporated areas.

We will continue identifying current unfunded and/or crucial projects for the remaining \$116 million that qualify for this funding. The balance will go to critical septic to sewer projects, which will create good-paying jobs and grow our economy, make homes more resilient, and protect our bay. The administration is working aggressively to secure state and federal funding matches to maximally leverage these dollars and invest even more into our community, and we currently have pending applications for state funding which require a match.

Economic and Social Impact Projects Program – \$59 million

At the First Hearing several organizations were identified that provide much-needed direct services to families and businesses disproportionately impacted by the pandemic. I recommend that we provide funding to the following organizations and projects to continue providing critical support to help our community rebound and recover from the pandemic:

Affordable Housing

- Expanding the supply of affordable housing is a critical priority for our community – it’s an essential investment in our workforce to strengthen and grow our economy. I recommend that the Board allocate \$5 million to the Carver Theatre affordable housing development project.
- The AGAPE Network has been providing housing and health services to women, children, and families since 1983. I recommend that the Board provide a grant to the AGAPE Network Inc. for \$3 million for construction of affordable housing for vulnerable women and children.
- PHCD manages the Helen Sawyer Assisted Living Facility (ALF) and Public Housing property that includes 96 living units and 101 ALF beds. The property offers all-bills paid housing as well as nursing and food services. Residents, who are the lowest of the low-income residents (30-50% AMI) pay their portion of calculated rent as required by the U.S. Department of Housing and Development (HUD) rules, which is 30% of their income for the subsidized housing services provided. Additionally, residents pay as much as they can for the ALF services which include food services, medication management services provided by nursing staff, as well as certified nursing staff to support residents in completing their activities. Residents are provided with wellness checks by nursing staff. PHCD does not receive support from HUD for the food and medical services that PHCD is required to perform. Based on the average occupancy of 71 (ALF) residents, the facility operates at a \$1.257 million deficit. I recommend that the Board allocate \$1.257 million to provide support to this facility.
- The lack of affordable housing is an urgent crisis that requires significant and sustained investment, and I recommend that the Board allocate \$3.8 million towards future affordable housing projects.

Mental Health

- One of the greatest unfunded needs in our community is mental health services and support. While we have funded several organizations that provide important support services for people dealing with mental health issues, there is still much work to be done. The County has funded the rehabilitation and construction of the Mental Health Diversion Facility located at 2200 NW 7th Avenue, utilizing funding from the County’s Building Better Communities General Obligation Bond program and the Public Health Trust. The rehabilitation of this facility is expected to be completed in FY 2021-22 and must be funded for “fit-up” and final development of an inclusive business model to provide mental health services. I recommend that the Board allocate \$10 million to the Mental Health Diversion program and other related mental health services.
- An additional Mental Health program that focuses on direct impacts of the pandemic is the COVID Mental Health and Wellness Program and Teen Talk, administered by RER Consulting Enterprise LLC; I recommend that the County provide a grant of \$500,000 for this program.

Public Safety and Violence Prevention

- In response to an increase in gun violence across the United States, Miami-Dade has solidified its position as one of sixteen jurisdictions participating in the White House Community Violence Intervention Collaborative (CVI) that began on July 1, 2021. My administration is working closely with CVI to produce data, identify resources and intervention strategies and strengthen and scale our ability to prevent violence coupled with

increased enforcement and prevention programs. I recommend that the Board allocate \$8.943 million towards future programs.

- The Miami-Dade Police Department worked with Citizens Crimewatch of Miami-Dade County Inc. to develop a program that has proven to be very successful in preventing crime; as a result, I am recommending increasing funding for this entity by \$150,000 to continue this program and expand the existing level of service for a total of \$500,000.
- During the First Hearing we heard community testimony from the Ladies Empowerment and Action Program Inc. (LEAP), an organization that enables incarcerated women to successfully re-enter society by providing education, entrepreneurial training, and mentorship. I recommend the County provide a grant \$200,000 to support this transformational program.
- Transition, Inc. provides job training and placement services to ex-offenders. It was founded in 1974 and has assisted thousands of returning citizens to overcome the single greatest obstacle to their successful re-entry back to their community – finding and maintaining a job. I recommend the County provide a grant in the amount of \$300,000 for this program.

Neighborhood Infrastructure and Revitalization

- The Dade Heritage Trust preserves Miami-Dade County’s architectural, environmental and cultural heritage through the rescue, restoration and adaptive reuse of many historic venues throughout the County. Working with partner organizations and governments, the Dade Heritage Trust has preserved and continues to advocate for responsible development and preservation of our community’s historic resources and naturally recurring affordable housing. I recommend the County provide a grant of \$1 million to the Dade Heritage Trust to continue their work to preserve affordable housing.
- The Board has supported the development of the Underline project, which benefits all residents by providing much-needed outdoor space. I recommend that the \$800,000 be reimbursed to the Department of Transportation and Public Works to fund the Underline WiFi project that will provide accessibility to WiFi along 2.4 miles of the Underline. This funding will be further used to leverage additional funding to complete the project.
- In keeping with providing our resident accessibility to WiFi, I also recommend that the Board allocate an additional \$800,000 to the Parks, Recreation and Open Spaces (PROS) department for the Infrastructure Improvements – Facilities Systemwide, capital program #2000001275, to prioritize WiFi at parks located in underserved areas of the County.
- Revitalization of underserved communities is a priority to improve our economy and health and reduce crime. The NW 18th Avenue corridor requires capital investments in order to spur economic growth in the area. I recommend that the Board allocate \$3 million to revitalize the NW 18th Avenue corridor as a neighborhood economic engine.
- The Proposed Budget includes \$3.9 million for the removal of Sargassum seaweed from our beaches – however, the current practice of Sargassum disposal at a landfill is not sustainable. I am recommending the allocation of \$1 million to support alternatives for the disposal of Sargassum, including a program to commence diverting Sargassum from landfills to composting. PROS, through the University of Florida, Institute of Food and Agricultural Sciences (UF/IFAS) Extension, is working with University of Miami researchers on Sargassum composting viability.
- Investments in naturally occurring affordable housing are key to maintaining our current housing stock and ensuring our residents live in safe homes that can withstand disasters. This includes investments in energy efficiency, water infiltration, renewable energy, and

shading for lower income homeowners. I recommend that the Board allocate \$4 million towards future projects to help make homes of low-income individuals more resilient through the expansion of the Weatherization Assistance Program.

Social Services

- The Friendship Circle of Miami Inc. has been operating in our community for the past 17 years and provides a variety of programming activities to include Friends at Home, Summer and Winter camps, no-school fun days and monthly programming activities to provide arts, dancing, music and other cultural programs for neurodivergent individuals. The Friendship Circle of Miami provides these activities through the use of young adult volunteers, which is a benefit as it engages our youth with neurodivergent individuals as well as providing the foundation of social interaction and friendships. Additionally, it provides families with much-needed respite care as there are few organizations equipped to handle the special needs of this population. I recommend the County provide a grant of \$300,000 to Friendship Circle of Miami.
- We have partnered with the University of Miami Center for Autism and Related Disabilities (UM CARD) to provide specialized training to our staff on how to better assist this segment of our population. UM CARD has provided various trainings for the Library and Parks department and will continue with our Transit and Public Safety departments. Our partnership with UM CARD will further expand the development of a COVID-19 vaccine educational campaign and to provide emergency preparedness materials that are relevant and helpful to neurodivergent individuals. While most of the work performed by UM CARD is provided at no cost to the County, I recommend the County provide a grant of \$50,000 to UM CARD to ensure that future resources are available as Miami-Dade strives to better serve this growing population.
- Jewish Community Services of South Florida (JCS) works to improve quality of life and self-sufficiency for vulnerable people throughout South Florida. They operate the essential 211 confidential helpline that provides emotional support and crisis counseling to those in need, available 24/7 in English, Spanish, and Creole. I recommend the County provide a grant of \$500,000 to JCS to support enhanced mental health and social services.
- The Mexican American Council, Inc. provides services to farmworker youth and works to break the cycle of poverty through education, the arts, and civic engagement. I recommend that the County provide a grant of \$200,000 to support the Mexican American Council’s important efforts supporting this vulnerable community.
- St. Peter’s Community Development Corporation located in South Dade provides programming for seniors and others via health education, social interactions, and recreational activities; I recommend the County provide a grant of \$100,000 to assist St. Peter’s in these efforts.

