

Climate Change

Energy Efficiency

Sustainable

Resilient

Greenprint

Sea Level Rise

Adaptation

Public Safety

Economic Development

Infrastructure

MIAMI-DADE COUNTY

Transportation

Health and Human Services

General Government

Smart

Emergency Preparedness

Integration

Recreation and Culture

Beach Renourishment

Neighborhood and Infrastructure



2016-17

Miami-Dade County, Florida

Business Plan, Adopted Budget, and Five-Year Financial Outlook

Volume 3:
 Neighborhood and Infrastructure / Health and Human Services / Economic Development / General Government and Supplemental Information



FY 2016-17 ADOPTED BUDGET AND MULTI-YEAR CAPITAL PLAN

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How to Read a Department's Budget Narrative

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

Department narratives in the Proposed Budget include a Capital Funded and Unfunded Project Schedules immediately following the operating budget information (when applicable).

The Resilience emoji (🌿) is used to highlight County programs, projects, and functions which support the City Resilience Framework.

Major Sections of a Department Narrative

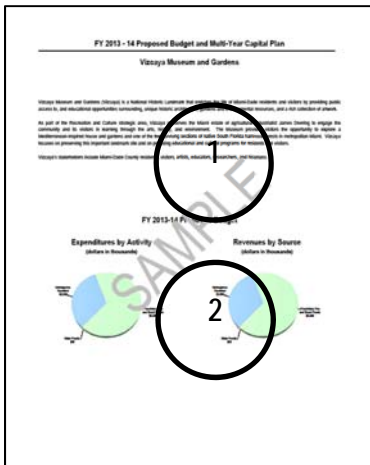
The numbered bullets below correspond to the circled numbers on the sample narrative page that follows.

1. **Introduction**
A summary of the department's mission, functions, projects, partners, and stakeholders
includes a target and the actual level attained. For some measures, 'target' represents forecasted demand, not performance level (e.g. "911 call volume")
2. **Proposed Budget Charts**
Two pie charts showing the department's proposed expenditures by activity and its proposed revenues by source
3. **Table of Organization**
A table that organizes the department by major functions
4. **Financial Summary**
Tables detailing the department's proposed operating revenues and expenditures; non-operating expenditures, if applicable; and proposed expenditures by major programs
5. **Proposed Fee Adjustments**
Any fee for service that the department proposes to create, increase, decrease, or eliminate; this section will only appear in departments with fee adjustments
6. **Unit Description**
Department narratives include sections for major functional units; each section begins with a description of the unit's role in the department and a list of its functions
7. **Unit Measures**
This section, when applicable, includes tables detailing the Strategic Plan Outcomes supported by the unit, the unit's objectives, and the measures necessary to achieve the objectives; each measure
8. **Division Highlights and Budget Enhancements or *Reductions* (not pictured)**
Notable programs/initiatives that support the achievement of a Strategic Plan Outcome, along with relevant budget and performance impacts; reductions are in italics
9. **Department-wide Enhancements or *Reductions* and Additional Comments**
Bullets detailing resource changes to existing programs and initiatives; detailing newly funded programs and initiatives; commenting on other relevant departmental matters; reductions are in italics
10. **Unmet Needs**
A table detailing important department resources unfunded in the Adopted Budget
11. **Maps and Charts (not pictured)**
Maps or charts relevant to department funding or service delivery, if applicable
12. **Capital Budget Summary and Highlights**
A table detailing the department's proposed capital revenues and expenditures; and a description of notable capital projects and associated impacts on the operating budget

FY 2016-17 Adopted Budget and Multi-Year Plan

13. Funded Capital Project Schedules Tables detailing all funded project schedules

14. Unfunded Capital Project Schedules Tables detailing all unfunded project schedules; this section will only appear in departments with a capital budget



FY 2013-14 Proposed Budget and Multi-Year Capital Plan
ADDITIONAL INFORMATION

Objective	Milestone	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
...

FY 2013-14 Proposed Budget and Multi-Year Capital Plan
FINANCIAL SUMMARY

Category	Budget	Actual	Forecast
...

FY 2013-14 Proposed Budget and Multi-Year Capital Plan
DETAILED BUDGET

Objective	Milestone	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
...

FY 2013-14 Proposed Budget and Multi-Year Capital Plan
ADDITIONAL INFORMATION

Objective	Milestone	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
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FY 2013-14 Proposed Budget and Multi-Year Capital Plan
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FY 2013-14 Proposed Budget and Multi-Year Capital Plan
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FY 2013-14 Proposed Budget and Multi-Year Capital Plan
FINANCIAL SUMMARY

Category	Budget	Actual	Forecast
...

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DEPARTMENT DETAILS



STRATEGIC AREA

NEIGHBORHOOD AND INFRASTRUCTURE

MISSION:

TO PROVIDE EFFICIENT, ACCOUNTABLE, ACCESSIBLE, AND COURTEOUS NEIGHBORHOOD SERVICES THAT ENHANCE QUALITY OF LIFE AND INVOLVE THE COMMUNITY

GOALS	OBJECTIVES
RESPONSIBLE GROWTH AND A SUSTAINABLE BUILT ENVIRONMENT	Promote Mixed-Use, Multi-Modal, Well Designed, and Sustainable Communities
	Promote Sustainable Green Buildings
	Enhance the Viability of Agriculture
EFFECTIVE INFRASTRUCTURE SERVICES	Provide Adequate Potable Water Supply and Wastewater Disposal
	Provide Functional and Well Maintained Drainage to Minimize Flooding
	Provide Adequate Solid Waste Disposal Capacity that Meets Adopted Level-of-Service Standard
	Provide Adequate Local Roadway Capacity
PROTECTED AND RESTORED ENVIRONMENTAL RESOURCES	Maintain Air Quality
	Maintain Surface Water Quality
	Protect Groundwater and Drinking Water Wellfield Areas
	Achieve Healthy Tree Canopy
	Maintain and Restore Waterways and Beaches
	Preserve and Enhance Natural Areas
SAFE, HEALTHY AND ATTRACTIVE NEIGHBORHOODS AND COMMUNITIES	Ensure Buildings are Safer
	Promote Livable and Beautiful Neighborhoods
	Preserve and Enhance Well Maintained Public Streets and Rights of Way

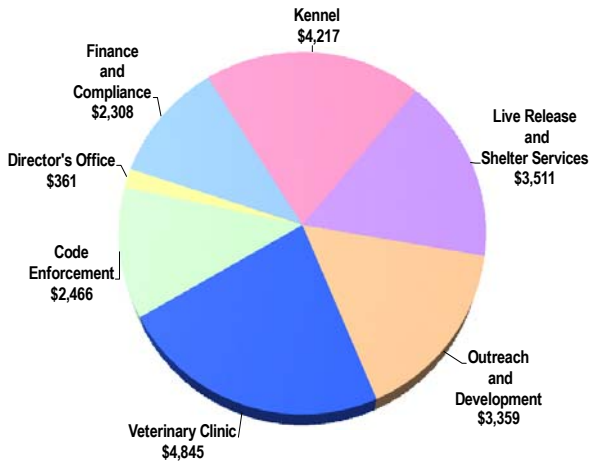
FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Animal Services

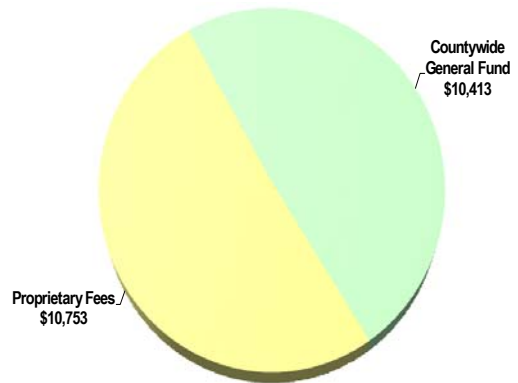
As part of the Neighborhood and Infrastructure strategic area, Miami-Dade County Animal Services is charged with ensuring public safety, saving animal lives, and operating the only public animal shelter in Miami-Dade County. Key responsibilities include promoting responsible pet ownership; providing animal adoption and pet reunification with their owners; providing pet retention services; conducting humane education services; protecting the public from dangerous dogs; investigating animal cruelty cases; picking up stray, deceased, and injured animals from the public right-of-way; and enforcing the provisions in Chapter 5 of the Code of Miami-Dade County and Chapter 828 of the Florida Statutes. The Pet Adoption and Protection Center opens to the public seven days a week for adoptions, rescue, lost and found, microchipping, licensing, and vaccinations. Additionally, the Department offers low-cost spay/neuter services to Miami-Dade County residents.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

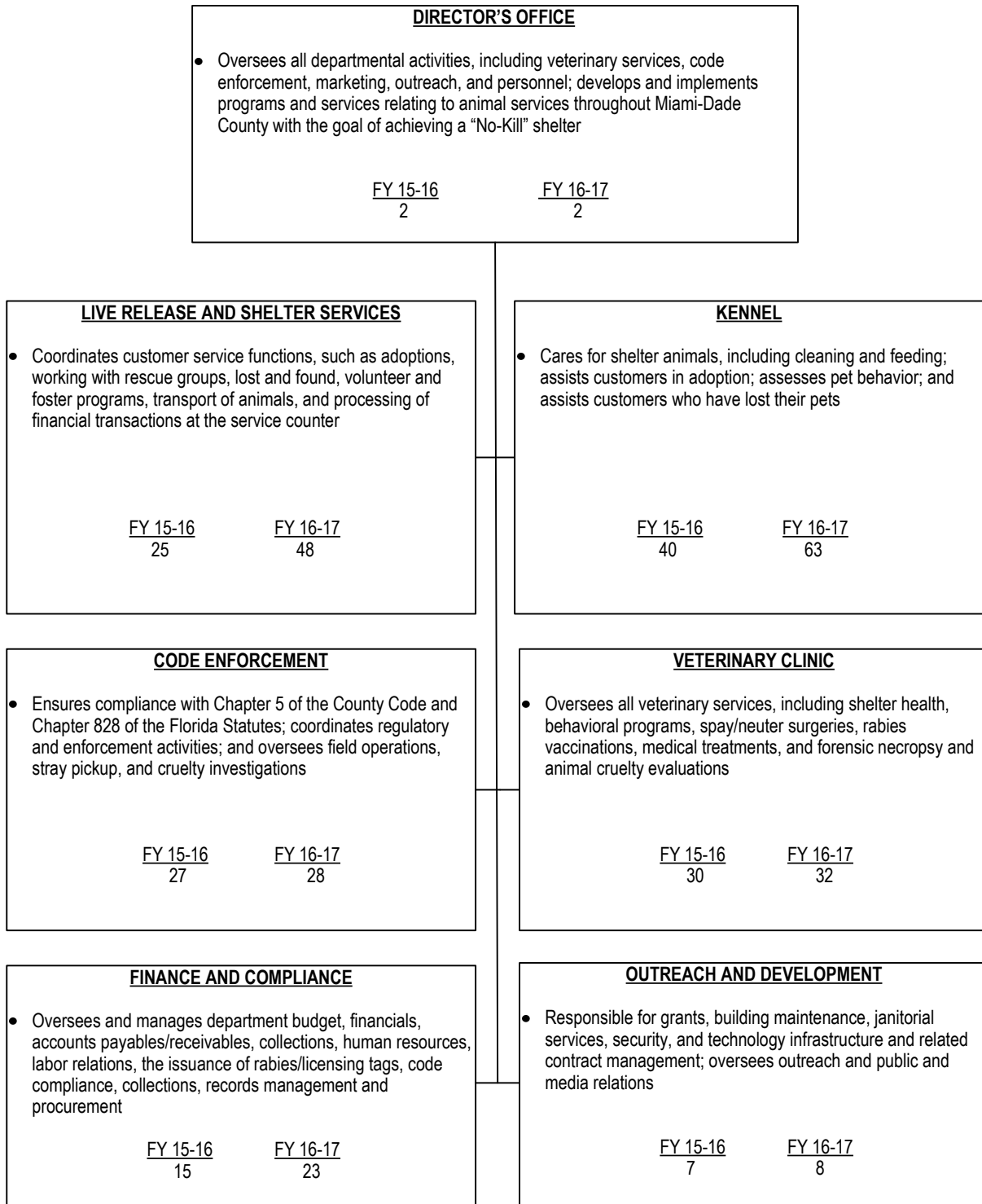


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 210.33

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	4,727	3,757	6,711	10,413
Animal License Fees from Licensing Stations	5,230	5,298	5,166	5,310
Animal License Fees from Shelter	1,720	1,600	1,605	1,725
Animal Shelter Fees	846	1,204	1,186	1,239
Carryover	0	1,891	120	61
Code Violation Fines	2,476	2,158	2,475	2,136
Donations	38	19	30	38
Miscellaneous Revenues	101	73	92	89
Surcharge Revenues	162	186	180	155
Transfer From Other Funds	30	8	20	0
Total Revenues	15,330	16,194	17,585	21,166

Operating Expenditures

Summary

Salary	6,634	7,889	8,485	9,853
Fringe Benefits	1,955	2,309	2,898	4,017
Court Costs	21	19	17	25
Contractual Services	662	1,187	1,481	1,504
Other Operating	3,576	3,077	3,174	3,506
Charges for County Services	971	1,047	740	1,205
Grants to Outside Organizations	201	411	600	600
Capital	67	22	20	357
Total Operating Expenditures	14,087	15,961	17,415	21,067

Non-Operating Expenditures

Summary

Transfers	8	61	50	39
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	120	60
Total Non-Operating Expenditures	8	61	170	99

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: Neighborhood and Infrastructure				
Director's Office	646	361	2	2
Live Release and Shelter Services	2,553	3,511	25	48
Veterinary Clinic	4,390	4,845	30	32
Kennel	3,138	4,217	40	63
Code Enforcement	2,442	2,466	27	28
Finance & Compliance	1,635	2,308	15	23
Outreach and Development	2,611	3,359	7	8
Total Operating Expenditures	17,415	21,067	146	204

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	117	415	370	698	370
Fuel	156	115	124	82	95
Overtime	200	209	199	416	234
Rent	34	50	47	51	36
Security Service	188	278	235	314	211
Temporary Services	1,193	1,211	580	1,565	337
Travel and Registrations	20	73	57	73	81
Utilities	154	177	257	284	295

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

ADOPTED FEE ADJUSTMENTS FOR SERVICES


Fee Adjustments	Current Fee FY 15-16	Adopted Fee FY 16-17	Dollar Impact FY 16-17
• Surrender Fee	0	\$10	\$5,000
• Pathology Services: Projectile Retrieval (per animal)	0	\$250	\$1,500
• Pathology Services: Necropsy Service (Per Animal)	0	\$1,000	\$8,000
• Eyewitness Expert Fees: Senior Mgmt & Veterinary Staff Court, Deposition, and Conference Time	0	\$75/hr or \$1,000/day	\$900
• Eyewitness Expert Fees: Senior Mgmt & Veterinary Staff / Report Preparation, Review of Record & Prep Time	0	\$75/hr	\$1,650
• Eyewitness Expert Fees: Senior Mgmt & Veterinary Staff: Wait or Travel Time to Testify, etc.	0	\$75/hr	\$1,650
• Eyewitness Expert Fees: Supervisors, Investigators, Technicians: Court, Deposition, and Conference Time	0	\$50/hr or \$500/day	\$1,400
• Eyewitness Expert Fees: Supervisors, Investigators, Technicians: Review of Records & Prep Time	0	\$50/hr	\$1,500
• Eyewitness Expert Fees: Supervisors, Investigators, Technicians: Wait or Travel Time to Testify, etc.	0	\$50/hr	\$1,500

DIVISION: DIRECTOR'S OFFICE

The Director's Office oversees all operational, administrative, and policy functions of the Department in order to ensure the health and welfare of cats and dogs, by enforcing the sections of the Miami-Dade County Code and Florida Statutes that address animal care and maximizing the animal live release rate.

- Develops departmental strategy and policy
- Manages performance of divisions and develops annual business plan
- Oversees No-Kill initiatives
- Supports the Animal Services Foundation
- Oversees the completion of and transition to a new animal shelter
- Seeks alternative funding sources and fosters partnerships with other organizations to maximize resources

DIVISION COMMENTS

-  On June 13, 2016, the Department held its grand opening ceremony of the Pet Adoption and Protection Center; the new shelter facility is 70,000 square feet, nearly double the size of the current shelter, and will enhance the adoption process and provide best practice animal housing and a climate controlled facility helpful in controlling disease often brought in by stray pets exhibiting no symptoms; expanded surgical facilities will allow for greater efficiency and increased spay/neuter surgeries
- The Department will continue its oversight and expansion of "No-Kill" Initiatives to sustain a minimum 90 percent Save Rate
- In FY 2016-17, the Department will be contributing \$166,000 to the debt service payment for the new animal shelter and the Liberty City spay/neuter clinic projects

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: LIVE RELEASE AND SHELTER SERVICES

The Live Release and Shelter Services Division oversees the live release program, provides counter and telephone services to customers, and coordinates community and special events with the goal of increasing the live release rates of shelter animals.

- Facilitates and processes pet adoptions
- Coordinates animal transfers to rescue groups
- Provides lost and found pet services
- Handles data entry and financial transactions for the rabies and microchip clinic
- Manages hundreds of community adoption events
- Oversees Petco and other off-site adoption venues
- Handles the Trap, Neuter and Release (TNR) Program
- Oversees the Transport Program by relocating homeless pets outside of the county and state
- Oversees the foster and volunteer program
- Oversees the continued expansion of adoption outlets via special events and partnerships

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase number of saved animals	Save rate*	OC	↑	80%	90%	90%	89%	90%
	Adoptions**	OC	↑	9,262	8,402	9,000	9,158	9,000
	Rescues***	OC	↑	5,514	4,218	5,800	3,662	4,200
	Returns to owner**	OC	↑	1,950	1,934	2,100	1,633	1,550
	Transfers	OC	↑	N/A	307	N/A	268	400
	Transports	OC	↑	N/A	977	N/A	654	1,000
	Trap and Releases	OC	↑	N/A	9,786	N/A	9,442	10,500

*Represents calendar year as per ASPCA guidelines

**FY 2014-15 Actuals revised due to incorrect timeframe reporting of figures; the measures were recorded incorrectly by calendar year (current measures are recorded by fiscal year)

***FY 2015-16 Actual low as a result of cats (neonate) being diverted into the foster program and a decrease in puppy intake

DIVISION COMMENTS

- ☛ In FY 2016-17, the Department will continue its effort to expand "No-Kill" initiatives, such as the foster, transport, adoption and rescue programs, and to reduce the time needed to process adoptions at the shelter, with the goal of achieving a "No-Kill" shelter
- In FY 2016-17, the Department will continue to pursue expansion of the Foster Program to find alternative positive outcomes for shelter pets without the need to have them housed and cared for at the shelter
- The FY 2016-17 Adopted Budget includes 19 overage positions approved in FY 2015-16 (one Outreach Specialist to oversee special events planning and 18 Adoption Clerks), as part of the support staff needed to meet operational demands related to the opening of the new facility and expansion of its "No-Kill" services
- The FY 2016-17 Adopted Budget also includes four new Transport Operator positions, which include the conversion of two long-term temporary employees to County positions, as part of the support staff needed to transfer animals to partner organizations outside of the County as part of its "No-Kill" initiative

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: VETERINARY CLINIC

The Veterinary Clinic Division provides all veterinary services to shelter animals.

- Prepares shelter animals for adoption, transport and rescue
- Operates rabies/microchip clinic for the public
- Provides all medical treatments and preventive care to shelter animals
- Provides all necessary surgeries to shelter animals, including spay and neuter procedures
- Humanely euthanizes shelter animals
- Performs low-cost spay/neuter services at the main shelter and community events; and partners with the Humane Society, South Florida Veterinary Foundation (SFVF), and other organizations to provide low-cost surgeries throughout the community
- Manages in-house pet population and monitors health and wellness
- Oversees the Homestead public spay/neuter services
- Oversees and expands spay/neuter services outreach through the mobile animal clinic and through community partners
- Prepares laboratory submittals of all suspected rabies cases
- Performs forensic necropsies
- Provides expert testimony in criminal animal cruelty cases

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure humane treatment of sheltered animals	Rabies vaccines delivered by clinic*	OP	↔	26,719	25,378	23,000	28,779	25,500
	Spay/Neuter Surgeries	OP	↑	20,105	20,954	21,000	22,002	22,200

*FY 2014-15 Actuals revised due to incorrect reporting of figures; the measures were recorded incorrectly as they included other vaccines administered in the public clinic

DIVISION COMMENTS

- In FY 2015-16, the Department acquired a new mobile animal clinic to provide convenient, accessible, and free/low cost spay/neuter services in underserved communities
- In FY 2016-17, the Department will continue its partnership with the Humane Society of Greater Miami to provide free income qualified spay/neuter services to the community at a value of \$600,000 annually
- In FY 2016-17, the Department will continue its agreement with the South Florida Veterinary Foundation to provide low cost spay/neuter services via private veterinarians in the community at a value of \$300,000 annually
- In FY 2016-17, the Department will continue its agreement with the City of Homestead to operate and maintain a low cost spay/neuter clinic in South Dade; the Clinic is open three days per week
- The FY 2016-17 Adopted Budget includes two Veterinary Technician overage positions approved in FY 2015-16 as part of the support staff needed to meet operational demands related to the opening of the new facility and expansion of its "No-Kill" services

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: KENNEL

The Kennel Division is tasked with the care and well-being of all animals housed at the shelter, including adhering to proper cleaning protocols to prevent the spread of disease, feeding, monitoring, and identifying animals with potential health and behavioral issues, with the goal to provide all animals abandoned at the shelter with an opportunity for adoption or rescue.

- Provides food and water to shelter animals
- Cleans kennel area
- Moves animals between adoption, receiving, clinic, and holding areas of the kennel
- Assists constituents with adoptions and lost and found
- Oversees Pet Retention and behavioral enrichment program
- Supports the Trap, Neuter and Release (TNR) program for cats

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase number of saved animals	Shelter intake*	OP	↔	30,028	29,217	28,000	29,049	31,000

*FY 2014-15 Actuals revised due to incorrect reporting of figures; the measures were recorded incorrectly by calendar year (current measures are recorded by fiscal year)

DIVISION COMMENTS

- In FY 2016-17, the Department will continue its agreement with the South Florida Society for the Prevention of Cruelty to Animals (SFSPCA) to house and care for large animals/livestock at a cost of no more than \$175,000 annually
- In FY 2016-17, the Department will partner with the American Society for the Prevention of Cruelty to Animals (ASPCA) to expand existing pet retention services to families in crises or at risk of surrendering their pets
- The FY 2016-17 Adopted Budget includes 23 approved overage positions from FY 2015-16 (one Animal Care Assistant Coordinator, one Retention Program Clerk 4, one Behavioral Program Administrative Officer, and 20 Animal Care Specialists) as part of the support staff needed to meet operational demands related to the opening of the new facility and expansion of its "No-Kill" services

DIVISION: CODE ENFORCEMENT

The Code Enforcement Division enforces all law enforcement aspects of Chapter 5 of the County Code and Florida Statutes Chapter 828.

- Investigates cases of animal abuse and neglect
- Conducts dangerous dog investigations and maintains associated registry
- Investigates animal bites to a person and ensures quarantine of potentially rabid animals through an MOU with the Florida Department of Health
- Protects the public from stray and dangerous dogs by removing them from public property
- Coordinates regulatory and enforcement activities
- Oversees field operations
- Issues manual civil citations; represents the Department at hearings and in animal cruelty criminal judicial proceedings
- Removes dead animals from public rights of way
- Conducts field return to owners by rescuing dogs at large and identifying the pet owner
- Provides emergency support to police as needed in response to animal control requests

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI4-2: Promote livable and beautiful neighborhoods 								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Reduce stray animals	Stray animal pickup response time (in calendar days)*	EF	↓	2.2	6.1	1.6	2.9	2.5
Improve the quality of service delivery	Dead animal pickup response time (in calendar days)	EF	↓	2.3	1.4	2.0	1.3	1.4

*The measure was recently revised to reflect only service requests to which field personnel responded; previously, the measure also included service requests closed before field personnel were able to respond

DIVISION COMMENTS

- In FY 2015-16, the Department finalized the replacement of 21 obsolete animal control vehicles equipped with safety features for the employees and animals in transport
- In FY 2016-17, the Solid Waste Department will continue to fund three Disposal Technician positions within the Animal Services Department to collect and dispose of dead animals countywide (\$148,000)
- The FY 2016-17 Adopted Budget includes one overage Dispatch Clerk position approved in FY 2015-16

DIVISION: FINANCE & COMPLIANCE

The Budget and Finance Division oversees administrative functions in the Department.

- Develops and monitors budget; tracks financial trends
- Oversees all department financial transactions including collections and accounts payable/receivable
- Manages all computer generated license/rabies renewals and citations, initiates collections, schedules hearings, and updates accounts
- Directs human resources activities, such as recruitment, labor relations, training, benefits and payroll
- Oversees and maintains all private veterinary issuance of licenses and rabies vaccination records
- Manages department procurement activities
- Oversees and supports Active Strategy, performance and productivity reporting, and business plan development

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Reduce flawed uniform civil citations	Civil citation error rate	EF	↓	2%	1.2%	1%	0.80%	0.65%
Increase number of saved animals	Dogs licensed in Miami-Dade County*	OP	↔	197,795	201,888	199,000	213,000	202,000

* The Actuals for licenses sold for the end of the fiscal year are not reconciled until the end of the first quarter for the subsequent fiscal year as a result of monthly reporting by veterinary clinics. By Code, licenses sold are reported the month following the actual sales, which delays the reconciliation and close out of the year-end count; therefore, FY 2015-16 Actual includes the average for the unreported data

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- In FY 2016-17, the Department will continue its Memorandum of Understanding with the Finance Department to pursue collection of unpaid civil citations (payments are based on a percentage of collected revenue)
- The FY 2016-17 Adopted Budget includes one buyer overage position approved in FY 2015-16 (a conversion of a long-term temporary employee to a County position)
- The FY 2016-17 Adopted Budget includes six new positions in the Licensing and Citation/Compliance section (two Clerks, three Collection Specialists and one Citation Specialist), which represent the conversion of long-term temporary employees to County positions
- The FY 2016-17 Adopted Budget includes the transfer of one Procurement/Contracts Administrator position from the Outreach & Development Division

DIVISION: OUTREACH AND DEVELOPMENT

The Division is responsible for all procurement activities, building maintenance, janitorial services, security, technology infrastructure and related contract management, media/public relations and grants management and cooperative extension preparation and implementation.

DIVISION COMMENTS

- ☛ In FY 2015-16, the Department launched "Pets Miami," an application for iPhones and androids that promotes adoption by providing information on available pets housed at the shelter
- ☛ In FY 2016-17, the Department will initiate an agreement with the ASPCA for the development of a spay/neuter clinic in the Overtown/Liberty City area; under the proposed agreement, the County will be responsible for half of the capital construction costs and the ASPCA will operate the facility for a period of approximately ten years
- In FY 2016-17, the Department will pursue a new shelter application that improves data management and reporting on all facets of the Department (clinical, compliance, adoptions)
- In FY 2016-17, the Department will continue to pursue grant opportunities to fund expansion spay/neuter services, veterinary care, and other services in support of pet retention and adoptions
- The FY 2016-17 Adopted Budget includes one Facilities Manager position and one Inventory Clerk overage position approved in FY 2015-16 (the Inventory Clerk represents the conversion of a long-term temporary employee to a County position)
- The FY 2016-17 Adopted Budget includes the transfer of one Procurement/Contracts Administrator position to the Finance and Compliance Division

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Convert four part-time Shelter Intake Clerks (25 hrs/wk) to FTEs for the new facility	\$0	\$80	4
Fund one Photographer to photograph all animals upon intake, as well as for promotional events and marketing materials	\$0	\$58	1
Increase allocation for SFVF Partnership: Spay/Neuter Program to allow for 750 additional surgeries	\$0	\$100	0
Fund one Clerk 4 for the Pet Retention Program	\$0	\$54	1
Fund four ASD Public Service Aides to improve response times to animal bite service requests	\$0	\$173	4
Fund one Veterinarian due to the expansion of public services at the new facility	\$0	\$99	1
Fund ten Animal Care Specialists due to the expansion of services at the new facility	\$0	\$432	10
Fund a Personnel Specialist 2 due to the increase in department personnel (recruiting, public record requests, training workshops, etc.)	\$0	\$22	1
Fund one Clerk 4 to provide support staff to the foster/volunteer program	\$0	\$54	1
Fund one additional Investigator for the Humane Services Response Team to assist with timely response to critically sensitive investigations	\$0	\$51	1
Fund two Veterinary Technicians to assist with increased surgeries	\$0	\$89	2
Fund two Clerk 2's (Greeter) to ensure that all arriving customers are guided to the correct unit, as well as provided information on services and programs available	\$0	\$64	2
Fund an Administrative Officer 1 (Constituent Specialist) to work with constituents on donations, respond to inquiries from donors and the general public, and review and maintain the accuracy and integrity of donor account records	\$0	\$52	1
Fund a HR Manager to be responsible for the increased HR needs of the Department and all union related issues	\$0	\$93	1
Fund one Inventory Clerk to be responsible for the storage, tracking, and disbursement of inventory	\$0	\$35	1
Fund a Social Media Specialist to assist in the communication with the public and the media at large through social media	\$0	\$64	1
Fund one Administrative Officer 1 to add support staff for the Finance and Compliance Division	\$0	\$45	1
Fund one Administrative Officer 1 to handle the day-to-day reporting and other enforcement related issues	\$0	\$44	1
Convert five part-time employees to County full-time status to expand coverage and improve direct service to customers	\$0	\$64	5
Fund two Customer Clerks to respond to emails, set up appointments, follow up with spay/neuter compliance, help at outreach events, and provide cash management support as needed	\$0	\$99	2
Fund an Administrative Officer 1 to assess and develop modification plans for animals with behavioral issues, and oversee behavioral enrichment and play group programs	\$0	\$54	1
Total	\$0	\$1,826	42

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
BBC GOB Series 2011A	766	0	0	0	0	0	0	0	766
BBC GOB Financing	336	0	0	0	0	0	0	0	336
BBC GOB Series 2005A	342	0	0	0	0	0	0	0	342
BBC GOB Series 2014A	2,071	0	0	0	0	0	0	0	2,071
Capital Asset Series 2009B Bonds	4,000	0	0	0	0	0	0	0	4,000
BBC GOB Series 2008B	346	0	0	0	0	0	0	0	346
Capital Asset Series 2016 Bonds	23,445	0	0	0	0	0	0	0	23,445
BBC GOB Series 2008B-1	2,277	0	0	0	0	0	0	0	2,277
ASPCA Contribution	0	0	1,000	1,000	0	0	0	0	2,000
BBC GOB Series 2013A	862	0	0	0	0	0	0	0	862
Total:	34,445	0	1,000	1,000	0	0	0	0	36,445
Expenditures									
Strategic Area: NI									
Animal Services Facilities	32,155	1,290	2,000	1,000	0	0	0	0	36,445
Total:	32,155	1,290	2,000	1,000	0	0	0	0	36,445

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2016-17 Adopted Budget and Multi-Year Capital Plan includes funding for punch list completion and closeout costs for the new animal service shelter which opened in June 2016
- The Department's FY 2016-17 Adopted Budget and Multi-Year Capital Plan includes the purchase of 26 fleet vehicles over five years to replace its aging fleet, budgeted in the Non-Departmental capital budget (\$1.185 million)
- The Department's FY 2016-17 Adopted Budget and Multi-Year Capital Plan includes the construction and development of a new Animal Services facility in the Liberty City area (\$4.310 million); this facility is a unique partnership between the American Society for the Prevention of Cruelty to Animals (ASPCA) and the County to provide services to an underserved area of the County; the ASPCA will maintain and operate this facility as well as contribute \$2 million toward its development

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FUNDED CAPITAL PROJECTS

(dollars in thousands)

NEW ANIMAL SHELTER

PROJECT #: 1998460

DESCRIPTION: Purchase and retrofit facility to serve as the new Animal Shelter

LOCATION: 3599 NW 79 Ave
Doral

District Located:
District(s) Served:

12
Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	336	0	0	0	0	0	0	0	336
BBC GOB Series 2005A	342	0	0	0	0	0	0	0	342
BBC GOB Series 2008B	346	0	0	0	0	0	0	0	346
BBC GOB Series 2008B-1	2,277	0	0	0	0	0	0	0	2,277
BBC GOB Series 2011A	766	0	0	0	0	0	0	0	766
BBC GOB Series 2013A	862	0	0	0	0	0	0	0	862
BBC GOB Series 2014A	2,071	0	0	0	0	0	0	0	2,071
Capital Asset Series 2009B Bonds	4,000	0	0	0	0	0	0	0	4,000
Capital Asset Series 2016 Bonds	21,135	0	0	0	0	0	0	0	21,135
TOTAL REVENUES:	32,135	0	0	0	0	0	0	0	32,135
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Art Allowance	1,000	0	0	0	0	0	0	0	1,000
Construction	17,386	55	0	0	0	0	0	0	17,441
Furniture Fixtures and Equipment	600	0	0	0	0	0	0	0	600
Land Acquisition/Improvements	6,704	0	0	0	0	0	0	0	6,704
Permitting	168	0	0	0	0	0	0	0	168
Planning and Design	1,940	55	0	0	0	0	0	0	1,995
Project Administration	2,179	0	0	0	0	0	0	0	2,179
Technology Hardware/Software	2,048	0	0	0	0	0	0	0	2,048
TOTAL EXPENDITURES:	32,025	110	0	0	0	0	0	0	32,135

LIBERTY CITY SPAY/NEUTER CLINIC

PROJECT #: 200000349

DESCRIPTION: Build new ASD satellite facility for animal clinic services.

LOCATION: 1312 NW 62 St
Unincorporated Miami-Dade County

District Located:
District(s) Served:

3
Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
ASPCA Contribution	0	0	1,000	1,000	0	0	0	0	2,000
Capital Asset Series 2016 Bonds	2,310	0	0	0	0	0	0	0	2,310
TOTAL REVENUES:	2,310	0	1,000	1,000	0	0	0	0	4,310
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Building Acquisition/Improvements	130	0	0	0	0	0	0	0	130
Construction	0	1,000	2,000	1,000	0	0	0	0	4,000
Land Acquisition/Improvements	0	180	0	0	0	0	0	0	180
TOTAL EXPENDITURES:	130	1,180	2,000	1,000	0	0	0	0	4,310

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Solid Waste Management

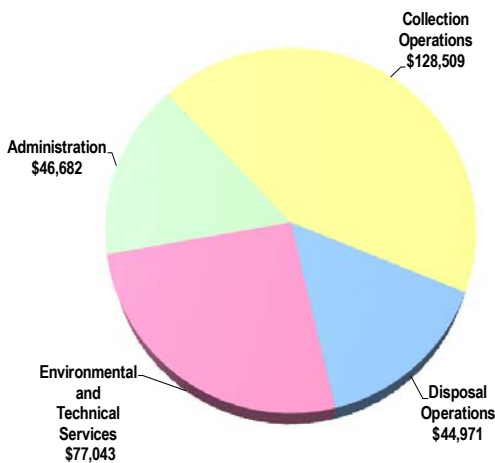
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, provides mosquito control services countywide and enforces County ordinances as appropriate countywide.

As part of the Neighborhoods and Infrastructure strategic area, DSWM provides a variety of services for residents, including garbage and trash collection and curbside collection of recyclable materials. In addition, the Department operates 13 Trash and Recycling (T&R) Centers in the WCSA and provides waste transfer and disposal services countywide to municipalities and private haulers. DSWM is also responsible for the operation and management of three regional transfer stations and associated fleet, two operating landfills, and the Resources Recovery facility (one of the largest waste-to-energy facilities in the world) and a co-located ashfill. Other services provided include residential and commercial code enforcement, litter clean-up, transit bus stop litter collection, maintenance of two County-owned closed landfills and three closed cells, illegal dumping enforcement and removal, and storm debris removal. Additionally, DSWM has countywide responsibility for the regulation of waste collection, transportation of waste, recycling activities, and providing mosquito prevention, education and outreach for environmentally sensitive mosquito control services,

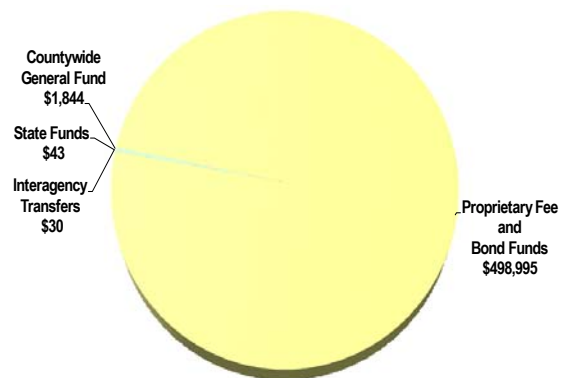
In fulfilling its purpose, the Department contracts with municipalities and private haulers to provide them with disposal services and manages an agreement for the operation of the Resources Recovery facility. Landscape businesses also obtain permits from DSWM for use of the T&R Centers, landfills and the waste-to-energy facility. The Department coordinates with federal and state regulators, other County departments, and municipalities for the implementation of disposal site mitigation. DSWM also works with community stakeholders such as homeowners' associations to maximize customer satisfaction, as well as the Department of Health on mosquito control issues.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

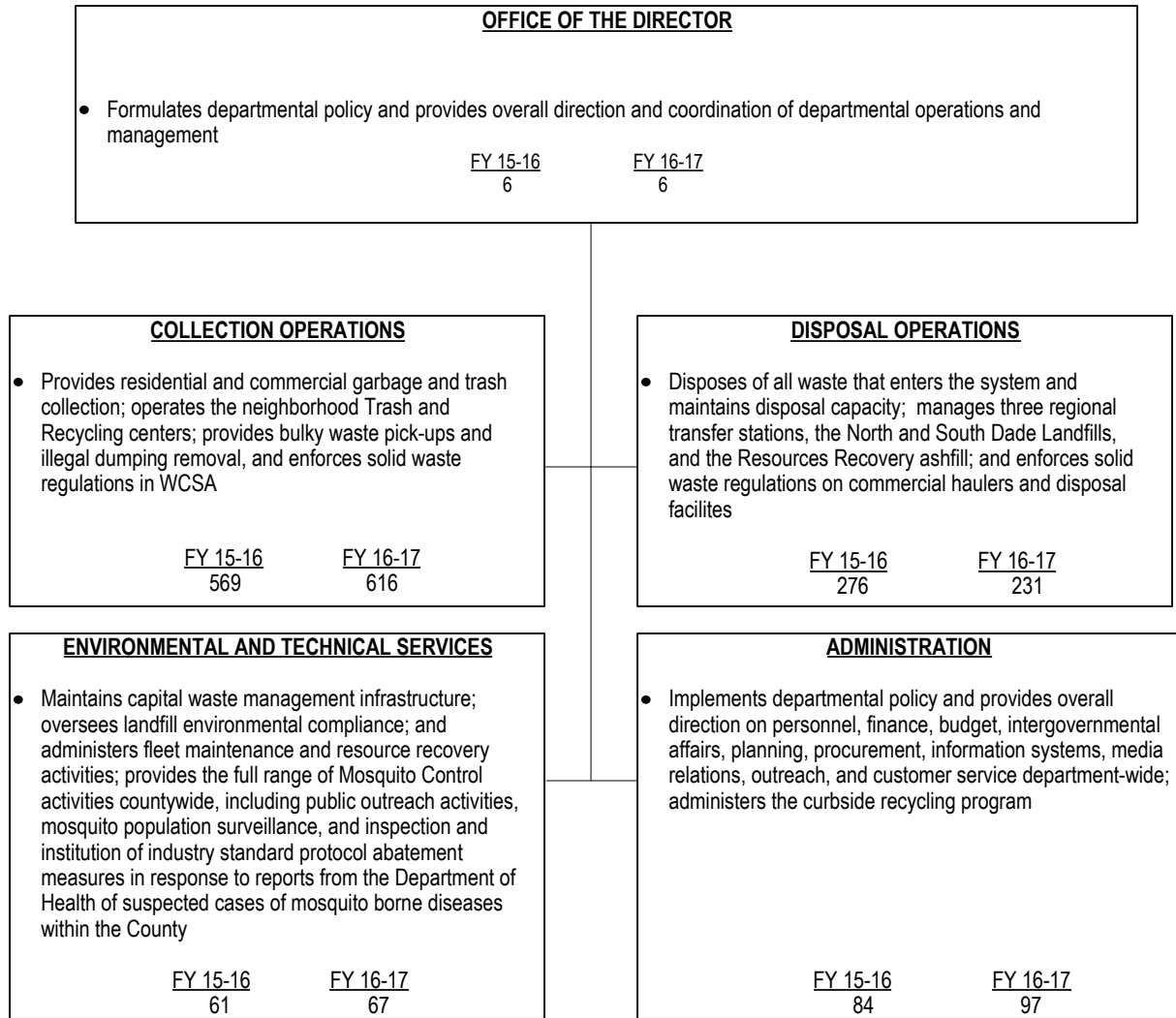


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 1,028.5

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	0	0	1,584	1,844
Carryover	0	0	163,928	190,500
Collection Fees and Charges	0	0	135,988	139,850
Disposal Fees and Charges	0	0	114,994	122,050
Fees and Charges	0	0	0	4,252
Interest Earnings	0	0	409	390
Interest/ Rate Stabilization Reserve	0	0	58	54
Intrdepartmental Transfers	0	0	165	165
Recyclable Material Sales	0	0	1,874	1,763
Resource Recovery Energy Sales	0	0	10,450	6,498
Transfer Fees	0	0	6,643	7,869
Utility Service Fee	0	0	24,168	26,600
Carryover	0	0	55	0
Mosquito State Grant	0	0	43	43
Interagency Transfers	0	0	30	30
Total Revenues	0	0	460,389	501,908

Operating Expenditures

Summary

Salary	0	0	52,780	57,927
Fringe Benefits	0	0	19,245	23,053
Court Costs	0	0	7	12
Contractual Services	0	0	144,285	148,633
Other Operating	0	0	16,274	14,393
Charges for County Services	0	0	51,131	47,816
Grants to Outside Organizations	0	0	0	21
Capital	0	0	1,518	5,989
Total Operating Expenditures	0	0	285,240	297,844

Non-Operating Expenditures

Summary

Transfers	0	0	20,001	13,516
Distribution of Funds In Trust	0	0	1,402	1,401
Debt Service	0	0	21,055	16,230
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	132,691	172,917
Total Non-Operating Expenditures	0	0	175,149	204,064

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: Neighborhood and Infrastructure				
Administration	39,408	46,836	90	103
Collection Operations	116,362	128,994	569	616
Disposal Operations	49,897	44,971	276	231
Environmental and Technical Services	79,573	77,043	61	67
Total Operating Expenditures	285,240	297,844	996	1,017

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	429	435	497	1,120	725
Fuel	9,931	7,775	10,455	5,778	6,700
Overtime	5,357	6,080	3,944	6,906	3,039
Rent	964	1,068	1,237	1,338	1,943
Security Services	2,150	2,022	2,143	2,066	2,050
Temporary Services	1,222	1,640	1,201	1,693	737
Travel and Registration	25	36	63	65	105
Utilities	68,559	70,106	67,183	71,539	72,036

DIVISION: ADMINISTRATION

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

DIVISION COMMENTS

- In FY2016-17, the Department will continue to receive payments from other County departments to include parking revenues from the Internal Services Department (\$716,000) and rent from Juvenile Services (\$605,000) and Parks, Recreation and Open Spaces (\$921,000), along with an annual payment for land acquisition of the West-Dade Soccer Park over ten years (\$169,000) that will end in FY 2017-18
- ☛ The FY 2016-17 Adopted Budget includes a payment to the Information Technology Department to continue replacement of the current waste collection system database to enable countywide integration (\$364,000)
- The FY 2016-17 Adopted Budget includes a payment to the Communications Department to provide website maintenance and updates (\$706,000)
- The FY 2016-17 Adopted Budget includes payments to the Office of the Inspector General (\$50,000) for expenses associated with audits and reviews
- ☛ The FY 2016-17 Adopted Budget includes funding for residential curbside recycling (\$9.484 million), providing over 350,000 households with service every other week
- The FY 2016-17 Adopted Budget includes a reimbursement to the Human Resources Department for 50 percent of a Personnel Specialist 2 position (\$45,000) to assist with the backlog of compensation position reviews
- The FY 2016-17 Adopted Budget includes the addition of seven positions in accounting and bond administration, human resources, procurement, and budget divisions to provide critical back office support such as maintaining internal control, compliance with bond ordinance requirement, personnel file maintenance, and Human Resource Management System data entry
- The FY 2016-17 Adopted Budget includes the implementation of a training and education unit with six additional positions to provide commercial driver license safety, and other required training; this will allow for standardized training thereby reducing accidents, repair costs, and insurance costs; the training component will allow the department to hire, train, and promote operational vacancies in an expedited basis thereby allowing for a full complement of crews to better serve the public.

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: COLLECTION OPERATIONS

The Collection Operations Division provides residential and commercial garbage and trash collection, operates neighborhood Trash and Recycling Centers, and provides bulky waste pick-ups and illegal dumping removal

Strategic Objectives - Measures

- NI4-2: Promote livable and beautiful neighborhoods

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve programs that promote neighborhood and rights-of-way aesthetics	Average illegal dumping pick-up response time (in calendar days)	EF	↓	3	4	4	4	4
Improve collection of residential curbside garbage and trash	Trash and Recycling Center: tons collected (in thousands)	IN	↔	121	125	118	128	135
	Bulky waste complaints per 1,000 regular bulky waste orders created	OC	↓	7	7	6	7	6
	Average bulky waste response time (in calendar days)	EF	↓	8	7	8	7	8
	Scheduled illegal dumping piles picked-up within eight calendar days	EF	↑	93%	94%	95%	100%	95%
	Bulky waste trash tons collected (in thousands)	IN	↔	72	111	71	108	114

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget assumes a flat annual residential waste collection fee of \$439, which allows the Department to maintain the current level of service to include two weekly residential curbside garbage pickups, bi-weekly residential curbside recycling pick-up, two 25 cubic yard annual bulky waste pickups per household, and unlimited use of the 13 Trash and Recycling Centers
- In FY 2016-17, the Department will continue to provide trash collection services (\$46.753 million), which includes the UMSA litter program along corridors and at hotspots (\$1.564 million)
- In FY 2016-17, the Department will continue to provide curbside garbage collection services (\$77.504 million) to include commercial garbage collection by contract (\$1.958 million) and waste collection pick-ups at specific non-shelter bus stops (\$527,000)
- The FY 2016-17 Adopted Budget includes payment to the Corrections and Rehabilitation Department (\$330,000) for supervision of litter pick-up crews
- The FY 2016-17 Adopted Budget continues to fund three Disposal Technicians within the Animal Services Department (\$148,000)
- The FY 2016-17 Adopted Budget corrects the location of 47 Code Enforcement positions from Disposal Operations to Collections Operations
- The FY 2016-17 Adopted Budget includes payment to the Greater Miami Service Corps (\$202,000) for litter pickup, cart repairs, and other special projects

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: DISPOSAL OPERATIONS

The Disposal Operations Division is responsible for disposal of all waste that enters the system and maintaining disposal capacity; managing three regional transfer stations, the North and South Dade Landfills, and the Resources Recovery ashfill; and enforcing solid waste regulations

Strategic Objectives - Measures

- NI2-3: Provide adequate solid waste disposal capacity that meets adopted level-of-service standard

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure ongoing availability and capacity that meets demand at transfer and disposal facilities	Disposal tons accepted at full fee (in thousands)	IN	↔	1,620	1,680	1,600	1,664	1,610
	Years of remaining disposal capacity (Level of Service)	IN	↔	19	16	17	16	16
	Total (Revenue) Tons Transferred in (in thousands)	IN	↔	558	612	564	587	612
	Enforcement related complaints responded to within two business days	EF	↑	96%	94%	95%	96%	95%
	Number of Residential Enforcement actions undertaken (in thousands)	OP	↔	57	52	60	53	55

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes a 0.78 percent change in the Consumer Price Index (CPI) applied to disposal fees consistent with contracts and interlocal agreements, based on the July CPI South, All Urban Consumers issued by the United States Bureau of Labor Statistics
- As a pilot program, the Department will be reducing the time to respond to warning notices and citations from seven and five days, respectively, to two days, prior to enforcement action being taken
- *In FY 2016-17, the Department will continue to fund the daily performance and management of the Community Service Program (\$196,000) which includes the transfer of two Waste Enforcement Office 1 positions (\$138,000) to the Department of Transportation and Public Works*
- The FY 2016-17 Adopted Budget includes the addition of four full-time positions and 18 part-time positions that will help mitigate overtime and temporary employee costs
- The FY 2016-17 Adopted Budget corrects the location of 47 Code Enforcement positions to Collections Operations from Disposal Operations

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: ENVIRONMENTAL AND TECHNICAL SERVICES

The Environmental and Technical Services Division is responsible for maintaining capital waste management infrastructure and overseeing facilities maintenance, environmental compliance, fleet management and the Resources Recovery contract. The division also performs the full range of Mosquito Control activities Countywide including public outreach activities, mosquito population surveillance, and inspection and institution of industry standard protocol abatement measures in response to reports from the Department of Health of suspected cases of mosquito borne diseases within the County.

Strategic Objectives - Measures

- NI2-2: Provide functional and well maintained drainage to minimize flooding

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Maintain drain cleaning requirements	Percentage of mosquito complaints responded to within two business days of receipt during the rainy season	EF	↑	78%	95%	100%	87%	100%

- NI3-6: Preserve and enhance natural areas

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure compliance with Florida Department of Environmental Protection (FDEP)	Percentage of FDEP reporting deadlines met	EF	↑	100%	100%	100%	100%	100%
	Compliance inspections performed	OP	↔	505	541	450	490	504
	Patrons served by Home Chemical Collection program	OC	↑	4,292	5,097	4,160	5,429	5,600
Present at least 24 public household waste outreach events each year	Average quantity of household chemical waste collected per patron (in pounds)	OC	↑	115	99	110	110	95

DIVISION COMMENTS

- ☛ In FY 2016-17, the Department will continue environmental and technical service operations that include facilities maintenance (\$3.271 million), fleet management (\$1.430 million), and environmental services (\$4.3 million)
- ☛ In FY 2016-17 the Department will continue operation of two Home Chemical Collection Centers countywide (\$814,000)
- The FY 2016-17 Adopted Budget includes the financing of 55 vehicles for the Waste Collection Operations (\$426,000 annual debt service payment) and of 45 vehicles for the Waste Disposal Operations (\$4.999 million)
- ☛ The Department has received and placed into service five Compressed Natural Gas (CNG) truck tractors as part of a pilot program utilizing a BCC approved Memorandum of Understanding with City of North Miami for fueling service (\$275,000 annually); in addition, the Department is currently negotiating a contract for development of long-term CNG infrastructure
- In FY 2016-17, DSWM is continuing to pursue options to replace the expired power purchase agreement associated with the Waste-to-Energy Plant in order to obtain long-term energy rates
- In FY 2016-17, the Department will continue to receive a four percent Utility Service Fee (USF) of the average retail Water and Sewer customer's bill to fund landfill remediation and other USF eligible projects (\$26.6 million)
- ☛ The FY 2016-17 Adopted Budget includes the continuation of the contract with Covanta Dade Renewable Energy, Ltd. to operate and maintain the County's Resources Recovery facility (\$64.189 million), including other supplemental contracts to support the Resources Recovery operation (\$475,000)

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

- The FY 2016-17 Adopted Budget includes the addition of six full-time positions (\$346,000) to ensure compliance with state regulations and provide coverage for daily staff shortages; these include Semi-Skilled Laborers, a Waste Plant Master Electrician and an Administrative Secretary
- In response to Zika virus outreach efforts, the Department has allocated resources toward public education brochures, overtime, and necessary supplies to prevent and minimize the spread of Zika in the County, as well as pursuing grant opportunities (\$250,000)
- The FY 2016-17 Adopted Budget includes funding for aerial mosquito spraying by contract with a private company and the United States Air Force (\$167,000)
- The FY 2016-17 Adopted Budget includes a reimbursement for mosquito spraying from the Seaport, Homestead Airforce Base, and the Water and Sewer Department (\$30,000)

ADDITIONAL INFORMATION

- The FY 2016-17 Adopted Budget includes payments in the amount of \$995,000 for salary reimbursements and/or services provided to: Human Resources (\$38,000); Audit and Management Services (\$125,000); Inspector General (\$50,000); Community Action and Human Services (\$202,000); Corrections and Rehabilitation (\$330,000); Animal Services (\$148,000); Finance Department (\$2,000) for Purchase Card Industry (PCI) compliance; \$100,000 has also been allocated to fund Community-based Organizations (CBOs) for environmental education programs and presentations
- The FY 2016-17 Adopted Budget includes payments in the amount of \$199,000 for a loan repayment from Parks, Recreation and Open Spaces (\$169,000) and a reimbursement for mosquito spraying from Seaport (\$30,000)

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
BBC GOB Series 2008B	780	0	0	0	0	0	0	0	780
BBC GOB Series 2013A	1,791	0	0	0	0	0	0	0	1,791
Solid Waste System Rev. Bonds Series 2005	60,792	0	0	0	0	0	0	0	60,792
Utility Service Fee	0	250	2,550	200	0	0	0	0	3,000
BBC GOB Series 2008B-1	127	0	0	0	0	0	0	0	127
Future Solid Waste Disp. Notes/Bonds	0	1,415	20,825	200	1,380	9,870	5,750	46,500	85,940
Waste Collection Operating Fund	3,030	1,630	2,034	1,050	750	750	420	2,066	11,730
Waste Disposal Operating Fund	24,340	11,636	23,045	11,595	14,565	515	435	7,059	93,190
Interest Earnings	4,673	0	0	0	0	0	0	0	4,673
BBC GOB Series 2011A	917	0	0	0	0	0	0	0	917
Capital Outlay Reserve	0	300	0	0	0	0	0	0	300
BBC GOB Series 2014A	1,320	0	0	0	0	0	0	0	1,320
BBC GOB Financing	1,619	4,649	0	0	0	0	0	0	6,268
Donations	1,000	0	0	0	0	0	0	0	1,000
BBC GOB Series 2005A	47	0	0	0	0	0	0	0	47
Solid Waste System Rev. Bonds Series 2001	2,655	0	0	0	0	0	0	0	2,655
Total:	103,091	19,880	48,454	13,045	16,695	11,135	6,605	55,625	274,530
Expenditures									
Strategic Area: NI									
Mosquito Control	0	300	0	0	0	0	0	0	300
Waste Collection	1,881	1,030	1,803	1,050	750	750	420	2,066	9,750
Waste Collection and Disposal	1,915	1,000	385	0	0	0	0	0	3,300
Waste Disposal	17,212	13,025	14,303	11,280	14,250	200	100	6,800	77,170
Waste Disposal Environmental Projects	44,974	12,745	47,722	7,565	3,745	12,235	7,115	47,909	184,010
Total:	65,982	28,100	64,213	19,895	18,745	13,185	7,635	56,775	274,530

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2016-17 the Department will continue the construction of Cell 5 at the South Dade Landfill (\$8.022 million in FY 2016-17; \$18.5 million total project cost)
- The FY 2016-17 Adopted Multi-Year Capital Plan includes grant funding for the Munisport Landfill Closure (\$2.0 million in FY2016-17; \$35.7 million total project cost) and Virginia Key Closure (\$6.120 million in FY 2016-17; \$46.360 million total project cost)

FUNDED CAPITAL PROJECTS

(dollars in thousands)

SOUTH DADE LANDFILL CELL 5 CLOSURE

PROJECT #: 501350

DESCRIPTION: Design and construct closure of South Dade Landfill Cell 5 per Federal Department of Environmental Protection regulations

LOCATION: 24000 NW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	0	0	0	0	18,500	18,500
TOTAL REVENUES:	0	0	0	0	0	0	0	18,500	18,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	15,200	15,200
Planning and Design	0	0	0	0	0	0	0	2,300	2,300
Project Contingency	0	0	0	0	0	0	0	1,000	1,000
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	18,500	18,500

WEST TRANSFER STATION IMPROVEMENTS

PROJECT #: 501410

DESCRIPTION: Renovate and replace tipping floor and entire drainage system at the West Transfer Station

LOCATION: 2900 SW 72 Ave
Coral Gables

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	336	215	349	0	0	0	0	0	900
TOTAL REVENUES:	336	215	349	0	0	0	0	0	900
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	240	185	255	0	0	0	0	0	680
Planning and Design	81	20	79	0	0	0	0	0	180
Project Contingency	15	10	15	0	0	0	0	0	40
TOTAL EXPENDITURES:	336	215	349	0	0	0	0	0	900

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DISPOSAL FACILITY EXIT SCALES

PROJECT #: 502240



DESCRIPTION: Construct and install two new exit scales at the West and Central Transfer stations
 LOCATION: Various Sites
 Throughout Miami-Dade County

District Located: 3, 6
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	90	0	90	0	0	0	0	0	180
TOTAL REVENUES:	90	0	90	0	0	0	0	0	180
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	82	0	82	0	0	0	0	0	164
Planning and Design	6	0	6	0	0	0	0	0	12
Project Contingency	2	0	2	0	0	0	0	0	4
TOTAL EXPENDITURES:	90	0	90	0	0	0	0	0	180

RESOURCES RECOVERY ASH LANDFILL CELL 20 CLOSURE

PROJECT #: 503220



DESCRIPTION: Design and construct closure of Resources Recovery Cell 20 per Federal Department of Environmental Protection regulations
 LOCATION: 6990 NW 97 Ave
 Doral

District Located: 12
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	0	0	0	0	6,000	6,000
TOTAL REVENUES:	0	0	0	0	0	0	0	6,000	6,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	4,650	4,650
Planning and Design	0	0	0	0	0	0	0	850	850
Project Contingency	0	0	0	0	0	0	0	500	500
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	6,000	6,000

SOUTH DADE LANDFILL CELL 4 CLOSURE

PROJECT #: 504370



DESCRIPTION: Design and construct the closure of South Dade Landfill Cell 4 per Federal Department of Environmental Protection regulations
 LOCATION: 24000 SW 97 Ave
 Unincorporated Miami-Dade County

District Located: 8
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	0	1,380	9,870	5,750	500	17,500
TOTAL REVENUES:	0	0	0	0	1,380	9,870	5,750	500	17,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	0	0	7,800	5,600	500	13,900
Planning and Design	0	0	0	0	1,280	1,320	0	0	2,600
Project Contingency	0	0	0	0	100	750	150	0	1,000
TOTAL EXPENDITURES:	0	0	0	0	1,380	9,870	5,750	500	17,500

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SOUTH DADE LANDFILL CELL 5 CONSTRUCTION

PROJECT #: 505480



DESCRIPTION: Construct the last 50 acre cell at the South Dade Landfill per Florida Department of Environmental Protection regulations
 LOCATION: 24000 SW 97 Ave District Located: 8
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,619	4,649	0	0	0	0	0	0	6,268
BBC GOB Series 2005A	47	0	0	0	0	0	0	0	47
BBC GOB Series 2008B	780	0	0	0	0	0	0	0	780
BBC GOB Series 2008B-1	127	0	0	0	0	0	0	0	127
BBC GOB Series 2011A	917	0	0	0	0	0	0	0	917
BBC GOB Series 2013A	1,791	0	0	0	0	0	0	0	1,791
BBC GOB Series 2014A	1,320	0	0	0	0	0	0	0	1,320
Waste Disposal Operating Fund	90	3,373	3,137	650	0	0	0	0	7,250
TOTAL REVENUES:	6,691	8,022	3,137	650	0	0	0	0	18,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	4,811	7,750	2,689	600	0	0	0	0	15,850
Planning and Design	1,650	22	28	0	0	0	0	0	1,700
Project Contingency	230	250	420	50	0	0	0	0	950
TOTAL EXPENDITURES:	6,691	8,022	3,137	650	0	0	0	0	18,500

SCALEHOUSE EXPANSION PROJECT

PROJECT #: 505670



DESCRIPTION: Expand and improve disposal system scalehouses at the North Dade Landfill, South Dade Landfill, and Central Transfer Station
 LOCATION: Various Sites District Located: 1, 9, 10
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	1,061	552	1,077	20	0	0	0	0	2,710
TOTAL REVENUES:	1,061	552	1,077	20	0	0	0	0	2,710
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	671	320	1,044	15	0	0	0	0	2,050
Planning and Design	348	212	0	0	0	0	0	0	560
Project Contingency	42	20	33	5	0	0	0	0	100
TOTAL EXPENDITURES:	1,061	552	1,077	20	0	0	0	0	2,710

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SHOP 3A NEW FACILITY BUILDING

PROJECT #: 505950

DESCRIPTION: Construct a new 7,500 square foot building at shop 3A to replace an existing temporary trailer, which will house both Disposal and Collection employees and contain storage for equipment and archived departmental files

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Collection Operating Fund	1,149	600	231	0	0	0	0	0	1,980
Waste Disposal Operating Fund	766	400	154	0	0	0	0	0	1,320
TOTAL REVENUES:	1,915	1,000	385	0	0	0	0	0	3,300
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,345	910	305	0	0	0	0	0	2,560
Planning and Design	442	0	58	0	0	0	0	0	500
Project Contingency	128	90	22	0	0	0	0	0	240
TOTAL EXPENDITURES:	1,915	1,000	385	0	0	0	0	0	3,300

RESOURCES RECOVERY ASH LANDFILL CELL 19 CLOSURE

PROJECT #: 507690

DESCRIPTION: Design and construct closure of Resources Recovery Cell 19 per Federal Department of Environmental Protection regulations

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	1,065	0	0	0	0	0	0	1,065
Waste Disposal Operating Fund	906	1,285	944	0	0	0	0	0	3,135
TOTAL REVENUES:	906	2,350	944	0	0	0	0	0	4,200
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	210	2,000	840	0	0	0	0	0	3,050
Planning and Design	676	0	24	0	0	0	0	0	700
Project Contingency	20	350	80	0	0	0	0	0	450
TOTAL EXPENDITURES:	906	2,350	944	0	0	0	0	0	4,200

58 STREET HOME CHEMICAL COLLECTION CENTER AND AREA DRAINAGE IMPROVEMENTS

PROJECT #: 507960

DESCRIPTION: Renovate the old 58 Street maintenance shop for use as the new Home Chemical Collection (HC2) Center and construct drainage improvements to address on-going flooding problems; replace the existing temporary Home Chemical Center at 58 St with a new building; improve vehicle flow, new pavement and striping

LOCATION: 8831 NW 58 St District Located: 12
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	841	1,596	563	0	0	0	0	0	3,000
TOTAL REVENUES:	841	1,596	563	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	354	1,550	321	0	0	0	0	0	2,225
Planning and Design	442	0	208	0	0	0	0	0	650
Project Contingency	45	46	34	0	0	0	0	0	125
TOTAL EXPENDITURES:	841	1,596	563	0	0	0	0	0	3,000

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RESOURCES RECOVERY - CAPITAL IMPROVEMENT PROJECTS

PROJECT #: 508640



DESCRIPTION: Continue on-going miscellaneous capital projects to include a new transformer, upgraded turbine controls, enhanced boiler protection, improved parking lot lighting, improved storm drainage, installation of fire hoses at the Bio Mass Building, and replace the old trailers with a permanent structure

LOCATION: 6990 NW 97 Ave District Located: 12
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Donations	1,000	0	0	0	0	0	0	0	1,000
Waste Disposal Operating Fund	10,992	1,000	6,008	0	0	0	0	0	18,000
TOTAL REVENUES:	11,992	1,000	6,008	0	0	0	0	0	19,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	6,012	800	888	0	0	0	0	0	7,700
Land Acquisition/Improvements	5,000	0	5,000	0	0	0	0	0	10,000
Planning and Design	670	110	20	0	0	0	0	0	800
Project Contingency	310	90	100	0	0	0	0	0	500
TOTAL EXPENDITURES:	11,992	1,000	6,008	0	0	0	0	0	19,000

NORTHEAST TRANSFER STATION IMPROVEMENTS

PROJECT #: 509100



DESCRIPTION: Design tipping floor expansion by using a retaining wall and privacy screening for new development

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	2,193	1,030	1,467	910	0	0	0	0	5,600
TOTAL REVENUES:	2,193	1,030	1,467	910	0	0	0	0	5,600
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,793	1,000	1,207	900	0	0	0	0	4,900
Planning and Design	295	0	205	0	0	0	0	0	500
Project Contingency	105	30	55	10	0	0	0	0	200
TOTAL EXPENDITURES:	2,193	1,030	1,467	910	0	0	0	0	5,600

NORTH DADE LANDFILL EAST CELL CLOSURE

PROJECT #: 509110



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

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	0	0	0	0	21,500	21,500
TOTAL REVENUES:	0	0	0	0	0	0	0	21,500	21,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	17,350	17,350
Planning and Design	0	0	0	0	0	0	0	2,650	2,650
Project Contingency	0	0	0	0	0	0	0	1,500	1,500
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	21,500	21,500

