
ADOPTED BUDGET AND MULTI-YEAR CAPITAL PLAN

MIAMI-DADE COUNTY, FLORIDA

2023-2024 | Volume 3

STRATEGIC AREAS:

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





FY 2023-24 ADOPTED BUDGET AND MULTI-YEAR CAPITAL PLAN

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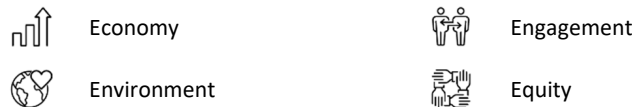
FY 2023-24 Adopted Budget and Multi-Year Plan

How to Read a Department's Budget Narrative

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

To ensure Miami-Dade County departments are internally aligned to the County Strategic Plan, unit measures are aligned to a separate departmental objective which itself is linked to a Strategic Plan Objective. Departmental objectives help communicate to the reader how a department specifically supports the County Strategic Plan. These Strategic Plan Objectives – which were updated as part of the FY 2022-23 budget process to account for community priorities identified during the Mayor's Thrive305 community engagement initiative – are listed in Appendix W in Volume 1.

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



The information below is a summary of the department budget narrative layout. The numbered bullets below correspond to the circled numbers on the sample narrative page that follows.

1. **Introduction** - A summary of the department's mission, functions, projects, partners and stakeholders
2. **Budget Charts** - Pie charts showing the department's expenditures by activity and its revenues by source
3. **Table of Organization** - A table that organizes the department by major functions and position amounts
4. **Unit Description** - Department narratives include sections for major functional units; each section begins with a description of the unit's role in the department and a list of its functions
5. **Unit Measures** - This section, when applicable, includes tables detailing how specific unit measures and objectives support the Miami-Dade County Strategic Plan; measures are classified by Type and Good Direction; measure types include input (IN), output (OP), efficiency (EF), and outcome (OC). Each measure includes a target and the actual level attained; for some measures, 'target' represents forecasted demand, not desired performance level
- **Division Highlights and Budget Enhancements or Reductions** (not pictured) - Notable programs/initiatives that support the achievement of a Strategic Plan Objective, along with relevant budget and performance impacts; enhancements are in bold and reductions are italicized; as described above some division highlights will also be categorized as supporting one of the Mayor's 4Es.
- **Department-wide Enhancements or Reductions and Additional Comments** (not pictured) - Bullets detailing resource changes to existing programs and initiatives; detailing newly funded programs and initiatives; commenting on other relevant departmental matters; enhancements are in bold and reductions are italicized; as described above some department-wide highlights will also be categorized as supporting one of the Mayor's 4Es.
6. **Capital Budget Highlights and Operational Impacts** - Details the department capital budget information, total project cost, funding by source and impacts on operating budget; as described above some capital highlights will also be categorized as supporting one of the Mayor's 4Es.
7. **Selected Item Highlights and Details** - Reflects costs associated with specific operating budget line items
8. **Fee Adjustments** - For departments with fee adjustments, this section lists any fee for service that the department has created, increased, decreased or eliminated

TABLE OF CONTENTS

How to Read a Department's Budget Narrative.....	6
Table of Contents	8
Neighborhood and Infrastructure	11
Animal Services.....	13
Solid Waste Management	25
Water and Sewer	72
Health and Society	101
Community Action and Human Services	103
Homeless Trust	123
Public Housing and Community Development.....	132
Economic Development	147
Aviation.....	149
Miami-Dade Economic Advocacy Trust.....	173
Regulatory and Economic Resources	180
Seaport	206
General Government	225
Audit and Management Services	227
Commission on Ethics and Public Trust.....	231
Communications and Customer Experience	235
Elections.....	247
Finance.....	258
Human Resources	267
Information Technology.....	277
Inspector General	298
Internal Services.....	304
Management and Budget	327
Office of the Property Appraiser	341
Strategic Procurement	346
Tax Collector	353
Supplemental Information	365
Capital Non-Departmental Schedule.....	367
INDEX	407



DEPARTMENT DETAILS



STRATEGIC AREA

Neighborhood and Infrastructure

Mission:

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

GOALS	OBJECTIVES
SAFE, HEALTHY AND ATTRACTIVE NEIGHBORHOODS AND COMMUNITIES	Promote livable and beautiful neighborhoods
	Ensure buildings are sustainable, safe and resilient
	Promote the efficient and best use of land
	Protect the community from public nuisances and events that threaten public health
	Ensure animal health and welfare
CONTINUITY OF CLEAN WATER AND COMMUNITY SANITATION SERVICES	Provide sustainable drinking water supply and wastewater disposal services
	Mitigate community flood risk
	Provide sustainable solid waste collection and disposal capacity
PROTECTED AND RESTORED ENVIRONMENT RESOURCES	Maintain air quality
	Protect and maintain surface and drinking water sources
	Protect, maintain, and restore beaches, the coastline, Biscayne Bay, and other bodies of water
	Preserve and enhance natural areas and green spaces

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Animal Services

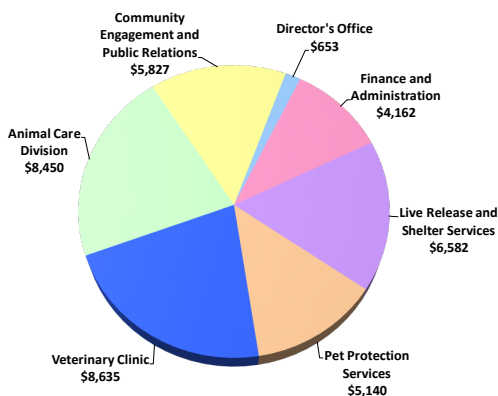
The mission of the Miami-Dade County Animal Services Department (ASD) is to save the lives of abandoned animals in our care, protect animals from cruelty, reunite lost pets with their owners, protect people and pets in our community from health-related issues and ensure the public's safety. The Department aims to advance animal welfare through a variety of programs and services designed to protect and improve the lives of animals and enhance the human-animal bond. Services provided include readily accessible low-cost and free spay/neuter surgeries and preventive veterinary care for owned pets, free sterilization of community cats, expanded Trap, Neuter, Vaccinate and Return (TNVR) services, a progressive managed intake policy, comprehensive pet retention programs, and humane law enforcement investigations. These services support Miami-Dade County's commitment to responsibly achieving a 90% or greater annual save rate. ASD also upholds the provisions of Chapter 5 of the Miami-Dade County Code and Chapter 828 of the Florida Statutes regarding animal protection and welfare.

As part of the Neighborhood and Infrastructure Strategic area, ASD enforces rabies vaccination and licensing requirements, aids and educates police agencies, documents cases involving animal bites to a person for the purpose of rabies control, responds to reports of injured/distressed animals, provides forensic veterinary services and expert testimony and provides pet-related support services during states of emergency. The ASD Pet Adoption and Protection Center (PAPC) is open to the public seven days a week for adoption and other services such as rescue, pet reunification, pet retention, spay and neuter, licensing, microchipping and pet vaccinations. ASD also operates pet friendly evacuation centers during emergencies.

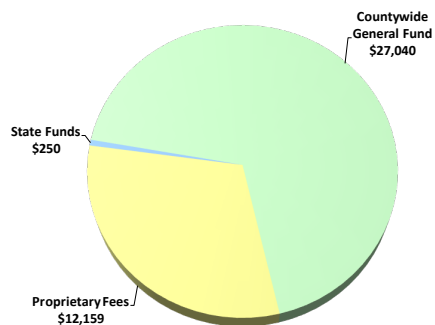
The Department first achieved an annual save rate of 90% or greater in 2015 and has sustained it for seven consecutive years. The community-based programs and services designed to ensure continued success include pet adoptions, comprehensive veterinary care, a foster program that protects the most vulnerable animals, mobile adoption events to increase departmental presence in the community, partnerships with animal rescue organizations, interstate transport programs, pet retention services aimed at deterring owners from surrendering their pet into ASD's care, and reunification of lost pets with their families. The fewer than 10% of pets that cannot be saved each year either present a grave risk to public safety or are suffering so greatly from illness or injury that compassion calls for humane euthanasia to avoid prolonging pain and suffering.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

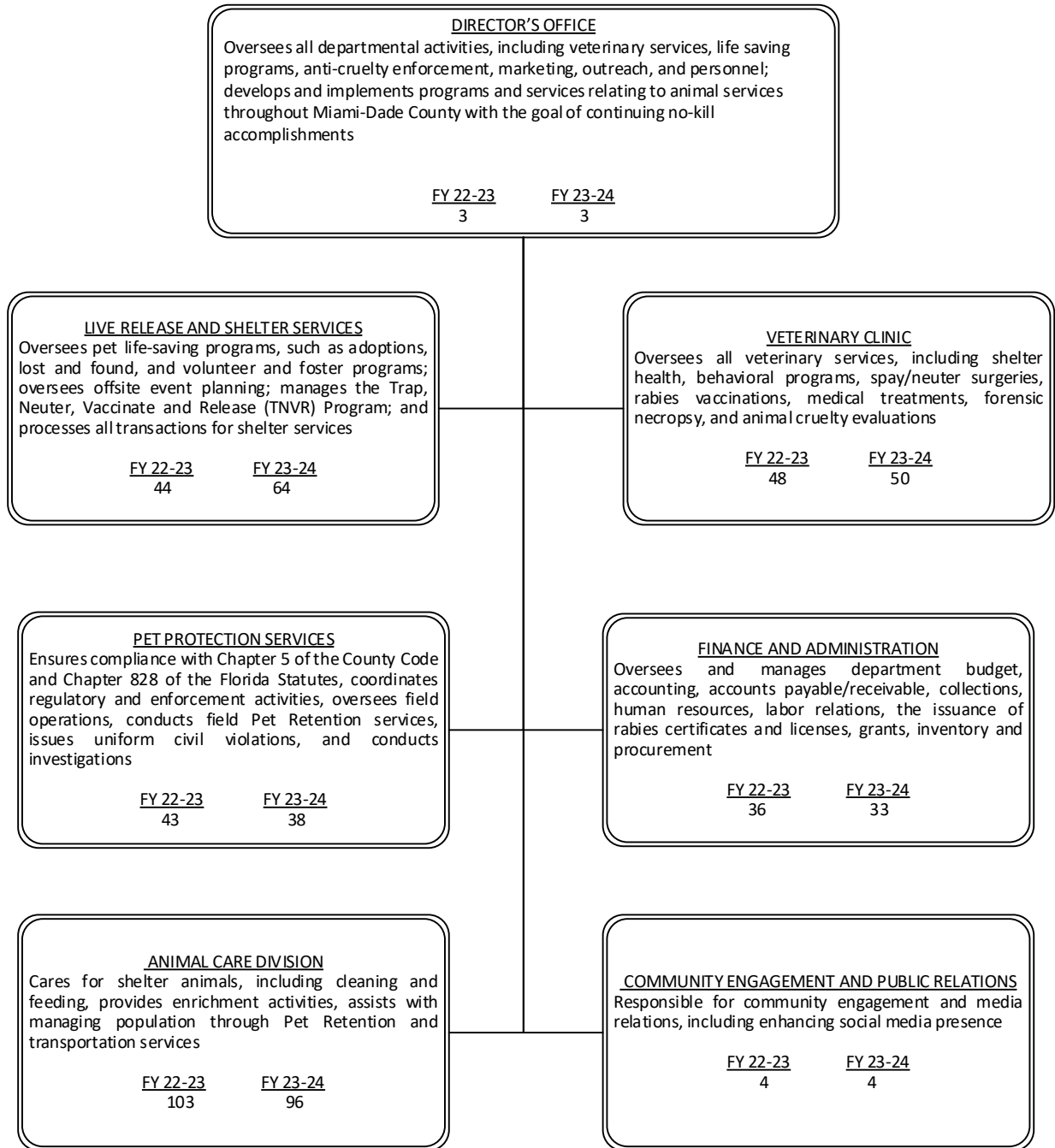


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 288.6

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: DIRECTOR'S OFFICE

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

- Manages performance of divisions
- Oversees life-saving initiatives
- Develops departmental strategy and policy
- Provides oversight and direction for departmental operations
- Seeks alternative funding sources and partnerships with other organizations to maximize resources
- Works closely with County residents, advocates and elected leaders to receive feedback, develop partnerships and improve service delivery

DIVISION COMMENTS

- The Department will continue to expand its innovative initiatives to reduce shelter intakes, increase pet retention services and promote shelter adoptions

DIVISION: LIVE RELEASE AND SHELTER SERVICES

Provides pet life-saving services such as: adoptions, lost pet reunification, volunteer and foster opportunities, and pet retention offerings, TNVR services; plans and hosts all offsite adoption events

- Promotes and secures pet adoptions with forever families
- Spearheads diligent efforts to reunite lost pets with their families
- Recruits, manages, and supports pet foster care families to address the unique needs and overall well-being of the most vulnerable animals in our care
- Builds and maintains the infrastructure needed to support a successful, impactful, and sustainable volunteer program
- Enhances community engagement and awareness by facilitating adoption events
- Oversees TNVR Program for community cats

Strategic Objectives - Measures

- NI1-5: Ensure animal health and welfare

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase positive outcomes for pets	Save rate*	OC	↑	93%	93%	90%	90%	90%
	Adoptions	OC	↑	9,579	7,290	8,700	8,700	8,700
	Rescues	OC	↑	1,827	2,026	1,800	1,800	1,800
	Returns to owner	OC	↑	1,609	1,307	1,300	1,200	1,200
	Transfers to partners**	OC	↑	68	18	20	20	20
	Transports**	OC	↑	93	242	180	180	180
	Trap, Neuter, Vaccinate and Release (TNVR) Services Provided***	OC	↑	13,234	14,747	22,000	16,000	17,000

*Save rate reflects calendar year data

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

***FY 2022-23 Projection was adjusted to align with prior year actuals; FY 2023-24 Target reflect current year trend

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes two additional Outreach Specialists to coordinate community adoption events and promote the foster program (\$180,000)

- The FY 2023-24 Adopted Budget includes two additional Adoption Counselors to support off-site adoption centers (\$130,000)
- The FY 2023-24 Adopted Budget includes the transfer of eight positions from the Pet Protection Services Division to ensure adequate levels of support to continue essential spay and neuter services on free roaming community cats; these positions include one Kennel Manager, two TNVR Rescue Coordinators, and five Transport Operators
- The FY 2023-24 Adopted Budget includes the transfer of seven positions from the Animal Care Division for adequate administration of the rescue program; these positions include one ASD Pathway Coordinator, two Transport Specialists, and four Transport Operators
- The FY 2023-24 Adopted Budget includes the transfer of one Shelter Program Manager position from the Finance and Administration Division to oversee the Rescue Unit



In FY 2023-24, the Department will continue its life-saving initiatives to achieve the goal of maintaining a no-kill shelter status; the Department will focus on a "Culture of We" to include, but not limited to, maintaining, strengthening, and expanding partnerships in the foster, transport, rescue, adoption, and pet retention programs



In FY 2023-24, the Department will continue its partnership with Petco and PetSmart to provide off-site adoption venues with a 100 percent adoption rate



In FY 2023-24, the Department will continue its relationship with Miami-Dade Corrections and Rehabilitation's Second Chance Program; the program helps inmates develop marketable skills to increase their employability upon release and improves the behavior of the dogs to increase their opportunities for rehoming

- In FY 2023-24, the Department will diligently explore new technologies and resources to increase the number of lost pets reunited with their families



In FY 2023-24, the Department will continue to cultivate partnerships and seek additional event opportunities

DIVISION: PET PROTECTION SERVICES


Ensures compliance with Chapter 5 of the County Code and Chapter 828 of the Florida Statutes, coordinates regulatory and enforcement activities, oversees field operations, conducts field pet retention services, issues uniform civil violations, and conducts investigations

- Conducts investigations involving dangerous dogs and maintains associated registry
- Facilitates field returns to owners by rescuing dogs at large and identifying the pet owner; provides field pet retention services
- Responds and investigates complaints related to pet dealers and breeders to ensure humane treatment of animals
- Examines animal bites and ensures quarantine of potentially rabid animals through a Memorandum of Understanding (MOU) with the Florida Department of Health
- Investigates cases of animal abuse and neglect
- Issues and manages all computer-generated license and rabies vaccination renewals and citations; represents the Department at hearings and in animal cruelty criminal judicial proceedings
- Provides emergency support to police as needed in response to animal control requests
- Provides training and support to local law enforcement agencies in the identification of and response to animal related crimes
- Removes dead animals from public rights of way

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> N11-4: Protect the community from public nuisances and events that threaten public health 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Respond quickly to service calls to promote safe and livable communities	Stray animal pickup response time (in calendar days)	EF	↓	1.2	1.4	2.0	2.0	2.0
	Dead animal pickup response time (in calendar days)	EF	↓	1.1	2.1	1.0	1.0	1.0

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one additional ASD Investigator to investigate breeders, puppy sales, and other cases (\$80,000)
- In FY 2023-24, the Department will partner with the Pelican Harbor Seabird Station and provide \$50,000 to support this organization in its care of native birds, mammals and reptiles
- In FY 2023-24, the Department will partner with the Everglades Outpost and provide \$50,000 to support this organization in the rescue, rehab and release activities it performs for the community for animals such as raccoons, coyotes, foxes and reptiles
- In FY 2023-24, the Department will partner with Wildlife Rescue of Dade County and provide \$25,000 to support this organization in the rescue of native species wildlife
- The FY 2023-24 Adopted Budget includes the transfer of eight positions to the Live Release Division to ensure adequate levels of support to continue essential spay and neuter services on free roaming community cats; these positions include one Kennel Manager, two TNVR Rescue Coordinators, and five Transport Operators
- The FY 2023-24 Adopted Budget includes the transfer of one Citation Specialist and one Collection Specialist 1 from the Finance and Administration Division to ensure adequate levels of support to the Citation Unit for the collection of citation payments
- 
 In FY 2023-24, the Department will continue to fund its agreement with The South Florida Society for the Prevention of Cruelty to Animals (SFSPCA) to house and care for large animals and livestock (\$400,000)
- In FY 2023-24, the Department of Solid Waste Management will continue to fund three Disposal Technician positions in ASD to collect and dispose of dead animals countywide (\$204,000)
- In FY 2023-24, the Department will continue its anti-cruelty outreach and training to Miami-Dade Police Department, Miami-Dade Fire Rescue Department, and all other municipal police and fire agencies

DIVISION: FINANCE AND ADMINISTRATION

Oversees and manages department budget, accounting, accounts payable/receivable, collections, human resources, labor relations, the issuance of rabies certificates and licenses, grants, facilities, inventory and procurement

- Develops and monitors budget; tracks financial trends
- Directs human resources activities, such as recruitment, labor relations, training, benefits and payroll
- Manages department procurement activities
- Oversees all department financial transactions including collections and accounts payable/receivable
- Coordinates and maintains all private veterinary issuance of licenses and rabies vaccination records
- Reviews performance management, productivity reporting and business plan development
- Responsible for all inventory management including scheduling automated orders, receiving, and distribution of supplies
- Secures grant funding in support of the Department's lifesaving programs
- Provides building maintenance and janitorial services

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-5: Ensure animal health and welfare 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase responsible pet ownership	Dogs licensed in Miami-Dade County	OP	↔	221,844	219,775	220,000	230,000	235,000

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one Citation Specialist and one Collection Specialist 1 to the Pet Protection Services Division to ensure adequate levels of support to the Citation Unit for the collection of citation payments
- The FY 2023-24 Adopted Budget includes the transfer of one Shelter Program Manager position to the Live Release and Shelter Services Division to oversee the Rescue Unit
- In FY 2023-24, the Department will continue its Memorandum of Understanding with the Finance Department to pursue collection of unpaid civil citations (payments are based on a percentage of collected revenue)
- In FY 2023-24, the Department will continue to find new and innovative ways to engage staff and increase employee morale while simultaneously onboarding new employees dedicated to the Department's mission
- In FY 2023-24, the Department will strengthen labor relations
- In FY 2023-24, the Department will continue to seek external funding through grants and awards to fulfill unmet needs of the community and to provide more life-saving programs to the animals in ASD's care

DIVISION: ANIMAL CARE DIVISION

Provides hands-on care for shelter animals, which includes cleaning, feeding, walking, providing enrichment activities, and assisting with population management through the Pet Retention program and partnerships with rescue organizations

- Ensures the safety and well-being of animals in the care and custody of ASD
- Shelters, treats, and rehabilitates abandoned pets to prepare them for their forever homes
- Increases animal well-being through enrichment activities dedicated to enhancing animals' quality of life and experiences
- Manages pet population by tracking the movement of animals in ASD's care
- Ensures basic needs of animals in ASD's care are met; these include, but are not limited to, food, water, enrichment opportunities, and clean living areas
- Enhances, identifies, and maximizes opportunities to keep pets safe, strong, and together with their families while addressing challenges that often lead to a family surrendering their pet through the Pet Retention and Deferral Program; the team works one-on-one with pet owners and offers financial, medical, nutritional, housing, and respite assistance to secure a long-term solution that is the best interest of the animal
- Builds and expands relationships and programs with transfer partners to find homes for rehabilitated animals and improve their ongoing quality of life

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-5: Ensure animal health and welfare 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Continue monitoring managed shelter intake	Shelter intake	IN	↔	29,581	27,791	32,400	32,400	32,400

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The Department was awarded a grant from the Florida Legislature in the amount of \$250,000 to provide a behavioral modification and training program to reduce the number of shelter dogs euthanized due to behavioral issues and to get them ready for adoption
- The FY 2023-24 Adopted budget includes the transfer of seven positions to the Live Release and Shelter Services for adequate administration of the rescue program; these positions include one ASD Pathway Coordinator, two Transport Specialists, and four Transport Operators



In FY 2023-24, the Department will continue the Pet Retention and Deferral initiatives aimed at assisting families in crisis or at risk of surrendering their pets



In FY 2023-24, the Department will focus on developing prevention programs to minimize shelter intakes by keeping pets together with their families

- In FY 2023-24, the Department will continue to operate using a managed intake process; managed intake is a thoughtful and strategic process whereby admission to the shelter is scheduled based on factors including, but not limited to, the shelter's capacity to provide humane care and assure the best and most appropriate outcome for each animal admitted; It also focuses on pet owner support by offering pet retention services and presenting alternative methods, such as rehoming

DIVISION: COMMUNITY ENGAGEMENT AND PUBLIC RELATIONS

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

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

DIVISION COMMENTS



In FY 2023-24, the Department will create a marketing plan to increase animal welfare education in the community



In FY 2023-24, the Department will use social media platforms and other media outlets to increase the community's awareness of available services

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: VETERINARY CLINIC

Oversees all veterinary services, including monitoring the health of the shelter pets, spay/neuter surgeries, vaccine administration, medical treatments, forensic necropsy, and animal cruelty evaluations

- Provides all medical treatments and preventive care to shelter animals
- Develops and oversees disease management protocols and monitors health and wellness
- Addresses health care of shelter animals in preparation for adoption, transport and rescue
- Operates vaccinations/microchip clinic for the public
- Provides all necessary surgeries to shelter animals, including spay and neuter procedures
- Oversees the Homestead public spay/neuter services
- Oversees the clinical portion of the TNVR Program for community cats
- Oversees and expands spay/neuter services through the mobile animal clinic and community partners
- Manages the partnership with the University of Florida Veterinary Shelter Medicine Program to provide expertise to shelter staff and internships to veterinary students
- Performs forensic live animal exams and necropsies for cruelty investigations
- Provides free or low-cost spay/neuter services, vaccines, and microchips at the shelter; partners with other local organizations to provide low-cost surgeries throughout the community
- Prepares and submits laboratory samples of all suspected rabies cases and monitors other zoonotic diseases to protect human health