Workforce and Business Support

- The Latin Chamber of Commerce of the United States (CAMACOL) is the largest Hispanic business organization in Florida, providing businesses with the opportunity of establishing commercial links in the domestic and international markets. Growing our local economy and businesses has always been a priority and has been highlighted by the pandemic. I recommend that the County provide a grant of \$200,000 to CAMACOL to assist our local businesses during these trying times.
- If Miami-Dade is to remain competitive, we need to invest in high quality workforce education programs that will ensure we have the talent needed in today’s 21st century

knowledge economy. Helping prepare our workforce to take on jobs in new and growing industries is also critical to an equitable economic recovery and a more resilient economy that can better weather future crises. I recommend the Board allocate \$5 million in rapid credentialing in emerging technology occupations, and a local philanthropic partner has agreed to match this investment up to \$5 million.

- Small businesses are the backbone of our economy and are more important now than ever as we lay the foundation for an equitable economic recovery. I recommend the Board allocate \$1 million to fund a Business Innovation Start Up Grant Program (BIZUP) to provide support to new businesses in our community.
- The Redland Farm Life School is a commercial-quality kitchen and community cultural center owned by the County and leased to the South Florida Pioneer Museum, Inc. (Tenant) that will provide an important jobs incubator in South Dade. Due to the increased costs of construction, additional funding is needed for final buildout. I am recommending the County provide a grant \$1.5 million to the Tenant to fund the construction.
- The Haitian-American Chamber of Commerce of Florida (HACCOF) brings businesses together and acts as an advocate for Haitian and Haitian-American enterprises. HACCOF mobilizes concerned entrepreneurs across Florida, the U.S. and Haiti promoting partnerships and alliances within communities. I recommend that the County grant \$600,000 to HACCOF to provide a business incubator.

Cultural Programs

- The cultural arts have proven to be a key piece of the continuing social and economic development of our community. To continue this effort in the North Dade area of our County, which is currently underserved, I am recommending an allocation for a North Dade Cultural Center for \$5 million. When a plan is developed for the facility, it will be presented to the Board.
- The Miami Dade North Arts & Humanities Foundation Inc. is developing an Arts & Humanities Foundation and I recommend the County provide a grant of \$100,000 to Miami Dade North Arts for the development of cultural arts programs in an underserved part of our community.
- Restoring our arts community to pre-pandemic levels is a critical piece of economic recovery. I recommend the County provide grants to organizations to support pre-Art Basel programming mentioned at the first budget hearing for \$100,000.
- The Miami Museum of Contemporary Art of the African Diaspora (MoCAAD) provides planning and public activities designed to establish a fine art museum in our community dedicated to showcasing and preserving the contemporary art and artists of Africa and the global African diaspora. I recommend the County provide a grant of \$100,000 to MoCAAD for this effort.
- The Center for Haitian Studies, Inc. (CHS) is a health and social service organization serving the disenfranchised populations of Little Haiti/Little River. CHS provides a wide range of services including health education, health services free of charge to indigents, psychosocial counseling, case management, home-delivered meals, food bank, direct financial assistance, and transportation. I recommend the County provide a grant of \$500,000 to CHS to continue providing these essential services.

District Designated Projects Program (\$26 million)

The funding for this program has been set aside for the Board to address concerns in their districts. OMB will be working with each commission district to develop a process to complete these projects in a timely manner.

Attachment B details the above-mentioned programs, allocations and balances.

C. Capital Budget Adjustments

Transportation and Public Works

On February 2, 2021, the Board adopted Resolution No. R-88-21, directing the Mayor to take all actions necessary to construct a bridge that would extend SW 87th Avenue from SW 164th Street to SW 163rd Terrace crossing over the Cutler Drain Canal C-100. This project is funded in the Proposed Budget within the Road Impact District Projects. At the First Hearing, the Board requested that the SW 87th Ave bridge project be separated out as a stand-alone capital program. As a result of this request, capital program number 2000002214 has been created and continues to be funded through road impact fees. The total project cost is \$3.31 million.

The Proposed Budget included the Miami Springs pedestrian bridge project number 2000001594. This project was funded with People’s Transportation Plan (PTP) bond funding and FTA 5307 urbanized formula grant. The project will be removed from the Proposed Budget and the \$2.3 million in FTA 5307 - Urbanized Area Formula Grant funds and the \$575,000 in People’s Transportation Plan Bond Program funds will be reallocated to capital program #672670 – Strategic Area Rapid Transit Plan (SMART) Phase 1.

Port Miami

The Proposed Budget included funding for the Shore Power at the Port project number 2000001675. The project mistakenly included Florida Department of Transportation (FDOT) funding, this will be amended to include the correct funding through H.R. 3684 (*Invest in America Act*) of \$2 million for this project. Additionally, the project schedule will be amended to increase expenditures in FY 2021-22 to \$55 million from \$4.038 million, and the total project cost will remain at \$121 million. Moving these expenditures will allow the Port to purchase equipment in greater volume, taking advantage of volume discounts, ensuring that Phase 1 of the project is completed by Fall of 2023. This capital program is being funded with Future Financing funds (\$119 million) and a United States Department of Transportation Grant (\$2 million).

Miami-Dade Police Department (MDPD)

At the First Hearing, the Board expressed concerns about the Hammocks District Station. In 2020, an emergency repair of a sewer pipe was completed at the station and the first-floor bathrooms were repaired. The second-floor bathrooms and the cells, although operational, were not repaired. As part of the MDPD’s annual multi-year capital plan review, it was determined that the facility’s aging infrastructure, limited parking, and facility space is impacting MDPD’s ability to meet the growing demand of the surrounding community. MDPD is currently working with the Internal Services Department’s Real Estate Division in actively looking for new property to house MDPD’s Hammocks District staff. Funding for this potential move, as well as any additional repairs that may arise, are included in MDPD’s FY 2021-22 Proposed Budget and Multi-Year Capital Plan under capital program #2000001281 – Infrastructure Improvements – Police Facilities Systemwide.

Additionally, the Board voiced concerns about civilian employees in MDPD. Civilian employees are critical to the operations of MDPD and we believe in adequately supporting and funding these positions as well as any support needed for public safety. MDPD will continue filling critical

civilian functions such as 911 call taking and dispatch, crime scene technicians, crime laboratory staff, intelligence and crime analysts, public service aides, and other support personnel.

Parks, Recreation and Open Spaces (PROS)

The Ludlam Trail scope of work entails creating an ADA-compliant walkway/trail connecting to the trailhead and existing pavilion, and adding an ADA-compliant parking space to the existing parking lot. I am pleased to announce an anticipated ceremonial groundbreaking date of September 24, 2021, and a projected project dedication in February 2022, for this historic project. We are eager to see this project that will have a countywide impact break ground.