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DISPOSAL SYSTEM FACILITIES BACKUP POWER GENERATORS

PROJECT #: 509270



DESCRIPTION: Install three new emergency generators at the South Dade Landfill and NW 58 Street facilities

LOCATION: Various Sites

District Located:

Countywide

Throughout Miami-Dade County

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	350	350	220	0	0	0	0	0	920
TOTAL REVENUES:	350	350	220	0	0	0	0	0	920
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	8	8	14	0	0	0	0	0	30
Furniture Fixtures and Equipment	300	300	150	0	0	0	0	0	750
Planning and Design	30	30	50	0	0	0	0	0	110
Project Contingency	12	12	6	0	0	0	0	0	30
TOTAL EXPENDITURES:	350	350	220	0	0	0	0	0	920

SOUTH DADE LANDFILL CELL 4 GAS EXTRACTION AND ODOR CONTROL

PROJECT #: 509280



DESCRIPTION: Design and construct a methane gas collection system from the South Dade Landfill cell, as well as an odor control system to address odor and air emissions issues per Federal Department of Environmental Protection regulations

LOCATION: 24000 SW 97 Ave

District Located:

8

Unincorporated Miami-Dade County

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	1,156	340	904	50	50	50	50	0	2,600
TOTAL REVENUES:	1,156	340	904	50	50	50	50	0	2,600
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	765	230	845	40	40	40	40	0	2,000
Planning and Design	330	70	0	0	0	0	0	0	400
Project Contingency	61	40	59	10	10	10	10	0	200
TOTAL EXPENDITURES:	1,156	340	904	50	50	50	50	0	2,600

OLD SOUTH DADE LANDFILL STORMWATER PUMP STATION MODIFICATIONS

PROJECT #: 601660



DESCRIPTION: Modify the old South Dade Landfill stormwater pump station

LOCATION: 23707 SW 97 Ave

District Located:

8

Unincorporated Miami-Dade County

District(s) Served:

8

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	166	50	334	0	0	0	0	0	550
TOTAL REVENUES:	166	50	334	0	0	0	0	0	550
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	75	45	295	0	0	0	0	0	415
Planning and Design	80	0	5	0	0	0	0	0	85
Project Contingency	11	5	34	0	0	0	0	0	50
TOTAL EXPENDITURES:	166	50	334	0	0	0	0	0	550

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VIRGINIA KEY LANDFILL CLOSURE

PROJECT #: 606610



DESCRIPTION: Close the Virginia Key Landfill
 LOCATION: Virginia Key
 City of Miami

District Located: 7
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	18,075	0	0	0	0	0	18,075
Solid Waste System Rev. Bonds Series 2005	28,285	0	0	0	0	0	0	0	28,285
TOTAL REVENUES:	28,285	0	18,075	0	0	0	0	0	46,360
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,606	4,160	30,210	4,500	0	0	0	0	40,476
Planning and Design	2,424	800	60	0	0	0	0	0	3,284
Project Contingency	258	1,160	882	300	0	0	0	0	2,600
TOTAL EXPENDITURES:	4,288	6,120	31,152	4,800	0	0	0	0	46,360

TAYLOR PARK REMEDIATION

PROJECT #: 606750



DESCRIPTION: Remediate contaminated areas at Taylor Park
 LOCATION: 15450 W Dixie Hwy
 North Miami Beach

District Located: 2
 District(s) Served: 2

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	350	2,750	200	0	0	0	0	3,300
Waste Disposal Operating Fund	200	0	0	0	0	0	0	0	200
TOTAL REVENUES:	200	350	2,750	200	0	0	0	0	3,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	1,900	100	0	0	0	0	2,000
Planning and Design	195	300	5	0	0	0	0	0	500
Project Contingency	5	50	845	100	0	0	0	0	1,000
TOTAL EXPENDITURES:	200	350	2,750	200	0	0	0	0	3,500

SOUTH DADE LANDFILL EXPANSION IMPROVEMENTS

PROJECT #: 609120



DESCRIPTION: Buy 175 acres of land west of SW 97 Ave for future expansion, improvements or as a buffer to the landfill
 LOCATION: 23707 SW 97 Ave
 Unincorporated Miami-Dade County

District Located: 8
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	100	300	4,900	0	0	0	0	0	5,300
TOTAL REVENUES:	100	300	4,900	0	0	0	0	0	5,300
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Land Acquisition/Improvements	80	20	4,900	0	0	0	0	0	5,000
Planning and Design	20	280	0	0	0	0	0	0	300
TOTAL EXPENDITURES:	100	300	4,900	0	0	0	0	0	5,300

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NORTH DADE LANDFILL EXPANSION/IMPROVEMENTS

PROJECT #: 609860



DESCRIPTION: Buy 215 acres of land west of NW 47 Ave for future expansion improvements or as a buffer to the landfill
 LOCATION: 21500 NW 47 Ave District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	6,800	6,800
TOTAL REVENUES:	0	0	0	0	0	0	0	6,800	6,800
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Land Acquisition/Improvements	0	0	0	0	0	0	0	6,500	6,500
Planning and Design	0	0	0	0	0	0	0	300	300
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	6,800	6,800

MUNISPORT LANDFILL CLOSURE GRANT

PROJECT #: 5010690



DESCRIPTION: Close the Munisport Landfill through the Municipal Landfill Closure Grant
 LOCATION: NE 145 St and Biscayne Blvd District Located: 3
 North Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Interest Earnings	4,673	0	0	0	0	0	0	0	4,673
Solid Waste System Rev. Bonds Series 2005	31,027	0	0	0	0	0	0	0	31,027
TOTAL REVENUES:	35,700	0	0	0	0	0	0	0	35,700
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	24,068	2,000	1,632	2,000	2,000	2,000	1,000	1,000	35,700
TOTAL EXPENDITURES:	24,068	2,000	1,632	2,000	2,000	2,000	1,000	1,000	35,700

REPLACEMENT OF SCALES AT DISPOSAL FACILITIES

PROJECT #: 5010750



DESCRIPTION: Replace four aged scales at Northeast (2), Central (1), and West (1), which are used to weigh waste delivered for disposal
 LOCATION: Disposal Facilities District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	180	180	0	0	0	0	0	0	360
TOTAL REVENUES:	180	180	0	0	0	0	0	0	360
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	162	162	0	0	0	0	0	0	324
Planning and Design	12	12	0	0	0	0	0	0	24
Project Contingency	6	6	0	0	0	0	0	0	12
TOTAL EXPENDITURES:	180	180	0	0	0	0	0	0	360

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ENVIRONMENTAL IMPROVEMENTS

PROJECT #: 5050251



DESCRIPTION: Install groundwater monitoring wells and other equipment to perform FDEP/USEPA/RER required test studies
 LOCATION: To Be Determined District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	530	75	95	75	75	75	75	0	1,000
TOTAL REVENUES:	530	75	95	75	75	75	75	0	1,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	465	55	75	55	55	55	55	0	815
Permitting	0	5	5	5	5	5	5	0	30
Planning and Design	10	5	5	5	5	5	5	0	40
Project Contingency	55	10	10	10	10	10	10	0	115
TOTAL EXPENDITURES:	530	75	95	75	75	75	75	0	1,000

SOUTH DADE LANDFILL GROUNDWATER REMEDIATION

PROJECT #: 5051580



DESCRIPTION: Construct a trench along the east side of South Dade Landfill cells 1 and 2 to prevent clogging and to collect the required quantity of groundwater for treatment to include the installation of a series of wells along the east berm
 LOCATION: 24000 SW 97 Ave District Located: 8
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2001	477	0	0	0	0	0	0	0	477
Waste Disposal Operating Fund	215	60	228	80	80	80	80	0	823
TOTAL REVENUES:	692	60	228	80	80	80	80	0	1,300
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	527	0	211	76	76	76	76	0	1,042
Planning and Design	137	58	5	0	0	0	0	0	200
Project Contingency	28	2	12	4	4	4	4	0	58
TOTAL EXPENDITURES:	692	60	228	80	80	80	80	0	1,300

WEST/SOUTHWEST TRASH AND RECYCLING CENTER

PROJECT #: 5054051



DESCRIPTION: Construct a new Trash and Recycling Center in an underserved neighborhood of the waste collection service area
 LOCATION: To Be Determined District Located: 11
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Collection Operating Fund	284	0	0	0	0	0	0	1,746	2,030
TOTAL REVENUES:	284	0	0	0	0	0	0	1,746	2,030
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	1,444	1,444
Planning and Design	269	0	0	0	0	0	0	175	444
Project Contingency	15	0	0	0	0	0	0	127	142
TOTAL EXPENDITURES:	284	0	0	0	0	0	0	1,746	2,030

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TRASH AND RECYCLING CENTER IMPROVEMENTS

PROJECT #: 5054061



DESCRIPTION: Construct improvements to the 13 trash and recycling centers to include new entrances, gates, stairs, fencing, storm water systems, and walls

LOCATION: Trash and Recycling Centers
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Collection Operating Fund	1,349	730	971	510	650	650	320	320	5,500
TOTAL REVENUES:	1,349	730	971	510	650	650	320	320	5,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,104	650	651	470	600	600	300	300	4,675
Planning and Design	208	30	197	20	20	15	5	5	500
Project Contingency	37	50	123	20	30	35	15	15	325
TOTAL EXPENDITURES:	1,349	730	971	510	650	650	320	320	5,500

DISPOSAL FACILITIES IMPROVEMENTS

PROJECT #: 5055760



DESCRIPTION: Construct improvements to disposal facilities, including connecting tipping floors and enhancing stormwater systems per Federal Department of Environmental Protection Agency regulations

LOCATION: Disposal Facilities
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	990	280	330	100	100	100	100	0	2,000
TOTAL REVENUES:	990	280	330	100	100	100	100	0	2,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	805	220	268	76	77	78	76	0	1,600
Planning and Design	115	40	22	19	18	17	19	0	250
Project Contingency	70	20	40	5	5	5	5	0	150
TOTAL EXPENDITURES:	990	280	330	100	100	100	100	0	2,000

COLLECTION FACILITY IMPROVEMENTS

PROJECT #: 5056840



DESCRIPTION: Construct collection facility improvements including stormwater, water and sewer systems, and drainage to comply with state and federal Environmental Protection Agency codes and rules

LOCATION: Collection Facilities
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Collection Operating Fund	248	300	832	540	100	100	100	0	2,220
TOTAL REVENUES:	248	300	832	540	100	100	100	0	2,220
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	218	245	672	490	75	75	75	0	1,850
Planning and Design	24	35	81	20	20	20	20	0	220
Project Contingency	6	20	79	30	5	5	5	0	150
TOTAL EXPENDITURES:	248	300	832	540	100	100	100	0	2,220

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

NORTH DADE LANDFILL GROUNDWATER REMEDIATION

PROJECT #: 5057380



DESCRIPTION: Construct a ground water remediation system around North Dade Landfill
 LOCATION: 21500 NW 47 Ave
 Unincorporated Miami-Dade County

District Located: 1
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2005	1,480	0	0	0	0	0	0	0	1,480
Waste Disposal Operating Fund	0	0	0	0	0	0	20	0	20
TOTAL REVENUES:	1,480	0	0	0	0	0	20	0	1,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	57	900	42	42	42	42	128	1,253
Planning and Design	0	35	100	0	0	0	0	10	145
Project Contingency	0	8	50	8	8	8	8	12	102
TOTAL EXPENDITURES:	0	100	1,050	50	50	50	50	150	1,500

CENTRAL TRANSFER STATION COMPACTOR REPLACEMENT

PROJECT #: 5058000



DESCRIPTION: Replace two compactors and push pits at the Central Transfer Station
 LOCATION: 1150 NW 20 St
 City of Miami

District Located: 3
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2001	1,395	0	0	0	0	0	0	0	1,395
Waste Disposal Operating Fund	2,985	200	320	0	0	0	0	0	3,505
TOTAL REVENUES:	4,380	200	320	0	0	0	0	0	4,900
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,232	155	173	0	0	0	0	0	1,560
Furniture Fixtures and Equipment	2,260	0	100	0	0	0	0	0	2,360
Planning and Design	693	30	27	0	0	0	0	0	750
Project Contingency	195	15	20	0	0	0	0	0	230
TOTAL EXPENDITURES:	4,380	200	320	0	0	0	0	0	4,900

NORTH DADE LANDFILL GAS EXTRACTION SYSTEM - PHASE II

PROJECT #: 50510091



DESCRIPTION: Design and construct an active gas extraction system to the East Cell of the North Dade Landfill including piping and flare retrofit per Federal Department of Environmental Protection regulations
 LOCATION: 21500 NW 47 Ave
 Unincorporated Miami-Dade County

District Located: 1
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2001	783	0	0	0	0	0	0	0	783
Waste Disposal Operating Fund	193	50	75	110	110	110	110	259	1,017
TOTAL REVENUES:	976	50	75	110	110	110	110	259	1,800
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	773	25	47	85	85	85	85	155	1,340
Planning and Design	72	8	6	5	5	5	5	19	125
Project Contingency	131	17	22	20	20	20	20	85	335
TOTAL EXPENDITURES:	976	50	75	110	110	110	110	259	1,800

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

MIAMI GARDEN LANDFILL CLOSURE

PROJECT #: 200000352

DESCRIPTION: Close five acre Miami Garden's landfill site
 LOCATION: NW 37 Ave and NW 183 St
 Miami Gardens

District Located: 1
 District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Utility Service Fee	0	250	2,550	200	0	0	0	0	3,000
TOTAL REVENUES:	0	250	2,550	200	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	1,650	100	0	0	0	0	1,750
Planning and Design	0	200	150	0	0	0	0	0	350
Project Administration	0	50	750	100	0	0	0	0	900
TOTAL EXPENDITURES:	0	250	2,550	200	0	0	0	0	3,000

NEW TRANSFER STATION- OLD SOUTH DADE

PROJECT #: 200000353

DESCRIPTION: Construct an new transfer station on the closed Old South Dade Landfill
 LOCATION: 9350 SW 248 St
 Unincorporated Miami-Dade County

District Located: 8, 9
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Waste Disposal Operating Fund	0	300	1,850	9,600	14,150	100	0	0	26,000
TOTAL REVENUES:	0	300	1,850	9,600	14,150	100	0	0	26,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	200	8,800	13,700	0	0	0	22,700
Planning and Design	0	300	1,600	400	0	0	0	0	2,300
Project Contingency	0	0	50	400	450	100	0	0	1,000
TOTAL EXPENDITURES:	0	300	1,850	9,600	14,150	100	0	0	26,000

CHEMICAL CONTAINER REPLACEMENT (MOSQUITO CONTROL)

PROJECT #: 200000564

DESCRIPTION: Replace aging chemical containers
 LOCATION: 8901 NW 58 St
 Unincorporated Miami-Dade County

District Located: 12
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	300	0	0	0	0	0	0	300
TOTAL REVENUES:	0	300	0	0	0	0	0	0	300
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Major Machinery and Equipment	0	300	0	0	0	0	0	0	300
TOTAL EXPENDITURES:	0	300	0	0	0	0	0	0	300

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
HICKMAN GARAGE REMEDIATION	270 NW 2 St	2,600
MOSQUITO CONTROL BUILDING	8901 NW 58 St	3,000
UNFUNDED TOTAL		5,600

FY 2016-17 Adopted Budget and Multi-Year Capital Plan

Neighborhood Trash and Recycling Centers

1. North Dade 21500 NW 47 Ave
2. Norwood 19901 NW 7 Ave
3. Palm Springs 7870 NW 178 St
4. Golden Glades 140 NW 160 St
5. West Little River 1830 NW 79 St
6. Snapper Creek 2200 SW 117 Ave
7. Sunset Kendall 8000 SW 107 Ave
8. Chapman Field 13600 SW 60 Ave
9. Richmond Heights 14050 Boggs Dr
10. West Perrine 16651 SW 107 Ave
11. Eureka Drive 9401 SW 184 St
12. South Miami Heights 20800 SW 117 Ct
13. Moody Drive 12970 SW 268 St

Resources Recovery Facility

14. Resources Recovery 6990 NW 97 Ave

Landfills

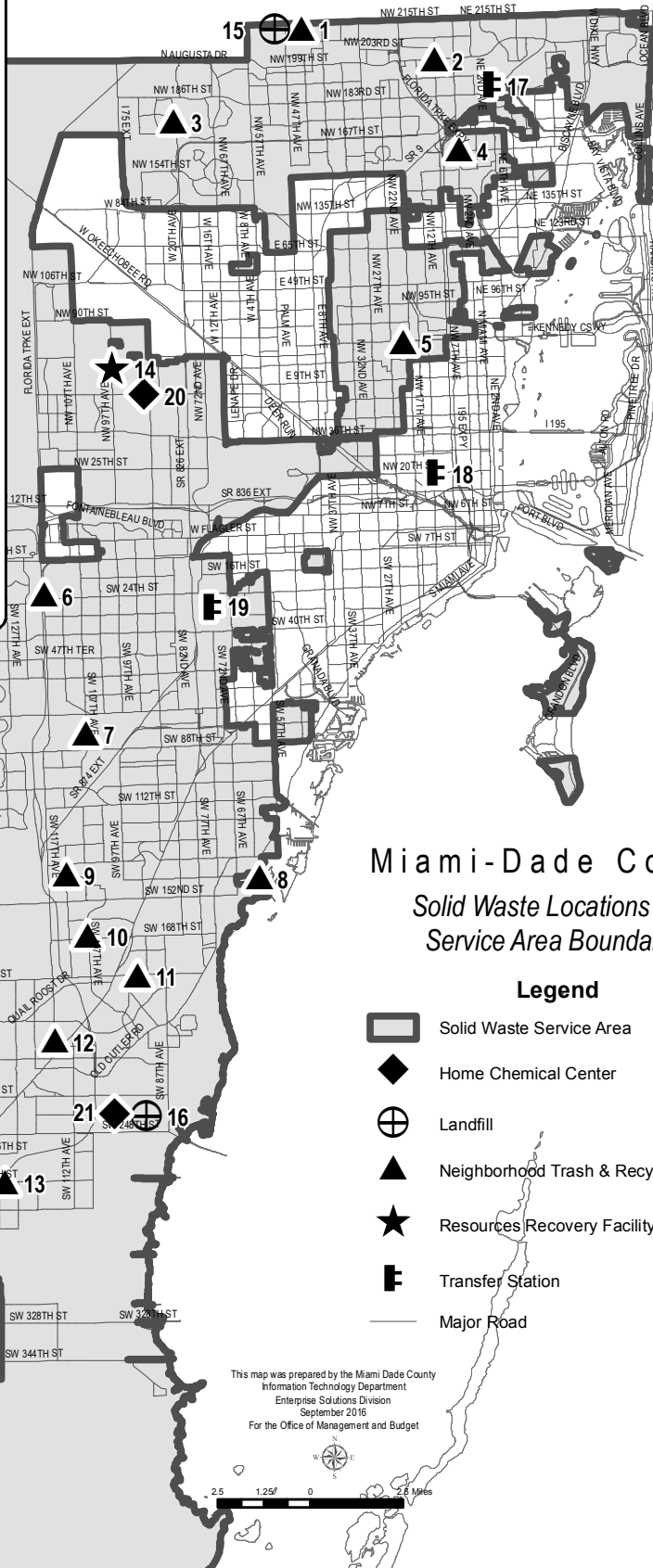
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave

Transfer Stations

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

Home Chemical Centers

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



Miami-Dade County
Solid Waste Locations and
Service Area Boundaries

Legend

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

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Water and Sewer

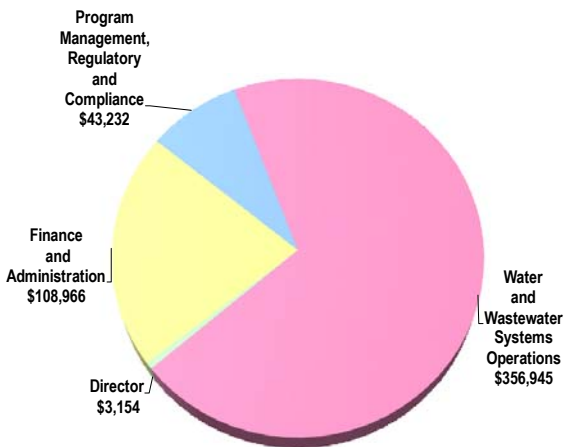
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater disposal services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.

As part of the Neighborhood and Infrastructure strategic area, the Department's main functions are water production and distribution, as well as wastewater collection, treatment, reuse, and disposal. WASD operates three regional and five local water treatment plants, with a total permitted capacity of 464 million gallons per day (MGD), and three regional wastewater treatment plants with a total permitted capacity of 376 MGD. Additionally, WASD operates and maintains 94 water supply wells (grouped into 14 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridian Aquifer; more than 1,000 sewer pump stations; more than 8,200 miles of water distribution mains; and nearly 6,300 miles of wastewater mains and lateral collection pipes. The Department implements water conservation measures, provides high quality drinking water, and plans and improves infrastructure for future growth.

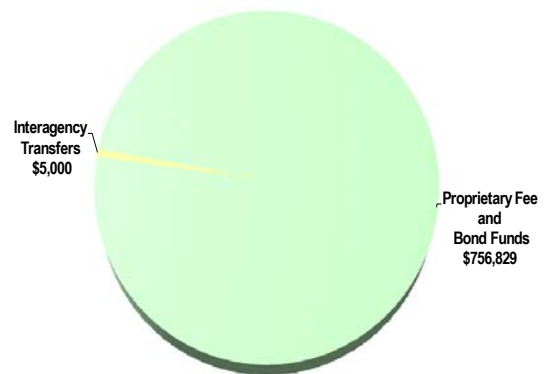
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 437,000 water and 354,000 wastewater retail customers as of September 30, 2015. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale (12 municipal and the Homestead Air Reserve Base) wastewater customers within Miami-Dade County on a daily basis. The total combined population served at the retail and wholesale level is about 2.3 million residents. In providing these services, the Department interacts with and is regulated by the United States Environmental Protection Agency, the Florida Department of Environmental Protection, the Miami-Dade County Health Department, the South Florida Water Management District, and the Regulatory and Economic Resources Department (RER).

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

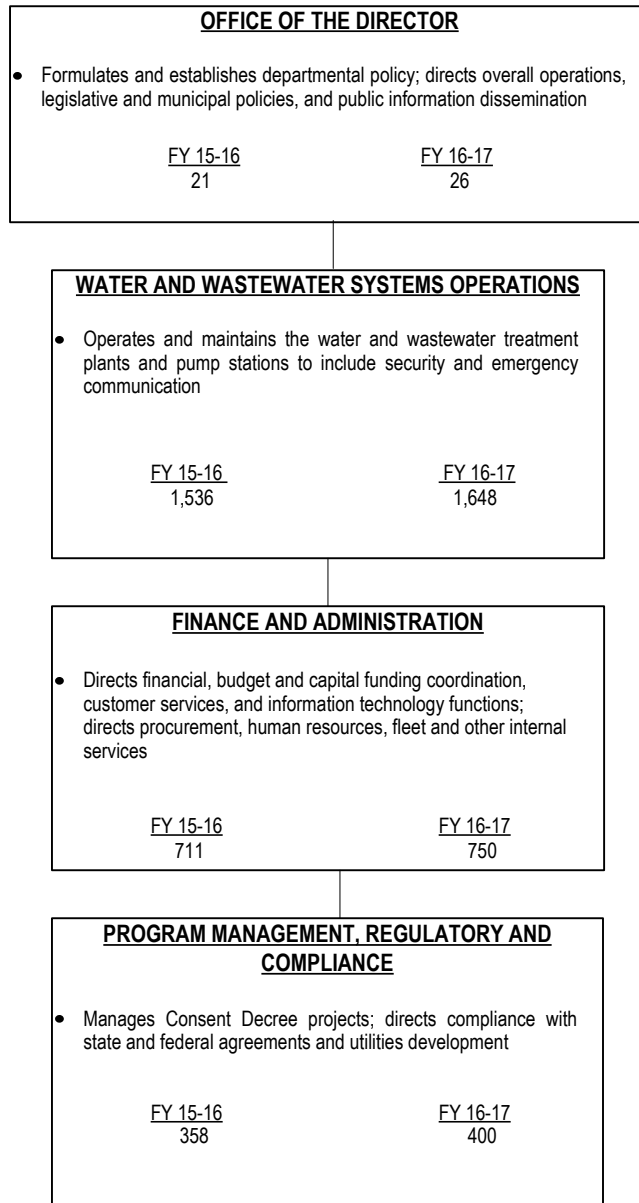


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 2,824

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
Carryover	57,383	59,430	63,834	68,551
Miscellaneous Non-Operating	1,593	1,475	1,574	1,502
Other Revenues	28,022	28,305	28,072	27,980
Retail Wastewater	245,167	252,737	270,375	283,752
Retail Water	219,890	233,464	242,715	263,203
Transfer From Other Funds	0	5,000	23,685	0
Wholesale Wastewater	56,956	61,802	72,198	80,166
Wholesale Water	28,815	37,008	24,169	28,242
Loan Repayments	5,000	5,000	5,000	5,000
Total Revenues	642,826	684,221	731,622	758,396

Operating Expenditures Summary

Salary	151,606	162,569	159,851	170,136
Fringe Benefits	42,901	51,008	52,835	61,882
Contractual Services	68,059	75,619	95,264	99,473
Other Operating	46,036	39,513	52,386	46,939
Charges for County Services	41,241	47,147	50,416	51,398
Capital	65,362	72,648	82,222	82,469
Total Operating Expenditures	415,205	448,504	492,974	512,297

Non-Operating Expenditures

Summary				
Transfers	13,236	0	0	1,175
Distribution of Funds In Trust	0	0	0	0
Debt Service	154,955	164,722	170,097	173,286
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	68,551	71,638
Total Non-Operating Expenditures	168,191	164,722	238,648	246,099

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17

Strategic Area: Neighborhood and Infrastructure

Director	5,647	3,154	21	26
Water and Wastewater	344,056	356,945	1,536	1,648
Systems Operations				
Finance and Administration	105,114	108,966	711	750
Program Management,	38,157	43,232	358	400
Regulatory and Compliance				
Total Operating Expenditures	492,974	512,297	2,626	2,824

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	776	632	840	748	810
Fuel	3,715	3,084	4,213	2,247	3,609
Overtime	13,577	16,037	11,755	18,752	12,503
Rent	330	104	377	206	2,187
Security Services	11,240	12,952	12,903	12,061	14,800
Temporary Services	884	2,181	1,379	2,267	3,320
Travel and Registration	131	151	289	172	321

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: DIRECTOR

Formulates and establishes departmental policy; directs overall operations, legislative and municipal policies, and public information dissemination.

- Defines department policies and strategic goals
- Provides legal support
- Coordinates communications with media and customers
- Coordinates state and federal legislative actions and liaises with municipalities
- Coordinates items submitted to the Board of County Commissioners

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes payments to the Audit and Management Services Department for expenses associated with audits and reviews (\$500,000)
- In FY 2016-17, the bill of the average retail water and sewer customer (6,750 gallons per month) will increase by eight percent, from \$51.11 to \$55.20, or by approximately \$4.09, per month; future adjustments will be needed based on debt service obligations and operating requirements
- Effective October 1, 2016, the wholesale wastewater rate will increase from \$2.7879 to \$2.9477 or by \$0.1598 per thousand gallons; the water wholesale rate will remain at \$1.7341 per thousand gallons; wholesale customers' bills include a true-up adjustment to recover actual cost for FY 2014-15
- The FY 2016-17 Adopted Budget includes a Memorandum of Understanding with the Office of the Inspector General to perform specialized audits as required (\$100,000)
- The FY 2016-17 Adopted Budget includes funding to the Miami-Dade Fire Rescue Department (MDFR) for fire hydrant maintenance (\$1 million)
- In FY 2016-17, the Department will continue an on-going reorganizational review to streamline management and business practices and the Proposed Budget includes funding to the Office of Management and Budget (OMB) for consulting services to fund organizational reviews/studies (\$192,000)
- The Department is currently working on an advertising campaign that includes the Department's branding for community recognition and to inform the citizens on water and wastewater services and the Multi-Year Capital Improvements Plan

DIVISION: WATER AND WASTEWATER SYSTEMS OPERATIONS

Operates and maintains the water and wastewater treatment plants and pump stations, including security and emergency communication.

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

Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures		FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
			Actual	Actual	Budget	Actual	Target
Maintain high level of responsiveness to customer service requests	Percentage of non-emergency requests dispatched in less than three business days	OC ↑	99%	98%	98%	88%	99%

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

<ul style="list-style-type: none"> N12-1: Provide adequate potable water supply and wastewater disposal 								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Program (in thousands)	OC	↑	1,181	1,782	1,124	908	1,124
Fully comply with drinking water standards	Percentage compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%
Reduce response time to sanitary sewer overflows	Average time to respond to sewage overflows (in minutes)	EF	↓	45	39	60	29	45
Ensure proper maintenance and operation of the sewage system	Percentage compliance with wastewater effluent limits*	OC	↑	97%	67%	100%	93%	100%
	Percentage of pumps in service	EF	↑	97%	97%	99%	98%	99%
	Wastewater mainline valves exercised	OP	↔	6,135	6,167	6,000	6,241	6,000

*Unforeseen factors such as severe mechanical failures, loss of clarifiers, and repairs to broken equipment negatively impacted performance for FY 2014-15; plans are in progress to address deficiencies.

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the addition of 115 positions for Wastewater Operations to continue to address staffing shortfalls identified in the Capacity, Management, and Operational and Maintenance Reports that have been submitted to the Environmental Protection Agency in response to the Consent Decree, and one position for the emergency call center to handle customer calls during increased construction phase; in addition, 20 positions are included in the FY 2016-17 Adopted Budget to support water treatment operations and infrastructure repairs; the total of 136 positions being added will be phased in and funded beginning September 2017

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: FINANCE AND ADMINISTRATION

Directs financial, budget and capital funding coordination, customer services, and information technology functions; directs procurement, human resources, fleet and other internal services.

- Coordinates financial activities including debt administration, investments, grants and cash management
- Administers Controller's functions, general ledger, assets control and accounts payable; prepares retail, wholesale and special billings and collection
- Manages the Department's operating and capital budgets
- Manages human capital planning and procurement
- Manages business process support for customer, care and billing, enterprise resource planning financial and enterprise asset management software systems
- Manages Retail Customer Services and Information Technology Divisions
- Manages general maintenance services

Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	9	8	3	3	5
	Percentage of calls answered within two minutes (monthly)*	OC	↑	29%	41%	80%	60%	50%

* In FY 2014-15, the Department experienced problems with the implementation of the Interactive Response System (IVR) and in cross-training staff that impacted targeted improvements of the Department's call wait time; planned Improvements for FY 2015-16 included new interactive WASD website and phone application, introduction of a fully functional self-service IVR, and extended hours of operation; limited staffing and vacancies have also impacted performance.

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Workforce skills to support County priorities	Training hours per employee	OP	↔	7	11	12	13	15

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Standard and Poor's	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Moody's	OC	↑	Aa3	Aa3	Aa3	Aa3	Aa3

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes payments to the Finance Department for expenses associated with cash management services (\$50,000) and for expenses associated with credit and collection services (payments are based on a percentage of collected revenue)
- The FY 2016-17 Adopted Budget includes two Customer Service Representative positions to help meet the demands of customers and improve call wait time
- The FY 2016-17 Adopted Budget includes one additional position in Human Resources to improve the hiring process in the Department and 23 positions that provide support in the procurement, heavy-equipment fleet, maintenance, and accountability functions that have increased workload from the Capacity, Management, and Operational and Maintenance Reports submitted to the EPA

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- The FY 2015-16 year end combined fund balance is projected to be \$70.3 million in rate stabilization and general reserve funds; in FY2016-17, the Department will also be funding an additional reserve of \$12.8 million in order to strengthen bonding capacity and meet additional bonds test necessary to issue debt to support the Department's \$13 billion capital program; a combined balance of \$88.5 million is projected between these reserves, and the Department will have a year-end fund balance of \$71.6 million in the operating budget as required for bond ordinances
- In the FY 2016-17 Adopted Budget, the Department will continue its Service Level Agreement with the Communications Department for initial customer call triage to improve customer service and reduce call wait times (\$1.4 million)

DIVISION: PROGRAM MANAGEMENT, REGULATORY AND COMPLIANCE

Manages Consent Decree projects; directs compliance with state and federal agreements and utilities development.

- Directs planning of water and wastewater facilities and infrastructure
- Directs design and construction activities for both the water and wastewater systems
- Oversees environmental regulations and compliance with federal and state agreements
- Directs Water Use Efficiency and Water Loss Reduction Programs
- Processes applications for new water services, mains, pump stations and fire hydrant installations by private contractors
- Oversees contract compliance, provides strategic planning, and directs performance improvement and efficiency savings programs

Strategic Objectives - Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Percent compliance with 20-Year Water Use Permit (WUP) as scheduled	OC	↑	100%	100%	98%	100%	100%
Ensure compliance with Comprehensive Development of Master Plan	Percentage of Comprehensive Development Master Plan comments submitted timely	EF	↑	100%	100%	98%	100%	100%
	Percentage of Development Impact Committee comments provided timely	EF	↑	100%	100%	98%	100%	100%
Ensure proper maintenance and operation of the sewage system	Percentage of Consent Decree Wastewater Projects on Schedule	OC	↑	100%	100%	100%	99%	100%
	Percentage of Ocean Outfall Legislation projects on schedule*	OC	↑	N/A	100%	100%	100%	100%

* This measure began being tracked in FY 2014-15

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DIVISION COMMENTS

- In FY 2016-17, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power plan, and an employee awareness program, which includes an energy conservation website, newsletter, and workshops
- The FY 2016-17 Adopted Budget includes funding to the Parks, Recreation and Open Spaces (PROS) Department for the Florida Yards and Neighborhoods Program (\$285,000)
- The FY 2016-17 Adopted Budget includes 23 new positions for Program Management and Construction and 13 new positions for Contract Compliance and Quality Assurance of construction/contractual work related to the \$13.3 billion Capital Improvement Plan; 31 of the 36 positions being added will be phased in and funded beginning September 2017
- The Department has established and is continuing to develop a Small Business Office to coordinate construction, architectural and engineering firms' compliance with Small Business Enterprise Program, Responsible Wages and Prompt Payment Ordinances to facilitate the achievement of economic stimulus programs in the community; the office will also be responsible for the monitoring and oversight of capital projects with an estimated value of \$13.3 billion over a twenty-year period

ADDITIONAL INFORMATION

- The FY 2016-17 Adopted Budget includes payments in the amount of \$3.989 million for salary reimbursements and/or services provided to: Parks, Recreation and Open Spaces (\$285,000); Audit and Management Services (\$500,000); Human Resources Department (\$12,000); Finance Department (\$50,000); Inspector General (\$200,000); Office of Management and Budget (\$192,000); Communications Department (\$1,400,000); Fire Rescue Department (\$1,000,000); Community Action and Human Services (\$100,000); and an allocation of \$200,000 for Community-based Organizations for environmental education programs and presentations
- The FY 2016-17 Adopted Budget includes a \$5 million loan repayment from the General Fund

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund 12 positions in the Wastewater Treatment and Maintenance Division needed to accommodate the vast amount of additional work required for the consent decree and related work in a timely manner and establish a Tank Cleaning Crew at the SDWWTP.	\$0	\$740	12
Fund 14 positions in the Wastewater Treatment and Maintenance Division needed to maintain accommodate the new HLD at SDWWTP and the vast amount of additional work required for the Consent Decree and related work in a timely manner.	\$0	\$1,080	14
Fund 11 positions in the Wastewater Treatment and Maintenance Division Needed to establish a Tank Cleaning Crew at CDWWTP and assure complete coverage of the Sludge Dewatering Building.	\$0	\$566	11
Fund 18 positions in the Wastewater Treatment and Maintenance Division Needed to maintain and install new equipment at CDWWTP and accommodate the vast amount of additional work required for the Consent Decree and related work in a timely manner.	\$0	\$1,360	18
Fund eight (8) positions in the Wastewater Treatment and Maintenance Division Needed to properly Maintain the structures of the Treatment Vessels in the 3 Regional Wastewater Treatment Plants and 2 Regional Master Pumping Stations at NDWWT and accommodate the vast amount of additional work required for the Consent Decree and related work in a timely manner.	\$0	\$591	8

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Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund nine (9) positions in the Wastewater Treatment and Maintenance Division Needed to establish a Tank Cleaning Crew at the NDWWTP - staff required for Oxygen Plant assignment and to accommodate the vast amount of additional work required for the Consent Decree and related work in a timely manner.	\$0	\$656	9
Fund six (6) positions in the Wastewater Treatment and Maintenance Division Needed for monitoring, controlling and adjusting of wastewater treatment equipment within the treatment plant.	\$0	\$450	6
Fund two (2) position in the Wastewater Treatment and Maintenance Division Needed to develop and administer training programs.	\$0	\$161	2
Fund 10 positions in the Wastewater Collection and Transmission Line Division Needed to support staff augmentation identified in the Gravity Sewer System Operations and Maintenance Plan (GSSOMP), the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program (FMOPMARP). South	\$0	\$547	10
Fund six (6) positions in the Wastewater Collection and Transmission Line Division needed to support staff augmentation identified in the Gravity Sewer System Operations and Maintenance Plan (GSSOMP), the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program (FMOPMARP). North	\$0	\$325	6
Fund six (6) positions in the Wastewater Collection and Transmission Line Division needed to support staff augmentation identified in the Gravity Sewer System Operations and Maintenance Plan (GSSOMP), the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program (FMOPMARP). Central	\$0	\$325	6
Fund 13 positions in the Wastewater Collection and Transmission Line Division Needed to support staff augmentation identified in the Gravity Sewer System Operations and Maintenance Plan (GSSOMP), the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program (FMOPMARP).	\$0	\$717	13
Fund two (2) positions in the Wastewater Collection and Transmission Line Division Needed to support staff augmentation identified in the Gravity Sewer System Operations and Maintenance Plan (GSSOMP), the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program (FMOPMARP).	\$0	\$152	2
Fund six (6) positions in the Wastewater Collection and Transmission Line Division needed to support staff augmentation identified in the Gravity Sewer System Operations and Maintenance Plan (GSSOMP), the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program (FMOPMARP).	\$0	\$312	6
Fund six (6) positions in the Wastewater Collection and Transmission Line Division needed to support staff augmentation identified in the Gravity Sewer System Operations and Maintenance Plan (GSSOMP), the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program (FMOPMARP).	\$0	\$312	6
Fund two (2) positions in the Wastewater Collection and Transmission Line Division needed to support staff augmentation identified in the Gravity Sewer System Operations and Maintenance Plan (GSSOMP), the Force Main Operations, Preventive Maintenance and Assessment/Rehabilitation Program (FMOPMARP).	\$0	\$141	2
Total	\$0	\$8,435	131

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
BBC GOB Financing	10,204	9,846	19,538	25,373	16,325	18,397	28,200	29,098	156,981
State Revolving Loan Wastewater Program	19,888	0	0	0	0	0	0	0	19,888
WASD Revenue Bonds Sold	311,028	0	0	0	0	0	0	0	311,028
Rock Mining Mitigation Fees	20,979	0	0	0	0	0	0	0	20,979
BBC GOB Series 2005A	2,399	0	0	0	0	0	0	0	2,399
BBC GOB Series 2011A	2,606	0	0	0	0	0	0	0	2,606
WASD Future Funding	0	0	0	0	0	0	0	1,529,974	1,529,974
State Revolving Loan Water Program	4,452	4,426	7,309	3,000	2,500	1,159	0	0	22,846
Miami Springs Wastewater Construction Fund	1,326	0	0	0	0	0	0	0	1,326
Water Renewal and Replacement Fund	136,162	29,728	34,500	34,500	34,500	34,500	34,500	34,500	372,890
Wastewater Connection Charges	88,165	23,476	12,068	15,837	9,696	7,000	7,000	17,732	180,974
Wastewater Renewal Fund	173,897	50,272	45,500	45,500	45,500	45,500	45,500	45,500	497,169
Wastewater Special Construction Fund	50,380	0	0	0	0	0	0	0	50,380
Water Special Construction Fund	7,087	595	1,000	1,000	1,000	2,000	2,000	0	14,682
BBC GOB Series 2008B-1	5,259	0	0	0	0	0	0	0	5,259
Water Construction Fund	344	0	0	0	0	0	0	0	344
Water Connection Charges	25,697	8,821	3,590	0	0	0	0	0	38,108
BBC GOB Series 2014A	1,531	0	0	0	0	0	0	0	1,531
Future WASD Revenue Bonds	400,000	249,608	535,223	545,560	506,151	567,919	553,359	6,611,521	9,969,341
Fire Hydrant Fund	36,978	3,500	3,500	3,500	3,500	3,500	3,500	3,500	61,478
Miami Springs Water Construction Fund	5,963	0	0	0	0	0	0	0	5,963
BBC GOB Series 2008B	2,952	0	0	0	0	0	0	0	2,952
BBC GOB Series 2013A	246	0	0	0	0	0	0	0	246
Total:	1,307,543	380,272	662,228	674,270	619,172	679,975	674,059	8,271,825	13,269,344
Expenditures									
Strategic Area: NI									
GOB Water and Wastewater Projects	25,197	9,846	19,538	25,373	16,325	18,397	28,200	29,098	171,974
Wastewater Projects	684,574	405,726	448,646	432,126	430,838	432,921	445,401	7,146,527	10,426,759
Water Projects	299,026	189,803	206,907	216,476	181,902	229,854	233,050	1,113,593	2,670,611
Total:	1,008,797	605,375	675,091	673,975	629,065	681,172	706,651	8,289,218	13,269,344

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2012-13, the Department negotiated a consent agreement with the Federal Environmental Protection Agency (EPA) to address regulatory violations resulting from failing wastewater infrastructure for approximately \$1.6 billion; the agreement was adopted by the BCC on May 21, 2013; on April 9, 2014, the U.S. District Court for the Southern District approved the Consent Decree, replacing and superseding the two existing consent decrees issued in the early-mid 1990's; all projects contained in the consent decree are currently included in the capital plan, but as projects advance, schedules for completion may need to be modified, with the approval of the EPA; increased debt requirements will lead to future rate adjustments

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FUNDED CAPITAL PROJECTS

(dollars in thousands)

OUTFALL LEGISLATION

PROJECT #: 962670 


DESCRIPTION: Elimination of outfall flows to the ocean
 LOCATION: Systemwide
 Various Sites

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	41,675	11,793	44,789	52,572	63,206	72,848	107,726	3,255,334	3,649,943
State Revolving Loan Wastewater Program	19,888	0	0	0	0	0	0	0	19,888
WASD Revenue Bonds Sold	18,525	0	0	0	0	0	0	0	18,525
Wastewater Connection Charges	6,049	0	0	0	0	0	0	0	6,049
TOTAL REVENUES:	86,137	11,793	44,789	52,572	63,206	72,848	107,726	3,255,334	3,694,405
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	59,113	38,817	44,789	52,572	63,206	72,848	107,726	3,255,334	3,694,405
TOTAL EXPENDITURES:	59,113	38,817	44,789	52,572	63,206	72,848	107,726	3,255,334	3,694,405

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of \$270,000

SYSTEM IMPROVEMENTS PROJECT - GENERAL OBLIGATION BONDS (GOB)

PROJECT #: 962830 

DESCRIPTION: Replace undersized water mains and install new fire hydrants
 LOCATION: Various Sites
 Various Sites

District Located: Systemwide
 District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	2,279	2,164	865	795	1,197	734	0	1,205	9,239
BBC GOB Series 2005A	709	0	0	0	0	0	0	0	709
BBC GOB Series 2008B	1,018	0	0	0	0	0	0	0	1,018
BBC GOB Series 2008B-1	2,222	0	0	0	0	0	0	0	2,222
BBC GOB Series 2011A	2,598	0	0	0	0	0	0	0	2,598
BBC GOB Series 2013A	221	0	0	0	0	0	0	0	221
BBC GOB Series 2014A	1,263	0	0	0	0	0	0	0	1,263
TOTAL REVENUES:	10,310	2,164	865	795	1,197	734	0	1,205	17,270
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	8,920	2,164	865	795	1,197	734	0	1,205	15,880
Permitting	100	0	0	0	0	0	0	0	100
Planning and Design	1,140	0	0	0	0	0	0	0	1,140
Project Administration	150	0	0	0	0	0	0	0	150
TOTAL EXPENDITURES:	10,310	2,164	865	795	1,197	734	0	1,205	17,270

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AUTOMATION OF WATER TREATMENT PLANTS

PROJECT #: 963110

DESCRIPTION: Construct facilities and install equipment to automate functions at water treatment plants
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	330	0	0	0	0	0	0	330
WASD Revenue Bonds Sold	1,916	0	0	0	0	0	0	0	1,916
TOTAL REVENUES:	1,916	330	0	0	0	0	0	0	2,246
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,916	330	0	0	0	0	0	0	2,246
TOTAL EXPENDITURES:	1,916	330	0	0	0	0	0	0	2,246

WASTEWATER TREATMENT PLANTS - CONSENT DECREE PROJECTS

PROJECT #: 964120

DESCRIPTION: Design, construct, and rehabilitate infrastructure at wastewater treatment plants to comply with EPA Consent Decree
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	123,944	59,544	111,162	96,624	93,374	91,218	101,119	939,289	1,616,274
WASD Revenue Bonds Sold	48,676	0	0	0	0	0	0	0	48,676
Wastewater Renewal Fund	17,619	0	0	0	0	0	0	0	17,619
TOTAL REVENUES:	190,239	59,544	111,162	96,624	93,374	91,218	101,119	939,289	1,682,569
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	124,414	102,889	101,158	87,928	84,970	83,008	92,019	854,753	1,531,139
Major Machinery and Equipment	2,734	2,261	2,223	1,932	1,868	1,825	2,022	18,786	33,651
Planning and Design	9,570	7,915	7,781	6,764	6,536	6,385	7,078	65,750	117,779
TOTAL EXPENDITURES:	136,718	113,065	111,162	96,624	93,374	91,218	101,119	939,289	1,682,569

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of \$50,000,000

NEEDS ASSESSMENTS PROJECTS - GENERAL OBLIGATION BONDS (GOB)

PROJECT #: 964350

DESCRIPTION: Construction of water and sewer enhancements including water mains, pipelines and sewer collection systems
 LOCATION: Various Sites District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,857	1,845	2,630	2,555	2,446	350	200	0	11,883
BBC GOB Series 2005A	1,686	0	0	0	0	0	0	0	1,686
BBC GOB Series 2008B	1,504	0	0	0	0	0	0	0	1,504
BBC GOB Series 2008B-1	2,288	0	0	0	0	0	0	0	2,288
BBC GOB Series 2013A	25	0	0	0	0	0	0	0	25
BBC GOB Series 2014A	259	0	0	0	0	0	0	0	259
TOTAL REVENUES:	7,619	1,845	2,630	2,555	2,446	350	200	0	17,645
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	5,405	1,845	2,630	2,555	2,446	350	200	0	15,431
Permitting	179	0	0	0	0	0	0	0	179
Planning and Design	2,035	0	0	0	0	0	0	0	2,035
TOTAL EXPENDITURES:	7,619	1,845	2,630	2,555	2,446	350	200	0	17,645

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SEWER PUMP STATION SYSTEMS - CONSENT DECREE PROJECTS

PROJECT #: 964440

DESCRIPTION: Design, construct, and rehabilitate pump stations infrastructure systems to comply with EPA Consent Decree
 LOCATION: Various Sites
 Throughout Miami-Dade County

District Located: Countywide
 District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	16,334	19,307	38,890	23,678	15,000	7,184	1,000	0	121,393
WASD Revenue Bonds Sold	8,513	0	0	0	0	0	0	0	8,513
Wastewater Connection Charges	1,006	0	0	0	0	0	0	0	1,006
TOTAL REVENUES:	25,853	19,307	38,890	23,678	15,000	7,184	1,000	0	130,912
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	19,850	21,697	35,779	21,784	13,800	6,609	920	0	120,439
Planning and Design	1,725	1,888	3,111	1,894	1,200	575	80	0	10,473
TOTAL EXPENDITURES:	21,575	23,585	38,890	23,678	15,000	7,184	1,000	0	130,912

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$1,200,000

MIAMI SPRINGS CONSTRUCTION FUND - WATER

PROJECT #: 965450

DESCRIPTION: Repair and or replacement water transmission pipes in Miami Springs
 LOCATION: Miami Springs
 Miami Springs

District Located: 6
 District(s) Served: 6



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Miami Springs Water Construction Fund	5,963	0	0	0	0	0	0	0	5,963
TOTAL REVENUES:	5,963	0	0	0	0	0	0	0	5,963
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,147	3,505	417	0	0	0	0	0	5,069
Planning and Design	202	619	73	0	0	0	0	0	894
TOTAL EXPENDITURES:	1,349	4,124	490	0	0	0	0	0	5,963

NW 37 AVE INDUSTRIAL DEVELOPMENT AREA - GENERAL OBLIGATION BONDS (GOB)

PROJECT #: 965520

DESCRIPTION: Replace water and sewer mains in the NW 37 Ave Industrial Development Area
 LOCATION: NW 37 Ave and NW 36 St
 Various Sites

District Located: 2
 District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	3,985	2,162	1,848	740	853	0	0	0	9,588
BBC GOB Series 2005A	4	0	0	0	0	0	0	0	4
BBC GOB Series 2008B	430	0	0	0	0	0	0	0	430
BBC GOB Series 2008B-1	190	0	0	0	0	0	0	0	190
BBC GOB Series 2014A	9	0	0	0	0	0	0	0	9
TOTAL REVENUES:	4,618	2,162	1,848	740	853	0	0	0	10,221
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	3,998	2,162	1,848	740	853	0	0	0	9,601
Planning and Design	620	0	0	0	0	0	0	0	620
TOTAL EXPENDITURES:	4,618	2,162	1,848	740	853	0	0	0	10,221

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WATER TREATMENT PLANT - FLORIDIAN REVERSE OSMOSIS

PROJECT #: 966620

DESCRIPTION: Construct a 10-million gallons per day (MGD) Reverse Osmosis Treatment Plant using Upper Floridian Aquifer; the jointly-owned plant will equally serve the City of Hialeah and WASD service areas; total cost of \$160 million, includes contribution and expenditures of \$80 million from City of Hialeah

LOCATION: 700 W 2 Ave
Hialeah

District Located: 6
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Water Connection Charges	3,091	3,300	0	0	0	0	0	0	6,391
TOTAL REVENUES:	3,091	3,300	0	0	0	0	0	0	6,391
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	2,009	3,360	0	0	0	0	0	0	5,369
Planning and Design	382	640	0	0	0	0	0	0	1,022
TOTAL EXPENDITURES:	2,391	4,000	0	0	0	0	0	0	6,391

EXTENSION OF SEWER SYSTEM TO COMMERCIAL AND INDUSTRIAL CORRIDORS OF THE COUNTY AS PER BCC RESOLUTION R-537-14 - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 967090

DESCRIPTION: Extend sewer service to developed commercial and industrial corridors in Miami-Dade County

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	2,063	3,635	14,084	21,183	11,829	17,313	28,000	27,893	126,000
TOTAL REVENUES:	2,063	3,635	14,084	21,183	11,829	17,313	28,000	27,893	126,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	15	357	14,084	21,183	11,829	17,313	28,000	27,893	120,674
Planning and Design	2,048	3,278	0	0	0	0	0	0	5,326
TOTAL EXPENDITURES:	2,063	3,635	14,084	21,183	11,829	17,313	28,000	27,893	126,000

WATER PIPES AND INFRASTRUCTURE PROJECTS

PROJECT #: 967190

DESCRIPTION: Replace pipe and construct infrastructure repairs

LOCATION: Countywide
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,752	6,047	11,157	0	0	0	0	18,956
WASD Revenue Bonds Sold	15,410	0	0	0	0	0	0	0	15,410
Water Renewal and Replacement Fund	10,963	8,000	8,000	8,000	8,000	8,000	8,000	8,000	66,963
TOTAL REVENUES:	26,373	9,752	14,047	19,157	8,000	8,000	8,000	8,000	101,329
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	25,054	9,264	13,345	18,199	7,600	7,600	7,600	7,600	96,262
Planning and Design	1,319	488	702	958	400	400	400	400	5,067
TOTAL EXPENDITURES:	26,373	9,752	14,047	19,157	8,000	8,000	8,000	8,000	101,329

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UPGRADE OF MIAMI SPRINGS PUMP STATIONS - GENERAL OBLIGATION BONDS (GOB)

PROJECT #: 967730

DESCRIPTION: Upgrade electrical control panels, pumps and proprietary SCADA system
 LOCATION: Various Sites
 Various Sites

District Located: 6
 District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	20	40	111	100	0	0	0	0	271
BBC GOB Series 2008B-1	559	0	0	0	0	0	0	0	559
BBC GOB Series 2011A	8	0	0	0	0	0	0	0	8
TOTAL REVENUES:	587	40	111	100	0	0	0	0	838
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	587	40	111	100	0	0	0	0	838
TOTAL EXPENDITURES:	587	40	111	100	0	0	0	0	838

WASTEWATER COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT

PROJECT #: 968090

DESCRIPTION: Install new sewer service to commercial properties utilizing septic tanks
 LOCATION: Various Sites
 Throughout Miami-Dade County

District Located: TBD
 District(s) Served: TBD



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	561	882	435	5,364	5,859	3,000	134,493	150,594
WASD Revenue Bonds Sold	3,319	0	0	0	0	0	0	0	3,319
TOTAL REVENUES:	3,319	561	882	435	5,364	5,859	3,000	134,493	153,913
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	2,656	449	706	348	4,291	4,687	2,400	107,594	123,131
Land Acquisition/Improvements	132	22	35	17	215	234	120	5,380	6,155
Planning and Design	531	90	141	70	858	938	480	21,519	24,627
TOTAL EXPENDITURES:	3,319	561	882	435	5,364	5,859	3,000	134,493	153,913

WASTEWATER COLLECTION AND TRANSMISSION LINES - CONSENT

PROJECT #: 968150

DESCRIPTION: Design, construct, and rehabilitate collection and transmission infrastructure lines to comply with EPA Consent Decree
 LOCATION: Various Sites
 Throughout Miami-Dade County

District Located: Countywide
 District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	78,223	7,223	54,200	42,277	20,770	15,024	15,273	136,984	369,974
WASD Revenue Bonds Sold	42,645	0	0	0	0	0	0	0	42,645
Wastewater Connection Charges	16,489	4,964	0	0	0	0	0	0	21,453
Wastewater Renewal Fund	8,082	0	0	0	0	0	0	0	8,082
TOTAL REVENUES:	145,439	12,187	54,200	42,277	20,770	15,024	15,273	136,984	442,154
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	92,876	47,411	48,238	37,627	18,485	13,371	13,593	121,916	393,517
Major Machinery and Equipment	7,304	3,729	3,794	2,959	1,454	1,052	1,069	9,589	30,950
Planning and Design	4,175	2,131	2,168	1,691	831	601	611	5,479	17,687
TOTAL EXPENDITURES:	104,355	53,271	54,200	42,277	20,770	15,024	15,273	136,984	442,154

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WASTEWATER PIPES AND INFRASTRUCTURE PROJECTS

PROJECT #: 968750

DESCRIPTION: Replace and install new pipelines in areas requiring service improvements
 LOCATION: Various Sites District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
WASD Revenue Bonds Sold	1,438	0	0	0	0	0	0	0	1,438
Wastewater Renewal Fund	10,933	0	3,000	3,000	3,000	3,000	3,000	3,000	28,933
TOTAL REVENUES:	12,371	0	3,000	3,000	3,000	3,000	3,000	3,000	30,371
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	9,371	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,371
TOTAL EXPENDITURES:	9,371	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,371

MIAMI SPRINGS CONSTRUCTION FUND - WASTEWATER

PROJECT #: 969110

DESCRIPTION: Construct wastewater collection system improvements in Miami Springs
 LOCATION: Miami Springs District Located: 6
 Miami Springs District(s) Served: 6

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Miami Springs Wastewater Construction Fund	1,326	0	0	0	0	0	0	0	1,326
TOTAL REVENUES:	1,326	0	0	0	0	0	0	0	1,326
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	866	148	312	0	0	0	0	0	1,326
TOTAL EXPENDITURES:	866	148	312	0	0	0	0	0	1,326

WATER TREATMENT PLANTS MISCELLANEOUS UPGRADES

PROJECT #: 9610960

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,500	8,032	7,366	127	0	0	0	18,025
WASD Revenue Bonds Sold	2,934	0	0	0	0	0	0	0	2,934
Water Construction Fund	344	0	0	0	0	0	0	0	344
Water Renewal and Replacement Fund	335	0	0	0	0	0	0	0	335
TOTAL REVENUES:	3,613	2,500	8,032	7,366	127	0	0	0	21,638
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	3,578	2,475	7,952	7,292	125	0	0	0	21,422
Planning and Design	35	25	80	74	2	0	0	0	216
TOTAL EXPENDITURES:	3,613	2,500	8,032	7,366	127	0	0	0	21,638

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SOUTH MIAMI-DADE WATER TRANSMISSION MAINS IMPROVEMENTS

PROJECT #: 9650021

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

LOCATION: South Miami-Dade County
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	258	751	4,782	851	2,492	8,738	978	18,850
TOTAL REVENUES:	0	258	751	4,782	851	2,492	8,738	978	18,850
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	214	623	3,969	706	2,068	7,253	812	15,645
Planning and Design	0	44	128	813	145	424	1,485	166	3,205
TOTAL EXPENDITURES:	0	258	751	4,782	851	2,492	8,738	978	18,850

WATER TREATMENT PLANT - ALEXANDER ORR, JR. EXPANSION

PROJECT #: 9650031

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

LOCATION: 6800 SW 87 Ave
Unincorporated Miami-Dade County

District Located: 7
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	17,606	17,438	40,306	31,214	20,496	12,953	4,796	144,809
WASD Revenue Bonds Sold	9,159	0	0	0	0	0	0	0	9,159
TOTAL REVENUES:	9,159	17,606	17,438	40,306	31,214	20,496	12,953	4,796	153,968
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	7,877	15,141	14,996	34,663	26,844	17,626	11,140	4,125	132,412
Major Machinery and Equipment	92	176	175	403	312	206	129	48	1,541
Planning and Design	1,190	2,289	2,267	5,240	4,058	2,664	1,684	623	20,015
TOTAL EXPENDITURES:	9,159	17,606	17,438	40,306	31,214	20,496	12,953	4,796	153,968

WATER TREATMENT PLANT - HIALEAH/PRESTON IMPROVEMENTS

PROJECT #: 9650041

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

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

District Located: 6
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	1,138	10,801	2,991	4,373	5,172	744	12,401	30,283	67,903
WASD Revenue Bonds Sold	12,075	0	0	0	0	0	0	0	12,075
TOTAL REVENUES:	13,213	10,801	2,991	4,373	5,172	744	12,401	30,283	79,978
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	9,513	7,777	2,153	3,149	3,724	536	8,929	21,804	57,585
Land Acquisition/Improvements	1,850	1,512	419	612	724	104	1,736	4,239	11,196
Planning and Design	1,850	1,512	419	612	724	104	1,736	4,240	11,197
TOTAL EXPENDITURES:	13,213	10,801	2,991	4,373	5,172	744	12,401	30,283	79,978

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$15,000,000

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

WATER EQUIPMENT AND VEHICLES

PROJECT #: 9650141



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	0	750	1,850	3,363	7,842	12,713	223,084	249,602
WASD Revenue Bonds Sold	52	0	0	0	0	0	0	0	52
Water Renewal and Replacement Fund	42,806	5,842	5,200	5,200	5,200	5,200	5,200	5,200	79,848
TOTAL REVENUES:	42,858	5,842	5,950	7,050	8,563	13,042	17,913	228,284	329,502
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Major Machinery and Equipment	35,704	12,996	5,950	7,050	8,563	13,042	17,913	228,284	329,502
TOTAL EXPENDITURES:	35,704	12,996	5,950	7,050	8,563	13,042	17,913	228,284	329,502

WATER TREATMENT PLANTS REPLACEMENT AND RENOVATIONS

PROJECT #: 9650161



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	5,500	4,045	5,516	0	0	0	0	15,061
WASD Revenue Bonds Sold	3,089	0	0	0	0	0	0	0	3,089
Water Renewal and Replacement Fund	12,695	0	2,500	2,500	2,500	2,500	2,500	2,500	27,695
TOTAL REVENUES:	15,784	5,500	6,545	8,016	2,500	2,500	2,500	2,500	45,845
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	13,601	7,683	6,545	8,016	2,500	2,500	2,500	2,500	45,845
TOTAL EXPENDITURES:	13,601	7,683	6,545	8,016	2,500	2,500	2,500	2,500	45,845

WATER SYSTEM MAINTENANCE AND UPGRADES

PROJECT #: 9650181



DESCRIPTION: Maintain and develop existing water system facilities, structures, and equipment
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
WASD Revenue Bonds Sold	6,593	0	0	0	0	0	0	0	6,593
Water Renewal and Replacement Fund	33,695	15,886	15,000	15,000	15,000	15,000	15,000	15,000	139,581
TOTAL REVENUES:	40,288	15,886	15,000	15,000	15,000	15,000	15,000	15,000	146,174
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	36,868	17,059	14,400	14,400	14,400	14,400	14,400	14,400	140,327
Planning and Design	1,536	711	600	600	600	600	600	600	5,847
TOTAL EXPENDITURES:	38,404	17,770	15,000	15,000	15,000	15,000	15,000	15,000	146,174

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GRAVITY SEWER RENOVATIONS

PROJECT #: 9650201



DESCRIPTION: Rehabilitate gravity sewers to reduce infiltration and inflow
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	3,670	1,376	1,258	1,050	650	350	224	0	8,578
WASD Revenue Bonds Sold	5,153	0	0	0	0	0	0	0	5,153
TOTAL REVENUES:	8,823	1,376	1,258	1,050	650	350	224	0	13,731
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	8,381	1,307	1,195	998	618	333	213	0	13,045
Planning and Design	442	69	63	52	32	17	11	0	686
TOTAL EXPENDITURES:	8,823	1,376	1,258	1,050	650	350	224	0	13,731

SANITARY SEWER SYSTEM IMPROVEMENTS

PROJECT #: 9650221



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Wastewater Special Construction Fund	50,380	0	0	0	0	0	0	0	50,380
TOTAL REVENUES:	50,380	0	0	0	0	0	0	0	50,380
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	5,288	2,500	2,500	2,500	2,500	2,500	32,592	0	50,380
TOTAL EXPENDITURES:	5,288	2,500	2,500	2,500	2,500	2,500	32,592	0	50,380

CENTRAL MIAMI-DADE WASTEWATER TRANSMISSION MAINS AND PUMP STATION IMPROVEMENTS

PROJECT #: 9650241



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	1,132	7,127	17,360	17,450	18,583	19,421	13,430	55,255	149,758
WASD Future Funding	0	0	0	0	0	0	0	828	828
WASD Revenue Bonds Sold	6,505	0	0	0	0	0	0	0	6,505
Wastewater Connection Charges	13,352	6,132	4,000	5,000	5,000	7,000	7,000	17,732	65,216
TOTAL REVENUES:	20,989	13,259	21,360	22,450	23,583	26,421	20,430	73,815	222,307
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	10,010	9,419	17,377	17,673	19,717	21,601	17,570	77,816	191,183
Planning and Design	1,629	1,533	2,830	2,877	3,210	3,517	2,860	12,668	31,124
TOTAL EXPENDITURES:	11,639	10,952	20,207	20,550	22,927	25,118	20,430	90,484	222,307

Estimated Annual Operating Impact will begin in FY 2019-20 in the amount of \$2,253,000

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WATER GENERAL MAINTENANCE AND OFFICE FACILITIES

PROJECT #: 9650271



DESCRIPTION: Construct regional general maintenance centers, office facilities, and storage warehouses
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	8,520	11,759	11,192	5,637	18,040	349	0	55,497
WASD Revenue Bonds Sold	1,335	0	0	0	0	0	0	0	1,335
TOTAL REVENUES:	1,335	8,520	11,759	11,192	5,637	18,040	349	0	56,832
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,201	7,668	10,583	10,073	5,073	16,236	314	0	51,148
Planning and Design	134	852	1,176	1,119	564	1,804	35	0	5,684
TOTAL EXPENDITURES:	1,335	8,520	11,759	11,192	5,637	18,040	349	0	56,832

WASTEWATER EQUIPMENT AND VEHICLES

PROJECT #: 9650301



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
WASD Revenue Bonds Sold	552	0	0	0	0	0	0	0	552
Wastewater Renewal Fund	41,380	12,436	11,500	11,500	11,500	11,500	11,500	11,500	122,816
TOTAL REVENUES:	41,932	12,436	11,500	11,500	11,500	11,500	11,500	11,500	123,368
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Major Machinery and Equipment	35,875	18,493	11,500	11,500	11,500	11,500	11,500	11,500	123,368
TOTAL EXPENDITURES:	35,875	18,493	11,500	11,500	11,500	11,500	11,500	11,500	123,368