Strategic Objectives - Measures

- NI1-5: Ensure animal health and welfare

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase community pet health	Rabies vaccines delivered by clinic	OC	↔	26,744	26,683	25,000	25,000	25,000
	Spay/Neuter surgeries	OC	↑	28,319	26,601	25,000	25,000	25,000

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes two additional Veterinary Technicians to assist with spay and neuter surgeries (\$141,000)**



The FY 2023-24 Adopted Budget funds ASD's agreement with the Miami Veterinary Foundation to provide low cost spay/neuter services via private veterinarians in the community at a value of \$425,000 annually



The FY 2023-24 Adopted Budget funds ASD's agreement with The Cat Network to provide low cost spay/neuter services via private veterinarians in the community at a value of \$125,000 annually



In FY 2023-24, the Department will continue to provide free large scale spay/neuter surgeries for at risk populations



In FY 2023-24, the Department will continue to provide life-saving heartworm treatment at no cost for dogs adopted from the shelter



The FY 2023-24 Adopted Budget funds the University of Florida Veterinary Shelter Medicine internship program aimed at improving shelter wellness care (\$125,000)

- In FY 2023-24, the Department will continue to humanely manage the community cat population by offering free TNVR services through the Pets Thrive in 305 South Dade Cat Center

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding for drainage improvements to the Pet Adoption and Protection Center (PAPC) to alleviate flooding issues and the resurfacing of the employee parking lot; the capital program is funded through the Countywide Infrastructure Investment Program (CIIP) (total program cost \$617,000; \$157,000 in FY 2023-24; capital program #2000002374)

- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan also includes the continuation of the Countywide Infrastructure Investment Program (CIIP) that will focus on infrastructure improvements at all County-owned facilities including but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevators, roofs, security, and energy efficiency updates as well as various other facility infrastructure improvements as needed; the Department's CIIP plan includes the acquisition of property adjacent to the Pet Adoption and Protection Center (PAPC) to provide additional employee and visitor parking (total program cost \$4.549 million; \$3.117 million in FY 2023-24; capital program #2000001284)
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding for the repair and renovations of the Medley facility to address the community's increasing demand for services; the capital program is funded through the Countywide Infrastructure Investment Program (CIIP) (total program cost \$153,000; \$77,000 in FY 2023-24; capital program #2000003476)
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of three vehicles (\$235,000) for the replacement of its aging fleet funded with lease purchase financing; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	595	558	660	579	577
Fuel	118	175	156	161	167
Overtime	235	370	290	448	370
Rent	26	-34	48	135	60
Security Services	483	447	535	461	511
Temporary Services	-99	20	50	35	25
Travel and Registration	7	34	99	83	83
Utilities	419	431	509	480	507

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
General Fund Countywide	16,547	18,860	22,513	27,040
Animal License Fees from Licensing Stations	6,882	7,028	6,900	7,200
Animal License Fees from Shelter	1,876	1,706	1,950	1,900
Animal Shelter Fees	1,591	1,226	1,517	1,367
Carryover	321	751	200	120
Code Violation Fines	788	721	1,400	1,500
Donations	753	118	100	100
Miscellaneous Revenues	107	127	80	92
Surcharge Revenues	60	50	100	100
State Grants	0	0	0	250
Total Revenues	28,925	30,587	34,760	39,669

Operating Expenditures

Summary				
Salary	12,638	13,200	15,825	17,263
Fringe Benefits	5,992	6,121	7,436	8,319
Court Costs	33	21	20	25
Contractual Services	1,905	1,853	2,026	2,307
Other Operating	3,997	4,867	5,290	7,570
Charges for County Services	1,841	1,746	2,047	1,954
Grants to Outside Organizations	693	728	1,125	1,325
Capital	736	1,197	691	686
Total Operating Expenditures	27,835	29,733	34,460	39,449

Non-Operating Expenditures

Summary				
Transfers	338	486	300	220
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	338	486	300	220

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Neighborhood and Infrastructure				
Director's Office	589	653	3	3
Live Release and Shelter Services	4,076	6,582	44	64
Pet Protection Services	4,867	5,140	43	38
Finance and Administration	4,101	4,162	36	33
Animal Care Division	7,573	8,450	103	96
Community Engagement and Public Relations	5,468	5,827	4	4
Veterinary Clinic	7,786	8,635	48	50
Total Operating Expenditures	34,460	39,449	281	288

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Solid Waste Management

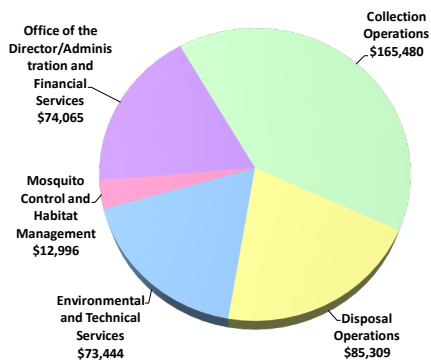
The Department of Solid Waste Management (DSWM) collects garbage and trash in the Waste Collection Service Area (WCSA), performs a series of waste disposal tasks countywide, provides mosquito control services and enforces County ordinances as appropriate countywide.

As part of the Neighborhood and Infrastructure strategic area, DSWM provides a variety of services for residents, including garbage and trash collection and curbside collection of recyclable materials. In addition, DSWM operates 13 Trash and Recycling Centers (TRCs) in the WCSA and provides waste transfer and disposal services countywide to municipalities and private haulers. DSWM is also responsible for the operation and management of three regional transfer stations and associated fleet, and two operating landfills. Other services provided include residential and commercial code enforcement, litter clean-up, transit bus stop litter collection, maintenance of two County-owned closed landfills, illegal dumping enforcement and removal and storm debris removal. Additionally, DSWM has countywide responsibility for the regulation of private waste collection, transportation of waste and recycling activities. DSWM also provides a full range of mosquito control activities including education and outreach, abatement (larviciding and adulticiding programs), mosquito population surveillance and enforcement throughout Miami-Dade County.

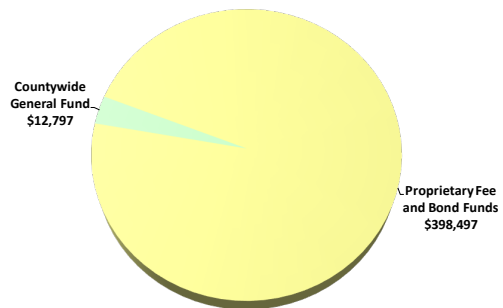
In fulfilling its purpose, DSWM provides disposal services to municipalities and private haulers and manages an agreement for the operation of the Resource Recovery facility. Landscape businesses also obtain permits from DSWM for use of the TRCs, landfills and the resource recovery facility. The Department coordinates with federal and state regulators, other County departments and municipalities for the implementation of disposal site mitigation. DSWM also works with community stakeholders, such as homeowners' associations, to maximize customer satisfaction as well as the Department of Health on mosquito control issues that impact public health and welfare.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<p>OFFICE OF THE DIRECTOR</p> <p>Formulates departmental policy, implements County policy and provides overall direction and coordination of departmental operations and management</p>	<p><u>FY 22-23</u></p> <p>7</p>	<p><u>FY 23-24</u></p> <p>10</p>
	<p>COLLECTION OPERATIONS</p> <p>Provides residential and commercial garbage and trash collection; operates the neighborhood Trash and Recycling Centers; and provides bulky waste pick-ups and illegal dumping removal</p>	<p><u>FY 22-23</u></p> <p>587</p>	<p><u>FY 23-24</u></p> <p>607</p>
	<p>DISPOSAL OPERATIONS</p> <p>Disposes of all waste that enters the system and maintains disposal capacity; manages three regional transfer stations, the North and South Dade Landfills and the Resources Recovery ashfill; enforces solid waste regulations</p>	<p><u>FY 22-23</u></p> <p>318</p>	<p><u>FY 23-24</u></p> <p>301</p>
	<p>ENVIRONMENTAL AND TECHNICAL SERVICES</p> <p>Maintains capital waste management infrastructure, oversees landfill environmental compliance and administers fleet maintenance and resource recovery activities</p>	<p><u>FY 22-23</u></p> <p>44</p>	<p><u>FY 23-24</u></p> <p>45</p>
	<p>ADMINISTRATION AND FINANCIAL SERVICES</p> <p>Implements departmental policy and provides overall direction on personnel, finance, budget, intergovernmental affairs, planning, procurement, information systems, scale-house, business development and contracts, labor relations and training, media relations, outreach and customer service department-wide; administers the curbside recycling program</p>	<p><u>FY 22-23</u></p> <p>120</p>	<p><u>FY 23-24</u></p> <p>147</p>
	<p>MOSQUITO CONTROL AND HABITAT MANAGEMENT</p> <p>Provides the full range of Mosquito Control activities countywide, including public outreach activities, mosquito population surveillance and inspection and institution of industry standard protocol abatement measures in response to referrals from the Department of Health of suspected cases of mosquito borne diseases within the County</p>	<p><u>FY 22-23</u></p> <p>64</p>	<p><u>FY 23-24</u></p> <p>62</p>

The FY 2023-24 total number of full-time equivalent positions is 1,173.25


FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR/ADMINISTRATION AND FINANCIAL SERVICES

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, scale-house operations, business development and contracts, intergovernmental affairs, planning, procurement, fleet management, information systems, media relations, outreach and customer service department-wide; and administers the curbside recycling program.

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

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes a departmental reorganization that adds two Assistants to the Deputy Director, one Scale Operations Manager, one Resiliency Coordinator 2, one Administrative Officer 3, and one Technical Equipment Instructor to support scale-house operations, department's resiliency and sustainability efforts, operational training and other administrative and operational functions (\$732,000)**
- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers in one Assistant Director of Financial Service and one Executive Secretary position from the Mosquito Control Division
- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers in 18 Waste Scale Operators and two Waste Scale Operations Supervisors from Disposal Operations, one Assistant Director of Intergovernmental & Constituent Services and one Division Chief of Business Development & Contracts from Collection Operations
- In FY 2023-24, the Department will continue to receive payments from other County departments including parking revenues from the Hickman Garage (\$274,000), rent from Juvenile Services (\$605,000), and rent from Parks, Recreation and Open Spaces (\$921,000) for use of the Hickman Building; also included in the FY 2023-24 Adopted Budget are payments to the Communications Department to provide website maintenance and updates (\$985,000), the Office of the Inspector General for expenses associated with audits and reviews (\$64,000) and Audit and Management Services for audit services (\$126,000)
-  The FY 2023-24 Adopted Budget includes funding for residential curbside recycling and processing, providing more than 350,000 households within the WCSA and nine municipalities with service every other week (\$22.781million)
- The FY 2023-24 Adopted Budget includes a reimbursement to the Human Resources Department for fifty percent of a Personnel Specialist 2 position to assist with expediting a high volume of compensation position reviews (\$57,000)

DIVISION: COLLECTION OPERATIONS

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

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
• NI1-1: Promote livable and beautiful neighborhoods								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve programs that promote neighborhood and rights-of-way aesthetics	Percentage of enforcement related complaints responded to within two business days	EF	↑	95%	97%	96%	98%	98%
	Number of Residential enforcement actions undertaken (in thousands)	IN	↑	34	29	35	35	35
	Average bulky waste response time (in calendar days)*	EF	↓	7	14	7	1	1
	Average illegal dumping pick-up response time (in calendar days)**	EF	↓	4	8	4	4	4
	Bulky waste complaints per 1,000 regular bulky waste orders created***	OC	↓	27	71	29	71	73

Strategic Objectives - Measures								
• NI2-3: Provide sustainable solid waste collection and disposal capacity								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve collection of residential curbside garbage and trash	Bulky waste trash tons collected (in thousands)	IN	↔	153	134	144	134	135
	Garbage tons collected (in thousands)	IN	↔	594	578	559	578	584
	Trash and Recycling Centers: tons collected (in thousands)	IN	↔	189	178	178	178	180

*FY2021-22 Actual increase is a result of high level of vacancies due to hiring challenges; the FY 2023-24 Target reflect the efficiencies from the new scheduling system for Bulky Waste requests

** FY 2021-22 Actual increase is a result of high vacancies due to hiring challenges

***FY 2021-22 Actual and FY 2023-24 Target reflect high level of vacancies due to hiring challenges

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes 20 full-time positions that were approved as overages in FY 2022-23 to support the illegal dumping enhancement project (\$1.7 million)
- The FY 2023-24 Adopted Budget includes a departmental reorganization that reclassifies two Waste Collector positions to one Assistant Director of Intergovernmental & Constituent Services and one Division Chief of Business Development & Contracts Division and transfers these two positions to Administration and Financial Services
- The FY 2023-24 Adopted Budget includes the transfer of one Waste Service Clerk 2 and one Administrative Office 3 from Disposal Operations



The FY 2023-24 Adopted Budget includes a per household residential collection fee increase of 7.046 percent; the full-service household residential household collection fee will increase by \$38 from \$509 to \$547; this increase will allow the Department to maintain current service levels including two weekly residential curbside garbage pickups, biweekly residential recycling pick-up, two 25 cubic yard annual bulky waste pickups per household and unlimited use of the 13 Trash and Recycling Centers (TRC) and also includes an extra \$2 (\$667,000) that is set aside for illegal dumping and other eligible Solid Waste functions

- In FY 2023-24, the Department will continue to utilize the Bulky Appointment System which allows residents to select the day bulky trash is collected; this service enhancement will allow the Department to continue streamlining its bulky trash collection and improve response time



In FY 2023-24, the Department will continue to provide trash collection services (\$56.016 million), including the UMSA litter program along corridors and at hotspots (\$1.429 million)



In FY 2023-24, the Department will continue to provide curbside garbage collection services (\$102.966 million) including commercial garbage collection by contract (\$2.717 million)



In FY 2023-24, the Department will continue to pay the Greater Miami Service Corps for litter pickup, cart repairs and other special projects (\$184,000)

- The FY 2023-24 Adopted Budget continues to fund three Disposal Technicians within the Animal Services Department (\$204,000)

DIVISION: DISPOSAL OPERATIONS

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

Strategic Objectives - Measures								
• NI2-3: Provide sustainable solid waste collection and disposal capacity								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure ongoing availability and capacity that meets demand at transfer and disposal facilities	Disposal tons accepted at full fee (in thousands)	IN	↔	1,874	1,935	1,893	1,993	2,043
	Total (revenue) tons transferred in (in thousands)	IN	↔	659	702	633	724	742
	Disposal System Level of Service (In Years)	IN	↔	9	9	8	8	7

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the conversion of eight part-time positions to five full-time positions to improve operating efficiency and decrease position turnover
- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers out 18 Waste Scale Operators and two Waste Scale Operations Supervisors to Administration and Financial Services and transfers out one Waste Service Clerk 2 and one Administrative Officer 3 position to Collection Operations
- The FY 2023-24 Adopted Budget includes an increase of four percent pursuant to the Consumer Price Index (CPI) applied to disposal fees, consistent with contracts and interlocal agreements



The FY 2023-24 Adopted Budget includes the transportation and disposal of waste through roll off operations (\$8.035 million) at the Trash and Recycling Centers (TRC)

- In FY 2023-24, the Department will continue to partner with the Greater Miami Service Corp to perform debris collection from rights-of-way through the daily performance and management of the Community Enhancement Program (\$277,000)

DIVISION: ENVIRONMENTAL AND TECHNICAL SERVICES

The Environmental and Technical Services Division is responsible for maintaining capital waste management infrastructure and overseeing facilities maintenance, environmental compliance and the Resource Recovery contract.

Strategic Objectives - Measures								
• NI2-3: Provide sustainable solid waste collection and disposal capacity								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure compliance with Florida Department of Environmental Protection (FDEP)	Percentage of Florida Department of Environmental Protection reporting deadlines met	EF	↑	100%	100%	100%	100%	100%
	Compliance inspections performed*	OP	↔	197	193	200	120	120
	Patrons served by Home Chemical Collection program	OP	↔	8,940	8,540	8,900	8,500	8,500
	Average quantity of household chemical waste collected per patron (in pounds)	EF	↑	89	97	89	97	97

*FY 2021-22 Actual and FY 2023-24 Target reflect new efficiencies in the inspection program

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that adds an additional Engineer 3 to support the design and construction of the new Waste Facility Complex at the Old South Dade landfill (\$120,000)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

- In FY 2023-24, the Department is budgeting the Utility Service Fee (USF) at \$21 million, which reflects the two percent average retail Water and Sewer customer's bill; this fee will be used to fund landfill remediation and other USF eligible projects; although a revision is not required at this time, DSWM may propose an increase to the USF in future years to accommodate additional requirements to the waste disposal system



In FY 2023-24, the Department will continue environmental and technical service operations that include facilities maintenance (\$4.458 million) and environmental services (\$3.404 million)



In FY 2023-24, the Department will continue the operation of two Home Chemical Collection Centers (\$1.037 million)



DSWM is in the process of evaluating damages resulting from a fire at the Resources Recovery Facility on February 12, 2023; the FY2023-24 Adopted Budget includes the continuation of the contract with Covanta Dade Renewable Energy, Ltd., to operate and maintain the County's Resources Recovery Facility (\$63.95 million), including other supplemental contracts to support the Resources Recovery operation (\$554,000)



In FY 2023-24, the Department will provide funding for Environmental Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division (\$100,000)

DIVISION: MOSQUITO CONTROL AND HABITAT MANAGEMENT

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

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-4: Protect the community from public nuisances and events that threaten public health 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maintain drain cleaning requirements	Percentage of Mosquito Nuisance Complaints receiving a response within 48 hours	EF	↑	99%	100%	97%	97%	97%

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers one Executive Secretary, reclassifies one Assistant Director of Support Services to an Assistant Director of Financial Service and transfers these two positions to the Administration and Financial Services Division



In FY 2023-24, DSWM will continue a proactive Mosquito Control program in areas previously impacted by the Zika virus and other areas where residents and visitors are known to congregate (\$6.401 million)



The FY 2023-24 Adopted Budget includes a robust public information campaign to inform residents of Miami-Dade County on effective measures that prevent mosquito breeding on their properties and in their communities (\$510,000)



The FY 2023-24 Adopted Budget includes a reimbursement for mosquito spraying from the Seaport, Homestead Air Reserve Base and the Water and Sewer Department (\$34,000) as well as a reimbursement from the Department of Transportation and Public Works Road and Bridge Division (\$165,000) for treating drains

- The FY 2023-24 Adopted Budget does not include funding for contracted crews in case of an outbreak; as with other natural events, if an outbreak occurs, resources required will be funded by General Fund reserves

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes construction of a new Home Chemical Collection (HC2) Center that will give area residents an option of disposing household chemicals in a sustainable manner; the new proposed HC2 will be located at the 58th Street Facility (total program cost \$3.849 million; \$1.133 million in FY 2023-24; capital program #507960)

- The FY2023-24 Adopted Budget and Multi-Year Capital Plan includes funding for major capital repairs necessary to make the Resources Recovery Facility operational after the fire of February 12, 2023, funded with Future Solid Waste Disposal Notes/Bonds (total program cost \$188.391 million; \$58.266 million in FY 2023-24; capital program #508640)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes capital improvements at the South Dade Landfill including improvements to its Sequence Batch Reactor (SBR) system that that will provide continued and future treatment of leachate and other ground water contaminants, as well as improvements to the gas collection and control systems that will provide odor control and improved air emissions (total program cost \$2.307 million, \$250,000 in FY 2023-24; capital programs #2000001381 and #2000003374)

- In addition, also included in Solid Waste Management's FY 2023-24 Adopted Budget and Multi-Year Capital Plan are infrastructure improvements to the Hickman Garage funded with Waste Disposal Operating funds; improvements to the facility include but are not limited to electrical and structural repairs, as well as, a 40/50 year recertification of the facility (total program cost \$1.575 million; \$830,000 in FY 2023-24; capital program #2000002515)
- Also included in the Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan is the purchase of 175 acres west of SW 97 Ave for future expansion, improvements or as a buffer to the South Dade Landfill (total program cost \$5 million; capital program #609120)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan continues the closure of the Munisport Landfill funded with Solid Waste Revenue Bonds (total program cost \$35.385 million, \$170,000 in FY 2023-24; capital program #5010690) and Virginia Key Closure total program cost \$46 million, \$2.060 million in FY 2023-24; capital program #606610); these projects have no operating impact to the Department as these capital costs are related to remediating the landfill sites



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes continued funding for the construction of a 9,000 square foot LEED Silver certified administration building at the 58th Street Facility to house the Mosquito Control and Habitat Management operations and provide improved drainage to the surrounding area and vehicular flow through resurfacing and stripping; this project is funded through the Countywide Infrastructure Improvement Program (CIIP) (total program cost \$7.57 million; \$418,000 in FY 2023-24; capital program #2000001394)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan also includes the continued design, land purchase and construction of a new Waste Facility Complex at the South Dade Landfill site funded with Future Solid Waste Disposal Notes/Bonds (total program cost \$109.778 million, \$1.465 million in FY 2023-24; capital program #2000000353) and the future replacement of the Northeast Transfer Station (total program cost \$44.925 million; capital program #2000001050)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of 89 vehicles (\$25.974 million) for the replacement of its aging fleet funded with lease purchase financing (\$23.514 million for heavy fleet, \$860,000 for light fleet, and \$1.6 million for trailers); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	1,246	1,265	1,544	1,489	1,895
Fuel	6,915	11,642	9,072	12,656	12,729
Overtime	9,916	11,930	5,661	11,024	8,941
Rent	1,684	1,607	1,961	1,718	1,737
Security Services	1,598	1,494	1,754	1,866	1,903
Temporary Services	33	0	0	0	0
Travel and Registration	31	103	265	291	315
Utilities	88,630	101,132	100,310	107,408	114,788

Adopted

Fee Adjustments	Current Fee	Adopted Fee	Dollar Impact
	FY 22-23	FY 23-24	FY 23-24
• Disposal Contract Tipping Fee Rate per Ton	\$68.77	\$71.53	\$5,693,000
• Transfer Fee Rate Per Ton	\$15.04	\$15.65	\$455,000
• Waste Collection Fees	\$509	\$547	\$12,973,100

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
General Fund Countywide	10,422	10,273	12,603	12,797
Carryover	267,742	255,924	271,790	270,955
Collection Fees and Charges	167,356	169,072	178,612	195,408
Disposal Fees and Charges	145,786	158,185	145,229	166,278
Interest Earnings	596	2,218	266	2,500
Intradepartmental Transfers	188	186	194	199
Recyclable Material Sales	1,667	1,383	666	0
Resource Recovery Energy Sales	10,269	17,390	10,720	6,000
Transfer Fees	9,386	9,729	9,140	11,087
Utility Service Fee	19,352	20,827	20,000	21,000
Federal Grants	13,657	4,606	0	0
Federal Grants - ARP Act	0	11,000	40,000	0
Total Revenues	646,421	660,793	689,220	686,224