At the First Hearing, the Board inquired about surveillance equipment in parks. Surveillance and event camera systems are becoming a more integral part of the PROS environment. The safety and security of our patrons is of the utmost importance. These systems are dependent on IT infrastructure and reliable power sources. For many reasons, it is very challenging and costly to deliver some of these dependencies at many of our parks. As such, we are once again leveraging the County Infrastructure Improvement Program (CIIP), included in the Infrastructure Improvements – Facilities Systemwide, capital program #2000001275, to deliver the needed infrastructure, and in many cases, are bundling surveillance systems with Wi-Fi to save time and costs. In addition, we are leveraging innovative and creative solutions for delivering this infrastructure, such as solar power technology. Below are some of the efforts underway at our parks:

- Nine parks recently received new surveillance systems
- Actively working on deploying surveillance systems at all of our marinas
- Repairs, installations and upgrades required at various parks are underway
- Deployment of solar powered surveillance systems at six parks to be completed by the end of the year

While we were able to enhance some services and fund some needs for our community, we realize that there is still work that needs to be done. As part of our budget process our departments include projects for which funding has not yet been identified. As was requested by the Board at the First Budget Hearing, an unfunded capital program was created in PROS for the development of new marinas, capital program #2000002194, to serve as a holding place for the Department as it continues to develop its multi-year capital plan for the future.

Position Adjustments

In some instances, the above recommendations and correction of errors will adjust the number of positions in the FY 2021-22 Proposed Budget. These adjustments and correction of errors increase the total number of recommended full-time equivalent positions by 20 for a total of 29,332. Revisions to the tables of organizations are outlined in Attachment C.

Pay Plan Adjustments

At the First Hearing the Board approved the recommendation of providing our employees a one-time two percent bonus and a three percent Cost of Living Adjustment (COLA) in FY 2021-22. The bonus and COLA will be effective the first pay period in October 2021, or upon contract ratification if that occurs after October 1, 2021. In alignment with the wages increases proposed to all collective bargaining unit employees, the Proposed Budget also includes the same one-time two percent bonus, and a three percent COLA for all non-bargaining unit employees effective the first pay period in October 2021.

Water and Sewer Department (WASD)

What the Fees Cover

Consistent with prior years, the Proposed Budget for WASD includes a retail rate adjustment which, for FY 2021-22, is 3.68 percent. This minimal adjustment translates to \$.40 cents per month for many residents and less than \$2 per month for the median resident. This small adjustment will generate an additional \$23.96 million, which will leverage more than \$400 million in bonds. These dollars will fund the critical infrastructure projects required to meet the federally mandated Consent Decree, the state required end to the use of ocean outfalls for treated effluent, and necessary capital investments to prepare for rising seas, protect our drinking water, and Biscayne Bay. **Failure to make these investments in past years resulted in aging and failing infrastructure, which violated the Federal Clean Water Act and led to the federal lawsuit and settlement agreement, commonly called the Consent Decree.**

During the first budget hearing, the Board expressed concern over the gap in arrears created by the pandemic. These minimal fees are not designed to cover this gap and would still be needed, just as they have been needed and approved by the Board for years prior to the pandemic. They cover only the infrastructure improvements we must meet to be in compliance with state and federal mandates and maintain the water and sewer system in proper functioning order. The administration is working diligently to close the gap in arrears and more information on repayment planning and outreach can be found below.

Consequences of Not Adjusting Rates

If a rate adjustment is not adopted in any fiscal year, the likely consequences may include:

- WASD’s credit rating being lowered.
- Higher rate adjustments may be required in future years, with rates next year potentially increasing in the double digits.
- The County may not meet the requirements of the bond ordinance it passed in 1993. Every year since 1993, bond engineers tell the county how much we should put into Replacement and Renewal (R&R) of our systems assets, with the average investment being \$90 million. The fee adjustment covers this cost.
 - If we do not meet the threshold recommended by the bond engineers, we risk being in violation of the bond indenture ordinance, which could lead to bond market disclosures and result in lower ratings on the bond market and significantly greater interest costs.
- Significant scaling back on the various mandated capital programs that could impose violations worth hundreds of thousands of dollars each.
- Increased environmental risk as a result of deferred improvements to aging infrastructure, which may lead to impacts to Biscayne Bay and water quality throughout Miami-Dade County.

Amounts and Comparisons

Changes in fees will be tiered, with many residents seeing only a \$.40 cent difference per month. The majority of residents will see a difference of less than two dollars per month.

The table below details the different tiers of customers and the impact to their rate based on the rate increase proposed at the First Budget Hearing.

Monthly Impacts for Residential Customers

TIER 1 Low Volume User		
Number of Customers	Impact Range	Volume (gallons)
63,222 (16%)	\$0.40	2,244

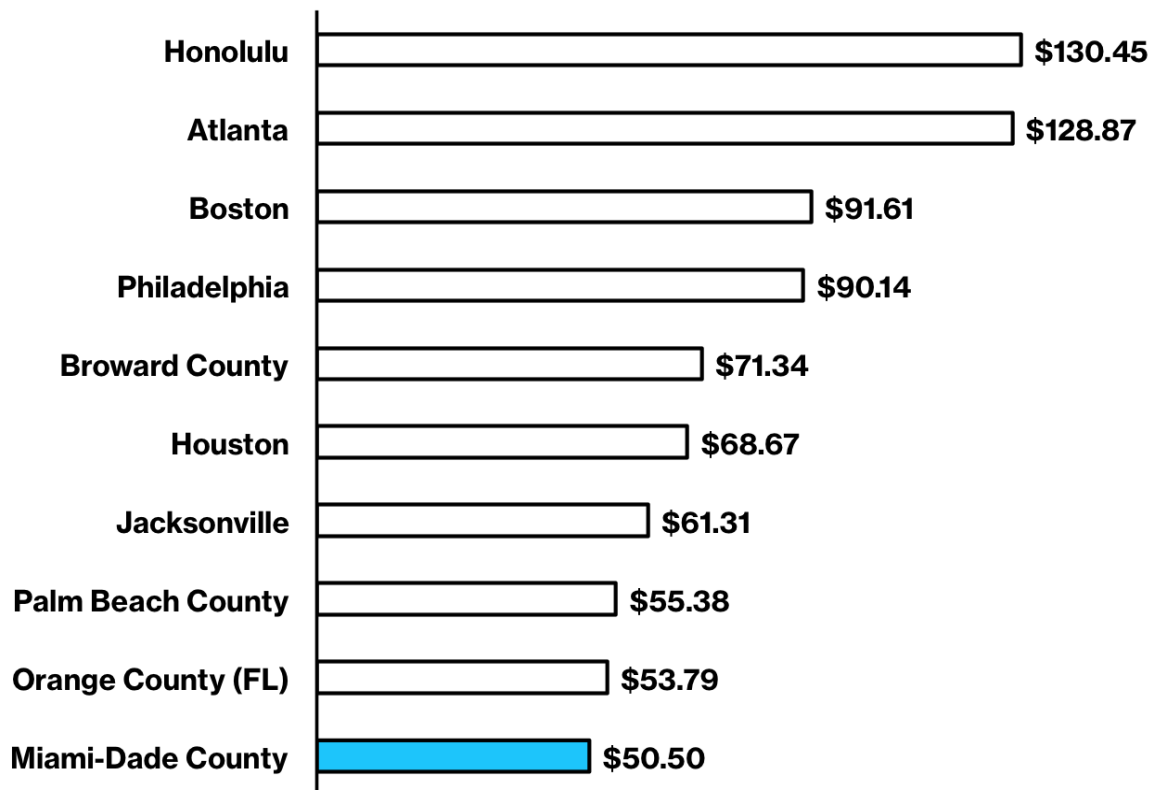
TIER 2 Volume User		
Number of Customers	Impact Range	Volume (gallons)
159,867 (40%)	\$0.77 - \$1.86	2,245 - 5,236
90,385 (22%)	\$2.22 - \$2.95	5,237 - 7,480
33,911 (8%)	\$3.32 - \$3.68	7,481 - 8,976
26,506 (7%)	\$4.08 - \$4.76	8,977 - 11,220
8,861 (2%)	\$5.13 - \$5.50	11,221 - 12,716

TIER 3 Large Volume User		
Number of Customers	Impact Range	Volume (gallons)
20,597 (5%)	\$7.10 +	12,717+

Source: WASD, 2021.

