

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

Internal Services

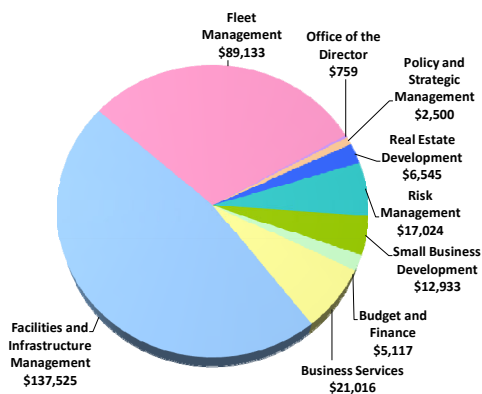
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

As part of the General Government strategic area, ISD supports governmental operations by providing 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.

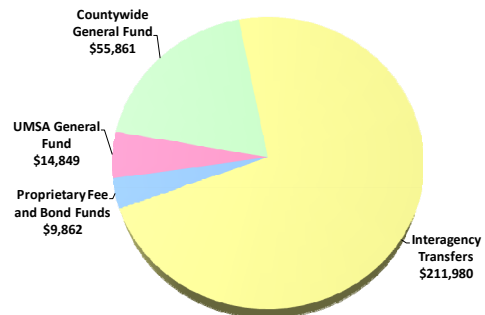
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations and Miami-Dade County residents and visitors.

FY 2022-23 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

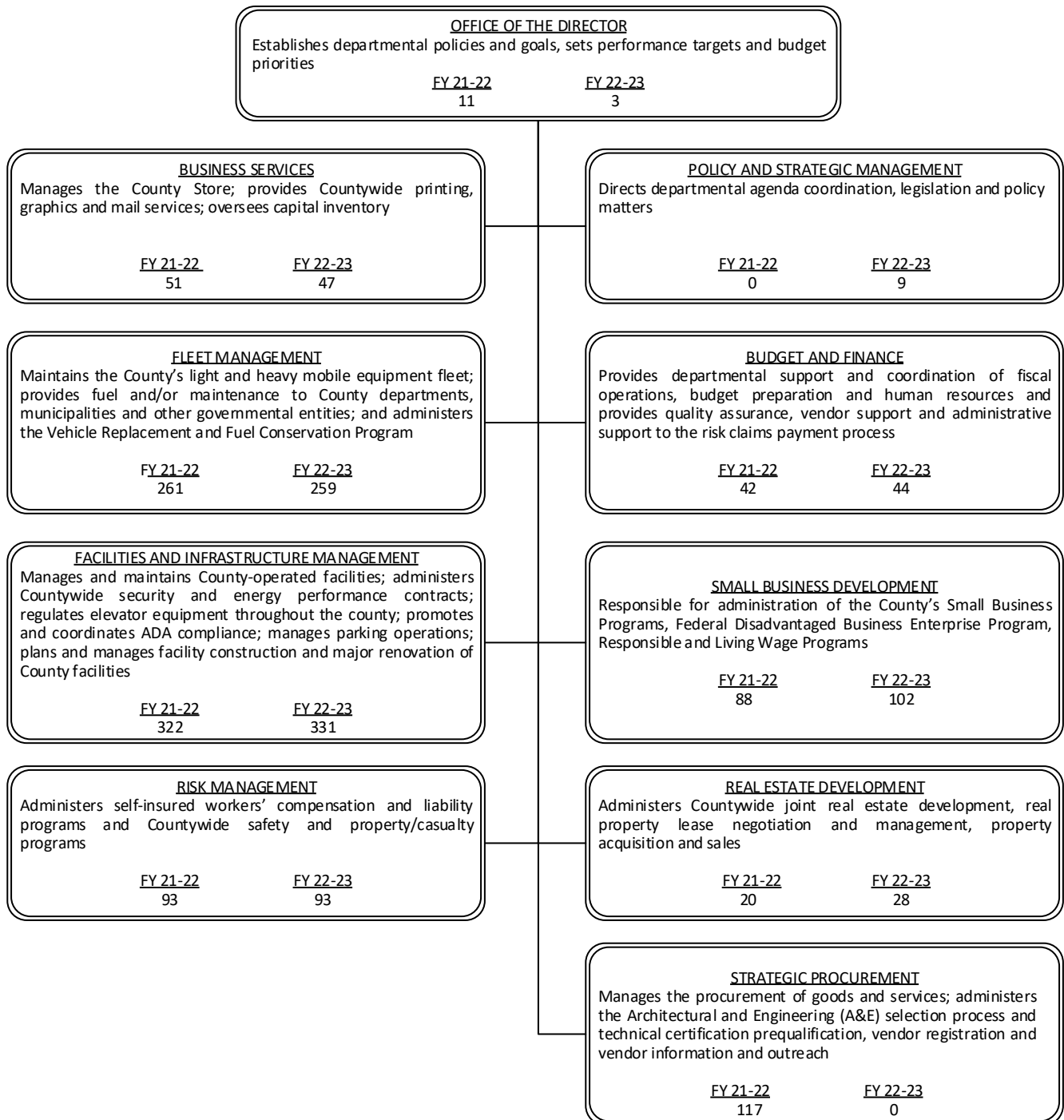


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2022-23 total number of full-time equivalent positions is 922.