WASTEWATER SYSTEM MAINTENANCE AND UPGRADES

PROJECT #: 9650361



DESCRIPTION: Maintain and develop existing wastewater system facilities, structures, and equipment
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
WASD Revenue Bonds Sold	3,188	0	0	0	0	0	0	0	3,188
Wastewater Renewal Fund	38,387	18,428	20,000	20,000	20,000	20,000	20,000	20,000	176,815
TOTAL REVENUES:	41,575	18,428	20,000	20,000	20,000	20,000	20,000	20,000	180,003
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	41,575	18,428	20,000	20,000	20,000	20,000	20,000	20,000	180,003
TOTAL EXPENDITURES:	41,575	18,428	20,000	20,000	20,000	20,000	20,000	20,000	180,003

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LIFT STATION UPGRADES AND STRUCTURAL MAINTENANCE IMPROVEMENTS

PROJECT #: 9650371



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WSD Revenue Bonds	650	2,500	3,058	4,500	4,049	4,500	4,172	29,000	52,429
WSD Revenue Bonds Sold	2,009	0	0	0	0	0	0	0	2,009
Wastewater Renewal Fund	6,344	0	2,000	2,000	2,000	2,000	2,000	2,000	18,344
TOTAL REVENUES:	9,003	2,500	5,058	6,500	6,049	6,500	6,172	31,000	72,782
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	6,798	1,946	3,844	4,940	4,597	4,940	4,690	23,560	55,315
Land Acquisition/Improvements	1,251	358	708	910	847	910	864	4,340	10,188
Planning and Design	894	256	506	650	605	650	618	3,100	7,279
TOTAL EXPENDITURES:	8,943	2,560	5,058	6,500	6,049	6,500	6,172	31,000	72,782

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of \$5,000,000

WATER MAIN EXTENSIONS

PROJECT #: 9651051



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Water Special Construction Fund	7,087	595	1,000	1,000	1,000	2,000	2,000	0	14,682
TOTAL REVENUES:	7,087	595	1,000	1,000	1,000	2,000	2,000	0	14,682
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	6,182	1,500	1,000	1,000	1,000	2,000	2,000	0	14,682
TOTAL EXPENDITURES:	6,182	1,500	1,000	1,000	1,000	2,000	2,000	0	14,682

SOUTH DISTRICT WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS

PROJECT #: 9651061



DESCRIPTION: Construct piping improvements to pump station number 536 and force main upgrade in SW 117 Ave
 LOCATION: Wastewater System - South District Area District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WSD Revenue Bonds	1,962	8,212	18,269	23,917	28,324	23,162	17,911	160,934	282,691
WSD Future Funding	0	0	0	0	0	0	0	24,390	24,390
WSD Revenue Bonds Sold	1,360	0	0	0	0	0	0	0	1,360
TOTAL REVENUES:	3,322	8,212	18,269	23,917	28,324	23,162	17,911	185,324	308,441
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	2,724	6,734	14,981	19,612	23,226	18,993	14,687	151,966	252,923
Planning and Design	598	1,478	3,288	4,305	5,098	4,169	3,224	33,358	55,518
TOTAL EXPENDITURES:	3,322	8,212	18,269	23,917	28,324	23,162	17,911	185,324	308,441

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PUMP STATION IMPROVEMENTS PROGRAM

PROJECT #: 9651071

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	46,205	12,545	27,085	27,972	4,611	4,536	4,536	166,312	293,802
WASD Revenue Bonds Sold	13,450	0	0	0	0	0	0	0	13,450
Wastewater Connection Charges	13,000	11,300	7,000	8,056	0	0	0	0	39,356
TOTAL REVENUES:	72,655	23,845	34,085	36,028	4,611	4,536	4,536	166,312	346,608
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	51,197	29,174	30,716	31,620	11,394	4,082	4,082	149,681	311,946
Land Acquisition/Improvements	568	324	342	352	127	46	46	1,663	3,468
Major Machinery and Equipment	569	324	341	351	126	45	45	1,663	3,464
Planning and Design	4,551	2,593	2,731	2,811	1,013	363	363	13,305	27,730
TOTAL EXPENDITURES:	56,885	32,415	34,130	35,134	12,660	4,536	4,536	166,312	346,608

PUMP STATION GENERATORS AND MISCELLANEOUS UPGRADES

PROJECT #: 9652002

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	1,754	3,675	7,194	16,024	13,806	49,735	11,880	351	104,419
WASD Revenue Bonds Sold	649	0	0	0	0	0	0	0	649
TOTAL REVENUES:	2,403	3,675	7,194	16,024	13,806	49,735	11,880	351	105,068
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,969	3,014	5,899	13,139	11,321	40,783	9,742	288	86,155
Major Machinery and Equipment	73	110	216	481	414	1,492	356	10	3,152
Planning and Design	361	551	1,079	2,404	2,071	7,460	1,782	53	15,761
TOTAL EXPENDITURES:	2,403	3,675	7,194	16,024	13,806	49,735	11,880	351	105,068

WASTEWATER TREATMENT PLANTS MISCELLANEOUS UPGRADES

PROJECT #: 9652061

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	619	689	289	3,793	160	907	0	6,457
WASD Future Funding	0	0	0	0	0	0	0	6,593	6,593
WASD Revenue Bonds Sold	1,250	0	0	0	0	0	0	0	1,250
TOTAL REVENUES:	1,250	619	689	289	3,793	160	907	6,593	14,300
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,175	582	648	272	3,566	150	852	6,198	13,443
Planning and Design	75	37	41	17	227	10	55	395	857
TOTAL EXPENDITURES:	1,250	619	689	289	3,793	160	907	6,593	14,300

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NORTH MIAMI-DADE WASTEWATER TRANSMISSION MAINS AND PUMP STATIONS IMPROVEMENTS

PROJECT #: 9652101



DESCRIPTION: Improve pump stations to increase system flexibility

LOCATION: Wastewater System - North District Area
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	2,948	6,843	13,058	2,929	22,363	33,306	45,823	383,339	510,609
WASD Future Funding	0	0	0	0	0	0	0	599,197	599,197
WASD Revenue Bonds Sold	447	0	0	0	0	0	0	0	447
Wastewater Connection Charges	727	1,080	1,068	2,781	4,696	0	0	0	10,352
TOTAL REVENUES:	4,122	7,923	14,126	5,710	27,059	33,306	45,823	982,536	1,120,605
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	3,421	6,576	10,500	4,094	22,459	27,644	38,033	817,374	930,101
Planning and Design	701	1,347	3,626	1,616	4,600	5,662	7,790	165,162	190,504
TOTAL EXPENDITURES:	4,122	7,923	14,126	5,710	27,059	33,306	45,823	982,536	1,120,605

Estimated Annual Operating Impact will begin in FY 2017-18 in the amount of \$2,330,000

WASTEWATER TELEMETERING SYSTEM

PROJECT #: 9652481



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

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	700	579	0	0	0	0	0	0	1,279
WASD Revenue Bonds Sold	1,376	0	0	0	0	0	0	0	1,376
Wastewater Renewal Fund	2,432	0	500	500	500	500	500	500	5,432
TOTAL REVENUES:	4,508	579	500	500	500	500	500	500	8,087
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	3,227	1,860	500	500	500	500	500	500	8,087
TOTAL EXPENDITURES:	3,227	1,860	500	500	500	500	500	500	8,087

Estimated Annual Operating Impact will begin in FY 2017-18 in the amount of \$10,000

SOUTH MIAMI HEIGHTS WATER TREATMENT PLANT AND WELLFIELD

PROJECT #: 9652821



DESCRIPTION: Construct water treatment plant, wellfields, and various water transmission mains in south Miami-Dade County

LOCATION: 11800 SW 208 St
Unincorporated Miami-Dade County

District Located:
District(s) Served:

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Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	16,546	1,500	5,926	6,033	11,211	21,371	54,543	144,456	261,586
WASD Revenue Bonds Sold	17,457	0	0	0	0	0	0	0	17,457
TOTAL REVENUES:	34,003	1,500	5,926	6,033	11,211	21,371	54,543	144,456	279,043
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	14,036	18,627	4,428	4,950	10,314	19,661	50,179	134,523	256,718
Planning and Design	1,220	1,620	1,498	1,083	897	1,710	4,364	9,933	22,325
TOTAL EXPENDITURES:	15,256	20,247	5,926	6,033	11,211	21,371	54,543	144,456	279,043

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of \$20,000,000

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WASTEWATER GENERAL MAINTENANCE AND OFFICE FACILITIES

PROJECT #: 9653201

DESCRIPTION: Construct and/or renovate regional general maintenance centers, office facilities, and storage warehouses
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	139	2,927	7,451	12,265	13,208	12,654	8,184	31,000	87,828
WASD Future Funding	0	0	0	0	0	0	0	72,031	72,031
WASD Revenue Bonds Sold	1,320	0	0	0	0	0	0	0	1,320
TOTAL REVENUES:	1,459	2,927	7,451	12,265	13,208	12,654	8,184	103,031	161,179
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,328	2,663	6,780	11,161	12,019	11,515	7,448	93,758	146,672
Land Acquisition/Improvements	44	88	224	368	396	380	245	3,091	4,836
Planning and Design	87	176	447	736	793	759	491	6,182	9,671
TOTAL EXPENDITURES:	1,459	2,927	7,451	12,265	13,208	12,654	8,184	103,031	161,179

WASTEWATER TREATMENT PLANTS REPLACEMENT AND RENOVATION

PROJECT #: 9653261

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



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	608	608	608	3,526	0	0	0	0	5,350
WASD Future Funding	0	0	0	0	0	0	0	51,650	51,650
WASD Revenue Bonds Sold	774	0	0	0	0	0	0	0	774
Wastewater Renewal Fund	37,985	11,704	7,000	7,000	7,000	7,000	7,000	7,000	91,689
TOTAL REVENUES:	39,367	12,312	7,608	10,526	7,000	7,000	7,000	58,650	149,463
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	36,191	12,904	7,228	10,000	6,650	6,650	6,650	55,718	141,991
Planning and Design	1,905	679	380	526	350	350	350	2,932	7,472
TOTAL EXPENDITURES:	38,096	13,583	7,608	10,526	7,000	7,000	7,000	58,650	149,463

SANITARY SEWER SYSTEM EXTENSION

PROJECT #: 9653281

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



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	2,113	2,660	2,113	4,113	3,038	0	0	0	14,037
WASD Future Funding	0	0	0	0	0	0	0	190,133	190,133
WASD Revenue Bonds Sold	11,991	0	0	0	0	0	0	0	11,991
Wastewater Renewal Fund	10,735	7,704	1,500	1,500	1,500	1,500	1,500	1,500	27,439
TOTAL REVENUES:	24,839	10,364	3,613	5,613	4,538	1,500	1,500	191,633	243,600
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	23,899	10,248	3,505	5,445	4,402	1,455	1,455	185,884	236,293
Planning and Design	739	317	108	168	136	45	45	5,749	7,307
TOTAL EXPENDITURES:	24,638	10,565	3,613	5,613	4,538	1,500	1,500	191,633	243,600

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WATER DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS

PROJECT #: 9653311



DESCRIPTION: Install various water mains throughout the distribution system
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	16,943	11,830	57,909	22,867	9,466	10,000	12,500	32,080	173,595
WASD Revenue Bonds Sold	25,094	0	0	0	0	0	0	0	25,094
Water Connection Charges	22,606	5,521	3,590	0	0	0	0	0	31,717
Water Renewal and Replacement Fund	32,566	0	3,500	3,500	3,500	3,500	3,500	3,500	53,566
TOTAL REVENUES:	97,209	17,351	64,999	26,367	12,966	13,500	16,000	35,580	283,972
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	58,120	45,554	66,909	25,048	12,318	12,825	15,200	33,801	269,775
Planning and Design	3,059	2,397	3,521	1,318	648	675	800	1,779	14,197
TOTAL EXPENDITURES:	61,179	47,951	70,430	26,366	12,966	13,500	16,000	35,580	283,972

PEAK FLOW MANAGEMENT FACILITIES

PROJECT #: 9653371



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	24,805	18,537	14,104	9,208	29,274	16,014	10,220	432,468	554,630
Wastewater Connection Charges	37,542	0	0	0	0	0	0	0	37,542
TOTAL REVENUES:	62,347	18,537	14,104	9,208	29,274	16,014	10,220	432,468	592,172
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	53,986	18,001	12,552	8,195	26,054	14,252	9,095	384,897	527,032
Planning and Design	6,672	2,225	1,552	1,013	3,220	1,762	1,125	47,571	65,140
TOTAL EXPENDITURES:	60,658	20,226	14,104	9,208	29,274	16,014	10,220	432,468	592,172

CORROSION CONTROL FACILITIES IMPROVEMENTS

PROJECT #: 9653381



DESCRIPTION: Construct corrosion control facilities and force mains; renovate structures at wastewater treatment plants and pump stations; and restore sewer mains
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	100	90	865	352	4,882	116	0	6,405
WASD Revenue Bonds Sold	1,083	0	0	0	0	0	0	0	1,083
TOTAL REVENUES:	1,083	100	90	865	352	4,882	116	0	7,488
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	921	85	76	735	299	4,150	99	0	6,365
Planning and Design	162	15	14	130	53	732	17	0	1,123
TOTAL EXPENDITURES:	1,083	100	90	865	352	4,882	116	0	7,488

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SOUTH DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT

PROJECT #: 9653401

DESCRIPTION: Construct plant process improvements including injection and monitoring wells, installation of emergency generators, acquiring a land buffer, construction of a landfill gas pipeline, installation of co-gen units, and construction of sludge handling facilities

LOCATION: 8950 SW 232 St
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	5,000	0	2,000	4,000	3,000	1,000	0	0	15,000
WASD Future Funding	0	0	0	0	0	0	0	182,500	182,500
WASD Revenue Bonds Sold	28,000	0	0	0	0	0	0	0	28,000
TOTAL REVENUES:	33,000	0	2,000	4,000	3,000	1,000	0	182,500	225,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	32,000	1,000	2,000	4,000	3,000	1,000	0	182,500	225,500
TOTAL EXPENDITURES:	32,000	1,000	2,000	4,000	3,000	1,000	0	182,500	225,500

NORTH DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT

PROJECT #: 9653411

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

LOCATION: 2575 NE 151 St
North Miami

District Located: 4
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	1,262	3,465	8,868	6,053	4,200	4,078	3,180	32,820	63,926
WASD Future Funding	0	0	0	0	0	0	0	100,225	100,225
WASD Revenue Bonds Sold	338	0	0	0	0	0	0	0	338
TOTAL REVENUES:	1,600	3,465	8,868	6,053	4,200	4,078	3,180	133,045	164,489
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,424	3,084	7,892	5,387	3,738	3,630	2,830	118,410	146,395
Planning and Design	176	381	976	666	462	448	350	14,635	18,094
TOTAL EXPENDITURES:	1,600	3,465	8,868	6,053	4,200	4,078	3,180	133,045	164,489

CENTRAL DISTRICT UPGRADES - WASTEWATER TREATMENT PLANT

PROJECT #: 9653421

DESCRIPTION: Construct digester improvements, digested sludge holding tanks, miscellaneous electrical improvements, outfall rehabilitation, a new gas pipeline, a new flushing water line, and a sludge handling facility; various upgrades and rehabilitation of plant including pump stations 1 and 2

LOCATION: Virginia Key
City of Miami

District Located: 7
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	2,093	5,347	8,522	5,713	3,617	1,900	108	0	27,300
WASD Future Funding	0	0	0	0	0	0	0	8,500	8,500
WASD Revenue Bonds Sold	2,533	0	0	0	0	0	0	0	2,533
TOTAL REVENUES:	4,626	5,347	8,522	5,713	3,617	1,900	108	8,500	38,333
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	4,348	5,026	8,011	5,370	3,400	1,786	102	7,990	36,033
Planning and Design	278	321	511	343	217	114	6	510	2,300
TOTAL EXPENDITURES:	4,626	5,347	8,522	5,713	3,617	1,900	108	8,500	38,333

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WATER SYSTEM FIRE HYDRANT INSTALLATION

PROJECT #: 9653461



DESCRIPTION: Install fire hydrants and construct related system improvements

LOCATION: Systemwide
Various Sites

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Fire Hydrant Fund	36,978	3,500	3,500	3,500	3,500	3,500	3,500	3,500	61,478
TOTAL REVENUES:	36,978	3,500	3,500	3,500	3,500	3,500	3,500	3,500	61,478
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	35,529	3,430	3,430	3,430	3,430	3,430	3,430	4,140	60,249
Planning and Design	725	70	70	70	70	70	70	84	1,229
TOTAL EXPENDITURES:	36,254	3,500	3,500	3,500	3,500	3,500	3,500	4,224	61,478

NORTH MIAMI-DADE WATER TRANSMISSION MAIN IMPROVEMENTS

PROJECT #: 9654031



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

LOCATION: North Miami-Dade County Area
Miami Gardens

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	2,202	1,724	1,707	9,840	48	0	0	0	15,521
WASD Revenue Bonds Sold	626	0	0	0	0	0	0	0	626
TOTAL REVENUES:	2,828	1,724	1,707	9,840	48	0	0	0	16,147
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	2,659	1,621	1,605	9,251	45	0	0	0	15,181
Planning and Design	169	103	102	589	3	0	0	0	966
TOTAL EXPENDITURES:	2,828	1,724	1,707	9,840	48	0	0	0	16,147

CENTRAL MIAMI-DADE WATER TRANSMISSION MAINS IMPROVEMENTS

PROJECT #: 9654041



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

LOCATION: Central Miami-Dade County Area
City of Miami

District Located:
District(s) Served:

Systemwide
Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	698	3,186	2,736	20,356	19,686	5,582	14,515	66,759
TOTAL REVENUES:	0	698	3,186	2,736	20,356	19,686	5,582	14,515	66,759
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	607	2,772	2,380	17,710	17,127	4,857	12,628	58,081
Planning and Design	0	91	414	356	2,646	2,559	725	1,887	8,678
TOTAL EXPENDITURES:	0	698	3,186	2,736	20,356	19,686	5,582	14,515	66,759

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SAFE DRINKING WATER ACT MODIFICATIONS-SWT RULE AND D-DBP

PROJECT #: 9654061

DESCRIPTION: Modify water treatment to comply with Surface Water Treatment (SWT) and Disinfectant/Disinfection By Product (D-DBP) Regulations
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	0	610	2,692	17,364	33,066	76,454	61,271	303,018	494,475
Rock Mining Mitigation Fees	20,979	0	0	0	0	0	0	0	20,979
Water Renewal and Replacement Fund	1,076	0	0	0	0	0	0	0	1,076
TOTAL REVENUES:	22,055	610	2,692	17,364	33,066	76,454	61,271	303,018	516,530
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	12,279	2,709	6,820	14,933	28,437	65,750	52,693	260,595	444,216
Planning and Design	1,999	440	1,110	2,431	4,629	10,704	8,578	42,423	72,314
TOTAL EXPENDITURES:	14,278	3,149	7,930	17,364	33,066	76,454	61,271	303,018	516,530

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of \$10,000,000

SOUTH DISTRICT WASTEWATER TREATMENT PLANT EXPANSION - PHASE III

PROJECT #: 9655481

DESCRIPTION: Expand the South District Wastewater Plant and injection wells and install emergency generators
 LOCATION: 8950 SW 232 St District Located: 8
 Unincorporated Miami-Dade County District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	1,745	7,053	7,724	15,623	15,167	11,393	11,500	73,000	143,205
TOTAL REVENUES:	1,745	7,053	7,724	15,623	15,167	11,393	11,500	73,000	143,205
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,448	5,854	6,411	12,967	12,589	9,456	9,545	60,590	118,860
Planning and Design	297	1,199	1,313	2,656	2,578	1,937	1,955	12,410	24,345
TOTAL EXPENDITURES:	1,745	7,053	7,724	15,623	15,167	11,393	11,500	73,000	143,205

WATER TELEMETERING SYSTEM ENHANCEMENTS

PROJECT #: 9656780

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Water Renewal and Replacement Fund	1,424	0	300	300	300	300	300	300	3,224
TOTAL REVENUES:	1,424	0	300	300	300	300	300	300	3,224
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	342	313	138	138	138	138	138	138	1,483
Major Machinery and Equipment	401	368	162	162	162	162	162	162	1,741
TOTAL EXPENDITURES:	743	681	300	300	300	300	300	300	3,224

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SMALL DIAMETER WATER MAINS REPLACEMENT PROGRAM

PROJECT #: 200000072



DESCRIPTION: Design, construct, and replace undersized water mains to improve fire flows, pressure to homes and quality of water
 LOCATION: Systemwide District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Future WASD Revenue Bonds	6,209	3,378	22,616	29,095	19,891	11,570	12,000	27,732	132,491
State Revolving Loan Water Program	4,452	4,426	7,309	3,000	2,500	1,159	0	0	22,846
WASD Future Funding	0	0	0	0	0	0	0	293,927	293,927
WASD Revenue Bonds Sold	10,194	0	0	0	0	0	0	0	10,194
Water Renewal and Replacement Fund	602	0	0	0	0	0	0	0	602
TOTAL REVENUES:	21,457	7,804	29,925	32,095	22,391	12,729	12,000	321,659	460,060
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	14,180	13,032	27,830	29,848	20,824	11,838	11,160	299,143	427,855
Planning and Design	1,068	981	2,095	2,247	1,567	891	840	22,516	32,205
TOTAL EXPENDITURES:	15,248	14,013	29,925	32,095	22,391	12,729	12,000	321,659	460,060

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
WASTEWATER NEEDS ASSESSMENT FOR NEW GRAVITY SEWER PHASE 2	To Be Determined	199,867
RENEWAL AND REPLACEMENT NEEDS	To Be Determined	162,500
REUSE PROJECTS TO BE ADDRESSED	To Be Determined	98,000
72INCH RECLAIMED WATER PIPELINE TO TURKEY POINT	To Be Determined	95,000
WATER COMMERCIAL CORRIDOR ECONOMIC DEVELOPMENT- PHASE 2	To Be Determined	279,204
UNFUNDED TOTAL		834,571



STRATEGIC AREA HEALTH AND HUMAN SERVICES

MISSION:
TO IMPROVE THE QUALITY OF LIFE AND PROMOTE INDEPENDENCE BY PROVIDING HEALTH CARE, HOUSING, AND SOCIAL AND HUMAN SERVICES TO THOSE IN NEED

GOALS	OBJECTIVES
HEALTHY COMMUNITIES	Improve Individuals' Health Status
	Increase Access to Health Services and Ensure that MDC Residents Have a Primary Care Medical Home
BASIC NEEDS OF VULNERABLE MIAMI-DADE COUNTY RESIDENTS ARE MET	End Homelessness
	Stabilize Home Occupancy
	Minimize Hunger for Miami-Dade County Residents
	Reduce the Need for Institutionalization for the Elderly
	Improve Access to Abuse Prevention, Intervention, and Support Services
SELF-SUFFICIENT POPULATION	Ensure that all Individuals 18 Years and Older (Including Foster Care and Juvenile Justice Youths) Are Work Ready
	Ensure that All Children Are School Ready
	Create, Maintain and Preserve Affordable Housing
	Increase the Self Sufficiency of Vulnerable Residents/Special Populations

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Community Action and Human Services

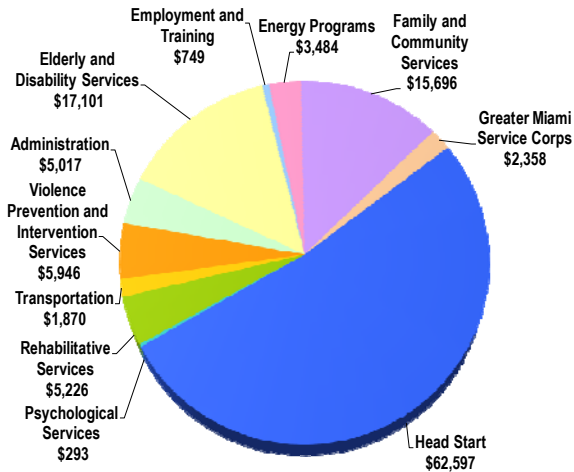
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Human Services strategic area, CAHSD provides a unique blend of programs and services to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

The service delivery model for the Department places emphasis on a coordinated community response approach involving the active engagement of public and private providers to ensure quality and accessibility of well integrated services. As the coordinator of social services for Miami-Dade County, CAHSD's central intake approach allows for an assessment of residents' eligibility for a wide variety of services at a single point of entry. The Department has thirteen family and community service centers, and outreach programs to reach underserved areas in Miami-Dade County. The comprehensive services include, but are not limited to, Head Start and school readiness, elderly services, veterans' services, family and child empowerment programs, migrant farmworker programs, domestic violence and violence prevention, emergency food, shelter, and utility assistance, home repair and weatherizing, and substance abuse rehabilitative services. These family focused services are complemented by broad opportunities for residents to actively engage in community advisory committees, community boards, foundations and volunteer programs.

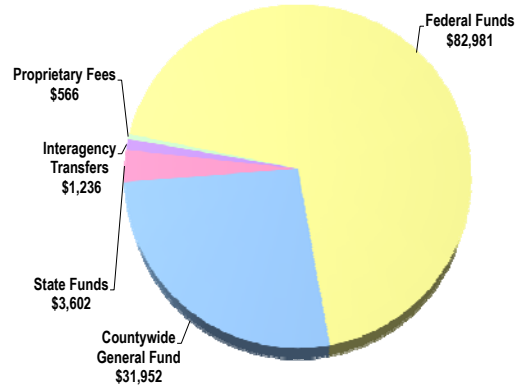
CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veteran's Affairs, and Department of Justice. Also included are the State of Florida Department of Economic Opportunity, Department of Children and Families, the Alliance for Aging, Miami-Dade County Public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

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

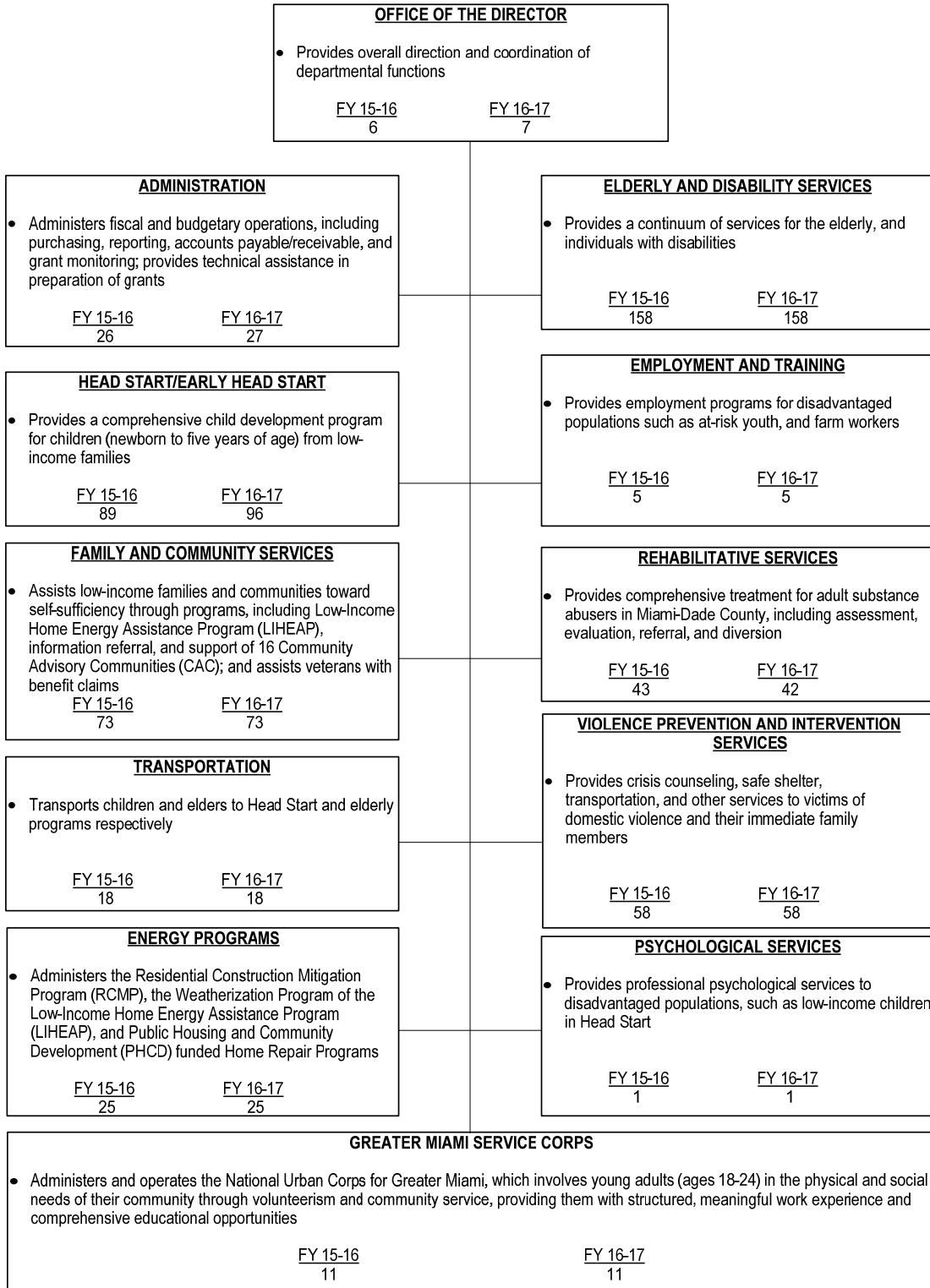


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 567

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	29,076	26,616	28,981	31,952
Donations	21	0	0	0
Fees for Services	67	46	10	75
Miami-Dade Public Schools	-29	0	0	0
Miscellaneous Revenues	355	368	110	123
Other Revenues	1,253	370	160	113
Rental Income	244	640	495	255
State Grants	3,692	5,916	4,094	3,602
Federal Grants	77,398	77,093	83,591	82,981
Interagency Transfers	1,944	1,603	1,555	1,236
Total Revenues	114,021	112,652	118,996	120,337
Operating Expenditures Summary				
Salary	29,326	29,992	33,004	34,390
Fringe Benefits	9,027	9,165	10,042	12,094
Court Costs	0	0	0	0
Contractual Services	7,986	7,178	6,708	6,443
Other Operating	5,257	5,988	8,824	6,303
Charges for County Services	3,184	2,503	2,633	2,107
Grants to Outside Organizations	56,952	56,600	57,721	58,817
Capital	125	1,063	64	183
Total Operating Expenditures	111,857	112,489	118,996	120,337
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: Health and Human Services				
Administration	4,565	5,017	32	34
Elderly and Disability Services	16,374	17,101	158	158
Employment and Training	676	749	5	5
Energy Programs	3,495	3,484	25	25
Family and Community Services	15,254	15,696	73	73
Greater Miami Service Corps	2,435	2,358	11	11
Head Start	63,409	62,597	89	96
Psychological Services	251	293	1	1
Rehabilitative Services	4,764	5,226	43	42
Transportation	1,849	1,870	18	18
Violence Prevention and Intervention Services	5,924	5,946	58	58
Total Operating Expenditures	118,996	120,337	513	521

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	0	0	21	1	0
Fuel	263	194	274	159	159
Overtime	200	253	0	252	8
Rent	900	749	1,002	1,020	848
Security Services	2,027	2,125	1,710	1,773	1,655
Temporary Services	3,000	3,051	2,970	2,894	2,917
Travel and Registration	220	318	276	239	275
Utilities	1,709	1,812	1,619	1,581	1,637

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DIVISION: ADMINISTRATION

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

- Provides overall coordination of all Department functions
- Staffs the Community Action Agency Board
- Performs all personnel functions
- Administers and provides fiscal and budgetary support to departmental operations, including purchasing, reporting, accounts payable/receivable, and grant monitoring
- Develops and maintains information systems
- Coordinates BCC agenda items
- Manages leases for Department facilities

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of one Accountant 2 position from the Rehabilitative Services Division
- The FY 2016-17 Adopted Budget includes the addition of an Assistant Director 1 position to properly align the span of control, thus increasing the level of direct supervision at the executive level across functional areas within the Department (\$150,000)

DIVISION: HEAD START

The Head Start Division provides a comprehensive child development program for children (newborn to five years of age) of low-income families.

Strategic Objectives - Measures

- HH3-2: Ensure that all children are school ready

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Enhance the quality of life of low-income children and families through the provision of comprehensive child development services	Head Start slots*	OP	↔	6,738	6,818	6,818	6,818	6,818
	Early Head Start slots*	OP	↔	496	752	752	752	752

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

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes \$57.696 million from the United States Department of Health and Human Services for Head Start and Early Head Start; other revenues include \$1.8 million from the United States Department of Agriculture for the Summer Meals Program
- The FY 2016-17 Adopted Budget includes \$3.1 million for the Early Head Start Child Care Partnership, specific to the Partners for a Better Outcome Program, to fund wrap-around services for 240 children ages birth to three years old
- The Head Start contract with delegates for FY 2016-17 includes 6,818 Head Start slots and 752 Early Head Start slots; per slot payment ranges from \$5,969 to \$6,377 for Head Start slots and from \$8,049 to \$12,244 for Early Head Start slots
- The FY 2016-17 Adopted Budget includes the addition of seven positions: one Clerk 4, two Accountant 2s, and four Administrative Officer 2s as part of the Early Head Start Expansion and Child Care Partnership grant program (\$460,000)

DIVISION: REHABILITATIVE SERVICES

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

- Provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion, and in-jail treatment services
- Provides Intake Assessment, residential and outpatient services to adult substance abusers
- Provides counseling services to individuals in the stockade charged with D.U.I.

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HH2-5: Improve access to abuse prevention, intervention and support services 								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Decrease substance abuse	Individuals admitted to community-based residential substance abuse treatment services	OP	↔	542	487	560	530	560
	Substance Abuse assessments completed by Community Services (Central Intake)	OP	↔	2,989	2,651	3,000	2,400	3,000
	Individuals diverted to outpatient substance abuse treatment by Drug Court*	OP	↔	677	127	246	422	320
	Percentage of users satisfied with accessibility to substance abuse related intervention and prevention services	OC	↑	97%	99%	97%	97%	97%
	Individuals provided with correctional-based substance abuse treatment (DUI)**	OP	↔	81	18	90	36	40

*Referrals for FY 2014-15 are lower due to the program being slated for outsourcing; FY 2015-16 Actual includes the reinstatement of direct delivery of non-residential treatment services for the TASC program

**During FY 2014-15, there was a reduction in the number of clients served in anticipation of the provisional closing/relocation of the program to another facility

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of one Accountant 2 position to Administration
- The FY 2016-17 Adopted Budget includes \$182,000 from the Jail Based Substance Abuse Trust Fund for the continuous support of the DUI Program, which provides corrections-based substance abuse services to DUI offenders

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DIVISION: ELDERLY & DISABILITY SERVICES

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

- Provides a continuum of services for the elderly, including specialized senior centers, meals for the elderly, recreation, health support, transportation, home care, and care planning (e.g. Meals for the Elderly, Meals on Wheels, Foster Grandparents, and Senior Companions programs)
- Provides a continuum of services and programs including Disability Services and Independent Living (D/SAIL) for individuals with disabilities, including independent living skills and employment placement assistance

Strategic Objectives - Measures

- HH2-4: Reduce the need for institutionalization for the elderly

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase the opportunity for the elderly and disabled to live independently	Elders remaining in their own homes through In-Home Support Services*	OP	↔	470	449	416	460	420
	Persons with disabilities assisted in gaining independence, autonomy and control over their lives	OP	↔	495	300	500	500	500
	Elders participating as Senior Companions	OP	↔	156	107	130	139	130
	Elders participating as Foster Grandparents	OP	↔	75	80	75	97	87
	At-risk children served by Foster Grandparents**	OP	↔	180	168	138	178	168
	Meals served through congregate meals	OP	↔	255,861	266,319	260,000	280,548	260,000
	Meals served through Meals on Wheels	OP	↔	113,744	131,698	160,000	173,978	160,000
	Coordinated volunteer opportunities	OC	↑	367	375	500	500	500

*During FY 2014-15, a reduction occurred due to the State of Florida Agency for Healthcare Administration re-directing Medicaid Waiver clients to sub-contracted managed care organizations

**During FY 2014 -15, the number of children served decreased due to a reduction in participating childcare providers

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DIVISION: ENERGY PROGRAMS

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

Strategic Objectives - Measures

- HH3-4: Increase the self sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Assist low-income families and elders by reducing energy consumption and high expenses through weatherization assistance and energy conservation programs	Homes receiving Weatherization Services*	OP	↔	151	35	87	54	61
	Low- to moderate-income households, including elderly and disabled homeowners, receiving house painting services**	OP	↔	57	33	57	37	57

*During FY 2015-16, the decrease in the number of homes receiving weatherization services was due to reduction in anticipated funding and the contractor not being able to complete the homes during the contract period

**During FY 2015-16, the number of residents eligible to receive home rehabilitation services was reduced due to the time needed to close County-assisted home loans

DIVISION COMMENTS

- ☛ The FY 2016-17 Adopted Budget includes a total of \$648,000 for the Weatherization Assistance Program, which enables low-income families to permanently reduce their energy bills by making their homes more energy efficient
- ☛ The FY 2016-17 Adopted Budget includes \$117,000 in General Fund support for the Department's Hurricane Shutter Installation Program
- ☛ The FY 2016-17 Adopted Budget includes \$194,000 from the State of Florida Department of Emergency Management for the Residential Construction Mitigation Program to assist in the rehabilitation of approximately 25 residential homes
- ☛ The FY 2016-17 Adopted Budget includes \$350,000 in Documentary Surtax program funding for Single Family Home Rehabilitation (\$220,000) and the Paint and Shutter Program (\$130,000) and \$160,000 for the Home Repair and Rehabilitation Program; both programs include loans assumed by participating homeowners, and are administered by the Department of Public Housing and Community Development (\$1.990 million)

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DIVISION: GREATER MIAMI SERVICE CORPS

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

Strategic Objectives - Measures

- HH3-1: Ensure that all individuals 18 years & older (including foster care and juvenile justice youths) are work ready

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase the employment skills of targeted youth	Young adults placed in unsubsidized employment and/or education	OC	↑	68	43	40	36	40
	Work experience and employability skills training for unemployed young adults*	OP	↔	462	480	400	432	400
	Cost per youth provided training and career services	EF	↓	\$5,594	\$5,927	\$6,087	\$5,869	\$5,895

*During FY 2014-15 there was an increase due to shorter terms per Corps member, enabling more members to be served

DIVISION COMMENTS

- In FY 2015-16, the Greater Miami Service Corp (GMSC) young adults were reengaged in educational pathways and achieved the following outcomes: seven members earned a high school diploma; nine members earned their hospitality training credentials through Miami-Dade College; 19 Members earned their American Heart Association Heart Saver CPR AED certificate; 108 members received \$268,000 in educational scholarships; 46 members earned the National Center for Construction Education Research (NCCER) industry credential and gained construction skills through a partnership with Atlantic Pacific at Island Living Apartments in Overtown
- In addition, during FY 2015-16, 432 young people engaged in positive youth development, education and training activities through the Out-of-School youth program; 187 young people engaged in community work experience activities yielding over 89,000 hours of service to the community; 203 young people engaged as scholars through the ServiceWorks career readiness and leadership development program; members remediated 167 abandoned or foreclosed homes and pools as part of a crime abatement initiative to ensure public safety, painted the homes of 23 low income community residents, and collected 7,954 bags of litter totaling over 30 tons
- The FY 2016-17 Adopted Budget includes \$134,000 in state funding from the Florida Department of Transportation for community revitalization projects and \$20,000 in private foundation support to provide work experience opportunities and training programs
- The FY 2016-17 Adopted Budget includes the following contracts and interdepartmental transfers: \$202,000 from Solid Waste Management for beautification projects, \$20,000 from the Department of Transportation and Public Works for infrastructure improvements, \$75,000 from the Regulatory and Economic Resources Department for crime mitigation and public safety projects, \$50,000 from Internal Services for lawn maintenance and other facilities upkeep projects, and \$60,000 from Miami-Dade Fire Rescue for custodial services
- The FY 2016-17 Adopted Budget includes federal funding of \$449,000 from CareerSource South Florida, \$400,000 from YouthBuild, \$85,000 from Volunteer Florida, and \$267,000 from AmeriCorps for employment and training initiatives

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DIVISION: FAMILY AND COMMUNITY SERVICES

The Family and Community Services Division (formerly known as Self Help Division) provides services, including family and community development, the Low-income Home Energy Assistance Program (LIHEAP), information referral, computer training, emergency food and shelter assistance, relocation assistance, youth intervention, and job training and placement through the Community Services Block Grant (CSBG) to assist low-income families and communities toward self-sufficiency; provides staff support to 16 Community Advisory Committees (CAC); and administers programs focusing on the development and care of veterans.

Strategic Objectives - Measures

- HH3-1: Ensure that all individuals 18 years & older (including foster care and juvenile justice youths) are work ready

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Assist low-income families and communities in moving towards self-sufficiency	Residents accessing services at neighborhood based Community Enrichment Centers*	OP	↔	78,354	58,720	62,600	65,749	58,800
	Residents participating in comprehensive self-sufficiency services**	OP	↔	1,099	406	400	389	400

*Decrease in FY 2014-15 Actual and FY 2015-16 Actual is due to reduced LIHEAP grant funding

**Actuals for FY 2014-15 have been revised to include only residents participating in the comprehensive family development track; previous reporting included residents participating in other services

- HH3-4: Increase the self sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase the self-sufficiency of vulnerable residents/special populations	Veterans assisted with benefit claims*	OP	↔	1,039	967	900	948	950

*FY 2014-15 Actual reflects a reduction in funding which negatively impacted the number of veterans receiving services

DIVISION COMMENTS

- ☛ In FY 2016-17, the Department will continue to provide self-sufficiency services to Community Services Block Grant (CSBG) eligible residents through the Family and Community Services Division, by using its network of 13 Community Resource Centers to improve access for low-income residents (\$3.290 million in CSBG and \$3.439 million in Countywide General Fund)
- ☛ In FY 2016-17, the Low Income Home Energy Assistance Program (LIHEAP) funding remains constant and is expected to continue to serve approximately 18,300 residents with financial assistance in paying their electricity bills

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: VIOLENCE PREVENTION AND INTERVENTION SERVICES

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

- Provides crisis counseling, information and referral, safe shelter, transportation, emergency financial assistance, emergency food and clothing, and advocacy and support services to victims of violent and domestic crimes and their immediate family members through the Coordinated Victims Assistance Center (CVAC)
- Provides early intervention services to high-risk children to prevent the development of problematic behaviors; individual treatment and family group counseling services are offered for family violence victims
- Provides crisis intervention services to victims of domestic violence, including the filing of injunctions with the courts, through the Domestic Violence Intake Unit
- Provides employment programs for disadvantaged populations such as at-risk youth and farmworkers
- Provides psychological assessments, case management, staff/parent training, and individual, group, and family counseling
- Implements and monitors the Internship Program through the American Psychological Association, providing accredited services to Head Start and Early Head Start children and other program clients within CAHSD

Strategic Objectives - Measures

- HH2-5: Improve access to abuse prevention, intervention and support services

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Reduce the incidence and impact of domestic violence	Domestic violence victims provided shelter and advocacy	OP	↔	1,787	1,950	1,700	1,810	1,700
	Percentage of children of domestic violence victims successfully completing educational program*	OC	↑	75%	50%	50%	50%	50%

*Participation is voluntary and dependent upon the children remaining at the facility

- HH3-4: Increase the self sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase the employment of refugees and farmworkers	Number of farmworkers/migrants employed	OC	↑	75	77	77	60	86
	Farmworkers and migrants retained in employment for ninety days	OC	↑	70	70	70	40	77

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes \$118,000 in General Fund support for the Redlands Christian Migrant Association, which is the six percent local match required by the school readiness program to provide school readiness services to 625 farmworker children
- For FY 2016-17 USHUD funding for transitional housing was not realized; a one-time allocation from the Food and Beverage Tax Reserves while alternative funding options continue to be sought

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Restore the Treatment Alternatives to Street Crimes (TASC) outpatient program to meet increasing demand by funding 14 positions: one Rehabilitative Services Supervisor, two Rehabilitative Counselor 1, eight Rehabilitative Counselor 2s, two Case Managers and one Court Liaison	\$0	\$1,447	14
Increase the operating hours of the Coordinated Victims Assistance Center (CVAC) in order to serve more domestic violence clients	\$0	\$70	0
Provide funding for home rehabilitation for homeowners from a waitlist of 632 currently unserved by federal/state/local grants	\$0	\$9,328	0
Fund 17 Home Care Aide positions, two Home Care Aide Supervisor positions and one Custodial Worker 2 position to provide home care to a minimum of 85 additional elderly individuals from a wait list of 1,054 individuals	\$0	\$818	20
Provide additional home delivered meals to homebound and disabled elderly clients from a wait list of 1,671 individuals	\$0	\$3,410	6
Increase the amount of Direct Relief funds available to assist domestic violence clients in paying relocation and self-sufficiency expenses	\$0	\$50	0
Fund two Rehabilitative Counselor 2 positions to increase the Department's ability to provide essential supportive stabilization services to clients to include alcohol and drug treatment, individual and evidence based group counseling sessions, case management, and coordinate referrals to link clients to other community providers to ensure continuance of care and consultation	\$0	\$176	2
Total	\$0	\$15,299	42

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
BBC GOB Series 2013A	75	0	0	0	0	0	0	0	75
Capital Asset Series 2013A Bonds	1,300	0	0	0	0	0	0	0	1,300
Federal Health & Human Services	800	0	0	0	0	0	0	0	800
Capital Outlay Reserve	0	500	0	0	0	0	0	0	500
BBC GOB Series 2008B-1	822	0	0	0	0	0	0	0	822
BBC GOB Financing	4,484	13,908	5,323	0	0	0	0	5,000	28,715
BBC GOB Series 2008B	96	0	0	0	0	0	0	0	96
Comm. Dev. Block Grant	990	0	0	0	0	0	0	0	990
BBC GOB Series 2005A	157	0	0	0	0	0	0	0	157
BBC GOB Series 2014A	135	0	0	0	0	0	0	0	135
Total:	8,859	14,408	5,323	0	0	0	0	5,000	33,590
Expenditures									
Strategic Area: HH									
Day Care Facilities	250	550	0	0	0	0	0	0	800
Facility Improvements	990	500	0	0	0	0	0	0	1,490
Neighborhood Service Centers	4,225	12,952	5,323	0	0	0	0	0	22,500
Rehabilitative Services Facilities	1,718	2,082	0	0	0	0	0	5,000	8,800
Total:	7,183	16,084	5,323	0	0	0	0	5,000	33,590

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2016-17, the Internal Services Department (ISD) will continue the improvements and construction of the Wynwood/Allapattah Regional Neighborhood Service Center (\$15 million in total project cost, \$8.445 million in FY 2016-17) and the Culmer/Overtown Neighborhood Service Center renovations (\$7.5 million in total project cost, \$4.507 million in FY 2016-17)
- The FY 2016-17 Adopted Budget and Multi-Year Capital Plan includes \$500,000 in Capital Outlay Reserve to provide renovations and preventative maintenance at various facilities

FUNDED CAPITAL PROJECTS

(dollars in thousands)

CULMER/OVERTOWN NEIGHBORHOOD SERVICE CENTER RENOVATIONS - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 844020



DESCRIPTION: Renovate the existing Culmer/Overtown Neighborhood Service Center facility
 LOCATION: 1600 NW 3 Ave District Located: 3
 City of Miami District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,792	4,507	1,091	0	0	0	0	0	7,390
BBC GOB Series 2005A	39	0	0	0	0	0	0	0	39
BBC GOB Series 2008B	2	0	0	0	0	0	0	0	2
BBC GOB Series 2008B-1	5	0	0	0	0	0	0	0	5
BBC GOB Series 2013A	32	0	0	0	0	0	0	0	32
BBC GOB Series 2014A	32	0	0	0	0	0	0	0	32
TOTAL REVENUES:	1,902	4,507	1,091	0	0	0	0	0	7,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,062	3,600	790	0	0	0	0	0	5,452
Furniture Fixtures and Equipment	0	0	120	0	0	0	0	0	120
Planning and Design	583	0	0	0	0	0	0	0	583
Project Administration	257	300	61	0	0	0	0	0	618
Project Contingency	0	607	0	0	0	0	0	0	607
Technology Hardware/Software	0	0	120	0	0	0	0	0	120
TOTAL EXPENDITURES:	1,902	4,507	1,091	0	0	0	0	0	7,500

FACILITIES - RENOVATIONS AND PREVENTATIVE MAINTENANCE

PROJECT #: 844080



DESCRIPTION: Renovate and provide preventative maintenance on various facilities
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	500	0	0	0	0	0	0	500
Comm. Dev. Block Grant	990	0	0	0	0	0	0	0	990
TOTAL REVENUES:	990	500	0	0	0	0	0	0	1,490
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	990	500	0	0	0	0	0	0	1,490
TOTAL EXPENDITURES:	990	500	0	0	0	0	0	0	1,490

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

**KENDALL COMPLEX COTTAGES REFURBISHMENT - BUILDING BETTER COMMUNITIES
BOND PROGRAM**

PROJECT #: 844680



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

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,441	956	0	0	0	0	0	5,000	7,397
BBC GOB Series 2014A	103	0	0	0	0	0	0	0	103
TOTAL REVENUES:	1,544	956	0	0	0	0	0	5,000	7,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,191	756	0	0	0	0	0	4,000	5,947
Planning and Design	263	120	0	0	0	0	0	600	983
Project Administration	90	80	0	0	0	0	0	400	570
TOTAL EXPENDITURES:	1,544	956	0	0	0	0	0	5,000	7,500

Estimated Annual Operating Impact will begin in FY 2017-18 in the amount of \$333,000

NEW DIRECTIONS RESIDENTIAL REHABILITATIVE SERVICES

PROJECT #: 6009530



DESCRIPTION: Purchase portables to replace existing living quarters

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Asset Series 2013A Bonds	1,300	0	0	0	0	0	0	0	1,300
TOTAL REVENUES:	1,300	0	0	0	0	0	0	0	1,300
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	174	1,126	0	0	0	0	0	0	1,300
TOTAL EXPENDITURES:	174	1,126	0	0	0	0	0	0	1,300

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

PROJECT #: 8463701



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

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,251	8,445	4,232	0	0	0	0	0	13,928
BBC GOB Series 2005A	118	0	0	0	0	0	0	0	118
BBC GOB Series 2008B	94	0	0	0	0	0	0	0	94
BBC GOB Series 2008B-1	817	0	0	0	0	0	0	0	817
BBC GOB Series 2013A	43	0	0	0	0	0	0	0	43
TOTAL REVENUES:	2,323	8,445	4,232	0	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	8,160	4,080	0	0	0	0	0	12,240
Planning and Design	1,362	0	0	0	0	0	0	0	1,362
Project Administration	961	285	152	0	0	0	0	0	1,398
TOTAL EXPENDITURES:	2,323	8,445	4,232	0	0	0	0	0	15,000

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

EARLY HEAD START PLAYGROUND REPLACEMENT

PROJECT #: 2000000475



DESCRIPTION: Purchase and install playground equipment at various Partnerships for Better Outcomes (PBO) Head Start locations
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Federal Health & Human Services	800	0	0	0	0	0	0	0	800
TOTAL REVENUES:	800	0	0	0	0	0	0	0	800
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Major Machinery and Equipment	250	550	0	0	0	0	0	0	800
TOTAL EXPENDITURES:	250	550	0	0	0	0	0	0	800

UNFUNDED CAPITAL PROJECTS

(dollars in thousands)
ESTIMATED PROJECT COST

PROJECT NAME	LOCATION	ESTIMATED PROJECT COST
NEW DIRECTION - DEMOLISH COTTAGES	3140 NW 76 St	6,000
FACILITY IMPROVEMENTS - SECURITY CAMERAS	Various Sites	480
NEW DIRECTION - WATER & SEWER CONNECTION	3140 NW 76 St	500
EDISON COMMUNITY RESOURCE CENTER - FACILITY RENOVATIONS	150 NW 79 St	200
FLORIDA CITY COMMUNITY RESOURCE CENTER - RESURFACE PARKING LOT	1600 NW 6 Ct	250
REPLACE FURNISHINGS AT THE TRANSITIONAL HOUSING COMPLEX IN SOUTH DADE	Undisclosed	400
SOCIAL SERVICES CASE MANAGEMENT SYSTEM	Various Sites	3,500
40/50 YEAR BUILDING RECERTIFICATIONS	Various Sites	1,000
UNFUNDED TOTAL		12,330

COMMUNITY ACTION AND HUMAN SERVICES (CAHS) BUDGET BY MAJOR PROGRAM
(dollars in thousands)

PROGRAM BY DIVISION	Current FY	GENERAL FUNDS		FEDERAL / STATE		OTHER FUNDS		TOTAL		SERVICE LEVEL	
	Next FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
ADMINISTRATION											
Administration	FY 2015-16	\$ 4,565	32					\$ 4,565	32		N/A
	FY 2016-17	\$ 5,017	34					\$ 5,017	34		
EMPLOYMENT AND TRAINING											
At-Risk Youth	FY 2015-16	\$ 114	1					\$ 114	1	600	At-risk clients served
	FY 2016-17	\$ 118	1					\$ 118	1	600	
South Dade Skills Center	FY 2015-16	\$ 214	2	\$ 348	2			\$ 562	4	77	Farmworkers and migrants employed
	FY 2016-17	\$ 219	2	\$ 412	2			\$ 631	4	86	
Subtotal (Employment)		\$ 328	3	\$ 348	2			\$ 676	5		
	FY 2016-17	\$ 337	3	\$ 412	2			\$ 749	5		
PSYCHOLOGICAL SERVICES											
Psychological Services	FY 2015-16	\$ 251	1					\$ 251	1	2,400	Emotionally challenged children served
	FY 2016-17	\$ 293	1					\$ 293	1	2,400	
REHABILITATIVE SERVICES											
Division Administration	FY 2015-16	\$ 304	1					\$ 304	1		N/A
	FY 2016-17	\$ 283	1					\$ 283	1		
Community Services (Intake and Treatment)	FY 2015-16	\$ 1,226	9	\$ 2,243	21	\$ 184	1	\$ 3,653	31	3,000	Assessments completed
	FY 2016-17	\$ 1,479	8	\$ 2,213	21	\$ 10	1	\$ 3,702	30	3,000	
Treatment Alternatives to Street Crimes (TASC)	FY 2015-16	\$ 600	9			\$ 207	2	\$ 807	11	246	Drug Court referred individuals served
	FY 2016-17	\$ 1,176	9			\$ 65	2	\$ 1,241	11	320	
Subtotal (Rehabilitative)		\$ 2,130	19	\$ 2,243	21	\$ 391	3	\$ 4,764	43		
	FY 2016-17	\$ 2,938	18	\$ 2,213	21	\$ 75	3	\$ 5,226	42		
VIOLENCE PREVENTION AND INTERVENTION											
Advocates for Victims	FY 2015-16	\$ 2,676	14	\$ 1,998	29	\$ 167	10	\$ 4,841	53	1,700	Domestic violence victims provided shelter and advocacy
	FY 2016-17	\$ 2,911	14	\$ 1,998	29	\$ 167	10	\$ 5,076	53	1,700	
Domestic Violence Intake	FY 2015-16	\$ 583	5	\$ 500				\$ 1,083	5	4,000	Domestic violence victims received and referred by intake unit
	FY 2016-17	\$ 570	5	\$ 300				\$ 870	5	4,000	
Subtotal (VPI)		\$ 3,259	19	\$ 2,498	29	\$ 167	10	\$ 5,924	58		
	FY 2016-17	\$ 3,481	19	\$ 2,298	29	\$ 167	10	\$ 5,946	58		
ELDERLY AND DISABILITY SERVICES											
Division Administration	FY 2015-16	\$ 725	7					\$ 725	7		N/A
	FY 2016-17	\$ 764	7					\$ 764	7		
Adult Day Care	FY 2015-16	\$ 2,420	18	\$ 559	3	\$ 77	3	\$ 3,056	24	300	Elders provided support services
	FY 2016-17	\$ 2,452	18	\$ 503	3	\$ 101	3	\$ 3,056	24	300	
High Risk Elderly Meals	FY 2015-16	\$ 1,000		\$ 711				\$ 1,711	0	400,000	High risk meals served at senior centers
	FY 2016-17	\$ 1,000		\$ 757				\$ 1,757	0	400,000	
Meals for the Elderly	FY 2015-16	\$ 579	1	\$ 1,087	12	\$ 8		\$ 1,674	13	260,000	Congregate meals served
	FY 2016-17	\$ 630	1	\$ 1,309	12	\$ 4		\$ 1,943	13	260,000	
Meals on Wheels	FY 2015-16	\$ 434	1	\$ 576				\$ 1,010	1	160,000	Meals delivered to isolated seniors
	FY 2016-17	\$ 425	1	\$ 581				\$ 1,006	1	160,000	
Senior Centers	FY 2015-16	\$ 742	9			\$ 4		\$ 746	9	300	Elders receiving social services at senior centers
	FY 2016-17	\$ 789	9					\$ 789	9	300	
Care Planning	FY 2015-16	\$ 1,015	7	\$ 36	1			\$ 1,051	8	500	Elders provided case management and in-home services
	FY 2016-17	\$ 1,071	7	\$ 36	1			\$ 1,107	8	500	
Foster Grandparents	FY 2015-16	\$ 171	1	\$ 270	2			\$ 441	3	75	Elders participating as foster grandparents
	FY 2016-17	\$ 188	1	\$ 269	2			\$ 457	3	87	
Home Care Program	FY 2015-16	\$ 4,059	78	\$ 165				\$ 4,224	78	416	Elders remaining in their own homes through in-home services
	FY 2016-17	\$ 4,307	78	\$ 132				\$ 4,439	78	420	
Retired Seniors Volunteer Program (RSVP)	FY 2015-16	\$ 88	1	\$ 108	1			\$ 196	2	500	Elders participating as volunteers
	FY 2016-17	\$ 87	1	\$ 105	1			\$ 192	2	500	
Senior Companions	FY 2015-16	\$ 117	1	\$ 579	3	\$ 21		\$ 717	4	130	Elders participating as senior companions to other seniors
	FY 2016-17	\$ 134	1	\$ 589	3	\$ 16		\$ 739	4	130	
Disability Services and Independent Living (D/SAIL)	FY 2015-16	\$ 616	8	\$ 207	1			\$ 823	9	500	Individuals with disabilities served
	FY 2016-17	\$ 666	8	\$ 186	1			\$ 852	9	500	
Subtotal (Elderly and Disability)		\$ 11,966	132	\$ 4,298	23	\$ 110	3	\$ 16,374	158		
	FY 2016-17	\$ 12,513	132	\$ 4,467	23	\$ 121	3	\$ 17,101	158		
ENERGY											
Home Repair and Rehabilitation	FY 2015-16			\$ -		\$ 76	10	\$ 76	10	20	Homes Improved
	FY 2016-17			\$ -		\$ 160	3	\$ 160	3	20	
Home Weatherization / Energy Conservation Program	FY 2015-16	\$ 244	2	\$ 1,137	4	\$ 25	4	\$ 1,406	10	87	Homes Improved
	FY 2016-17	\$ 378	2	\$ 842	4	\$ -	0	\$ 1,220	6	72	
Painting and Shuttering Program	FY 2015-16	\$ -		\$ -		\$ 350	0	\$ 350	0	57	Homes Improved
	FY 2016-17	\$ -		\$ -		\$ 350	3	\$ 350	3	57	
Facility Maintenance	FY 2015-16	\$ 1,335	5			\$ 328		\$ 1,663	5	13	Community Resource Centers maintained
	FY 2016-17	\$ 1,664	13			\$ 90		\$ 1,754	13	13	
Subtotal (Energy)		\$ 1,579	7	\$ 1,137	4	\$ 779	14	\$ 3,495	25		
	FY 2016-17	\$ 2,042	15	\$ 842	4	\$ 600	6	\$ 3,484	25		
GREATER MIAMI SERVICE CORPS											
Greater Miami Service Corps	FY 2015-16			\$ 1,627	5	\$ 808	6	\$ 2,435	11	440	Youth Served
	FY 2016-17			\$ 1,627	5	\$ 731	6	\$ 2,358	11	440	
Subtotal (GMSC)				\$ 1,627	5	\$ 808	6	\$ 2,435	11		
	FY 2016-17			\$ 1,627	5	\$ 731	6	\$ 2,358	11		

COMMUNITY ACTION AND HUMAN SERVICES (CAHS) BUDGET BY MAJOR PROGRAM
(dollars in thousands)

PROGRAM BY DIVISION	Current FY	GENERAL FUNDS		FEDERAL / STATE		OTHER FUNDS		TOTAL		SERVICE LEVEL	
	Next FY	Budget	FT	Budget	FT	Budget	FT	Budget	FT	#	Note
HEAD START											
Head Start and Early Head Start	FY 2015-16			\$ 61,609	89			\$ 61,609	89	7,570	Funded Slots
	FY 2016-17			\$ 60,797	96			\$ 60,797	96	7,570	
Summer Meals	FY 2015-16			\$ 1,800				\$ 1,800		295,000	Meals Served
	FY 2016-17			\$ 1,800				\$ 1,800		295,000	
Subtotal (Head Start)	FY 2015-16	\$ -	0	\$ 63,409	89		0	\$ 63,409	89		
	FY 2016-17	\$ -	0	\$ 62,597	96		0	\$ 62,597	96		
TRANSPORTATION											
Transportation	FY 2015-16	\$ 1,837	18			\$ 12		\$ 1,849	18	16,000	One Way Trips
	FY 2016-17	\$ 1,825	18			\$ 45		\$ 1,870	18	16,000	
Subtotal (Transportation)	FY 2015-16	\$ 1,837	18	\$ -	0	\$ 12		\$ 1,849	18		
	FY 2016-17	\$ 1,825	18	\$ -	0	\$ 45		\$ 1,870	18		
FAMILY AND COMMUNITY SERVICES											
Neighborhood Centers	FY 2015-16	\$ 2,774	31	\$ 3,151	34	\$ 63		\$ 5,988	65	44,200	Clients Served
	FY 2016-17	\$ 3,169	31	\$ 3,294	34	\$ 63		\$ 6,526	65	40,400	
Emergency Food & Shelter Program	FY 2015-16			\$ 171				\$ 171		400	Clients Served
	FY 2016-17			\$ 171				\$ 171		400	
Low-Income Home Energy Assistance Program (LIHEAP)	FY 2015-16			\$ 8,783	4			\$ 8,783	4	18,400	Clients Served
	FY 2016-17			\$ 8,632	4			\$ 8,632	4	18,312	
Veterans Services	FY 2015-16	\$ 292	4	\$ 20				\$ 312	4	900	Veterans and dependants assisted with filing veterans claims
	FY 2016-17	\$ 337	4	\$ 30				\$ 367	4	950	
Subtotal (Family and Community Services)	FY 2015-16	\$ 3,066	35	\$ 12,125	38	\$ 63		\$ 15,254	73		
	FY 2016-17	\$ 3,506	35	\$ 12,127	38	\$ 63		\$ 15,696	73		
TOTAL	FY 2015-16	\$ 28,981	266	\$ 87,685	211	\$ 2,330	36	\$ 118,996	513		
	FY 2016-17	\$ 31,952	275	\$ 86,583	218	\$ 1,802	28	\$ 120,337	521		

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Homeless Trust

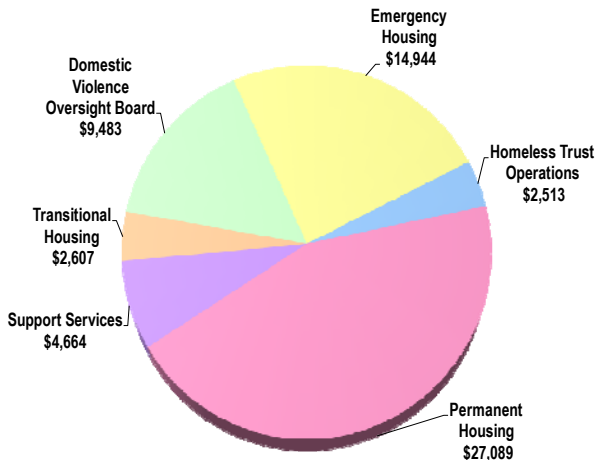
The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for services to homeless individuals and families throughout Miami-Dade County. The Homeless Trust administers a portion of the one percent Food and Beverage Tax proceeds, as well as federal, state, local and other resources dedicated to providing housing and services for the homeless; advises the Board of County Commissioners on issues related to homelessness; serves as the identified "Lead Agency" for the United States Department of Housing and Urban Development (USHUD) Continuum of Care funds for our community, and the State's Homeless Coalition for Miami-Dade County; implements the Miami-Dade County Community Homeless Plan; and provides administrative, contractual, and policy formulation assistance related to homeless services.