Miami-Dade County water and sewer fees are **among the lowest in the state and the entire country**, significantly lower than the major city average, and they will continue to rank among the lowest even with these changes.

Combined Water and Sewer Monthly Bill for the Median Residential Customer



Source: WASD, 2019-2020

Consent Decree

On May 21, 2013, the Board adopted Resolution No. R-393-13, approving the consent agreement with the Federal Environmental Protection Agency (EPA), the Florida Department of Environment Protection (FDEP), and the State of Florida (Consent Decree) to address regulatory violations resulting from failing wastewater infrastructure that requires approximately \$1.6 billion in repairs. On April 9, 2014, the U.S. District Court for the Southern District of Florida approved the Consent Decree, replacing and superseding the two existing Consent Decrees issued in the early-mid 1990s.

On June 30, 2008, Governor Charlie Crist signed Senate Bill 1302 related to wastewater disposal/ocean outfalls (Section 403.0869), Florida Statutes [F.S.]. This law requires all southeast Florida utilities utilizing ocean outfalls for disposal of treated wastewater to eliminate the normal use of ocean outfalls as well as reuse a portion of its wastewater flows, accounting for approximately \$1.4 billion in projects.

The primary reason for this rate adjustment is for the continued funding of WASD’s state and federal mandated infrastructure improvements that require issuance of future debt. A 110 percent (additional bonds test) revenue to expense coverage requirement must be maintained to issue additional debt as per Master Bond Ordinance 93-134. As in prior years, WASD has maintained

this coverage ratio obtaining debt at interest rates below three percent because of market rates and will need to continue this coverage ratio in the future as additional debt is required. A failure to implement these minimal adjustments will signal lower debt service coverage. **This puts WASD at serious risk for a credit downgrade and significantly higher interest rates.**

WASD’s \$7.6 billion capital program includes the Federally Mandated Consent Decree (\$1.6 billion), adherence to the State of Florida Ocean Outfall legislative requirements (\$1.4 billion) and ongoing infrastructure improvements that are required to ensure that our water and sewer system is maintained (\$4.6 billion). Approximately \$5.7 billion of the \$7.6 billion WASD capital program is dependent on loans and issuance of debt via bonds. The remaining \$1.9 billion is funded through various other sources including operating revenues, municipal contributions, and the Building Better Communities General Obligation Bond Program (BBC GOB) financing proceeds. This means that there is a significant obligation impacting debt service costs for decades to come. As of FY 2020-21, approximately \$1.9 billion of debt has been issued, requiring a \$252 million combined debt service payment. This represents an increase of \$19 million over the previous fiscal year. Future debt issuances will require \$3.8 billion to complete WASD’s capital program and meet the state and federal mandates.

The next planned issuance of debt for WASD is anticipated to be in Fiscal Year 2023. The following list of projects are those projects that anticipate being funded with future proceeds that are expected to be supported by the rate adjustment in FY 2021-22. Failure to make these improvements may cause serious issues in the communities affected, including sewer overflows and pollution in the bay.

MIAMI-DADE WATER AND SEWER DEPARTEMENT PROPOSED MYCIP - PROJECTS IMPACTED BY SERIES 2023 BOND SALE			
OMB #	PROJECT NAME	SERIES 2023	Commission District
962670	OCEAN OUTFALL LEGISLATION REGULATORY	\$13,298,882	CW
964120	WASTEWATER TREATMENT PLANTS - CONSENT DECREE PROJECTS	\$147,486,390	CW
964440	SEWER PUMP STATION SYSTEMS - CONSENT DECREE PROJECTS	\$173,573	4, 13
967190	WATER - PIPES AND INFRASTRUCTURE PROJECTS	\$2,491,833	2, 12
968150	WASTEWATER COLLECTION AND TRANSMISSION LINES - CONSENT DECREE PROJECTS	\$4,991,949	1, 7
9650021	SOUTH MIAMI-DADE WATER TRANSMISSION MAINS IMPROVEMENTS	\$3,735,428	9
9650031	WATER TREATMENT PLANT - ALEXANDER ORR, JR EXPANSION	\$22,877,356	7, 10
9650041	WATER TREATMENT PLANT - HIALEAH / PRESTON IMPROVEMENTS	\$12,677,248	6
9650141	WATER EQUIPMENT AND TRANSPORTATION	\$2,500,000	CW
9650201	FLOW REDUCTION PROGRAM (FRP)	\$14,865,002	CW
9650241	CENTRAL MIAMI-DADE WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS	\$12,305,891	CW
9651061	SOUTH DISTRICT WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS	\$9,799,302	CW
9651071	PUMP STATION IMPROVEMENTS PROGRAM	\$7,340,918	CW
9652002	PUMP STATION GENERATORS AND MISCELLANEOUS UPGRADES	\$4,898,716	CW
9652061	WASTEWATER TREATMENT PLANTS MISCELLANEOUS UPGRADES	\$2,481,736	CW
9652101	NORTH MIAMI-DADE WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS	\$56,652,101	CW
9653201	WASTEWATER GENERAL MAINTENANCE AND OFFICE FACILITIES	\$600,000	3
9653311	WATER DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS	\$3,040,320	7, 8, 9, 10, 11
9653371	PEAK FLOW MANAGEMENT FACILITIES	\$6,000,000	CW
9653401	SOUTH DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT	\$16,535,054	CW
9653411	NORTH DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT	\$9,134,373	CW
9653421	CENTRAL DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT	\$17,500,735	CW
9654031	NORTH MIAMI-DADE WATER TRANSMISSION MAINS IMPROVEMENTS	\$14,525,697	4, 6, 13
9654041	CENTRAL MIAMI-DADE WATER TRANSMISSION MAINS IMPROVEMENTS	\$699,823	2
9654061	SAFE DRINKING WATER ACT MODIFICATIONS - SWT RULE AND D-DBP	\$58,001,019	CW
9655481	SOUTH DISTRICT WASTEWATER TREATMENT PLANT EXPANSION - PHASE III	\$4,200,000	8
2000000072	SMALL DIAMETER WATER MAINS REPLACEMENT PROGRAM	\$25,890,843	CW
2000000784	ESTABLISHED A PUMP STATION RESILIENCE PROGRAM (PSRP)	\$30,856,631	CW
TOTAL SERIES 2023		\$505,560,820	

NOTE: Series 2023 includes \$33M needed from FY2022
CW: Countywide

At the First Hearing, the Board gave direction to bring back a description of impacts for various options of rate adjustments. Based on the memorandum issued by Chairman Diaz, WASD and OMB will provide information regarding the proposed rates and different options at the Board’s September 23, 2021 sunshine meeting.

Repayment Plan for Past-Due Accounts

In April 2020, a moratorium to suspend the disconnection of water services for non-payment of WASD bills was adopted by the Board with near unanimous support through Resolution No. R-322-20, with the intention to protect residents’ access to water and wastewater services during the coronavirus pandemic. I recommend waiving the provisions of Resolution No. R-322-20 for FY 2021-22 and to lift this moratorium effective October 1, 2021. Starting November 1, 2021, WASD’s customary practice of severance for non-payment will resume.