Operating Expenditures

Summary

Salary	71,929	74,454	77,890	84,309
Fringe Benefits	29,218	34,431	34,606	38,068
Court Costs	2	3	8	7
Contractual Services	155,140	172,624	192,935	197,545
Other Operating	18,742	18,139	22,964	24,978
Charges for County Services	46,922	57,848	59,804	65,038
Grants to Outside Organizations	25	400	125	125
Capital	1,693	12,421	506	1,224
Total Operating Expenditures	323,671	370,320	388,838	411,294

Non-Operating Expenditures

Summary

Transfers	3,486	7,115	30,430	14,285
Distribution of Funds In Trust	1,603	1,622	1,684	1,771
Debt Service	14,902	17,958	23,349	52,078
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	244,919	206,796
Total Non-Operating Expenditures	19,991	26,695	300,382	274,930

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Neighborhood and Infrastructure				
Office of the Director/Administration and Financial Services	60,970	74,065	127	157
Collection Operations	150,848	165,480	587	607
Disposal Operations	75,814	85,309	318	301
Environmental and Technical Services	88,409	73,444	44	45
Mosquito Control and Habitat Management	12,797	12,996	64	62
Total Operating Expenditures	388,838	411,294	1,140	1,172

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

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

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	13	0	0	0	0	0	0	0	13
Waste Collection Operating Fund	71	366	305	0	0	0	0	0	742
TOTAL REVENUES:	84	366	305	0	0	0	0	0	755
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	13	280	250	0	0	0	0	0	543
Planning and Design	66	56	5	0	0	0	0	0	127
Project Contingency	5	30	50	0	0	0	0	0	85
TOTAL EXPENDITURES:	84	366	305	0	0	0	0	0	755

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3A COLLECTION FACILITY (TRUCK WASH UPGRADE) **PROGRAM #: 2000001387**

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Collection Operating Fund	0	1,009	0	0	0	0	0	0	1,009
TOTAL REVENUES:	0	1,009	0	0	0	0	0	0	1,009
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	380	0	0	0	0	0	0	380
Major Machinery and Equipment	0	400	0	0	0	0	0	0	400
Permitting	0	7	0	0	0	0	0	0	7
Planning and Design	0	152	0	0	0	0	0	0	152
Project Contingency	0	70	0	0	0	0	0	0	70
TOTAL EXPENDITURES:	0	1,009	0	0	0	0	0	0	1,009

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3B COLLECTION FACILITY **PROGRAM #: 2000001376**

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Collection Operating Fund	77	509	256	407	0	0	0	0	1,249
TOTAL REVENUES:	77	509	256	407	0	0	0	0	1,249
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	450	100	390	0	0	0	0	940
Permitting	0	0	10	0	0	0	0	0	10
Planning and Design	77	9	136	7	0	0	0	0	229
Project Contingency	0	50	10	10	0	0	0	0	70
TOTAL EXPENDITURES:	77	509	256	407	0	0	0	0	1,249

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 3B COLLECTION FACILITY **PROGRAM #: 2000001388**
(TRUCK WASH UPGRADE)

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Collection Operating Fund	240	575	0	0	0	0	0	0	815
TOTAL REVENUES:	240	575	0	0	0	0	0	0	815
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	105	250	0	0	0	0	0	0	355
Major Machinery and Equipment	0	260	0	0	0	0	0	0	260
Planning and Design	97	0	0	0	0	0	0	0	97
Project Contingency	38	65	0	0	0	0	0	0	103
TOTAL EXPENDITURES:	240	575	0	0	0	0	0	0	815

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET COLLECTION FACILITY

PROGRAM #: 200001377

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	0	0	0	0	76	0	0	0	76
Waste Collection Operating Fund	311	1,162	0	695	0	0	0	0	2,168
TOTAL REVENUES:	311	1,162	0	695	76	0	0	0	2,244
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	750	0	550	30	0	0	0	1,330
Major Machinery and Equipment	0	200	0	0	0	0	0	0	200
Permitting	0	0	0	3	5	0	0	0	8
Planning and Design	311	174	0	123	41	0	0	0	649
Project Contingency	0	38	0	19	0	0	0	0	57
TOTAL EXPENDITURES:	311	1,162	0	695	76	0	0	0	2,244

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

PROGRAM #: 200001389

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Collection Operating Fund	0	95	715	0	0	0	0	0	810
TOTAL REVENUES:	0	95	715	0	0	0	0	0	810
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	250	0	0	0	0	0	250
Major Machinery and Equipment	0	0	400	0	0	0	0	0	400
Planning and Design	0	75	0	0	0	0	0	0	75
Project Contingency	0	20	65	0	0	0	0	0	85
TOTAL EXPENDITURES:	0	95	715	0	0	0	0	0	810

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - CHAPMAN FIELD TRASH AND RECYCLING CENTER

PROGRAM #: 2000001371



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

LOCATION: 13600 SW 60 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	11	99	0	0	0	0	0	0	110
Waste Collection Operating Fund	702	0	140	0	0	0	0	0	842
TOTAL REVENUES:	713	99	140	0	0	0	0	0	952
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	694	0	0	0	0	0	0	0	694
Infrastructure Improvements	18	64	100	0	0	0	0	0	182
Permitting	0	5	5	0	0	0	0	0	10
Planning and Design	1	21	35	0	0	0	0	0	57
Project Contingency	0	9	0	0	0	0	0	0	9
TOTAL EXPENDITURES:	713	99	140	0	0	0	0	0	952

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - EUREKA DRIVE TRASH AND RECYCLING CENTER

PROGRAM #: 2000001370



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

LOCATION: 9401 SW 184 St
Palmetto Bay

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	42	204	0	0	0	0	0	0	246
Waste Collection Operating Fund	5	0	140	0	0	0	0	0	145
TOTAL REVENUES:	47	204	140	0	0	0	0	0	391
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	19	173	100	0	0	0	0	0	292
Permitting	0	1	5	0	0	0	0	0	6
Planning and Design	28	17	35	0	0	0	0	0	80
Project Contingency	0	13	0	0	0	0	0	0	13
TOTAL EXPENDITURES:	47	204	140	0	0	0	0	0	391

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - GOLDEN GLADES TRASH AND RECYCLING CENTER

PROGRAM #: 2000001362



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

LOCATION: 140 NW 160 St
Unincorporated Miami-Dade County

District Located: 2
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	11	0	0	0	0	0	0	0	11
Waste Collection Operating Fund	0	135	140	0	0	0	0	0	275
TOTAL REVENUES:	11	135	140	0	0	0	0	0	286
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	10	107	100	0	0	0	0	0	217
Permitting	0	2	5	0	0	0	0	0	7
Planning and Design	1	15	35	0	0	0	0	0	51
Project Contingency	0	11	0	0	0	0	0	0	11
TOTAL EXPENDITURES:	11	135	140	0	0	0	0	0	286

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - MOODY DRIVE TRASH AND RECYCLING CENTER

PROGRAM #: 2000001369



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

LOCATION: 12970 SW 268 St
Unincorporated Miami-Dade County

District Located: 9
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	23	0	0	0	0	0	0	0	23
Waste Collection Operating Fund	0	0	0	309	0	0	0	0	309
TOTAL REVENUES:	23	0	0	309	0	0	0	0	332
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	22	0	0	240	0	0	0	0	262
Permitting	0	0	0	8	0	0	0	0	8
Planning and Design	1	0	0	46	0	0	0	0	47
Project Contingency	0	0	0	15	0	0	0	0	15
TOTAL EXPENDITURES:	23	0	0	309	0	0	0	0	332

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE TRASH AND RECYCLING CENTER

PROGRAM #: 2000001368



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	24	0	61	0	0	0	0	0	85
Waste Collection Operating Fund	39	0	0	0	0	0	0	0	39
TOTAL REVENUES:	63	0	61	0	0	0	0	0	124
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	31	0	0	0	0	0	0	0	31
Infrastructure Improvements	31	0	35	0	0	0	0	0	66
Permitting	0	0	2	0	0	0	0	0	2
Planning and Design	1	0	24	0	0	0	0	0	25
TOTAL EXPENDITURES:	63	0	61	0	0	0	0	0	124

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - NORWOOD TRASH AND RECYCLING CENTER

PROGRAM #: 2000001367



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

LOCATION: 19901 NW 7 Ave District Located: 1
 Miami Gardens District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	11	0	0	0	0	0	0	0	11
Waste Collection Operating Fund	12	108	0	140	0	0	0	0	260
TOTAL REVENUES:	23	108	0	140	0	0	0	0	271
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	22	90	0	100	0	0	0	0	212
Permitting	0	3	0	5	0	0	0	0	8
Planning and Design	1	5	0	35	0	0	0	0	41
Project Contingency	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	23	108	0	140	0	0	0	0	271

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - PALM SPRINGS NORTH TRASH AND RECYCLING CENTER

PROGRAM #: 2000001361



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

LOCATION: 7870 NW 178 St
Unincorporated Miami-Dade County

District Located: 13
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	11	0	0	0	0	0	0	0	11
Waste Collection Operating Fund	0	140	172	0	0	0	0	0	312
TOTAL REVENUES:	11	140	172	0	0	0	0	0	323
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	10	100	125	0	0	0	0	0	235
Permitting	0	5	2	0	0	0	0	0	7
Planning and Design	1	35	32	0	0	0	0	0	68
Project Contingency	0	0	13	0	0	0	0	0	13
TOTAL EXPENDITURES:	11	140	172	0	0	0	0	0	323

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - RICHMOND HEIGHTS TRASH AND RECYCLING CENTER

PROGRAM #: 2000001412



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

LOCATION: 14050 Boggs Dr
Unincorporated Miami-Dade County

District Located: 9
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	11	0	0	0	0	0	0	0	11
Waste Collection Operating Fund	0	0	159	140	0	0	0	0	299
TOTAL REVENUES:	11	0	159	140	0	0	0	0	310
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	10	0	130	100	0	0	0	0	240
Permitting	0	0	3	5	0	0	0	0	8
Planning and Design	1	0	11	35	0	0	0	0	47
Project Contingency	0	0	15	0	0	0	0	0	15
TOTAL EXPENDITURES:	11	0	159	140	0	0	0	0	310

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SNAPPER CREEK TRASH AND RECYCLING CENTER

PROGRAM #: 2000001366



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

LOCATION: 2200 SW 117 Ave
Unincorporated Miami-Dade County

District Located: 11
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	82	0	0	0	0	0	0	0	82
Waste Collection Operating Fund	73	191	159	0	0	0	0	0	423
TOTAL REVENUES:	155	191	159	0	0	0	0	0	505
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	126	185	130	0	0	0	0	0	441
Permitting	5	0	3	0	0	0	0	0	8
Planning and Design	19	1	11	0	0	0	0	0	31
Project Contingency	5	5	15	0	0	0	0	0	25
TOTAL EXPENDITURES:	155	191	159	0	0	0	0	0	505

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

PROGRAM #: 2000001365



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

LOCATION: 20800 SW 117 Ct
Unincorporated Miami-Dade County

District Located: 9
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	11	0	0	0	0	0	0	0	11
Waste Collection Operating Fund	0	0	159	140	0	0	0	0	299
TOTAL REVENUES:	11	0	159	140	0	0	0	0	310
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	10	0	130	100	0	0	0	0	240
Permitting	0	0	3	5	0	0	0	0	8
Planning and Design	1	0	11	35	0	0	0	0	47
Project Contingency	0	0	15	0	0	0	0	0	15
TOTAL EXPENDITURES:	11	0	159	140	0	0	0	0	310

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - SUNSET KENDALL TRASH AND RECYCLING CENTER

PROGRAM #: 2000001364



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	113	0	0	0	0	0	0	0	113
Waste Collection Operating Fund	0	140	0	0	0	0	0	0	140
TOTAL REVENUES:	113	140	0	0	0	0	0	0	253
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	93	100	0	0	0	0	0	0	193
Permitting	3	5	0	0	0	0	0	0	8
Planning and Design	8	35	0	0	0	0	0	0	43
Project Contingency	9	0	0	0	0	0	0	0	9
TOTAL EXPENDITURES:	113	140	0	0	0	0	0	0	253

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

PROGRAM #: 2000001360



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	75	0	0	0	0	0	0	0	75
Waste Collection Operating Fund	140	0	159	0	0	0	0	0	299
TOTAL REVENUES:	215	0	159	0	0	0	0	0	374
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	165	0	130	0	0	0	0	0	295
Permitting	5	0	3	0	0	0	0	0	8
Planning and Design	39	0	11	0	0	0	0	0	50
Project Contingency	6	0	15	0	0	0	0	0	21
TOTAL EXPENDITURES:	215	0	159	0	0	0	0	0	374

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COLLECTION FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST PERRINE TRASH AND RECYCLING CENTER

PROGRAM #: 2000001363



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Collections Operating Maintenance	33	144	0	0	0	0	0	0	177
Waste Collection Operating Fund	145	0	0	159	0	0	0	0	304
TOTAL REVENUES:	178	144	0	159	0	0	0	0	481
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	110	127	0	130	0	0	0	0	367
Permitting	5	0	0	3	0	0	0	0	8
Planning and Design	63	3	0	11	0	0	0	0	77
Project Contingency	0	14	0	15	0	0	0	0	29
TOTAL EXPENDITURES:	178	144	0	159	0	0	0	0	481

DISPOSAL FACILITY IMPROVEMENTS (FUTURE PROJECTS) - NORTH DADE LANDFILL (INFRASTRUCTURE IMPROVEMENTS)

PROGRAM #: 2000003360

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	175	0	1,508	1,683
TOTAL REVENUES:	0	0	0	0	0	175	0	1,508	1,683
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	100	0	1,070	1,170
Planning and Design	0	0	0	0	0	55	0	410	465
Project Contingency	0	0	0	0	0	20	0	28	48
TOTAL EXPENDITURES:	0	0	0	0	0	175	0	1,508	1,683

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS)

PROGRAM #: 200001386

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

LOCATION: Various Sites District Located: 8,12
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	810	810
TOTAL REVENUES:	0	0	0	0	0	0	0	810	810
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	580	580
Planning and Design	0	0	0	0	0	0	0	151	151
Project Contingency	0	0	0	0	0	0	0	79	79
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	810	810

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - CENTRAL TRANSFER STATION

PROGRAM #: 200003358

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	509	1,551	2,060
TOTAL REVENUES:	0	0	0	0	0	0	509	1,551	2,060
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	450	1,148	1,598
Planning and Design	0	0	0	0	0	0	9	277	286
Project Contingency	0	0	0	0	0	0	50	126	176
TOTAL EXPENDITURES:	0	0	0	0	0	0	509	1,551	2,060

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - GENERATORS

PROGRAM #: 200003356

DESCRIPTION: Install emergency generators at the South Dade and North Dade Landfills, North East Transfer, Central Transfer Station, and Resource Recovery and other infrastructure
 LOCATION: Various Sites District Located: Systemwide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	1,290	1,290
TOTAL REVENUES:	0	0	0	0	0	0	0	1,290	1,290
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	607	607
Planning and Design	0	0	0	0	0	0	0	582	582
Project Contingency	0	0	0	0	0	0	0	101	101
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	1,290	1,290

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - NORTH DADE LANDFILL (SCALE HOUSE)

PROGRAM #: 200003361

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	1,533	1,533
TOTAL REVENUES:	0	0	0	0	0	0	0	1,533	1,533
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	1,210	1,210
Planning and Design	0	0	0	0	0	0	0	181	181
Project Contingency	0	0	0	0	0	0	0	142	142
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	1,533	1,533

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) -
NORTHEAST TRANSFER STATION**

PROGRAM #: 2000003362

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	0	1,335	0	5,358	6,693
Notes/Bonds									
TOTAL REVENUES:	0	0	0	0	0	1,335	0	5,358	6,693
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	1,000	0	4,060	5,060
Planning and Design	0	0	0	0	0	215	0	890	1,105
Project Contingency	0	0	0	0	0	120	0	408	528
TOTAL EXPENDITURES:	0	0	0	0	0	1,335	0	5,358	6,693

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) -
NORTHEAST TRASFER STATION (EQUIPMENT - PHASE 2)**

PROGRAM #: 2000003364

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	0	0	0	4,090	4,090
Notes/Bonds									
TOTAL REVENUES:	0	0	0	0	0	0	0	4,090	4,090
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	40	40
Major Machinery and Equipment	0	0	0	0	0	0	0	3,390	3,390
Planning and Design	0	0	0	0	0	0	0	43	43
Project Contingency	0	0	0	0	0	0	0	617	617
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	4,090	4,090

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) -
NORTHEAST TRASFER STATION (EQUIPMENT - PHASE I)**

PROGRAM #: 2000003363

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	0	0	4,017	0	0	0	4,017
Notes/Bonds									
TOTAL REVENUES:	0	0	0	0	4,017	0	0	0	4,017
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	900	0	0	0	900
Major Machinery and Equipment	0	0	0	0	2,800	0	0	0	2,800
Planning and Design	0	0	0	0	189	0	0	0	189
Project Contingency	0	0	0	0	128	0	0	0	128
TOTAL EXPENDITURES:	0	0	0	0	4,017	0	0	0	4,017

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - SOUTH
DADE LANDFILL**

PROGRAM #: 2000003365

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	2,344	2,344
TOTAL REVENUES:	0	0	0	0	0	0	0	2,344	2,344
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	1,610	1,610
Planning and Design	0	0	0	0	0	0	0	548	548
Project Contingency	0	0	0	0	0	0	0	186	186
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	2,344	2,344

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - SOUTH
DADE LANDFILL (ACCESS ROAD)**

PROGRAM #: 2000003366

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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	1,268	1,268
TOTAL REVENUES:	0	0	0	0	0	0	0	1,268	1,268
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	1,100	1,100
Planning and Design	0	0	0	0	0	0	0	168	168
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	1,268	1,268

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - SOUTH
DADE LANDFILL (SCALEHOUSE CANOPY)**

PROGRAM #: 2000003367

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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	509	0	0	509
TOTAL REVENUES:	0	0	0	0	0	509	0	0	509
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	450	0	0	450
Planning and Design	0	0	0	0	0	9	0	0	9
Project Contingency	0	0	0	0	0	50	0	0	50
TOTAL EXPENDITURES:	0	0	0	0	0	509	0	0	509

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - SOUTH
DADE LANDFILL (SCALEHOUSE)**

PROGRAM #: 2000003368

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	458	458
TOTAL REVENUES:	0	0	0	0	0	0	0	458	458
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	125	125
Major Machinery and Equipment	0	0	0	0	0	0	0	300	300
Planning and Design	0	0	0	0	0	0	0	18	18
Project Contingency	0	0	0	0	0	0	0	15	15
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	458	458

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - WEST
TRANSER STATION**

PROGRAM #: 2000003370

DESCRIPTION: Replace scales, barrier arms, grizzlies and repair tipping floor, push walls, and ramp and provide various other infrastructure improvements

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	1,219	0	0	3,444	4,663
TOTAL REVENUES:	0	0	0	0	1,219	0	0	3,444	4,663
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	990	0	0	2,198	3,188
Major Machinery and Equipment	0	0	0	0	0	0	0	720	720
Planning and Design	0	0	0	0	120	0	0	284	404
Project Contingency	0	0	0	0	109	0	0	242	351
TOTAL EXPENDITURES:	0	0	0	0	1,219	0	0	3,444	4,663

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS (FUTURE PROJECTS) - WEST
TRANSFER STATION (BUILDING UPGRADE)**

PROGRAM #: 200003375

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	2,755	2,755
TOTAL REVENUES:	0	0	0	0	0	0	0	2,755	2,755
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	2,150	2,150
Planning and Design	0	0	0	0	0	0	0	355	355
Project Contingency	0	0	0	0	0	0	0	250	250
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	2,755	2,755

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET HOME CHEMICAL
COLLECTION CENTER (NEW FACILITY)**

PROGRAM #: 507960



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	0	1,133	1,638	0	0	0	0	0	2,771
Notes/Bonds									
Waste Disposal Operating Fund	1,078	0	0	0	0	0	0	0	1,078
TOTAL REVENUES:	1,078	1,133	1,638	0	0	0	0	0	3,849
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	770	0	0	0	0	0	0	0	770
Infrastructure Improvements	0	1,000	1,500	0	0	0	0	0	2,500
Planning and Design	303	28	38	0	0	0	0	0	369
Project Contingency	5	105	100	0	0	0	0	0	210
TOTAL EXPENDITURES:	1,078	1,133	1,638	0	0	0	0	0	3,849

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - 58 STREET LANDFILL (ACCESS ROAD)

PROGRAM #: 2000001383



DESCRIPTION: Improve access road to the 58 Street Landfill and perform various other infrastructure improvements
 LOCATION: 8701 NW 58 St District Located: 12
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	202	202
TOTAL REVENUES:	0	0	0	0	0	0	0	202	202
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	150	150
Planning and Design	0	0	0	0	0	0	0	34	34
Project Contingency	0	0	0	0	0	0	0	18	18
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	202	202

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION

PROGRAM #: 2000001373

DESCRIPTION: Perform improvements at the Central Transfer Station to include asphaltting of access roads, entrance signs, upgrade of storm-water management system, visual barriers, exterior painting of buildings and various other infrastructure improvements
 LOCATION: 1150 NW 20 St District Located: 3
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	94	225	0	0	0	0	0	0	319
TOTAL REVENUES:	94	225	0	0	0	0	0	0	319
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Planning and Design	87	0	0	0	0	0	0	0	87
Project Contingency	7	225	0	0	0	0	0	0	232
TOTAL EXPENDITURES:	94	225	0	0	0	0	0	0	319

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION (BUILDING UPGRADE)

PROGRAM #: 2000001352

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

LOCATION: 1150 NW 20 St
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	220	911	0	0	0	0	0	0	1,131
TOTAL REVENUES:	220	911	0	0	0	0	0	0	1,131
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	175	700	0	0	0	0	0	0	875
Permitting	0	5	0	0	0	0	0	0	5
Planning and Design	45	136	0	0	0	0	0	0	181
Project Contingency	0	70	0	0	0	0	0	0	70
TOTAL EXPENDITURES:	220	911	0	0	0	0	0	0	1,131

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION (EQUIPMENT)

PROGRAM #: 2000001349

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

LOCATION: 1150 NW 20 St
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Disposal Operating Maintenance	0	0	62	0	0	0	0	0	62
Future Solid Waste Disp.	830	0	0	3,560	0	0	0	0	4,390
Notes/Bonds									
Waste Disposal Operating Fund	0	0	0	0	255	0	0	5,323	5,578
TOTAL REVENUES:	830	0	62	3,560	255	0	0	5,323	10,030
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	45	20	0	0	54	119
Major Machinery and Equipment	830	0	50	3,070	200	0	0	4,730	8,880
Permitting	0	0	1	0	0	0	0	2	3
Planning and Design	0	0	11	50	15	0	0	58	134
Project Contingency	0	0	0	395	20	0	0	479	894
TOTAL EXPENDITURES:	830	0	62	3,560	255	0	0	5,323	10,030

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - CENTRAL TRANSFER STATION
(TIP FLOOR)**

PROGRAM #: 2000001378

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

LOCATION: 1150 NW 20 St
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	1,591	0	0	1,909	3,500
TOTAL REVENUES:	0	0	0	0	1,591	0	0	1,909	3,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	1,300	0	0	1,560	2,860
Permitting	0	0	0	0	0	0	0	6	6
Planning and Design	0	0	0	0	151	0	0	175	326
Project Contingency	0	0	0	0	140	0	0	168	308
TOTAL EXPENDITURES:	0	0	0	0	1,591	0	0	1,909	3,500