As part of the Health and Human Services strategic area, the Homeless Trust funds and monitors prevention services and emergency, transitional, and permanent housing, as well as supportive services for the homeless. Each area is specifically designed to meet the unique needs of homeless individuals and families when they first enter the system and as their needs develop and evolve over time. This blend of housing and services comprises what is known as the homeless continuum of care. Over 8,000 emergency, transitional, and permanent housing beds have been developed by or through the Homeless Trust since its inception in 1993. The Homeless Trust also supports the Domestic Violence Oversight Board (DVOB) and coordinates and monitors the construction and operations of domestic violence centers in Miami-Dade County.

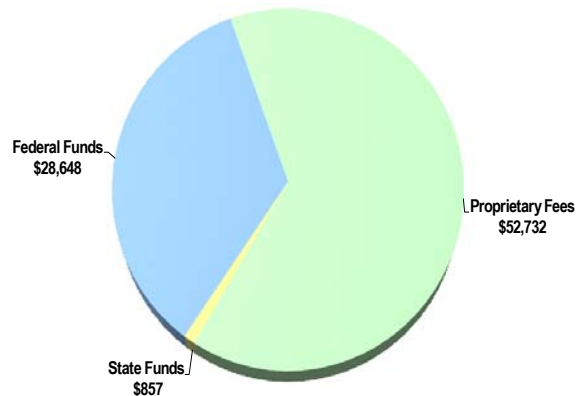
A Board of Trustees, comprised of 27 members, governs the Homeless Trust. Membership consists of appointed leadership, including County and City Commissioners, representatives from the Judiciary, the Superintendent of Schools, the Florida Department of Children and Families Regional Administrator and the City of Miami Manager. The Board also includes representation from the Miami Coalition for the Homeless; business, civic, and faith-based community groups; homeless service providers; homeless individuals; and formerly homeless individuals. In order for the Homeless Trust to be successful in its mission of assisting homeless individuals and families, it relies on the services offered by provider agencies within the community, including its private sector partners.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

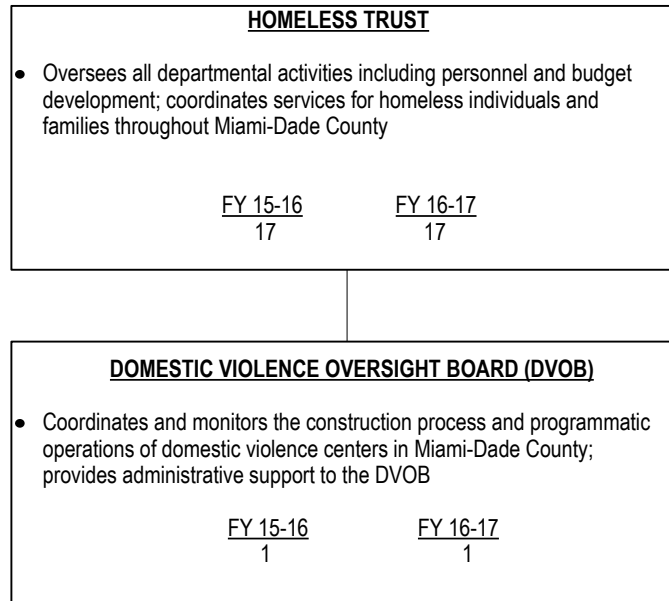


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 18

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
Carryover	25,933	26,832	11,185	27,962
Food and Beverage Tax	21,506	23,105	22,322	24,528
Interest Earnings	40	40	32	32
Miscellaneous Revenues	8	13	10	10
Other Revenues	200	200	0	200
State Grants	485	808	423	857
Federal Grants	21,407	20,889	32,119	28,648
Total Revenues	69,579	71,887	66,091	82,237

Operating Expenditures

Summary				
Salary	1,172	1,421	1,355	1,487
Fringe Benefits	305	397	401	518
Court Costs	0	0	0	0
Contractual Services	97	79	110	105
Other Operating	488	727	622	600
Charges for County Services	179	278	271	279
Grants to Outside Organizations	40,058	40,132	53,436	50,998
Capital	0	8	2,766	7,313
Total Operating Expenditures	42,299	43,042	58,961	61,300

Non-Operating Expenditures

Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	448	0	7,130	20,937
Total Non-Operating Expenditures	448	0	7,130	20,937

(dollars in thousands)	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Expenditure By Program				
Strategic Area: Health and Human Services				
Homeless Trust Operations	2,296	2,513	17	17
Domestic Violence Oversight Board	4,874	9,483	1	1
Emergency Housing	15,073	14,944	0	0
Permanent Housing	20,006	27,089	0	0
Support Services	6,026	4,664	0	0
Transitional Housing	10,686	2,607	0	0
Total Operating Expenditures	58,961	61,300	18	18

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	12	29	20	10	20
Fuel	0	0	0	2	0
Overtime	0	0	0	0	0
Rent	85	89	94	94	94
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	2	4	6	3	6
Utilities	18	17	15	14	19

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DIVISION: HOMELESS TRUST OPERATIONS

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

- Utilizes local, state and federal funds to assist the homeless
- Implements policies developed by the Board and Committees of the Homeless Trust
- Serves as staff to the Board of the Homeless Trust and liaison to the Office of the Mayor and the Board of County Commissioners
- Coordinates Homeless Trust activities and recommends, defines, and monitors operating goals, objectives, and procedures for the Homeless Trust
- Administers a portion of the one percent Food and Beverage Tax proceeds
- Provides a continuum of support services for targeted special populations, including services related to sexual assault and domestic violence, mental health, and substance abuse
- Provides culturally sensitive prevention, outreach and intervention services for homeless individuals, youth and families
- Administers 126 individual grant-funded programs with 28 organizations to provide essential homeless services in Miami-Dade County
- Conducts two countywide homeless census counts each year to continue to assess the type and number of homeless individuals in Miami-Dade County, as well as surveys and analysis of system utilization and performance
- Manages the local Homeless Management Information System to track system utilization, needs, gaps, and trends
- Coordinates referrals of homeless individuals and families to permanent supportive housing

Strategic Objectives - Measures

- HH2-1: End homelessness

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide effective services to homeless individuals and families in Miami-Dade County	Unsheltered chronically homeless people in Miami-Dade County	OC	↓	445	352	350	337	300
	Beds in homeless continuum of care	OP	↔	8,355	8,434	8,520	7,853	8,600
	Permanent housing units completed	OC	↑	90	184	120	94	120
	Homeless outreach team contacts with clients	OP	↔	67,427	64,417	65,000	66,317	65,000
	Placements into housing units	OP	↔	14,601	14,665	15,000	14,693	15,000

DIVISION COMMENTS

- During FY 2015-2016, the United States Department of Housing and Urban Development announced it would not continue to renew, in part or in whole, 24 programs providing Transitional Housing or Support Services to homeless persons in Miami-Dade County; funding reductions are approximately \$6 million; a transition plan is in place to use one-time emergency Food and Beverage Tax reserves should other processes to identify funding be unsuccessful
- The FY 2016-17 Adopted Budget includes \$300,000 to match an equal contribution from State Housing Initiatives Partnership funds from the Department of Public Housing and Community Development (PHCD); combined with commitments from the cities of Miami Gardens and Hialeah, funds totaling \$784,864 will be used to provide prevention and rapid rehousing assistance to those who are homeless or at-risk of homelessness, in Miami-Dade County
- In FY 2016-17 Homeless Trust Capital Reserves are funded at \$3.124 million for future repairs; Tax Equalization Reserves are funded at \$4.169 million and Operational Reserves are funded at \$2.799 million for any emergencies or significant reductions to the Food and Beverage Tax collections
- Nearly \$25 million in Food and Beverage taxes will be allocated for services for the homeless and for victims of domestic violence; bridge funding is provided to allow programs to adjust to the loss of federal funding support for transitional housing and other programs; now that the construction and operations of a new domestic violence shelter are completely funded, our legislative package will include a request for an adjustment to the statutory language governing the use of the funding for services for victims of domestic violence to allow support for existing shelters

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- As part of a partnership with PHCD, the FY 2016-17 Adopted Budget includes \$200,000 to provide support services to 120 homeless veterans receiving housing vouchers
- The Homeless Trust has budgeted \$724,000 in the FY 2016-17 Adopted Budget to provide repairs to its two Homeless Assistance Centers which serve homeless families and individuals

DIVISION: DOMESTIC VIOLENCE OVERSIGHT BOARD
The Domestic Violence Oversight Board (DVOB) Division coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County, and provides administrative support to the DVOB
<ul style="list-style-type: none"> • Monitors service provider contracts and evaluates the provision of services to domestic violence victims • Coordinates services between shelters

Strategic Objectives - Measures								
<ul style="list-style-type: none"> • HH2-5: Improve access to abuse prevention, intervention and support services 								
Objectives	Measures			FY 13-14 Actual	FY 14-15 Actual	FY 15-16 Budget	FY 15-16 Actual	FY 16-17 Target
Provide advocacy, outreach, safe shelter, transportation, emergency financial assistance, emergency food and clothing to victims of domestic crimes and their families	Clients provided emergency shelter and/ or services at The Lodge	OP	↔	1,088	1,183	1,100	1,083	1,200

DIVISION COMMENTS

- In FY 2016-17 Domestic Violence Oversight Board (DVOB) capital reserve funds are budgeted at \$10.845 million for the construction of the second DVOB shelter

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
Food and Beverage Tax	5,128	3,679	7,431	0	0	0	0	0	16,238
Total:	5,128	3,679	7,431	0	0	0	0	0	16,238
Expenditures									
Strategic Area: HH									
Domestic Violence Facilities	1,503	7,304	7,431	0	0	0	0	0	16,238
Total:	1,503	7,304	7,431	0	0	0	0	0	16,238

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS


- The FY 2016-17 Adopted Budget and Multi-Year Capital Plan includes \$7.304 million for the planning and construction of the Second Domestic Violence Shelter; the shelter will provide a minimum of 60 emergency shelter beds for domestic violence victims and their dependents (\$16.238 million in total project cost)

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FUNDED CAPITAL PROJECTS

(dollars in thousands)

SECOND DOMESTIC VIOLENCE SHELTER

PROJECT #: 207931 

DESCRIPTION: Construct a new domestic violence shelter

LOCATION: Undisclosed

Not Applicable

District Located:

Countywide

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Food and Beverage Tax	5,128	3,679	7,431	0	0	0	0	0	16,238
TOTAL REVENUES:	5,128	3,679	7,431	0	0	0	0	0	16,238
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Art Allowance	120	120	0	0	0	0	0	0	240
Construction	800	6,259	6,981	0	0	0	0	0	14,040
Permitting	0	213	212	0	0	0	0	0	425
Planning and Design	300	410	138	0	0	0	0	0	848
Project Administration	283	302	100	0	0	0	0	0	685
TOTAL EXPENDITURES:	1,503	7,304	7,431	0	0	0	0	0	16,238

Estimated Annual Operating Impact will begin in FY 2018-19 in the amount of \$2,262,000

UNFUNDED CAPITAL PROJECTS

PROJECT NAME

PROVIDE ADVANCED CARE HOUSING

LOCATION

Various Sites

(dollars in thousands)
ESTIMATED PROJECT COST

175,000

UNFUNDED TOTAL

175,000

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Public Housing and Community Development

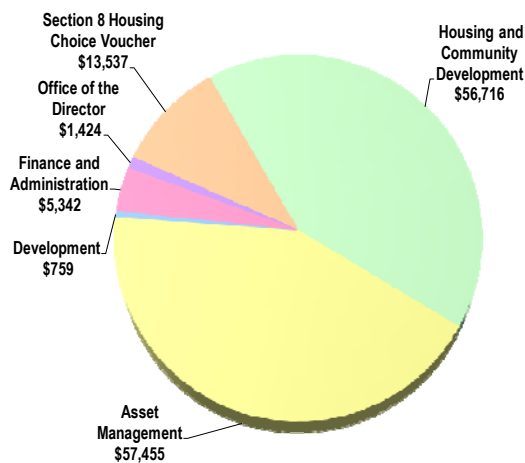
The Department of Public Housing and Community Development (PHCD) administers federal funding for all of the County's housing and community development programs including public housing, rental housing, affordable housing, rehabilitation and revitalization. These programs have been developed to provide decent, safe, sanitary, and affordable housing and to promote viable urban communities and sustainable living environments, principally for extremely low-income to moderate-income families and individuals.

As part of the Health and Human Services and Economic Development strategic areas, PHCD oversees over 8,400 units of public housing and provides Section 8 subsidized payments for up to 17,000 households. The Department provides supportive services to improve the quality of life and general environment of public housing residents, including assisted living facility (ALF) services for elderly residents and the Family Self-Sufficiency Program for tenants in both the Private Rental (Section 8) and Public Housing programs. PHCD monitors and oversees performance through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). PHCD provides assistance and programs that expand economic opportunity and community development. Additionally, PHCD is the County department primarily responsible for developing and financing affordable housing, to include the oversight of the Documentary Stamp Surtax (Surtax) and State Housing Initiatives Partnership (SHIP) funds for affordable housing development.

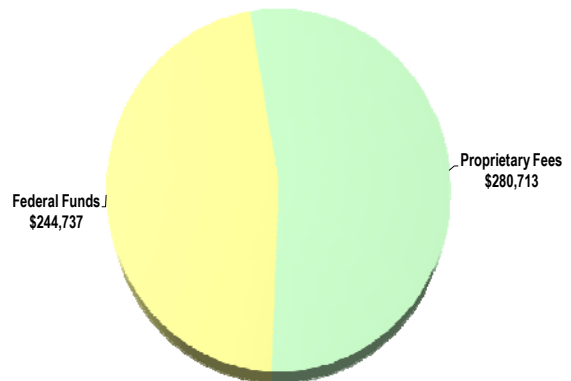
PHCD's stakeholders are the residents of Miami-Dade County, primarily extremely low-income to moderate-income individuals, families, and elderly residents. PHCD works closely with its Resident Boards, private landlords, affordable housing developers, for-profit and non-profit organizations and County departments. A primary partner of PHCD is the United States Department of Housing and Urban Development (HUD), which provides funding for Public Housing, Capital Grants, Section 8, HOPE VI, Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG), and Neighborhood Stabilization Program (NSP).

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR			
<ul style="list-style-type: none"> Provides direction, communication, and coordination of federal and local housing and community development programs to assist extremely low-to moderate-income families and the elderly and disabled; provides management supervision for agency divisions and offices; provides direction for fraud and criminal investigations, compliance, reasonable accommodations according to the American with Disabilities Act, HUD Voluntary Compliance Agreement for residents with disabilities; monitors HUD's PHAS; interacts with public and private stakeholders to ensure attainment of PHCD's goals and objectives 		<u>FY 15-16</u> 7	<u>FY 16-17</u> 14
ASSET MANAGEMENT		HOUSING AND COMMUNITY DEVELOPMENT	
<ul style="list-style-type: none"> Provides on-going rehabilitation of public housing vacant units for prospective residents, and rehabilitation of vacant units for residents with Reasonable Accommodations needs; provides maintenance support services to all public housing units as needed; provides property management and maintenance services of over 8,400 units encompassed in 105 Public Housing Developments; manages the capital asset inventory; provides relocation leasing, rent collection, evictions, policy reviews, and future developments; manages applications for Public Housing; interviews prospective residents, determines eligibility, assigns units and maintains waiting list of current applicants; plans and manages the design and construction of all capital improvement projects for existing public housing developments; provides direct oversight of the Applicant Leasing Center 		<ul style="list-style-type: none"> Administers federal and state funded programs including CDBG, HOME, ESG, NSP, Surtax, and SHIP; promotes economic development with the goal of creating and retaining jobs for low to moderate-income persons; identifies and constructs new housing development projects, manages mixed-use development acquisition, provides architectural/engineering and construction contract administration, and oversight of construction and rehabilitation field work, ensures compliance with all program requirements; prepares the Five-Year Consolidated Plan, Annual Action Plan, and Consolidated Annual Performance Evaluation Report (CAPER); administers community planning functions, including citizen participation through Community Advisory Committees 	
<u>FY 15-16</u> 271	<u>FY 16-17</u> 279	<u>FY 15-16</u> 27	<u>FY 16-17</u> 29
ADMINISTRATION *		DEVELOPMENT	
<ul style="list-style-type: none"> Provides administrative support including human resources, safety operations, emergency management operations, procurement, employee training and development, contract and subcontract activity, and Davis Bacon requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF) 		<ul style="list-style-type: none"> Plans and implements redevelopment program on public housing sites, including major rehabilitation and new construction to include a mixed-income, mixed-finance and mixed-use approach; manages acquisitions, demolition and dispositions, and obtains HUD's approvals; manages various federal grants; reviews project financing, redevelopment plans, architectural/engineering contract documents and administers construction; negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements; administers the County's Infill Housing Program 	
<u>FY 15-16</u> 37	<u>FY 16-17</u> 0 *	<u>FY 15-16</u> 10	<u>FY 16-17</u> 10
FINANCE AND ADMINISTRATION		SECTION 8 HOUSING CHOICE VOUCHER	
<ul style="list-style-type: none"> Provides support services including budgeting, accounting, financial reporting, accounts payable, and revenue management; implements various enhancements and process improvement initiatives to provide accurate and timely financial data; administers electronic payment system for tenants and direct debit program; provides underwriting, closing services and loan servicing to a loan portfolio of over 7,000 loans for affordable housing development, rehabilitation, construction, and homebuyer mortgage assistance loans; provides administrative support including human resources, safety operations, emergency management operations, procurement, employee training and development, contract and subcontract activity, and Davis Bacon requirements; provides direct oversight of the Helen M. Sawyer Plaza Assisted Living Facility (ALF) 		<ul style="list-style-type: none"> Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing; administers special programs, including Moderate Rehabilitation, and Single Room Occupancy, HUD Veterans Affairs Supportive Housing Vouchers and project-based vouchers; conducts housing quality standards (HQS) inspections for all special programs; determines the eligibility and selection of Section 8 rental assistance programs 	
<u>FY 15-16</u> 46	<u>FY 16-17</u> 68	<u>FY 15-16</u> 25	<u>FY 16-17</u> 24

* **The FY 2016-17 total number of full-time equivalent positions is 432**
 In FY 2015-16 the Administration Division was merged into the Finance and Administration Division; the Compliance unit within the former Administration Division was transferred to the Office of the Director

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
Carryover - CD	12,053	9,653	2,001	2,256
Carryover - DRI/EZ/EH	8,163	7,670	5,251	7,205
Carryover - EDI/BEDI	1,310	1,156	1,002	848
Carryover CDBG	24,697	16,404	15,641	21,055
Carryover HOME	19,849	22,893	26,362	25,904
Carryover NSP	1,688	0	148	209
Carryover SHIP	3,382	6,580	9,581	15,079
Carryover Surtax	67,086	91,139	104,401	130,169
Documentary Stamp Surtax	38,712	40,465	35,000	40,000
Interest Income	118	171	117	183
Loan Repayments	16,974	13,600	8,908	10,141
Loans Servicing Fees	1,449	2,598	1,317	1,143
Miscellaneous Revenues	6,054	2,466	4,345	3,262
Program Income	61	1,191	57	19
Rental Income	17,358	16,700	16,530	18,100
SHIP	2,280	4,508	4,355	5,140
CDBG	10,781	8,669	8,669	8,669
CDBG Program Income	609	4,583	600	1,000
Emergency Shelter Grant	894	961	961	985
Federal Funds	4,096	8,890	3,931	8,187
HOME	3,463	1,599	1,595	1,813
HOME Program Income	1,437	5,087	800	4,000
Housing Assistance Payments	161,390	159,406	154,565	159,955
NSP Program Income	0	107	0	100
Public Housing Subsidy	43,398	40,692	42,960	36,369
Section 8 Admin Fee	14,876	17,810	18,049	23,659
Total Revenues	462,178	484,998	467,146	525,450

Operating Expenditures

Summary

Salary	24,398	23,414	27,406	28,888
Fringe Benefits	6,222	9,299	8,882	10,373
Court Costs	298	45	235	30
Contractual Services	25,613	29,000	24,937	29,332
Other Operating	64,745	52,012	65,635	60,925
Charges for County Services	5,806	6,383	5,871	5,685
Grants to Outside Organizations	0	0	0	0
Capital	0	0	10	0
Total Operating Expenditures	127,082	120,153	132,976	135,233

Non-Operating Expenditures

Summary

Transfers	159,083	156,518	153,404	158,308
Distribution of Funds In Trust	0	0	0	0
Debt Service	5,215	4,762	3,377	3,272
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	177,389	228,637
Total Non-Operating Expenditures	164,298	161,280	334,170	390,217

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: Health and Human Services				
Office of the Director	871	1,424	7	14
Administration	3,550	0	35	0
Asset Management	51,168	57,455	271	279
Section 8 Housing Choice Voucher	12,244	13,537	23	24
Development	2,171	759	10	10
Finance and Administration	2,439	5,342	22	68
Strategic Area: Economic Development				
Administration	113	0	2	0
Section 8 Housing Choice Voucher	51	0	2	0
Federally Funded Projects	22,263	0	0	0
Finance and Accounting	1,667	0	24	0
Housing and Community Development	4,198	56,716	27	29
Housing Asset Projects	740	0	0	0
SHIP and Surtax Projects	31,501	0	0	0
Total Operating Expenditures	132,976	135,233	423	424

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SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	124	35	66	38	46
Fuel	321	247	322	121	247
Overtime	170	851	170	263	844
Rent	2,095	1,205	1,384	1,359	1,630
Security Services	219	797	345	1,589	942
Temporary Services	1,736	1,360	1,570	2,105	1,565
Travel and Registration	64	70	69	34	77
Utilities	9,082	9,930	9,060	10,378	9,914

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 15-16	Adopted Fee FY 16-17	Dollar Impact FY 16-17
<ul style="list-style-type: none"> • Construction Inspection Fee (the current flat fee is proposed to be revised to a fee per unit/per drawdown) 	\$1,500	\$114	\$745,680

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers housing programs; provides direction and coordination of federal housing programs to assist extremely-low to moderate-income families; audits operations for compliance with U.S. HUD and departmental regulations; interacts with the Mayor, Board of County Commissioners, residents, community groups, and other public and private entities to ensure attainment of the PHCD's goals and objectives.

- Monitors U.S. HUD regulations and measures
- Conducts fraud and criminal investigations and responds to appeals to the Director
- Coordinates yearly submission of required Public Housing Agency (PHA) Plan, Public Housing Admissions and Continued Occupancy Plan, and Section 8 Administrative Plan through Residential Advisory Boards (RAB) and Board of County Commissioners (BCC) resolution
- Monitors private developers under the Public Housing program for compliance with special needs provisions and Reasonable Accommodation Requests
- Provides departmental internal and external program audits, quality assurance reviews, and reasonable accommodations according to the Americans with Disabilities Act and HUD Voluntary Compliance Agreement for residents with disabilities

Strategic Objectives - Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve compliance and quality assurance procedures	Percentage of tenant files reviewed as part of compliance quality assurance audits*	OP	↔	65%	60%	65%	0%	65%

* No tenant files were reviewed due to lack of resources in FY 2015-16; FY 2016-17 Target reflects the filling of vacancies and a salient review of the function being performed

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- In FY 2015-16, as part of the on-going departmental reorganization, seven full-time positions were transferred from the Compliance Unit of the former Administration Division in order to consolidate regulatory oversight functions under one division

DIVISION: ASSET MANAGEMENT

The Asset Management Division provides public housing units and property management services, and assists public housing residents with attaining self-sufficiency through strategic partnerships with public and private service providers to help residents overcome social and economic obstacles; plans and manages the design and construction of all capital improvement projects for existing public housing developments.

- Provides property management and maintenance services for public housing developments, including occupancy, relocation, leasing, rent collection, eviction, vacancy reduction, and policy review and development
- Provides rehabilitation of public housing units in preparation for occupancy
- Provides maintenance support services to all public housing units
- Oversees the Applicant Leasing Center which manages applications, maintains waiting lists, and manages the transfer waiting list for Project Based programs
- Provides oversight of resident council Memoranda of Understanding for resident participation
- Advocates and assists residents with attaining self-sufficiency
- Manages service providers' Community Space Lease Agreements for quality of life services at public housing developments
- Manages public housing capital improvements and the corresponding funding grants
- Manages project conversions to meet Uniform Federal Accessibility Standards (UFAS)

Strategic Objectives - Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Compliance with Housing and Urban Development (HUD) Regulations	Standard performer or higher designation on PHAS point score*	OC	↑	80	83	85	N/A	90
Maintain Public Housing units in a decent, safe, and sanitary condition	Percentage of routine work orders completed within 25 days	EF	↑	71%	82%	100%	72%	100%
Maintain an acceptable level of vacant Public Housing units	Average occupancy rate	OC	↑	94%	94%	96%	95%	96%
	Average monthly number of families renting**	OP	↔	8,391	7,701**	8,500	7,777	8,090

*The PHAS point score represents a computation based on U.S. HUD criteria that measures a Public Housing Agency management's efficiency; FY 2014-15 Actual was received and the FY 2015-16 Actual is pending U.S. HUD scoring

**The FY 14-15 Actual inadvertently failed to exclude the Low-Income Tax Credit properties under management by the Department's development partners and was revised to show the correct number

DIVISION COMMENTS

- In FY 2015-16, as part of the on-going departmental reorganization, eight full-time positions were transferred from the Facilities Division to better align the staff's capital maintenance functions with the activities of the Asset Management Division
- The FY 2014-15 Actual PHAS score was received during FY 2015-16 and due to an increase in the management indicator the Department moved from the prior "sub-standard" designation to a "standard" public housing authority designation

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: SECTION 8 HOUSING CHOICE VOUCHER

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

- Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe, and sanitary housing
- Oversees Housing Choice Voucher contract activities
- Conducts housing quality standards (HQS) inspections at least annually for all administered programs
- Determines eligibility and selection for all Section 8 rental assistance programs

Strategic Objectives - Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Maximize the effective use of Housing Choice Vouchers	Percentage of available units leased in the Section 8 HCV program*	OC	↑	95%	88%	95%	93%	90%
	Average number of units leased in the Section 8 HCV program*	OP	↔	14,496	13,949	14,900	14,270	13,875
Improve compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment Program (SEMAP) score**	OC	↑	125	135	140	130	140

* FY 2016-17 Target has been changed to align with maximum available funds

** SEMAP measures the performance of the public housing agencies that administer the Housing Choice Voucher Program in 14 key areas; the Actual points shown translate into a percentage of the total points that may be obtained

DIVISION COMMENTS

- For Fiscal Year ending September 30, 2016, Section 8 met the requirements for SEMAP High Performer by scoring 130, which translates to 90 percent of the total obtainable points
- In FY 2015-16, as part of the on-going departmental reorganization, one full-time position was transferred to Housing and Community Development Division to consolidate the community development compliance and monitoring functions under one division
- In FY 2016-17, the Division anticipates increasing the number of Project Based Voucher (PBV) units by at least 140 units; PBVs are a component of a public housing agency's housing choice voucher program; under the PBV program, assistance is tied to a unit versus a family and the public housing authority enters into an assistance contract with the owner for specified units and for a specified term

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DIVISION: DEVELOPMENT

The Development Division manages the capital improvements, development and infill programs for PHCD, which include mixed-finance development projects, rehabilitation of public housing facilities projects, Building Better Communities General Obligation Bond projects and the Infill Housing Program.

- Identifies new housing development projects and initiatives, including mixed use developments
- Solicits development services for mixed-finance projects
- Manages acquisition and disposition activities for PHCD owned properties
- Prepares highest and best use analyses of real estate properties
- Manages development programs, including mixed-finance public-private partnerships with developers
- Manages the County's Infill Housing program
- Applies for federal development grants and assists developers in obtaining funding

Strategic Objectives - Measures

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Maximize the effective use of existing public housing units	Percentage of completion of Liberty Square Rising redevelopment	OP	↔	N/A	5%	10%	10%	25%

DIVISION COMMENTS

- In FY 2015-16, as part of the on-going reorganization of the Division, five full-time positions were transferred to the Asset Management Division; six part-time positions were converted to full-time positions and out of that conversion, three full-time positions were transferred to the Asset Management Division
- ☛ In FY 2016-17, two full-time Real Estate Officer positions will be added to better administer the Infill Housing Program (\$185,000); the expenses related to these positions will be reimbursed from the General Fund
- ☛ In FY 2016-17, the Division expects to administer the Liberty Square, Lincoln Gardens, Senior Campus, and Modello redevelopment projects on public housing sites

DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division provides financial and administrative support services to the Department and ensures that federal and County requirements are met.

- Provides support services including budgeting, accounting, financial reporting, accounts payable, revenue management, human resources, safety operations, emergency management operations, procurement, fair housing, affirmative action, fleet operations and employee development
- Oversees systems of financial internal controls to ensure sustainability of program compliance, and that financial statements are presented in accordance with Generally Accepted Accounting Principles (GAAP) and all other federal requirements
- Implements various enhancement and process improvement initiatives to provide accurate and timely financial data
- Administers electronic payment system for tenants and direct debit program
- Provides loan servicing to the portfolio of over 7,000 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Provides affordable housing and community development underwriting
- Provides direct oversight to the Helen M. Sawyer Plaza Assisted Living Facility (ALF)
- Monitors contract and subcontract activity; provides a summary of PHA contracts, and monitors federal Section 3 and Davis Bacon requirements
- Provides employee training and development

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-1: Reduce income disparity by increasing per capita income 								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 30 days *	OC	↑	N/A	N/A	N/A	N/A	10%

* Measure was newly created during FY 2015-16

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HH3-3: Create, maintain and preserve affordable housing 								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Tenant Accounts Receivable score*	OC	↑	0	2.59	4	N/A	4
Improve compliance and quality assurance procedures	Percentage of invoices paid on time	OC	↑	47%	52%	65%	83%	65%
Maximize the effectiveness of the Surtax program	Percent of Surtax loans in repayment	OP	↔	N/A	51%	50%	55%	55%
Monitor contract activity	Percentage of vendor contracts reviewed for compliance**	OC	↑	2%	0%	0%	20%	20%

* FY 2015-16 Actual score has not been received

** FY 2015-16 Actual reflects the filling of vacancies; FY 2016-17 target based on change of policy and on maximizing the efficiency of existing resources

DIVISION COMMENTS

- In FY 2015-16, as part of the IT personnel consolidation, 7 full-time positions were transferred to the Information Technology Department
- In FY 2015-16, as part of the on-going departmental reorganization, twenty three full-time positions and eight part-time positions were transferred from the Administration Division, and one vacant full-time position was eliminated due to the reorganization
- In FY 2016-17, the Department will continue working on an application to U.S. HUD under the Capital Fund Financing Program (CFFP), whereby a Public Housing Authority may borrow private capital to make improvements and pledge, subject to the availability of appropriations, a portion of its future year annual Capital Funds to make debt service payments for either a bond or conventional bank loan transaction; if approved, it is estimated that the Department will generate approximately \$45 million to rehabilitate/upgrade existing public housing units, remove and replace obsolete public housing units, increase the number of units on its underutilized sites and permit commercial and other special purpose uses where appropriate

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DIVISION: HOUSING AND COMMUNITY DEVELOPMENT

The Housing and Community Development Division administers and monitors federal and state funded programs to promote affordable housing development, economic development, historical preservation, housing rehabilitation, capital improvements to public facilities, and public services.

- Promotes economic development with the goal of creating and retaining jobs for low-to-moderate income persons
- Identifies and constructs new housing development projects, manages mixed use development acquisition, and manages disposition activities for County owned properties
- Administers CDBG, Surtax, SHIP, and HOME affordable housing programs
- Provides architectural/engineering and construction contract administration, and oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local requirements to include CDBG, HOME, Surtax, NSP, and SHIP
- Prepares the CDBG Five-Year Consolidated Plan, Consolidated Annual Performance and Evaluation Report, Analysis of Impediments to Fair Housing and Annual Action Plan
- Issues and facilitates the County's competitive process for award of CDBG, HOME, ESG, SHIP and Documentary Stamp Surtax funds
- Provides oversight of planning analysis for determinations of Neighborhood Revitalization Strategy Areas, slum and blight findings and other federally mandated assessments for community redevelopment and substantial amendments to the Consolidated Plan
- Conducts Environmental Reviews and issues clearances for all federally funded projects
- Provides neighborhood planning support for all programs
- Oversees the management of seven affordable and market rate properties (829 units) and nine Section 8 New Construction properties (536 units) owned by Miami-Dade County

Strategic Objectives - Measures

- ED1-1: Reduce income disparity by increasing per capita income

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve access to economic opportunities for low-to moderate income individuals	Number of jobs created or retained	OC	↑	75	51	84	65	104*
Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated	OP	↔	494	968	450	1,272	1,327

* In FY 2016-17 the Department will set aside more CDBG funds towards economic development activities

- HH3-3: Create, maintain and preserve affordable housing

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Percentage of CDBG projects completed on time	EF	↑	68%	75%	50%	60%	60%
Improve compliance and quality assurance procedures	Number of HOME projects monitored twice a year *	OP	↔	N/A	N/A	N/A	0	60

* Measure was newly created during FY 2015-16; due to lack of resources no monitoring was performed

DIVISION COMMENTS

- In FY 2015-16, as part of the on-going departmental reorganization, one full-time Principal Planner position was reinstated and one full-time position was transferred from Section 8 Housing Choice Voucher Division
- In FY 2016-17, the General Fund will continue reimbursing PHCD for administrative support provided to General Fund-related activities in prior years (\$1 million)
- The FY 2016-17 Documentary Stamp Surtax revenue is budgeted at \$40 million; the FY 2016-17 carryover of \$130.169 million is allocated to on-going projects

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- The Calendar Year (CY) 2017 CDBG Entitlement is budgeted at \$8.669 million; the CY 2016 HOME entitlement is budgeted at \$1.812 million; and the CY 2017 Emergency Solutions Grant (ESG) entitlement is budgeted at \$985,426; federal funding for these programs could be significantly impacted by future reductions in the federal budget
- The CY 2017 Community Development Block Grant includes economic development, housing, public service, and capital improvement activities, and includes an allocation for Administration of \$1.734 million; however, the United States Department of Housing and Urban Development (U.S. HUD) has determined that the County must pay back CDBG funds due to activities found in non-compliance with program requirements; therefore, PHCD advised all County departments to exclude any CDBG funds from its revenue sources in the FY 2016-17 Adopted Budget
- During CY 2017, PHCD will continue to pursue an electronic submission process for the annual Request for Applications; administering the competitive process online will result in better quality submissions from community-based organizations and housing development entities applying for County funds, achievement of paper reduction goals, and processing efficiencies

ADDITIONAL INFORMATION

- In FY 2015-16 the Administration Division was merged into the Finance Division and the Compliance Unit was merged into the Office of the Director
- In FY 2015-16, PHCD increased its turnover of vacant units in the last year from 92 percent to 94 percent and Section 8 increased its utilization rate
- In FY 2016-17, PHCD will continue the implementation of an Energy Performance Contract (EPC) that will include design, installation, modification, monitoring and operations training for new and sustainable equipment and systems to reduce energy and water consumption for public housing units countywide

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
Capital Funds Program (CFP) - 716	0	1,026	2,002	2,771	1,013	0	0	0	6,812
Capital Funds Program (CFP) - 714	3,139	1,880	724	0	0	0	0	0	5,743
Capital Funds Financing Program	0	1,600	1,600	1,600	1,600	1,600	0	0	8,000
Hope VI Grant	250	1,560	0	0	0	0	0	0	1,810
Capital Funds Program (CFP) - 713	5,200	561	0	0	0	0	0	0	5,761
Capital Funds Program (CFP) - 715	1,032	2,002	2,772	1,006	0	0	0	0	6,812
BBC GOB Financing	4	5,000	7,000	7,000	7,000	6,296	0	0	32,300
Replacement Housing Factor (RHF)	0	0	0	1,611	221	0	0	0	1,832
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
2008 Sunshine State Financing	2,347	0	0	0	0	0	0	0	2,347
Total:	11,972	15,629	16,098	15,988	9,834	7,896	0	0	77,417
Expenditures									
Strategic Area: HH									
Housing for Elderly and Families	0	0	0	1,611	221	0	0	0	1,832
New Affordable Housing Units	4	8,600	10,600	10,600	8,600	7,896	0	0	46,300
Public Housing Improvements	11,938	7,059	5,498	3,777	1,013	0	0	0	29,285
Total:	11,942	15,659	16,098	15,988	9,834	7,896	0	0	77,417

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CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2016-17 Adopted Budget and Multi-Year Capital Plan includes \$976,000 to pay the debt service costs related to the refinanced Scott Carver Development Phase 3 from Documentary Surtax funds to be transferred to the Capital Outlay Reserve Fund
- In FY 2015-16, the Department initiated redevelopment of the Liberty Square project, a public/private redevelopment initiative that is anticipated to take five years to complete; the project includes the demolition of all existing public housing units in Liberty Square, development of the vacant Lincoln Garden site, and the construction of new infrastructure and dwelling units (to include public, affordable, and market rate housing), as well as retail space and other miscellaneous uses; the development contract amount is \$307.216 million of which \$32.3 million is funded from the Building Better Communities General Obligation Bond Program, \$8 million from the Capital Funds Financing Program and \$6 million from Documentary Stamp Surtax funds
- In FY 2016-17, PHCD is projected to expend \$5.469 million in federal Capital Fund Program (CFP) dollars and will continue addressing long-term needs in various public housing developments to include elevators, roofs, windows, fire alarm systems, and Uniform Federal Accessibility Standards (UFAS) compliance

FUNDED CAPITAL PROJECTS

(dollars in thousands)

HOUSING SAFETY AND SECURITY IMPROVEMENTS

PROJECT #: 801950



DESCRIPTION: Install lighting, fencing, security gates, intercom systems, and video camera system at various public housing developments

LOCATION: Countywide
Various Public Housing Regions

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
2008 Sunshine State Financing	2,347	0	0	0	0	0	0	0	2,347
TOTAL REVENUES:	2,347	0	0	0	0	0	0	0	2,347
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,738	0	0	0	0	0	0	0	1,738
Furniture Fixtures and Equipment	579	30	0	0	0	0	0	0	609
TOTAL EXPENDITURES:	2,317	30	0	0	0	0	0	0	2,347

NON-DWELLING STRUCTURE CAPITAL FUND PROGRAM (CFP)

PROJECT #: 803240



DESCRIPTION: Provide for miscellaneous repairs and maintenance costs for non-dwelling structures including community building spaces and administration buildings in various public housing developments

LOCATION: Countywide
Various Public Housing Regions

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Funds Program (CFP) - 713	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 714	19	19	12	0	0	0	0	0	50
Capital Funds Program (CFP) - 715	19	12	13	6	0	0	0	0	50
Capital Funds Program (CFP) - 716	0	13	12	12	13	0	0	0	50
TOTAL REVENUES:	88	44	37	18	13	0	0	0	200
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	88	44	37	18	13	0	0	0	200
TOTAL EXPENDITURES:	88	44	37	18	13	0	0	0	200

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SITE IMPROVEMENTS AND DWELLING STRUCTURES CAPITAL FUND PROGRAMS (CFP)

PROJECT #: 803250

DESCRIPTION: Perform comprehensive modernization and repairs to existing county owned public housing units
 LOCATION: Countywide District Located: 13
 Various Public Housing Regions District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Funds Program (CFP) - 713	4,120	261	0	0	0	0	0	0	4,381
Capital Funds Program (CFP) - 714	2,540	1,311	512	0	0	0	0	0	4,363
Capital Funds Program (CFP) - 715	833	1,500	2,099	1,000	0	0	0	0	5,432
Capital Funds Program (CFP) - 716	0	833	1,500	2,099	1,000	0	0	0	5,432
TOTAL REVENUES:	7,493	3,905	4,111	3,099	1,000	0	0	0	19,608
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	7,493	3,905	4,111	3,099	1,000	0	0	0	19,608
TOTAL EXPENDITURES:	7,493	3,905	4,111	3,099	1,000	0	0	0	19,608

ARCHITECTURAL AND INSPECTION SERVICES CAPITAL FUND PROGRAMS (CFP)

PROJECT #: 807910

DESCRIPTION: Reimburse planning, architectural design, and inspections costs for public housing developments
 LOCATION: Countywide District Located: Countywide
 Various Public Housing Regions District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Funds Program (CFP) - 713	1,030	300	0	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 714	580	550	200	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 715	180	490	660	0	0	0	0	0	1,330
Capital Funds Program (CFP) - 716	0	180	490	660	0	0	0	0	1,330
TOTAL REVENUES:	1,790	1,520	1,350	660	0	0	0	0	5,320
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Planning and Design	1,790	1,520	1,350	660	0	0	0	0	5,320
TOTAL EXPENDITURES:	1,790	1,520	1,350	660	0	0	0	0	5,320

NEW FAMILY UNITS AT LIBERTY SQUARE AND LINCOLN GARDENS

PROJECT #: 200000108

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



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	4	5,000	7,000	7,000	7,000	6,296	0	0	32,300
Capital Funds Financing Program	0	1,600	1,600	1,600	1,600	1,600	0	0	8,000
Documentary Stamp Surtax	0	2,000	2,000	2,000	0	0	0	0	6,000
TOTAL REVENUES:	4	8,600	10,600	10,600	8,600	7,896	0	0	46,300
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	8,054	10,110	10,600	8,600	7,896	0	0	45,260
Planning and Design	4	546	490	0	0	0	0	0	1,040
TOTAL EXPENDITURES:	4	8,600	10,600	10,600	8,600	7,896	0	0	46,300

Estimated Annual Operating Impact will begin in FY 2020-21 in the amount of \$100,000

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HOPE VI - SCATTERED SITES

PROJECT #: 200000242

DESCRIPTION: Redevelopment of various Hope VI sites
LOCATION: Various Sites
 Unincorporated Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Hope VI Grant	250	750	0	0	0	0	0	0	1,000
TOTAL REVENUES:	250	750	0	0	0	0	0	0	1,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	250	750	0	0	0	0	0	0	1,000
TOTAL EXPENDITURES:	250	750	0	0	0	0	0	0	1,000

HOPE VI - SCOTT HOMES HISTORICAL BUILDING

PROJECT #: 200000243

DESCRIPTION: Modernization of one remaining historical designated building in Scott Homes
LOCATION: 7163 NW 22 Ave
 Unincorporated Miami-Dade County

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Hope VI Grant	0	810	0	0	0	0	0	0	810
TOTAL REVENUES:	0	810	0	0	0	0	0	0	810
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	761	0	0	0	0	0	0	761
Planning and Design	0	49	0	0	0	0	0	0	49
TOTAL EXPENDITURES:	0	810	0	0	0	0	0	0	810

REPLACEMENT HOUSING FACTORS (RHF)

PROJECT #: 200000412

DESCRIPTION: Provide funding for future new public housing developments
LOCATION: Various Sites
 Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Replacement Housing Factor (RHF)	0	0	0	1,611	221	0	0	0	1,832
TOTAL REVENUES:	0	0	0	1,611	221	0	0	0	1,832
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	1,450	199	0	0	0	1,649
Planning and Design	0	0	0	161	22	0	0	0	183
TOTAL EXPENDITURES:	0	0	0	1,611	221	0	0	0	1,832

UNFUNDED CAPITAL PROJECTS

PROJECT NAME
 PUBLIC HOUSING - PHYSICAL NEEDS, MODERNIZATION AND NON-DWELLING STRUCTURES AND EQUIPMENT

LOCATION
 Various Sites

(dollars in thousands)
ESTIMATED PROJECT COST

	327,056
UNFUNDED TOTAL	327,056



STRATEGIC AREA

ECONOMIC DEVELOPMENT

MISSION:

TO EXPAND AND FURTHER DIVERSIFY MIAMI-DADE COUNTY'S ECONOMY AND EMPLOYMENT OPPORTUNITIES, BY PROMOTING, COORDINATING, AND IMPLEMENTING ECONOMIC REVITALIZATION ACTIVITIES THAT REDUCE SOCIO-ECONOMIC DISPARITY AND IMPROVE THE QUALITY OF LIFE OF ALL RESIDENTS

GOALS	OBJECTIVES
A STABLE AND DIVERSIFIED ECONOMIC BASE THAT MAXIMIZES INCLUSION OF HIGHER PAYING JOBS IN SUSTAINABLE GROWTH INDUSTRIES	Reduce Income Disparity by Increasing per Capita Income
	Attract Industries that have High Wage Jobs and High Growth Potential
	Enhance and Expand Job Training Opportunities and Education Programs to Ensure they are Aligned with the Needs of Emerging and Growth Industries
EXPANDED DOMESTIC AND INTERNATIONAL TRAVEL AND TOURISM	Attract More Visitors, Meetings, and Conventions
	Improve Customer Service at Airports, Hotels, and Other Service Providers that Support Travel and Tourism
EXPANDED INTERNATIONAL TRADE AND COMMERCE	Attract and Increase Foreign Direct Investments and International Trade from Targeted Countries
	Support International Banking and Other Financial Services
ENTREPRENEURIAL DEVELOPMENT OPPORTUNITIES WITHIN MIAMI-DADE COUNTY	Encourage Creation of New Small Businesses
	Create a Business Friendly Environment
	Expand Opportunities for Small Businesses to Compete for County Contracts
REVITALIZED COMMUNITIES	Provide Adequate Public Infrastructure that is Supportive of New and Existing Businesses
	Develop Urban Corridors (TUAs, CRAs and Enterprise Zones, NRSAs) as Destination Centers

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Miami-Dade Economic Advocacy Trust

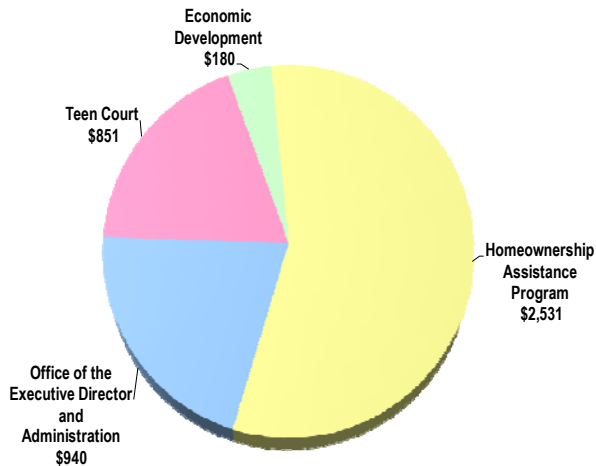
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black community and Targeted Urban Areas as identified by Miami-Dade County.

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

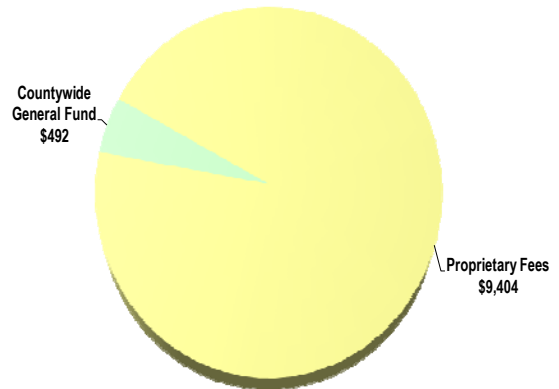
MDEAT is governed by a 15 member Board of Trustees selected by the Miami-Dade Economic Advocacy Trust Nominating Council and appointed by the Board of County Commissioners. The Executive Director nomination is submitted by the Board of Trustees to the County Mayor, who recommends the nominee to the Board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

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

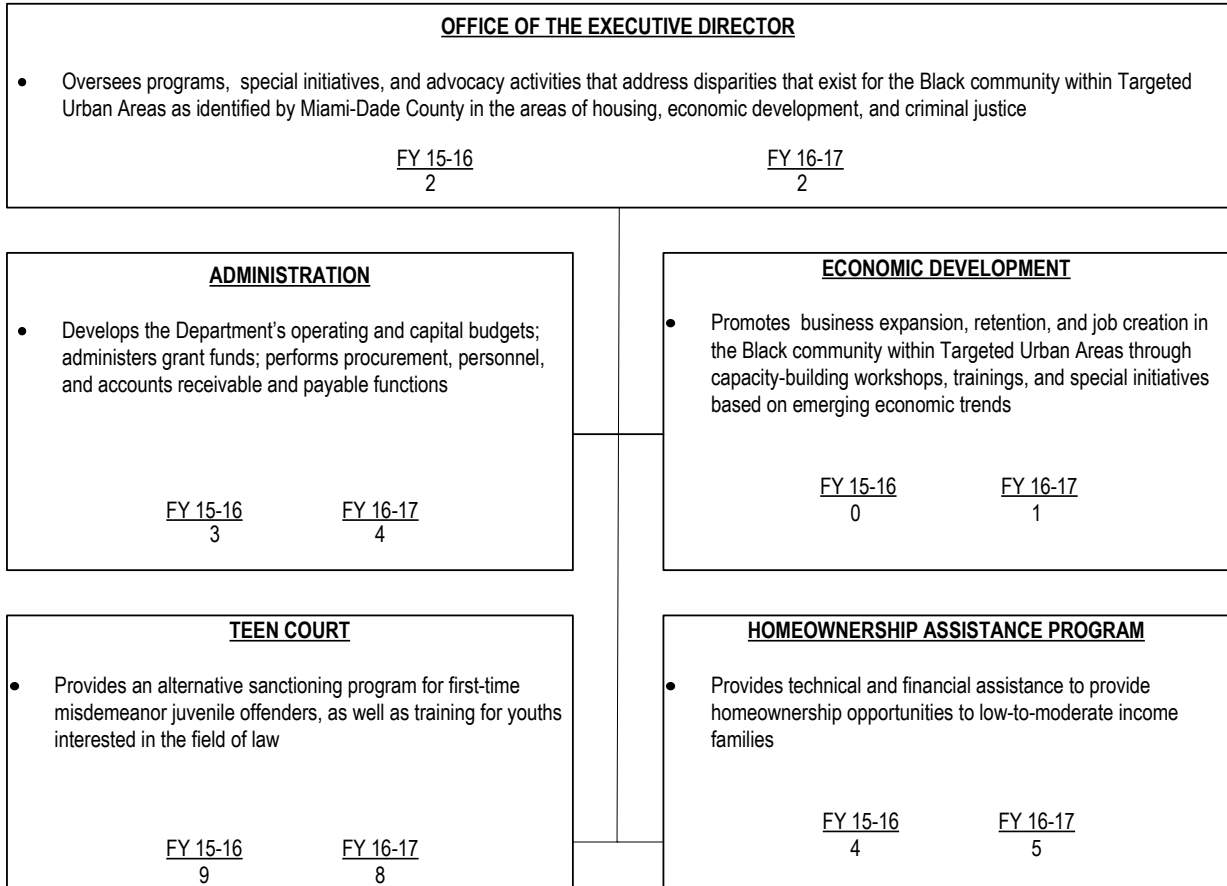


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 20

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	544	495	495	492
Carryover	2,462	3,342	3,372	4,992
Documentary Stamp Surtax	3,366	3,520	3,400	3,586
Interest Earnings	4	6	4	6
Surtax Loan Payback	0	0	0	2
Teen Court Fees	1,103	871	850	818
Total Revenues	7,479	8,234	8,121	9,896
Operating Expenditures Summary				
Salary	1,435	1,302	1,298	1,361
Fringe Benefits	392	403	609	519
Contractual Services	139	74	70	140
Other Operating	104	76	111	123
Charges for County Services	105	75	36	82
Grants to Outside Organizations	1,961	2,158	5,996	2,276
Capital	1	1	1	1
Total Operating Expenditures	4,137	4,089	8,121	4,502
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	5,394
Total Non-Operating Expenditures	0	0	0	5,394

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: Public Safety				
Teen Court	1,080	851	9	8
Strategic Area: Economic Development				
Office of the Executive Director and Administration	809	940	5	6
Economic Development	143	180	0	1
Homeownership Assistance Program	6,089	2,531	4	5
Total Operating Expenditures	8,121	4,502	18	20

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	19	26	51	36	49
Fuel	0	0	0	0	0
Overtime	11	9	0	3	0
Rent	4	1	13	1	13
Security Services	21	21	15	21	15
Temporary Services	0	0	0	0	0
Travel and Registration	3	1	9	1	2
Utilities	12	12	6	8	10

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE EXECUTIVE DIRECTOR AND ADMINISTRATION

The Office of the Executive Director and Administration provides overall leadership and coordination of departmental operations and ensures financial, fiscal, and accounting controls.

- Oversees programs, special initiatives, and advocacy activities that address disparities of Black residents in comparison to the community-at-large in the areas of homeownership, economic development, and criminal justice
- Develops the operating and capital budgets
- Administers grant funds
- Performs procurement, personnel, and accounting functions

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the addition of a Marketing Coordinator position (\$67,000); this position will be responsible for the development and execution of marketing and social media strategies necessary to achieve the strategic goals as defined and approved by the Miami-Dade Economic Advocacy Board

DIVISION: HOMEOWNERSHIP ASSISTANCE PROGRAM

The Homeownership Assistance Program Division provides homeownership opportunities to low-to-moderate income families through technical and financial assistance.

- Provides down payment and closing cost assistance to qualified first-time low-to-moderate income homebuyers
- Processes mortgage applications for affordable homeownership
- Establishes partnerships with public, private sector, and financial institutions to provide housing opportunities for low-to-moderate income homebuyers

Strategic Objectives - Measures

- HH2-2: Stabilize home occupancy

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase the number of new homeowners	New homeowners provided closing costs and down payment assistance	OP	↔	348	411	375	410	418
	Affordable housing community forums and special housing events held*	OP	↔	17	29	17	35	28

*The FY 2014-15 actual was adjusted to correct a scrivener's error reflected in the FY 2015-16 Adopted Budget documents.

DIVISION COMMENTS

- *The FY 2016-17 Adopted Budget reflects the elimination of a vacant Telephone Console Operator 1 position (\$49,400)*
- The FY 2016-17 Adopted Budget includes the addition of a Homeownership Assistance Program Office Support Specialist position (\$39,000) and a HAP Outreach and Training Specialist position (\$68,000)

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: ECONOMIC DEVELOPMENT

The Economic Development Division helps to address the socio-economic disparity of the Black community within Targeted Urban Areas by advocating and coordinating initiatives and programs for the benefit of the community-at-large.

- Promotes business expansion, retention, and job creation in the Black community
- Promotes expansion of the small business community through capacity-building workshops, trainings, and special initiatives based on emerging economic trends

Strategic Objectives - Measures

- ED4-1: Encourage creation of new small businesses

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase the number of successful small businesses in targeted areas	Community Economic Development Forums sponsored	OP	↔	6	6	5	2	6

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the addition of one Economic Empowerment Specialist position (\$78,000); this position is necessary to assist in fulfilling the mission of the Miami-Dade Economic Advocacy Board as defined in County Code

DIVISION: TEEN COURT

The Teen Court Division provides an alternative sanctioning program for first-time misdemeanor juvenile offenders, as well as training for youths interested in law.

Strategic Objectives - Measures

- PS1-1: Reduce crimes of public concern

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Decrease juvenile arrests	Juveniles referred to Teen Court*	OP	↔	470	457	510	404	500
	Workshops held for Teen Court participants*	OP	↔	209	159	210	198	200
	Courtroom sessions held by participating juveniles*	OP	↔	274	235	250	249	250

*The prior year actuals were adjusted to correct a scrivener's error reflected in the FY 2015-16 Adopted Budget documents.

- PS1-3: Support successful re-entry into the community

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Reduce the recidivism rate of first-time misdemeanor juvenile offenders	Recidivism rate for juveniles successfully completing Teen Court	OC	↓	2.1%	0.085%	2.0%	2.0%	2.0%

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes funding for a summer youth employment program that connects high school students with employment opportunities throughout the business, government, and legal communities within the Targeted Urban Areas
- The FY 2016-17 Adopted Budget reflects the elimination of one vacant Administrative Officer 3 position (\$89,500)

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Establish a Legislative and Policy Coordinator position	\$8	\$54	1
Create a tour of the Targeted Urban Areas (TUAs) specific to the 7th Avenue corridor	\$0	\$240	0
Develop a ten-week Small Business Accelerator training program	\$0	\$250	0
Develop training and coaching for childcare centers serving the Liberty Square community	\$0	\$351	0
Provide funding to community-based organizations targeting teens	\$0	\$35	0
Build a network of African-American technology companies in the TUAs	\$0	\$45	0
Create a small business micro grants program	\$0	\$200	0
Establish a beautification project in the Model Communities	\$50	\$250	0
Develop an intergenerational and historical documentation program for at-risk youth in TUAs	\$40	\$235	0
Create a community garden	\$100	\$100	0
Build a film community that creates opportunities for the Black Miami-Dade County community through film incentive grants	\$0	\$150	0
Total	\$198	\$1,910	1

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Regulatory and Economic Resources

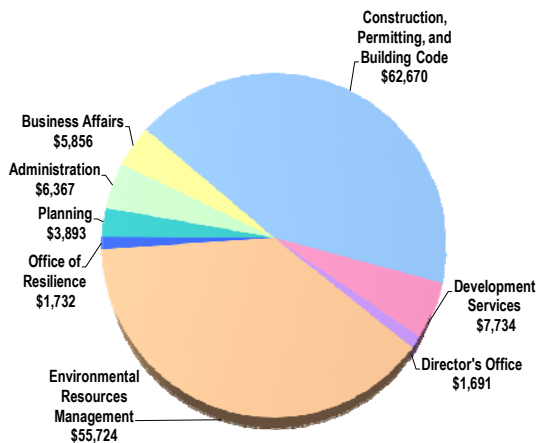
The Regulatory and Economic Resources (RER) Department mission is to enable sustainable economic development through smart regulatory, planning, and resiliency strategies and business expansion initiatives. In fulfilling this mission, the Department is challenged to weigh regulatory efforts and policies, planning, economic development, and resilience objectives, in order to ensure overall health of the community now and in the future. RER provides a broad portfolio of services in order to support its mission, including: permitting, licensing, and code enforcement activities related to compliance with applicable building, zoning, planning, environmental, platting, traffic, and industry-specific codes and regulations; resilience planning and countywide initiative coordination and implementation; land use and community planning and policy; environmental, historic resource, and consumer protection and education; economic research; and the development and implementation of countywide and industry/neighborhood-specific economic development strategies.

RER performs activities that are related to both the Neighborhood and Infrastructure and Economic Development strategic areas. As part of the Neighborhood and Infrastructure strategic area, RER provides services related to contractor licensing, construction products evaluation, training, education, and certification of building code enforcement personnel countywide; reviews applications, issues building permits, and performs inspections to verify compliance with the applicable construction codes and regulations; investigates complaints, enforces the correction of building code violations related to new and existing buildings, enforces local regulations related to unsafe buildings and structures, and provides code compliance services; and provides administrative and technical support to boards and panels. The Department oversees protection of our air, water, and soil resources, including protection of the Biscayne Aquifer, our sole source of drinking water; responds to complaints regarding pollution; oversees clean-up of contaminated soil; protects, restores, and enhances natural areas and monitors environmental resources; and manages capital programs, including beach renourishment, as well as acquisition and protection of environmentally endangered lands. RER prepares zoning recommendations, coordinates all concurrency management activities, reviews development plans for compliance with zoning regulations, issues certificates of use, administers impact fee programs, and provides technical support at zoning meetings of the Board of County Commissioners (BCC) and Community Zoning Appeals Board meetings. RER administers and enforces growth management through the Comprehensive Development Master Plan (CDMP) and the Historic Preservation ordinance. Finally, the Department is responsible for proactively engaging all County departments, as well as other jurisdictions and stakeholders, to plan and execute strategies to address the most pressing threats to the resiliency of Miami-Dade County.

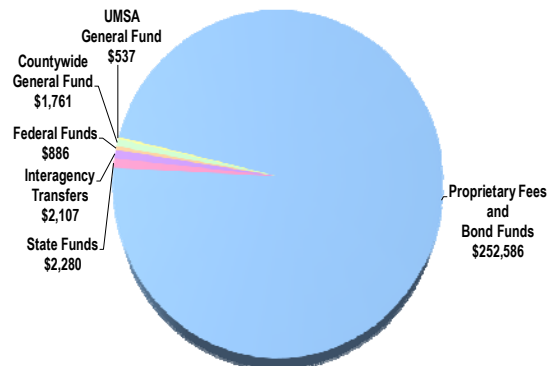
As part of the Economic Development strategic area, RER promotes film and television related industries; promotes economic growth through administration of local economic development programs including the Qualified Target Industry (QTI) and the Targeted Jobs Incentive Fund (TJIF) programs; and enforces consumer laws and licensing requirements that protect purchasers of goods and services. Other functions include international trade coordination, and coordination with the County's agricultural industry.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

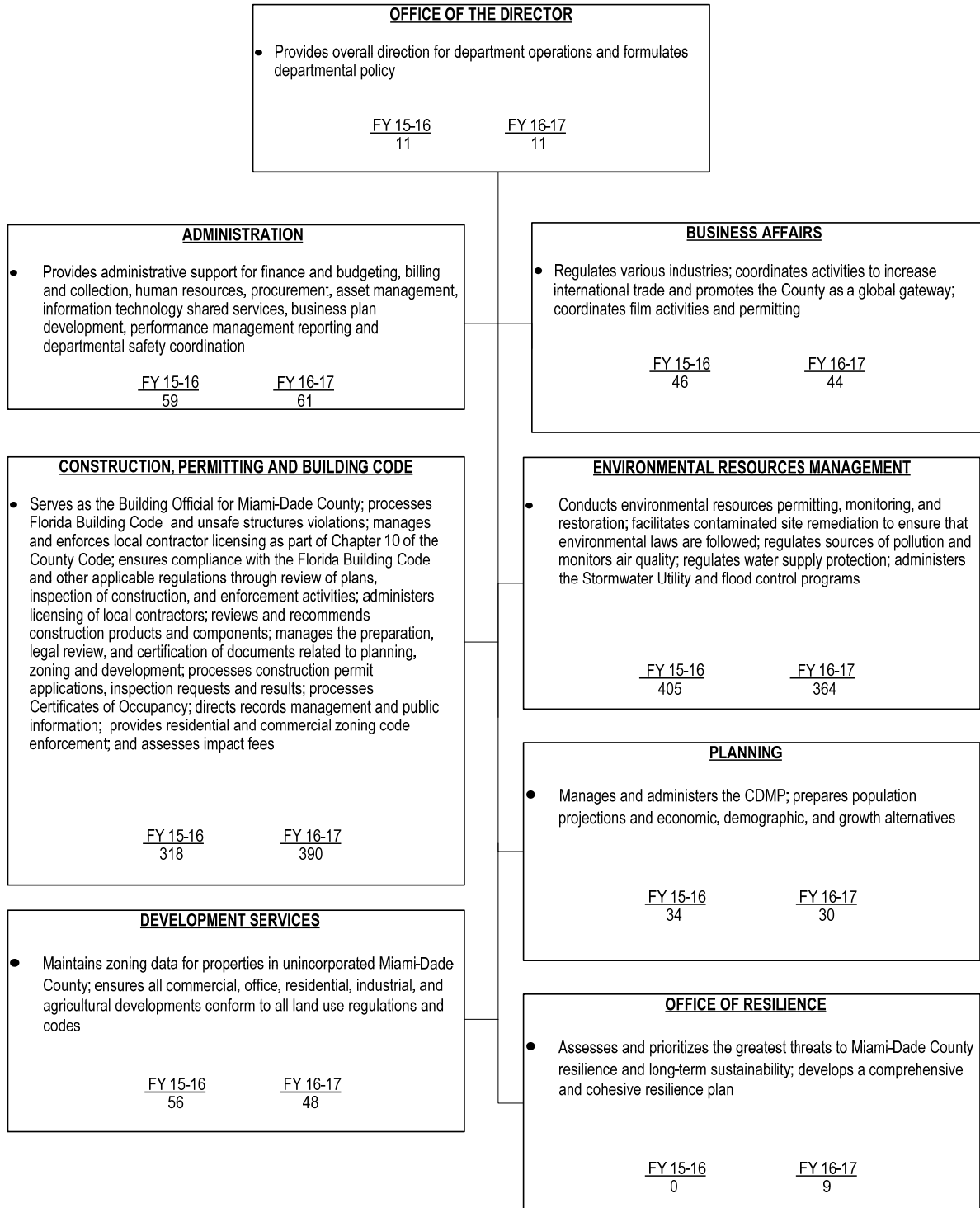


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 968.25

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	2,082	1,383	1,781	1,761
General Fund UMSA	553	486	537	537
Auto Tag Fees	1,739	1,889	1,600	1,800
Building Administrative Fees	551	626	630	779
Carryover	63,057	79,814	100,959	111,388
Code Compliance Fees	3,045	3,735	2,477	3,556
Code Fines / Lien Collections	9,304	9,848	7,011	7,369
Construction / Plat Fees	2,712	2,751	2,054	2,286
Contract Monitoring Fees	-165	0	0	0
Contractor's Licensing and Enforcement Fees	1,620	1,459	1,293	1,269
Environmentally Endangered Land Fees	592	601	650	650
Fees and Charges	7,888	7,701	2,600	2,571
Foreclosure Registry	1,999	1,580	1,900	1,126
Impact Fee Administration	2,680	3,573	1,802	2,175
Local Business Tax Receipt	471	471	471	471
Miscellaneous Revenues	221	231	210	213
Operating Permit Fee	7,725	8,085	7,502	7,522
Other Revenues	2,199	2,033	2,007	2,089
Permitting Trades Fees	26,954	31,489	25,011	27,898
Plan Review Fee	9,262	9,654	8,265	8,817
Planning Revenue	812	1,924	713	749
Product Control Certification Fees	2,701	2,889	2,483	2,279
Stormwater Utility Fees (County)	0	0	30,392	31,900
Utility Service Fee	27,262	28,249	26,840	28,500
Zoning Revenue	8,118	8,310	6,934	7,179
State Grants	3,812	2,108	1,849	2,280
Federal Grants	765	780	890	886
Airport Project Fees	428	386	560	500
Interagency Transfers	1,401	675	61	1,607
Transfer From Other Funds	1,336	1,294	0	0
Total Revenues	191,124	214,024	239,482	260,157

Operating Expenditures

Summary				
Salary	59,240	63,099	64,801	70,287
Fringe Benefits	16,082	18,229	20,017	23,455
Court Costs	18	3	59	53
Contractual Services	2,826	3,537	10,265	10,671
Other Operating	11,702	10,514	11,988	12,265
Charges for County Services	19,274	19,577	20,241	24,609
Grants to Outside Organizations	406	414	430	430
Capital	1,762	412	1,329	4,126
Total Operating Expenditures	111,310	115,785	129,130	145,896

Non-Operating Expenditures

Summary				
Transfers	0	0	28,221	26,853
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	7,232	7,252
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	74,899	80,156
Total Non-Operating Expenditures	0	0	110,352	114,261

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: Neighborhood and Infrastructure				
Administration	7,039	6,367	59	61
Construction, Permitting, and Building Code	47,955	62,844	318	390
Development Services	7,823	7,734	56	48
Director's Office	1,534	1,691	11	11
Environmental Resources Management	55,128	55,779	405	364
Office of Resilience	0	1,732	0	9
Planning	4,570	3,893	34	30
Strategic Area: Economic Development				
Business Affairs	5,081	5,856	46	44
Total Operating Expenditures	129,130	145,896	929	957

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	306	308	295	274	332
Fuel	380	291	370	256	286
Overtime	428	804	613	1,036	975
Rent	7,939	8,000	8,444	7,687	8,489
Security Services	17	21	34	25	36
Temporary Services	269	500	232	188	421
Travel and Registration	132	145	172	150	182
Utilities	964	914	1,108	834	1,125

DIVISION: DIRECTOR'S OFFICE

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

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the addition of one position (\$100,000) for the Director's Office to assist with intergovernmental and communications activities, and the transfer of one Graphic Designer position to the Communications Department

DIVISION: CONSTRUCTION, PERMITTING, AND BUILDING CODE

The Construction, Permitting, and Building Code Division serves as the Building Official for Miami-Dade County and enforces the Florida Building Code (FBC) and other applicable construction regulations through the review of plans, inspection of construction, and other enforcement activities.