In order to help residents pay back their fees timely and close the gap in arrears, WASD will implement a repayment plan in partnership with the state in which customers with past due bills will have an opportunity to pay late amounts over a period of 18-30 months. The repayment model is below. Customers will be automatically enrolled and notified.

The state recently began the Our Florida program, which uses federal funds to help residents pay past-due utility bills. In addition, the County's WASD Cares program is raising funds to help residents pay their past-due bills because of financial hardship.

In addition to the outreach done by the state, the County will begin an outreach program similar to our very successful Emergency Rental Assistance Program. Residents who are in arrears will be notified, given available options, and encouraged to apply for these programs. Staff will be available to help answer questions and guide residents in need of assistance.

WASD Payment Recovery Model

Payment Plan Tiers	# of Accounts	Total past due	Average bill	Mthly Min Pmt	Mthly Max Pmt	% of total accounts in Arrears	Term
\$100 to \$300	19,255	\$ 3,585,493.00	\$186.00	\$5.00	\$16.67	54%	18-month payment plan
\$301 to \$600	9,800	\$4,108,700.00	\$419.00	\$12.54	\$25	27%	24-month payment plan
\$601 to \$2,000	6,384	\$6,245,473.00	\$978.00	\$24.04	\$83	18%	24-month payment plan
\$2,001 to \$3,000	496	\$1,185,374.00	\$2,389.00	\$66.70	\$100	1%	30-month payment plan
Totals	35,935	15,125,040.00					
Accounts over \$3,000 to be addressed on a case-by-case basis							

Draft, subject to change

**FY 2021-22 FUNDING FOR
COMMUNITY-BASED ORGANIZATIONS**

Organization Name	Category	Amount
Boys & Girls Clubs of Miami-Dade, Inc.	Anti-Violence	\$ 60,000
Center for Family and Child Enrichment, Inc.	Anti-Violence	\$ 200,000
Cuban American Bar Association Pro Bono Project, Inc.	Anti-Violence	\$ 60,000
		\$ 320,000
Branches, Inc.	Basic Needs	\$ 51,000
Casa Valentina, Inc.	Basic Needs	\$ 210,000
Catalyst Miami, Inc. (formerly Human Services Coalition of Miami-Dade County, Inc.)	Basic Needs	\$ 236,000
Catholic Charities of the Archdiocese of Miami, Inc.	Basic Needs	\$ 52,000
Family Action Movement Network, Inc. (formerly Fanm Ayisyen Nan Miyami, Inc.)	Basic Needs	\$ 20,000
Feeding South Florida, Inc.	Basic Needs	\$ 51,000
Haitian Neighborhood Center, Sant La, Inc.	Basic Needs	\$ 51,000
Legal Services of Greater Miami, Inc.	Basic Needs	\$ 37,000
Richmond Heights Community Association, Inc.	Basic Needs	\$ 32,000
The Coalition of Florida Farmwork Organizations, Inc.	Basic Needs	\$ 51,000
Voices for Children Foundation, Inc.	Basic Needs	\$ 25,000
YWCA of Greater Miami-Dade, Inc.	Basic Needs	\$ 95,000
		\$ 911,000
Best Buddies International, Inc.	Children & Adults with Disabilities	\$ 115,000
CCDH, Inc.	Children & Adults with Disabilities	\$ 115,000
Center for Independent Living of South Florida, Inc.	Children & Adults with Disabilities	\$ 269,000
Family Action Movement Network, Inc. (formerly Fanm Ayisyen Nan Miyami, Inc.)	Children & Adults with Disabilities	\$ 24,000
Hearing and Speech Center of Florida, Inc.	Children & Adults with Disabilities	\$ 27,000
Jewish Community Services of South Florida, Inc.	Children & Adults with Disabilities	\$ 46,000
Public Health Trust of Miami-Dade County	Children & Adults with Disabilities	\$ 24,000
Spinal Cord Living-Assistance Development, Inc. (SCLAD)	Children & Adults with Disabilities	\$ 54,000
The Association for Development of the Exceptional, Inc. (A.D.E)	Children & Adults with Disabilities	\$ 105,000
		\$ 779,000
Alliance for Musical Arts Productions, Inc.	Children, Youth & Families	\$ 4,000
Amigos Together For Kids, Inc.	Children, Youth & Families	\$ 35,000
Be Strong International, Inc. (formerly Abstinence Between Strong Teens International, Inc.)	Children, Youth & Families	\$ 17,000
Belafonte Tacolcy Center, Incorporated	Children, Youth & Families	\$ 28,000
Big Brothers Big Sisters of Greater Miami, Inc.	Children, Youth & Families	\$ 26,000
Breakthrough Miami, Inc.	Children, Youth & Families	\$ 117,000
Center of Information & Orientation, Inc.	Children, Youth & Families	\$ 48,000
Centro Mater Child Care Services, Inc.	Children, Youth & Families	\$ 46,000
Coconut Grove Cares, Inc.	Children, Youth & Families	\$ 10,000
Common Threads, Inc.	Children, Youth & Families	\$ 60,000
Concerned African Women, Inc.	Children, Youth & Families	\$ 281,000
Epilepsy Florida, Inc. (formerly Epilepsy Foundation of Florida, Inc.)	Children, Youth & Families	\$ 34,000
Family Action Movement Network, Inc. (formerly Fanm Ayisyen Nan Miyami, Inc.)	Children, Youth & Families	\$ 85,000
Family Resource Center of South Florida, Inc.	Children, Youth & Families	\$ 28,000
Florida Venture Foundation, Inc.	Children, Youth & Families	\$ 87,000
Foster Care Review, Inc.	Children, Youth & Families	\$ 36,000
Foundation of Community Assistance and Leadership, Inc.	Children, Youth & Families	\$ 35,000
Girl Scout Council of Tropical Florida, Inc.	Children, Youth & Families	\$ 24,000
Hearing and Speech Center of Florida, Inc.	Children, Youth & Families	\$ 24,000
Hispanic Coalition, Corp.	Children, Youth & Families	\$ 70,000
KIDCO Creative Learning, Inc. (formerly KIDCO Child Care Inc.)	Children, Youth & Families	\$ 24,000
Latinos United in Action Center, Inc.	Children, Youth & Families	\$ 22,000
Lawyers for Children America, Inc.	Children, Youth & Families	\$ 51,000
Leisure City/ Modelo Optimist Club of Florida, Inc.	Children, Youth & Families	\$ 18,000
Little Haiti Optimist Club, Inc.	Children, Youth & Families	\$ 50,000
Llirraf'O, Inc.	Children, Youth & Families	\$ 174,000
Miami Children's Initiative, Inc.	Children, Youth & Families	\$ 57,000
Miami City Ballet, Inc.	Children, Youth & Families	\$ 130,000
Miami Northside Optimist Club, Inc.	Children, Youth & Families	\$ 9,000
Mujeres Unidas en Justicia Educacion Y Reforma, Inc.	Children, Youth & Families	\$ 101,000
Multi-Ethnic Youth Group Association , Inc.	Children, Youth & Families	\$ 49,000
Omega Activity Center Foundation, Inc.	Children, Youth & Families	\$ 19,000
Overtown Youth Center, Inc.	Children, Youth & Families	\$ 99,000
Palmetto Raiders Youth Development Club, Inc.	Children, Youth & Families	\$ 7,000
Rainbow Community Development Corporation	Children, Youth & Families	\$ 35,000
Reading and Math, Inc.	Children, Youth & Families	\$ 313,000
Regis House, Inc.	Children, Youth & Families	\$ 113,000
Richmond Perrine Optimist Club, Inc. of Miami, FL	Children, Youth & Families	\$ 185,000
South Florida Youth Symphony, Inc.	Children, Youth & Families	\$ 6,000
St. Alban's Day Nursery, Inc.	Children, Youth & Families	\$ 33,000
Teen Up-ward Bound, Incorporated	Children, Youth & Families	\$ 19,000
The Education Fund, Inc.	Children, Youth & Families	\$ 165,000
The Family Christian Association of America, Inc.	Children, Youth & Families	\$ 54,000
The Liberty City Optimist Club of Florida, Inc.	Children, Youth & Families	\$ 234,000