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - GENERATORS

PROGRAM #: 509270

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

LOCATION: Various Sites
Throughout Miami-Dade County

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	216	226	433	226	0	0	0	0	1,101
TOTAL REVENUES:	216	226	433	226	0	0	0	0	1,101
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	150	150	300	150	0	0	0	0	750
Permitting	0	3	5	3	0	0	0	0	11
Planning and Design	51	52	92	52	0	0	0	0	247
Project Contingency	15	21	36	21	0	0	0	0	93
TOTAL EXPENDITURES:	216	226	433	226	0	0	0	0	1,101

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL

PROGRAM #: 2000001393

DESCRIPTION: Provide various infrastructure improvements as necessary to the North Dade Landfill administrative building
 LOCATION: 21500 NW 47 Ave District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Disposal Operating Maintenance	65	73	0	0	0	0	0	0	138
TOTAL REVENUES:	65	73	0	0	0	0	0	0	138
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	70	0	0	0	0	0	0	70
Permitting	5	0	0	0	0	0	0	0	5
Planning and Design	60	3	0	0	0	0	0	0	63
TOTAL EXPENDITURES:	65	73	0	0	0	0	0	0	138

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTH DADE LANDFILL (ACCESS ROAD)

PROGRAM #: 2000001382

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	321	0	0	0	0	0	0	321
TOTAL REVENUES:	0	321	0	0	0	0	0	0	321
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	250	0	0	0	0	0	0	250
Planning and Design	0	71	0	0	0	0	0	0	71
TOTAL EXPENDITURES:	0	321	0	0	0	0	0	0	321

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION

PROGRAM #: 2000001374

DESCRIPTION: Provide various improvements to include asphaltting of access roads, upgrading the storm-water management system, removing visual barriers, updating entrance signs, exterior painting of buildings and various other infrastructure improvements
 LOCATION: 18701 NE 6 Ave District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	0	1,111	981	0	0	0	0	0	2,092
Notes/Bonds									
Waste Disposal Operating Fund	215	0	0	0	0	0	0	0	215
TOTAL REVENUES:	215	1,111	981	0	0	0	0	0	2,307
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	800	875	0	0	0	0	0	1,675
Planning and Design	195	211	18	0	0	0	0	0	424
Project Contingency	20	100	88	0	0	0	0	0	208
TOTAL EXPENDITURES:	215	1,111	981	0	0	0	0	0	2,307

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION (BUILDING UPGRADE)

PROGRAM #: 200001353

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	1,662	1,634	0	0	0	0	0	0	3,296
Notes/Bonds									
Waste Disposal Operating Fund	360	0	0	0	0	0	0	0	360
TOTAL REVENUES:	2,022	1,634	0	0	0	0	0	0	3,656
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	360	0	0	0	0	0	0	0	360
Infrastructure Improvements	1,498	1,450	0	0	0	0	0	0	2,948
Planning and Design	79	59	0	0	0	0	0	0	138
Project Contingency	85	125	0	0	0	0	0	0	210
TOTAL EXPENDITURES:	2,022	1,634	0	0	0	0	0	0	3,656

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION (EQUIPMENT)

PROGRAM #: 200001350

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	158	242	0	0	0	0	0	0	400
TOTAL REVENUES:	158	242	0	0	0	0	0	0	400
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	158	0	0	0	0	0	0	0	158
Major Machinery and Equipment	0	240	0	0	0	0	0	0	240
Planning and Design	0	2	0	0	0	0	0	0	2
TOTAL EXPENDITURES:	158	242	0	0	0	0	0	0	400

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - NORTHEAST TRANSFER STATION (TIPPING FLOOR)

PROGRAM #: 2000001384

DESCRIPTION: Retrofit tip floor, surge pit and ramp every five years and perform various other infrastructure improvements
 LOCATION: 18701 NE 6 Ave District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	372	0	0	724	2,897	3,993
TOTAL REVENUES:	0	0	0	372	0	0	724	2,897	3,993
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	300	0	0	500	2,170	2,970
Permitting	0	0	0	5	0	0	0	16	21
Planning and Design	0	0	0	67	0	0	159	447	673
Project Contingency	0	0	0	0	0	0	65	264	329
TOTAL EXPENDITURES:	0	0	0	372	0	0	724	2,897	3,993

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - RESOURCES RECOVERY

PROGRAM #: 508640

DESCRIPTION: Continue on-going qualifying capital improvements under the Fifth Amended Agreement with Covanta Dade Renewable Energy, Ltd. to include conveyor belts, trommel overhaul, electrical system components, instrumentation, control system components, compressed air system, fire suppression system, and other building repairs
 LOCATION: 6990 NW 97 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	0	58,160	33,651	26,813	17,582	14,013	5,829	14,943	170,991
Notes/Bonds									
Waste Disposal Operating Fund	15,039	106	0	112	0	0	0	2,143	17,400
TOTAL REVENUES:	15,039	58,266	33,651	26,925	17,582	14,013	5,829	17,086	188,391
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	39	0	0	0	0	0	0	0	39
Infrastructure Improvements	15,000	52,879	30,591	24,385	15,984	12,739	5,299	14,564	171,441
Major Machinery and Equipment	0	95	0	95	0	0	0	985	1,175
Permitting	0	2	0	1	0	0	0	8	11
Planning and Design	0	5,290	3,060	2,443	1,598	1,274	530	1,427	15,622
Project Contingency	0	0	0	1	0	0	0	102	103
TOTAL EXPENDITURES:	15,039	58,266	33,651	26,925	17,582	14,013	5,829	17,086	188,391

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL

PROGRAM #: 2000001392

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	154	560	356	0	0	0	0	0	1,070
TOTAL REVENUES:	154	560	356	0	0	0	0	0	1,070
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	500	271	0	0	0	0	0	771
Permitting	5	0	0	0	0	0	0	0	5
Planning and Design	149	10	53	0	0	0	0	0	212
Project Contingency	0	50	32	0	0	0	0	0	82
TOTAL EXPENDITURES:	154	560	356	0	0	0	0	0	1,070

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL (ACCESS ROAD)

PROGRAM #: 2000001379

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	105	770	662	0	0	0	0	0	1,537
TOTAL REVENUES:	105	770	662	0	0	0	0	0	1,537
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	500	600	0	0	0	0	0	1,100
Planning and Design	105	270	62	0	0	0	0	0	437
TOTAL EXPENDITURES:	105	770	662	0	0	0	0	0	1,537

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - SOUTH DADE LANDFILL (TIP FLOOR)

PROGRAM #: 200000629

DESCRIPTION: Perform improvements to the facility to include tipping floor restoration and expansion, replacement of fire suppression system, roof repairs, and electrical upgrades and provide various other infrastructure improvements

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	113	1,344	0	0	0	0	0	0	1,457
TOTAL REVENUES:	113	1,344	0	0	0	0	0	0	1,457
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	1,200	0	0	0	0	0	0	1,200
Permitting	33	0	0	0	0	0	0	0	33
Planning and Design	80	24	0	0	0	0	0	0	104
Project Contingency	0	120	0	0	0	0	0	0	120
TOTAL EXPENDITURES:	113	1,344	0	0	0	0	0	0	1,457

DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION

PROGRAM #: 200001372

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

LOCATION: 2900 SW 72 Ave
Coral Gables

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	1,043	1,043
TOTAL REVENUES:	0	0	0	0	0	0	0	1,043	1,043
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	880	880
Permitting	0	0	0	0	0	0	0	11	11
Planning and Design	0	0	0	0	0	0	0	152	152
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	1,043	1,043

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION
(BUILDING UPGRADE)**

PROGRAM #: 2000001351

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Disposal Operating Maintenance	10	0	0	0	0	0	0	0	10
Future Solid Waste Disp.	1,092	1,106	921	0	0	0	0	0	3,119
Notes/Bonds									
Waste Disposal Operating Fund	126	0	0	0	0	0	0	0	126
TOTAL REVENUES:	1,228	1,106	921	0	0	0	0	0	3,255
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	126	0	0	0	0	0	0	0	126
Infrastructure Improvements	780	800	875	0	0	0	0	0	2,455
Planning and Design	257	206	18	0	0	0	0	0	481
Project Contingency	65	100	28	0	0	0	0	0	193
TOTAL EXPENDITURES:	1,228	1,106	921	0	0	0	0	0	3,255

**DISPOSAL FACILITY INFRASTRUCTURE IMPROVEMENTS - WEST TRANSFER STATION
(EQUIPMENT)**

PROGRAM #: 2000001348

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	485	0	384	0	0	0	0	0	869
TOTAL REVENUES:	485	0	384	0	0	0	0	0	869
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	240	0	145	0	0	0	0	0	385
Major Machinery and Equipment	240	0	210	0	0	0	0	0	450
Permitting	0	0	4	0	0	0	0	0	4
Planning and Design	5	0	10	0	0	0	0	0	15
Project Contingency	0	0	15	0	0	0	0	0	15
TOTAL EXPENDITURES:	485	0	384	0	0	0	0	0	869

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ENVIRONMENTAL IMPROVEMENTS (FUTURE PROJECT) - REPLACE GROUND WATER WELL PUMPS (RESOURCES RECOVERY ASH LANDFILL)

PROGRAM #: 2000003372



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

LOCATION: 6990 NW 97 Ave
Unincorporated Miami-Dade County

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	144	144
TOTAL REVENUES:	0	0	0	0	0	0	0	144	144
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	36	36
Major Machinery and Equipment	0	0	0	0	0	0	0	108	108
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	144	144

ENVIRONMENTAL IMPROVEMENTS (FUTURE PROJECT) - SOUTH DADE LANDFILL (GAS COLLECTION AND CONTROL SYSTEM)

PROGRAM #: 2000003373



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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	555	0	0	1,370	1,925
TOTAL REVENUES:	0	0	0	0	555	0	0	1,370	1,925
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	350	0	0	1,050	1,400
Planning and Design	0	0	0	0	155	0	0	195	350
Project Contingency	0	0	0	0	50	0	0	125	175
TOTAL EXPENDITURES:	0	0	0	0	555	0	0	1,370	1,925

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ENVIRONMENTAL IMPROVEMENTS (FUTURE PROJECTS) - NORTH DADE LANDFILL (GROUNDWATER AND MONITORING WELLS)

PROGRAM #: 2000003371



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

LOCATION: 21500 NW 47 Ave
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	192	192
TOTAL REVENUES:	0	0	0	0	0	0	0	192	192
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	48	48
Major Machinery and Equipment	0	0	0	0	0	0	0	144	144
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	192	192

ENVIRONMENTAL IMPROVEMENTS (FUTURE PROJECTS) - SOUTH DADE LANDFILL (SBR SYSTEM)

PROGRAM #: 2000003374



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

LOCATION: 24000 SW 97 Ave
Unincorporated Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	0	0	0	0	1,807	1,807
TOTAL REVENUES:	0	0	0	0	0	0	0	1,807	1,807
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	1,520	1,520
Planning and Design	0	0	0	0	0	0	0	130	130
Project Contingency	0	0	0	0	0	0	0	157	157
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	1,807	1,807

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ENVIRONMENTAL IMPROVEMENTS - NORTH DADE LANDFILL (GROUNDWATER AND MONITORING WELLS)

PROGRAM #: 2000001357

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	96	0	0	0	0	0	96
TOTAL REVENUES:	0	0	96	0	0	0	0	0	96
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	24	0	0	0	0	0	24
Major Machinery and Equipment	0	0	72	0	0	0	0	0	72
TOTAL EXPENDITURES:	0	0	96	0	0	0	0	0	96

ENVIRONMENTAL IMPROVEMENTS - RESOURCES RECOVERY ASH LANDFILL

PROGRAM #: 2000001358

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	23	0	72	0	0	0	0	0	95
TOTAL REVENUES:	23	0	72	0	0	0	0	0	95
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	23	0	0	0	0	0	0	0	23
Infrastructure Improvements	0	0	18	0	0	0	0	0	18
Major Machinery and Equipment	0	0	54	0	0	0	0	0	54
TOTAL EXPENDITURES:	23	0	72	0	0	0	0	0	95

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL (GAS COLLECTION AND CONTROL SYSTEM)

PROGRAM #: 2000001354



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	3,479	0	0	0	555	0	0	0	4,034
TOTAL REVENUES:	3,479	0	0	0	555	0	0	0	4,034
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,904	0	0	0	0	0	0	0	2,904
Infrastructure Improvements	554	0	0	0	350	0	0	0	904
Planning and Design	21	0	0	0	155	0	0	0	176
Project Contingency	0	0	0	0	50	0	0	0	50
TOTAL EXPENDITURES:	3,479	0	0	0	555	0	0	0	4,034

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL (GROUNDWATER)

PROGRAM #: 2000001356

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	0	0	151	0	0	0	302	453
TOTAL REVENUES:	0	0	0	151	0	0	0	302	453
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	38	0	0	0	76	114
Major Machinery and Equipment	0	0	0	113	0	0	0	0	113
Planning and Design	0	0	0	0	0	0	0	226	226
TOTAL EXPENDITURES:	0	0	0	151	0	0	0	302	453

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ENVIRONMENTAL IMPROVEMENTS - SOUTH DADE LANDFILL (SBR SYSTEM)

PROGRAM #: 2000001381



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	250	250	0	0	0	0	0	0	500
TOTAL REVENUES:	250	250	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Major Machinery and Equipment	250	250	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	250	250	0	0	0	0	0	0	500

HICKMAN GARAGE - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 2000002515

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

LOCATION: 270 NW 2 St District Located: 5
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	745	830	0	0	0	0	0	0	1,575
TOTAL REVENUES:	745	830	0	0	0	0	0	0	1,575
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	745	830	0	0	0	0	0	0	1,575
TOTAL EXPENDITURES:	745	830	0	0	0	0	0	0	1,575

LAND ACQUISITION - SOUTH DADE LANDFILL

PROGRAM #: 609120

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	0	5,000	0	0	0	0	5,000
TOTAL REVENUES:	0	0	0	5,000	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Land Acquisition/Improvements	0	0	0	5,000	0	0	0	0	5,000
TOTAL EXPENDITURES:	0	0	0	5,000	0	0	0	0	5,000

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION (FUTURE PROJECTS)

PROGRAM #: 2000001390

DESCRIPTION: Design and construct east and west cells at the North Dade Landfill; design and construct closure of North Dade Landfill east and west cells, Resources Recovery Cell 20, South Dade Landfill Cell 5 and Cell 6 per Florida Department of Environmental Protection regulations

LOCATION: Various Sites District Located: 1,8,12
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	0	0	750	14,105	13,375	0	0	80,379	108,609
Notes/Bonds									
TOTAL REVENUES:	0	0	750	14,105	13,375	0	0	80,379	108,609
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	11,600	11,200	0	0	66,410	89,210
Planning and Design	0	0	750	1,185	895	0	0	7,249	10,079
Project Contingency	0	0	0	1,320	1,280	0	0	6,720	9,320
TOTAL EXPENDITURES:	0	0	750	14,105	13,375	0	0	80,379	108,609

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - MIAMI GARDENS

PROGRAM #: 2000000352

DESCRIPTION: Close five-acre Miami Gardens Landfill

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Utility Service Fee	94	3,390	0	0	0	0	0	0	3,484
TOTAL REVENUES:	94	3,390	0	0	0	0	0	0	3,484
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	3,000	0	0	0	0	0	0	3,000
Planning and Design	80	90	0	0	0	0	0	0	170
Project Contingency	14	300	0	0	0	0	0	0	314
TOTAL EXPENDITURES:	94	3,390	0	0	0	0	0	0	3,484

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - MUNISPORT LANDFILL

PROGRAM #: 5010690



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

LOCATION: NE 152 St and Biscayne Blvd District Located: 3
 North Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2005	35,385	0	0	0	0	0	0	0	35,385
TOTAL REVENUES:	35,385	0	0	0	0	0	0	0	35,385
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	30,149	170	300	600	1,500	2,666	0	0	35,385
TOTAL EXPENDITURES:	30,149	170	300	600	1,500	2,666	0	0	35,385

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - SOUTH DADE LANDFILL (CELL 4)

PROGRAM #: 504370



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	0	2,168	13,928	0	0	0	0	0	16,096
Notes/Bonds									
TOTAL REVENUES:	0	2,168	13,928	0	0	0	0	0	16,096
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	1,214	11,475	0	0	0	0	0	12,689
Planning and Design	0	954	1,005	0	0	0	0	0	1,959
Project Contingency	0	0	1,448	0	0	0	0	0	1,448
TOTAL EXPENDITURES:	0	2,168	13,928	0	0	0	0	0	16,096

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

PROGRAM #: 2000001054

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Waste Disposal Operating Fund	0	160	300	160	0	0	0	0	620
TOTAL REVENUES:	0	160	300	160	0	0	0	0	620
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Planning and Design	0	160	300	160	0	0	0	0	620
TOTAL EXPENDITURES:	0	160	300	160	0	0	0	0	620

LANDFILL CONSTRUCTION, CLOSURE AND REMEDIATION - VIRGINIA KEY LANDFILL

PROGRAM #: 606610



DESCRIPTION: Close the City of Miami Virginia Key Landfill

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Solid Waste System Rev. Bonds Series 2005	28,250	0	0	0	0	0	0	0	28,250
Utility Service Fee	3,828	0	0	0	0	2,397	0	11,525	17,750
TOTAL REVENUES:	32,078	0	0	0	0	2,397	0	11,525	46,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	3,058	2,000	18,000	2,000	0	2,400	0	11,525	38,983
Planning and Design	3,406	60	745	351	0	200	0	0	4,762
Project Contingency	75	0	0	2,180	0	0	0	0	2,255
TOTAL EXPENDITURES:	6,539	2,060	18,745	4,531	0	2,600	0	11,525	46,000

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MOSQUITO CONTROL AND HABITAT MANAGEMENT - NEW FACILITY

PROGRAM #: 2000001394



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

LOCATION: 8901 NW 58 St
Unincorporated Miami-Dade County

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	157	0	0	0	0	0	0	0	157
CIIP Program Financing	0	418	235	6,760	0	0	0	0	7,413
TOTAL REVENUES:	157	418	235	6,760	0	0	0	0	7,570
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	0	0	5,900	0	0	0	0	5,900
Planning and Design	157	268	150	220	0	0	0	0	795
Project Contingency	0	0	0	640	0	0	0	0	640
Technology Hardware/Software	0	150	85	0	0	0	0	0	235
TOTAL EXPENDITURES:	157	418	235	6,760	0	0	0	0	7,570

NEW TRANSFER STATION - NORTHEAST

PROGRAM #: 2000001050



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

LOCATION: To Be Determined
Unincorporated Miami-Dade County

District Located: 1
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp. Notes/Bonds	0	0	2,500	420	830	1,295	0	39,880	44,925
TOTAL REVENUES:	0	0	2,500	420	830	1,295	0	39,880	44,925
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	0	0	0	34,000	34,000
Land Acquisition/Improvements	0	0	2,500	0	0	0	0	0	2,500
Planning and Design	0	0	0	420	830	1,295	0	2,400	4,945
Project Contingency	0	0	0	0	0	0	0	3,480	3,480
TOTAL EXPENDITURES:	0	0	2,500	420	830	1,295	0	39,880	44,925

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

NEW TRANSFER STATION - SOUTH DADE LANDFILL

PROGRAM #: 200000353

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Solid Waste Disp.	100	1,465	1,015	748	36,500	36,500	33,450	0	109,778
Notes/Bonds									
TOTAL REVENUES:	100	1,465	1,015	748	36,500	36,500	33,450	0	109,778
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	0	0	0	30,000	30,000	29,000	0	89,000
Planning and Design	100	1,465	1,015	648	6,500	6,500	3,450	0	19,678
Project Contingency	0	0	0	100	0	0	1,000	0	1,100
TOTAL EXPENDITURES:	100	1,465	1,015	748	36,500	36,500	33,450	0	109,778

UNFUNDED CAPITAL PROGRAMS

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

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Neighborhood Trash and Recycling Centers

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

Resources Recovery Facility

14. Resources Recovery 6990 NW 97 Ave

Landfills

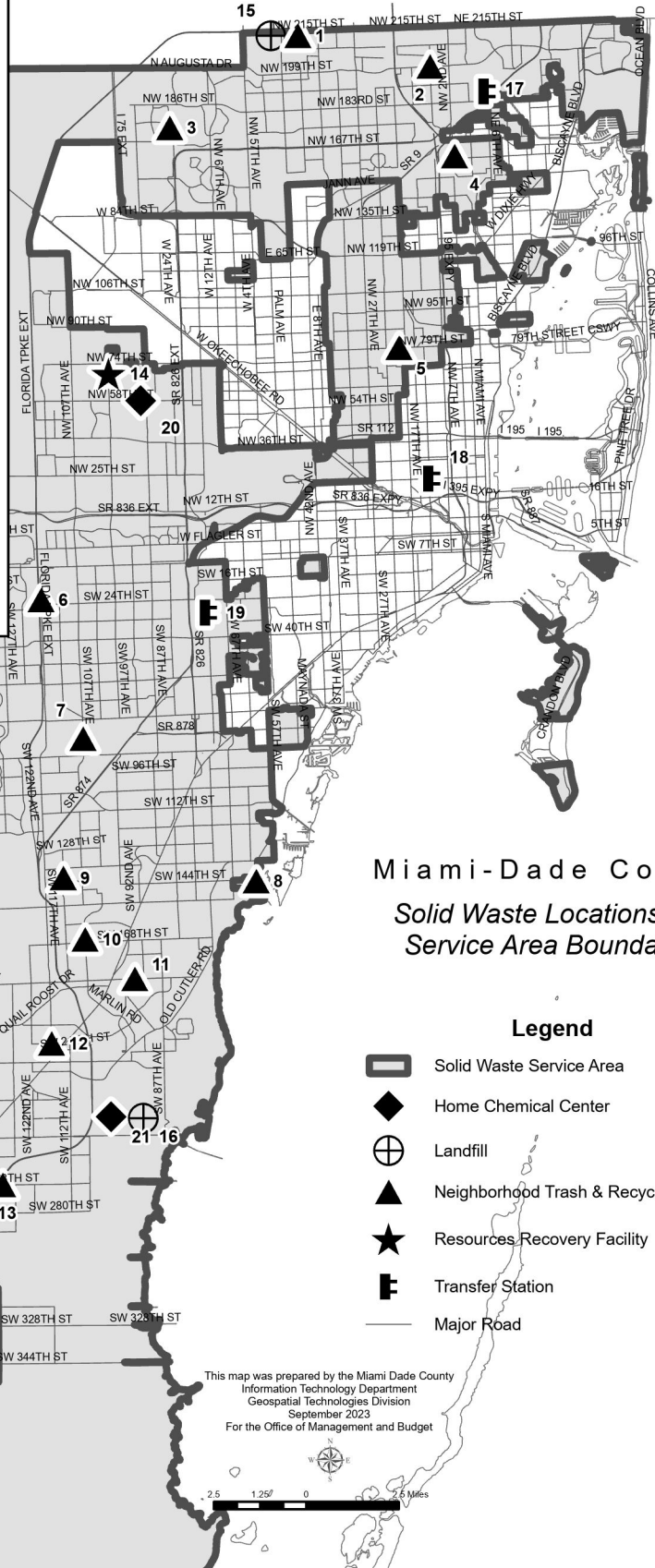
15. North Dade Landfill 21500 NW 47 Ave
16. South Dade Landfill 23707 SW 97 Ave

Transfer Stations

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

Home Chemical Centers

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



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 2023-24 Adopted Budget and Multi-Year Capital Plan

Water and Sewer

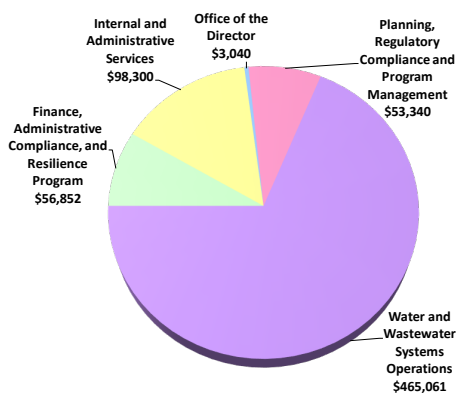
The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, safeguarding public health and the environment, while planning for future growth, implementing water conservation measures, and providing for process improvements and cost efficiencies.