- Processes construction permit applications
- Inspects structures to ensure building compliance with the Florida Building Code (FBC) and issues permits
- Provides support to inspections and plans processing activities
- Processes violations of the FBC, Chapters 8 and 10 of the County Code, and unsafe structures regulations; directs all enforcement activities
- Provides residential and commercial code enforcement to enhance the safety and aesthetics of the community through residential education and promotion of voluntary compliance
- Oversees nuisance abatement, zoning violations, and other maintenance regulations
- Provides administrative and clerical support for the Board of Rules and Appeals, the Construction Trades Qualifying Board, and the Unsafe Structures Board
- Provides technical information and assistance to 36 unincorporated and municipal building departments to ensure uniformity in the enforcement and interpretation of the Florida Building Code
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County
- Issues contractor licenses

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
• NI4-1: Ensure buildings are safer								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Receive and process construction permit applications and provide support to inspections and plans processing	Permits issued	OP	↔	46,524	49,466	48,000	48,961	48,000
Ensure building compliance with the FBC and other codes through inspections, plans processing, enforcement, and educational outreach	Percentage of field inspections rejected	EF	↓	20%	18%	25%	14%	25%
	Average business days to process residential permit applications*	EF	↓	9	12	12	12	15
	Average business days to process commercial permit applications*	EF	↓	18	23	20	23	25
Improve response time for reviewing property maintenance and zoning complaints	Average calendar days from zoning complaint to first inspection**	EF	↓	46	47	15	5	5
	Average calendar days from first zoning (Chapter 33) inspection to compliance with warning letter*	EF	↓	63	65	60	N/A	N/A
	Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection**	EF	↓	56	43	10	5	5
	Average calendar days from property maintenance (Chapter 19) inspection to compliance with warning letter*	EF	↓	51	55	40	N/A	N/A

* These measures capture timeframes for plans reviewed concurrently by all disciplines.

** Performance for these measures is no longer tracked in this manner by the department. The FY 2017-18 Proposed Budget will include measures replacing these.

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the addition of 18 positions (\$1,659,000), the transfer of six positions from the Development Services Division to meet the increased demand of permitting activities and to implement permit customer improvement efforts, and the transfer of one position from Business Affairs Division
- The FY 2016-17 Adopted Budget includes the transfer of 47 positions from the Environmental Resources Management Division to consolidate plan review and construction permitting functions and to better reflect the organizational reporting structure and enhance the focus on resilience

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: ENVIRONMENTAL RESOURCES MANAGEMENT

The Environmental Resources Management Division protects air, water, soils, and natural systems that are vital to human health and safety and provide habitat for unique plant and animal communities that occur nowhere else in the world.

- Oversees countywide environmental regulatory functions including air and water quality monitoring, endangered lands acquisition, restoration and remediation of contaminated sites
- Manages, coordinates, and administers environmental education programs
- Enforces federal, state, and local laws to prevent water and air pollution, protects vulnerable drinking water supply and water infrastructure, and minimizes flooding
- Investigates complaints received from the public
- Administers the Stormwater Utility and flood control programs
- Supports the Environmental Quality Control Board in review and action upon appeals or requests for variances

Strategic Objectives - Measures

- NI3-1: Maintain air quality

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure timely processing of air quality inspections and permits	Percentage of state air quality permits issued on time	EF	↑	100%	100%	100%	91%	100%
	Percentage of County air quality permits issued on time	EF	↑	98%	99%	100%	99%	100%

- NI3-3: Protect groundwater and drinking water wellfield areas





Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure, through efficient review of plans, that land use and development within Miami-Dade County is in accordance with the Miami-Dade County Environmental Protection Code (EPC)	Percentage of building permit plans reviewed within four to eight business days*	EF	↑	86%	78%	95%	93%	95%
Facilitate prompt resolution of citizen environmental complaints	Percentage of sanitary nuisance complaints responded to within 24 hours	EF	↑	94%	92%	92%	91%	90%
Minimize the impact of development on environmental resources	Percentage of Resource Protection Permit applications reviewed on time (Class I - VI Permits)	EF	↑	99%	99%	95%	100%	95%
	Percentage of wetland acres reviewed for unauthorized impacts	EF	↑	50%	46%	50%	52%	50%

*FY 2013-14 Actual and FY 2014-15 Actual is below current figures due to increased volume of permit applications received overall, and a large influx of applications received prior to the change to the Florida Building Code effective July 1, 2015.

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

<ul style="list-style-type: none"> NI3-3: Protect groundwater and drinking water wellfield areas 								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Conduct long-term groundwater sampling to document the environmental health and status of the Biscayne Aquifer	Percentage of samples from Biscayne Bay surface water in compliance with County bacterial standard	OC	↑	100%	97%	97%	98%	95%
	Percentage of surface water monitoring samples collected on schedule	EF	↑	99%	100%	97%	100%	97%
Conduct long-term surface and groundwater sampling to document the environmental health and status of Biscayne Bay, its tributaries, and the Biscayne Aquifer	Percentage of contaminated site rehabilitation documents reviewed on-time	EF	↑	97%	96%	90%	91%	90%
	Percentage of wellfield monitoring samples collected on schedule	EF	↑	99%	99%	95%	99%	95%

DIVISION COMMENTS

-  The FY 2016-17 Adopted Budget includes budgeted reimbursements of \$500,000 from the Miami-Dade Aviation Department for personnel and operating expenses; activities include the oversight of environmental aspects of construction activities, assessment and oversight of the cleanup of contaminated sites, and inspections of permitted facilities
-  In FY 2016-17, the Parks, Recreation and Open Spaces Department will continue land management for the Environmentally Endangered Lands (EEL) Program, with funding support from the EEL Program (\$3 million)
-  In FY 2016-17, the Environmental Resources Management Division will continue to support a sustainable environment by offering free trees to plant in the community through the Adopt-a-Tree Program funded by donations and operating funds (\$208,000)
-  In FY 2016-17, the Environmental Resources Management Division will provide funding for Environment Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division (\$430,000)
- In FY 2015-16, as part of the Department's ongoing reorganization efforts, 35 positions were transferred from the Department of Transportation and Public Works to the Environmental Resources Management Division to administer County stormwater management activities
 - The FY 2016-17 Adopted Budget includes the addition of three positions (\$254,000) for the Environmental Resources Management Division to meet increased demand for environmental activities, the converting of three part-time to full-time positions, and the transfer of 47 permitting positions to the Construction, Permitting, and Building Code Division to consolidate plan review and construction permitting functions and to better reflect the organizational reporting structure and enhance the focus on resilience

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: PLANNING

The Planning Division provides policies for sound growth management, historic preservation, urban planning, and transportation development through the Comprehensive Development Master Plan (CDMP) and related activities.

- Conducts long and short range planning activities relating to the social, economic and physical development, and growth management of the County
- Administers and implements the County's CDMP and its policies
- Conducts studies promoting smart growth
- Conducts demographic, economic, and geographic research
- Provides support to County departments, the Board of County Commissioners, and advisory committees and boards, and outside local agencies and governments
- Administers the Concurrency Management Program, Agricultural Practices Board and Historic Preservation Board
- Coordinates countywide historic preservation activities and implements the requirements of Miami-Dade County's Historic Preservation ordinance
- Conducts economic analysis to assist the administration and the BCC in evaluating policy options, and administers state and local economic incentives, including the Qualified Target Industry (QTI) and County Targeted Jobs Incentive Fund (TJIF)

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the addition of two positions for the Planning Division to assist with historical preservation functions (\$73,000) and to reestablish the Chief of Metropolitan Planning (\$75,000)
- The FY 2016-17 Adopted Budget includes budget reimbursements of \$70,000 from the Metropolitan Planning Organization for personnel and operating expenses

DIVISION: DEVELOPMENT SERVICES

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

- Reviews and evaluates zoning public hearing applications and land platting
- Prepares community-based development plans and implementing ordinances
- Provides technical assistance to developers and the public
- Provides support to various boards and committees including the Development Impact Committee (DIC) Executive Council, Community Zoning Appeals Board, and the Board of County Commissioners

DIVISION COMMENTS

- As a result of process improvements, the FY 2016-17 Adopted Budget includes the transfer of eight positions from the Development Services Division, including six positions to the Construction, Permitting, and Building Code Division, one position to the Administration Division, and one position to the Department of Transportation and Public Works

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: ADMINISTRATION

The Administration Division provides coordination of personnel, finance, budget, planning, procurement, information systems, and customer service functions department-wide.

- Prepares and monitors the Department's operating and capital budgets
- Coordinates the departmental business plan and performance management reports
- Oversees revenue collection, billing, grant management, accounts payable, financial reporting, procurement, capital and material inventory control, and fleet management
- Coordinates information technology shared services for the Department
- Manages personnel functions including payroll, labor management, recruitment, compensation, personnel reporting, employee safety, emergency management, and performance evaluation
- Pursues opportunities for technology improvements to improve customer service, increase efficiency, and provide greater information access and exchange department-wide

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes \$6 million to replace the Permitting/Code Enforcement and Content Management systems of the Department, which have reached the end of their life cycle, and to transition to newer solutions that should improve the customer experience and reduce regulatory complexities
- In FY 2015-16, as part of the Department's ongoing reorganization efforts, five positions were transferred to the Administration Division from the Department of Transportation and Public Works to manage fiscal functions for County stormwater management activities; the FY 2016-17 Adopted Budget includes the transfer of two positions from other divisions

DIVISION: BUSINESS AFFAIRS

The Business Affairs Division incorporates functions related to regulation, agriculture, consumer protection, economic development, international trade and film and entertainment activities.

- Licenses and regulates the locksmith, towing, motor vehicle, moving, vehicle immobilization, motor vehicle title loan and water re-metering industries; registers telecommunication companies; and issues domestic partnership certificates
- Promotes international trade through various initiatives, including trade missions, local workshops, protocol support, and administration of the Sister City program
- Promotes the film and entertainment industry through various initiatives, including business attraction and industry development, policy formation efforts at the state and local levels, the issuing of film permits, and coordination of support between production companies and County departments

Strategic Objectives - Measures

- ED1-1: Reduce income disparity by increasing per capita income

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Identify opportunities for film industry growth	Film Industry Jobs created	OC	↑	11,869	16,816	13,000	11,803	12,500

- ED3-1: Attract and increase foreign direct investments and international trade from targeted countries

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase opportunities for international trade	Business matchmaking meetings arranged	OP	↔	200	165	200	200	165
	Inbound missions supported	OP	↔	6	14	6	58	10

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DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes support from the Greater Miami Convention and Visitors Bureau (\$175,000) towards economic development and film and entertainment activities
- *In FY 2015-16, as a part of the Department's ongoing reorganization efforts, all Passenger Transportation activities and 43 positions in the Business Affairs Division were transferred to the Department of Transportation and Public Works*
- The FY 2016-17 Adopted Budget includes the transfer of one position from the Business Affairs Division to the Administration Division and the transfer of one position to the Construction, Permitting, and Building Code Division due to consolidation of collection efforts within the Department
- The Department is formalizing grant agreements based on the \$90 million in Economic Development Fund (EDF) allocations approved by the Board of County Commission (BCC); to date, grant agreements valued at \$15.5 million have been approved, and subsequent agreements valued at \$1.1 million are currently under consideration for BCC approval
- To address the continuing Laurel Wilt epidemic in South Dade, \$150,000 of new funding from the General Fund will be provided in FY 2016-17

DIVISION: OFFICE OF RESILIENCE

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

- Engages and works with diverse leaders and stakeholders from within County government and throughout the community to insure inclusive input in determining and addressing the most pressing threats to Miami-Dade County
- Works closely with Rockefeller 100 Resilient Cities and partners to develop a Resilience Plan that ensures resilience strategies are integrated within all of the County's planning and operations
- Develops, coordinates, and facilitates an enhanced capital plan to begin preparing existing and future infrastructure for current and future impacts of flooding, sea level rise, storm surge and other climate change related threats and impacts
- Implements the Sustainable Buildings Program, and facilitates other efforts to decrease greenhouse gas emissions by increasing the use of renewables and improving fuel and energy efficiency, both County and community-wide
- Facilitates education and outreach on climate change, sea level rise, energy and water efficiency and other resilience issues, and efforts being undertaken by the County and its local and regional partners, to internal and external entities
- Works with strategic partners to utilize innovative research and solutions to create jobs and economic opportunities in the community while building resilience

Strategic Objectives - Measures

- GG6-2: Lead community sustainability efforts

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Coordinate internal County sustainability initiatives	Number of activities implemented to decrease Countywide energy consumption	OP	↑	29	30	22	33	31
	Number of GreenPrint initiatives in progress or completed	OP	↑	110	110	85	110	50
	Number of adaptation/resiliency activities in progress or completed	OP	↑	N/A	N/A	N/A	14	2

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DIVISION COMMENTS

- In FY 2015-16, the Office of Sustainability was restructured into the Office of Resilience, including the transfer of six positions from the Planning Division; the Office was charged with an expanded role and will coordinate with all County departments and community stakeholders to address climate change, sea level rise, and a variety of resiliency issues
- The FY 2016-17 Adopted Budget continues the Internal Revolving Energy and Water Investment Fund, which funds energy and efficiency projects in several Miami-Dade County Departments and reinvests those savings for similar projects in future years
- The FY 2015-16 Budget includes \$300,000 funded by the General Fund to implement enhanced resiliency planning for current County capital projects
- The FY 2016-17 Adopted Budget includes the addition of three positions (\$280,000) to enhance resiliency planning, policy development, coordination, measurement, and implementation

ADDITIONAL INFORMATION

- In FY 2016-17, the Department will continue to review its staffing and organizational structure to identify opportunities for streamlining operations in the near-term and long-term
- The FY 2016-17 Adopted Budget includes payments in the amount of \$125,000 for services provided to: Audit and Management Services (\$75,000); Human Resources (\$42,000) and Finance (\$8,000) for Purchase Card Industry (PCI) compliance

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
BBC GOB Series 2005A	19,138	0	0	0	0	0	0	0	19,138
BBC GOB Series 2008B	7,740	0	0	0	0	0	0	0	7,740
Comm. Dev. Block Grant	430	90	0	0	0	0	0	0	520
Capital Outlay Reserve	0	710	0	0	0	0	0	0	710
Endangered Lands Voted Millage	64,246	0	0	0	0	0	0	0	64,246
Florida Inland Navigational District	100	200	0	0	0	0	0	0	300
BBC GOB Series 2008B-1	2,088	0	0	0	0	0	0	0	2,088
BBC GOB Financing	7,700	16,807	23,155	21,489	10,000	15,000	15,000	12,000	121,151
US Department of Agriculture	2,190	0	0	0	0	0	0	0	2,190
BBC GOB Series 2014A	5,560	0	0	0	0	0	0	0	5,560
Biscayne Bay Envir. Trust Fund	1,050	1,250	0	0	0	0	0	0	2,300
Army Corps of Engineers	10,000	6,400	2,500	0	0	0	0	0	18,900
Florida Department of Environmental Protection	18,563	2,400	1,400	1,200	200	200	200	1,000	25,163
Future Financing	0	0	0	0	0	0	0	10,000	10,000
BBC GOB Series 2013A	70	0	0	0	0	0	0	0	70
Total:	138,875	27,857	27,055	22,689	10,200	15,200	15,200	23,000	280,076
Expenditures									
Strategic Area: RC									
Historic Preservation	430	90	0	0	0	0	0	0	520
Strategic Area: NI									
Beach Projects	20,000	11,000	5,000	2,100	0	0	0	0	38,100
Environmental Projects	10,198	4,450	3,000	2,889	0	0	0	10,000	30,537
Environmentally Endangered Lands Projects	102,947	5,407	6,355	500	1,000	1,000	1,000	2,000	120,209
Nuisance Control	0	710	0	0	0	0	0	0	710
Strategic Area: ED									
Community Development Projects	1,000	6,500	13,000	17,500	10,000	15,000	15,000	12,000	90,000
Total:	134,575	28,157	27,355	22,989	11,000	16,000	16,000	24,000	280,076

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PURCHASE DEVELOPMENT RIGHTS FUND - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 986940



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	3,000	3,000	2,889	0	0	0	0	8,889
BBC GOB Series 2005A	9	0	0	0	0	0	0	0	9
BBC GOB Series 2008B	20	0	0	0	0	0	0	0	20
BBC GOB Series 2008B-1	2,043	0	0	0	0	0	0	0	2,043
BBC GOB Series 2013A	70	0	0	0	0	0	0	0	70
BBC GOB Series 2014A	4,716	0	0	0	0	0	0	0	4,716
Future Financing	0	0	0	0	0	0	0	10,000	10,000
US Department of Agriculture	2,190	0	0	0	0	0	0	0	2,190
TOTAL REVENUES:	9,048	3,000	3,000	2,889	0	0	0	10,000	27,937
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Land Acquisition/Improvements	9,048	3,000	3,000	2,889	0	0	0	10,000	27,937
TOTAL EXPENDITURES:	9,048	3,000	3,000	2,889	0	0	0	10,000	27,937

ECONOMIC DEVELOPMENT FUND - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 988925



DESCRIPTION: Provide funding for a Countywide economic development fund from Building Better Communities General Obligation Bond Program Project Number 124
 LOCATION: Countywide District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	500	4,500	8,000	10,000	10,000	15,000	15,000	12,000	75,000
TOTAL REVENUES:	500	4,500	8,000	10,000	10,000	15,000	15,000	12,000	75,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	500	4,500	8,000	10,000	10,000	15,000	15,000	12,000	75,000
TOTAL EXPENDITURES:	500	4,500	8,000	10,000	10,000	15,000	15,000	12,000	75,000

ABANDONED VEHICLE REMOVAL IN THE UNINCORPORATED MUNICIPAL SERVICE AREA

PROJECT #: 1003970



DESCRIPTION: Remove abandoned vehicles from private and public properties
 LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Project Administration	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

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UNSAFE STRUCTURES BOARD-UP

PROJECT #: 1008920

DESCRIPTION: Brick-up abandoned buildings that facilitate unsafe environments
 LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	200	0	0	0	0	0	0	200
TOTAL REVENUES:	0	200	0	0	0	0	0	0	200
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	200	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	0	200	0	0	0	0	0	0	200

ENVIRONMENTALLY ENDANGERED LANDS PROGRAM

PROJECT #: 5555621

DESCRIPTION: Acquire and manage environmentally sensitive and endangered lands
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	2,000	4,907	5,855	0	0	0	0	0	12,762
BBC GOB Series 2005A	19,129	0	0	0	0	0	0	0	19,129
BBC GOB Series 2008B	7,720	0	0	0	0	0	0	0	7,720
BBC GOB Series 2008B-1	45	0	0	0	0	0	0	0	45
BBC GOB Series 2014A	344	0	0	0	0	0	0	0	344
Endangered Lands Voted Millage	64,246	0	0	0	0	0	0	0	64,246
Florida Department of Environmental Protection	13,763	200	200	200	200	200	200	1,000	15,963
TOTAL REVENUES:	107,247	5,107	6,055	200	200	200	200	1,000	120,209
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Land Acquisition/Improvements	102,947	5,407	6,355	500	1,000	1,000	1,000	2,000	120,209
TOTAL EXPENDITURES:	102,947	5,407	6,355	500	1,000	1,000	1,000	2,000	120,209

BISCAYNE BAY RESTORATION AND SHORELINE STABILIZATION

PROJECT #: 5555691

DESCRIPTION: Restore, enhance, and stabilize wetlands, shoreline, and islands in and adjacent to Biscayne Bay and its tributaries
 LOCATION: Biscayne Bay and Tributaries District Located: 4, 5, 7, 8
 Various Sites District(s) Served: 5, 7, 8

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Biscayne Bay Envir. Trust Fund	1,050	1,250	0	0	0	0	0	0	2,300
Florida Inland Navigational District	100	200	0	0	0	0	0	0	300
TOTAL REVENUES:	1,150	1,450	0	0	0	0	0	0	2,600
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,150	1,450	0	0	0	0	0	0	2,600
TOTAL EXPENDITURES:	1,150	1,450	0	0	0	0	0	0	2,600

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UNSAFE STRUCTURES DEMOLITION

PROJECT #: 10022210

DESCRIPTION: Demolish abandoned buildings that create physical and health threats to the community
 LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

BEACH EROSION MITIGATION AND RENOURISHMENT

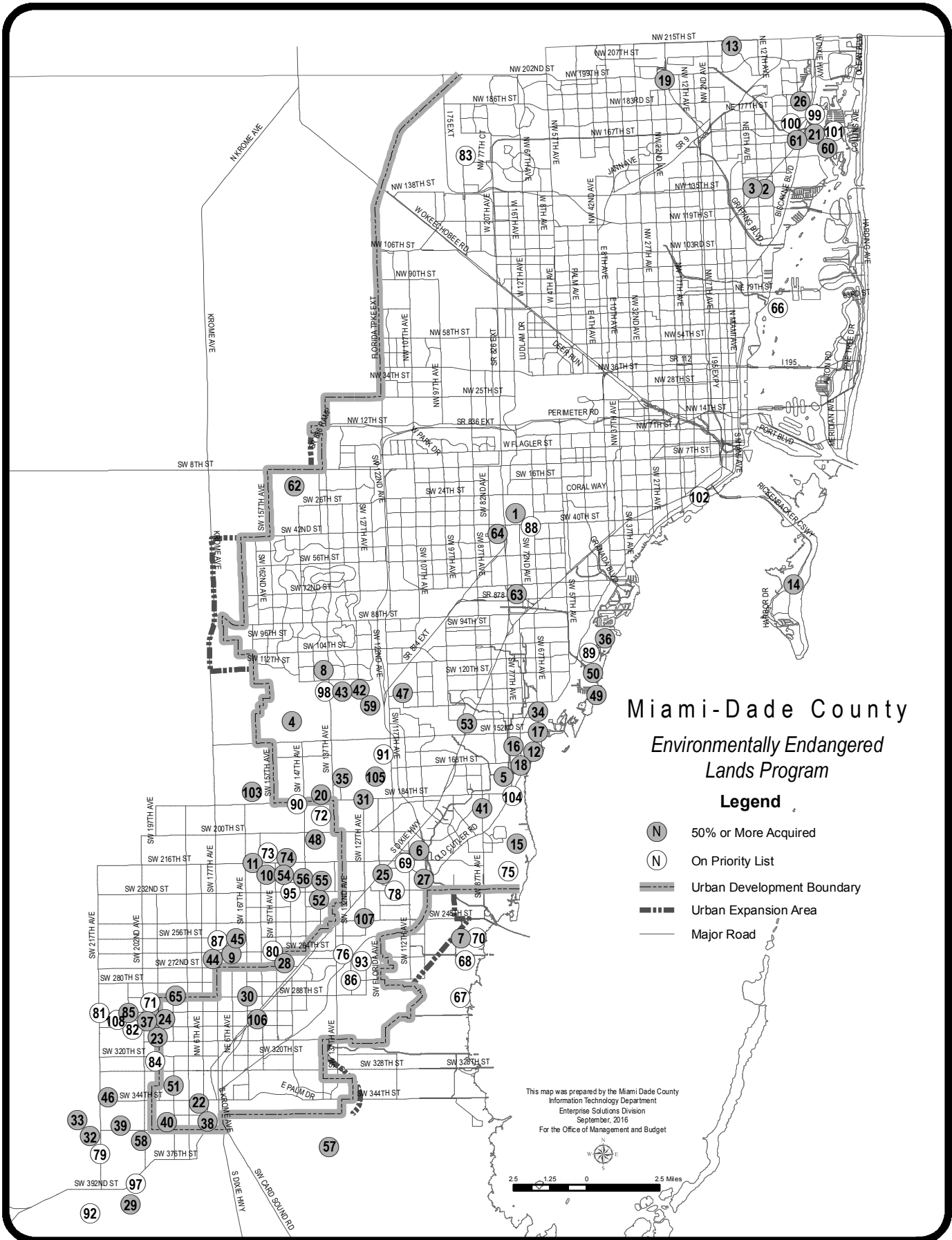
PROJECT #: 200000344

DESCRIPTION: Complete beach renourishment projects for eroded portions of Miami-Dade County beaches in cooperation with the U.S. Army Corps of Engineers
 LOCATION: Miami-Dade County Beaches District Located: 4, 5
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Army Corps of Engineers	10,000	6,400	2,500	0	0	0	0	0	18,900
BBC GOB Financing	5,200	2,400	1,300	1,100	0	0	0	0	10,000
Florida Department of Environmental Protection	4,800	2,200	1,200	1,000	0	0	0	0	9,200
TOTAL REVENUES:	20,000	11,000	5,000	2,100	0	0	0	0	38,100
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	20,000	11,000	5,000	2,100	0	0	0	0	38,100
TOTAL EXPENDITURES:	20,000	11,000	5,000	2,100	0	0	0	0	38,100

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
BEACH EROSION AND RENOURISHMENT	Miami-Dade County Beaches	20,800
UNFUNDED TOTAL		20,800



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Acquisition Projects: Environmentally Endangered Lands Program

Acquired Projects						Unacquired Projects					
No	Site Name	Location	Type	Acres	Priority	No	Site Name	Location	Type	Acres	Priority
1	A. D. Barnes Park	3775 SW 74 Ave	Natural Areas	24	♦	55	Silver Palm Groves	SW 232 St & SW 142 Ave	Rockridge Pinelands	20.4	♦
2	Arch Creek Addition	NE 135 St & US 1	Buffer	1.2	♦	56	Silver Palm Hammock	SW 228 St & SW 149 Ave	Tropical Hammocks	10	♦
3	Arch Creek Park	NE 135 St & US-1	Natural Areas	8.5	♦	57	South Dade Wetlands	South Dade County	Wetlands	20,368	♦
4	Big George & Little George	SW 150 St & SW 152 Ave	Tropical Hammocks	20.1	♦	58	Sunny Palms (Navy Wells #42)	SW 368 St & SW 202 Ave	Rockridge Pinelands	40.8	♦
5	Bill Sadowski Park	17555 SW 79 Ave	Natural Areas	23	♦	59	Tamiami Complex Addition	SW 134 St & SW 122 Ave	Rockridge Pinelands	25.6	♦
6	Black Creek Forest	SW 214 St & SW 112 Ave	Pineland	7	♦	60	Terama Tract in Oleta Preserve	Oleta Preserve	Coastal Wetlands	29.7	♦
7	Black Point Wetlands	SW 248 St & SW 112 Ave	Coastal Wetlands	78.9	♦	61	Oleta Tract C	NE 163 St & US-1	Coastal Wetlands	2.5	♦
8	(Boystown) Camp Matecumbe	SW 112 St & SW 137 Ave	Rockridge Pinelands	76.7	♦	62	Tree Island Park	SW 10 St & SW 147 Ave	Wetlands	120	♦
9	Camp Owaissa Bauer	SW 264 St & SW 170 Ave	Natural Areas	80	♦	63	Trinity	SW 76 St & SW 74 Ave	Rockridge Pinelands	10	♦
10	Castellow Additions	SW 226 St & SW 157 Ave	Tropical Hammocks	34.9	♦	64	Tropical Park	7900 Bird Rd	Natural Areas	5	♦
11	Castellow Hammock Park	22301 SW 162 Ave	Natural Areas	55	♦	65	West Biscayne	SW 288 St & SW 190 Ave	Rockridge Pinelands	15.1	♦
12	Charles Deering Estate	16701 SW 72 Ave	Natural Areas	332	♦	74	Chernoff Hammock	SW 218 St & SW 154 Ave	Tropical Hammocks	4.5	♦
13	County Line Scrub	NE 215 St & NE 4 Ave	Xeric Coastal Scrub	15	♦	85	Northrop Pineland	SW 296 St & SW 207th Ave	Rockridge Pinelands	12.8	♦
14	Crandon Park	7200 Crandon Blvd	Natural Areas	444	♦	103	Wilkins Pierson	SW 184 St & SW 164 Ave	Rockridge Pinelands	10	♦
15	Cutler Wetlands & Addition	SW 210 St & SW 85 Ave	Coastal Wetlands	454.1	♦	105	Metrozoo Pinelands	12400 SW 152 St	Rockridge Pinelands	142.4	♦
16	Deering Glade Parcel	SW 158 St & Old Cutler Rd	Buffer	9.7	♦	106	Seminole Wayside Park Addition	SW 300 St & US-1	Rockridge Pinelands	4.3	♦
17	Deering North Addition	SW 152 St & SW 67 Ave	Coastal Wetlands	40.7	♦	107	Andrew Dodge New Pines Preserve	SW 248 St & SW 127 Ave	Rockridge Pinelands	3.5	♦
18	Deering South Addition	SW 168 St & SW 72 Ave	Pineland	32	♦	Unacquired Projects					
19	Dolphin Center Addition	NW 196 St & NW 17 Ave	Xeric Coastal Scrub	3.9	♦	No	Site Name	Location	Type	Acres	Priority
20	Eachus Pineland	SW 184 St & SW 142 Ave	Rockridge Pinelands	17.2	♦	57	South Dade Wetlands	South Dade County	Wetlands	14,630	A
21	East & East East Greynolds Park	17530 W Dixie Hwy	Natural Areas	33	♦	66	Bird Key	NW 79 St & Biscayne Bay	Mangrove	37.5	A
22	Florida City	SW 344 St & SW 185 Ave	Rockridge Pinelands	23.5	♦	67	Biscayne Wetlands	SW 280 St & SW 107 Ave	Coastal Wetlands	864.1	A
23	Fuchs Hammock	SW 304 St & SW 198 Ave	Natural Areas	24	♦	68	Biscayne Wetlands North Addition	SW 270 St & SW 107 Ave	Coastal Wetlands	300	B
24	Fuchs Hammock Addition	SW 304 St & SW 198 Ave	Rockridge Pinelands	14.8	♦	69	Black Creek Forest	SW 216 St & SW 112 Ave	Pineland	45.5	A
25	Goulds	SW 224 St & SW 120 Ave	Rockridge Pinelands	40.5	♦	70	Black Point Wetlands	SW 248 St & SW 97 Ave	Coastal Wetlands	191.8	A
26	Greynolds Park	17530 W Dixie Hwy	Natural Areas	53	♦	71	Bowers Pineland	SW 296 St & SW 197 Ave	Rockridge Pinelands	9.8	A
27	Harden Hammock	SW 226 St & SW 107 Ave	Tropical Hammocks	12.4	♦	72	Calderon Pineland	SW 192 St & SW 140 Ave	Rockridge Pinelands	15.2	A
28	Hattie Bauer Hammock	SW 267 St & SW 157 Ave	Tropical Hammocks	14	♦	73	Castellow #31	SW 218 St & SW 157 Ave	Tropical Hammocks	14.1	A
29	Holiday Hammock	SW 400 St & SW 207 Ave	Tropical Hammocks	29.8	♦	75	Cutler Wetlands	SW 196 St & SW 232 St	Coastal Wetlands	794.4	A
30	Ingram	SW 288 St & SW 167 Ave	Rockridge Pinelands	9.9	♦	76	Dixie Heights Pineland	SW 268 St & SW 132 Ave	Rockridge Pinelands	29	B
31	Larry & Penny Thompson Park	SW 184 St & SW 127 Ave	Natural Areas	193	♦	78	Goulds Addition	SW 232 St & SW 117 Ave	Rockridge Pinelands	35.8	A
32	Loveland Hammock	SW 360 St & SW 222 Ave	Tropical Hammocks	15.1	♦	79	Hammock Island	SW 360 St & SW 217 Ave	Tropical Hammocks	64.7	B
33	Lucille Hammock	SW 352 St & SW 222 Ave	Tropical Hammocks	20.8	♦	80	Hattie Bauer Pineland	SW 266 St & SW 157 Ave	Rockridge Pinelands	5	A
34	Ludlam	SW 143 St & SW 67 Ave	Rockridge Pinelands	10.2	♦	81	Homestead General Airport Hammock	SW 296 St & SW 217 Ave	Tropical Hammocks	4	A
35	Martinez (Richmond Complex)	SW 152 St & SW 130 Ave	Rockridge Pinelands	142	♦	82	Kings Highway	SW 304 St & SW 202 Ave	Rockridge Pinelands	31.1	B
36	Matheson Hammock Park	SW 96 St & Old Cutler Rd	Natural Areas	381	♦	83	Maddens Hammock	NW 164 St & SW 87 Ave	Tropical Hammocks	15.6	B
37	Meissner Hammock	SW 302 St & SW 212 Ave	Tropical Hammocks	10.3	♦	84	Navy Wells #2	SW 328 St & SW 197 Ave	Rockridge Pinelands	20	A
38	Navy Wells #23	SW 352 St & SW 182 Ave	Rockridge Pinelands	19.9	♦	86	Notre Dame Pineland	SW 280 St & SW 132 Ave	Rockridge Pinelands	46.8	B
39	Navy Wells #39	SW 360 St & SW 210 Ave	Rockridge Pinelands	13.1	♦	87	Owaissa Bauer Addition #2	SW 264 St & SW 175 Ave	Rockridge Pinelands	10	A
40	Navy Wells Preserve	SW 356 St & SW 192 Ave	Natural Areas	239	♦	88	Pino Pineland	SW 39 St & SW 69 Ave	Rockridge Pinelands	3.8	A
41	Ned Glenn Preserve (Whispering Pines)	SW 188 St & SW 87 Ave	Rockridge Pinelands	20	♦	89	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Coastal Wetlands	21.5	A
42	Nixon Smiley Addition (Tamiami #8)	SW 128 St & SW 127 Ave	Rockridge Pinelands	63	♦	90	Railroad Pineland	SW 184 St & SW 147 Ave	Rockridge Pinelands	18.2	B
43	Nixon Smiley Pineland	SW 128 St & SW 133 Ave	Natural Areas	59	♦	91	Richmond Complex	SW 152 St & SW 130 Ave	Rockridge Pinelands	210.8	A
44	Owaissa Bauer Addition #1	SW 264 St & SW 177 Ave	Rockridge Pinelands	9.4	♦	92	Round Hammock	SW 408 St & SW 220 Ave	Tropical Hammocks	31.1	A
45	Owaissa Bauer Addition #3	SW 262 St & SW 170 Ave	Tropical Hammocks	1.2	♦	93	School Board	SW 268 St & SW 129 Ave	Rockridge Pinelands	18.7	A
46	Palm Drive	SW 344 St & SW 212 Ave	Rockridge Pinelands	20	♦	95	Silver Palm Addition	SW 232 St & SW 152 Ave	Rockridge Pinelands	20	A
47	Pineshore Park	SW 128 St & SW 112 Ave	Natural Areas	7.8	♦	97	SW Island Hammock	SW 392 St & SW 207 Ave	Tropical Hammocks	12.4	A
48	Quail Roost	SW 200 St & SW 144 Ave	Rockridge Pinelands	48.5	♦	98	Tamiami #15	SW 124 St & SW 137 Ave	Rockridge Pinelands	35	B
49	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Coastal Wetlands	19.9	♦	99	Oleta Tract A	NE 171 St & US-1	Coastal Wetlands	2.1	A
50	R. Hardy Matheson Preserve	SW 112 St & Old Cutler Rd	Natural Areas	692	♦	100	Oleta Tract B	NE 165 St & US-1	Coastal Wetlands	3.5	A
51	Rock Pit #39	SW 336 St & SW 192 Ave	Rockridge Pinelands	8.7	♦	101	Oleta Tract D	NE 191 St & NE 24 Ave	Coastal Wetlands	7.4	A
52	Rock Pit #46	SW 232 St & SW 142 Ave	Rockridge Pinelands	5	♦	102	Vizcaya Hammock Addition	3300 South Miami Ave	Tropical Hammocks	2	A
53	Rockdale & Addition	SW 144 St & US-1	Rockridge Pinelands	37.1	♦	104	Cutler Wetlands North Addition Hammock	SW 184 St & Old Cutler Rd	Tropical Hammocks	37	B
54	Ross Hammock	SW 223 St & SW 157 Ave	Tropical Hammocks	19.2	♦	108	Pine Ridge Sanctuary	SW 300 St & SW 211 Ave	Rockridge Pinelands	14	A



STRATEGIC AREA

GENERAL GOVERNMENT

MISSION:
TO PROVIDE GOOD GOVERNMENT AND SUPPORT
EXCELLENT PUBLIC SERVICE DELIVERY

GOALS	OBJECTIVES
FRIENDLY GOVERNMENT	Provide Easy Access to Information and Services
	Develop a Customer-Oriented Organization
	Foster a Positive Image of County Government
	Improve Relations Between Communities and Governments
EXCELLENT, ENGAGED WORKFORCE	Attract and Hire New Talent
	Develop and Retain Excellent Employees and Leaders
	Ensure an Inclusive Workforce that Reflects Diversity
	Provide Customer-Friendly Human Resources Services
EFFICIENT AND EFFECTIVE SERVICE DELIVERY THROUGH TECHNOLOGY	Ensure Available and Reliable Systems
	Effectively Deploy Technology Solutions
	Improve Information Security
EFFECTIVE MANAGEMENT PRACTICES	Provide Sound Financial and Risk Management
	Effectively Allocate Resources to Meet Current and Future Operating and Capital Needs
GOODS, SERVICES, AND ASSETS THAT SUPPORT COUNTY OPERATIONS	Acquire “Best Value” Goods and Services in a Timely Manner
	Provide Well Maintained, Accessible Facilities, and Assets
	Utilize Assets Efficiently
GREEN GOVERNMENT	Reduce County Government’s Greenhouse Gas Emissions and Resource Consumption
	Lead Community Sustainability Efforts
FREE, FAIR, AND ACCESSIBLE ELECTIONS	Provide Eligible Voters with Convenient Opportunities to Vote
	Maintain the Integrity and Availability of Election Results and Other Public Records
	Qualify Candidates and Petitions in Accordance with the Law

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Audit and Management Services

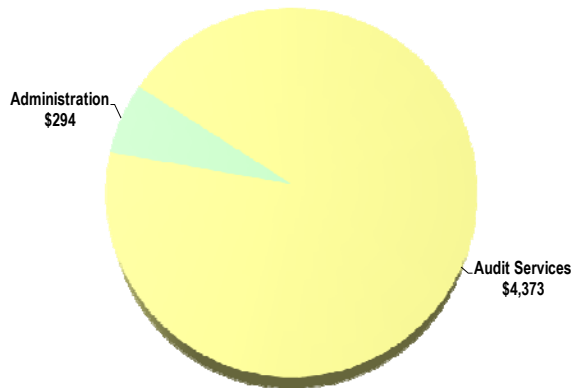
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations, and identifies opportunities to improve performance and foster accountability.

As part of the General Government strategic area, AMS examines the operations of County government, other governmental jurisdictions, and external companies, contractors, and grantees to ensure that public funds are being spent appropriately and efficiently. AMS regularly performs audits of high-risk functions and activities; and responds to special audit requests from the Mayor, Board of County Commissioners, and Deputy Mayors. Audits are conducted in accordance with professional internal auditing standards, which require assessing risks; planning and performing work to achieve desired objectives; and communicating results that are accurate, constructive, timely, and adequately supported.

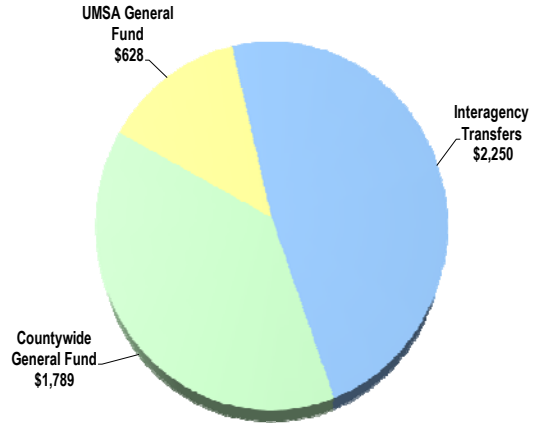
Department stakeholders include County departments and their business partners, as well as the general public.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>AUDIT SERVICES</u>	
<ul style="list-style-type: none">Performs audits to improve performance and foster accountability, while promoting a more efficient, effective, and ethical County government	
<u>FY 15-16</u> 34	<u>FY 16-17</u> 34

<u>ADMINISTRATIVE SUPPORT SERVICES</u>	
<ul style="list-style-type: none">Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management, and information technology assistance	
<u>FY 15-16</u> 3	<u>FY 16-17</u> 4

The FY 2016-17 total number of full-time equivalent positions is 38

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	2,201	1,623	1,581	1,789
General Fund UMSA	814	600	585	628
Fees for Services	1,163	1,801	2,300	2,250
Total Revenues	4,178	4,024	4,466	4,667

Operating Expenditures

Summary				
(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Salary	3,200	2,986	3,262	3,358
Fringe Benefits	803	883	983	1,097
Court Costs	0	0	0	0
Contractual Services	0	0	0	0
Other Operating	144	130	188	166
Charges for County Services	26	23	17	36
Grants to Outside Organizations	0	0	0	0
Capital	5	2	16	10
Total Operating Expenditures	4,178	4,024	4,466	4,667

Non-Operating Expenditures

Summary				
(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Administration	220	294	3	4
Audit Services	4,246	4,373	34	34
Total Operating Expenditures	4,466	4,667	37	38

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	0	0	0	0	0
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	1	10	6	5	9
Utilities	36	31	29	35	33

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: AUDIT SERVICES

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

- Issues audit reports aimed at improving efficiency and effectiveness of County operations
- Assists in developing more effective approaches and tools for County departments responsible for monitoring grantees to assure consistency, efficiency, and effectiveness
- Develops in-house training curriculum commensurate with planned audits to ensure continued staff proficiency
- Consults with departments to ensure maximum collection of outstanding audit assessment fees
- Uses automated analytical tools to conduct operational analyses that yield cost savings and/or cost-avoidance, and identifies significant and/or unusual variances that, if timely detected, can avert or identify fraud, waste, or abuse
- Conducts follow-up audits to ensure appropriate actions have been taken to address significant audit findings

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Conduct audits aimed at operational efficiency and effectiveness	Percentage of audit reports issued within 90 days of fieldwork completion	EF	↑	61%	53%	50%	53%	50%
	Amount collected from assessments (in thousands)	OC	↑	\$1,958	\$6,679	\$1,500	\$2,255	\$1,500
	Amount assessed from audits (in thousands)	OC	↑	\$8,340	\$7,820	\$3,000	\$2,855	\$3,000
	Audit reports issued	OP	↔	33	30	30	30	30
	Percentage of planned follow-up audits completed*	OP	↔	75%	40%	40%	4%	40%

* A follow-up audit is not listed as completed until the final report is issued and only one of these was completed in the fiscal year.

ADDITIONAL INFORMATION

- The FY 2016-17 Adopted Budget includes \$2.3 million for direct services provided for County departments such as Aviation, Water and Sewer, Port Miami, Solid Waste Management, Transportation and Public Works, Office of Citizens' Independent Transportation Trust, and others
- The FY 2016-17 Adopted Budget includes the addition of a Clerk 4 position (\$61,000)

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund two Senior Auditors and three Associate Auditors to perform audits	\$10	\$440	5
Total	\$10	\$440	5

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Commission on Ethics and Public Trust

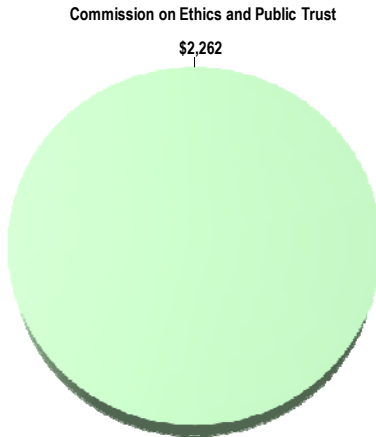
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public servants.

As part of the General Government strategic area, the Ethics Commission is dedicated to reinforcing public trust in the administration of government by informing the public and private sector about the Conflict of Interest and Code of Ethics laws and by seeking strict compliance with these laws. The Ethics Commission is authorized to investigate complaints and render advisory opinions related to the following County or municipal ordinances: Code of Ethics and Conflict of Interest, Lobbyist Registration and Reporting, Citizens' Bill of Rights, Ethical Campaign Practices, and Whistleblowing. Community outreach and educational programs are also crucial components of the Ethics Commission's mission. The Ethics Commission hosts a wide array of programs to educate the public on issues concerning ethics, good governance, and accountability through town hall meetings, panel discussions, and training workshops, as well as local and national conferences and forums.

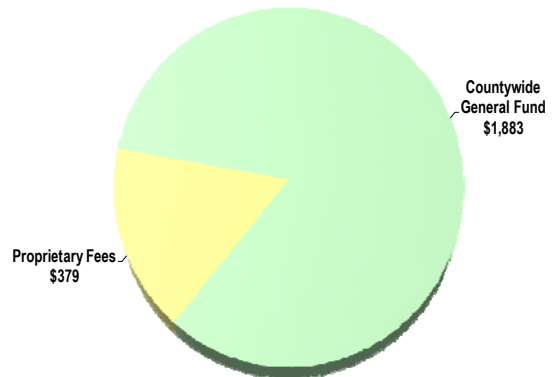
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors, and vendors.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

OFFICE OF THE EXECUTIVE DIRECTOR

- Provides administrative support to the Ethics Commission; recommends legislative and policy initiatives that promote ethical government and accountability; reviews ethics opinions recommended by the legal unit; supervises and participates in ethics training programs for public officials, employees, and candidates for elected office
- Provides training for government officials and personnel, candidates for office, students, and the business community regarding ordinances under the purview of the Ethics Commission and ethical practices in government
- Responds to requests for advisory opinions and handles legal matters that may impact the operations of the Ethics Commission
- Conducts investigations of official/employee misconduct in County and municipal governments

FY 15-16
14

FY 16-17
13

The FY 2016-17 total number of full-time equivalent positions is 14.6 FTE

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	1,717	1,793	1,872	1,883
Carryover	136	153	143	244
Fees and Charges	41	103	55	65
Lobbyist Trust Fund	125	71	70	70
Total Revenues	2,019	2,120	2,140	2,262
Operating Expenditures Summary				
Salary	1,347	1,274	1,426	1,447
Fringe Benefits	314	348	388	445
Court Costs	0	0	0	0
Contractual Services	1	1	1	1
Other Operating	178	166	156	131
Charges for County Services	24	25	165	233
Capital	2	3	4	5
Total Operating Expenditures	1,866	1,817	2,140	2,262
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Commission on Ethics and Public Trust	2,140	2,262	14	13
Total Operating Expenditures	2,140	2,262	14	13

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	0	2	0	0	3
Fuel	1	1	1	1	1
Overtime	0	0	0	0	0
Rent	92	92	97	97	95
Security Services	0	1	0	1	1
Temporary Services	0	0	0	0	0
Travel and Registration	4	2	5	3	5
Utilities	10	7	12	3	7

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: COMMISSION ON ETHICS AND PUBLIC TRUST

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

- Recommends legislative and policy initiatives that promote ethical government and accountability; liaises with the community through outreach activities, including speeches, media events, reports, and publications
- Tries cases before the Ethics Commission and refers cases for criminal prosecution or other disposition(s) with appropriate agencies
- Responds to requests for advisory opinions by officials, employees, and contractors under the authority of the Ethics Commission
- Conducts investigations of official and/or employee misconduct in County and municipal governments and processes complaints that are filed by the general public to be heard by the Ethics Commission
- Provides training for government officials and personnel, candidates for office, students, and the business community regarding ordinances under the purview of the Ethics Commission and ethical practices in government

Strategic Objectives - Measures

- GG1-3: Foster a positive image of County government

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve the image of County Government	Number of complaints filed	IN	↔	55	43	50	40	50
	Number of requests for opinions and inquiries filed	IN	↔	361	356	399	292	350
	Number of investigations handled*	OP	↔	201	244	180	108	195
	Number of Ethics trainings and workshops	OP	↔	410	402	425	379	425
	Number of Lobbyist Appeals**	IN	↔	48	90	15	45	45
	Percentage of employees who have been trained within the past three years***	OC	↑	N/A	N/A	100%	95%	100%

* The number of investigations handled is directly related to the number of investigators on staff and opinions/inquires received in a fiscal year.

** Due to change in County Code that revised expenditure reporting requirements, the projection and target for lobbyist appeals has been adjusted.

***This is a new measure established during FY 2015-16.

ADDITIONAL INFORMATION

- The Ethics commission will continue providing special training, opinions and enforcement of the Public Service Honor Code, a policy proposed by the Ethics Commission and adopted by the County Commission in FY 2015-16; the policy requires County personnel to adhere to a higher ethical standard in monitoring their workplaces for wrongdoing, reporting corrupt activity and cooperating with investigating agencies
- Each year the Ethics Commission conducts Ethical Governance Day, which involves placing hundreds of volunteer speakers in high school classrooms in the County to address students on citizenship ethics
- The FY 2016-17 Adopted Budget includes a transfer of \$70,000, as required under Ordinance 10-56, from the Office of the Clerk Lobbyist Trust Fund to support ethics training and conference expenditures including but not limited to educational materials, food and non-alcoholic beverages, and personnel expenditures
- In FY 2016-17, the Ethics Commission will continue to hold workshops for both County and municipal board members and executives of non-profit agencies receiving funding, as well as students and candidates for elected office
- The Ethics Commission will continue to pursue legislative changes to strengthen County ordinances and rules to promote greater accountability and transparency
- The FY 2016-17 Adopted Budget includes the reduction of a full-time Deputy General Counsel position and the addition of a part-time staff attorney position (0.8 FTE)

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Communications

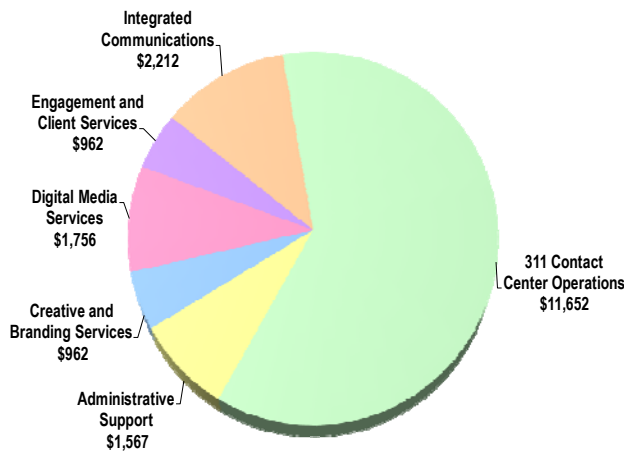
The Communications Department links County government to more than 2.5 million residents and over 14 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County's web portal (www.miamidade.gov), Miami-Dade Television (MDTV), digital media, printed collateral, and multi-lingual radio programming. These service channels facilitate access to government services, assist departments in spreading the word about County services and programs through educational messaging and advertising, and support enterprise branding efforts.

As part of the General Government strategic area, the Communications Department is aligned with four strategic objectives: provide easy access to information and services; develop a customer-oriented organization; foster a positive image of County government; and improve relations between communities and their government.

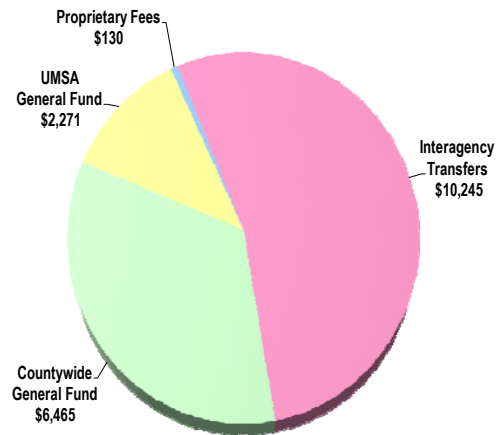
The Communications Department serves a variety of stakeholders including the public, elected officials, County departments, and municipalities.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

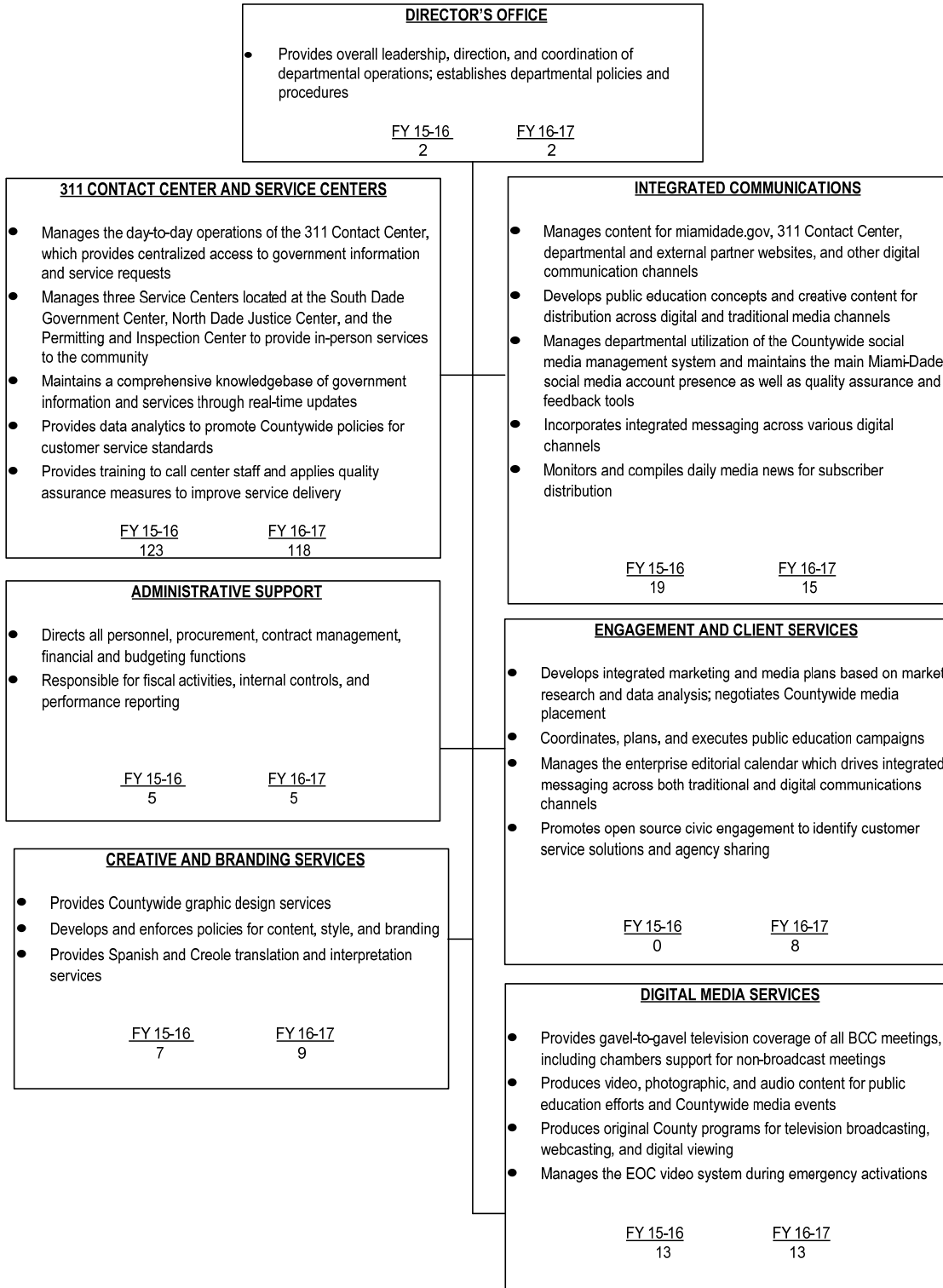


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 193

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	5,920	6,112	6,615	6,465
General Fund UMSA	2,191	2,148	2,325	2,271
Fees for Services	137	143	168	130
Interagency Transfers	7,804	9,593	10,589	10,245
Total Revenues	16,052	17,996	19,697	19,111
Operating Expenditures Summary				
Salary	10,153	11,117	12,268	11,741
Fringe Benefits	2,942	3,448	4,128	4,156
Court Costs	0	0	0	0
Contractual Services	254	561	431	576
Other Operating	1,581	1,755	1,755	965
Charges for County Services	974	1,108	1,040	1,538
Grants to Outside Organizations	0	0	0	0
Capital	8	7	60	135
Total Operating Expenditures	15,912	17,996	19,682	19,111
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	15	0
Total Non-Operating Expenditures	0	0	15	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
311 Contact Center Operations	11,909	11,652	123	118
Administrative Support	1,131	1,567	7	7
Engagement and Client Services	0	962	0	8
Integrated Communications	3,401	2,212	19	15
Digital Media Services	2,018	1,756	13	13
Creative and Branding Services	1,223	962	7	9
Total Operating Expenditures	19,682	19,111	169	170

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	741	252	250	240	135
Fuel	2	2	7	1	4
Overtime	29	52	55	31	75
Rent	0	0	0	0	0
Security Services	0	0	0	0	2
Temporary Services	179	256	85	149	155
Travel and Registration	20	13	35	12	44
Utilities	175	83	334	76	157

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

ADOPTED FEE ADJUSTMENTS FOR SERVICES

Fee Adjustments	Current Fee FY 15-16	Adopted Fee FY 16-17	Dollar Impact FY 16-17
• Replacement of baby stroller permit	\$10	\$15	\$250
• Service fee collected by hospitals for the sale of each baby stroller permit	\$2	\$4	\$20,000

DIVISION: 311 CONTACT CENTER OPERATIONS

The 311 Contact Center provides the public with centralized telephone access to government information and services.

- Manages the day-to-day operations of the 311 Contact Center and Service Centers
- Develops and maintains a comprehensive knowledgebase of government information and services, provides training to call center staff, and applies quality assurance measures to improve service delivery

Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase access to government information and services	Call volume (in millions)	IN	↔	2.0	1.8	1.9	1.7	1.7
Provide quality service delivery	Average call wait time (in seconds)*	EF	↓	115	144	130	189	150

* The increase for FY 2015-16 Actual from FY 2015-16 Budget reflects a higher level of attrition in the call center as well as a shift in the complexity of calls answered

DIVISION COMMENTS

- The 311 Contact Center hours will remain the same as FY 2015-16, from 7am to 7pm on Monday through Friday, and 8am to 5pm on Saturday
- The FY 2016-17 Adopted Budget includes the transfer of two Web Publisher positions to Integrated Communications from 311 Contact Center Operations
- During FY 2015-16, one 311 Call Center Specialist position was transferred from 311 Contact Center Operations to Administrative Support and reclassified to a Personnel Specialist 2 position
- During FY 2015-16, two 311 Call Center Specialist positions were transferred from 311 Contact Center Operations to Engagement and Client Services and reclassified to Marketing Services Coordinator positions
- In FY 2016-17, the Department will continue its Service Level Agreement with the Water and Sewer Department (WASD) to facilitate the management of approximately 30 percent of customer service/non-payment calls from WASD to improve customer service and reduce call wait times (\$1.4 million)

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: ADMINISTRATIVE SUPPORT

The Administrative Support Division manages the Department's fiscal accounting functions, processes payroll, prepares and maintains personnel documentation, and provides policy support to the Department Director.

- Functions as liaison with elected officials and County administrative offices
- Responsible for the Department's table of organization, procedures, and policies
- Manages performance of divisions and develops annual business plan
- Provides internal administrative support such as personnel administration, budget development and control, accounts payable and receivable, and procurement

Strategic Objectives - Measures

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Reduce processing time	Invoices processed within 45 calendar days	EF	↑	97%	98%	95%	97%	95%

DIVISION COMMENTS

- During FY 2015-16, one 311 Call Center Specialist position was transferred from 311 Contact Center Operations and reclassified to Administrative Support as a Personnel Specialist 2 position
- *The FY 2016-17 Adopted Budget includes transfer of one Employee Recognition Coordinator to the Human Resources Department*

DIVISION: ENGAGEMENT AND CLIENT SERVICES

The Engagement and Client Services Division coordinates, plans, and executes public education campaigns through market research, placement of advertisements, and account management functions.

- Develops integrated marketing and media plans based on market research and data analysis
- Coordinates, plans, and executes public education campaigns
- Proactively engages local communications channels to promote Countywide programs and services to the community
- Provides communications support for departmental outreach events
- Promotes open source civic engagement to identify customer service solutions and agency sharing

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of four Marketing Services Coordinator positions and one Advertising Specialist position from Integrated Communications to Engagement and Client Services
- The FY 2016-17 Adopted Budget includes the transfer of one Communications Manager position from Integrated Communications to Engagement and Client Services
- The FY 2016-17 Adopted Budget includes the reclassification and transfer of one Web Developer and one Senior Web Developer position to Engagement and Client Services from the Information Technology Department (ITD)

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: INTEGRATED COMMUNICATIONS

The Integrated Communications Division manages the miamidade.gov portal; designs, writes online copy for, and assures quality of online content; and models interactive web and multimedia solutions.

- Handles the day-to-day management of the web portal and department website content
- Models creative concepts for websites and interactive campaigns
- Develops and enforces policies for content, style, and online quality Countywide
- Develops messaging for portal subscribers, website postings, main Miami-Dade social media account postings, RSS feeds, and e-newsletters
- Produces publications targeting County employees
- Manages executive/departmental projects and programs
- Supports Countywide media relations and public records coordination

Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase access to government information and services	Visits to the internet portal (in millions)	IN	↔	25	36	30	36	36
	% change in Net Likes on Facebook	OC	↔	N/A	179%	200%	224%	15%

DIVISION COMMENTS

- As part of the departmental reorganization, the FY 2016-17 Adopted Budget includes the transfer and reclassification of various positions to/from other departmental activities leading to one less position in Integrated Communications; the movement of these positions allows the department to provide more focused, efficient communications services to the County
- *The FY 2016-17 Adopted Budget includes the transfer of one Senior Web Designer position and two Web Designer positions to ITD*

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: DIGITAL MEDIA SERVICES

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

- Provides gavel-to-gavel television and webcast coverage of all Board of County Commissioners Committee meetings
- Produces original informational and public service programming for broadcast on Miami-Dade TV and Miami-Dade TV On Demand
- Provides photography services to departments, the Mayor's Office, and the Board of County Commissioners
- Provides campaign support services including video production of Hi-Definition TV commercials
- Provides chambers support for non-broadcast meetings
- Staffs Emergency Operations Center during activations to provide live television and webcast coverage of emergency press conferences

DIVISION: CREATIVE AND BRANDING SERVICES

The Creative and Branding Services Division develops and executes marketing and public education campaigns, including planning, creative concept development, graphic design, and print and audio-visual production services.