**FY 2021-22 FUNDING FOR
COMMUNITY-BASED ORGANIZATIONS**

Organization Name	Category	Amount
The Motivational Edge, Inc.	Children, Youth & Families	\$ 38,000
The Optimist Foundation of Greater Goulds Florida, Inc.	Children, Youth & Families	\$ 44,000
The Sundari Foundation, Inc.	Children, Youth & Families	\$ 307,000
Thelma Gibson Health Initiative, Inc.	Children, Youth & Families	\$ 38,000
University of Miami	Children, Youth & Families	\$ 28,000
Urgent, Inc.	Children, Youth & Families	\$ 20,000
Voices for Children Foundation, Inc.	Children, Youth & Families	\$ 19,000
Girl Power Rocks, Inc. (World Literacy Crusade of FL., Inc.)	Children, Youth & Families	\$ 110,000
		\$ 3,666,000
Concerned African Women, Inc.	Criminal Justice	\$ 163,000
Institute for Child and Family Health, Inc.	Criminal Justice	\$ 52,000
Public Health Trust of Miami-Dade County, Florida	Criminal Justice	\$ 200,000
Regis House, Inc.	Criminal Justice	\$ 38,000
The Institute of Black Family Life, Inc.	Criminal Justice	\$ 8,000
Thelma Gibson Health Initiative, Inc.	Criminal Justice	\$ 16,000
Girl Power Rocks, Inc. (World Literacy Crusade of FL., Inc.)	Criminal Justice	\$ 90,000
		\$ 567,000
Allapattah Community Action, Inc.	Elder Needs	\$ 70,000
Ayuda, Inc.	Elder Needs	\$ 57,000
Catholic Charities of the Archdiocese of Miami, Inc.	Elder Needs	\$ 48,000
Centro Campesino-Farmworker Center, Inc.	Elder Needs	\$ 53,000
Communities United, Inc.	Elder Needs	\$ 57,000
Community Coalition, Inc.	Elder Needs	\$ 59,000
De Hostos Senior Center Inc.	Elder Needs	\$ 140,000
Easter Seals South Florida, Inc.	Elder Needs	\$ 99,000
Guardianship Program of Dade County, Inc.	Elder Needs	\$ 18,000
Holy Temple Human Services Corporation, Inc.	Elder Needs	\$ 47,000
Jewish Community Services of South Florida, Inc.	Elder Needs	\$ 258,000
Josefa Perez de Castano Kidney Foundation, Inc.	Elder Needs	\$ 46,000
Little Havana Activities & Nutrition Centers of Dade County, Inc.	Elder Needs	\$ 371,000
Masada Home Care, Inc.	Elder Needs	\$ 40,000
Miami Lighthouse for the Blind and Visually Impaired, Inc.	Elder Needs	\$ 120,000
Michael-Ann Russell Jewish Community Center, Inc.	Elder Needs	\$ 83,000
North Miami Foundation for Senior Citizens' Services, Inc.	Elder Needs	\$ 188,000
Senior L.I.F.T. Center, Inc.	Elder Needs	\$ 46,000
Southwest Social Services Programs, Inc.	Elder Needs	\$ 195,000
United Home Care Services, Inc.	Elder Needs	\$ 136,000
		\$ 2,131,000
Curley's House of Style, Inc.	Food Program	\$ 300,000
Farm Share, Inc.	Food Program	\$ 460,000
Feeding South Florida, Inc.	Food Program	\$ 300,000
MJD Wellness and Community Center, Inc	Food Program	\$ 300,000
Victory for Youth, Inc. (Share Your Heart)	Food Program	\$ 500,000
		\$ 1,860,000

**FY 2021-22 FUNDING FOR
COMMUNITY-BASED ORGANIZATIONS**

Organization Name	Category	Amount
Banyan Community Health Center, Inc.	Health	\$ 51,000
Care Resource Community Health Centers, Inc. (formerly Community AIDS Resource, Inc.)	Health	\$ 83,000
Epilepsy Florida, Inc. (formerly Epilepsy Foundation of Florida, Inc.)	Health	\$ 66,000
Latinos Salud, Inc.	Health	\$ 109,000
Liga Contra el Cancer, Inc.	Health	\$ 83,000
Regis House, Inc.	Health	\$ 14,000
The Women's Breast & Heart Initiative, Florida Affiliate, Inc.	Health	\$ 55,000
Thelma Gibson Health Initiative, Inc.	Health	\$ 16,000
		\$ 477,000
Americans for Immigrant Justice, Inc.	Immigrants/ New Entrants	\$ 48,000
Cuban American Bar Association Pro Bono Project, Inc.	Immigrants/ New Entrants	\$ 32,000
Haitian Neighborhood Center, Sant La, Inc.	Immigrants/ New Entrants	\$ 28,000
Legal Services of Greater Miami, Inc.	Immigrants/ New Entrants	\$ 35,000
St. Thomas University, Inc.	Immigrants/ New Entrants	\$ 50,000
WeCount!, Inc.	Immigrants/ New Entrants	\$ 40,000
Youth Co-Op, Inc.	Immigrants/ New Entrants	\$ 150,000
		\$ 383,000
Carrfour Supporting Housing, Inc.	Other	\$ 8,000
Dade County Dental Research Clinic, Inc. (dba Community Smiles)	Other	\$ 200,000
Fairchild Tropical Botanic Garden, Inc.	Other	\$ 66,000
Florida International University, Inter-American Conference of Mayors	Other	\$ 17,000
Hampton House, Inc.	Other	\$ 500,000
Jewish Community Services of South Florida, Inc.	Other	\$ 46,000
Legal Services of Greater Miami, Inc.	Other	\$ 26,000
Neighbors and Neighbors Association, Inc.	Other	\$ 33,000
The Sundari Foundation, Inc.	Other	\$ 520,000
Transition, Inc.	Other	\$ 78,000
		\$ 1,494,000
Better Way of Miami, Inc.	Special Needs	\$ 400,000
Camillus House, Inc.	Special Needs	\$ 53,000
Cuban American Bar Association Pro Bono Project, Inc.	Special Needs	\$ 40,000
Douglas Gardens Community Mental Health Center of Miami Beach, Inc.	Special Needs	\$ 11,000
Easter Seals South Florida, Inc.	Special Needs	\$ 188,000
Kristi House, Inc.	Special Needs	\$ 418,000
Legal Services of Greater Miami, Inc.	Special Needs	\$ 64,000
Live Like Bella (Live Like Bella Childhood Cancer Foundation)	Special Needs	\$ 500,000
New Hope CORPS, Inc.	Special Needs	\$ 449,000
The Key Clubhouse of South Florida	Special Needs	\$ 56,000
The Sundari Foundation, Inc.	Special Needs	\$ 110,000
Voices for Children Foundation, Inc.	Special Needs	\$ 13,000
Wellspring Counseling, Inc.	Special Needs	\$ 63,000
		\$ 2,365,000
Adults Mankind Organization, Inc.	Workforce Development	\$ 127,000
Advocate Program, Inc.	Workforce Development	\$ 42,000
Best Buddies International, Inc.	Workforce Development	\$ 40,000
Branches, Inc.	Workforce Development	\$ 20,000
Greater Miami Services Corps.	Workforce Development	\$ 171,000
Psycho-Social Rehabilitation Center, Inc.	Workforce Development	\$ 91,000
		\$ 491,000
Recreation and Cultures Grants		
Country Club of Miami Youth Golf Instruction Program (Crandon Golf Academy)	Recreation and Cultures Grants	\$ 162,000
Youth Bands of America (Parks Foundation)	Recreation and Cultures Grants	\$ 100,000
		\$ 262,000
Police Grants		
Citizen's Crime Watch of Miami-Dade County, Inc.	Police Grants	\$ 246,000
Citizen's Crime Watch of Miami-Dade County, Inc.	Police Grants	\$ 104,000
Police Benevolent Association	Police Grants	\$ 32,000
The Alternative Programs, Inc.	Police Grants	\$ 651,000
Trauma Resolution Center, Inc. (a.k.a. Victim Services Center, Inc.)	Police Grants	\$ 383,000
Trauma Resolution Center, Inc. (a.k.a. Victim Services Center, Inc.)	Police Grants	\$ 15,000
Trauma Resolution Center, Inc. (a.k.a. Victim Services Center, Inc.)	Police Grants	\$ 9,000
Trauma Resolution Center, Inc. (a.k.a. Victim Services Center, Inc.)	Police Grants	\$ 6,000
		\$ 1,446,000