As part of the Neighborhood and Infrastructure strategic area, the Department’s main functions are water production and distribution, as well as wastewater collection, treatment, reuse, and disposal. WASD operates both a water and a wastewater system. The Water System consists of three regional water treatment plants, one shared (City of Hialeah) reverse osmosis plant and five local water treatment plants with a total permitted capacity of 464 million gallons per day (MGD). Additionally, WASD operates and maintains 95 water supply wells (grouped into 14 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridan Aquifer and more than 8,500 miles of water distribution mains. The Wastewater System includes three regional wastewater treatment plants with a total permitted capacity of 376 MGD, more than 1,000 sewer pump stations and 6,500 miles of wastewater mains and lateral collection pipes. The Department implements water conservation measures, provides high quality drinking water and plans and improves infrastructure for future growth.

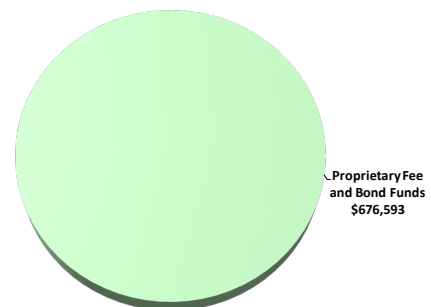
The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 460,963 water and 376,329 wastewater retail customers as of September 30, 2023. Additionally, service is provided to 15 wholesale (municipal) water customers and to 13 wholesale (12 municipal and the Homestead Air Reserve Base) wastewater customers within Miami-Dade County on a daily basis. The total combined population served at the retail and wholesale level is approximately 2.4 million residents. In providing these services, the Department interacts with and is regulated by the United States Environmental Protection Agency, the Florida Department of Environmental Protection, the Miami-Dade County Health Department, the South Florida Water Management District and the Regulatory and Economic Resources Department (RER).

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<p><u>OFFICE OF THE DIRECTOR</u> Formulates and establishes departmental policy; directs overall operations</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u></td> <td style="text-align: center;"><u>FY 23-24</u></td> </tr> <tr> <td style="text-align: center;">18</td> <td style="text-align: center;">12</td> </tr> </table>	<u>FY 22-23</u>	<u>FY 23-24</u>	18	12
<u>FY 22-23</u>	<u>FY 23-24</u>				
18	12				
	<p><u>WATER AND WASTEWATER SYSTEMS OPERATIONS</u> Operates and maintains water and wastewater systems: treatment plants, transmission/distribution systems and pump stations</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u></td> <td style="text-align: center;"><u>FY 23-24</u></td> </tr> <tr> <td style="text-align: center;">1,676</td> <td style="text-align: center;">1,772</td> </tr> </table>	<u>FY 22-23</u>	<u>FY 23-24</u>	1,676	1,772
<u>FY 22-23</u>	<u>FY 23-24</u>				
1,676	1,772				
	<p><u>FINANCE, ADMINISTRATIVE COMPLIANCE AND RESILIENCE PROGRAM</u> Directs financial, budget, capital funding coordination and information technology functions; directs contractual compliance and procurement activities; oversees the resilience program</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u></td> <td style="text-align: center;"><u>FY 23-24</u></td> </tr> <tr> <td style="text-align: center;">302</td> <td style="text-align: center;">338</td> </tr> </table>	<u>FY 22-23</u>	<u>FY 23-24</u>	302	338
<u>FY 22-23</u>	<u>FY 23-24</u>				
302	338				
	<p><u>PLANNING, REGULATORY COMPLIANCE AND PROGRAM MANAGEMENT</u> Directs water and wastewater design and construction activities for plants and pipelines; directs capital improvement programs, compliance with state and federal agreements and utilities development</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u></td> <td style="text-align: center;"><u>FY 23-24</u></td> </tr> <tr> <td style="text-align: center;">351</td> <td style="text-align: center;">380</td> </tr> </table>	<u>FY 22-23</u>	<u>FY 23-24</u>	351	380
<u>FY 22-23</u>	<u>FY 23-24</u>				
351	380				
	<p><u>INTERNAL AND ADMINISTRATIVE SERVICES</u> Directs legislative activities, municipal policies, personnel, customer service and public information dissemination, and fleet and security initiatives, and quality assurance</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u></td> <td style="text-align: center;"><u>FY 23-24</u></td> </tr> <tr> <td style="text-align: center;">557</td> <td style="text-align: center;">584</td> </tr> </table>	<u>FY 22-23</u>	<u>FY 23-24</u>	557	584
<u>FY 22-23</u>	<u>FY 23-24</u>				
557	584				

The FY 2023-24 total number of full-time equivalent positions is 3,095

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

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

- Defines department policies and strategic goals
- Establishes overall vision and policy for the Department
- Maintains the Department's accreditation, incorporating performance excellence and best practices
- Sets performance targets and budget priorities

DIVISION COMMENTS

- As part of a reorganization performed in FY 2022-23 to put a focus on resilience implementation and funding efforts, six positions were transferred from the Office of the Director to the Finance, Administrative Compliance, and Resilience Program
- The FY 2023-24 Adopted Budget includes a four percent increase to retail customers that is evenly applied to each tier including residential, multi-family, mixed-use buildings and non-residential
- Effective October 1, 2023, the adopted wholesale water rate increased by \$0.1857, from \$1.9273 to \$2.1130 per thousand gallons; the adopted wastewater wholesale rate increased by \$0.1992 from \$3.7422 to \$3.9414 per thousand gallons; wholesale customers' bills include a true-up adjustment to recover actual cost for FY 2021-22
- The FY 2023-24 Adopted Budget includes a Memorandum of Understanding with the Office of the Inspector General to perform specialized audits as required (\$50,000) and payments to the Audit and Management Services Department for expenses associated with audits and reviews (\$500,000)



During FY 2023-24, WASD will continue working on an outreach campaign that includes branding for community recognition as well as informing citizens on water and wastewater services; WASD will also continue its efforts to transform workplace culture, optimize service delivery, and improve environmental and resilience outcomes

DIVISION: WATER AND WASTEWATER SYSTEMS OPERATIONS

Operates and maintains the water and wastewater treatment plants; pump stations; and water distribution, wastewater collection and transmission lines.

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

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI2-1: Provide sustainable drinking water supply and wastewater disposal services 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Compliance with regulatory requirements for Water and Wastewater Systems	Compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%
	Percent compliance with wastewater standards*	OC	↑	73%	67%	100%	100%	100%

* The FY 2020-21 and FY 2021-22 Actual reflects impacts associated with COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the addition of 62 positions to strengthen water and wastewater operations as well as to properly maintain plant equipment and infrastructure; 18 of these positions are for water systems and include trades such as chemists, lab technicians, microbiologists, lime plant operators, and water valve and service technicians; 44 of these positions are for wastewater systems and include treatment and power plant operators, structural and lateral repairers, mechanics, plant electricians, heavy equipment operators and repairers, sewer inspectors, pipefitters, and valve technicians (\$320,000 funded for two pay periods)
- The FY 2023-24 Adopted Budget transfers the responsibilities of county-wide fire hydrant maintenance from Miami-Dade Fire Rescue to WASD; to accommodate this function, a total of 38 additional positions will be added that will include two pipefitter supervisors, 18 maintenance repairers, and 18 semi-skilled laborers as well as other operating expenses totaling (\$1.6 million)
- The FY 2023-24 Adopted Budget includes the conversion of one WASD Maintenance Repairer part-time position to full-time status; it is anticipated that this conversion will increase productivity
- As part of a reorganization performed in FY 2022-23 to put a focus enhancing customer service in locations and plans review services five positions were transferred to Utilities Development division within the Planning, Regulatory Compliance and Program Management from the Water and Wastewater Systems Operations Division

DIVISION: FINANCE, ADMINISTRATIVE COMPLIANCE, AND RESILIENCE PROGRAM

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

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

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	A+	A+	A+	A+	AA-
	Bond rating evaluation by Standard and Poor's	OC	↑	Aa-	Aa-	Aa-	Aa-	Aa-
	Bond rating evaluation by Moody's	OC	↑	Aa3	Aa3	Aa3	Aa3	Aa3

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure sound asset management and financial investment strategies	Capital improvement expenditure ratio (in percent %)	OP	↑	66%	77%	75%	75%	75%

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI2-1: Provide sustainable drinking water supply and wastewater disposal services 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve Water-Use Efficiency	Gallons of water saved per day (GPD) through the implementation of the Water Use Efficiency Plan*	EF	↑	46,988 GPD	63,343 GPD	71,100 GPD	71,100 GPD	71,100 GPD

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

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the addition of 14 positions to properly staff WASD grant writing, procurement and vendor payment, capital cost accounting, and revenue control functions; the positions include Grant Analysts, Utility Supply Specialists, Purchasing Agents, Capital Inventory Specialists, and various levels of Accountants (\$86,000 funded for two pay periods)
- As part of a reorganization performed in FY 2022-23 to focus on resilience implementation and funding efforts, 22 positions were transferred to the to the Finance, Administrative Compliance, and Resilience Program Division with six positions coming from the Office of the Director and 16 positions from the Internal and Administrative Services Division



In FY 2023-24, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power plan and an employee awareness program, which includes an energy conservation website, newsletter and workshops

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

- The FY 2023-24 Adopted Budget includes payments to the Finance Department for expenses associated with cash management services (\$11,000)
- After the FY 2022-23 annual audits are completed, the year-end combined fund balance is projected to be \$116.3 million in rate stabilization and general reserve funds; in FY 2023-24, these reserves are expected to remain the same as in FY 2022-23 and the Department is projecting a year-end fund balance of \$85.9 million in the operating budget as required for bond ordinances

DIVISION: PLANNING, REGULATORY COMPLIANCE AND PROGRAM MANAGEMENT

Directs compliance with state and federal agreements related to the ocean outfall legislation and resilience programs.

- Directs planning of water and wastewater facilities and infrastructure
- Directs compliance with state and federal agreements related to the consent decree, ocean outfall legislation and resilience programs
- Directs design and construction activities for both water and wastewater plants and pipelines
- Directs resilience program including Water Use Efficiency and Water Loss Reduction programs
- Oversees capital program management for programs such as the Consent Decree Program, Ocean Outfall Program, Pump Station Rehabilitation and other priority programs
- Oversees compliance with environmental regulations and federal and state agreements
- Processes applications for new water services, mains, pump stations and fire hydrant installations by private contractors

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure proper maintenance and operation of the sewage system	Percentage (%) of Ocean Outfall Legislation projects on schedule*	OC	↑	96%	72%	100%	100%	100%
	Percentage (%) of Consent Decree Wastewater projects on or before schedule	OC	↑	86%	81%	83%	83%	100%
Improve Water-Use Efficiency	Finished water use gallons per capita per day (gpcpd)- Consumption (Calendar Year)	OC	↓	134 gpcpd	129 gpcpd	128 gpcpd	128 gpcpd	127 gpcpd

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI3-2: Protect and maintain surface and drinking water sources 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Fully comply with drinking water standards	System-wide available water supply capacity from the Biscayne Aquifer (in million gallons per day "MGD")	OC	↑	30.53 MGD	21.24 MGD	10.1 MGD	10.1 MGD	10.1 MGD

*The FY 2021-22 Actual reflects impacts associated with COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the addition of 23 positions to properly staff Utilities Development, Regulatory Compliance and Hydrogeology Programs to improve concurrent processes for plans review and to shorten review timelines and complexities associated with water supplies; positions include Plans Review Coordinators, various levels of Engineers, Service Technicians and New Business Representatives (\$140,000 funded for two pay periods)
- As part of a reorganization performed in FY 2022-23 to enhance customer service in locations and plans review services, six positions were transferred to the Planning, Regulatory Compliance and Program Management Division with five coming from the Water and Wastewater System Operations Division and one from the Internal and Administrative Services Division
- The FY 2023-24 Adopted Budget includes funding to the Parks, Recreation and Open Spaces (PROS) Department for Cooperative Extension's Florida Yards and Neighborhoods Program (\$285,000)

DIVISION: INTERNAL AND ADMINISTRATIVE SERVICES

Directs public information dissemination, coordination of legislative and municipal policies, departmental security activities, and construction contracts as well as retail customer services, human resources and general maintenance services.

- Coordinates communications with media and customers
- Coordinates items submitted to the Board of County Commissioners
- Coordinates state and federal legislative actions and liaises with municipalities
- Directs department-wide security functions
- Manages retail customer services, human capital planning and general maintenance

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide information to customers in a timely manner	Percentage of calls answered within two minutes (monthly)*	OC	↑	83%	50%	70%	70%	70%
Maintain high-level of responsiveness to customer service requests	Average call wait time per call (retail customer service and emergency communications)*	OC	↓	1.1	3.2	2.0	2.0	2.0

*The FY 2021-22 Actual reflects increased call volumes related to retail pay plans and collection of past due accounts

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes the addition of 24 positions to improve customer experiences and responsiveness, as well as providing timely customer billing information, utility infrastructure, beautification, and human capital planning (\$150,000 funded for two pay periods)

- The FY 2023-24 Adopted Budget includes eight janitorial positions, approved as overages in FY 2022-23, that will eliminate the night shift of contractual janitorial functions (\$860,000)
- The FY 2023-24 Adopted Budget includes the conversion of 12 part-time Communications Specialists to full-time (\$126,000); it is anticipated that this conversion will improve customer satisfaction
- As part of a reorganization performed in FY 2022-23 to enhance customer service in locations and plans review services, one position was transferred to the Planning, Regulatory Compliance and Program Management Division, and 16 positions were transferred to the Finance, Administrative Compliance and Resilience Program Division
- The FY 2023-24 Adopted Budget includes a payment to the Community Action and Human Services Department for landscape maintenance by the Greater Miami Service Corps (\$100,000)
- The FY 2023-24 Adopted Budget includes a payment to the Human Resources Department for testing and validation services (\$47,000)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

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



In FY 2023-24, the Department is continuing its Inflow and Infiltration Program to reduce flows into the wastewater system from ground water and rain; this will result in a reduction of conveyed and treated flows at wastewater treatment plants resulting in capital and operational savings (total program cost \$158.999 million; \$15.815 million in FY 2023-24; capital program #9650201)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan also includes the continued implementation of various wastewater systems capital projects such as the Pump Station Improvement and Resilience Programs (total program cost \$330.876 million; \$34.530 million in FY 2023-24; capital program #2000000784), Ocean Outfalls Legislation Program (total program cost \$1.360 billion; \$80.042 million in FY 2023-24; capital program #962670), Consent Decree (total program cost \$1.431 billion; \$114.426 million; capital program #964120, #964440 and #968150), and South District Expansion (total program cost \$695.379 million; \$169.612 million in FY 2023-24; capital program #2000000580)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of various water system capital projects such as the Hialeah/Preston Water Treatment Plant (total program cost \$306.245 million; \$15.181 million in FY 2023-24; capital program #9650041), Alexander Orr Water Treatment Plant (total program cost \$253.792 million; \$5.677 million in FY 2023-24; capital program #9650031), Small Diameter Water Main Replacement Program (total program cost \$384.705 million; \$17.490 million in FY 2023-24; capital program #2000000072) and Water Distribution System (total program cost \$143.844 million; \$17.253 million in FY 2023-24; capital program #9653311)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan is systematic and responsible in addressing regulatory requirements related to aging infrastructure such as pump stations, treatment plants and transmission lines and necessary upgrades; the capital plan addresses \$607.405 million in wastewater needs, \$140.758 million in water needs and BBC/GOB Water and Wastewater projects of \$27.957 million dollars

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes projects that directly impact the resilience of the County's built and natural systems; this includes designing infrastructure that considers sea-level rise and storm surge for the life of the assets; the C51 Reservoir Alternate Water Supply project that will diversify water resources and benefit environmental and agricultural uses; investments to renew water plant infrastructure with the Water Reset Program; and investments to maximize the use of biogas from the wastewater treatment process to increase onsite energy production



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes a countywide program to provide sanitary sewer service to residents with septic systems; compromised and failing septic systems can cause negative impacts on private properties, pose public health risks, and have long-lasting detrimental effects on our natural resources including Biscayne Bay; the Connect to Protect project encompasses the expansion of the sanitary sewer system to remove septic systems through the General Obligation Bond Commercial Corridors Septic-to-Sewer Project; installation of public sewer laterals; private side connections; and the Ojus Special Benefit Area project



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of 165 vehicles (\$13.079 million) for the replacement of its aging fleet to include 102 for heavy fleet vehicles (\$9.532 million, 20 for light fleet vehicles (\$820,000), and 43 for trailers and other specialty fleet vehicles (\$2.727 million) funded with Wasterwater Renewal Funds; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	629	800	810	641	838
Fuel	7,742	12,849	8,938	14,563	13,858
Overtime	19,167	24,112	20,353	24,847	22,347
Rent	258	210	462	386	440
Security Services	12,448	12,125	12,896	13,326	13,042
Temporary Services	1,177	442	1,409	1,119	376
Travel and Registration	13	121	193	185	147
Utilities	44,529	50,412	52,941	58,969	56,945

Adopted

Fee Adjustments	Current Fee FY 22-23	Adopted Fee FY 23-24	Dollar Impact FY 23-24
• Wastewater Retail Rate Adjustments	various	various	\$15,062
• Wastewater Wholesale Rate per one thousand gallons	\$3.7422	\$3.9414	\$436
• Water Retail Rate Adjustments	various	various	\$14,585
• Water Wholesale Rate per one thousand gallons	\$1.9273	\$2.1130	\$400
• Certificate of Use (CU) Upfront Fee	N/A	\$75	\$540

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
Carryover	80,060	79,261	82,900	85,884
Miscellaneous Non-Operating	2,569	6,250	2,833	13,126
Other Revenues	20,158	26,530	25,219	30,096
Retail Wastewater	343,224	356,895	368,475	383,780
Retail Water	331,651	346,854	357,708	371,644
Transfer From Other Funds	0	0	0	17,673
Wholesale Wastewater	97,410	102,362	97,626	103,824
Wholesale Water	34,682	38,292	36,674	36,950
Total Revenues	909,754	956,444	971,435	1,042,977
Operating Expenditures Summary				
Salary	202,476	228,562	221,022	228,122
Fringe Benefits	68,467	89,988	94,575	107,292
Contractual Services	71,336	80,111	90,813	104,317
Other Operating	60,460	41,466	28,900	53,025
Charges for County Services	74,299	69,387	79,995	81,237
Capital	84,062	121,652	112,928	102,600
Total Operating Expenditures	561,100	631,166	628,233	676,593
Non-Operating Expenditures Summary				
Transfers	0	1,653	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	233,378	253,115	257,319	270,719
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	85,883	95,665
Total Non-Operating Expenditures	233,378	254,768	343,202	366,384

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Neighborhood and Infrastructure				
Office of the Director	5,034	3,040	18	12
Water and Wastewater	440,333	465,061	1,676	1,772
Systems Operations				
Finance, Administrative	44,411	56,852	302	338
Compliance, and Resilience Program				
Planning, Regulatory	47,193	53,340	351	380
Compliance and Program Management				
Internal and Administrative Services	91,262	98,300	557	584
Total Operating Expenditures	628,233	676,593	2,904	3,086

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
BBC GOB Financing	43,963	27,957	23,502	22,579	13,868	4,131	0	0	136,000
Fire Hydrant Fund	13,936	2,600	2,828	2,856	2,885	2,914	2,943	2,943	33,905
Future Subordinate Debt	0	0	1,500	1,500	155,198	195,517	155,172	240,968	749,855
Future WASD Revenue Bonds	21,777	325,520	387,348	480,371	395,054	340,606	373,301	957,715	3,281,692
Hialeah Reverse Osmosis Plant Construction Fund	8,030	0	0	0	0	0	0	0	8,030
Ojus Revenue Bond Sold	9,230	0	0	0	0	0	0	0	9,230
State Revolving Loan Wastewater Program	64,171	0	0	0	0	0	0	0	64,171
WASD Revenue Bonds Sold	1,398,846	0	0	0	0	0	0	0	1,398,846
WASD Subordinate Debt Sold	290,000	0	0	0	0	0	0	0	290,000
WIFIA Loan	133,519	112,575	193,107	170,905	109,752	126,233	123,565	115,712	1,085,368
Wastewater Connection Charges	176,588	16,644	5,841	4,908	0	0	0	0	203,981
Wastewater Renewal Fund	279,389	52,598	59,999	55,001	55,001	55,001	55,001	55,001	666,991
Wastewater Special Construction Fund	28,683	11,084	15,769	8,877	5,232	3,766	2,755	200	76,366
Water Connection Charges	31,979	4,831	2,487	1,682	1,504	0	0	0	42,483
Water Renewal and Replacement Fund	220,687	47,402	40,000	45,000	45,000	45,000	45,000	45,000	533,089
Water Special Construction Fund	12,128	200	200	200	200	200	200	200	13,528
Total:	2,732,926	601,411	732,581	793,879	783,694	773,368	757,937	1,417,739	8,593,535
Expenditures									
Strategic Area: NI									
GOB Water and Wastewater Projects	43,963	27,957	23,502	22,579	13,868	4,131	0	0	136,000
Wastewater Projects	2,069,684	607,405	570,709	574,732	564,873	546,063	475,715	613,062	6,022,243
Water Projects	380,503	140,758	193,237	198,367	206,753	224,975	284,022	806,677	2,435,292
Total:	2,494,150	776,120	787,448	795,678	785,494	775,169	759,737	1,419,739	8,593,535

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CENTRAL DISTRICT FORCEMAIN NETWORK - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 9650241



DESCRIPTION: Provide septic to sewer; install 36/42 inch wastewater force mains on or around Biscayne Bay, Biscayne Basin projects and provide various other size wastewater gravity or force mains and pump stations needs in the area of the Central Transmission area as needed

LOCATION: Wastewater System - Central District Area District Located: Systemwide
City of Miami District(s) Served: Systemwide

	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
REVENUE SCHEDULE:									
Future WASD Revenue Bonds	0	7,500	9,500	15,475	17,475	19,500	13,578	0	83,028
WASD Revenue Bonds Sold	10,107	0	0	0	0	0	0	0	10,107
TOTAL REVENUES:	10,107	7,500	9,500	15,475	17,475	19,500	13,578	0	93,135
EXPENDITURE SCHEDULE:									
Construction	10,107	7,500	9,500	15,475	17,475	19,500	13,578	0	93,135
TOTAL EXPENDITURES:	10,107	7,500	9,500	15,475	17,475	19,500	13,578	0	93,135