- Provides full service creative and branding services
- Develops and enforces policies for content style and branding
- Provides translation and interpretation services in Spanish and Creole

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of two Graphic Designer positions from the Internal Services Department and one Graphic Designer position from the Department of Regulatory and Economic Resources
- The FY 2016-17 Adopted Budget includes the transfer of one Senior Web Publisher position to Integrated Communications from Creative and Branding
- In FY 2016-17, the Department will continue its Service Level Agreement with the Elections Department for translation services (\$50,000)

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one part-time TV Producer position for Creole programming on Miami-Dade Television	\$0	\$67	1
Fund one position in Engagement and Client Services to restore the Secret Shopper Program	\$0	\$121	1
Fund one Clerk 4 position to assist with coordination of activities related to campaign administration, employee engagement, and the processing of invoices related to these functions	\$0	\$51	1
Fund one part-time Spanish Translator 1 position to maintain service levels to County departments	\$0	\$46	1
Total	\$0	\$285	4

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	1,039	0	0	0	0	0	0	0	1,039
Total:	1,039	0	0	0	0	0	0	0	1,039
Expenditures									
Strategic Area: GG									
Equipment Acquisition	1,002	37	0	0	0	0	0	0	1,039
Total:	1,002	37	0	0	0	0	0	0	1,039

FUNDED CAPITAL PROJECTS

(dollars in thousands)

MISCELLANEOUS PRODUCTION EQUIPMENT FOR MIAMI-DADE TV

PROJECT #: 108170

DESCRIPTION: Upgrade and/or replace various production support equipment

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	1,039	0	0	0	0	0	0	0	1,039
TOTAL REVENUES:	1,039	0	0	0	0	0	0	0	1,039
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Furniture Fixtures and Equipment	1,002	37	0	0	0	0	0	0	1,039
TOTAL EXPENDITURES:	1,002	37	0	0	0	0	0	0	1,039

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
STUDIO PEDESTAL TRIPODS (3)	111 NW 1 St	33
MDTV EDIT SUITE UPGRADES	111 NW 1 St	39
AUDIO AND VIDEO SIGNAL ENGINEERING SUPPORT EQUIPMENT	111 NW 1 St	69
ROBOTIC CAMERA HEADS AND CONTROL UNITS	111 NW 1 St	10
REPLACE AGING COMPUTERS IN CONTROL ROOM	111 NW 1 St	170
REPLACEMENT OF RIMAGE SYSTEM	111 NW 1 St	23
UPGRADE PHOTOGRAPH SOFTWARE MANAGEMENT	111 NW 1 St	75
UNFUNDED TOTAL		419

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Elections

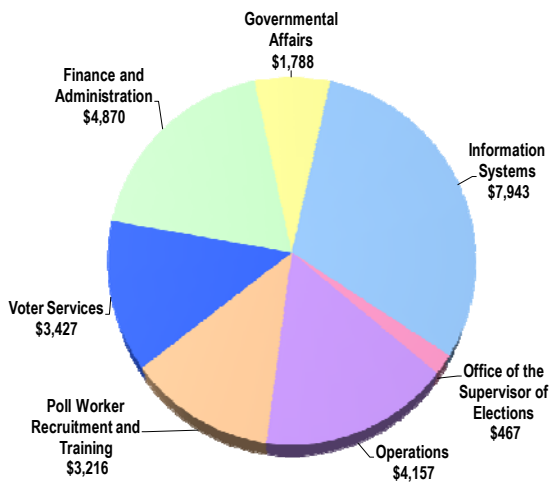
The Elections Department conducts elections that are fair, accurate, convenient, and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal, school district, and special taxing district elections are conducted and tabulated in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

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

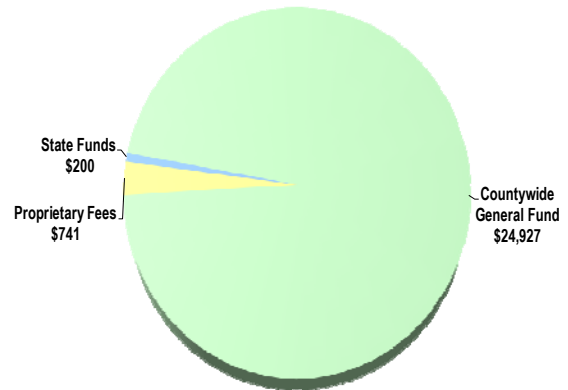
The Department serves an estimated 1.3 million registered voters in Miami-Dade County, and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. Elections staff interacts with federal, state, and municipal officials on a regular basis.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

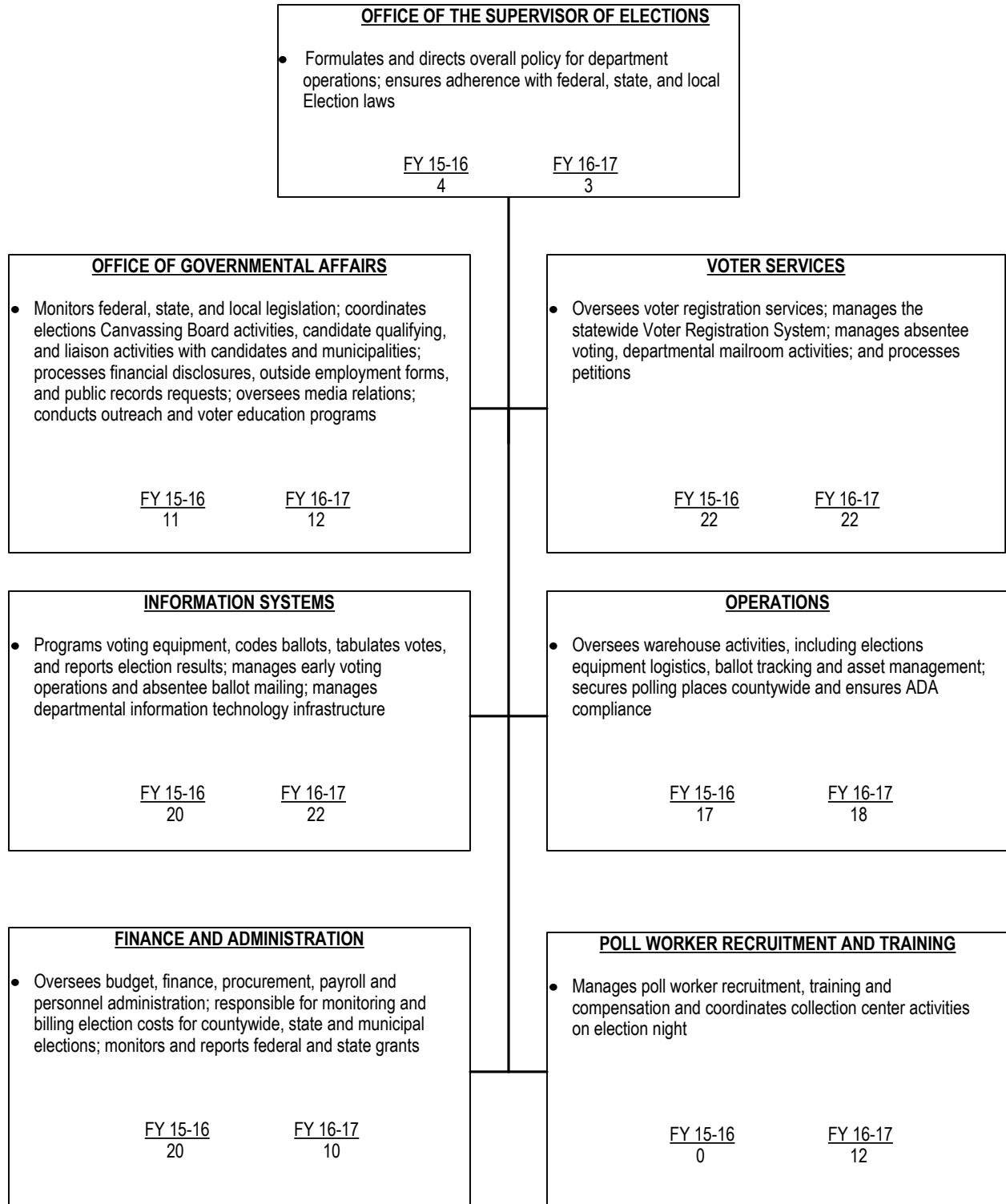


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 99

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	21,849	19,983	32,753	24,927
Municipal Reimbursement	2,292	709	2,338	741
State Grants	220	330	200	200
Total Revenues	24,361	21,022	35,291	25,868
Operating Expenditures Summary				
Salary	12,021	9,498	17,756	12,544
Fringe Benefits	2,621	2,605	2,303	2,727
Court Costs	0	0	0	0
Contractual Services	2,038	1,796	2,856	3,324
Other Operating	4,136	3,502	7,625	3,067
Charges for County Services	3,042	3,398	4,611	4,066
Grants to Outside Organizations	33	50	0	0
Capital	470	173	140	140
Total Operating Expenditures	24,361	21,022	35,291	25,868
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Finance and Administration	10,603	4,870	20	10
Governmental Affairs	1,937	1,788	11	12
Information Systems	9,600	7,943	20	22
Office of the Supervisor of Elections	891	467	4	3
Operations	7,778	4,157	17	18
Poll Worker Recruitment and Training	0	3,216	0	12
Voter Services	4,482	3,427	22	22
Total Operating Expenditures	35,291	25,868	94	99

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	235	397	619	511	644
Fuel	50	28	68	42	27
Overtime	1,660	1,244	741	714	330
Rent	0	0	0	208	81
Security Services	117	88	252	118	192
Temporary Services	322	674	10,359	9,446	5,574
Travel and Registration	14	39	57	18	57
Utilities	578	692	804	786	363

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DIVISION: OFFICE OF THE SUPERVISOR OF ELECTIONS

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

- Manages day-to-day operations of the Department
- Maintains compliance with all federal, state, and local policies related to elections

Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Effectively administer countywide and municipal elections	Municipal Clerk satisfaction with Elections	OC	↑	100%	99%	95%	99%	95%
	Department overall							

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of one Elections Supervisor to Governmental Affairs from the Office of the Supervisor of Elections
- During FY 2015-16, the Department reclassified the Chief Deputy Supervisor position to a Deputy Supervisor position and transferred it to Poll Worker Recruitment and Training
- During FY 2015-16, the Department added one Executive Assistant to the Department Director position to assist the Supervisor of Elections in the coordination and administration of various departmental activities (\$95,000)

DIVISION: INFORMATION SYSTEMS

The Information Systems Division manages ballot programming and coding, tabulation of election results, Early Voting activities, and departmental information management.

- Prepares all voting equipment and ballot configurations
- Prepares ballot design and layout; creates election definition and programming
- Manages tabulation and reporting of election results
- Manages Early Voting operations, including staffing, training, and facilities
- Manages the ReliaVote ballot mailing and sorting system
- Oversees departmental information technology infrastructure
- Allocates and orders ballots prior to elections

Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Effectively administer countywide and municipal elections	Number of days to code ballots for all countywide elections	EF	↓	3	5	5	5	5
	Percentage of voters who voted early (all elections)	OC	↑	14%	21%	25%	20.4%	25%
	Timely Tabulation of Absentee Ballots- Countywide and Special Elections	OC	↑	99%	100%	95%	95%	95%

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2015-16, the Department reclassified a Special Projects Administrator 1 position in Finance and Administration to a Business Management Systems Analyst and transferred the position to Information Systems
- During FY 2015-16, the Department added one Computer Technician 2 position in the Information Systems Division to assist in programming, testing, and validation of voting equipment (\$73,000)

DIVISION: FINANCE AND ADMINISTRATION

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

- Responsible for budget and finance, including budget coordination, accounts payable, elections billing, and collection
- Responsible for grants administration and procurement activities, including purchasing, contracts negotiation, and management
- Manages personnel and human resource functions, including hiring of temporary staff for countywide elections and special projects

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the utilization of temporary employees hired through temporary employment agencies to provide extensive support for early voting, absentee ballot processing, Election Day assistance, and reprecincting, which will allow for a more efficient allocation of resources
- As part of the Department's vision to progress towards technological advancements in the elections process, beginning with the March 2016 Presidential Primary Election, the Department successfully implemented the process to transmit Election Day results directly from polling locations via analog lines to ensure timely tabulation and dissemination of election results
- During the FY 2015-16, the Department transferred the Poll Worker Section from Finance and Administration and established the Poll Worker Recruitment and Training Division; this reorganization entails 11 positions
- During FY 2015-16, the Department added one Accountant 1 position in Finance and Administration to assist in budget preparation, maintaining accounting records, and analyzing statistical and fiscal records (\$78,000)

DIVISION: VOTER SERVICES

The Voter Services Division oversees public services; manages the statewide Voter Registration System; manages provisional voting and voter eligibility; coordinates all absentee ballot distribution; and is responsible for departmental mailroom operations.

- Updates all changes in voter registration records and maintains an accurate Voter Registration System
- Manages absentee voting
- Reviews and certifies local, statewide, and federal petitions
- Responds to routine requests for information
- Manages departmental mailroom operations
- Manages the Voter Information Center at the Stephen P. Clark Center

Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide voter registration services and opportunities for absentee voting	New voter registrations*	OP	↔	46,174	44,126	40,000	98,845	40,000
	Percentage of voters voting absentee**	EF	↑	43%	36%	25%	40.8%	50%

* The increase for FY 2015-16 Actual is a result of the Department's community outreach events coinciding with the scheduled 2016 General Election.

** The increase for FY 2015-16 Actual and FY 2016-17 Target reflects the Department's efforts to educate voters on various voting options available.

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DIVISION: OPERATIONS

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

- Coordinates the maintenance, repair, and testing of voting equipment
- Manages warehouse activities, including ballot tracking and asset management
- Delivers and picks up voting equipment at polling places countywide
- Secures polling places countywide, including ensuring compliance with the Americans with Disabilities Act (ADA)

Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide quality service delivery	Election Central - Average call wait time (in seconds)	EF	↓	37	49	60	49	60

DIVISION COMMENTS

- During FY 2015-16, the Department added one Administrative Officer 3 position to monitor the deployment of resources for municipal and countywide elections along with overall administration of logistics and operations (\$86,000)

DIVISION: GOVERNMENTAL AFFAIRS

The Governmental Affairs Division coordinates elections activities; serves as liaison to county candidates, political committees and municipal clerks regarding candidate qualifying, campaign financing, and election laws; advances the Department's legislative efforts and monitors federal, state and local legislation; coordinates media activities and manages the Department's public profile; conducts outreach and voter education programs; responds to public records requests; and maintains records in accordance with election laws and local requirements.

- Monitors federal, state, and local elections legislation and advances the Department's legislative efforts
- Manages candidate activities, including qualifying and financial reporting
- Serves as liaison to external entities, including municipal and other governments
- Coordinates media activities
- Acts as custodian of outside employment forms
- Manages public records requests and documentation
- Manages post-election audit activities and Electronic Document Management System (EDMS) imaging of financial disclosures and voter records
- Coordinates voter outreach and education events
- Supervises voting at assisted living facilities and nursing homes

Strategic Objectives - Measures

- GG7-2: Maintain the integrity and availability of election results and other public records

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure compliance with regulations regarding candidates for elective office	Percentage of Treasurers' reports audited within 15 calendar days	EF	↑	99%	100%	95%	99%	95%

DIVISION COMMENTS

- During FY 2015-16, the Department added one Education Outreach Manager position in the Governmental Affairs Division which will be responsible for executing the Department's community education program (\$95,000)

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: POLL WORKER RECRUITMENT AND TRAINING

The Poll Worker Recruitment and Training Division recruits and trains poll workers and manages the operation of polling places and collection centers on Election Day.

- Develops procedures and training materials to train all poll workers, administrative troubleshooters, and collection center personnel in accordance with Florida Statutes for municipal and countywide elections
- Ensures adequate staffing levels of poll workers (County and Non-County employees) for municipal and countywide elections, including recruitment, training, and assignment of poll workers
- Responsible for reconciliation and processing of poll worker payroll
- Operates polling places and collection centers on Election Day for municipal and countywide elections

Strategic Objectives - Measures

- GG7-1: Provide eligible voters with convenient opportunities to vote

Objectives	Measures		FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
			Actual	Actual	Budget	Actual	Target
Ensure well-trained poll workers	New poll workers recruited*	OP ↔	1,647	899	500	2,347	600

* The increase for FY 2015-16 Actual reflects the recruitment and staffing of poll workers coinciding with the scheduled 2016 General Election

DIVISION COMMENTS

- During FY 2015-16, as part of the departmental reorganization, 11 positions from the Poll Worker Section in the Finance and Administration Division were transferred to the Poll Worker Recruitment and Training Division
- As part of the establishment of the Poll Worker Recruitment and Training Division one Administrative Officer 3 position was transferred from the Operations Division

ADDITIONAL INFORMATION

- In preparation for the upcoming 2016 General Election, the FY 2016-17 Adopted Budget includes funding for ten (10) additional early voting sites for a total of thirty (30) early voting sites, the rental of additional Ballot on Demand printers, and general elections supplies which will maximize resources under the recently completed reprecincting of voting districts, resulting in greater efficiencies for voters

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Modify current Service Level Agreement with ITD to develop an EDMS Document Library for poll worker documents	\$30	\$5	0
Purchase ten portable gas generators to support operations and potential loss of power at polling locations during Early Voting and Election Day	\$40	\$1	0
Upgrade existing users to Project Pro 2013 and Visio Pro 2013.	\$36	\$0	0
Purchase 50 Zebra Handheld scanner devices for use by warehouse staff for scanning of equipment and supplies that are shipped and received from polling places.	\$145	\$0	0
Purchase a Records Management Program to efficiently and automatically manage the Department's records	\$10	\$0	0
Total	\$261	\$6	0

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
Capital Asset Series 2004B Bond Proceeds	1,167	0	0	0	0	0	0	0	1,167
Department Operating Revenue	455	0	0	0	0	0	0	0	455
Capital Outlay Reserve	165	0	0	0	0	0	0	0	165
IT Funding Model	942	0	0	0	0	0	0	0	942
Total:	2,729	0	0	0	0	0	0	0	2,729
Expenditures									
Strategic Area: GG									
ADA Accessibility Improvements	1,303	29	0	0	0	0	0	0	1,332
Capacity-Improving Projects	872	70	0	0	0	0	0	0	942
Computer and Systems Automation	153	302	0	0	0	0	0	0	455
Total:	2,328	401	0	0	0	0	0	0	2,729

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2015-16, Elections implemented Phase 1 of their Campaign Reporting and Management System which consists of developing a software program and database to replace the existing Microsoft Access Database; in FY 2016-17, the Department will collaborate with ITD on Phase 2 of the Campaign Reporting and Management System to review and refine the needs of the Department (\$250,000, total project cost)
- In FY 2015-16, the Department working in conjunction with ITD completed Phase 1 of the Administrative Trouble Shooter (ATS) Routing System which included the purchase of 115 smartphones and the development of its software application; in FY 2016-17, the Department will implement Phase 2 - the testing of the software application; the ATS system will allow for planning more efficient ATS routes, quicker routing, and instant re-routing capabilities for the Elections personnel (\$205,000, total project cost)

FUNDED CAPITAL PROJECTS

(dollars in thousands)

AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL - POLLING LOCATIONS

PROJECT #: 161740



DESCRIPTION: Remove architectural barriers in County polling places to increase access for people with disabilities

LOCATION: Various Sites

District Located:

Countywide

Various Sites

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Asset Series 2004B Bond Proceeds	1,167	0	0	0	0	0	0	0	1,167
Capital Outlay Reserve	165	0	0	0	0	0	0	0	165
TOTAL REVENUES:	1,332	0	0	0	0	0	0	0	1,332
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	1,303	29	0	0	0	0	0	0	1,332
TOTAL EXPENDITURES:	1,303	29	0	0	0	0	0	0	1,332

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Finance

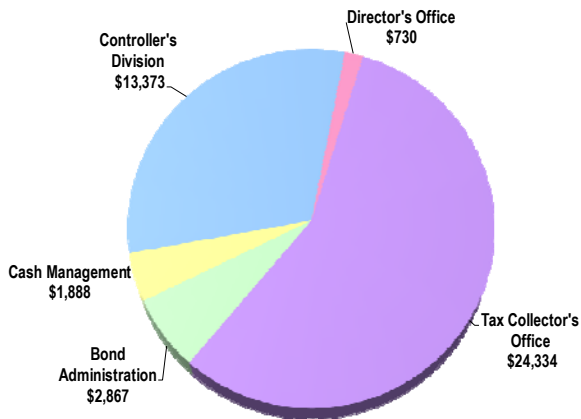
The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management, tax collection and distribution, and collection on delinquent accounts for various County departments.

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

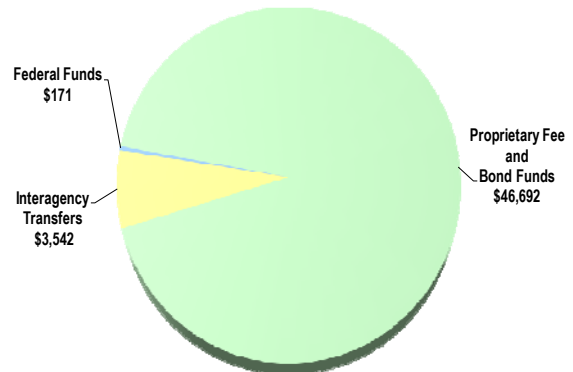
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management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

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

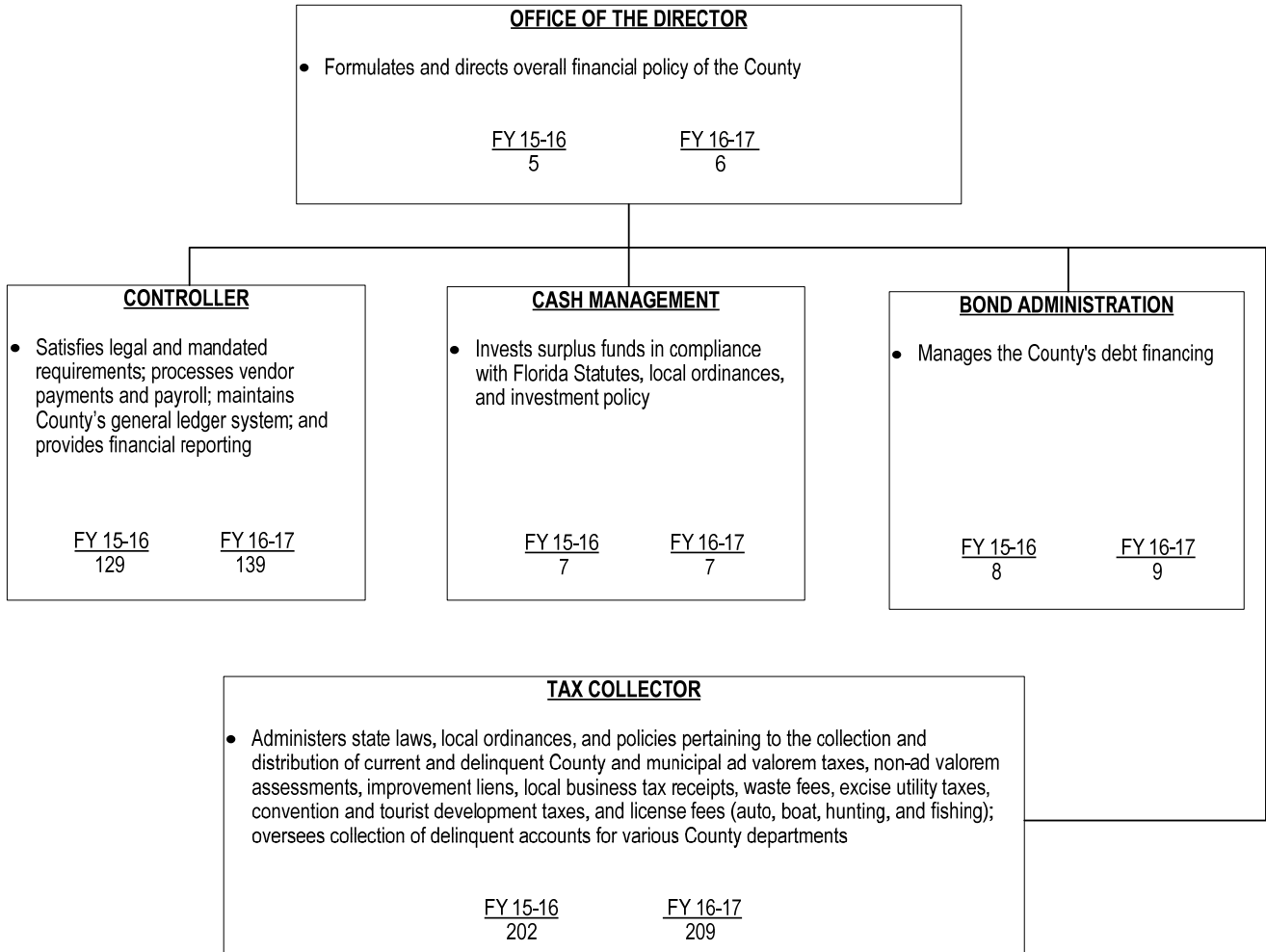


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 377 FTEs

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
Ad Valorem Fees	11,248	11,826	10,158	11,762
Auto Tag Fees	11,813	12,933	12,500	13,207
Bond Transaction Fees	1,423	2,911	863	1,257
Carryover	2,755	4,259	2,196	5,120
Credit and Collections	3,027	3,737	3,639	4,027
Local Business Tax Receipt	3,808	3,811	3,806	3,810
Other Revenues	3,489	3,926	3,336	3,578
Tourist Tax Fees	3,357	3,646	3,800	3,931
Federal Funds	0	0	386	171
Interdepartmental Transfer	90	484	576	1,360
Other	0	0	2,787	2,182
Total Revenues	41,010	47,533	44,047	50,405

Operating Expenditures

Summary				
Salary	17,856	19,086	22,974	23,205
Fringe Benefits	5,075	5,714	6,884	8,186
Court Costs	6	10	17	17
Contractual Services	680	1,148	1,560	1,171
Other Operating	4,484	5,548	5,636	6,690
Charges for County Services	2,298	2,949	2,735	3,785
Grants to Outside Organizations	0	0	0	0
Capital	314	422	233	138
Total Operating Expenditures	30,713	34,877	40,039	43,192

Non-Operating Expenditures

Summary				
Transfers	6,574	5,681	4,008	6,413
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	800
Total Non-Operating Expenditures	6,574	5,681	4,008	7,213

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Director's Office	494	730	5	6
Controller's Division	11,606	13,373	129	139
Tax Collector's Office	23,771	24,334	202	209
Bond Administration	2,423	2,867	8	9
Cash Management	1,745	1,888	7	7
Total Operating Expenditures	40,039	43,192	351	370

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	69	57	50	52	75
Fuel	0	0	0	0	0
Overtime	101	141	145	83	116
Rent	1,984	2,066	2,086	2,014	2,124
Security Services	195	228	237	241	260
Temporary Services	487	641	468	739	310
Travel and Registration	12	32	68	40	95
Utilities	257	226	185	202	263

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: DIRECTOR'S OFFICE

The Director's Office is responsible for formulating and directing the overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector, and financial markets
- Provides overall administration of departmental operations

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the addition of one Finance Compliance Administrator position to monitor enhanced compliance requirements with Payment Card Industry (PCI) standards and other Countywide financial compliance requirements related to the services provided to our customers (\$103,000); the position will be funded by the departments that process payment card transactions

DIVISION: CONTROLLER'S DIVISION

The Controller's Division provides fiscal and accounting controls over resources and related appropriations.

- Satisfies legal and mandated reporting requirements including the Comprehensive Annual Financial Report (CAFR), State Controller's Report, state and federal audit reports, and the indirect cost allocation plan
- Records, reports on, and monitors the County's financial activities
- Maintains County financial accounting systems
- Processes vendor disbursements and County payroll
- Monitors County bank accounts to ensure timely reconciliations

Strategic Objectives - Measures

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Monitor and report timely payment of invoices	Percentage of invoices paid within 45 calendar days	EF	↑	90%	90%	90%	87%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	67%	67%	70%	70%	70%

DIVISION COMMENTS

- The FY 2015-16 Adopted Budget had a scrivener's error in the Controller Division that inadvertently omitted one Accountant 4 position; the correct departmental position count for FY 2015-16 should have been 352
- During FY 2015-16 one Finance Section Manager position overage was approved for succession planning and overall continuity of operations in the Accounts Payable Section of the Controller's Division (\$103,000)
- During FY 2015-16 one Accountant 4 position overage was approved to perform Special Taxing District accounting services (\$103,000); the position is funded with Special Taxing District Special Assessments and Causeway Toll revenues
- The FY 2016-17 Adopted Budget includes the addition of one Special Projects Administrator 1 to keep all County staff trained on functional systems and business processes as well as ensure continuity of operations and knowledge transfer (\$93,000); the position will be funded from fees charged to the departments that enroll in training
- The FY 2016-17 Adopted Budget includes the addition of one Accountant 3 position to improve customer service in the implementation of E-Payables (\$95,000); the position will be funded with E-Payable rebate revenues
- The FY 2016-17 Adopted Budget includes reimbursement from the ERP Capital Project to continue to fund four positions (\$522,000) as well as reimbursement to backfill five positions for staff that will be assigned to work on the ERP during FY 2016-17 (\$441,000)

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DIVISION: TAX COLLECTOR'S OFFICE

The Tax Collector's primary responsibility is to collect, account for, and distribute current and delinquent real and personal property taxes, and non-ad valorem special assessments for all local taxing authorities.

- Administers state laws, local ordinances, and policies pertaining to the collection and distribution of taxes; distributes all tax revenues and assessment fees to the taxing authorities
- Collects and distributes Tourist and Convention Development taxes and all tourist taxes (including bed, food and beverage taxes), and issues Local Business Tax Receipts for businesses located in the County
- Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission by issuing state motor vehicle, vessel, and mobile home licenses, tag renewals and title applications for automobiles, trucks, and mobile homes; collecting and remitting sales tax to the State for the above transactions; and selling various hunting and fishing licenses and permits
- Collects delinquent accounts receivable
- Oversees 25 private auto tag agencies in the County

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Enhance collection efforts	Debt portfolio fees collected (in thousands)	OC	↑	\$3,027	\$3,737	\$3,639	\$3,788	\$4,031

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Process Tax Collector Distributions as per F.S. 197.383	Total number of Distributions processed	OP	↔	14	14	14	14	14

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the addition of one Accountant 1 position in the Credit and Collection Division to increase revenues by posting distribution entries to FAMIS and reviewing the Record of Collection for interfaced entries to ensure proper accounting of all entries made (\$67,000)
- The FY 2016-17 Adopted Budget includes the addition of one Clerk 2 position in the Credit and Collection Division to increase revenues by assisting with specialized work with access to various internal systems (\$45,000)
- The FY 2016-17 Adopted Budget includes the addition of one Clerk 4 position in the Credit and Collection Division to increase revenues by assisting with specialized work with access to various internal systems (\$59,000)
- The FY 2016-17 Adopted Budget includes the addition of one Administrative Officer 1 position in the Credit and Collection Division to increase revenues by balancing receivables, processing collection letters and scheduling payment plans (\$60,000)
- The FY 2016-17 Adopted Budget includes the addition of three Clerk 2 positions to increase revenues by reducing backlogs in payoff letters, lien filings and lien releases (\$134,000)

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DIVISION: BOND ADMINISTRATION

The Bond Administration Division is responsible for managing the County's debt financing and coordinating all debt issuances, including swap transactions.

- Accesses the capital markets to provide capital funding as needed by County departments, while providing for stable debt coverage levels
- Analyzes outstanding debt and the needs of the departments to determine the most advantageous financing vehicles
- Prepares and submits the Annual Report to Bondholders encompassing all of the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to peripheral debt issuing authorities of the County, including the Educational Facilities Authority and Health Facilities Authority
- Makes payments on bonds/loan debt service

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Monitor County-wide Bond Ratings	Timely Debt Service Payments	OC	↔	100%	100%	100%	100%	100%
	Bond ratings evaluation by Fitch*	OP	↑	AA	AA	AA	AA	AA
	Bond ratings evaluation by Moody's*	OP	↑	Aa2	Aa2	Aa2	Aa2	Aa2
	Bond ratings evaluation by Standard and Poor's*	OP	↑	AA-	AA	AA-	AA-	AA

* Bond ratings shown are for bonds backed by the general fund

DIVISION COMMENTS

- During FY 2015-16 one Bond Analyst position overage was approved for succession planning and overall continuity of operations (\$111,000)

DIVISION: CASH MANAGEMENT

The Cash Management Division is responsible for investing surplus funds in compliance with Florida Statutes, ordinances, and the County's investment policy while maintaining sufficient cash balances to honor the obligations of the County.

- Handles all banking transactions for the County; invests County funds, from \$3 billion to \$4 billion annually
- Monitors the daily diversification of the County's portfolio and distributes earnings on investments

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure sound asset management and financial investment strategies	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%
	Average rate of return earned from County investments	OC	↑	0.35%	0.36%	0.40%	0.52%	0.55%

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ADDITIONAL INFORMATION

- The FY 2016-17 Adopted Budget includes (\$2.997 million) in reimbursements from other County departments and funding sources including: Water and Sewer Department (\$6,000) and Aviation (\$42,000) for cash management activities; Federal Emergency Management Agency (FEMA) grant revenue for administrative services (\$171,000); Transportation and Public Works (\$328,000), Metropolitan Planning Organization (\$43,000), Office of Management and Budget (\$50,000), Parks, Recreation and Open Spaces (\$126,000), Regulatory and Economic Resources (\$8,000), Seaport (\$6,000), Internal Services (\$5,000), Solid Waste Management (\$2,000), Other General Fund Departments (\$8,000) and Tourist Development Tax (\$20,000) for accounting and compliance support; Information Technology Department transfer from the IT Funding Model (\$2.182 million) to support the operations of Image and Workflow Automation (IWA)
- In FY 2015-16, the Department transferred \$4.432 million to the Capital Outlay Reserve (COR) to fund pay-as-you-go capital projects; in FY 2016-17, the Department will transfer \$5.053 million

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Purchase a high speed mail-in tax payment processor machine	\$500	\$0	0
Fund four Tax Records Specialist 2 positions in the Tax Collector-Auto Tag Unit to fully restore the Auto Tag Customer Call Center.	\$20	\$212	4
Fund two Tax Records Specialist 2 positions in the Tax Collector-Auto Tag Unit to regain the ability to audit title work and work of Auto Tag Agencies.	\$10	\$116	2
Total	\$530	\$328	6

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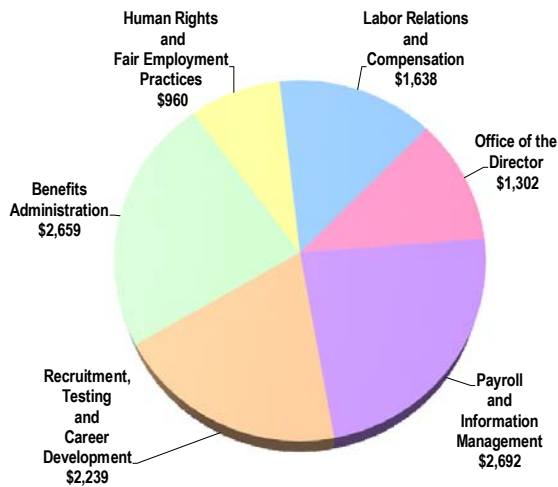
Human Resources

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

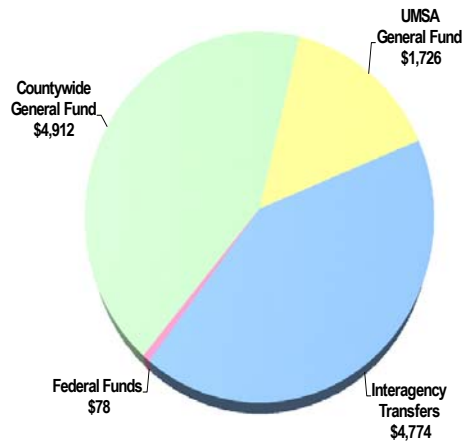
As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC), the Florida Commission on Human Relations, and the Miami-Dade Commission on Human Rights. The Department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

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR			
<ul style="list-style-type: none"> Formulates human resources, fair employment, and human rights policy; oversees all departmental activities; and provides department-wide administrative support in the areas of procurement, budget, fiscal management, and business planning 			
<u>FY 15-16</u>		<u>FY 16-17</u>	
5		6	
PAYROLL AND INFORMATION MANAGEMENT		LABOR RELATIONS AND COMPENSATION	
<ul style="list-style-type: none"> Processes payroll, time and attendance transactions for all County employees; provides reporting and business intelligence functionality for personnel related issues; manages employee personnel and medical records 		<ul style="list-style-type: none"> Plans, negotiates and administers all County collective bargaining agreements; manages and oversees all policies and practices related to discipline, grievances and appeals; administers County Pay Plan; conducts classification reviews and establishes/eliminates positions 	
<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 15-16</u>	<u>FY 16-17</u>
33	33	16	15
BENEFITS ADMINISTRATION		RECRUITMENT, TESTING, AND CAREER DEVELOPMENT	
<ul style="list-style-type: none"> Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; administers the pre-tax spending accounts, FRS and deferred compensation (457) plans, and Wellness Program; provides counseling, assessments and referrals for substance abuse or other employee assistance needs 		<ul style="list-style-type: none"> Assists departments in recruitment and selection of qualified job applicants through the development, administration, and validation of competitive recruitment methods, to include examinations; provides centralized employment services and administers the County's internships and training programs 	
<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 15-16</u>	<u>FY 16-17</u>
30	23	26	26
HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES			
<ul style="list-style-type: none"> Manages and oversees all policies and practices related to equality and anti-discrimination for County employees and residents of Miami-Dade County 			
<u>FY 15-16</u>		<u>FY 16-17</u>	
0		9	
The FY 2016-17 total number of full-time equivalent positions is 112			

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	4,822	4,510	5,011	4,912
General Fund UMSA	1,783	1,585	1,672	1,726
Carryover	0	19	0	0
Fees for Services	106	79	78	78
Interagency Transfers	1,467	1,539	1,851	2,115
Internal Service Charges	1,538	2,029	2,530	2,659
Total Revenues	9,716	9,761	11,142	11,490
Operating Expenditures Summary				
Salary	6,947	6,376	7,938	8,002
Fringe Benefits	2,079	2,087	2,491	2,720
Contractual Services	5	23	21	45
Other Operating	524	964	558	283
Charges for County Services	155	311	132	440
Capital	0	0	2	0
Total Operating Expenditures	9,710	9,761	11,142	11,490
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Office of the Director	1,225	1,310	5	6
Labor Relations and Compensation	829	1,639	16	15
Payroll and Information Management	2,727	2,689	33	33
Benefits Administration	3,223	2,659	30	23
Recruitment, Testing and Career Development	2,260	2,234	26	26
Human Rights and Fair Employment Practices	878	959	0	9
Total Operating Expenditures	11,142	11,490	110	112

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	1	0	1	2	1
Fuel	0	0	0	0	0
Overtime	9	9	12	10	14
Rent	0	0	0	0	0
Security Services	0	0	0	0	1
Temporary Services	0	26	233	132	20
Travel and Registration	3	6	14	10	14
Utilities	123	127	191	125	130

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DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director oversees all departmental activities and provides department-wide administrative support in the areas of procurement, budget, fiscal management, and business planning.

- Develops and administers the County's HR systems
- Advises departments on personnel issues and appropriate methods of problem resolution
- Coordinates all recruitment and personnel issues and actions for Miami-Dade County; and provides general administrative and strategic support, including fiscal management, budget preparation, procurement, records management, and management information systems
- Leads the development and rollout of new strategic initiatives including HR program development, strategic/business planning, departmental business and performance management, and enhanced staff communications
- Formulates human resources, fair employment, and human rights policies
- Coordinates departmental personnel representative functions

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of one Employee Recognition Coordinator from the Communications Department to facilitate Countywide engagement, employee recognition and employee communications

DIVISION: LABOR RELATIONS AND COMPENSATION

The Labor Relations and Compensation Division manages the contracts negotiated with the County's ten labor unions, administers employee appeals and collective bargaining grievances, provides guidance related to the provisions of the collective bargaining agreements and maintains and administers the County's Pay Plan, including classification and re-classification reviews, minimum qualifications for job postings, salary surveys, and the establishment and elimination of positions.

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Coordinate negotiation of collective bargaining agreements, manage employee appeals, process physical examinations and provide interpretation and guidance on labor related issues	Percentage of employee physicals' results processed within five business days	EF	↑	80%	85%	90%	86%	90%
	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration*	EF	↑	81%	100%	50%	37%	75%

* FY 2014-15 Actual grievances were heavily impacted by the Mayor's Collective Bargaining Summits.

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes \$65,000 from the Internal Services Department for unemployment management support
- The FY 2016-17 Adopted Budget includes \$159,600 for conducting compensation review studies from the Internal Services Department (\$38,200), Aviation Department (\$38,200), the Regulatory and Economic Resources Department (\$41,600), and Seaport Department (\$41,600)
- The FY 2016-17 Adopted Budget includes the creation of the Human Rights and Fair Employment Practices division along with the transfers of nine positions for this division.
- As part of a departmental reorganization, seven positions were transferred from the former Compensation Division
- The FY 2016-17 Adopted Budget includes the addition of a HR Personnel Specialist 2 position
- The FY 2016-17 Adopted Budget includes \$4,000 in reimbursement from Aviation for arbitration, hearing examiners, and related legal expenses
- The FY 2016-17 Adopted Budget includes \$25,000 in reimbursement from Aviation for pre-employment physicals and special examinations

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DIVISION: PAYROLL AND INFORMATION MANAGEMENT

The Payroll and Information Management Division processes the bi-weekly payroll for Miami Dade County employees.

- Processes payroll including leave management for the more than 25,000 full-time and more than 2,500 part-time Miami-Dade County employees
- Manages employee personnel and medical records; maintains the Employee Master File and County Table of Organization; provides employment verification
- Processes employee tuition reimbursements, deductions, and various benefits programs including the Departure Incentive Program, Deferred Retirement Option Program, and Florida Retirement System
- Provides reporting and business intelligence functionality for personnel related issues to County departments, employees, and members of the public
- Serves as the records custodian for both personnel and medical records for all active and terminated personnel

Strategic Objectives - Measures

- GG2-4: Provide customer-friendly human resources services

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Payroll processing and personnel records management	Accuracy of HR payroll and paycheck processing	OC	↑	99%	99%	99%	99%	99%

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes \$357,200 from the Internal Services Department for services related to workers' compensation wages
- The FY 2016-17 Adopted Budget includes \$407,600 in reimbursement from the ERP Capital Project for personnel required for implementation

DIVISION: BENEFITS ADMINISTRATION

The Benefits Administration Division manages employee benefits, eligibility determinations, programming, plan design, and benefits education and communications, as well as the County's Wellness Program and retiree workshops, health fairs, retirement counseling and insurance payment collection for employees on leave of absence. Also, through the Employee Support Services Section, the Division provides direct services and consultation to County employees and their qualified family members of psycho-social assessments and treatment referrals.

- Manages employee benefits for over 25,000 employees and 6,000 retirees and their dependents such as group medical, dental, vision, disability income protection, group legal, pre-tax spending accounts, life insurance plans and retirement plans
- Maintains the employees and retirees' benefits information, researching and recommending new benefit options/programs
- Ensures that all employee benefit programs meet the needs of participants, are cost effective and comply with legal requirements

Strategic Objectives - Measures

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Educate County employees on financial resources available to assist them in long-term and retirement planning	Financial planning seminars held	OP	↔	48	65	48	60	48

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• GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Reduce healthcare costs	Number of employee wellness events*	OP	↔	N/A	N/A	44	60	60
	Number of completed Employee Personal Health Assessments*	OP	↔	N/A	N/A	N/A	320	284

*These measures will be tracked beginning in FY 2015-16

DIVISION COMMENTS

- In FY 2015-16, the Division was tasked with the preparation of employee's notice 1095C; this federally required proof of insurance form will continue to be prepared by the Department as part of its yearly activities
- The FY 2016-17 Adopted Budget includes the transfer of seven Compensation positions to the Labor Relations and Compensation Division

DIVISION: RECRUITMENT, TESTING AND CAREER DEVELOPMENT

The Recruitment, Testing, and Career Development Division primarily administers the procedures stipulated in Administrative Order 7-21, Centralized Employment Services.

- Assists departments in recruitment and selection of qualified job applicants through the development, administration, and validation of competitive recruitment methods, to include examinations
- Processes newly hired employees, conducts criminal background checks, and issues photo identification cards
- Promotes and coordinates internships and apprenticeship programs
- Provides career counseling and advises on human resources issues
- Administers layoff procedures and coordinates transfers, reinstatements, and interagency internal placement activities

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Attract and retain employees	Average recruitment time (in calendar days)	EF	↓	62	58	60	57	60

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide and coordinate employee development initiatives	County employees trained*	OP	↔	28,819	8,720	7,200	12,492	7,200

* The FY 2013-14 Actual reflects the Ethics training provided to all employees as per County-wide mandate; the FY 2014-15 Actual reflects a higher employee attendance from various departments (this did not include Ethics training); in FY 2015-16 a new training program was added targeting front-line employees

DIVISION COMMENTS

- In FY 2016-17, the Department is budgeted to receive \$340,000 from various departments for Supervisory Certification and New Employee Orientation training
- The FY 2016-17 Adopted Budget includes \$703,400 for Testing and Validation activities from Transportation and Public Works (\$191,200), Police (\$237,600), Fire Rescue (\$166,400), Corrections and Rehabilitation (\$46,000), Aviation (\$3,900), Water and Sewer (\$11,500), and from various other County departments (\$46,800)
- In FY 2016-17, the Department is budgeted to receive \$60,000 from Aviation for employee development and training
- In FY 2016-17, the Department is budgeted to receive \$7,000 from Aviation for special recruitment services such as executive job searches, special advertising, and participation in job fairs

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DIVISION: HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES

The Human Rights and Fair Employment Practices Division (HRFEP) enforces and oversees the County's Anti-Discrimination Ordinance, Affirmative Action Program and fair employment guidelines to ensure equal employment opportunity to all without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy or familial status, sexual orientation, gender identity or expression or source of income, and to prevent unlawful discrimination on such basis.

Strategic Objectives - Measures

- GG1-4: Improve relations between communities and governments

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation where appropriate	Case Resolutions	OP	↔	278	235	210	316	250
	Cases resolved through Commission on Human Rights Appeal Hearing	OP	↔	8	16	10	1	13
	Cases resolved through successful mediation	OP	↔	28	16	25	32	40
	Cases mediated	OP	↔	33	18	30	40	50
	Cases resolved through Fair Employment Practices Appeal Hearings*	OP	↔	N/A	N/A	N/A	3	5

*These measures will be tracked beginning in FY 2015-16

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Educate County employees on diversity issues, County policies and procedures and participate in External Outreach Events	Number of employees trained*	OP	↔	N/A	N/A	N/A	333	10,000
	Number of External Outreach Events Attended*	OP	↔	N/A	N/A	N/A	19	20

*These measures will be tracked beginning in FY 2015-16

- GG2-3: Ensure an inclusive workforce that reflects diversity

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure timely review of cases	Number of complaints received	IN	↔	386	207	350	229	350
	Percentage of discrimination cases reviewed within 30 calendar days	EF	↑	100%	100%	100%	100%	100%
	Number of inquiries received	IN	↔	450	350	400	466	475

DIVISION COMMENTS

- HRFEP will participate in public outreach programs and events to meet the needs of the County's diverse communities, including small businesses, underserved communities and lower income residents
- During FY 2015-16, HRFEP was established as a Division to more closely align and integrate diversity management and equal opportunity functions with the Department's core mission and the County's strategic goals
- The FY 2016-17 Adopted Budget includes \$5,000 in revenues for diversity training provided to County departments
- HRFEP will continue to strengthen and refresh existing County diversity programs, including the development and implementation of mandatory diversity training for all County employees
- This newly created division includes nine positions that were included in Labor Relations in FY 2015-16

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one Labor Relations Officer to further develop and implement Countywide discipline guidelines, correspondence, and forms	\$0	\$91	1
Fund one Administrative Secretary position to support the Payroll Division Director and Assistant Director with Division administrative duties, front desk reception, public records requests, and Countywide scanning as needed	\$0	\$59	1
Fund one Secretary to provide administrative support to the ESS section, handle telephone, reception duties, and perform all clerical functions	\$0	\$57	1
Hire one Senior Compensation Specialist to perform a variety of complex assignments in various phases of position classification and compensation administration	\$0	\$91	1
Hire one HR Personnel Service Specialist 2 (Compensation Specialist) to evaluate and classify organizational changes, review and reclassify positions as required per Collective Bargaining Agreements, update job descriptions, maintain position management, and identify changes to salary structures	\$0	\$86	1
Hire one HR Business System Analyst 1 to support the Department Director in the preparation of reports and information requested by the Board of County Commissioners and others	\$0	\$101	1
Procure an automated job evaluation system to apply systematic and standardized criteria for Countywide jobs	\$483	\$87	0
Hire two temporary employees to scan department records and improve both the efficiency and effectiveness of Division functions in Compensation, Labor Relations and Human Rights and Fair Employment Practices	\$20	\$0	0
Renovate Human Resources office space	\$300	\$0	0
Hire two Commission on Human Rights Specialists to resolve current caseload, provide training and outreach programs to County departments and monitor County diversity and employment practices	\$0	\$192	2
Hire one Fair Employment Practices Specialist to resolve current caseload, provide training and outreach programs to County departments and monitor departmental diversity and employment practices	\$0	\$96	1
Total	\$803	\$860	9

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Information Technology

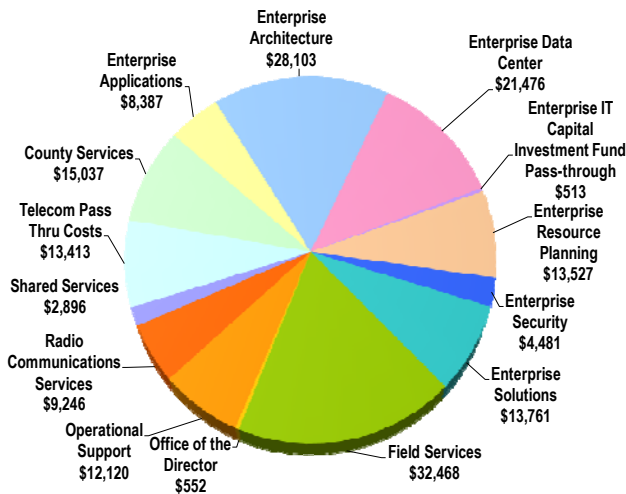
The Information Technology Department (ITD) provides information technology (IT) enterprise and infrastructure services that support the operations of all County departments.

As part of the General Government strategic area, the Department deploys emerging technologies in support of County government operations and services to the public. ITD provides a reliable and secure IT infrastructure, including network and hardware/software platforms, to support departmental applications and enterprise services. ITD partners with other County departments and management to implement and maintain technology solutions that enable efficient operations and delivery of County services, to include telecommunications and radio operations. ITD ensures that its services improve government access, efficiency, and effectiveness through the implementation of appropriate IT standards, methodologies, security, and project management practices.

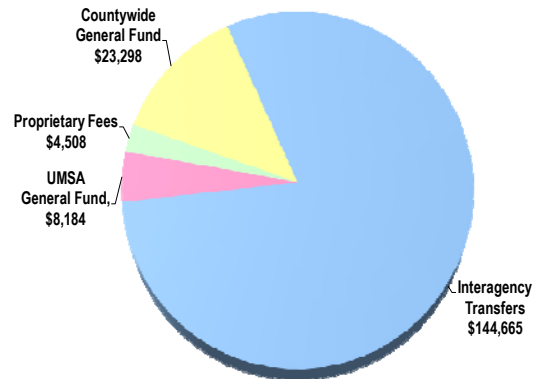
The Department's stakeholders include all County departments, elected officials, Miami-Dade County residents, local businesses, visitors, municipalities, and anyone who visits the County's website.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

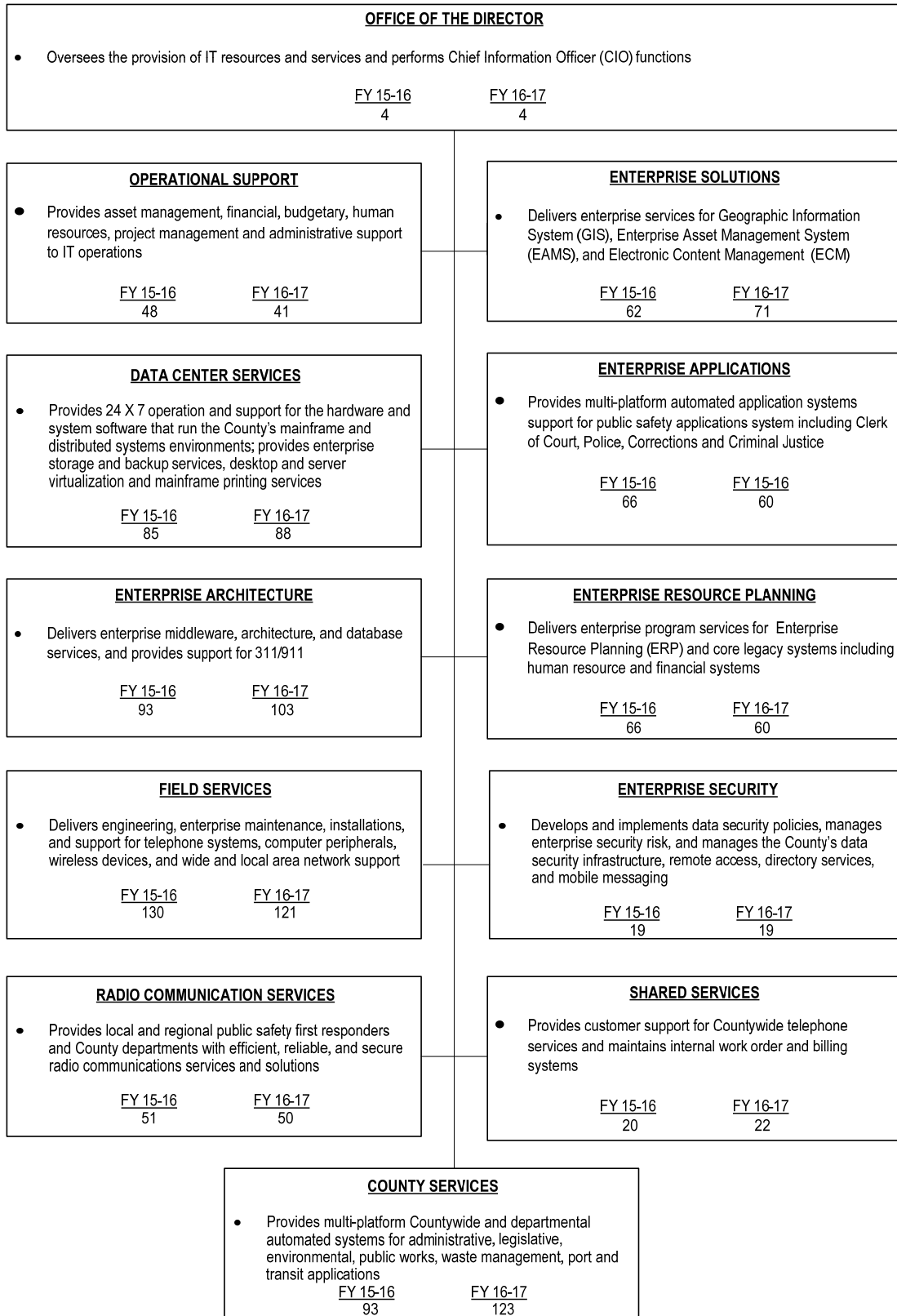


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent is 762.9 FTEs.

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	17,391	18,944	23,335	23,298
General Fund UMSA	6,112	6,655	8,199	8,184
Carryover	2,067	20	0	0
Proprietary Fees	1,549	658	658	658
Recording Fee for Court Technology	3,101	3,226	3,300	3,300
Traffic Violation Surcharge	560	535	550	550
Interagency Transfers	125,304	136,502	123,448	144,665
Total Revenues	156,084	166,540	159,490	180,655
Operating Expenditures Summary				
Salary	61,371	71,108	74,732	76,793
Fringe Benefits	13,877	17,755	20,302	22,455
Court Costs	0	0	0	0
Contractual Services	4,173	3,004	1,509	1,124
Other Operating	50,146	50,273	39,503	46,199
Charges for County Services	10,934	10,913	11,131	12,504
Grants to Outside Organizations	0	0	0	0
Capital	10,373	8,283	5,989	16,905
Total Operating Expenditures	150,874	161,336	153,166	175,980
Non-Operating Expenditures Summary				
Transfers	1,847	2,615	3,787	2,182
Distribution of Funds In Trust	0	0	0	0
Debt Service	2,428	2,568	2,537	2,493
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	4,275	5,183	6,324	4,675

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Office of the Director	524	552	4	4
Operational Support	12,319	12,120	48	41
Enterprise Applications	9,308	8,387	66	60
Enterprise Architecture	20,119	28,103	93	103
Enterprise Data Center	20,575	21,476	85	88
Enterprise Resource Planning	13,377	13,527	66	60
Enterprise Security	3,985	4,481	19	19
Enterprise Solutions	13,070	13,761	62	71
Field Services	22,690	32,468	130	121
Radio Communications Services	7,565	9,246	51	50
Shared Services	2,521	2,896	20	22
County Services	11,570	15,037	93	123
Telecom Pass Thru Costs	14,788	13,413	0	0
Enterprise IT Capital	755	513	0	0
Investment Fund Pass-through				
Total Operating Expenditures	153,166	175,980	737	762

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	13	16	12	44	12
Fuel	136	104	322	92	110
Overtime	1,631	1,648	655	1,649	764
Rent	2,551	2,603	2,987	2,681	3,082
Security Services	1	1	0	0	0
Temporary Services	2,808	1,534	1,946	2,148	1,861
Travel and Registration	92	204	199	183	239
Utilities	2,065	2,142	1,846	2,531	2,037

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DIVISION: OFFICE OF THE DIRECTOR AND OPERATIONAL SUPPORT

The Office of the Director and the Operational Support Division include the CIO and activities that support the IT operational areas of the Department, including procurement, accounting, budget and management, human resources, and project management functions.

- Oversees the development and use of technologies in order for County departments and their service partners to deliver quality customer service to the public
- Directs strategic enterprise-wide integration of new technologies into the County's IT infrastructure and oversees IT resources and services
- Provides asset management, financial and administrative support; manages human resource activities
- Provides IT project management oversight to better manage funding, improve project outcomes, and increase customer satisfaction

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the establishment of the Enterprise Portfolio Management office to oversee the County's IT initiatives, prioritizing and ensuring strategic IT projects are aligned with current technology and project standards, and endorsing the appropriate monitoring of resources for the quality delivery of strategic IT projects
- The FY 2016-17 Adopted Budget includes the transfer of seven positions to various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts

DIVISION: ENTERPRISE APPLICATIONS

The Enterprise Applications Division provides multi-platform Countywide and departmental automated application systems.

- Supports and maintains citizen service applications including Park and Recreation systems, Real Estate and Property Tax Assessment, and Value Adjustment Board related systems
- Supports and maintains MDPD and criminal justice systems and applications relied upon by County, state, municipal, and other public safety agencies
- Provides support to court-related applications such as Civil, Traffic and Parking, Jury, and Electronic Subpoena systems
- Provides application system support for legislative, capital improvements, occupational licenses, and tax collection systems

DIVISION COMMENTS

- The automation of the Miami-Dade Police Department's (MDPD) electronic Offence Incident Report (eOIR) is being implemented by police districts; the electronic submission of incident reports will provide critical incident data to investigators in a timely manner; incident reports will be submitted electronically by all MDPD districts by the end of 2016
- In FY 2016-17, the electronic submission of MDPD law enforcement daily activity report, by all districts, will be completed
- The modernization of the Criminal Justice Information System will create an integrated criminal justice solution for the 11th Judicial Circuit of Florida that will serve the information needs of all justice partner agencies; the initial requirements gathering phase was completed in FY 2015-16; the second phase which will extend to FY 2016-17 consists of identifying cost, securing funds, and preparing a solicitation instrument
- A staff Scheduling System will automate the correctional personnel staffing and scheduling process; the project will be implemented in phases with the first scheduled for FY 2016-17
- ITD has initiated the analysis and requirements gathering for MDPD's Law Records Management System (LRMS), which will provide a single and comprehensive operational policing system to manage Incident Crime information. The requirement document is scheduled to be completed by March 2017
- The FY 2016-17 Adopted Budget includes the transfer of six positions to various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts

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DIVISION: ENTERPRISE ARCHITECTURE

The Enterprise Architecture Division delivers enterprise middleware, architecture, and database services; and provides support for 311 Answer Center.

- Administers the County's web and employee portal systems and their supporting middleware software systems (Websphere, IIS, etc.)
- Supports and maintains Regulatory and Economic Resources systems including Construction Permitting, Environmental Resources, For-Hire Transportation Licensing, Consumer Protection Services, and Film and Entertainment Permitting
- Supports test and production systems using various server database management systems across multiple platforms
- Delivers support services Countywide for the 311 Answer Center and supports and maintains applications for the Communications Department
- Delivers program services for ITD internal productivity applications (ePSR, etc.)
- Delivers Countywide enterprise architecture services (software tools standardization, standard technology model, etc.)

Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure availability of critical systems	Portal availability	OC	↑	99%	99%	99%	99%	99%

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Optimize use of operational resources	IDMS databases supported per database FTE	OP	↔	30	22	28	28	28
	Oracle databases supported per database FTE	OP	↔	40	38	50	50	55
	SQL Server databases supported per database FTE	OP	↔	240	273	260	270	275
	UDB databases supported per database FTE	OP	↔	4	4	4	4	4
	DB2 database tables supported	OP	↔	1,004	1,004	1,004	1,004	1,004

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide continuing IT education	Percentage of time the Innovations Lab is in use	EF	↑	85%	65%	85%	65%	65%

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of nine positions from various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts
- The FY 2016-17 Adopted Budget includes the transfer of one Senior Web Developer position and one Web Developer position to the Communications Department as part of the County's ongoing reorganization efforts
- The FY 2016-17 Adopted Budget includes the addition of two Web Designer 2 positions, one Senior Web Designer position and one Web Designer 1 part-time position from the Communications Department as part of the eGovernment Solutions function reorganization efforts

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: ENTERPRISE DATA CENTER

The Enterprise Data Center is responsible for the 24 X 7 operations, maintenance, and support of the hardware and operating system software that run the County's mainframe and distributed systems computer environments. This Division provides enterprise storage and backup services, mainframe printing services, server and application virtualization services (Private Cloud) and desktop virtualization services.

- Manages all enterprise-class operating system software, including performance tuning and capacity planning
- Operates the Command Center, which monitors production system operations and high-speed printing and provides after-hours call-center support
- Provides systems administration for all enterprise operating systems (AIX, Solaris, UNIX, WINTEL/Linux, VMWare and Citrix) and hardware in support of distributed systems and applications
- Provides mainframe application report printing, delivery and archive services
- Supports desktop virtualization infrastructure, deployment and support services, and provides server and application virtualization services
- Supports the County's "private cloud" infrastructure

Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Optimize use of operational resources	Percentage of effective mainframe capacity utilized	IN	↔	91%	87%	85%	76%	80%
	UNIX/LINUX images supported per full-time equivalent (FTE)	EF	↑	31	30	35	40	40
Ensure availability of critical systems	Production systems availability	OC	↑	99%	99%	99%	99%	99%

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of three positions from various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts

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DIVISION: ENTERPRISE RESOURCE PLANNING

The Enterprise Resource Planning Division delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems.