Infrastructure Projects Programs (\$121 million)

Programs	Deposit (+)	Allocation (-)	Balance
Initial Balance	\$ 121,000,000.00	\$ -	\$ 121,000,000.00
Neighborhood Improvement Projects	\$ -	\$ (5,000,000.00)	\$ 116,000,000.00
Future Septic to Sewer/Infrastructure Project Programs		\$ (116,000,000.00)	\$ -

District Designated (\$26 million)

Programs	Deposit (+)	Allocation (-)	Balance
District 1 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 2 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 3 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 4 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 5 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 6 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 7 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 8 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 9 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 10 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 11 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 12 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00
District 13 Program	\$ 2,000,000.00	\$ -	\$ 2,000,000.00

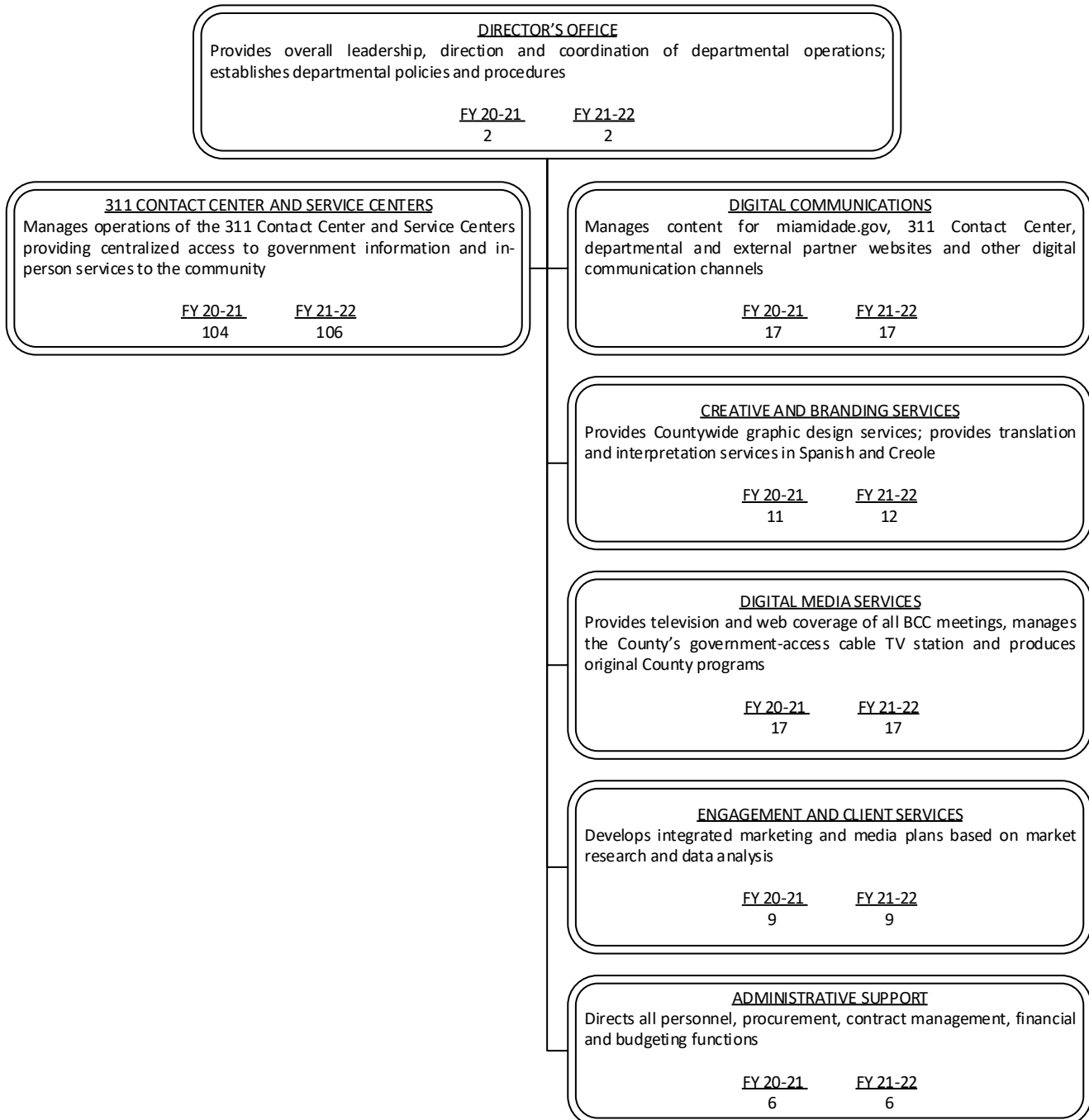
Economic and Social Impact Projects (\$59 million)

Programs	Deposit (+)	Allocation (-)	Balance
Initial Balance	\$ 59,000,000.00	\$ -	\$ 59,000,000.00
AGAPE Network		\$ (3,000,000.00)	\$ 56,000,000.00
Sargassum Disposal Alternatives		\$ (1,000,000.00)	\$ 55,000,000.00
Friendship Circle of Miami		\$ (300,000.00)	\$ 54,700,000.00
University of Miami for Autism and Related Disabilities (UM CARD)		\$ (50,000.00)	\$ 54,650,000.00
Mental Health Diversion Facility & Related Mental Health Services		\$ (10,000,000.00)	\$ 44,650,000.00
CAMACOL		\$ (200,000.00)	\$ 44,450,000.00
Affordable Housing Units at Carver Theatre		\$ (5,000,000.00)	\$ 39,450,000.00
NW 18th Avenue Revitalization		\$ (3,000,000.00)	\$ 36,450,000.00
Underline WiFi		\$ (800,000.00)	\$ 35,650,000.00
WiFi in Parks		\$ (800,000.00)	\$ 34,850,000.00
Helen Sawyer Assisted Living Facility		\$ (1,257,000.00)	\$ 33,593,000.00
BIZUP - Business Innovation Start Up Grant program		\$ (1,000,000.00)	\$ 32,593,000.00
Ladies Empowerment and Action Plan (LEAP)		\$ (200,000.00)	\$ 32,393,000.00
Mexican American Council		\$ (200,000.00)	\$ 32,193,000.00
Saint Peter's Community Development Corporation		\$ (100,000.00)	\$ 32,093,000.00
Dade Heritage Trust		\$ (1,000,000.00)	\$ 31,093,000.00
North Dade Cultural Center		\$ (5,000,000.00)	\$ 26,093,000.00
COVID Mental Health and Wellness Program and Teen Talk		\$ (500,000.00)	\$ 25,593,000.00
Citizens Crimewatch of Miami-Dade		\$ (150,000.00)	\$ 25,443,000.00
Miami Dade North Arts & Humanities Foundation Inc.		\$ (100,000.00)	\$ 25,343,000.00
Pre-Art Basel Event		\$ (100,000.00)	\$ 25,243,000.00
Miami Museum Of Contemporary Art of the African Diaspora (MoCAAD)		\$ (100,000.00)	\$ 25,143,000.00
Center for the Haitian Studies		\$ (500,000.00)	\$ 24,643,000.00
Transitions Inc.		\$ (300,000.00)	\$ 24,343,000.00
Jewish Community Services of South Florida		\$ (500,000.00)	\$ 23,843,000.00
Redland Farmlife School		\$ (1,500,000.00)	\$ 22,343,000.00
Workforce Development Training		\$ (5,000,000.00)	\$ 17,343,000.00
Resiliency Investments In Naturally Occuring Affordable Housing		\$ (4,000,000.00)	\$ 13,343,000.00
Community Violence and Intervention Programs		\$ (8,943,000.00)	\$ 4,400,000.00
Haitian American Chamber of Commerce of Florida		\$ (600,000.00)	\$ 3,800,000.00
Future Affordable Housing Projects		\$ (3,800,000.00)	\$ -