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CENTRAL DISTRICT WASTEWATER TREATMENT PLANT PROJECTS

PROGRAM #: 9653421



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

LOCATION: Virginia Key
City of Miami

District Located: 7

District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Subordinate Debt	0	0	1,500	1,500	71,042	58,893	31,312	20,348	184,595
Future WASD Revenue Bonds	0	11,438	18,428	12,500	3,800	3,486	1,385	5,129	56,166
WASD Revenue Bonds Sold	3,592	0	0	0	0	0	0	0	3,592
WIFIA Loan	0	1,193	503	23,159	0	0	0	0	24,855
Wastewater Renewal Fund	370	0	0	0	0	0	0	0	370
TOTAL REVENUES:	3,962	12,631	20,431	37,159	74,842	62,379	32,697	25,477	269,578
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	3,883	12,378	20,023	36,416	73,345	61,131	32,043	24,968	264,187
Planning and Design	79	253	408	743	1,497	1,248	654	509	5,391
TOTAL EXPENDITURES:	3,962	12,631	20,431	37,159	74,842	62,379	32,697	25,477	269,578

CENTRAL REGION WATER TRANSMISSION MAINS - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 9654041

DESCRIPTION: Replace various low-pressure water mains and install a water main at railroad crossings via micro tunneling method

LOCATION: Central Miami-Dade County Area
City of Miami

District Located: Systemwide

District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	300	2,220	3,506	2,400	2,000	0	0	10,426
Water Renewal and Replacement Fund	285	0	0	0	0	0	0	0	285
TOTAL REVENUES:	285	300	2,220	3,506	2,400	2,000	0	0	10,711
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	268	282	2,087	3,296	2,256	1,880	0	0	10,069
Planning and Design	17	18	133	210	144	120	0	0	642
TOTAL EXPENDITURES:	285	300	2,220	3,506	2,400	2,000	0	0	10,711

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COMMERCIAL AND INDUSTRIAL CORRIDORS - EXTENSION OF SEWER SYSTEM (CONNECT TO PROTECT)

PROGRAM #: 967090



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

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	38,963	22,957	23,502	22,579	13,868	4,131	0	0	126,000
TOTAL REVENUES:	38,963	22,957	23,502	22,579	13,868	4,131	0	0	126,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	33,573	19,515	19,900	19,182	11,787	3,511	0	0	107,468
Planning and Design	5,390	3,442	3,602	3,397	2,081	620	0	0	18,532
TOTAL EXPENDITURES:	38,963	22,957	23,502	22,579	13,868	4,131	0	0	126,000

CONSENT DECREE: SEWER PUMP STATION PROJECTS

PROGRAM #: 964440



DESCRIPTION: Design, construct and rehabilitate pump stations infrastructure systems to comply with the Federal EPA Consent Decree

LOCATION: Systemwide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	256	104	0	0	0	0	0	360
WASD Revenue Bonds Sold	58,909	0	0	0	0	0	0	0	58,909
TOTAL REVENUES:	58,909	256	104	0	0	0	0	0	59,269
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	57,142	248	101	0	0	0	0	0	57,491
Planning and Design	1,767	8	3	0	0	0	0	0	1,778
TOTAL EXPENDITURES:	58,909	256	104	0	0	0	0	0	59,269

CONSENT DECREE: WASTEWATER COLLECTION AND TRANSMISSION LINES PROJECTS

PROGRAM #: 968150



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

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,236	1,741	0	0	0	0	0	2,977
WASD Revenue Bonds Sold	17,949	0	0	0	0	0	0	0	17,949
TOTAL REVENUES:	17,949	1,236	1,741	0	0	0	0	0	20,926
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	17,231	1,187	1,671	0	0	0	0	0	20,089
Planning and Design	718	49	70	0	0	0	0	0	837
TOTAL EXPENDITURES:	17,949	1,236	1,741	0	0	0	0	0	20,926

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

NORTH DISTRICT FORCEMAIN NETWORK - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 9652101



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	31,864	36,708	42,592	31,178	3,000	0	0	145,342
Ojus Revenue Bond Sold	9,230	0	0	0	0	0	0	0	9,230
WASD Revenue Bonds Sold	59,811	0	0	0	0	0	0	0	59,811
Wastewater Connection Charges	9,129	6,099	0	0	0	0	0	0	15,228
Wastewater Renewal Fund	4,186	0	0	0	0	0	0	0	4,186
TOTAL REVENUES:	82,356	37,963	36,708	42,592	31,178	3,000	0	0	233,797
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	74,671	41,189	36,434	41,314	30,243	2,910	0	0	226,761
Planning and Design	2,310	1,274	1,149	1,278	935	90	0	0	7,036
TOTAL EXPENDITURES:	76,981	42,463	37,583	42,592	31,178	3,000	0	0	233,797

NORTH DISTRICT WASTEWATER TREATMENT PLANT PROJECTS

PROGRAM #: 9653411



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

LOCATION: 2575 NE 151 St District Located: 4
 North Miami District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Subordinate Debt	0	0	0	0	72,838	35,985	20,000	0	128,823
Future WASD Revenue Bonds	0	3,121	21,042	20,253	10,257	6,000	0	0	60,673
WASD Revenue Bonds Sold	1,261	0	0	0	0	0	0	0	1,261
WASD Subordinate Debt Sold	2,713	0	0	0	0	0	0	0	2,713
WIFIA Loan	1,230	3,426	13,586	52,838	0	0	0	0	71,080
Wastewater Renewal Fund	1,224	0	0	0	0	0	0	0	1,224
TOTAL REVENUES:	6,428	6,547	34,628	73,091	83,095	41,985	20,000	0	265,774
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	6,364	6,482	34,281	72,360	82,264	41,565	19,800	0	263,116
Planning and Design	64	65	347	731	831	420	200	0	2,658
TOTAL EXPENDITURES:	6,428	6,547	34,628	73,091	83,095	41,985	20,000	0	265,774

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

NORTH REGION WATER TRANSMISSION MAINS - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 9654031



DESCRIPTION: Construct capacity improvements to the 20-inch water mains in and around Biscayne Bay and the Port of Miami areas; construct water main improvements to the 54-inch pipe along Red Road, replacement of 8,12,16-inch water mains in Aventura and construct other improvements along the North Miami transmission mains improvement area

LOCATION: North Miami-Dade County Area District Located: Systemwide
 North Miami District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	5,770	9,048	10,117	16,336	20,486	16,429	10,100	1,000	89,286
WASD Revenue Bonds Sold	8,059	0	0	0	0	0	0	0	8,059
Water Renewal and Replacement Fund	551	0	0	0	0	0	0	0	551
TOTAL REVENUES:	14,380	9,048	10,117	16,336	20,486	16,429	10,100	1,000	97,896
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	13,869	8,708	9,712	15,683	19,667	15,772	9,696	960	94,067
Planning and Design	511	340	405	653	819	657	404	40	3,829
TOTAL EXPENDITURES:	14,380	9,048	10,117	16,336	20,486	16,429	10,100	1,000	97,896

OCEAN OUTFALL LEGISLATION PROGRAM

PROGRAM #: 962670



DESCRIPTION: Eliminate outfall flows to the ocean

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Subordinate Debt	0	0	0	0	11,318	100,639	103,860	220,620	436,437
Future WASD Revenue Bonds	0	0	0	12,450	10,052	6,405	5,400	4,000	38,307
State Revolving Loan Wastewater Program	40,193	0	0	0	0	0	0	0	40,193
WASD Revenue Bonds Sold	385	0	0	0	0	0	0	0	385
WASD Subordinate Debt Sold	98,241	0	0	0	0	0	0	0	98,241
WIFIA Loan	113,169	11,259	52,182	67,439	88,516	111,233	108,565	98,712	651,075
Wastewater Connection Charges	8,456	3,331	2,509	4,908	0	0	0	0	19,204
Wastewater Renewal Fund	5,795	0	0	0	0	0	0	0	5,795
Wastewater Special Construction Fund	24,781	10,601	15,568	8,677	5,032	3,566	2,555	0	70,780
TOTAL REVENUES:	291,020	25,191	70,259	93,474	114,918	221,843	220,380	323,332	1,360,417
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	200,741	68,035	59,721	79,452	97,680	188,567	187,322	274,831	1,156,349
Planning and Design	35,428	12,007	10,538	14,021	17,238	33,277	33,058	48,501	204,068
TOTAL EXPENDITURES:	236,169	80,042	70,259	93,473	114,918	221,844	220,380	323,332	1,360,417

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

PEAK FLOW MANAGEMENT - FLOW REDUCTION PROGRAM (FRP)

PROGRAM #: 9650201



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

LOCATION: Systemwide
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	15,815	15,815	14,708	11,714	11,817	11,817	32,458	114,144
WASD Revenue Bonds Sold	44,855	0	0	0	0	0	0	0	44,855
TOTAL REVENUES:	44,855	15,815	15,815	14,708	11,714	11,817	11,817	32,458	158,999
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	44,855	15,815	15,815	14,708	11,714	11,817	11,817	32,458	158,999
TOTAL EXPENDITURES:	44,855	15,815	15,815	14,708	11,714	11,817	11,817	32,458	158,999

PUMP STATION REHABILITATION AND RESILIENCE PROGRAM (PSRRP)

PROGRAM #: 200000784



DESCRIPTION: Implement a pump station resiliency program to improve pump stations systemwide

LOCATION: Systemwide
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	34,530	38,860	66,770	51,947	24,541	24,785	34,459	275,892
WASD Revenue Bonds Sold	49,734	0	0	0	0	0	0	0	49,734
Wastewater Connection Charges	4,630	0	0	0	0	0	0	0	4,630
Wastewater Renewal Fund	620	0	0	0	0	0	0	0	620
TOTAL REVENUES:	54,984	34,530	38,860	66,770	51,947	24,541	24,785	34,459	330,876
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	54,435	34,185	38,472	66,102	51,428	24,295	24,538	34,114	327,569
Planning and Design	549	345	388	668	519	246	247	345	3,307
TOTAL EXPENDITURES:	54,984	34,530	38,860	66,770	51,947	24,541	24,785	34,459	330,876

PUMP STATIONS - GENERATORS AND MISCELLANEOUS UPGRADES

PROGRAM #: 9652002

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

LOCATION: Systemwide
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,275	7,060	9,525	3,354	2,701	0	0	26,915
WASD Revenue Bonds Sold	3,954	0	0	0	0	0	0	0	3,954
TOTAL REVENUES:	3,954	4,275	7,060	9,525	3,354	2,701	0	0	30,869
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	3,954	4,275	7,060	9,525	3,354	2,701	0	0	30,869
TOTAL EXPENDITURES:	3,954	4,275	7,060	9,525	3,354	2,701	0	0	30,869

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SAFE DRINKING WATER ACT MODIFICATIONS

PROGRAM #: 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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	7,616	15,262	11,292	10,920	9,198	2,000	63,000	119,288
WASD Revenue Bonds Sold	50,222	0	0	0	0	0	0	0	50,222
Water Connection Charges	24,852	330	179	178	0	0	0	0	25,539
Water Renewal and Replacement	8,211	0	0	0	0	0	0	0	8,211
Fund									
TOTAL REVENUES:	83,285	7,946	15,441	11,470	10,920	9,198	2,000	63,000	203,260
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	79,836	7,311	14,205	10,552	10,046	8,462	1,840	57,960	190,212
Planning and Design	3,449	635	1,236	918	874	736	160	5,040	13,048
TOTAL EXPENDITURES:	83,285	7,946	15,441	11,470	10,920	9,198	2,000	63,000	203,260

SANITARY SEWER SYSTEM EXTENSION

PROGRAM #: 9653281



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Wastewater Renewal Fund	57,870	0	10,000	5,000	5,000	5,000	5,000	5,000	92,870
TOTAL REVENUES:	57,870	0	10,000	5,000	5,000	5,000	5,000	5,000	92,870
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	36,455	19,100	9,600	4,800	4,800	4,800	4,800	4,800	89,155
Planning and Design	1,519	796	400	200	200	200	200	200	3,715
TOTAL EXPENDITURES:	37,974	19,896	10,000	5,000	5,000	5,000	5,000	5,000	92,870

SANITARY SEWER SYSTEM IMPROVEMENTS

PROGRAM #: 9650221



DESCRIPTION: Provide sanitary sewer system improvements funded from the special construction fund including special taxing districts

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Wastewater Special Construction	175	200	200	200	200	200	200	200	1,575
Fund									
TOTAL REVENUES:	175	200	200	200	200	200	200	200	1,575
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	175	200	200	200	200	200	200	200	1,575
TOTAL EXPENDITURES:	175	200	200	200	200	200	200	200	1,575

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SMALL DIAMETER WATER MAINS REPLACEMENT PROGRAM

PROGRAM #: 200000072



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

LOCATION: Systemwide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	2,770	13,986	27,196	35,696	38,786	63,125	73,427	102,134	357,120
WASD Revenue Bonds Sold	14,344	0	0	0	0	0	0	0	14,344
Water Connection Charges	5,128	3,504	1,504	1,504	1,504	0	0	0	13,144
Water Renewal and Replacement	97	0	0	0	0	0	0	0	97
Fund									
TOTAL REVENUES:	22,339	17,490	28,700	37,200	40,290	63,125	73,427	102,134	384,705
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	21,445	16,791	27,552	35,712	38,678	60,600	70,490	98,048	369,316
Planning and Design	894	699	1,148	1,488	1,612	2,525	2,937	4,086	15,389
TOTAL EXPENDITURES:	22,339	17,490	28,700	37,200	40,290	63,125	73,427	102,134	384,705

SOUTH DISTRICT EXPANSION WASTEWATER TREATMENT PLANT CAPACITY

PROGRAM #: 200000580



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

LOCATION: Systemwide
Various Sites

District Located: Systemwide
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
State Revolving Loan Wastewater Program	23,978	0	0	0	0	0	0	0	23,978
WASD Subordinate Debt Sold	189,046	0	0	0	0	0	0	0	189,046
WIFIA Loan	19,120	96,697	126,836	27,469	21,236	15,000	15,000	17,000	338,358
Wastewater Connection Charges	133,167	7,214	3,332	0	0	0	0	0	143,713
Wastewater Special Construction	0	283	1	0	0	0	0	0	284
Fund									
TOTAL REVENUES:	365,311	104,194	130,169	27,469	21,236	15,000	15,000	17,000	695,379
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	263,907	149,259	114,549	24,173	18,687	13,200	13,200	14,960	611,935
Planning and Design	35,986	20,353	15,620	3,296	2,549	1,800	1,800	2,040	83,444
TOTAL EXPENDITURES:	299,893	169,612	130,169	27,469	21,236	15,000	15,000	17,000	695,379

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SOUTH DISTRICT FORCEMAIN NETWORK - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 9651061



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	9,930	18,510	23,090	28,258	25,000	12,500	8,000	125,288
WASD Revenue Bonds Sold	3,431	0	0	0	0	0	0	0	3,431
TOTAL REVENUES:	3,431	9,930	18,510	23,090	28,258	25,000	12,500	8,000	128,719
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,882	8,342	15,548	19,396	23,737	21,000	10,500	6,720	108,125
Planning and Design	549	1,588	2,962	3,694	4,521	4,000	2,000	1,280	20,594
TOTAL EXPENDITURES:	3,431	9,930	18,510	23,090	28,258	25,000	12,500	8,000	128,719

SOUTH DISTRICT WASTEWATER TREATMENT PLANT PROJECTS

PROGRAM #: 9655481



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	4,000	3,500	2,000	0	0	0	0	9,500
WASD Revenue Bonds Sold	10,445	0	0	0	0	0	0	0	10,445
Wastewater Renewal Fund	725	0	0	0	0	0	0	0	725
TOTAL REVENUES:	11,170	4,000	3,500	2,000	0	0	0	0	20,670
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	10,946	3,920	3,430	1,960	0	0	0	0	20,256
Planning and Design	224	80	70	40	0	0	0	0	414
TOTAL EXPENDITURES:	11,170	4,000	3,500	2,000	0	0	0	0	20,670

SOUTH REGION WATER TRANSMISSION MAINS - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 9650021



DESCRIPTION: Construct various water transmission mains to service the south Miami-Dade County area after the new South Miami Heights water treatment plant is in service
 LOCATION: South Miami-Dade County District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	1,646	3,250	2,883	4,264	2,719	0	0	14,762
WASD Revenue Bonds Sold	529	0	0	0	0	0	0	0	529
TOTAL REVENUES:	529	1,646	3,250	2,883	4,264	2,719	0	0	15,291
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	439	1,366	2,698	2,393	3,539	2,257	0	0	12,692
Planning and Design	90	280	552	490	725	462	0	0	2,599
TOTAL EXPENDITURES:	529	1,646	3,250	2,883	4,264	2,719	0	0	15,291

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

WASTEWATER - EQUIPMENT

PROGRAM #: 9650301

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Wastewater Renewal Fund	53,997	14,133	6,859	9,000	9,000	9,000	9,000	9,000	119,989
TOTAL REVENUES:	53,997	14,133	6,859	9,000	9,000	9,000	9,000	9,000	119,989
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Major Machinery and Equipment	39,348	14,133	21,508	9,000	9,000	9,000	9,000	9,000	119,989
TOTAL EXPENDITURES:	39,348	14,133	21,508	9,000	9,000	9,000	9,000	9,000	119,989

WASTEWATER - MAINTENANCE AND UPGRADES

PROGRAM #: 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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Wastewater Renewal Fund	63,172	25,618	17,156	20,000	20,000	20,000	20,000	20,000	205,946
TOTAL REVENUES:	63,172	25,618	17,156	20,000	20,000	20,000	20,000	20,000	205,946
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	11,635	5,124	4,431	4,000	4,000	4,000	4,000	4,000	41,190
Major Machinery and Equipment	46,537	20,494	17,725	16,000	16,000	16,000	16,000	16,000	164,756
TOTAL EXPENDITURES:	58,172	25,618	22,156	20,000	20,000	20,000	20,000	20,000	205,946

WASTEWATER - PIPES AND INFRASTRUCTURE PROJECTS

PROGRAM #: 968750



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Wastewater Renewal Fund	8,503	0	3,000	3,000	3,000	3,000	3,000	3,000	26,503
TOTAL REVENUES:	8,503	0	3,000	3,000	3,000	3,000	3,000	3,000	26,503
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	4,953	2,700	2,700	2,700	2,700	2,700	2,700	2,700	23,853
Major Machinery and Equipment	275	150	150	150	150	150	150	150	1,325
Planning and Design	275	150	150	150	150	150	150	150	1,325
TOTAL EXPENDITURES:	5,503	3,000	3,000	3,000	3,000	3,000	3,000	3,000	26,503

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

WASTEWATER - TELEMETERING IMPROVEMENTS

PROGRAM #: 9652481



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Wastewater Renewal Fund	3,202	0	0	500	500	500	500	500	5,702
TOTAL REVENUES:	3,202	0	0	500	500	500	500	500	5,702
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	1,102	600	1,500	500	500	500	500	500	5,702
TOTAL EXPENDITURES:	1,102	600	1,500	500	500	500	500	500	5,702

WASTEWATER FACILITIES - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 9653201

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,622	3,323	26,659	24,216	22,500	41,000	62,953	183,273
WASD Revenue Bonds Sold	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	500	2,622	3,323	26,659	24,216	22,500	41,000	62,953	183,773
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	460	2,413	3,057	24,526	22,279	20,700	37,720	57,917	169,072
Planning and Design	40	209	266	2,133	1,937	1,800	3,280	5,036	14,701
TOTAL EXPENDITURES:	500	2,622	3,323	26,659	24,216	22,500	41,000	62,953	183,773

WASTEWATER MASTER PLANNING AND PEAK FLOW MANAGEMENT

PROGRAM #: 9653371



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	6,659	6,130	3,800	1,879	1,000	1,000	5,761	26,229
WASD Revenue Bonds Sold	9,640	0	0	0	0	0	0	0	9,640
Wastewater Connection Charges	12,071	0	0	0	0	0	0	0	12,071
TOTAL REVENUES:	21,711	6,659	6,130	3,800	1,879	1,000	1,000	5,761	47,940
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	13,027	3,995	3,678	280	1,127	600	600	3,456	26,763
Planning and Design	8,684	2,664	2,452	3,520	752	400	400	2,305	21,177
TOTAL EXPENDITURES:	21,711	6,659	6,130	3,800	1,879	1,000	1,000	5,761	47,940

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

WASTEWATER TREATMENT PLANT - SOUTH DISTRICT UPGRADES

PROGRAM #: 9653401



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	12,472	25,047	20,193	11,121	9,251	3,757	27,421	109,262
WASD Revenue Bonds Sold	9,482	0	0	0	0	0	0	0	9,482
TOTAL REVENUES:	9,482	12,472	25,047	20,193	11,121	9,251	3,757	27,421	118,744
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	8,629	11,350	22,792	18,376	10,121	8,418	3,419	24,953	108,058
Planning and Design	853	1,122	2,255	1,817	1,000	833	338	2,468	10,686
TOTAL EXPENDITURES:	9,482	12,472	25,047	20,193	11,121	9,251	3,757	27,421	118,744

WASTEWATER TREATMENT PLANTS - MISCELLANEOUS UPGRADES

PROGRAM #: 9652061



DESCRIPTION: Upgrade wastewater treatment plants to meet regulatory requirements

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,482	0	0	0	0	0	0	2,482
WASD Revenue Bonds Sold	2,161	0	0	0	0	0	0	0	2,161
TOTAL REVENUES:	2,161	2,482	0	0	0	0	0	0	4,643
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,031	2,333	0	0	0	0	0	0	4,364
Planning and Design	130	149	0	0	0	0	0	0	279
TOTAL EXPENDITURES:	2,161	2,482	0	0	0	0	0	0	4,643

WASTEWATER TREATMENT PLANTS - REPLACE AND RENOVATE

PROGRAM #: 9653261



DESCRIPTION: Renovate and replace wastewater treatment plant facilities and structures within plant sites

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Wastewater Renewal Fund	59,182	12,847	22,634	17,151	17,151	17,151	17,151	17,151	180,418
Wastewater Special Construction Fund	3,727	0	0	0	0	0	0	0	3,727
TOTAL REVENUES:	62,909	12,847	22,634	17,151	17,151	17,151	17,151	17,151	184,145
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	55,103	16,865	21,503	16,293	16,293	16,293	16,293	16,293	174,936
Major Machinery and Equipment	581	177	226	172	172	172	172	172	1,844
Planning and Design	2,320	710	905	686	686	686	686	686	7,365
TOTAL EXPENDITURES:	58,004	17,752	22,634	17,151	17,151	17,151	17,151	17,151	184,145

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

WASTEWATER - INFRASTRUCTURE IMPROVEMENTS

PROGRAM #: 200001494



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	5,000	5,000	0	0	0	0	0	0	10,000
TOTAL REVENUES:	5,000	5,000	0	0	0	0	0	0	10,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	5,000	5,000	0	0	0	0	0	0	10,000
TOTAL EXPENDITURES:	5,000	5,000	0	0	0	0	0	0	10,000