- Leads the County's Enterprise Resource Planning implementation to support the full HR/recruitment, payroll, financial, budgeting and procurement business processes
- Provides program services for PeopleSoft ERP and Hyperion
- Supports legacy financial and procurement systems (FAMIS & ADPICs)
- Supports legacy human resource and payroll systems
- Supports various County social service and e-Commerce applications

Strategic Objectives - Measures

- GG2-4: Provide customer-friendly human resources services

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Effectively track Enterprise Resource Planning (ERP) activity	Employees on electronic payroll and attendance record (ePARs)*	OC	↑	22,615	24,074	25,448	24,397	24,397

*The department anticipates that ePARs will be fully implemented for all employees by the end of FY 2015-16

DIVISION COMMENTS

- E-Commerce services, an efficient and secure means to pay for County services via the Internet, continues to grow, with over \$1.5 billion in collections annually; the addition of Voice Recognition functionality will augment County services, by introducing payment processing over the telephone
- The Vendor Portal, developed for ISD-Procurement, will enhance County services with the automation of the registration process for Miscellaneous Construction Contracts
- The FY 2016-17 Adopted Budget includes the transfer of six positions to various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts

DIVISION: ENTERPRISE SECURITY

The Enterprise Security Division develops and implements data security policies, manages enterprise security risk, and manages the County's data security infrastructure, remote access, directory services, and mobile messaging.

- Reduces risk exposure present in the County's computer infrastructure by establishing mitigation programs, to include cyber security and business continuity planning
- Provides information security services management including firewalls, intrusion detection and prevention, anti-virus, Domain Name Services (DNS), and Internet proxy infrastructure
- Provides electronic mail (e-mail) and e-mail archiving services for communications within the County and with external entities, agencies, and constituents while protecting against virus attacks and unsolicited commercial e-mail (SPAM)

Strategic Objectives - Measures

- GG3-3: Improve information security

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure security of credit card information	Purchasing Card Industry (PCI) Quarterly Compliance*	OC	↑	100%	100%	100%	75%	100%
Improve e-mail information security	Average number of e-mail messages blocked monthly (spam/virus/filtered content) (in millions)	OP	↔	7.5	6.9	6.9	5.1	5.0

*Recent reports indicated non-compliance in some systems; planned upgrades are scheduled to bring them into compliance

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DIVISION COMMENTS

- Ongoing enhancements address modernization of MDPD and Enterprise (MetroNet) security architecture, prevention, identification and notification of inadvertent and intentional disclosure of sensitive information, improving security for employees accessing County systems while away from the office or from mobile devices, and implementation of encryption for County owned mobile devices

DIVISION: ENTERPRISE SOLUTIONS

The Enterprise Solutions Division is responsible for delivering consolidated enterprise services.

- Implements and maintains program services Countywide for Geographic Information System (GIS), Enterprise Asset Management System (EAMS), Enterprise Sustainability Technology, Business Intelligence Solutions, Electronic Document Management System (EDMS), and the new Electronic Content Management (ECM) system

Strategic Objectives - Measures

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Effectively track Enterprise Asset Management System (EAMS) activity	System users - EAMS	IN	↔	5,375	6,504	6,000	6,600	7,000
	Assets tracked - EAMS (in thousands)	IN	↔	220	326	300	330	350
Effectively track Electronic Document Management System (EDMS) activity	Documents managed - EDMS (in millions)	IN	↔	60	63	70	60	55
	System users - EDMS	IN	↔	7,371	7,686	8,000	7,500	7,000
Effectively track Geographic Information System (GIS) activity	Street segments and address ranges maintained quarterly - GIS	OP	↔	104,350	104,722	104,440	105,250	105,600
	Number of layers maintained in the County's Central Repository (Vector / Imagery)*	OP	↔	N/A	N/A	N/A	1,040	1,100
Effectively track Enterprise Content Management (ECM) activity	Documents managed - ECM (in millions)**	IN	↔	N/A	N/A	N/A	8	12

*The measure above will be tracked beginning in FY 2015-16

**The measure above will be tracked beginning in FY 2015-16

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of eight positions from various divisions to better align services to meet customer needs as part of the Department's ongoing reorganization efforts
- The FY 2016-17 Adopted Budget includes the conversion of two contractors to two Senior Operating Systems Programmer permanent positions for the continued support and enhancements to the EDMS-ECM migration project, saving \$66,000
- The FY 2016-17 Adopted Budget includes the elimination of a vacant Computer Services Manager position to better align the manager to employee ratio in the Department (\$189,000)

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DIVISION: FIELD SERVICES

The Field Services Division is responsible for engineering, services for the integration of voice and data solutions, enterprise management and maintenance services to support the County's data, voice, and wireless point-to-point and broadband, private wired line, and telecommunications equipment infrastructure, encompassing personal computing devices and auxiliary peripheral devices.

- Provides telecommunications design and engineering services for new facilities, and updates to existing facilities, including network solutions services for the integration of voice and data solutions
- Provides infrastructure cabling services for data, voice, video and cable TV
- Provides installation and setup of new telecommunication equipment including network, video, telephone systems and devices, personal computing, wireless and print devices, mainframe terminals, and auxiliary peripheral devices; delivers equipment maintenance and support services
- Provides support 24 X 7 for the 911 and 311 call centers
- Manages a carrier class core fiber optic network, as well as the routed and switched network configuration, connecting over 600 sites to MetroNet
- Provides carrier-class wireless point-to-point, point-to-multipoint, fixed outdoor or mobile Broadband, and Wi-Fi/WiMax services

Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Efficiently respond to equipment repair requests	Percentage of computer equipment repairs completed within 48 hours	EF	↑	92%	94%	92%	93%	93%
	Percentage of telephone equipment repairs completed within 48 hours	EF	↑	92%	92%	92%	93%	93%

- GG6-1: Reduce County government's greenhouse gas emissions and resource consumption

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure Completion of Energy Efficiency Initiatives	Percentage of participation in County-wide "Power IT Down" initiative	OC	↑	50%	59%	60%	50%	50%
	Percentage of new computer equipment purchased that meets Energy Star Standards	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the continued expansion of the Enterprise CISCO Voice over IP system to CAHSD, MDPD remote sites, REG Court House, and Lawson E. Thomas Courthouse Center
- The FY 2016-17 Adopted Budget includes the transfer of ten positions to various divisions to better align County services under the Enterprise Video Management system to meet customer needs as part of the Department's ongoing reorganization efforts
- The FY 2016-17 Adopted Budget includes the conversion of one part-time Computer Technician 2 position to a full-time position to better align services and meet customer needs as part of the Department's ongoing reorganization efforts

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DIVISION: RADIO COMMUNICATIONS SERVICES

The Radio Communications Services Division is responsible for providing local and regional public safety first responders and County departments with efficient, reliable, and secured radio communications services and solutions.

- Develops strategic direction of the County's 700/800 MHz radio communication systems
- Provides 24 X 7 support of the radio infrastructure
- Provides repair and installation of vehicle emergency lighting and mobile communications equipment
- Coordinates interoperability plans in the Southeast Florida region
- Coordinates communications talkgroups
- Provides radio engineering and design services

Strategic Objectives - Measures

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure availability of critical systems	Cost of portable radio unit repair*	EF	↓	\$198	\$115	\$135	\$135	\$145

*Targets represent industry provider cost

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Ensure availability of critical systems	Percentage of vehicle installations completed on time	EF	↑	95%	95%	95%	95%	95%

DIVISION COMMENTS

- The P25 radio infrastructure for the 800 MHz Radio Communications network, a strategic regional capability for first responders, is operational and over 28,000 radios are using the new system
- The FY 2016-17 Adopted Budget includes the transfer of one IT Purchasing Specialist position to the Operational Support Services Division for the support and centralization of procurement and contract consolidation activities

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DIVISION: SHARED SERVICES

The Shared Services Division provides customer support for Countywide telephone services, maintains internal work order and billing systems, identifies shared services opportunities, and performs the business relationship management function for information technology in Miami Dade County.

- Serves as the point of contact for County agencies for ITD services, leveraging opportunities for enterprise solutions, and coordinates service delivery and measures performance according to established benchmarks and metrics
- Processes and coordinates requests for changes in telephone services such as connections/disconnections and moves including landlines and wireless devices
- Maintains the inventory of all circuits, lines, telephone sets, wireless devices, and peripherals and reviews usage for all wireless devices and performs periodic checks to ensure contract rate compliance
- Develops and maintains IT Memoranda of Understanding (MOUs) with different agencies, establishing service levels and their associated cost; promotes the continuous improvement of service quality and customer satisfaction

Strategic Objectives - Measures

- GG3-1: Ensure available and reliable systems

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Efficiently respond to service requests	Percentage of telephone service requests assigned within one business day from the time received	EF	↑	95%	95%	95%	95%	95%

DIVISION COMMENTS

- During FY 2015-16, the migration of land lines and CATV system of record to the new Pinnacle system will retire several legacy systems and will introduce process improvements and efficiencies
- In FY 2016-17, ITD will expand the business relationship management function to continue monitoring business-IT engagements, taking advantages of economies of scale and leveraging existing and future investments
- The FY 2016-17 Adopted Budget includes the transfer of one IT Business Relationship Manager position and one Systems Analyst Programmer position from various divisions to enhance the business relationship management function of the Department

DIVISION: COUNTY SERVICES

The County Services Division provides multi-platform countywide automated systems for administrative, legislative, environmental, public works, waste management, Seaport and transportation operations. It also provides centralized services and support to County Departments through the IT Service Center.

- Supports traffic signal operations and congestion management systems
- Maintains waste collection, transfer, recycling and disposal service and management systems
- Provides 24 x 7 multi-platform technology capabilities and support for critical and real-time systems in transportation, traffic and congestion management, public works, and other application capabilities
- Serves the County with IT service delivery through first call resolution and incident/service request management

Strategic Objectives - Measures

- GG3-2: Effectively deploy technology solutions

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve Customer Service	IT Service Center First Contact Resolution	OP	↑	N/A	N/A	65%	65%	75%
	ITD Customer Satisfaction Level based on survey per service request completed	OP	↑	N/A	N/A	95%	97%	95%

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DIVISION COMMENTS

- During FY 2015-16, the Department executed several real-time system and mobility initiatives including the Transit Bus Tracker system, creating a “state of the art” intelligent transportation real-time vehicle management system; a web-based mobility dashboard to provide residents, businesses and visitors with real-time information on traffic congestion, road closures, incidents and signal problems; the Transit Watch mobile application “Report What You See”, which allows Transit riders to report safety and security concerns via a mobile device; and the Pay by Phone application, which allows Transit Riders to pay for daily and/or monthly parking via mobile devices
- The FY 2016-17 Adopted Budget includes the transfer of eight positions from various divisions as part of the initial effort to consolidate IT functions and services under a centralized model
- The FY 2016-17 Adopted Budget includes the conversion of two contractors to two Senior Systems Analyst Programmer permanent positions for the continued support of the Department of Transportation and Public Works (DTPW) applications; this conversion resulted in a \$85,000 savings to DTPW
- *The FY 2016-17 Adopted Budget includes the elimination of one vacant System Support Manager position to better align the manager to employee ratio in the Department and one vacant part-time Computer Technician 2 position (\$224,000)*
- In FY 2015-16, ITD continued to work with various County departments including the Library and the Public Housing and Community Development Department (PHCD) to streamline County IT functions; as of the end of FY 2015-16, 14 resources from Library and seven resources from PHCD have transferred to ITD as part of the continuous effort to consolidate IT functions and services under a centralized model; this on-going effort will produce operational efficiencies, provide for expanded capabilities, improve continuity of operations, and allow for better collaboration and information sharing

ADDITIONAL INFORMATION

- ITD's FY 2016-17 Adopted Budget includes a \$2.182 million pass-through transfer to the Finance Department and \$513,000 to the Office of Management and Budget from the IT Funding Model

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one Database Administrator position to support the database management legacy system - IDMS	\$0	\$125	1
Fund a Software Audit Compliance Security Officer position to support enhancements to the County's Enterprise Software Licensing management and audit function	\$0	\$117	1
Total	\$0	\$242	2

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
ITD Operating Revenue	0	1,459	864	1,064	219	0	0	0	3,606
Total:	46,000	1,459	864	1,064	219	0	0	0	49,606
Expenditures									
Strategic Area: GG									
Chief Technology Office Projects	11,716	11,716	11,716	10,852	0	0	0	0	46,000
Infrastructure Improvements	0	1,459	864	1,064	219	0	0	0	3,606
Total:	11,716	13,175	12,580	11,916	219	0	0	0	49,606

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- ITD's FY 2016-17 Adopted Budget and Multi-Year Capital Plan includes a \$1.556 million transfer to the Capital Outlay Reserve (COR) to fund debt service for the Cyber Security project

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FUNDED CAPITAL PROJECTS

(dollars in thousands)

FULL ENTERPRISE RESOURCE PLANNING IMPLEMENTATION

PROJECT #: 1682480

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

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



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Asset Series 2013A Bonds	46,000	0	0	0	0	0	0	0	46,000
TOTAL REVENUES:	46,000	0	0	0	0	0	0	0	46,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Technology Hardware/Software	11,716	11,716	11,716	10,852	0	0	0	0	46,000
TOTAL EXPENDITURES:	11,716	11,716	11,716	10,852	0	0	0	0	46,000

DEPLOYMENT OF 800 MHZ PUBLIC SAFETY RADIO SITES

PROJECT #: 1687880

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

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



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
ITD Operating Revenue	0	1,459	864	1,064	219	0	0	0	3,606
TOTAL REVENUES:	0	1,459	864	1,064	219	0	0	0	3,606
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Technology Hardware/Software	0	1,459	864	1,064	219	0	0	0	3,606
TOTAL EXPENDITURES:	0	1,459	864	1,064	219	0	0	0	3,606

UNFUNDED CAPITAL PROJECTS

PROJECT NAME
EXADATA SERVER

LOCATION
5680 SW 87 Ave

(dollars in thousands)
ESTIMATED PROJECT COST
1,868

UNFUNDED TOTAL

1,868

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Inspector General

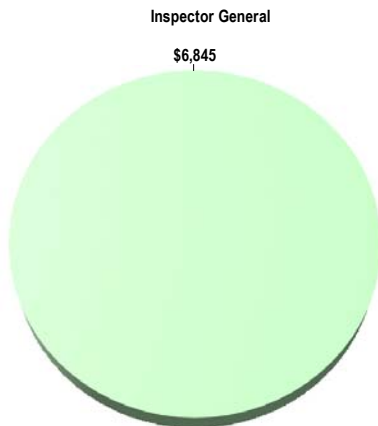
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste, and abuse of power in County projects, programs, and contracts. The Office was created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government. The BCC determined that oversight of such a large and diverse government required the OIG to be independent and autonomous, so that it could carry out its goals without political interference.

As part of the General Government strategic area, the OIG routinely reviews and evaluates proposals, contracts, and programs for a range of management criteria. The OIG also investigates a variety of cases, including contractors doing business with and/or receiving funds from the County and cases of employee and official misconduct.

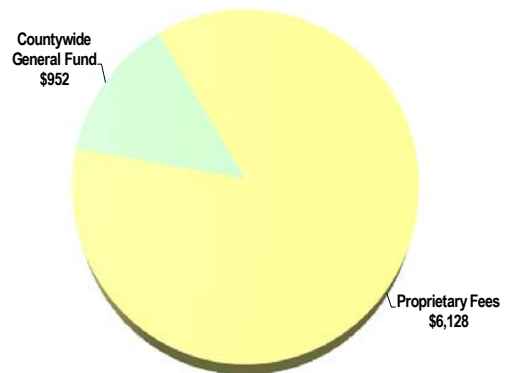
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities, and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials, and vendors and contractors doing business with the County. The OIG has been designated a criminal justice agency by the Federal Bureau of Investigation and is accredited by the Commission for Florida Law Enforcement Accreditation based upon statewide standards for Offices of Inspectors General.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

INSPECTOR GENERAL

- Provides oversight to Miami-Dade County operations by investigating, auditing, and reviewing County programs, projects, and contracts to detect and prevent fraud, mismanagement, waste, and abuse; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes or makes referrals where necessary; communicates the Office's accomplishments through report distribution, website communications, and public awareness initiatives

FY 15-16
38

FY 16-17
38

The FY 2016-17 total number of full-time equivalent positions is 38

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	1,969	1,807	1,510	952
Carryover	437	2,278	938	2,053
Departmental Oversight (MOUs)	759	790	860	1,100
Fees and Charges	2,848	2,880	2,725	2,975
Interest Earnings	2	4	0	0
Miscellaneous Revenues	13	55	0	0
Total Revenues	6,028	7,814	6,033	7,080
Operating Expenditures				
Summary				
Salary	3,274	3,606	4,367	4,566
Fringe Benefits	733	927	1,122	1,227
Court Costs	0	0	2	2
Contractual Services	2	1	6	6
Other Operating	348	370	482	326
Charges for County Services	17	33	36	700
Capital	8	0	18	18
Total Operating Expenditures	4,382	4,937	6,033	6,845
Non-Operating Expenditures				
Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	235
Total Non-Operating Expenditures	0	0	0	235

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Inspector General	6,033	6,845	38	38
Total Operating Expenditures	6,033	6,845	38	38

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	0	0	0	2	0
Fuel	4	2	5	0	0
Overtime	0	0	0	0	0
Rent	212	212	265	218	90
Security Services	2	2	2	3	3
Temporary Services	0	0	0	0	0
Travel and Registration	10	14	20	33	30
Utilities	9	9	15	10	13

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: INSPECTOR GENERAL

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

- Investigates, audits and inspects programs, projects, and contracts to detect and prevent fraud, mismanagement, waste and abuse
- Publicly reports findings and initiates or makes civil, administrative, and criminal referrals where necessary
- Communicates the Office's accomplishments through report distribution, website communication, and public awareness initiatives

Strategic Objectives - Measures

- GG1-3: Foster a positive image of County government

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Continue to provide the public with access to register their concerns via the OIG website and "Fraud Hotline"	Written complaints received	OC	↓	95	132	111	96	120
	Complaints received via the OIG's website	OC	↓	159	145	185	155	170
	Complaints received via the OIG's hotline	OC	↓	90	96	96	101	105
Increase the public's awareness of the OIG's findings by providing easy access to reports and information distributed by the OIG via the Internet	Contracts/programs audited and reviewed	OP	↑	31	32	20	25	22
	Reports issued	OP	↔	15	8	15	12	15
	Advisory memoranda issued	OP	↔	10	18	15	12	16

ADDITIONAL INFORMATION

- The FY 2016-17 Adopted Budget and Multi-Year Capital Plan includes charges of one quarter of one percent to certain procurement and construction contracts (\$2.975 million), as well as additional reimbursements of \$1.1 million for audits and investigative work performed for Aviation (\$500,000), Water and Sewer (\$200,000), Solid Waste Management (\$50,000), Transit (\$150,000) and the Miami-Dade County School Board (\$200,000)
- In FY 2016-17, the OIG will continue its oversight of two major capital improvements programs: the Public Health Trust's Miracle-Building Bond Program and the Water and Sewer Department's massive infrastructure program, which includes Federal Consent Decree priority projects, compliance with State of Florida Ocean Outfall legislation, and various Pump Station Improvement projects
- In FY 2016-17, the OIG will continue its Countywide outreach effort, combining both live training sessions and video tutorials, to educate employees on the various legal protections afforded to them, including confidentiality and protection from retaliation, when they report incidents of fraud, waste and abuse to the OIG
- In FY 2016-17, the OIG will complete its review of the Animal Services Department's operational procedures for the sheltering of animals; this review was initiated based on several complaints received by the OIG
- The OIG will continue to monitor and comment, as necessary, on proposed grant awards from the County's Economic Development Fund (General Obligation Bond proceeds, Projects 124 and 320); in FY 2015-16 the OIG provided recommendations to the Board of County Commissioners (BCC) on two proposed grant awards aimed at tightening accountability measures for grant compliance; the recommendations were adopted by the BCC and will be applied to prospective agreements subject to BCC approval
- In FY 2015-16, the OIG published Part 1 of the OIG's audit of airport permittees (businesses that conduct commercial activities on airport premises and pay the County a fee for the privilege); the report contained ten recommendations and management has responded positively to all of them; Part 2 of the audit is currently underway and we expect to conclude this audit by the end of FY 2016-17
- In FY 2015-16, OIG investigations resulted in the arrest and prosecution of several former employees for crimes involving theft of public funds and abuse of their positions for financial gain; working with the Miami-Dade State Attorney's Office, these cases were successfully resolved to include, as part of any sentence, the repayment of restitution to the County

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

- During FY 2015-16, the OIG underwent its third tri-annual accreditation review and was successfully re-accredited by the Florida Commission on Law Enforcement Accreditation—the body that establishes inspector general standards for the State of Florida—in June 2016; in addition, in FY 2015-16, the OIG underwent a peer review by the Association of Inspectors General, a national inspector general peer network that reviews office operations in accordance with the Principles and Standards for Offices of Inspector General; the OIG was found to be operating in compliance with those standards

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Internal Services

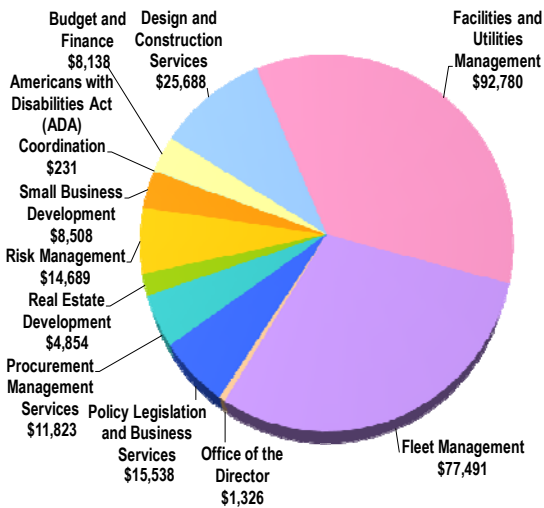
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

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

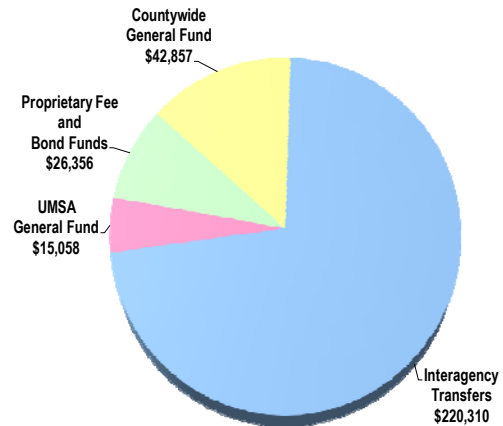
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations, the Commission on Disability Issues (CODI), and Miami-Dade County residents and visitors.

FY 2016-17 Adopted Budget

Expenditures by Activity
(dollars in thousands)

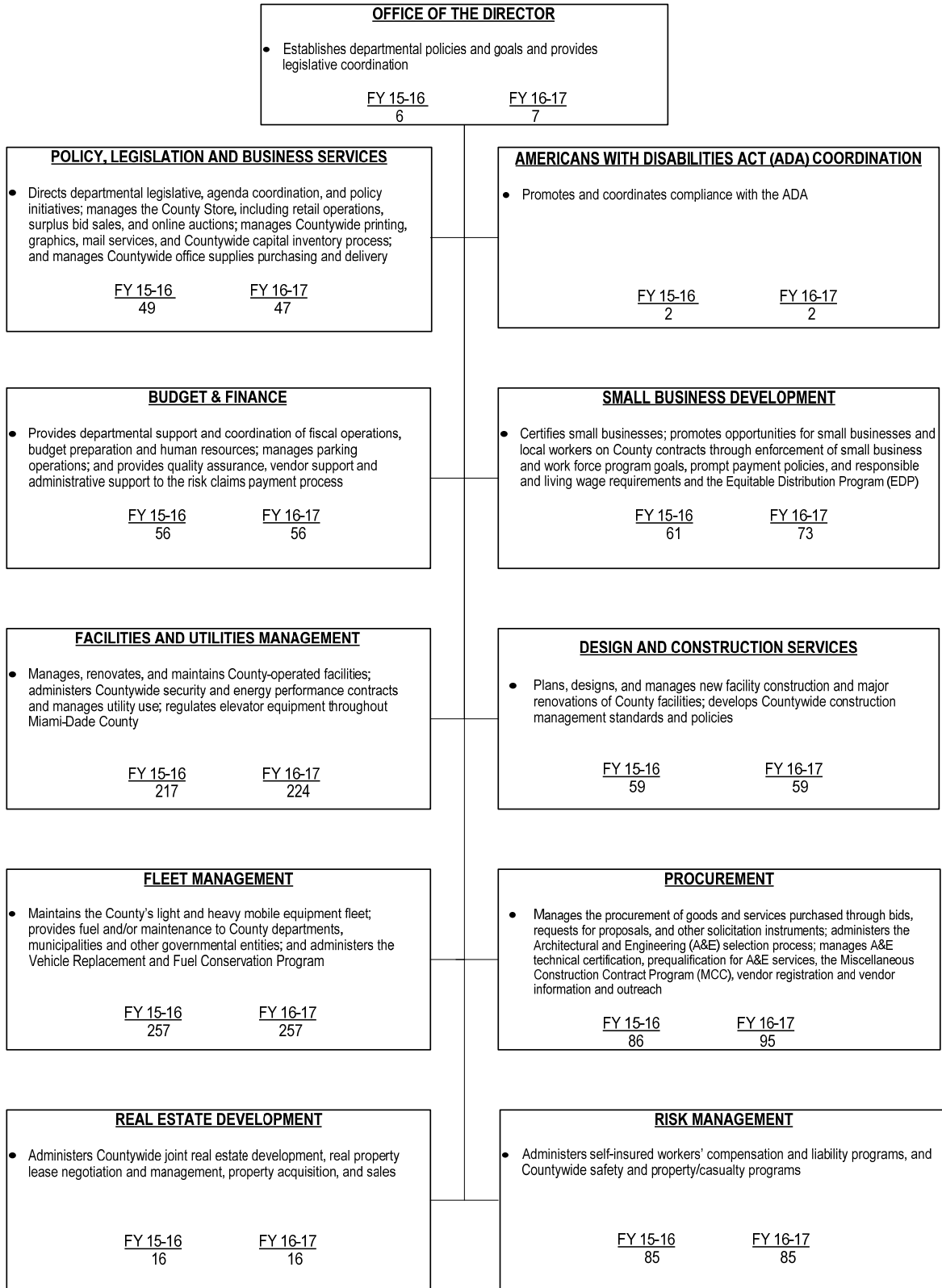


Revenues by Source
(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 945 FTEs

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	36,821	42,791	42,700	42,857
General Fund UMSA	12,852	14,947	15,003	15,058
Carryover	66,356	48,141	32,838	14,727
External Fees	1,245	1,320	908	908
Fees for Services	8	0	0	0
Interest Income	29	38	22	5
Municipal Fines	214	200	216	216
User Access Program Fees	13,026	12,819	10,000	10,500
Fees and Charges	0	3,126	0	4,467
Interagency Transfers	1,117	1,602	2,241	3,291
Internal Service Charges	205,169	190,129	225,996	207,104
Miscellaneous Revenues	0	73	0	55
Other Revenues	3,598	4,823	4,826	5,393
Total Revenues	340,435	320,009	334,750	304,581
Operating Expenditures Summary				
Salary	54,277	57,343	63,551	66,948
Fringe Benefits	15,810	16,584	19,980	22,866
Court Costs	3	2	7	6
Contractual Services	39,516	40,491	48,865	49,543
Other Operating	87,923	72,557	82,428	73,932
Charges for County Services	32,838	33,189	52,572	46,525
Grants to Outside Organizations	0	0	0	0
Capital	9,152	8,311	15,692	1,246
Total Operating Expenditures	239,519	228,477	283,095	261,066
Non-Operating Expenditures Summary				
Transfers	1,877	2,274	373	4,418
Distribution of Funds In Trust	24	605	922	471
Debt Service	46,902	43,572	40,632	33,247
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	9,728	5,379
Total Non-Operating Expenditures	48,803	46,451	51,655	43,515

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Office of the Director	1,289	1,326	6	7
Policy Legislation and Business Services	17,269	15,538	49	47
Americans with Disabilities Act (ADA) Coordination	208	231	2	2
Budget and Finance	8,947	8,138	56	56
Small Business Development	6,187	8,508	61	73
Design and Construction Services	26,442	25,688	59	59
Facilities and Utilities Management	94,442	92,780	217	224
Fleet Management	98,689	77,491	257	257
Procurement Management Services	10,782	11,823	86	95
Real Estate Development	4,651	4,854	16	16
Risk Management	14,189	14,689	85	85
Total Operating Expenditures	283,095	261,066	894	921

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	55	72	68	90	69
Fuel	36,779	24,601	28,821	20,354	21,796
Overtime	2,004	2,283	2,173	2,257	1,811
Rent	8,824	8,524	9,275	8,769	9,055
Security Services	16,616	16,825	21,676	18,432	21,836
Temporary Services	893	1,289	1,303	773	1,043
Travel and Registration	17	36	111	67	176
Utilities	12,372	14,479	15,016	11,740	14,738

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

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

- Establishes overall vision and policy for the Department
- Sets performance targets and budget priorities

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes the transfer of one Executive Secretary position from Facilities and Utilities Management Division as part of the Department's reorganization efforts

DIVISION: POLICY LEGISLATION AND BUSINESS SERVICES

Manages departmental agenda coordination, legislation, and policy matters; manages the County Store and disposition of surplus property; oversees the capital inventory process and fixed assets; and provides Countywide printing, graphics, and mail services.

Strategic Objectives - Measures

- GG5-1: Acquire "best value" goods and services in a timely manner

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide quality business services	Percentage of customers satisfied with business, graphics, and printing services	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- *The FY 2016-17 Adopted Budget includes the transfer of two Graphics Designer positions from the Print Shop Unit to the Communications Department (\$192,000)*

DIVISION: AMERICANS WITH DISABILITIES ACT (ADA) COORDINATION

The ADA Coordinator promotes and coordinates compliance with the ADA, a federal civil rights law.

- Ensures that all County services and programs are accessible to people with disabilities
- Shapes policy to assure compliance with federal civil rights requirements, and improves service to people with disabilities
- Develops and conducts ADA compliance and disability training, and provides staff support for the Commission on Disability Issues (CODI)
- Administers disabled permit parking fines and distributes to municipalities
- Provides oversight of the County's barrier removal capital projects, and technical training to capital department staff

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: BUDGET AND FINANCE

The Budget and Finance Division provides departmental support services; and manages fiscal operations, budget preparation, parking operations, and the risk claims payment process

- Performs accounts payable and receivable, budget coordination, and financial reporting functions
- Formulates and manages departmental business plan and performance measures
- Provides human resources support and coordination
- 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
- Provides quality assurance, vendor, and administrative support to the risk claims payment process
- Processes the County's self-insurance fund payments

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Efficiently manage administrative, budget, and personnel functions	Percentage of invoices paid within 30 calendar days of receipt	EF	↑	76%	84%	85%	85%	85%

DIVISION: SMALL BUSINESS DEVELOPMENT

The Small Business Development Division is responsible for the administration of the County's Small Business Programs, Federal Disadvantaged Business Enterprise Program, Responsible and Living Wage Programs, Miscellaneous Construction Contracts Program, and other contract services on behalf of the County.

- Certifies small businesses as Community Business Enterprises (CBE), Community Small Business Enterprises (CSBE), Local Disadvantaged Businesses (LDB), Micro/Small Business Enterprises (Micro/SBE), and Disadvantaged Business Enterprises (DBE)
- 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
- Provides assistance related to prompt payment issues between departments and small businesses' primes and subcontractors
- Coordinates the update and dissemination of trade union wage schedules for all County-funded construction projects
- Establishes Selection Committees for the evaluation of County procurement
- 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

- ED4-2: Create a business friendly environment

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase the number of small businesses for optimal participation	Total Certified Small and Disadvantaged Businesses	OC	↑	1,551	1,580	1,750	1,669	1,805

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

<ul style="list-style-type: none"> ED4-3: Expand opportunities for small businesses to compete for County contracts 								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase participation of small businesses in County contracts	Percentage of County contract expenditures with small business goals*	OC	↑	9.2%	13.7%	10%	12.1%	15%
	Percentage of completed projects where small business opportunities were achieved	OP	↑	100%	100%	100%	99.6%	100%

*The FY 2014-15 Actual reflects an increase in the number of projects eligible for placement of small business goals

<ul style="list-style-type: none"> ED5-1: Provide adequate public infrastructure that is supportive of new and existing businesses 								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Increase usage of the Equitable Distribution Program (EDP)	Average calendar days to process EDP Professional Service Agreements	EF	↓	17	7	8	8	8
	Number of EDP requests for consulting services received	IN	↔	173	205	160	230	250

DIVISION COMMENTS

- In FY 2015-16, one Capital Improvement Project Analyst position and one Clerk IV position were transferred from Procurement Management Division to manage and administer the Equitable Distribution Program
- In FY 2015-16, the Department added five overage positions: one SBD Capital Improvement Project Specialist, one SBD Contract Compliance Officer 1, two Contract Compliance Officer 1, and one Contract Compliance Officer 2 to assist with Jackson Health projects (\$309,000)
- The FY 2016-17 Adopted Budget includes the addition of five positions: one SBD Capital Improvement Project Specialist and one Administrative Officer 3 to assist with Water and Sewer Department projects; and one Engineer 2, one Contract Certification Specialist 1 and one Contract Certification Specialist 2 to assist the Disadvantaged Business Enterprise program (\$338,000)
- The FY 2016-17 Adopted Budget includes \$250,000 to support expanded services for small businesses in the community to be provided by the Small Business Development Center (SBDC) at Florida International University

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: DESIGN AND CONSTRUCTION SERVICES

The Design and Construction Services Division provides design, construction, space-planning, and renovation services.

- Plans, designs, and manages new facility construction and major renovations of County facilities
- Designs and reconfigures interior office space, coordinates departmental relocations; and manages the County's Stacking Plan, a comprehensive plan of departmental locations
- Provides construction management and administration for major construction projects countywide
- Manages daily work orders from County departments requesting architectural, engineering or construction management
- Designs, fabricates, and installs facility signage

Strategic Objectives - Measures

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide architectural design and construction services to County departments	Average daily work orders and service tickets assigned per project manager	EF	↑	20	25	25	25	19
	Average quarterly on-going capital projects*	OP	↔	3,128	4,600	4,100	3,339	3,285

* The FY 2015-16 Actual and FY 2016-17 Target decreased to reflect the actual number of open projects after reconciliation of completed legacy projects

DIVISION: FACILITIES AND UTILITIES MANAGEMENT

The Facilities and Utilities Management Division manages and maintains County operated facilities.

- Manages and maintains facilities totaling more than six million square feet of office, data center, court, warehouse, and other space
- Administers Countywide security and alarm installation contracts, as well as daily monitoring of alarm accounts and CCTV systems
- Regulates public and private elevator equipment throughout Miami-Dade County (except the cities of Miami and Miami Beach) and oversees elevator maintenance contracts Countywide
- Administers the County's Energy Performance Contracting Program; works in close collaboration with other agencies on Countywide sustainability initiatives
- 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 County-operated facilities

Strategic Objectives - Measures

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide efficient facility maintenance services	Total operating expenses per square foot*	EF	↓	\$7.25	\$8.81	\$8.81	\$9.00	\$9.00

*Budget and Target numbers are based upon industry standards using the Building Owners and Managers Association (BOMA) expense amounts

- NI4-1: Ensure buildings are safer

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide timely and reliable elevator inspection services	Percentage of regulated elevators with valid current Certificates of Operation	OC	↑	89%	86%	91%	90%	92%

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- In FY 2015-16, after a comprehensive review of part-time positions, the Department identified eight positions to be converted to full-time positions based on the Department's ongoing operational needs
- The FY 2016-17 Adopted Budget includes the transfer of one Executive Secretary position to the Office of the Director as part of the Department's reorganization efforts
- In FY 2016-17, the Department will continue the County's commitment to provide the Greater Miami Service Corps assorted lawn maintenance and other facilities upkeep projects (\$50,000)

DIVISION: FLEET MANAGEMENT

The Fleet Management Division provides fleet maintenance and replacement services.

- Maintains the County's light and heavy mobile equipment fleet
- 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
- Administers the Vehicle Replacement and Fuel Conservation Programs
- Coordinates the rental of mobile equipment
- Manages the County's automotive contracts used for the acquisition of parts, commodities, fuel, and related vehicle services

Strategic Objectives - Measures

- GG5-2: Provide well maintained, accessible facilities and assets

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide well maintained County vehicles	Percentage of selected heavy equipment repairs that surpass industry standards	OC	↑	84%	91%	85%	79%	90%
	Percentage of selected light equipment repairs that surpass industry standards	OC	↑	68%	66%	72%	76%	72%

* Information is based on comparing in-house repair times vs. industry standards

DIVISION COMMENTS

- ☛ In February 2016, the new Fleet Management software system, Asset Works M5, was successfully implemented; the system removed a manual and paper intensive maintenance tracking process and replaced it with a real-time web based fleet management software solution
- The Division is developing a training program to recruit and hire technicians from trade schools to fill vacancies experienced due to the retirement of tenured personnel and an overall industry shortage
- ☛ In FY 2016-17, the County will no longer use the fleet replacement trust fund for the purchase of vehicles; the Division, along with the Finance Department and the Office of Management and Budget will be working with departments to determine the most efficient method of funding vehicle purchases and preparing vehicle replacement schedules

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DIVISION: PROCUREMENT MANAGEMENT SERVICES

The Procurement Management Services Division manages the procurement of goods and services purchased through bids, requests for proposals, and other solicitation instruments; administers the Architectural & Engineering selection process.

- Conducts market research to achieve best value contracts
- Develops and processes competitive and non-competitive solicitations using a variety of methods and best practices
- Coordinates vendor enrollment and vendor registration
- Advertises solicitations for Invitations to Bid (ITB), Requests for Proposals (RFP), and Architectural and Engineering (A&E)
- Recommends appropriate corrective action to promote competition where artificial barriers exist or where policy, process, or procedures impede competition
- Provides outreach and customer service to vendors and other County departments

Strategic Objectives - Measures

- GG5-1: Acquire "best value" goods and services in a timely manner

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Reduce processing times for bids and RFPs; promote full and open competition	Number of Active Contracts	IN	↔	1,176	913	1,050	1,219	1,050
Streamline the A&E selection process	Average calendar days to complete A&E selection process	EF	↓	191	203	180	188	180

DIVISION COMMENTS

- In FY 2015-16, one Capital Improvement Project Analyst position and one Clerk IV position were transferred to Small Business Development Division to manage and administer the Equitable Distribution Program
- The FY 2016-17 Adopted Budget includes the addition of six Procurement Contracting Officer 3 positions to negotiate contracts for a wide range of products and services which require considerable independent judgment and technical expertise
- The FY 2016-17 Adopted Budget includes a transfer of \$2.113 million in User Access Program (UAP) revenue to support procurement-related functions in the Small Business Development Division
- The FY 2016-17 Adopted Budget includes the addition of one Administrative Officer 2 position and one A&E Selection Coordinator to expedite high priority design procurements (\$120,000)
- The FY 2016-17 Adopted Budget includes the addition of three positions: one ERP Business Analyst 2, one ERP Business Analyst 3 and one ERP Division Director to address the requirements associated with the purchasing of business processes in the implementation of the Enterprise Resource Program (ERP) (\$367,000)

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DIVISION: REAL ESTATE DEVELOPMENT

The Real Estate Development Division administers Countywide real estate activities.

- Administers Countywide joint real estate development, real property lease negotiation and management, and real property acquisition and disposal
- Manages the County's Building Better Communities General Obligation Bond program Affordable Housing projects

Strategic Objectives - Measures

- GG5-3: Utilize assets efficiently

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Manage real estate transactions	Value of surplus property sold (in thousands)*	OC	↑	\$1,491	\$1,758	\$5,400	\$4,906	\$1,600
	Number of GOB affordable housing units placed in service	OP	↔	432	346	305	410	99

* The FY 2015-16 Actual includes an anticipated one time land sale of \$4.4 million which was delayed from FY 2014-15

DIVISION: RISK MANAGEMENT

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

- Administers the County's self-insured workers' compensation and self-insured liability programs
- Procures and administers property casualty programs; determines and monitors insurance requirements
- Administers Safety and Loss Prevention program

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve general liability claims management process	Subrogation collections (in thousands)*	OP	↔	\$1,849	\$2,922	\$1,900	\$2,185	\$1,900

* The FY 2014-15 Actual increased due to an unanticipated one time recovery

DIVISION COMMENTS

- In FY 2016-17, the Risk Management Division will continue to fund four positions in the Department of Transportation and Public Works (DTPW); these four positions will help maintain safety in regard to the traffic lights and signage system to minimize the County's risk exposure from system malfunctions (\$382,000)
- In FY 2016-17, Risk Management will continue to reimburse the County Attorney's Office for legal support in workers' compensation and tort cases (\$3.8 million)
- In FY 2016-17, the Division anticipates beginning the implementation of a turn-key Comprehensive Claims Management System (CMS); CMS is expected to provide organizational data centralization and accuracy, improve reporting capabilities to the State of Florida Department of Financial Services, and provide overall improvements in claims handling
- In FY 2016-17, it is anticipated that the County will have a \$1.4 million decrease in Premium costs to the County's Master Property Program, as a result of a "soft market" and no reported claim history

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Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund one Personnel Specialist 2 position to provide guidance and assistance to the Division Directors with disciplinary actions and processes, coordinate disciplinary hearings, and track professional certifications and licenses of ISD employees	\$4	\$43	1
Fund one Human Resources Chief position to lead the Department's Personnel Section	\$4	\$82	1
Fund one Personnel Specialist 3 position to oversee benefits, payroll and leave, monitor worker's comp cases, and supervise the personnel technicians; this position will also manage documentation related to the Family Medical Leave Act, outside employment, and leave of absence processes, safe driving awards, and other programs	\$4	\$62	1
Fund one Personnel Technician position to assist with processing and maintaining ePARs, performance evaluations, benefits, and leave issues	\$3	\$40	1
Fund one Accountant 1 position to be responsible for aggressively pursuing the collection of accounts older than 30 days; and for documenting collection efforts in the A/R System and Accounting files, including documenting efforts to resolve billing disputes	\$3	\$50	1
Fund one Buyer position, one Administrative Officer 3 position and one Account Clerk position to enhance the administration function and improve the delivery of service of the Fleet Management Division	\$0	\$204	3
Fund three Procurement Contracting Officer 1 positions and four Procurement Contracting Officer 2 positions to handle the analysis, development, review and award of complex, high value procurements while ensuring compliance with local, state and federal guidelines, purchasing, and P3 Initiatives	\$30	\$576	7
Fund one Procurement Analyst position to provide quality reviews of procurement items submitted for approval by the Board County Commissioners, including contract awards, modifications and rejections	\$4	\$79	1
Fund one Building Maintenance Supervisor position to assist the Building Manager in charge of the Preventive Maintenance and Repair Team; this unit has ten full-time maintenance mechanics, six part-time maintenance mechanics assigned to maintain projects on various shifts, and 20 temporary employees assigned to specific projects that will continue over the next two or more years	\$4	\$50	1
Fund janitorial support for the facility management function; this funding will provide for project type work such as exterior window washing, additional carpet cleaning to improve indoor air quality, and greater frequency of maintenance in all buildings	\$0	\$200	0
Fund landscaping support for the facility management function; this funding will restore the service levels from 13 cycles to 26 cycles, in line with industry standards	\$0	\$120	0
Fund training and development for the facility management function; this enhancement will provide training to certify staff in various areas related to building management and maintenance, including certifying employees as Infrared Technicians in various levels of infrared technologies, Security Systems Certifications, and certifications in use of safety and other equipment	\$0	\$25	0
Fund security enhancement to monitor SPCC building area after 5:00 PM on weeknights and early morning hours, including specific hours on the weekends to assist in deterring criminal activities around the SPCC campus; this will enhance the safety of employees and visitors attending late commission and other meetings at the government center	\$0	\$100	0
Total	\$56	\$1,631	17

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FUTURE	TOTAL
Revenue									
BBC GOB Series 2011A	22,492	0	0	0	0	0	0	0	22,492
FUMD Work Order Fund	590	1,700	0	0	0	0	0	0	2,290
BBC GOB Financing	21,221	19,907	27,397	7,392	4,833	350	0	8,100	89,200
BBC GOB Series 2008B	1,106	0	0	0	0	0	0	0	1,106
Capital Asset Series 2010 Bonds	69,877	0	0	0	0	0	0	0	69,877
Comm. Dev. Block Grant	541	120	0	0	0	0	0	0	661
Department Operating Revenue	320	0	0	0	0	0	0	0	320
BBC GOB Series 2008B-1	3,489	0	0	0	0	0	0	0	3,489
BBC GOB Series 2013A	8,759	0	0	0	0	0	0	0	8,759
Capital Outlay Reserve	0	250	0	0	0	0	0	0	250
BBC GOB Series 2005A	1,077	0	0	0	0	0	0	0	1,077
ISD Operating Revenue	6,777	2,344	250	0	0	0	0	150	9,521
BBC GOB Series 2014A	17,310	0	0	0	0	0	0	0	17,310
Capital Asset Series 2007 Bond Proceeds	43,643	0	0	0	0	0	0	0	43,643
FEMA Hazard Mitigation Grant	442	0	0	0	0	0	0	0	442
Total:	197,644	24,321	27,647	7,392	4,833	350	0	8,250	270,437
Expenditures									
Strategic Area: PS									
Computer and Systems Automation	0	0	0	0	0	0	0	600	600
Facility Improvements	3,349	794	0	0	0	0	0	0	4,143
Strategic Area: RC									
Facility Improvements	20	1,250	1,195	0	0	0	0	0	2,465
Strategic Area: NI									
Infrastructure Improvements	541	120	0	0	0	0	0	0	661
Strategic Area: HH									
New Affordable Housing Units	55,236	10,804	19,394	0	0	0	0	0	85,434
Strategic Area: ED									
Community Development Projects	168	1,252	3,709	3,221	0	0	0	0	8,350
Strategic Area: GG									
ADA Accessibility Improvements	3,679	617	2,385	1,618	0	0	0	0	8,299
Computer and Systems Automation	250	1,000	250	0	0	0	0	0	1,500
Facility Improvements	12,487	3,372	500	300	300	350	0	0	17,309
Fleet Improvements	6,527	1,194	0	0	0	0	0	0	7,721
Infrastructure Improvements	0	150	0	0	0	0	0	150	300
New Facilities	107,276	8,379	214	2,253	4,533	0	0	7,500	130,155
Physical Plant Improvements	2,715	785	0	0	0	0	0	0	3,500
Total:	192,248	29,717	27,647	7,392	4,833	350	0	8,250	270,437

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2015-16, the new Animal Shelter project managed by ISD opened and is fully operational (\$32.135 million in total project cost)
- In FY 2016-17, the Department will continue implementing the upgrades to the current fueling system to include hardware, software, and IT infrastructure at 29 countywide fueling sites (\$1.5 million in total project cost, \$1 million in FY 2016-17)
- In FY 2016-17, the Department will continue working with the Community Action and Human Services Department on the planning and design of the Wynwood/Allapattah Regional Neighborhood Service Center (\$15 million in total project cost) and construction of the Culmer/Overtown Neighborhood Service Center renovations (\$7.5 million in total project cost, \$4.507 million in FY 2016-17)
- In FY 2016-17, the Department will continue to provide oversight of barrier removal capital projects to ensure access to programs and services in County facilities for people with disabilities funded with Building Better Communities General Obligation Bond proceeds (\$7.434 million in total project cost, \$450,000 in FY 2016-17)
- In FY 2016-17, the Department will continue working with the County's Police Department in the design and construction oversight of the new Miami-Dade Public Safety Training Institute
- In FY 2016-17, the Department will continue with the permitting and construction of additional courtrooms and improvements to the Joseph Caleb Tower; in addition, a new parking garage facility at the Caleb Center will be completed during FY 2016-17 (\$28.104 million in total project cost, \$5.687 million in FY 2016-17)

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- In FY 2016-17, the Department will continue managing the Courthouse Facade Restoration project (\$34.797 million in total project cost); the Department is also working with Judicial Administration and outside consultants on updating the Courts 2008 Master Plan for the expansion of courtrooms and administrative facilities (Eleventh Judicial Circuit)
- In FY 2016-17, the Department will continue to work with the Corrections and Rehabilitation Department to complete the kitchen/crawl space renovations of the Pre-Trial Detention Center; in addition, it will continue working with the Department and outside consultants on updating their 2008 Master Plan for Correctional Facilities

FUNDED CAPITAL PROJECTS

(dollars in thousands)

DISTRICT 13 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 111991



DESCRIPTION: Construct affordable housing units in Commission District 13
 LOCATION: 2659 W Okeechobee Rd
 Hialeah

District Located: 13
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	200	5,392	0	0	0	0	0	5,592
BBC GOB Series 2008B	4	0	0	0	0	0	0	0	4
BBC GOB Series 2008B-1	99	0	0	0	0	0	0	0	99
BBC GOB Series 2011A	3	0	0	0	0	0	0	0	3
TOTAL REVENUES:	106	200	5,392	0	0	0	0	0	5,698
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	5,000	0	0	0	0	0	5,000
Planning and Design	95	180	0	0	0	0	0	0	275
Project Administration	11	20	392	0	0	0	0	0	423
TOTAL EXPENDITURES:	106	200	5,392	0	0	0	0	0	5,698

DISTRICT 12 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 111993



DESCRIPTION: Design and construct affordable housing in Commission District 12 - Lil' Abner Trailer Park
 LOCATION: 11239 NW 4 Terr
 Sweetwater

District Located: 12
 District(s) Served: 12

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	14	602	0	0	0	0	0	0	616
BBC GOB Series 2011A	6,598	0	0	0	0	0	0	0	6,598
BBC GOB Series 2013A	3,378	0	0	0	0	0	0	0	3,378
TOTAL REVENUES:	9,990	602	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	8,410	465	0	0	0	0	0	0	8,875
Planning and Design	587	0	0	0	0	0	0	0	587
Project Administration	993	137	0	0	0	0	0	0	1,130
TOTAL EXPENDITURES:	9,990	602	0	0	0	0	0	0	10,592

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ABATEMENT OF HAZARDOUS MATERIALS IN COUNTY BUILDINGS

PROJECT #: 112040

DESCRIPTION: Provide for abatement of lead, asbestos, and other hazardous materials in mechanical and common areas in County buildings older than 15 years

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	600	300	0	0	0	0	0	0	900
BBC GOB Series 2014A	300	0	0	0	0	0	0	0	300
TOTAL REVENUES:	900	300	0	0	0	0	0	0	1,200
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	772	300	0	0	0	0	0	0	1,072
Planning and Design	128	0	0	0	0	0	0	0	128
TOTAL EXPENDITURES:	900	300	0	0	0	0	0	0	1,200

REDEVELOP RICHMOND HEIGHTS SHOPPING CENTER

PROJECT #: 112980

DESCRIPTION: Redevelop the Richmond Heights Shopping Center

LOCATION: 14518 Lincoln Blvd
Richmond Heights

District Located: 9
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	6	1,002	3,709	3,221	0	0	0	0	7,938
BBC GOB Series 2008B-1	14	0	0	0	0	0	0	0	14
BBC GOB Series 2011A	13	0	0	0	0	0	0	0	13
BBC GOB Series 2013A	93	0	0	0	0	0	0	0	93
BBC GOB Series 2014A	42	0	0	0	0	0	0	0	42
Capital Outlay Reserve	0	250	0	0	0	0	0	0	250
TOTAL REVENUES:	168	1,252	3,709	3,221	0	0	0	0	8,350
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	228	2,914	2,551	0	0	0	0	5,693
Furniture Fixtures and Equipment	0	0	0	50	0	0	0	0	50
Land Acquisition/Improvements	0	610	0	0	0	0	0	0	610
Permitting	0	0	165	0	0	0	0	0	165
Planning and Design	108	344	0	0	0	0	0	0	452
Project Administration	60	35	315	310	0	0	0	0	720
Project Contingency	0	35	315	310	0	0	0	0	660
TOTAL EXPENDITURES:	168	1,252	3,709	3,221	0	0	0	0	8,350

DISTRICT 07 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 112985

DESCRIPTION: Construct affordable housing units in Commission District 7 - Gibson Center, Metro South, and McFarlane Homestead

LOCATION: Various Sites
Various Sites

District Located: 7
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	6,974	118	0	0	0	0	0	0	7,092
BBC GOB Series 2014A	3,500	0	0	0	0	0	0	0	3,500
TOTAL REVENUES:	10,474	118	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	9,949	118	0	0	0	0	0	0	10,067
Planning and Design	325	0	0	0	0	0	0	0	325
Project Administration	200	0	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	10,474	118	0	0	0	0	0	0	10,592

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MAIN BRANCH LIBRARY AND CULTURAL CENTER PLAZA

PROJECT #: 112987

DESCRIPTION: Renovate and remodel the Cultural Center Plaza as well as the first floor of the Main Branch Library to include new flooring and children's area

LOCATION: 101 W Flagler St
City of Miami

District Located: 5
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	1,000	765	0	0	0	0	0	1,765
TOTAL REVENUES:	0	1,000	765	0	0	0	0	0	1,765
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	1,000	765	0	0	0	0	0	1,765
TOTAL EXPENDITURES:	0	1,000	765	0	0	0	0	0	1,765

BUILDING ENERGY MANAGEMENT FOR GOVERNMENT FACILITIES AND COURTHOUSES

PROJECT #: 113020

DESCRIPTION: Replace obsolete Building Energy Management System and expand it to monitor all buildings managed by Internal Services Department

LOCATION: Various Sites
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,167	461	300	0	0	0	0	0	1,928
BBC GOB Series 2005A	110	0	0	0	0	0	0	0	110
BBC GOB Series 2008B	73	0	0	0	0	0	0	0	73
BBC GOB Series 2008B-1	2,086	0	0	0	0	0	0	0	2,086
BBC GOB Series 2011A	3,084	0	0	0	0	0	0	0	3,084
BBC GOB Series 2013A	410	0	0	0	0	0	0	0	410
BBC GOB Series 2014A	509	0	0	0	0	0	0	0	509
TOTAL REVENUES:	7,439	461	300	0	0	0	0	0	8,200
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	6,149	461	300	0	0	0	0	0	6,910
Permitting	90	0	0	0	0	0	0	0	90
Planning and Design	464	0	0	0	0	0	0	0	464
Project Administration	326	0	0	0	0	0	0	0	326
Project Contingency	410	0	0	0	0	0	0	0	410
TOTAL EXPENDITURES:	7,439	461	300	0	0	0	0	0	8,200

NORTH DADE JUSTICE CENTER FACILITY REFURBISHMENT - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 114640

DESCRIPTION: Repair or replace building equipment, refurbish facility including sealing and painting exterior, limited window replacement, carpet replacement, and roof replacement

LOCATION: 15555 Biscayne Blvd
North Miami

District Located: 4
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	99	0	0	0	0	0	0	99
BBC GOB Series 2005A	93	0	0	0	0	0	0	0	93
BBC GOB Series 2008B-1	1	0	0	0	0	0	0	0	1
BBC GOB Series 2014A	307	0	0	0	0	0	0	0	307
TOTAL REVENUES:	401	99	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	397	99	0	0	0	0	0	0	496
Planning and Design	4	0	0	0	0	0	0	0	4
TOTAL EXPENDITURES:	401	99	0	0	0	0	0	0	500

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AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 114964



DESCRIPTION: Remove architectural barriers in County parks and County-owned buildings to increase access for people with disabilities
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	85	600	2,385	1,618	0	0	0	0	4,688
BBC GOB Series 2005A	720	0	0	0	0	0	0	0	720
BBC GOB Series 2008B	900	0	0	0	0	0	0	0	900
BBC GOB Series 2008B-1	586	0	0	0	0	0	0	0	586
BBC GOB Series 2011A	368	0	0	0	0	0	0	0	368
BBC GOB Series 2013A	127	0	0	0	0	0	0	0	127
BBC GOB Series 2014A	45	0	0	0	0	0	0	0	45
TOTAL REVENUES:	2,831	600	2,385	1,618	0	0	0	0	7,434
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	2,007	0	2,185	1,618	0	0	0	0	5,810
Permitting	41	0	0	0	0	0	0	0	41
Planning and Design	511	373	0	0	0	0	0	0	884
Project Administration	272	227	200	0	0	0	0	0	699
TOTAL EXPENDITURES:	2,831	600	2,385	1,618	0	0	0	0	7,434

DATA PROCESSING CENTER FACILITY REFURBISHMENT

PROJECT #: 115820



DESCRIPTION: Provide improvements to the Data Processing Center
 LOCATION: 5680 SW 87 Ave District Located: 10
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,934	61	0	0	0	0	0	0	1,995
BBC GOB Series 2005A	112	0	0	0	0	0	0	0	112
BBC GOB Series 2008B	21	0	0	0	0	0	0	0	21
BBC GOB Series 2008B-1	696	0	0	0	0	0	0	0	696
BBC GOB Series 2013A	38	0	0	0	0	0	0	0	38
BBC GOB Series 2014A	38	0	0	0	0	0	0	0	38
Department Operating Revenue	320	0	0	0	0	0	0	0	320
FEMA Hazard Mitigation Grant	442	0	0	0	0	0	0	0	442
FUMD Work Order Fund	147	0	0	0	0	0	0	0	147
TOTAL REVENUES:	3,748	61	0	0	0	0	0	0	3,809
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	3,394	0	0	0	0	0	0	0	3,394
Furniture Fixtures and Equipment	33	0	0	0	0	0	0	0	33
Permitting	13	0	0	0	0	0	0	0	13
Planning and Design	81	0	0	0	0	0	0	0	81
Project Administration	227	61	0	0	0	0	0	0	288
TOTAL EXPENDITURES:	3,748	61	0	0	0	0	0	0	3,809

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DISTRICT 09 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115951



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

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	2,040	4,052	2,471	0	0	0	0	0	8,563
BBC GOB Series 2005A	20	0	0	0	0	0	0	0	20
BBC GOB Series 2008B	3	0	0	0	0	0	0	0	3
BBC GOB Series 2008B-1	6	0	0	0	0	0	0	0	6
BBC GOB Series 2011A	2,000	0	0	0	0	0	0	0	2,000
TOTAL REVENUES:	4,069	4,052	2,471	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	932	2,980	2,471	0	0	0	0	0	6,383
Land Acquisition/Improvements	3,020	1,072	0	0	0	0	0	0	4,092
Project Administration	117	0	0	0	0	0	0	0	117
TOTAL EXPENDITURES:	4,069	4,052	2,471	0	0	0	0	0	10,592

DISTRICT 02 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115952



DESCRIPTION: Design and construct affordable housing in Commission District 2 - Northside Metrorail Station, Trade Winds Apartments, and Unallocated District Funds

LOCATION: Various Sites District Located: 2
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	95	92	0	0	0	0	0	0	187
BBC GOB Series 2005A	16	0	0	0	0	0	0	0	16
BBC GOB Series 2008B	7	0	0	0	0	0	0	0	7
BBC GOB Series 2008B-1	1	0	0	0	0	0	0	0	1
BBC GOB Series 2013A	2,270	0	0	0	0	0	0	0	2,270
BBC GOB Series 2014A	8,111	0	0	0	0	0	0	0	8,111
TOTAL REVENUES:	10,500	92	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	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

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DISTRICT 05 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 115958



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	3,417	676	0	0	0	0	0	0	4,093
BBC GOB Series 2011A	3,156	0	0	0	0	0	0	0	3,156
BBC GOB Series 2013A	291	0	0	0	0	0	0	0	291
BBC GOB Series 2014A	3,052	0	0	0	0	0	0	0	3,052
TOTAL REVENUES:	9,916	676	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	6,648	561	0	0	0	0	0	0	7,209
Land Acquisition/Improvements	1,478	0	0	0	0	0	0	0	1,478
Planning and Design	1,361	68	0	0	0	0	0	0	1,429
Project Administration	429	47	0	0	0	0	0	0	476
TOTAL EXPENDITURES:	9,916	676	0	0	0	0	0	0	10,592

DATA PROCESSING AND COMMUNICATIONS CENTER/ANNEX BUILDINGS

PROJECT #: 116460



DESCRIPTION: Replace four (4) outdated Uninterruptible Power Supply (UPS) units to guarantee continuity of critical operations at the Data Processing and Communications Center
 LOCATION: 5680 SW 87 Ave District Located: 10
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	350	650	0	0	0	0	0	0	1,000
FUMD Work Order Fund	0	1,700	0	0	0	0	0	0	1,700
TOTAL REVENUES:	350	2,350	0	0	0	0	0	0	2,700
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	250	2,180	0	0	0	0	0	0	2,430
Planning and Design	50	0	0	0	0	0	0	0	50
Project Administration	50	170	0	0	0	0	0	0	220
TOTAL EXPENDITURES:	350	2,350	0	0	0	0	0	0	2,700

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DISTRICT 01 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 117934



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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	250	524	0	0	0	0	0	0	774
BBC GOB Series 2011A	7,270	0	0	0	0	0	0	0	7,270
BBC GOB Series 2013A	2,030	0	0	0	0	0	0	0	2,030
BBC GOB Series 2014A	518	0	0	0	0	0	0	0	518
TOTAL REVENUES:	10,068	524	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	7,164	524	0	0	0	0	0	0	7,688
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	83	0	0	0	0	0	0	0	83
TOTAL EXPENDITURES:	10,068	524	0	0	0	0	0	0	10,592

NEW NORTH DADE GOVERNMENT CENTER

PROJECT #: 118480



DESCRIPTION: Construct or acquire a new North Miami-Dade Government Center
 LOCATION: To Be Determined District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	0	7,500	7,500
TOTAL REVENUES:	0	0	0	0	0	0	0	7,500	7,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	5,571	5,571
Land Acquisition/Improvements	0	0	0	0	0	0	0	1,018	1,018
Planning and Design	0	0	0	0	0	0	0	761	761
Project Administration	0	0	0	0	0	0	0	150	150
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	7,500	7,500

DISTRICT 06 PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROJECT #: 118921



DESCRIPTION: Design and construct affordable housing in Commission District 6
 LOCATION: Various Sites District Located: 6
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	0	5,592	0	0	0	0	0	5,592
TOTAL REVENUES:	0	0	5,592	0	0	0	0	0	5,592
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Land Acquisition/Improvements	0	0	5,592	0	0	0	0	0	5,592
TOTAL EXPENDITURES:	0	0	5,592	0	0	0	0	0	5,592

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CENTRAL SUPPORT FACILITY CHILLER

PROJECT #: 119260

DESCRIPTION: Replace two existing 1,500-ton chillers at the central support facility

LOCATION: 200 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	2,618	785	0	0	0	0	0	0	3,403
BBC GOB Series 2013A	97	0	0	0	0	0	0	0	97
TOTAL REVENUES:	2,715	785	0	0	0	0	0	0	3,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	2,208	678	0	0	0	0	0	0	2,886
Planning and Design	160	0	0	0	0	0	0	0	160
Project Administration	347	107	0	0	0	0	0	0	454
TOTAL EXPENDITURES:	2,715	785	0	0	0	0	0	0	3,500

MEDICAL EXAMINER BUILDING EQUIPMENT REFURBISHMENT

PROJECT #: 119420

DESCRIPTION: Refurbish or replace deteriorating building equipment throughout the medical examiner facility

LOCATION: 1851 Bob Hope Rd
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,526	695	0	0	0	0	0	0	2,221
BBC GOB Series 2005A	6	0	0	0	0	0	0	0	6
BBC GOB Series 2008B	98	0	0	0	0	0	0	0	98
BBC GOB Series 2013A	25	0	0	0	0	0	0	0	25
BBC GOB Series 2014A	850	0	0	0	0	0	0	0	850
FUMD Work Order Fund	443	0	0	0	0	0	0	0	443
TOTAL REVENUES:	2,948	695	0	0	0	0	0	0	3,643
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	2,507	632	0	0	0	0	0	0	3,139
Permitting	46	0	0	0	0	0	0	0	46
Planning and Design	224	0	0	0	0	0	0	0	224
Project Administration	171	63	0	0	0	0	0	0	234
TOTAL EXPENDITURES:	2,948	695	0	0	0	0	0	0	3,643

BUILD OUT SECURITY OPERATIONS AT INTEGRATED COMMAND FACILITY

PROJECT #: 119670

DESCRIPTION: Replace security infrastructure in the Security Operations Center to include recorders, alarm monitoring and reporting equipment, cameras, fiber connections, and software necessary to monitor alarms and dispatch security forces

LOCATION: 11500 NW 25 St
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	0	600	600
TOTAL REVENUES:	0	0	0	0	0	0	0	600	600
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	480	480
Planning and Design	0	0	0	0	0	0	0	65	65
Project Administration	0	0	0	0	0	0	0	55	55
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	600	600

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FIRE CODE COMPLIANCE

PROJECT #: 1110060

DESCRIPTION: Remove all non-plenum rated cables where required in buildings maintained by the Internal Services Department, on an as-needed basis and as required by the National Fire Protection Association (NFPA) codes and standards
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	50	200	200	300	300	350	0	0	1,400
TOTAL REVENUES:	50	200	200	300	300	350	0	0	1,400
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	42	200	200	300	300	350	0	0	1,392
Planning and Design	8	0	0	0	0	0	0	0	8
TOTAL EXPENDITURES:	50	200	200	300	300	350	0	0	1,400

FLEET FACILITIES ON-GOING MAINTENANCE AND IMPROVEMENTS

PROJECT #: 1110840

DESCRIPTION: Provide repairs and improvements to fleet facilities as needed
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
ISD Operating Revenue	4,221	1,174	0	0	0	0	0	0	5,395
TOTAL REVENUES:	4,221	1,174	0	0	0	0	0	0	5,395
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	3,723	1,143	0	0	0	0	0	0	4,866
Planning and Design	302	0	0	0	0	0	0	0	302
Project Administration	196	31	0	0	0	0	0	0	227
TOTAL EXPENDITURES:	4,221	1,174	0	0	0	0	0	0	5,395

EQUIPMENT MANAGEMENT SYSTEM CONVERSION (EMS)

PROJECT #: 6046130

DESCRIPTION: Replace EMS system software, system hardware, network, and database
 LOCATION: Countywide District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
ISD Operating Revenue	2,306	20	0	0	0	0	0	0	2,326
TOTAL REVENUES:	2,306	20	0	0	0	0	0	0	2,326
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Technology Hardware/Software	2,306	20	0	0	0	0	0	0	2,326
TOTAL EXPENDITURES:	2,306	20	0	0	0	0	0	0	2,326

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ISD GRAN VIA: GRAN VIA ADDITIONAL PARKING

PROJECT #: 2000000481

DESCRIPTION: Provide an additional 59 parking spaces for residents to include lighting, sidewalks, and reconfiguration of the existing drainage system

LOCATION: 12700 SW 8 St
Unincorporated Miami-Dade County

District Located: Unincorporated Municipal Service Area
District(s) Served: 11



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Comm. Dev. Block Grant	541	120	0	0	0	0	0	0	661
TOTAL REVENUES:	541	120	0	0	0	0	0	0	661
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	431	108	0	0	0	0	0	0	539
Planning and Design	44	5	0	0	0	0	0	0	49
Project Administration	66	7	0	0	0	0	0	0	73
TOTAL EXPENDITURES:	541	120	0	0	0	0	0	0	661

COAST GUARD PROPERTY

PROJECT #: 2000000492

DESCRIPTION: Renovate Coast Guard property to include ADA requirements, painting, electrical, mechanical, plumbing, sodding, and various other miscellaneous items required to deliver three (3) single-family residences and community buildings to a habitable and useable condition

LOCATION: 15703 SW 123 Ave
Richmond Heights

District Located: 9
District(s) Served: 9



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Asset Series 2007 Bond Proceeds	865	0	0	0	0	0	0	0	865
TOTAL REVENUES:	865	0	0	0	0	0	0	0	865
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	848	17	0	0	0	0	0	0	865
TOTAL EXPENDITURES:	848	17	0	0	0	0	0	0	865

UNFUNDED CAPITAL PROJECTS

PROJECT NAME	LOCATION	(dollars in thousands) ESTIMATED PROJECT COST
ON-GOING FACILITIES REPAIR AND MAINTENANCE	Various Sites	71,422
DADE COUNTY COURTHOUSE - VARIOUS BUILDING IMPROVEMENTS	73 W Flagler St	37,400
911/311 ANSWERPOINT, TECHNOLOGY AND TRAFFIC CENTER (LIGHTSPEED) FUTURE PHASES	11500 NW 25 St	43,700
140 WEST FLAGLER BUILDING - VARIOUS BUILDING IMPROVEMENTS	140 W Flagler St	2,510
HOMESTEAD AIR RESERVE BASE (HARB) - DEMOLITION OF FOUR BUILDINGS	12699 SW 285 St	375
UNFUNDED TOTAL		155,407

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Management and Budget

The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented governing to maximize the use of the County's resources; administers and monitors grants to community-based organizations (CBOs); manages grant programs, identifies funding and partnership opportunities and assists County departments with grant writing to maximize financial resources; and oversees the Building Better Communities (BBC) General Obligation Bond Program.