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

Communications and Customer Experience

TABLE OF ORGANIZATION



The FY 2021-22 total number of full-time equivalent positions is 173.38

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

Cultural Affairs

TABLE OF ORGANIZATION

	<p><u>ADMINISTRATION</u> Oversees all departmental activities, in coordination with the Cultural Affairs Council, Art in Public Places Trust and the Tourist Development Council; provides administrative oversight over grants and programs; and the South Dade Black History Center Advisory Board</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 29 31</p>
	<p><u>GRANTS AND PROGRAMS</u> Provides integrated investments and technical assistance to the cultural industry and makes cultural activities more accessible for residents and visitors</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 0 0</p>
	<p><u>SOUTH MIAMI-DADE CULTURAL ARTS CENTER</u> Manages, operates, programs and markets this multidisciplinary arts center, showcasing the performing arts</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 28 28</p>
	<p><u>ART IN PUBLIC PLACES</u> Improves the quality of public buildings and civic spaces throughout Miami-Dade County with public art</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 6 6</p>
	<p><u>CULTURAL FACILITIES</u> Manages, operates, programs, and markets the Miami-Dade County Auditorium, Joseph Caleb Auditorium and African Heritage Cultural Arts Center</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 26 26</p>

The FY 2021-22 total number of full-time equivalent positions is 121.62

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

Fire Rescue

TABLE OF ORGANIZATION

	<p style="text-align: center;"><u>OFFICE OF THE FIRE CHIEF</u> Provides leadership and direction; establishes long-term vision for fire rescue services; formulates departmental policy; oversees public affairs</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 12 23</p>
	<p style="text-align: center;"><u>TECHNICAL/SUPPORT SERVICES</u> Oversees Emergency Medical Services and Fire Rescue Communications; directs fire prevention and life safety inspections, as well as repairs and maintenance of fire rescue apparatus; provides state and federally mandated Firefighter training</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 351 409</p>
	<p style="text-align: center;"><u>SUPPRESSION AND RESCUE</u> Provides fire suppression and specialty services, as well as ground and air rescue transport services to the public</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 2,231 2,265</p>
	<p style="text-align: center;"><u>BUDGET/PLANNING/GRANTS/ADMINISTRATION</u> Oversees financial operations, budget and business planning development, grant management, personnel and facilities maintenance and construction services</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 108 82</p>
	<p style="text-align: center;"><u>EMERGENCY MANAGEMENT</u> Manages the County's emergency operations; plans, coordinates and implements disaster preparedness, response, recovery and mitigation programs</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 23 24</p>

The FY 2021-22 total number of full-time equivalent positions is 2,897.84

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

Management and Budget

TABLE OF ORGANIZATION

	<p style="text-align: center;">ADMINISTRATION</p> <p>Establishes and carries out departmental policies and implements policy enacted by the Board of County Commissioners (BCC) and the Mayor</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 6 8</p>
	<p style="text-align: center;">MANAGEMENT AND BUDGET</p> <p>Develops and monitors the annual operating budget and multi-year capital plan; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; oversees the activities of all Community Redevelopment Areas (CRAs) and supports Unincorporated Municipal Service Area (UMSA) CRAs; administers and coordinates annexation/incorporation efforts; manages capital programs</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 19 24</p>
	<p style="text-align: center;">MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS</p> <p>Responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management, incorporating resilience dimensions</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 6 7</p>
	<p style="text-align: center;">GRANTS COORDINATION</p> <p>Administers and monitors community-based organization (CBO) contracts and the Mom and Pop Small Business Grant Program; administers federal grants and identifies funding and partnership opportunities; and assists County departments to maximize revenue support</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 35 39</p>
	<p style="text-align: center;">STRATEGIC BUSINESS MANAGEMENT DIVISION</p> <p>Supports the countywide Enterprise Resource Planning (ERP), Budget Analysis Tool and Scorecard applications; provides the governance structure for evaluation and prioritization of future ERP changes based on business process needs and their impacts on daily operations; and administers all change management associated with ERP tools and business processes to including training</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 22 25</p>
	<p style="text-align: center;">PROGRAM MANAGEMENT DIVISION</p> <p>Administers and monitors federal funding for declared storms and other emergency-related situations; this includes funding from the U.S. Department of Treasury appropriated through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the American Rescue Plan Act (ARPA), and the Federal Emergency Management Public Assistance (PA) program</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 0 8</p>

The FY 2021-22 total number of full-time equivalent positions is 111

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

Regulatory and Economic Resources

TABLE OF ORGANIZATION

<p style="text-align: center;">OFFICE OF THE DIRECTOR Provides overall direction for departmental operations; oversees all departmental communication and intergovernmental activity</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 9 9</p>	
<p style="text-align: center;">ADMINISTRATION 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 20-21</u> <u>FY 21-22</u> 69 66</p>	<p style="text-align: center;">ECONOMIC DEVELOPMENT 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 20-21</u> <u>FY 21-22</u> 6 9</p>
<p style="text-align: center;">CODE COMPLIANCE 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 20-21</u> <u>FY 21-22</u> 137 153</p>	<p style="text-align: center;">ENVIRONMENTAL RESOURCES MANAGEMENT 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 20-21</u> <u>FY 21-22</u> 397 426</p>
<p style="text-align: center;">DEVELOPMENT SERVICES 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 20-21</u> <u>FY 21-22</u> 47 47</p>	<p style="text-align: center;">OFFICE OF RESILIENCE 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 20-21</u> <u>FY 21-22</u> 16 17</p>
<p style="text-align: center;">PLANNING 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 20-21</u> <u>FY 21-22</u> 27 27</p>	<p style="text-align: center;">CONSTRUCTION, PERMITTING AND BUILDING CODE 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 20-21</u> <u>FY 21-22</u> 246 250</p>
<p style="text-align: center;">OFFICE OF CONSUMER PROTECTION Regulates various industries to protect the consumer and advocates for housing needs in our community</p> <p style="text-align: center;"><u>FY 20-21</u> <u>FY 21-22</u> 35 37</p>	<p style="text-align: center;">BOARDS AND CODE ADMINISTRATION 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 20-21</u> <u>FY 21-22</u> 37 37</p>

The FY 2021-22 total number of full-time equivalent positions is 1079.5