WATER - DISTRIBUTION SYSTEM EXTENSION ENHANCEMENTS

PROGRAM #: 9653311



DESCRIPTION: Install various water mains throughout the distribution system

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Fire Hydrant Fund	10,682	0	0	0	0	0	0	0	10,682
Future WASD Revenue Bonds	0	762	1,500	2,000	400	0	0	0	4,662
WASD Revenue Bonds Sold	200	0	0	0	0	0	0	0	200
Water Renewal and Replacement Fund	51,418	0	8,989	11,500	11,500	11,500	11,500	11,500	117,907
Water Special Construction Fund	10,393	0	0	0	0	0	0	0	10,393
TOTAL REVENUES:	72,693	762	10,489	13,500	11,900	11,500	11,500	11,500	143,844
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	41,410	16,735	14,356	14,841	13,289	12,901	12,901	13,095	139,528
Planning and Design	1,281	518	444	459	411	399	399	405	4,316
TOTAL EXPENDITURES:	42,691	17,253	14,800	15,300	13,700	13,300	13,300	13,500	143,844

WATER - EQUIPMENT

PROGRAM #: 9650141

DESCRIPTION: Acquire equipment and associated water system capital support materials

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	2,500	7,500	15,750	20,750	30,000	57,000	136,500	270,000
Water Renewal and Replacement Fund	32,487	11,505	8,000	8,000	8,000	8,000	8,000	8,000	91,992
TOTAL REVENUES:	32,487	14,005	15,500	23,750	28,750	38,000	65,000	144,500	361,992
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Major Machinery and Equipment	22,987	14,005	25,000	23,750	28,750	38,000	65,000	144,500	361,992
TOTAL EXPENDITURES:	22,987	14,005	25,000	23,750	28,750	38,000	65,000	144,500	361,992

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

WATER - MAIN EXTENSIONS

PROGRAM #: 9651051

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Water Special Construction Fund	1,414	200	200	200	200	200	200	200	2,814
TOTAL REVENUES:	1,414	200	200	200	200	200	200	200	2,814
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	930	144	144	144	144	144	144	144	1,938
Planning and Design	484	56	56	56	56	56	56	56	876
TOTAL EXPENDITURES:	1,414	200	200	200	200	200	200	200	2,814

WATER - PIPES AND INFRASTRUCTURE PROJECTS

PROGRAM #: 967190



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	10,500	7,000	3,500	2,000	0	0	0	0	23,000
WASD Revenue Bonds Sold	16,998	0	0	0	0	0	0	0	16,998
Water Renewal and Replacement Fund	22,065	0	5,000	3,000	3,000	3,000	3,000	3,000	42,065
Water Special Construction Fund	321	0	0	0	0	0	0	0	321
TOTAL REVENUES:	49,884	7,000	8,500	5,000	3,000	3,000	3,000	3,000	82,384
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	45,947	9,800	8,330	4,900	2,940	2,940	2,940	2,940	80,737
Planning and Design	937	200	170	100	60	60	60	60	1,647
TOTAL EXPENDITURES:	46,884	10,000	8,500	5,000	3,000	3,000	3,000	3,000	82,384

WATER - SYSTEM MAINTENANCE AND UPGRADES

PROGRAM #: 9650181

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Water Renewal and Replacement Fund	59,035	23,910	15,871	15,000	15,000	15,000	15,000	15,000	173,816
TOTAL REVENUES:	59,035	23,910	15,871	15,000	15,000	15,000	15,000	15,000	173,816
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	49,273	22,954	22,637	14,400	14,400	14,400	14,400	14,400	166,864
Planning and Design	2,053	956	943	600	600	600	600	600	6,952
TOTAL EXPENDITURES:	51,326	23,910	23,580	15,000	15,000	15,000	15,000	15,000	173,816

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

WATER - TELEMETERING IMPROVEMENTS

PROGRAM #: 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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Water Renewal and Replacement Fund	2,928	0	1,000	500	500	500	500	500	6,428
TOTAL REVENUES:	2,928	0	1,000	500	500	500	500	500	6,428
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	1,192	100	515	230	230	230	230	230	2,957
Major Machinery and Equipment	1,399	200	522	270	270	270	270	270	3,471
TOTAL EXPENDITURES:	2,591	300	1,037	500	500	500	500	500	6,428

WATER FACILITIES MAINTENANCE, UPGRADES AND STROM/CONNECTIVITY IMPROVEMENTS

PROGRAM #: 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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	723	984	7,638	13,149	12,494	20,792	13,961	69,741
WASD Revenue Bonds Sold	397	0	0	0	0	0	0	0	397
TOTAL REVENUES:	397	723	984	7,638	13,149	12,494	20,792	13,961	70,138
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	397	723	984	7,638	13,149	12,494	20,792	13,961	70,138
TOTAL EXPENDITURES:	397	723	984	7,638	13,149	12,494	20,792	13,961	70,138

WATER RESET PROGRAM

PROGRAM #: 200002314



DESCRIPTION: Increase the sustainability and resilience of the water system by addressing critical infrastructure needs
 LOCATION: Countywide District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	750	2,436	3,121	4,576	7,811	15,000	164,306	198,000
WASD Revenue Bonds Sold	2,000	0	0	0	0	0	0	0	2,000
TOTAL REVENUES:	2,000	750	2,436	3,121	4,576	7,811	15,000	164,306	200,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	1,800	675	2,192	2,809	4,119	7,030	14,000	147,846	180,471
Planning and Design	200	75	244	312	457	781	1,000	16,460	19,529
TOTAL EXPENDITURES:	2,000	750	2,436	3,121	4,576	7,811	15,000	164,306	200,000

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**WATER RESET PROGRAM - WATER TREATMENT PLANT - ALEXANDER ORR, JR.
EXPANSION**

PROGRAM #: 9650031



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

LOCATION: 6800 SW 87 Ave
Unincorporated Miami-Dade County

District Located: 7
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Fire Hydrant Fund	1	0	0	0	0	0	0	0	1
Future WASD Revenue Bonds	2,737	5,677	20,926	25,301	29,672	21,987	40,374	85,334	232,008
WASD Revenue Bonds Sold	20,566	0	0	0	0	0	0	0	20,566
Water Renewal and Replacement Fund	1,217	0	0	0	0	0	0	0	1,217
TOTAL REVENUES:	24,521	5,677	20,926	25,301	29,672	21,987	40,374	85,334	253,792
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	23,295	5,393	19,880	24,036	28,188	20,888	38,355	81,067	241,102
Planning and Design	1,226	284	1,046	1,265	1,484	1,099	2,019	4,267	12,690
TOTAL EXPENDITURES:	24,521	5,677	20,926	25,301	29,672	21,987	40,374	85,334	253,792

**WATER RESET PROGRAM - WATER TREATMENT PLANT - HIALEAH/PRESTON
IMPROVEMENTS**

PROGRAM #: 9650041



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

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

District Located: 6
District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future WASD Revenue Bonds	0	14,378	19,988	21,306	9,961	9,298	15,386	190,299	280,616
WASD Revenue Bonds Sold	22,033	0	0	0	0	0	0	0	22,033
Water Connection Charges	1,989	803	804	0	0	0	0	0	3,596
TOTAL REVENUES:	24,022	15,181	20,792	21,306	9,961	9,298	15,386	190,299	306,245
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	22,581	14,270	19,545	20,028	9,363	8,740	14,463	178,881	287,871
Planning and Design	1,441	911	1,247	1,278	598	558	923	11,418	18,374
TOTAL EXPENDITURES:	24,022	15,181	20,792	21,306	9,961	9,298	15,386	190,299	306,245

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

WATER SYSTEM FIRE HYDRANT PROGRAM

PROGRAM #: 9653461

DESCRIPTION: Install fire hydrants and construct related system infrastructure improvements
 LOCATION: Systemwide District Located: Systemwide
 Various Sites District(s) Served: Systemwide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Fire Hydrant Fund	2,950	2,600	2,828	2,856	2,885	2,914	2,943	2,943	22,919
TOTAL REVENUES:	2,950	2,600	2,828	2,856	2,885	2,914	2,943	2,943	22,919
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	150	2,600	2,828	2,856	2,885	2,914	2,943	2,943	20,119
Planning and Design	2,800	0	0	0	0	0	0	0	2,800
TOTAL EXPENDITURES:	2,950	2,600	2,828	2,856	2,885	2,914	2,943	2,943	22,919

WATER TREATMENT PLANT - REPLACEMENT AND RENOVATIONS

PROGRAM #: 9650161

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Fire Hydrant Fund	303	0	0	0	0	0	0	0	303
Water Renewal and Replacement Fund	42,393	11,987	1,140	7,000	7,000	7,000	7,000	7,000	90,520
TOTAL REVENUES:	42,696	11,987	1,140	7,000	7,000	7,000	7,000	7,000	90,823
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	28,071	12,723	11,680	6,580	6,580	6,580	6,580	6,580	85,374
Major Machinery and Equipment	597	271	249	140	140	140	140	140	1,817
Planning and Design	1,194	541	497	280	280	280	280	280	3,632
TOTAL EXPENDITURES:	29,862	13,535	12,426	7,000	7,000	7,000	7,000	7,000	90,823

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

UNFUNDED CAPITAL PROGRAMS

PROGRAM NAME	LOCATION	(dollars in thousands) ESTIMATED PROGRAM COST
OCEAN OUTFALLS - CAPACITY PROJECTS	Throughout Miami-Dade County	1,730,281
OCEAN OUTFALLS - LEGISLATION PROJECTS	Throughout Miami-Dade County	3,374,000
SEPTIC TO SEWER PROJECT - PHASE 2	Throughout Miami-Dade County	90,000
UNDERSIZED WATER MAINS - REPLACEMENTS	Throughout Miami Dade County	15,963
WASTEWATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT	Throughout Miami Dade County	143,601
WASTEWATER TREATMENT PLANT - CENTRAL DISTRICT IMPROVEMENTS	Throughout Miami-Dade County	699
WASTEWATER TREATMENT PLANT - DIVISION NEEDS	Not Applicable	15,186
WASTEWATER TREATMENT PLANT - SOUTH DISTRICT IMPROVEMENTS	Throughout Miami-Dade County	6,075
WASTEWATER TREATMENT PLANT - UTILITY ENGINEERING	Not Applicable	43,412
WATER - COMMERCIAL CORRIDORS ECONOMIC DEVELOPMENT	Throughout Miami Dade County	480,016
WATER INFRASTRUCTURE - VARIOUS IMPROVEMENTS	Throughout Miami Dade County	5,700
WATER RESET- PHASE 2	Not Applicable	429,475
WATER TREATMENT PLANT (ALEX ORR) - IMPROVEMENTS	Throughout Miami-Dade County	33,863
WATER TREATMENT PLANT (HIALEAH) - IMPROVEMENTS	Throughout Miami-Dade County	21,620
WATER TREATMENT PLANT (NEW FACILITIES) - SOUTH MIAMI AND SURFACE	Throughout Miami-Dade County	690,818
WATER TREATMENT PLANT (PRESTON) - IMPROVEMENTS	Throughout Miami-Dade County	57,331
	UNFUNDED TOTAL	7,138,040



STRATEGIC AREA

Health and Society

Mission:

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

GOALS	OBJECTIVES
BASIC NEEDS OF VULNERABLE MIAMI-DADE COUNTY RESIDENTS ARE MET	Reduce homelessness throughout Miami-Dade County
	Assist residents at risk of being hungry
	Promote the independence and wellbeing of the elderly
	Improve access to substance abuse prevention, intervention and support services
	Provide services to survivors of domestic violence, intimate partner violence, and human trafficking, as well as to other victims of crime and their families
SELF-SUFFICIENT AND HEALTHY POPULATION	Provide the necessary support services for vulnerable residents and special populations
	Support families and promote positive educational and developmental outcomes in children
	Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs
	Foster healthy living and access to vital health services

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Community Action and Human Services

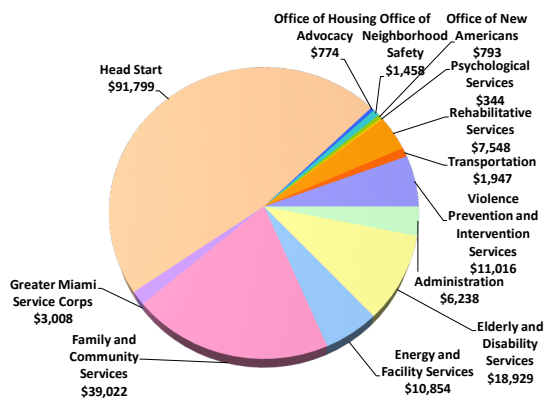
The Community Action and Human Services Department (CAHSD) is the connection between Miami-Dade County residents and comprehensive social services to address family and community needs. As part of the Health and Society strategic area, CAHSD provides a unique blend of programs and services to residents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

The service delivery model for the Department places emphasis on a coordinated community response approach involving the active engagement of public and private providers to ensure quality and accessibility of well-integrated services. As the coordinator of social services for Miami-Dade County, CAHSD's central intake approach allows for an assessment of residents' eligibility for a wide variety of services at a single point of entry. The Department has 12 family and community resource centers, one kiosk at the Stephen P. Clark Government Center and outreach programs to reach underserved areas in Miami-Dade County. The comprehensive services include, but are not limited to, Head Start and school readiness, elderly services, veterans' services, family and child empowerment programs, migrant farmworker programs, domestic violence and violence prevention, emergency food, shelter, utility assistance, home repair and weatherizing, and substance abuse rehabilitative services. These family focused services are complemented by broad opportunities for residents to actively engage with community advisory committees, community boards, foundations and volunteer programs.

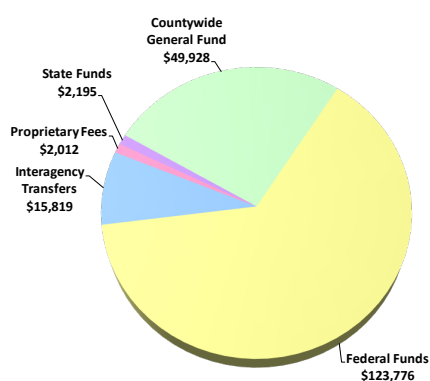
CAHSD stakeholders include the United States Department of Health and Human Services, Department of Veterans Affairs and Department of Justice. Also included are the State of Florida Department of Economic Opportunity and Department of Children and Families, the Alliance for Aging, Miami-Dade County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

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

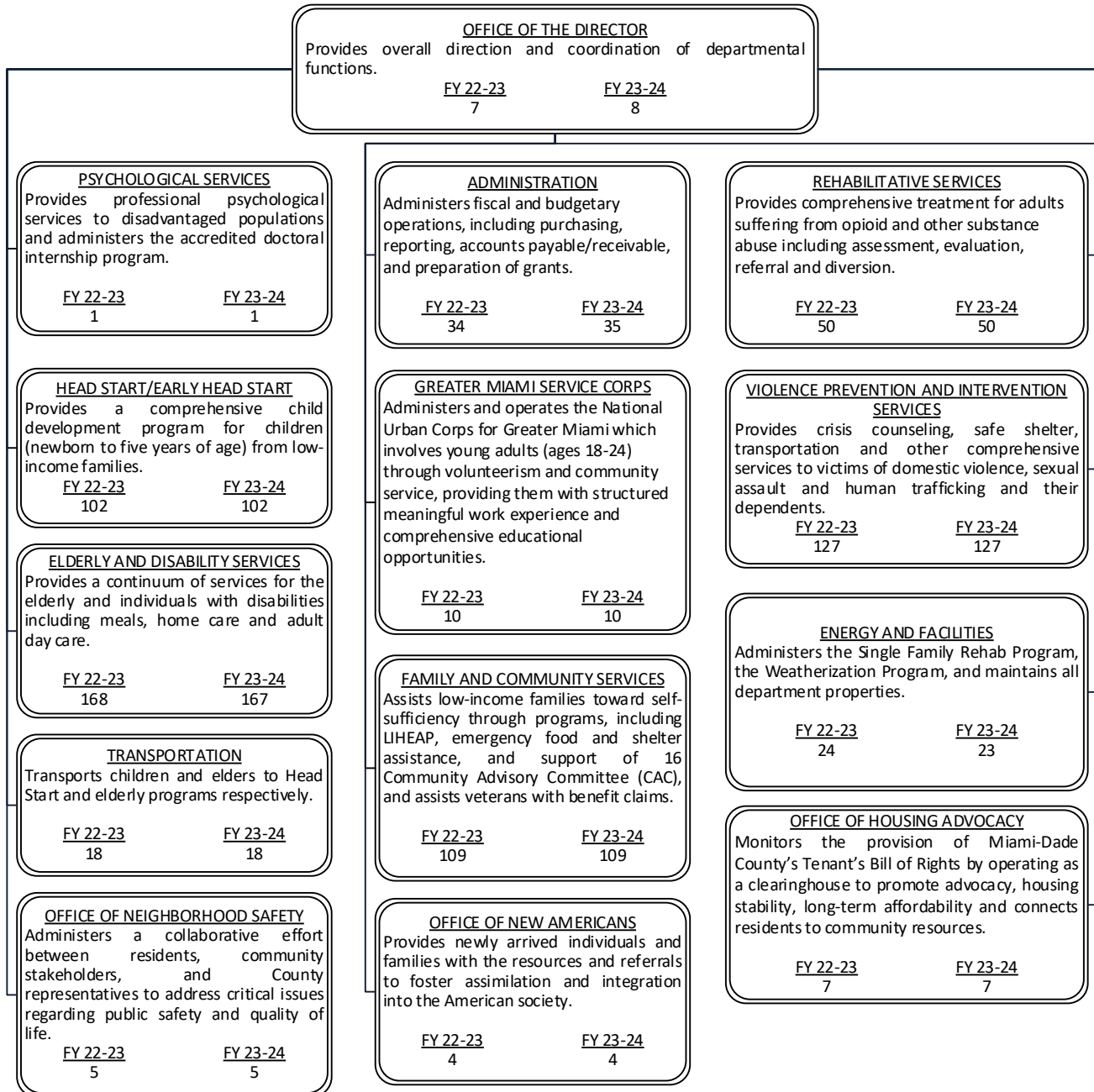


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 693

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: ADMINISTRATION

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

- Administers and provides fiscal and budgetary support to departmental operations including purchasing, reporting, accounts payable/receivable and grant monitoring
- Coordinates BCC agenda items
- Develops and maintains information systems
- Maintains department and program accreditations
- Maintains departmental records
- Performs all personnel functions
- Staffs the Community Action Agency Board

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one Accountant III from the Elderly and Disability Services Division to Administration for accounting and grants management support and the transfer of one Administrative Officer II from Energy and Facility Services to Administration for administrative support

DIVISION: OFFICE OF NEIGHBORHOOD SAFETY

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

- Provides 50 students with \$1,500 college scholarships
- Provides community-based grants to a minimum of thirty organizations through the Safe in the 305 Grant
- Engages with residents and other community stakeholders to design and promote strategies to create safer neighborhoods via surveys, community meetings and events
- Provides oversight of all aspects of the \$8.9 million Miami-Dade County Community Violence Intervention Initiative, including the Supporting Safer Communities grant program administered by the Carrie Meek Foundation
- Provide technical and advisory support to County departments and community organizations in the following areas: reentry, community-based violence intervention, and youth development

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Conduct training and educational workshops/presentations to engage and increase public awareness of anti-gun violence initiatives and strategies	Project grants awarded	OP	↔	N/A	32	30	30	50
	Engagement events*	OP	↔	N/A	3,495	5,000	5,000	5,000

*Used to track the number of projects grants awarded to community-based organizations and engagement touchpoints.

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes \$75,000 to provide 50 students with \$1,500 college scholarships



The FY 2023-24 Adopted Budget includes \$75,000 to provide grants to forty-five community-based organizations through the Safe in the 305 program



The FY 2023-24 Adopted Budget includes \$15,000 to conduct 5,000 engagement touchpoints with residents and other community stakeholders via surveys, meetings and events to design and promote strategies to create safer neighborhoods

DIVISION: OFFICE OF NEW AMERICANS

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

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

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes \$788,000 to provide newly arrived individuals and families with the resources and referrals to foster assimilation into American society

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. The program provides comprehensive health, mental health, disability, nutrition, and education services to children from two months to five years of age. Additionally, the program provides wrap around social services, inclusive of crisis intervention, parenting classes, engagement opportunities, and advocacy/leadership roles for pregnant women and families in poverty that are enrolled in the program.