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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
- Sets performance targets and budget priorities

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, a reorganization was performed that transferred nine positions to the newly established Policy and Strategic Management Division, and one position was transferred from the Fleet Management Division to establish a departmental customer and client service driven culture
-  During FY 2021-22, the Office of the Director coordinated procurement reform to expand the County's ability to procure goods and services from local businesses, focusing on increasing small business participation, and initiated a long-awaited disparity study
- During FY 2021-22, ISD initiated a review of its structural assets to ensure compliance with 40-year building recertification requirements

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
- 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

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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



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

- During FY 2021-22, a reorganization was performed that transferred one position to the Budget and Finance Division to support departmental objectives

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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 Adopted 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 two positions out of the Fleet Management Division, with one going to the Budget and Finance Division and the other going to the Office of the Director

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 Adopted 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
- During FY 2021-22, ISD participated in the paid college internship program which included 17 part-time temporary overages

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

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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 an overage; this position will oversee installation of electric vehicle charging stations for the County's fleet



The FY 2022-23 Adopted 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 Adopted 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 Adopted 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 Adopted 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

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DIVISION COMMENTS

- The FY 2022-23 Adopted 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 Adopted 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 Adopted 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



The FY 2022-23 Adopted 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 capital program is funded through the FUMD Word Order Fund

- The FY 2022-23 Adopted Budget and Multi-Year Capital Plan includes \$1.515 million for the one-time purchase of two mail sorting systems that will be used to provide lettershop services to departments countywide (capital program #2000002915)



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 to include the relocation of both the light and heavy facilities from the South Dade Government Center complex that will include the acquisition of land from Water and Sewer Department and the Department of Solid Waste Management; 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 capital program is funded with Future Financing bond proceeds and ISD Fleet revenues



The FY 2022-23 Adopted Budget and Multi-Year Capital Plan includes the continuation of the Countywide Infrastructure Investment Program (CIIP) that will focus on the renovation and rehabilitation of power systems, life safety, security, elevators and other related infrastructure required improvements at all County owned facilities (total program cost \$165.847 million; \$74.818 million in FY 2022-23; capital program #2000001285)



The FY 2022-23 Adopted 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 capital program is funded with Capital Asset Acquisition series 2022A bond proceeds and Future Financing bond proceeds

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The Department's FY 2022-23 Adopted 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 capital program is funded with Building Better Communities General Obligation Bond (BBC-GOB) proceeds

- 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



The Department's FY 2022-23 Adopted Budget and Multi-Year Capital Plan includes the purchase of 48 vehicles (\$2.050 million) for the replacement of its aging fleet funded with lease purchase financing (\$600,000 for heavy fleet, and \$1.450 million for light fleet); over the next five years, the department is planning to spend \$5.852 million (\$1.925 million heavy fleet and \$3.927 million for light fleet) to replace 108 light vehicles and 25 heavy 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 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	Budget 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

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 21-22	Adopted Fee FY 22-23	Dollar Impact 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	Adopted 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 Reserve	0	0	0	0
	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	Adopted FY 22-23	Budget FY 21-22	Adopted FY 22-23
Strategic Area: General Government				
Office of the Director	2,568	759	11	3
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	259
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
Capital Asset Series 2022A Bonds	9,672	0	0	0	0	0	0	0	9,672
FUMD Work Order Fund	840	957	0	0	0	0	0	0	1,797
Future Financing	0	60,408	78,557	76,852	29,500	44,253	0	0	289,570
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
Resilient Florida Grant Program	0	0	0	0	0	0	0	0	0
Total:	203,461	91,721	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

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

DISTRICT 01 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001192



DESCRIPTION: Design and construct affordable housing in Commission District 1 - Georgia Ayers, Lake Vue Oasis, and YMCA
 LOCATION: Various sites District Located: 1
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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



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 Adopted Budget and Multi-Year Capital Plan

DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 115958



DESCRIPTION: Design and construct affordable housing in Commission District 5 - Porto Allegra, Toscana, Meridian and Villa Aurora

LOCATION: Various Sites
Various Sites

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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



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 Adopted Budget and Multi-Year Capital Plan

DISTRICT 09 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001194



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

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

REVENUE SCHEDULE:	PRIOR	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



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

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DISTRICT 12 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001195



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



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

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DOWNTOWN REDEVELOPMENT

PROGRAM #: 2000002254



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
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
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

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

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INFRASTRUCTURE IMPROVEMENTS - AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS

PROGRAM #: 2000001190



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

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

REVENUE SCHEDULE:	PRIOR	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

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

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INFRASTRUCTURE IMPROVEMENTS - GOVERNMENT FACILITIES SYSTEMWIDE

PROGRAM #: 2000001488

DESCRIPTION: Perform upgrades and improvements to County-owned government facilities
LOCATION: Various Sites
 Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	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
 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
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	5,450	14,122	12,000	7,548	0	0	0	0	39,120
Furniture Fixtures and Equipment	116	125	0	0	0	0	0	0	241
Infrastructure Improvements	25,082	60,543	40,379	434	0	0	0	0	126,437
Project Administration	21	9	0	0	0	0	0	0	30
Project Contingency	0	19	0	0	0	0	0	0	19
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: Enhance and expand the existing Lightspeed facility to include but not limited to building a new 12 story parking garage and office building, a pedestrian bridge connector and improved perimeter security as well as adding a 2nd story within the existing facility to house interior offices

LOCATION: 11500 NW 25 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
Capital Asset Series 2022A Bonds	9,672	0	0	0	0	0	0	0	9,672
Future Financing	0	54,566	75,901	74,862	0	0	0	0	205,328
TOTAL REVENUES:	9,672	54,566	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

District Located:

11

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
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 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
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 District Located: Countywide
City 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	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

PROGRAM NAME
DAN PAUL PLAZA IMPROVEMENT

LOCATION
400 NE 8 St

(dollars in thousands)
ESTIMATED PROGRAM COST
4,218

UNFUNDED TOTAL 4,218