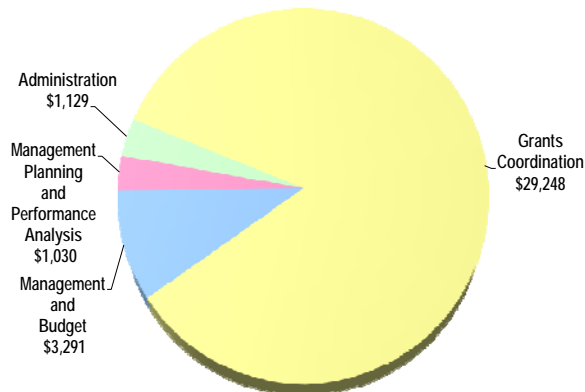
As part of the General Government strategic area, OMB supports the County's strategic planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; conducts organizational, management, and business process reviews; promotes efforts to revitalize distressed areas or areas with impediments to private and public development; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; supports the County's bond-funded capital programs; provides policy analysis regarding incorporation and annexation; provides direct administrative support to 14 advisory and community boards; and administers grants including but not limited to the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009.

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

FY 2016-17 Adopted Budget

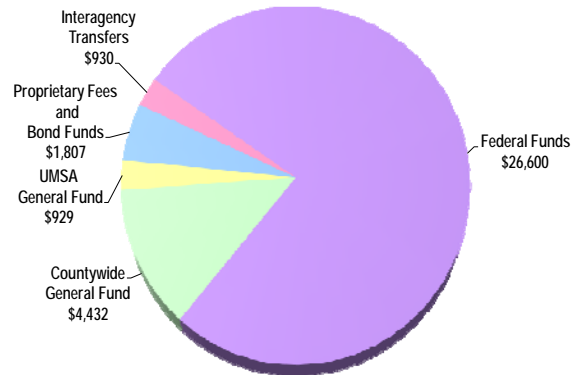
Expenditures by Activity

(dollars in thousands)



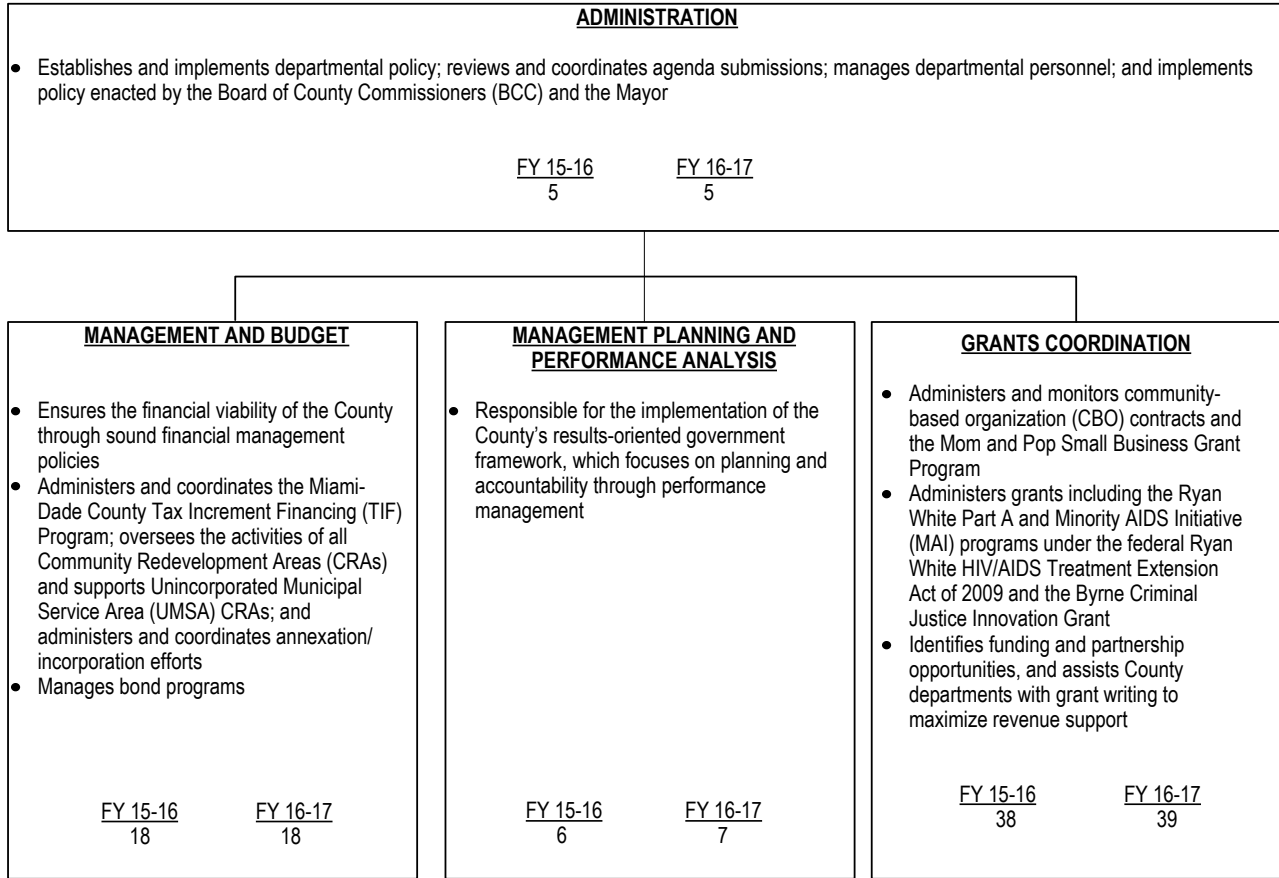
Revenues by Source

(dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2016-17 total number of full-time equivalent positions is 69 FTEs

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	4,235	3,550	3,945	4,432
General Fund UMSA	1,567	1,247	856	929
Building Better Communities	696	737	993	900
Bond Interest				
CRA Administrative Reimbursement	442	496	607	707
Miscellaneous Revenues	0	0	300	200
QNIP Bond Proceeds	91	94	30	0
Other Miscellaneous Revenues	0	100	100	100
Ryan White Grant	0	24,373	26,484	26,500
Interagency Transfers	542	581	560	417
Miscellaneous Revenues	0	0	473	513
Total Revenues	7,573	31,178	34,348	34,698

Operating Expenditures Summary

Salary	5,057	5,266	6,516	6,565
Fringe Benefits	1,271	1,529	1,778	1,939
Court Costs	0	142	1	1
Contractual Services	41	13,370	15	0
Other Operating	125	420	25,170	343
Charges for County Services	770	905	817	814
Grants to Outside Organizations	259	9,433	0	24,980
Capital	50	18	51	56
Total Operating Expenditures	7,573	31,083	34,348	34,698

Non-Operating Expenditures

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

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Administration	1,022	1,129	5	5
Grants Coordination	29,067	29,248	38	39
Management and Budget	3,261	3,291	18	18
Management Planning and Performance Analysis	998	1,030	6	7
Total Operating Expenditures	34,348	34,698	67	69

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	30	1	51	52	55
Fuel	0	0	0	0	0
Overtime	0	2	0	0	0
Rent	56	58	59	60	60
Security Services	0	0	0	0	0
Temporary Services	0	0	0	7	0
Travel and Registration	9	14	19	21	20
Utilities	66	47	42	41	91

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION: ADMINISTRATION

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

- Reviews and coordinates agenda submissions and departmental personnel activities
- Maintains the County's Administrative and Implementing Orders, manages the County's Procedures Manual and its annual update, and coordinates the annual sunset review of County boards process
- Reviews, coordinates, and implements County policy
- Coordinates and monitors payment to community-based organizations (CBOs) funded from discretionary allocations

Strategic Objectives - Measures

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Efficiently process payment requests	Percentage of check requests from CBOs processed within ten business days*	EF	↑	100%	100%	100%	100%	100%

* Beginning with the FY 2015-16 Actual activity, the goal has been increased from 5 days to 10 days due to increased processing time associated with the implementation of the Imaging Workflow Application to automate vendor payments

DIVISION: MANAGEMENT AND BUDGET

The Management and Budget Division ensures the financial viability of the County through sound financial management policies, is responsible for administering and coordinating the Miami-Dade County Tax Increment Financing (TIF) Program, oversees the activities of all Community Redevelopment Areas (CRAs), coordinates all annexation and incorporation requests, and manages bond programs.

- Prepares and monitors the County's operating and capital budgets; performs capital planning; reviews work orders; and monitors the Building Better Communities General Obligation Bond (BBC) Program and the Quality Neighborhood Improvement Program (QNIP) projects
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Outlook
- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares redevelopment plans for all UMSA CRAs
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundaries, financing, land acquisition, and annual budgets
- Negotiates conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiates annexation agreements with municipalities; negotiates interlocal agreements; coordinates the transition of services to newly incorporated municipalities; and pursues potential interlocal service agreement opportunities
- Provides legislative and staff support for the BBC Citizens Advisory Committee
- Coordinates with the BCC offices, municipalities, not-for-profit organizations and County departments for allocation of General Obligation Bond dollars

Strategic Objectives - Measures

- ED5-2: Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers	County TIF Revenue Payments (in millions)	OC	↑	\$28.8	\$31	\$36.5	\$36.8	\$41
	Number of Community Redevelopment Agencies (CRAs)	IN	↔	14	14	14	14	14
	Percent of total County Urban Development Boundary area within CRA districts	IN	↔	3.7%	3.7%	3.7%	3.7%	3.7%

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

• GG4-1: Provide sound financial and risk management								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$43.0	\$43.1	\$48.1	\$48.1	\$48.1
	Carryover as a percentage of the General Fund Budget	OC	↑	4.7%	2.9%	3.0%	3.4%	2.9%

• GG5-2: Provide well maintained, accessible facilities and assets								
Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Provide coordination for the Building Better Communities (BBC) General Obligation Bond	Value of BBC-GOB funds Expended (in millions)*	OP	↔	\$138	\$219.4	\$307.7	\$150.2	\$232.4
	Number of Business Days to process BBC-GOB reimbursement requests	EF	↓	10	9	10	8	10

*FY 2016-17 Target corrected to match ordinance schedule

DIVISION COMMENTS

- The FY 2016-17 Adopted Budget includes funding in the non-departmental management consulting budget for management consulting services related to CRA start-up activities (\$100,000); these costs will be reimbursed upon the creation of the CRA and the collection of the TIF revenues generated from the respective CRA
- During FY 2016-17, the Department will continue to coordinate BBC project planning and scheduling along with the monitoring of capital projects to ensure adherence to budgets and schedules; the FY 2016-17 Adopted Budget includes \$232.4 million of BBC projects
- The FY 2016-17 Adopted Budget includes funding from Building Better Communities Bond Program interest bond program administration (\$900,000) and contributions from the Metropolitan Planning Organization (\$50,000) and Finance Department Bond Administration (\$175,000) for capital budgeting support
- An Executive Secretary position in the Grants Coordination Division was reclassified to an Assistant Grants Analyst in FY 2015-16 and will be shared with the Community Redevelopment and Municipal Services function to coordinate Municipal Advisory Committee meetings and other public meetings, facilitate the CBO solicitation process, and provide agenda coordination support (\$120,000)
- The FY 2016-17 Adopted Budget includes \$470,000 from the IT Funding Model to support the Budgeting Analysis Tool (BAT)

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DIVISION: MANAGEMENT PLANNING AND PERFORMANCE ANALYSIS

The Management Planning and Performance Analysis Division is responsible for the implementation of the County's results-oriented government framework, which focuses on planning and accountability through performance management.

- Coordinates and supports the County's strategic planning and business planning process
- Coordinates implementation of a Countywide performance management process, which focuses on monitoring and reporting activities; coordinates departmental performance reporting
- Conducts management, organizational, and process reviews with operating department personnel, utilizing best practice research
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services Pool
- Coordinates the review of Implementing Orders and Administrative Orders and facilitates placement in the budget documents or preparation of agenda items for Board consideration

Strategic Objectives - Measures

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Improve alignment and performance of strategic priorities throughout the County	Percentage of Strategic Plan Objectives supported by department business plans	EF	↑	100%	87%	90%	93%	90%
	Average number of active users of the County performance management system	IN	↔	784	799	800	869	800
Identify opportunities to improve County operations	Performance analysis projects completed	OC	↑	14	13	12	10	12
	Percentage of active management and supervisory employees with Lean Six Sigma training	OC	↑	5.8%	7.7%	9.5%	9.1%	8.75%

DIVISION COMMENTS

- In FY 2016-17, the Department will continue to promote training opportunities in Lean Six Sigma (LSS) performance improvement techniques; along with the introductory Yellow Belt class, the Department will offer County employees currently certified as LSS Yellow Belts or Green Belts additional classes to augment their performance improvement skills, implementing new Orange Belt and Blue Belt achievement levels; the additional classes focus on specific tools and techniques such as survey development, flowcharting, and decision analysis, among others
- The Department will continue to provide management consulting support (the equivalent of 1.5 FTEs, \$192,000 for FY 2016-17) to the Water and Sewer Department (WASD); proposed improvement projects targeting cost savings and/or service enhancements include WASD's use of the Enterprise Asset Management System (EAMS) and the internal recruitment process
- In FY 2015-16, the Department completed performance analysis projects including a review of the Public Housing and Community Development homeownership loan application process and reviews of the Tangible Personal Property Tax collection and lien placement processes for the Finance Department; additionally, the Department is working with the Internal Services Department to improve the processes for repairing body damage to vehicles and for disposing of retired vehicles, as well as with the Elections Department to continuously improve the voting process
- In FY 2015-16, working with the Internal Services Department, OMB established a new Management Advisory Consulting Services (MACS) Pool to provide streamlined access to consultants for County departments; under the new contract, vendors meeting the minimum qualifications may be added to the pool at any time; the FY 2016-17 Adopted Budget includes \$200,000 allocated in the Management Consulting Reserve in the General Government budget to utilize MACS pool members to recommend standardized span of control determinations countywide and to perform analyses in our largest direct service departments to improve the application of relief factors and other methods for the distribution of personnel resources to promote budgetary savings

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- The FY 2016-17 Adopted Budget includes \$43,000 from the IT Funding Model to support the Active Strategies Enterprise (ASE) performance reporting system
- In FY 2015-16, the Assistant Director position was downgraded to a Senior Business Analyst, two Business Analyst Managers were regraded to an OMB Coordinator and an OMB Program Coordinator, and an Assistant Business Analyst position was added as an overage in order to better align responsibilities with job descriptions and expand training opportunities, particularly with the new Lean Six Sigma belt classes

DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers and processes reimbursement requests for CBO contracts; additionally, the Division monitors funding for the Mom and Pop Small Business Grant Program; manages and administers grants under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009; administers the Byrne Criminal Justice Innovation Grant; identifies and promotes grant and revenue generating opportunities for County initiatives; and provides direct support to the Miami-Dade HIV/AIDS Partnership (planning council).

- Develops and maintains a grant website to identify and promote grant opportunities; prepares grant applications; and provides grant-related training and technical assistance to County departments and CBOs
- Manages local, state, and/or federal grants assigned to the Department to ensure implementation, performance, and compliance

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Develop and implement revenue maximization opportunities	Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities	OC	↑	\$20.4	\$25.0	\$25.0	\$32.9	\$30.0

*FY 2016-17 target increased based on FY 2015-16 actual performance

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	98%	91%	85%	89%	85%
	Site visits - CBOs*	OP	↔	185	130	33	8	7

* FY 2014-15 Actual site visits were below expected due to high number of vacant positions; FY 2015-16 Projection and FY 2016-17 Target has been reduced due to implementation of the CBO solicitation process

- HH3-4: Increase the self sufficiency of vulnerable residents/special populations

Objectives	Measures			FY 13-14	FY 14-15	FY 15-16	FY 15-16	FY 16-17
				Actual	Actual	Budget	Actual	Target
Promote independent living through early intervention and support services	HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	OP	↔	9,624	9,655	9,600	9,671	9,600
	Percentage of Ryan White Program payments processed within 21 calendar days	EF	↑	69%	81%	85%	96%	85%
	Comprehensive Ryan White Program site visits (per contract year)*	OP	↔	7	4	15	15	15

* Measure updated effective FY 2015-16 Actual to measure site visits per contract period rather than County fiscal year

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The Department continues to make weekly updates to the grant resources web page on the County's web portal to identify grant opportunities for County departments and CBOs
- The FY 2016-17 Adopted Budget includes reimbursements for administrative support from the Ryan White Program (up to \$196,000)
- The FY 2016-17 Adopted Budget allocates \$15.352 million for community-based organizations (CBOs); this funding level supports continuation funding of current organizations at current funding levels through the end of May 2017, funding in the amount of \$150,000 per Commission District for allocation to CBOs for district specific needs, and restores CBO funding to pre-FY 2014-15 levels for allocation through a competitive solicitation process anticipated to result in awards for services beginning in June 2017; separately, a competitive solicitation process to allocate \$730,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department (\$430,000), Water and Sewer Department (\$200,000), and Department of Solid Waste Management (\$100,000) will be facilitated; the FY 2016-17 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- An overage position for a Special Projects Administrator 1 and was approved in FY 2015-16 to manage the CBO competitive solicitation process and coordinate grant application and contracting processes (\$116,000)
- The FY 2016-17 Adopted Budget includes revenues generated through marketing and sponsorship agreements to support existing marketing and sponsorship efforts as well as develop new revenue generating opportunities (\$200,000)
- An Executive Secretary position in the Grants Coordination Division was reclassified to an Assistant Grants Analyst in FY 2015-16 and will be shared with the Community Redevelopment and Municipal Services function to coordinate Municipal Advisory Committee meetings and other public meetings, facilitate the CBO solicitation process, and provide agenda coordination support (\$120,000)

Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire two Senior Business Analysts and one Assistant Business Analyst to address the increased workload due to the incorporation efforts being considered	\$10	\$380	3
Hire one Senior Business Analyst and one Business Analyst to allow for more comprehensive budget and performance monitoring	\$15	\$415	2
Hire three Contracts Officers to handle enhanced monitoring	\$10	\$225	3
Total	\$35	\$1,020	8

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Property Appraiser

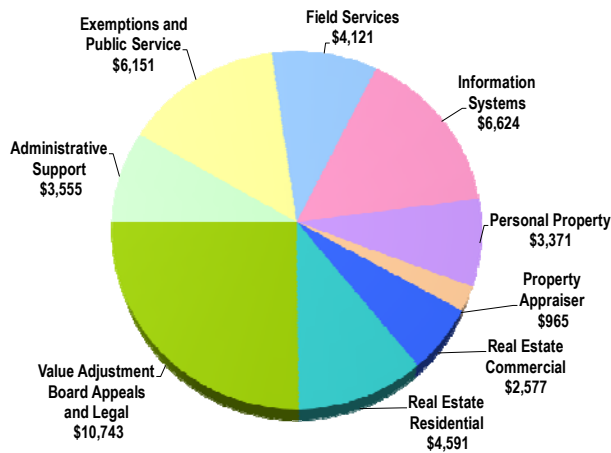
The elected Property Appraiser of Miami-Dade has the primary responsibility to identify and appraise all real and tangible personal property within the County and certify the annual tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and State law. Additional responsibilities include the maintenance of all associated property records, the administration of all exemptions, and the annual notification to all property owners in Miami-Dade County of the assessed value of their property.

The office performs statutory functions related to the assessment of property for the purpose of determining fair market and taxable values. The taxable values are then used by public schools, Miami-Dade County, municipalities and other taxing jurisdictions to set millage rates and arrive at desired revenue levels.

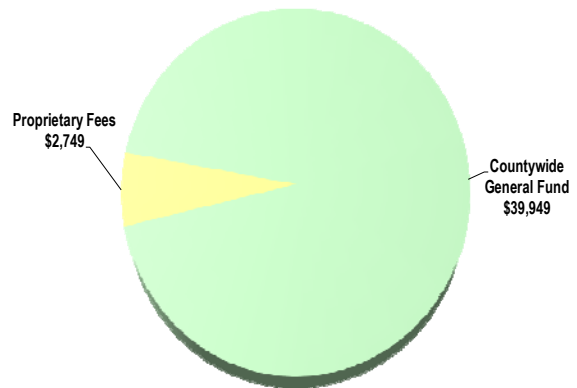
To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The office's responsibilities are established by the Florida Constitution, Florida Statutes, and DOR rules and regulations. The budget for the Property Appraiser is subject to provisions outlined in Section 195.087 of the Florida Statutes, which includes review and approval by DOR.

FY 2016-17 Adopted Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)



FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>PROPERTY APPRAISER OF MIAMI-DADE COUNTY*</u>			
<ul style="list-style-type: none"> Oversees office budget, personnel, and the production of an annual assessment roll within Florida Department of Revenue (DOR) parameters; and acts as liaison with taxing authorities, municipalities, and DOR 			
<u>FY 15-16</u>		<u>FY 16-17</u>	
13		13	
<p><u>EXEMPTIONS AND PUBLIC SERVICE</u></p> <ul style="list-style-type: none"> Disseminates property assessment information relating to real and tangible property using the Office's website, office customer service assistance, e-mail, public presentations through various media, and the 311 Answer Center; receives, verifies, and qualifies or disqualifies all applications for statutory exemptions; and investigates potential illegal exemptions 	<p><u>INFORMATION SERVICES</u></p> <ul style="list-style-type: none"> Maintains all electronic property record files, monitors changes made to those files, and maintains various computer hardware devices and software utilized by the Office; addresses other information technology needs as required by the Property Appraiser 	<p><u>REAL ESTATE RESIDENTIAL</u></p> <ul style="list-style-type: none"> Gathers and evaluates data regarding all residential property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process 	
<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 15-16</u>	<u>FY 16-17</u>
78	77	27	28
54	48		
<p><u>PERSONAL PROPERTY</u></p> <ul style="list-style-type: none"> Gathers and evaluates data regarding all tangible personal property located within Miami-Dade County; conducts field inspections and taxpayer return verifications in the annual valuation process 	<p><u>VALUE ADJUSTMENT BOARD APPEALS AND LEGAL</u></p> <ul style="list-style-type: none"> Responsible for the analysis, preparation, and presentation of assessment values before the Value Adjustment Board and District Court 	<p><u>REAL ESTATE COMMERCIAL</u></p> <ul style="list-style-type: none"> Gathers and evaluates data regarding all commercial property located within Miami-Dade County; utilizes recognized appraisal techniques in the annual valuation process 	
<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 15-16</u>	<u>FY 16-17</u>
36	38	115	115
27	31		
<p><u>FIELD SERVICES</u></p> <ul style="list-style-type: none"> Performs inspections on all real property in the County 			
<u>FY 15-16</u>		<u>FY 15-17</u>	
53		53	

The FY 2016-17 total number of full-time equivalent positions is 403 FTEs
 * Table of Organization is subject to mid-year reorganization

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Adopted FY 16-17
Revenue Summary				
General Fund Countywide	29,400	33,044	35,195	39,949
Reimbursements from Taxing Jurisdictions	3,662	2,194	4,700	2,749
Total Revenues	33,062	35,238	39,895	42,698
Operating Expenditures Summary				
Salary	21,498	23,406	25,914	27,173
Fringe Benefits	5,788	6,828	8,128	9,402
Court Costs	5	0	6	5
Contractual Services	1,447	1,994	1,874	2,058
Other Operating	990	916	1,839	1,306
Charges for County Services	2,180	1,978	1,994	2,672
Grants to Outside Organizations	0	0	0	0
Capital	13	116	140	82
Total Operating Expenditures	31,921	35,238	39,895	42,698
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 15-16	Adopted FY 16-17	Budget FY 15-16	Adopted FY 16-17
Strategic Area: General Government				
Property Appraiser	902	965	6	6
Administrative Support	3,325	3,555	7	7
Exemptions and Public Service	5,841	6,151	78	77
Field Services	3,869	4,121	53	53
Information Systems	5,996	6,624	27	28
Personal Property	3,014	3,371	36	38
Real Estate Commercial	2,542	3,048	27	31
Real Estate Residential	4,541	4,120	54	48
Value Adjustment Board	9,865	10,743	115	115
Appeals and Legal				
Total Operating Expenditures	39,895	42,698	403	403

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 13-14	Actual FY 14-15	Budget FY 15-16	Actual FY 15-16	Budget FY 16-17
Advertising	2	3	5	3	3
Fuel	20	14	20	13	20
Overtime	134	185	99	257	143
Rent	0	0	0	0	0
Security Services	15	2	2	2	3
Temporary Services	0	0	0	0	0
Travel and Registration	10	13	8	10	8
Utilities	121	125	116	138	100

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ADDITIONAL INFORMATION

- Pursuant to State Statutes, the Tax Collector's Office will continue to charge a fee for all special and non-ad valorem assessment revenues collected on the tax bill and noticed on the Notice of Proposed Property Taxes (commonly referred to as the TRIM Notice); the collection fee is one percent of actual collection and covers notification and collection expenses incurred by the Tax Collector and the Property Appraiser; the following jurisdictions and/or special assessments are charged an administrative collection fee: City of Miami, City of Opa-Locka, Village of Miami Shores, City of Miami Springs, City of North Miami, and Miami-Dade County for solid waste fees; City of Miami and City of Coral Gables for non-ad valorem fire fees; City of Miami Coconut Grove Business Improvement District; and community development districts; administrative collection fee charges may be applied at the request of additional jurisdictions and/or special districts and agreed upon by the Tax Collector and the Property Appraiser
- Pursuant to State Statutes, the Property Appraiser's Office will bill the Children's' Trust, the Florida Inland Navigation District, and the South Florida Water Management District for services rendered
- In FY 2016-17, the Office will continue its Citizen Education and Public Outreach Program to educate the residents of Miami-Dade County regarding important property tax issues and exemption opportunities



SUPPLEMENTAL INFORMATION

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

Non-Departmental

FUNDED CAPITAL PROJECTS

(dollars in thousands)

MARTIN LUTHER KING BUSINESS CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 111210



DESCRIPTION: Construct the Martin Luther King Business Center

LOCATION: 6100 NW 7 Ave
Unincorporated Miami-Dade County

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	0	4,024	4,024
BBC GOB Series 2008B	976	0	0	0	0	0	0	0	976
TOTAL REVENUES:	976	0	0	0	0	0	0	4,024	5,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	4,024	4,024
Land Acquisition/Improvements	768	0	0	0	0	0	0	0	768
Planning and Design	208	0	0	0	0	0	0	0	208
TOTAL EXPENDITURES:	976	0	0	0	0	0	0	4,024	5,000

PUERTO RICAN COMMUNITY CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 111760



DESCRIPTION: Construct or acquire a Puerto Rican Community Center

LOCATION: To Be Determined
To Be Determined

District Located: TBD
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	0	2,500	0	0	0	0	0	2,500
TOTAL REVENUES:	0	0	2,500	0	0	0	0	0	2,500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	0	2,500	0	0	0	0	0	2,500
TOTAL EXPENDITURES:	0	0	2,500	0	0	0	0	0	2,500

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ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES IN DISTRICT 6

PROJECT #: 113900

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	800	3,284	0	0	0	0	0	4,084
BBC GOB Series 2005A	16	0	0	0	0	0	0	0	16
TOTAL REVENUES:	16	800	3,284	0	0	0	0	0	4,100
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	800	3,284	0	0	0	0	0	4,084
Planning and Design	16	0	0	0	0	0	0	0	16
TOTAL EXPENDITURES:	16	800	3,284	0	0	0	0	0	4,100

ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES

PROJECT #: 113960

DESCRIPTION: Prior years' allocations included the purchase of the Lightspeed and the Coordinated Victim Assistance Center; FY 2016-17 allocation is designated for the purchase of a multipurpose facility in District 3 to house FANM which provides social services to Haitian immigrants; future allocation was designated for the development of a West Dade Government Center
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	2,600	0	0	0	0	0	8,648	11,248
BBC GOB Series 2005A	23,775	0	0	0	0	0	0	0	23,775
BBC GOB Series 2008B	14	0	0	0	0	0	0	0	14
BBC GOB Series 2008B-1	223	0	0	0	0	0	0	0	223
BBC GOB Series 2011A	75	0	0	0	0	0	0	0	75
BBC GOB Series 2013A	9	0	0	0	0	0	0	0	9
BBC GOB Series 2014A	256	0	0	0	0	0	0	0	256
TOTAL REVENUES:	24,352	2,600	0	0	0	0	0	8,648	35,600
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Building Acquisition/Improvements	0	2,600	0	0	0	0	0	0	2,600
Construction	558	0	0	0	0	0	0	8,610	9,168
Land Acquisition/Improvements	23,775	0	0	0	0	0	0	38	23,813
Planning and Design	3	0	0	0	0	0	0	0	3
Project Administration	16	0	0	0	0	0	0	0	16
TOTAL EXPENDITURES:	24,352	2,600	0	0	0	0	0	8,648	35,600

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AMERICAN WITH DISABILITIES ACT (ADA) REASONABLE ACCOMODATIONS

PROJECT #: 981320

DESCRIPTION: Reserve to provide reasonable accommodations for individuals with disabilities
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	5	0	0	0	0	0	0	5
TOTAL REVENUES:	0	5	0	0	0	0	0	0	5
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	5	0	0	0	0	0	0	5
TOTAL EXPENDITURES:	0	5	0	0	0	0	0	0	5

DEBT SERVICE - ELECTION FACILITIES (CAPITAL ASSET SERIES 2013B)

PROJECT #: 981590

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility; acquire furniture, fixtures, and equipment; and provide the necessary technology for the Elections Department
 LOCATION: 2700 NW 87 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	688	0	0	0	0	0	0	688
TOTAL REVENUES:	0	688	0	0	0	0	0	0	688
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	688	0	0	0	0	0	0	688
TOTAL EXPENDITURES:	0	688	0	0	0	0	0	0	688

MUNICIPAL PROJECT - PARK AND RECREATION FACILITIES

PROJECT #: 981890

DESCRIPTION: Provide GOB funding to municipalities supporting projects that construct and improve park and recreation facilities
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	5,265	7,427	2,864	711	0	0	0	0	16,267
BBC GOB Series 2005A	37,522	0	0	0	0	0	0	0	37,522
BBC GOB Series 2008B	16,719	0	0	0	0	0	0	0	16,719
BBC GOB Series 2008B-1	22,097	0	0	0	0	0	0	0	22,097
BBC GOB Series 2011A	15,093	0	0	0	0	0	0	0	15,093
BBC GOB Series 2013A	5,702	0	0	0	0	0	0	0	5,702
BBC GOB Series 2014A	1,491	0	0	0	0	0	0	0	1,491
TOTAL REVENUES:	103,889	7,427	2,864	711	0	0	0	0	114,891
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	84,624	7,427	2,864	711	0	0	0	0	95,626
Land Acquisition/Improvements	4,247	0	0	0	0	0	0	0	4,247
Permitting	75	0	0	0	0	0	0	0	75
Planning and Design	13,918	0	0	0	0	0	0	0	13,918
Project Administration	1,025	0	0	0	0	0	0	0	1,025
TOTAL EXPENDITURES:	103,889	7,427	2,864	711	0	0	0	0	114,891

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DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2013A)

PROJECT #: 982250

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Reliavote Absentee Ballots Sorter and one Server to process outgoing and incoming absentee ballots and 1,400 Electronic Visual Identification Display Systems (EVIDS)

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	587	0	0	0	0	0	0	587
TOTAL REVENUES:	0	587	0	0	0	0	0	0	587
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	587	0	0	0	0	0	0	587
TOTAL EXPENDITURES:	0	587	0	0	0	0	0	0	587

DEBT SERVICE - RETROFIT TELECOMMUNICATION TOWERS PHASE 1 (SUNSHINE STATE SERIES 2011A)

PROJECT #: 982340

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to retrofit several telecommunication towers

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	368	0	0	0	0	0	0	368
TOTAL REVENUES:	0	368	0	0	0	0	0	0	368
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	368	0	0	0	0	0	0	368
TOTAL EXPENDITURES:	0	368	0	0	0	0	0	0	368

DEBT SERVICE - TAMIAHI PARK (SUNSHINE STATE SERIES 2011A)

PROJECT #: 982570

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Tamiami Park improvements and repairs

LOCATION: 11201 SW 24 St
Unincorporated Miami-Dade County

District Located: 11
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	175	0	0	0	0	0	0	175
TOTAL REVENUES:	0	175	0	0	0	0	0	0	175
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	175	0	0	0	0	0	0	175
TOTAL EXPENDITURES:	0	175	0	0	0	0	0	0	175

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MUNICIPAL PROJECT - CULTURAL, LIBRARY, AND MULTICULTURAL EDUCATIONAL FACILITIES

PROJECT #: 982610



DESCRIPTION: Provide GOB funding to municipalities supporting projects that improve cultural, library, and multicultural educational facilities

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	3,799	3,277	6,000	6,000	1,489	9	0	3,000	23,574
BBC GOB Interest	300	0	0	0	0	0	0	0	300
BBC GOB Series 2005A	2,278	0	0	0	0	0	0	0	2,278
BBC GOB Series 2008B	741	0	0	0	0	0	0	0	741
BBC GOB Series 2008B-1	7,424	0	0	0	0	0	0	0	7,424
BBC GOB Series 2011A	4,341	0	0	0	0	0	0	0	4,341
BBC GOB Series 2013A	4,361	0	0	0	0	0	0	0	4,361
BBC GOB Series 2014A	1,627	0	0	0	0	0	0	0	1,627
TOTAL REVENUES:	24,871	3,277	6,000	6,000	1,489	9	0	3,000	44,646
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	23,885	3,277	6,000	6,000	1,489	9	0	3,000	43,660
Permitting	1	0	0	0	0	0	0	0	1
Planning and Design	952	0	0	0	0	0	0	0	952
Project Administration	33	0	0	0	0	0	0	0	33
TOTAL EXPENDITURES:	24,871	3,277	6,000	6,000	1,489	9	0	3,000	44,646

DEBT SERVICE - PORTABLE CLASSROOMS FOR HEAD START/EARLY HEAD START PROGRAMS (CAPITAL ASSET SERIES 2013A)

PROJECT #: 983090

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to purchase 17 new portable classrooms to replace older existing units

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	255	0	0	0	0	0	0	255
TOTAL REVENUES:	0	255	0	0	0	0	0	0	255
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	255	0	0	0	0	0	0	255
TOTAL EXPENDITURES:	0	255	0	0	0	0	0	0	255

DEBT SERVICE - LIGHT EMITTING DIODES (SUNSHINE STATE SERIES 2011A)

PROJECT #: 983430

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds will be used to retrofit traffic signalization with LED-type lighting

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	960	0	0	0	0	0	0	960
TOTAL REVENUES:	0	960	0	0	0	0	0	0	960
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	960	0	0	0	0	0	0	960
TOTAL EXPENDITURES:	0	960	0	0	0	0	0	0	960

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DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2013B)

PROJECT #: 984120

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami
 LOCATION: 6801 NW 186 St District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	281	0	0	0	0	0	0	281
TOTAL REVENUES:	0	281	0	0	0	0	0	0	281
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	281	0	0	0	0	0	0	281
TOTAL EXPENDITURES:	0	281	0	0	0	0	0	0	281

DEBT SERVICE - BALLPARK STADIUM PROJECT (CAPITAL ASSET SERIES 2011A)

PROJECT #: 984180

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds were used to provide County share of ballpark stadium public private partnership project; Capital Outlay Reserve (COR) funding provided by annual rent payment from Marlins
 LOCATION: 501 NW 16 Ave District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	2,373	0	0	0	0	0	0	2,373
TOTAL REVENUES:	0	2,373	0	0	0	0	0	0	2,373
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,373	0	0	0	0	0	0	2,373
TOTAL EXPENDITURES:	0	2,373	0	0	0	0	0	0	2,373

HIALEAH COURTHOUSE ANNUAL EQUIPMENT AND MAINTENANCE

PROJECT #: 984330

DESCRIPTION: Provide funding for the Hialeah Courthouse annual capital maintenance
 LOCATION: 11 E 6 St District Located: 6
 Hialeah District(s) Served: 6, 12, 13

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Building Acquisition/Improvements	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

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DEBT SERVICE - PUBLIC HEALTH TRUST EQUIPMENT (SUNSHINE STATE SERIES 2011A) PROJECT #: 984750

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment
 LOCATION: 1611 NW 12 Ave District Located: 3
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	4,246	0	0	0	0	0	0	4,246
TOTAL REVENUES:	0	4,246	0	0	0	0	0	0	4,246
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	4,246	0	0	0	0	0	0	4,246
TOTAL EXPENDITURES:	0	4,246	0	0	0	0	0	0	4,246

FLORIDA MEMORIAL UNIVERSITY MULTI-PURPOSE ARENA COMPLETION PROJECT #: 984963

DESCRIPTION: Construct a state of the art athletic and recreational gymnasium including basketball courts and related seating, track, weight and training rooms, locker rooms, dance/exercise room, meeting and lecture rooms and related offices to be open to the public
 LOCATION: 15800 NW 42 Ave District Located: 1
 Opa-locka District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	3,910	100	0	0	0	0	0	0	4,010
BBC GOB Series 2014A	990	0	0	0	0	0	0	0	990
Capital Outlay Reserve	49	0	0	0	0	0	0	0	49
TOTAL REVENUES:	4,949	100	0	0	0	0	0	0	5,049
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	4,099	100	0	0	0	0	0	0	4,199
Planning and Design	850	0	0	0	0	0	0	0	850
TOTAL EXPENDITURES:	4,949	100	0	0	0	0	0	0	5,049

DEBT SERVICE - COAST GUARD PROPERTY (CAPITAL ASSET SERIES 2008B) PROJECT #: 985070

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to purchase the Coast Guard property
 LOCATION: 12300 SW 152 St District Located: 9
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	785	0	0	0	0	0	0	785
TOTAL REVENUES:	0	785	0	0	0	0	0	0	785
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	785	0	0	0	0	0	0	785
TOTAL EXPENDITURES:	0	785	0	0	0	0	0	0	785

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MUNICIPAL PROJECT - PUBLIC SERVICE OUTREACH FACILITIES

PROJECT #: 985560

DESCRIPTION: Provide GOB funding to municipalities supporting projects that construct and improve public service outreach facilities
 LOCATION: Various Sites
 Throughout Miami-Dade County

District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	54,382	4,907	0	0	0	0	0	0	59,289
BBC GOB Series 2005A	1,131	0	0	0	0	0	0	0	1,131
BBC GOB Series 2008B	16	0	0	0	0	0	0	0	16
BBC GOB Series 2008B-1	4,862	0	0	0	0	0	0	0	4,862
BBC GOB Series 2011A	1,510	0	0	0	0	0	0	0	1,510
BBC GOB Series 2013A	2,150	0	0	0	0	0	0	0	2,150
BBC GOB Series 2014A	5	0	0	0	0	0	0	0	5
TOTAL REVENUES:	64,056	4,907	0	0	0	0	0	0	68,963
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	53,814	4,907	0	0	0	0	0	0	58,721
Planning and Design	10,240	0	0	0	0	0	0	0	10,240
Project Administration	2	0	0	0	0	0	0	0	2
TOTAL EXPENDITURES:	64,056	4,907	0	0	0	0	0	0	68,963

MIAMI BEACH COMMUNITY HEALTH CENTER

PROJECT #: 985710

DESCRIPTION: Acquire and renovate existing facility to provide increased delivery of primary health care in the community
 LOCATION: 720 Alton Rd
 Miami Beach

District Located: 5
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	0	0	0	0	0	0	0	613	613
BBC GOB Series 2005A	7,109	0	0	0	0	0	0	0	7,109
BBC GOB Series 2008B	94	0	0	0	0	0	0	0	94
BBC GOB Series 2008B-1	184	0	0	0	0	0	0	0	184
TOTAL REVENUES:	7,387	0	0	0	0	0	0	613	8,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	185	0	0	0	0	0	0	613	798
Land Acquisition/Improvements	7,109	0	0	0	0	0	0	0	7,109
Permitting	5	0	0	0	0	0	0	0	5
Planning and Design	25	0	0	0	0	0	0	0	25
Project Administration	63	0	0	0	0	0	0	0	63
TOTAL EXPENDITURES:	7,387	0	0	0	0	0	0	613	8,000

DEBT SERVICE - CYBER SECURITY PHASE 1 (SUNSHINE STATE SERIES 2011A)

PROJECT #: 985730

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement technology infrastructure system security
 LOCATION: 5680 SW 87 Ave
 Unincorporated Miami-Dade County

District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	693	0	0	0	0	0	0	693
TOTAL REVENUES:	0	693	0	0	0	0	0	0	693
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	693	0	0	0	0	0	0	693
TOTAL EXPENDITURES:	0	693	0	0	0	0	0	0	693

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DEBT SERVICE - PUBLIC HEALTH TRUST (CAPITAL ASSET SERIES 2009A)

PROJECT #: 985800

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment and facility improvements

LOCATION: 1611 NW 12 Ave
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	3,833	0	0	0	0	0	0	3,833
TOTAL REVENUES:	0	3,833	0	0	0	0	0	0	3,833
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,833	0	0	0	0	0	0	3,833
TOTAL EXPENDITURES:	0	3,833	0	0	0	0	0	0	3,833

DEBT SERVICE - PUBLIC HOUSING PROJECTS (SUNSHINE STATE SERIES 2011A)

PROJECT #: 985810

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to fund equipment and fixed improvements for security-related projects at public housing sites and for Ward Towers close-out costs

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	736	0	0	0	0	0	0	736
TOTAL REVENUES:	0	736	0	0	0	0	0	0	736
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	736	0	0	0	0	0	0	736
TOTAL EXPENDITURES:	0	736	0	0	0	0	0	0	736

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

PROJECT #: 986030

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

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	286	0	0	0	0	0	0	286
TOTAL REVENUES:	0	286	0	0	0	0	0	0	286
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	286	0	0	0	0	0	0	286
TOTAL EXPENDITURES:	0	286	0	0	0	0	0	0	286

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DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2009A)

PROJECT #: 986230

DESCRIPTION: Provide funding for annual debt service payment; financing will be used to close out completion of a variety of projects including Animal Services facility, technology equipment, and Park's marinas or parking projects

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	266	0	0	0	0	0	0	266
TOTAL REVENUES:	0	266	0	0	0	0	0	0	266
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	266	0	0	0	0	0	0	266
TOTAL EXPENDITURES:	0	266	0	0	0	0	0	0	266

DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET 2013A)

PROJECT #: 986330

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware, software, and to implement system

LOCATION: 111 NW 1 St District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	3,527	0	0	0	0	0	0	3,527
TOTAL REVENUES:	0	3,527	0	0	0	0	0	0	3,527
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,527	0	0	0	0	0	0	3,527
TOTAL EXPENDITURES:	0	3,527	0	0	0	0	0	0	3,527

DEBT SERVICE - PUBLIC HOUSING IMPROVEMENTS (CAPITAL ASSET 2007)

PROJECT #: 986760

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds will be used to complete Hope IV, Phase One and Phase Two Projects and Scott Carver

LOCATION: 701 NW 1 Ct District Located: 3
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	1,010	0	0	0	0	0	0	1,010
TOTAL REVENUES:	0	1,010	0	0	0	0	0	0	1,010
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,010	0	0	0	0	0	0	1,010
TOTAL EXPENDITURES:	0	1,010	0	0	0	0	0	0	1,010

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DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2013B)

PROJECT #: 987570

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

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	217	0	0	0	0	0	0	217
TOTAL REVENUES:	0	217	0	0	0	0	0	0	217
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	217	0	0	0	0	0	0	217
TOTAL EXPENDITURES:	0	217	0	0	0	0	0	0	217

DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2013B)

PROJECT #: 988020

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

LOCATION: 73 W Flagler St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	901	0	0	0	0	0	0	901
TOTAL REVENUES:	0	901	0	0	0	0	0	0	901
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	901	0	0	0	0	0	0	901
TOTAL EXPENDITURES:	0	901	0	0	0	0	0	0	901

MUNICIPAL PROJECT - PUBLIC SAFETY FACILITIES

PROJECT #: 988150

DESCRIPTION: Provide GOB funds to municipalities supporting projects that construct and improve public safety facilities

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	700	762	0	152	0	0	0	0	1,614
BBC GOB Series 2005A	2,999	0	0	0	0	0	0	0	2,999
BBC GOB Series 2008B	651	0	0	0	0	0	0	0	651
BBC GOB Series 2008B-1	36	0	0	0	0	0	0	0	36
BBC GOB Series 2013A	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	4,886	762	0	152	0	0	0	0	5,800
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	4,886	762	0	152	0	0	0	0	5,800
TOTAL EXPENDITURES:	4,886	762	0	152	0	0	0	0	5,800

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DEBT SERVICE - ELECTIONS OPTICAL SCAN VOTING EQUIPMENT (SUNSHINE STATE SERIES 2011A) PROJECT #: 988440

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire elections voting equipment
 LOCATION: 2700 NW 87 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	891	0	0	0	0	0	0	891
TOTAL REVENUES:	0	891	0	0	0	0	0	0	891
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	891	0	0	0	0	0	0	891
TOTAL EXPENDITURES:	0	891	0	0	0	0	0	0	891

DEBT SERVICE - PUBLIC SERVICE TAX BONDS (SERIES 2011) PROJECT #: 988490

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP)
 LOCATION: Countywide District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	1,150	0	0	0	0	0	0	1,150
TOTAL REVENUES:	0	1,150	0	0	0	0	0	0	1,150
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,150	0	0	0	0	0	0	1,150
TOTAL EXPENDITURES:	0	1,150	0	0	0	0	0	0	1,150

HEALTH CARE FUND - BUILDING BETTER COMMUNITIES BOND PROGRAM PROJECT #: 988710

DESCRIPTION: Provide resources for a health care capital fund to construct and improve emergency and health care facilities countywide
 LOCATION: Countywide District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	4,345	4,865	1,700	0	0	0	0	0	10,910
BBC GOB Series 2008B	1,999	0	0	0	0	0	0	0	1,999
BBC GOB Series 2008B-1	1,619	0	0	0	0	0	0	0	1,619
BBC GOB Series 2011A	1,707	0	0	0	0	0	0	0	1,707
BBC GOB Series 2013A	214	0	0	0	0	0	0	0	214
BBC GOB Series 2014A	551	0	0	0	0	0	0	0	551
TOTAL REVENUES:	10,435	4,865	1,700	0	0	0	0	0	17,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	7,976	4,865	1,700	0	0	0	0	0	14,541
Land Acquisition/Improvements	2,000	0	0	0	0	0	0	0	2,000
Planning and Design	459	0	0	0	0	0	0	0	459
TOTAL EXPENDITURES:	10,435	4,865	1,700	0	0	0	0	0	17,000

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DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2009B)

PROJECT #: 988720

DESCRIPTION: Provide funding for annual debt service payment; financing will be used to close out completion of a variety of projects including Animal Services facility, technology equipment, and Park's marinas or parking projects

LOCATION: Countywide
Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	302	0	0	0	0	0	0	302
TOTAL REVENUES:	0	302	0	0	0	0	0	0	302
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	302	0	0	0	0	0	0	302
TOTAL EXPENDITURES:	0	302	0	0	0	0	0	0	302

DEBT SERVICE - CYBER SECURITY PHASE 2 (CAPITAL ASSET SERIES 2009A)

PROJECT #: 988740

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

LOCATION: 5680 SW 87 Ave
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	863	0	0	0	0	0	0	863
TOTAL REVENUES:	0	863	0	0	0	0	0	0	863
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	863	0	0	0	0	0	0	863
TOTAL EXPENDITURES:	0	863	0	0	0	0	0	0	863

DEBT SERVICE - CAROL CITY COMMUNITY CENTER (SUNSHINE STATE SERIES 2011A)

PROJECT #: 988760

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for the Betty T. Ferguson Recreational Complex

LOCATION: 3000 NW 199 St
Miami Gardens

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	606	0	0	0	0	0	0	606
TOTAL REVENUES:	0	606	0	0	0	0	0	0	606
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	606	0	0	0	0	0	0	606
TOTAL EXPENDITURES:	0	606	0	0	0	0	0	0	606

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DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2013A)

PROJECT #: 988880

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units

LOCATION: 7226 NW 22 Ave
Unincorporated Miami-Dade County

District Located: 2
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	970	0	0	0	0	0	0	970
TOTAL REVENUES:	0	970	0	0	0	0	0	0	970
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	970	0	0	0	0	0	0	970
TOTAL EXPENDITURES:	0	970	0	0	0	0	0	0	970

DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2004B)

PROJECT #: 988970

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

LOCATION: 6801 NW 186 St
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	43	0	0	0	0	0	0	43
TOTAL REVENUES:	0	43	0	0	0	0	0	0	43
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	43	0	0	0	0	0	0	43
TOTAL EXPENDITURES:	0	43	0	0	0	0	0	0	43

MUNICIPAL PROJECT - BRIDGE, PUBLIC INFRASTRUCTURE, AND NEIGHBORHOOD IMPROVEMENTS

PROJECT #: 989060

DESCRIPTION: Provide GOB funds to municipalities supporting projects that construct and improve bridges, public infrastructure, and neighborhood improvements

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide



REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,069	100	0	0	0	0	0	0	1,169
BBC GOB Series 2005A	2,828	0	0	0	0	0	0	0	2,828
BBC GOB Series 2008B	6,921	0	0	0	0	0	0	0	6,921
BBC GOB Series 2008B-1	2,755	0	0	0	0	0	0	0	2,755
BBC GOB Series 2011A	140	0	0	0	0	0	0	0	140
BBC GOB Series 2013A	257	0	0	0	0	0	0	0	257
BBC GOB Series 2014A	31	0	0	0	0	0	0	0	31
TOTAL REVENUES:	14,001	100	0	0	0	0	0	0	14,101
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	13,615	100	0	0	0	0	0	0	13,715
Permitting	20	0	0	0	0	0	0	0	20
Planning and Design	341	0	0	0	0	0	0	0	341
Project Administration	25	0	0	0	0	0	0	0	25
TOTAL EXPENDITURES:	14,001	100	0	0	0	0	0	0	14,101


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DEBT SERVICE - ENTERPRISE RESOURCE PLANNING IMPLEMENTATION AND HARDWARE (SUNSHINE STATE SERIES 2011A) **PROJECT #: 989440**

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware, software, and to implement system

LOCATION: 5680 SW 87 Ave District Located: 10
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	556	0	0	0	0	0	0	556
TOTAL REVENUES:	0	556	0	0	0	0	0	0	556
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	556	0	0	0	0	0	0	556
TOTAL EXPENDITURES:	0	556	0	0	0	0	0	0	556

FLORIDA INTERNATIONAL UNIVERSITY COLLEGE OF MEDICINE AMBULATORY CARE CENTER **PROJECT #: 989990** 

DESCRIPTION: Provide funding to construct new facility to increase delivery of primary health care in the community

LOCATION: Florida International University Campus District Located: 11
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	1,043	100	0	0	0	0	0	0	1,143
BBC GOB Interest	25	0	0	0	0	0	0	0	25
BBC GOB Series 2011A	163	0	0	0	0	0	0	0	163
BBC GOB Series 2013A	1,379	0	0	0	0	0	0	0	1,379
BBC GOB Series 2014A	7,290	0	0	0	0	0	0	0	7,290
TOTAL REVENUES:	9,900	100	0	0	0	0	0	0	10,000
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	8,919	100	0	0	0	0	0	0	9,019
Permitting	129	0	0	0	0	0	0	0	129
Planning and Design	642	0	0	0	0	0	0	0	642
Project Administration	210	0	0	0	0	0	0	0	210
TOTAL EXPENDITURES:	9,900	100	0	0	0	0	0	0	10,000

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RESTORATION AND ENHANCEMENT TO VIZCAYA MUSEUM AND GARDENS - PHASE II, III AND IV (SCHEMATIC) PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM

PROJECT #: 1709910



DESCRIPTION: Restore the main house skylight and envelope, seawall, barge, and natural areas; and provide schematic design for Phase IV

LOCATION: 3251 S Miami Ave
City of Miami

District Located: 7
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	13,134	4,000	4,385	0	0	0	0	0	21,519
BBC GOB Series 2011A	2,036	0	0	0	0	0	0	0	2,036
BBC GOB Series 2013A	431	0	0	0	0	0	0	0	431
BBC GOB Series 2014A	269	0	0	0	0	0	0	0	269
FEMA Hazard Mitigation Grant	1,400	0	0	0	0	0	0	0	1,400
TOTAL REVENUES:	17,270	4,000	4,385	0	0	0	0	0	25,655
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	13,764	3,228	4,255	0	0	0	0	0	21,247
Permitting	40	0	0	0	0	0	0	0	40
Planning and Design	2,095	500	62	0	0	0	0	0	2,657
Project Administration	1,371	272	68	0	0	0	0	0	1,711
TOTAL EXPENDITURES:	17,270	4,000	4,385	0	0	0	0	0	25,655

AUTOMATED AGENDA MANAGEMENT SOFTWARE

PROJECT #: 1735660



DESCRIPTION: Upgrade Legistar or purchase new software to accomplish an automated legislative process

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
IT Funding Model	150	0	0	0	0	0	0	0	150
TOTAL REVENUES:	150	0	0	0	0	0	0	0	150
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Technology Hardware/Software	0	150	0	0	0	0	0	0	150
TOTAL EXPENDITURES:	0	150	0	0	0	0	0	0	150

Estimated Annual Operating Impact will begin in FY 2017-18 in the amount of \$75,000

DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL ASSET SERIES 2013B)

PROJECT #: 9810010

DESCRIPTION: Provide funding for annual debt service payment

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	1,193	0	0	0	0	0	0	1,193
TOTAL REVENUES:	0	1,193	0	0	0	0	0	0	1,193
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,193	0	0	0	0	0	0	1,193
TOTAL EXPENDITURES:	0	1,193	0	0	0	0	0	0	1,193

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REPAIRS AND RENOVATIONS

PROJECT #: 9810050

DESCRIPTION: Reserve for unexpected repairs, renovations, minor capital projects, and one-time relocation expenditures for general fund supported departments

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	1,751	0	0	0	0	0	0	1,751
TOTAL REVENUES:	0	1,751	0	0	0	0	0	0	1,751
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	0	1,751	0	0	0	0	0	0	1,751
TOTAL EXPENDITURES:	0	1,751	0	0	0	0	0	0	1,751

DEBT SERVICE - CORRECTIONS FIRE SYSTEMS PHASE 4 (CAPITAL ASSET SERIES 2007)

PROJECT #: 9810840

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

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	820	0	0	0	0	0	0	820
TOTAL REVENUES:	0	820	0	0	0	0	0	0	820
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	820	0	0	0	0	0	0	820
TOTAL EXPENDITURES:	0	820	0	0	0	0	0	0	820

MUNICIPAL PROJECT - WATER, SEWER, AND FLOOD CONTROL SYSTEMS

PROJECT #: 9810960

DESCRIPTION: Provide GOB funding to municipalities supporting projects that construct and improve water, sewer, and flood control systems

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
BBC GOB Financing	7,746	9,651	2,305	3,812	1,815	1,250	0	0	26,579
BBC GOB Series 2005A	4,915	0	0	0	0	0	0	0	4,915
BBC GOB Series 2008B	9,278	0	0	0	0	0	0	0	9,278
BBC GOB Series 2008B-1	6,378	0	0	0	0	0	0	0	6,378
BBC GOB Series 2011A	779	0	0	0	0	0	0	0	779
BBC GOB Series 2013A	1,813	0	0	0	0	0	0	0	1,813
BBC GOB Series 2014A	1,432	0	0	0	0	0	0	0	1,432
TOTAL REVENUES:	32,341	9,651	2,305	3,812	1,815	1,250	0	0	51,174
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Construction	27,705	9,651	2,305	3,812	1,815	1,250	0	0	46,538
Permitting	64	0	0	0	0	0	0	0	64
Planning and Design	4,537	0	0	0	0	0	0	0	4,537
Project Administration	35	0	0	0	0	0	0	0	35
TOTAL EXPENDITURES:	32,341	9,651	2,305	3,812	1,815	1,250	0	0	51,174

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DEBT SERVICE - AMERICANS WITH DISABILITIES ACT (CAPITAL ASSET SERIES 2004B) PROJECT #: 9892380

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

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

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	44	0	0	0	0	0	0	44
TOTAL REVENUES:	0	44	0	0	0	0	0	0	44
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	44	0	0	0	0	0	0	44
TOTAL EXPENDITURES:	0	44	0	0	0	0	0	0	44

DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2004B) PROJECT #: 9896300

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for ongoing restoration of the Miami-Dade County Courthouse facade

LOCATION: 73 W Flagler St District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	131	0	0	0	0	0	0	131
TOTAL REVENUES:	0	131	0	0	0	0	0	0	131
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	131	0	0	0	0	0	0	131
TOTAL EXPENDITURES:	0	131	0	0	0	0	0	0	131

DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2004B) PROJECT #: 9898550

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

LOCATION: 2700 NW 87 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	110	0	0	0	0	0	0	110
TOTAL REVENUES:	0	110	0	0	0	0	0	0	110
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	110	0	0	0	0	0	0	110
TOTAL EXPENDITURES:	0	110	0	0	0	0	0	0	110

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DEBT SERVICE - 311 ANSWER CENTER (CAPITAL ASSET SERIES 2004B)

PROJECT #: 9899840

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

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	37	0	0	0	0	0	0	37
TOTAL REVENUES:	0	37	0	0	0	0	0	0	37
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	37	0	0	0	0	0	0	37
TOTAL EXPENDITURES:	0	37	0	0	0	0	0	0	37

DEBT SERVICE - NARROWBANDING

PROJECT #: 200000145

DESCRIPTION: Provide funding for annual debt service payment

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	1,296	0	0	0	0	0	0	1,296
TOTAL REVENUES:	0	1,296	0	0	0	0	0	0	1,296
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,296	0	0	0	0	0	0	1,296
TOTAL EXPENDITURES:	0	1,296	0	0	0	0	0	0	1,296

HISTORYMIAMI - REPAIRS AND RENOVATIONS

PROJECT #: 200000146

DESCRIPTION: Repair and renovate various exhibition halls

LOCATION: 101 W Flagler St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	157	18	0	0	0	0	0	0	175
TOTAL REVENUES:	157	18	0	0	0	0	0	0	175
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Building Acquisition/Improvements	25	150	0	0	0	0	0	0	175
TOTAL EXPENDITURES:	25	150	0	0	0	0	0	0	175

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

CHEVRON ENERGY PROJECT

PROJECT #: 200000244

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for energy conservation project at MDPD Headquarters
 LOCATION: 9105 NW 25 St District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	117	0	0	0	0	0	0	117
TOTAL REVENUES:	0	117	0	0	0	0	0	0	117
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	117	0	0	0	0	0	0	117
TOTAL EXPENDITURES:	0	117	0	0	0	0	0	0	117

DEBT SERVICE - LEASED VEHICLES

PROJECT #: 200000245

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire police vehicles
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	5,069	0	0	0	0	0	0	5,069
TOTAL REVENUES:	0	5,069	0	0	0	0	0	0	5,069
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	5,069	0	0	0	0	0	0	5,069
TOTAL EXPENDITURES:	0	5,069	0	0	0	0	0	0	5,069

FLEET REPLACEMENT VEHICLES

PROJECT #: 200000511

DESCRIPTION: Purchase fleet replacement vehicles for both heavy and light fleet for various county departments to support County operations
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Fire Impact Fees	0	250	0	0	0	0	0	0	250
Fire Rescue Taxing District	0	1,250	0	0	0	0	0	0	1,250
Lease Financing - County Bonds/Debt	332	41,577	3,829	151	121	0	0	0	46,010
TOTAL REVENUES:	332	43,077	3,829	151	121	0	0	0	47,510
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Automobiles/Vehicles	332	43,077	3,829	151	121	0	0	0	47,510
TOTAL EXPENDITURES:	332	43,077	3,829	151	121	0	0	0	47,510

FY 2016 - 17 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - ANIMAL SHELTER (CAPITAL ASSET ACQUISITION BOND 2016)

PROJECT #: 2000000548

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to construct the new Animal Services facility
 LOCATION: 3599 NW 79 Ave District Located: 12
 Doral District(s) Served: TBD

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	655	0	0	0	0	0	0	655
TOTAL REVENUES:	0	655	0	0	0	0	0	0	655
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	655	0	0	0	0	0	0	655
TOTAL EXPENDITURES:	0	655	0	0	0	0	0	0	655

DEBT SERVICE - MISCELLANEOUS PARK IMPROVEMENTS (CAPITAL ASSET ACQUISITION BOND 2016)

PROJECT #: 2000000551

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to provide infrastructure improvements to various park facilities
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	63	0	0	0	0	0	0	63
TOTAL REVENUES:	0	63	0	0	0	0	0	0	63
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	63	0	0	0	0	0	0	63
TOTAL EXPENDITURES:	0	63	0	0	0	0	0	0	63

BASEBALL - CAPITAL RESERVE FUND (PER AGREEMENT)

PROJECT #: 2000000562

DESCRIPTION: Provide capital reserve for future stadium capital expenditures
 LOCATION: 111 NW 1st St District Located: Countywide
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Capital Outlay Reserve	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	0	750	0	0	0	0	0	0	750
EXPENDITURE SCHEDULE:	PRIOR	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	FUTURE	TOTAL
Building Acquisition/Improvements	0	750	0	0	0	0	0	0	750
TOTAL EXPENDITURES:	0	750	0	0	0	0	0	0	750



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