Strategic Objectives - Measures

- HS2-2: Support families and promote positive educational and developmental outcomes in children

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide early childhood education for low-income families to prepare children for kindergarten	Early Head Start slots*	OP	↔	1,724	1,238	1,238	1,238	1,238
	Head Start slots*	OP	↔	6,872	6,310	6,310	6,310	6,310

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

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes \$80.022 million from the United States Department of Health and Human Services for Head Start and Early Head Start; other revenues include \$850,000 from the Children’s Trust and \$2.505 million from the United States Department of Agriculture for the Summer Meals Program

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

- The FY 2023-24 Adopted Budget includes \$82.60 million in grant funded slots to provide early learning for children ages 0 – 5
- The FY 2023-24 Adopted Budget includes \$2.50 million in grant funding to provide 787,136 meals to youth during out-of-school summer months
- The FY 2023-24 Adopted Budget includes an additional \$6.729 million from the United States Department of Health and Human Services to pay for a cost of living adjustment and quality improvements

DIVISION: REHABILITATIVE SERVICES

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

- Provides counseling services to individuals charged with DUI at the Turner Guilford Knight Correctional Center (TGK)
- Provides intake assessment, residential and outpatient services to adult substance abusers
- Provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion and in-jail treatment services

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide outpatient drug treatment for individuals with substance use disorders	Substance abuse assessments completed by Community Services (Central Intake)*	OP	↔	1,035	1,114	2,030	2,030	2,030
	Individuals diverted to outpatient substance abuse treatment by Drug Court*	OP	↔	242	242	320	320	320
	Individuals provided with correctional-based substance abuse treatment**	OP	↔	40	0	40	0	0
Provide residential treatment for individuals with substance use disorders	Individuals admitted to community-based residential substance abuse treatment services	OP	↔	285	413	400	460	460
	Percentage of users satisfied with accessibility to substance abuse related intervention and prevention services	OC	↑	97%	97%	97%	96%	96%

*Number of assessments completed by Central Intake was negatively affected by the COVID-19 pandemic

**FY 2021-22 Actual, FY 2022-23 Projection and FY 2023-24 Target are the results of the program closing

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes \$209,000 from the Jail Based Substance Abuse Trust Fund for support of the DUI Program, which provides correctional-based substance abuse services to DUI offenders

DIVISION: ELDERLY AND DISABILITY SERVICES

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

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide free meals to eligible children, seniors and low-income residents	Meals served through congregate meals	OP	↔	278,356	261,929	270,000	270,000	270,000
	Meals served through Meals on Wheels*	OP	↔	245,000	229,700	175,000	200,000	200,000

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide socialization opportunities for seniors and adults with disabilities to help them remain active in their communities	Elders remaining in their own homes through In-Home Support Services**	OP	↔	592	312	500	500	500
	Elders participating as Senior Companions**	OP	↔	116	116	140	140	140
	Elders participating as Foster Grandparents**	OP	↔	64	63	100	100	100
	Funded senior volunteer opportunities*	OC	↑	325	257	400	400	400

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-1: Provide the necessary support services for vulnerable residents and special populations 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Assist low-income residents by providing support services, including education, employment, economic and housing assistance	At-risk children served by Foster Grandparents***	OP	↔	137	126	150	150	150
Provide vulnerable residents and special populations access to social services	Persons with disabilities assisted in gaining independence, autonomy and control over their lives	OP	↔	372	379	600	400	400

*The Meals on Wheels program was allocated more funding via the American Rescue Plan due to COVID-19; during this period, older adults were afraid to receive services in their homes due to the effects of COVID-19; the Retired and Senior Volunteer Program experienced difficulty in recruitment and retention of volunteers as a result of the effects of COVID-19

**As a result of COVID-19, the Senior Companion Program experienced difficulty with recruitment and retention of older adult volunteers

***The Foster Grandparent Program experienced difficulty in recruiting and retaining older adults to participate in the program due to the effects of COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of an Accountant III from the Elderly and Disability Services Division to Administration to provide accounting and grant management support
- The FY 2023-24 Adopted Budget includes \$1.446 million to provide 175,000 Meals on Wheels to seniors; \$3.055 million to provide 270,000 congregate meals to seniors; and \$1.711 million to provide 498,035 high risk meals to the elderly

DIVISION: PSYCHOLOGICAL SERVICES

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

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes \$342,000 from the General Fund for psychological services provided to 2,000 adults and children including individual and group/family therapy, evaluations, assessments, consultation and trainings

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: ENERGY AND FACILITY SERVICES

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

- Manages leases for department facilities
- Oversees maintenance, repairs and improvements for more than 50 departmental facilities

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide home improvement and home safety upgrades for low-to-moderate income homeowners	Homes receiving weatherization services*	OP	↔	7	50	25	52	50

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

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes a total of \$4.387 million for the Weatherization Assistance and HOMES programs, which enables 170 homes to receive weatherization services and become more energy efficient

- The FY 2023-24 Adopted Budget includes funding to provide facility maintenance services for approximately 50 properties in the Department's portfolio that are not eligible for reimbursement under the Capital Infrastructure Improvement Program (CIIP) (\$500,000)



The FY 2023-24 Adopted Budget includes the transfer of one Administrative Officer II from the Energy and Facility Services Division to Administration to provide administrative support

DIVISION: GREATER MIAMI SERVICE CORPS

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

- Connects young adults to placement in unsubsidized employment and/or education
- Provides opportunities for young adults to engage in community work experience
- Provides skills-based training in construction, hospitality and environmental stewardship
- Reengages young adults in educational pathways leading to a high school or general education diploma

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
• ED1-3: Expand business and job training opportunities aligned with the needs of the local economy								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide employability skills training to unemployed and underemployed residents	Unemployed young adults provided work experience and employability skills training*	OP	↔	634	487	400	100	100
	Cost per youth provided training and career services**	EF	↓	\$9,200	\$5,024	\$6,663	\$22,386	\$21,131
Connect residents to employment services, including on-the-job training and certification programs	Young adults placed in unsubsidized employment and/or education	OC	↑	56	47	40	40	40

*FY 2022-23 Projection and FY 2023-24 Target decrease due to unanticipated change in programming

**FY 2022-23 Projection and FY 2023-24 Target reflect increased cost due to COVID-19 pandemic

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes funding of \$251,000 from Public Housing and Community Development (PHCD) for painting and facility maintenance; \$380,000 from AmeriCorps to support member stipends, training, and support services for youth; \$134,000 from the Florida Department of Transportation for beautification and graffiti abatement services, and \$105,000 from YouthBuild USA for scholarship awards for youths enrolled in YouthBuild



The FY 2023-24 Adopted Budget includes the following contracts and interdepartmental transfers: \$333,000 from PHCD for landscape and beautification services; \$202,000 from Solid Waste Management for beautification projects; \$171,000 in community-based organization funding to provide case management, training and support services; \$110,000 from Water and Sewer for landscape maintenance; \$60,000 from Miami-Dade Fire Rescue for custodial services; \$5,000 from Regulatory and Economic Resources to secure abandoned buildings and unsafe structures; \$237,860 from Internal Services for landscape maintenance; \$150,000 from the City of Miami MLK Beautification project to maintain the Butterfly Garden and other areas within City of Miami boundaries; \$100,000 from CAHSD for building and landscape maintenance; \$200,000 from Public Housing and Community Development for Septic to Sewer connections; \$533,000 from Public Housing and Community Development for the Safety Net Leadership Institute; \$39,000 from the City of Miami for employment training; \$25,000 from the United Way for Financial Literacy courses; \$13,000 from YouthBuild USA Prudential for mentorship, employment and community service activities, and \$522,290 from YouthBuild DOL (Department of Labor) for construction related education training and work experience

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: TRANSPORTATION

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Connect seniors and adults with disabilities to social services designed to improve their quality of life	Number of one-way trips provided to eligible clients*	OC	↑	8,877	28,731	30,000	60,000	70,000

*The FY 2020-21 and FY 2021-22 Actuals reflects the impact of COVID-19; during this time the Transportation Division assumed the primary responsibility for meal delivery services

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes 70,000 one-way trips per year for elderly clients attending the Department's Adult Day Care Centers

DIVISION: FAMILY AND COMMUNITY SERVICES

The Family and Community Services Division provides services including family and community development, information referral, computer training, emergency food and shelter assistance, relocation assistance, youth intervention, and employment readiness and placement through the Community Services Block Grant (CSBG).

- Administers programs focusing on assistance for veterans
- Assists low-income families and communities in attaining self-sufficiency by providing computer training courses, financial literacy training and other job development activities and programs
- Provides employment programs for disadvantaged populations such as at-risk youth and farmworkers
- Provides psychological assessments, case management, staff/parent training and individual, group and family counseling
- Provides staff support to 16 Community Advisory Committees (CAC)

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide employability skills training to unemployed and underemployed residents	Farmworkers and immigrants who retained employment for ninety days*	OC	↔	40	53	60	60	60
	Number of farmworkers/migrants employed*	OC	↑	34	53	53	60	60

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
• HS2-1: Provide the necessary support services for vulnerable residents and special populations								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide vulnerable residents and special populations access to social services	Veterans assisted with benefit claims**	OP	↔	1,441	1,445	960	1,200	1,200
	Residents accessing services at neighborhood based Community Resource Centers	OP	↔	205,898	213,292	206,000	212,000	212,000
	Residents participating in comprehensive self-sufficiency services	OP	↔	385	408	385	400	400

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

**FY 2020-21 and FY 2021-22 Actuals reflect more veterans seeking help during COVID-19

DIVISION COMMENTS

- **The FY2023-24 Adopted Budget includes \$611,000 in countywide General Fund support for the Department’s Veterans Services program to assist approximately 960 veterans in the completion and submission of their applications for veteran’s benefits**
- The FY 2023-24 Adopted Budget includes \$166,000 in local funding from the Children’s Trust for the Youth Success program to provide approximately 500 youth engaged with career development and employment readiness programs; additionally, the Farmworker program will receive \$352,000 in funding from the Florida Department of Education National Farmworker Jobs Program (USDOL); this funding is expected to provide approximately 80 farmworkers and migrants with job training and employment skills



In FY 2023-24, 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 12 Community Resource Centers and one kiosk at the Stephen P. Clark Government Center to improve access for low-income residents (\$3.132 million in CSBG and \$4.05 million in Countywide General Fund)

- In FY 2023-24, the Low-Income Home Energy Assistance Program (LIHEAP) will be awarded \$13.92 million; the program is expected to serve approximately 18,799 residents with financial assistance in paying their electricity bills



The FY 2023-24 Adopted Budget includes reimbursement of expenses of \$118,000 from the General Fund to support the Redlands Christian Migrant Association, which is the six percent local match required by the school readiness program, to provide school readiness services to 625 farmworker children

- The FY 2023-24 Adopted Budget includes \$11.5 million in funding from the HOMES Plan which will provide approximately 13,100 low to moderate income homeowners who are currently in default on their mortgage payments and/or in arrears with homeowner’s insurance, with a one-time financial assistance payment not to exceed \$1,500 per home
- In FY 2023-24, the Low-Income Household Water Assistance Program (LIHWAP) will be awarded funding of \$4.681 million; the program is expected to serve approximately 7,042 residents with financial assistance in paying their water bills

FY 2023-24 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 survivors of domestic violence.

- Provides crisis counseling, information and referral, safe shelter, transportation, emergency financial assistance, emergency food and clothing and advocacy and support services to survivors of violent and domestic crimes and their immediate family members through the Coordinated Victims Assistance Center (CVAC)
- Provides crisis intervention services to survivors of domestic violence, including the filing of injunctions with the courts, through the Domestic Violence Intake Unit
- Provides early intervention services to high-risk children to prevent the development of problematic behaviors; individual treatment and family group counseling services are offered for family violence survivors

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide vulnerable residents and special populations access to social services	Domestic violence survivors provided shelter and advocacy*	OP	↔	666	1,890	1,600	2,900	2,900

*Increase due to more effective outreach such as community presentations and the distribution of educational material

DIVISION COMMENTS

- As required by state statute, the FY 2023-24 Adopted Budget includes \$4.692 million of General Fund support for the Homeless Shelter Services Maintenance of Effort in excess of \$2.406 million

DIVISION: OFFICE OF HOUSING ADVOCACY

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Addresses issues regarding affordable housing and landlord and tenant's rights	Number of referrals to partner agencies*	OP	↑	N/A	1,611	2,000	3,500	3,500

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

DIVISION COMMENTS

- In FY2023-24, the division is estimated to receive 2,620 hotline inquiries, 612 on-line portal inquiries, 3,288 email inquiries, 556 walk-in clients and 404 referrals from other agencies and local governments
- In FY 2023-24, the Office anticipates providing oversight of a \$2.9 million grant for community partners to administer an Eviction Diversion Project to provide legal services for approximately 870 qualifying residents, as well as outreach and education opportunities to approximately residents regarding their rights as tenants and to conduct 15 tenant education events countywide

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the construction of the Casa Familia Community Center; the Community Center, which will be available for public use, will offer a wide range of recreational activities, social opportunities and educational programs for residents and other individuals within the community to promote self-sufficiency and self-determination; the Community Center is a part of a larger affordable housing development of 50 apartment units with a total development cost of approximately \$25 million; the capital program is funded with Building Better Communities General Obligation Bond proceeds (total program cost \$3.5 million; \$1.75 million in FY 2023-24; capital program #2000001492)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes facility wide infrastructure improvements funded through the Countywide Infrastructure Investment Program (CIIP); the capital program is focused on addressing the County's aging facilities including but not limited to furniture, fixtures, equipment, electrical, plumbing, air conditioning, elevator, roof, security and various other miscellaneous items as needed; the capital program is funded through the Countywide Infrastructure Investment Program (CIIP) (total program cost \$8.683 million; \$2.047 million in FY 2023-24; capital program #2000001280)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the refurbishment of the Kendall Cottages Complex, which is estimated to be completed in FY 2023-24; the project includes, but is not limited to, the demolition and refurbishment of 11 cottages, sidewalk repairs and the construction of a new parking facility; the capital program is funded with Building Better Communities General Obligation Bond proceeds (total program cost \$4 million; \$249,000 in FY 2023-24; capital program #844680)



In FY 2023-24, the Department will continue addressing the renovation needs of the New Direction Residential Treatment and Rehabilitation facility; the project is funded through the Countywide Infrastructure Investment Program (CIIP) and with a Capital Asset Acquisition Bond Series 2013; the project is estimated to take three to four years to complete (total program cost \$23.351 million; \$8.561 million in FY 2023-24; capital program #6009530)



The Department continues to analyze the most cost-effective way to redevelop the Wynwood/Allapattah Regional Neighborhood Service Center site; this capital program is funded with Building Better Communities Bond (BBC-GOB) proceeds (total program cost \$15 million; \$3.5 million in FY 2023-24; capital program #8463701)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of nine vehicles that are comprised of three light fleet vehicles (\$130,000) and six heavy fleet vehicles (\$720,000); the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	277	317	256	172	171
Fuel	88	165	189	156	167
Overtime	365	482	51	213	0
Rent	835	908	1,069	920	920
Security Services	3,544	3,371	2,700	3,270	3,554
Temporary Services	1,906	2,646	3,897	4,001	4,379
Travel and Registration	39	58	249	225	243
Utilities	1,172	1,539	1,404	1,266	1,323

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual	Actual	Budget	Adopted	(dollars in thousands)	Total Funding		Total Positions	
	FY 20-21	FY 21-22	FY 22-23	FY 23-24		Budget	Adopted	Budget	Adopted
Revenue Summary					Expenditure By Program				
Court-Related Revenues	0	67	0	0	Strategic Area: Health and Society				
General Fund Countywide	35,763	25,183	46,511	49,928	Administration	5,688	6,238	41	43
Interest Earnings	0	7	0	0	Office of Neighborhood Safety	1,456	1,458	5	5
Miscellaneous Revenues	18	3	2	2	Office of New Americans	800	793	4	4
Carryover	0	0	0	10	Head Start	90,190	91,799	102	102
Fees for Services	35	2	75	75	Rehabilitative Services	7,446	7,548	50	50
Grants From Other Local Units	64	108	126	126	Elderly and Disability Services	19,700	18,929	168	167
Other Charges For Services	70	26	15	15	Psychological Services	302	344	1	1
Other Revenues	346	16,802	1,405	1,278	Energy and Facility Services	6,226	10,854	24	23
Rental Income	105	13	506	506	Greater Miami Service Corps	3,843	3,008	10	10
State Grants	2,326	1,680	2,426	2,195	Transportation	1,857	1,947	18	18
Federal Grants	121,908	150,802	118,771	123,776	Family and Community Services	22,372	39,022	109	109
Interagency Transfers	488	2,744	861	2,069	Violence Prevention and Intervention Services	10,121	11,016	127	127
Miami-Dade Rescue Plan Fund	0	0	0	13,750	Office of Housing Advocacy	694	774	7	7
Total Revenues	161,123	197,437	170,698	193,730	Total Operating Expenditures	170,695	193,730	666	666
Operating Expenditures Summary									
Salary	33,477	35,362	45,320	45,063					
Fringe Benefits	14,088	14,426	18,703	19,731					
Court Costs	10	0	1	0					
Contractual Services	11,480	14,355	10,420	26,460					
Other Operating	8,430	11,892	9,696	9,454					
Charges for County Services	3,139	4,107	3,184	3,190					
Grants to Outside Organizations	88,785	116,985	83,186	89,595					
Capital	955	734	185	237					
Total Operating Expenditures	160,364	197,861	170,695	193,730					
Non-Operating Expenditures Summary									
Transfers	4	0	0	0					
Distribution of Funds In Trust	3	17	3	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	7	17	3	0					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
BBC GOB Financing	15,401	5,499	9,100	0	0	0	0	0	30,000
CIIP Program Bonds	9,278	0	0	0	0	0	0	0	9,278
CIIP Program Financing	0	10,708	12,767	85	0	0	0	0	23,560
Capital Asset Series 2013A Bonds	806	0	0	0	0	0	0	0	806
Total:	25,485	16,207	21,867	85	0	0	0	0	63,644
Expenditures									
Strategic Area: HS									
Facility Improvements	1,750	1,750	0	0	0	0	0	0	3,500
Infrastructure Improvements	5,666	2,047	885	85	0	0	0	0	8,683
Neighborhood Service Centers	11,410	3,600	9,100	0	0	0	0	0	24,110
Rehabilitative Services Facilities	6,659	8,810	11,882	0	0	0	0	0	27,351
Total:	25,485	16,207	21,867	85	0	0	0	0	63,644

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CASA FAMILIA COMMUNITY CENTER

PROGRAM #: 2000001492



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	1,750	1,750	0	0	0	0	0	0	3,500
TOTAL REVENUES:	1,750	1,750	0	0	0	0	0	0	3,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	1,750	1,750	0	0	0	0	0	0	3,500
TOTAL EXPENDITURES:	1,750	1,750	0	0	0	0	0	0	3,500

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

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

PROGRAM #: 2000001280



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

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	5,666	0	0	0	0	0	0	0	5,666
CIIP Program Financing	0	2,047	885	85	0	0	0	0	3,017
TOTAL REVENUES:	5,666	2,047	885	85	0	0	0	0	8,683
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	897	430	0	0	0	0	0	0	1,327
Furniture Fixtures and Equipment	70	150	0	0	0	0	0	0	220
Infrastructure Improvements	4,464	1,368	885	85	0	0	0	0	6,802
Permitting	26	14	0	0	0	0	0	0	40
Planning and Design	176	22	0	0	0	0	0	0	198
Project Contingency	33	63	0	0	0	0	0	0	96
TOTAL EXPENDITURES:	5,666	2,047	885	85	0	0	0	0	8,683

**INFRASTRUCTURE IMPROVEMENTS - CULMER/OVERTOWN NEIGHBORHOOD SERVICE
CENTER RENOVATIONS**

PROGRAM #: 844020

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

LOCATION: 1600 NW 3 Ave
City of Miami

District Located: 3
District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	7,500	0	0	0	0	0	0	0	7,500
CIIP Program Bonds	1,510	0	0	0	0	0	0	0	1,510
CIIP Program Financing	0	100	0	0	0	0	0	0	100
TOTAL REVENUES:	9,010	100	0	0	0	0	0	0	9,110
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,125	0	0	0	0	0	0	0	2,125
Furniture Fixtures and Equipment	161	0	0	0	0	0	0	0	161
Infrastructure Improvements	6,669	100	0	0	0	0	0	0	6,769
Planning and Design	30	0	0	0	0	0	0	0	30
Technology Hardware/Software	25	0	0	0	0	0	0	0	25
TOTAL EXPENDITURES:	9,010	100	0	0	0	0	0	0	9,110

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - KENDALL COTTAGES COMPLEX REFURBISHMENT

PROGRAM #: 844680



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	3,751	249	0	0	0	0	0	0	4,000
TOTAL REVENUES:	3,751	249	0	0	0	0	0	0	4,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,060	249	0	0	0	0	0	0	2,309
Infrastructure Improvements	1,691	0	0	0	0	0	0	0	1,691
TOTAL EXPENDITURES:	3,751	249	0	0	0	0	0	0	4,000

INFRASTRUCTURE IMPROVEMENTS - NEW DIRECTIONS - RESIDENTIAL REHABILITATIVE SERVICES

PROGRAM #: 6009530



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	2,102	0	0	0	0	0	0	0	2,102
CIIP Program Financing	0	8,561	11,882	0	0	0	0	0	20,443
Capital Asset Series 2013A Bonds	806	0	0	0	0	0	0	0	806
TOTAL REVENUES:	2,908	8,561	11,882	0	0	0	0	0	23,351
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Art Allowance	0	0	284	0	0	0	0	0	284
Construction	1,423	8,014	8,889	0	0	0	0	0	18,326
Furniture Fixtures and Equipment	5	0	1,200	0	0	0	0	0	1,205
Infrastructure Improvements	1,075	6	6	0	0	0	0	0	1,087
Planning and Design	375	476	501	0	0	0	0	0	1,352
Project Contingency	30	65	102	0	0	0	0	0	197
Technology Hardware/Software	0	0	900	0	0	0	0	0	900
TOTAL EXPENDITURES:	2,908	8,561	11,882	0	0	0	0	0	23,351

NEW WYNWOOD REGIONAL NEIGHBORHOOD SERVICE CENTER

PROGRAM #: 8463701



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	2,400	3,500	9,100	0	0	0	0	0	15,000
TOTAL REVENUES:	2,400	3,500	9,100	0	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	2,400	3,500	9,100	0	0	0	0	0	15,000
TOTAL EXPENDITURES:	2,400	3,500	9,100	0	0	0	0	0	15,000

FY 2023-24 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 part-time Victims of Crime Act Aide position to provide services during non-traditional operating hours of the Coordinated Victims Assistance Center (CVAC) including three hours per weekday and eight hours on weekends; by providing services during non-traditional hours and Saturdays, the County can readily meet the growing safety needs of domestic violence victims who cannot safely access services during traditional operating hours; by increasing operating hours by an additional 24 hours per week, the Department can provide safety and advocacy services to 8-12 additional victims and their dependents each week	\$0	\$86	1
Fund two additional positions to enhance outreach and improve service delivery through an augmented stipend due to the increased cost of living.	\$0	\$94	2
Fund 13 Social Worker Aide positions to ensure consistent and efficient delivery of service for Meals for the Elderly and Meals on Wheels, thereby reducing Meals on Wheels waitlist by 20%, and significantly reducing overtime expenditures	\$0	\$704	13
Fund an additional Rehabilitative Services Supervisor position to adequately provide oversight of Diversion Treatment North facility.	\$0	\$94	2
Fund one Mental Health Case Manager to provide intensive case management to clients served at two locations, the residential and outpatient substance disuse treatment program; and links clients with housing, social security, employment, medical and other community resources as a part of comprehensive treatment approach.	\$0	\$88	1
Fund two Social Worker 1 positions to provide comprehensive assessments in the homes of clients, referrals, management and development of care plans for Miami-Dade County's at-risk elderly population and provide quality assurance and data management as required by funders through systems such as the Department of Elder Affairs Client Information and Referral Tracking System	\$0	\$138	2
Fund 20 Home Care Aide positions to provide service to 120 additional clients and reduce waitlist of 3,400 elderly residents requiring in-home support services	\$0	\$909	20
Fund one Social Worker 2 position to provide supervision of the Care Planning staff of eight and review case files in accordance with funding stipulations	\$0	\$80	1
Fund one Rehabilitative Services Supervisor position to coordinate the treatment provided to an average of 90 drug court clients at Diversion Treatment - MDC; as a consequence of not having this position, group therapy sessions are not facilitated as scheduled and documentation of treatment is deficient, all potentially negatively impacting the Department's accreditation	\$0	\$89	1
Fund two Social Worker 1 positions to address the extensive case management needs of the population served through the Rehabilitative Services Division who are mostly homeless, unemployed and indigent	\$0	\$144	2
Fund two Rehabilitative Services Counselor 1 positions to provide night coverage at the residential treatment program; one employee on duty during midnight and weekend shifts is a safety hazard	\$0	\$144	2
Fund one Outreach Counselor position to work with community-based organizations, Miami-Dade County Public Schools, foster care and state and county justice providers to connect young people ages 18-24 to positive services that provide education and training leading to employment and/or post-secondary placement	\$50	\$50	1
Funding for home rehabilitation for homeowners from a waitlist of 700 currently unserved by federal/state/local grants	\$0	\$8,700	0
Total	\$50	\$11,320	48

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 2022-23	\$ 5,688	41	\$ -	0	\$ -	0	\$ 5,688	41		
	FY 2023-24	\$ 6,238	43	\$ -	0	\$ -	0	\$ 6,238	43		
OFFICE OF HOUSING ASSISTANCE AND ADVOCACY											
Office of Housing Advocacy	FY 2022-23	\$ 694	7	\$ -	0	\$ -	0	\$ 694	7		
	FY 2023-24	\$ 774	7	\$ -	0	\$ -	0	\$ 774	7	3,500	Number of referred to partner agencies
OFFICE OF NEIGHBORHOOD SAFETY											
Office of Neighborhood Safety	FY 2022-23	\$ 1,456	5	\$ -	0	\$ -	0	\$ 1,456	5		
	FY 2023-24	\$ 1,458	5	\$ -	0	\$ -	0	\$ 1,458	5	5,000	Engagement touchpoints with residents and other community stakeholders to design and promote strategies to safer neighborhoods via surveys, meetings and events
OFFICE OF NEW AMERICANS											
Office of New Americans	FY 2022-23	\$ 800	4	\$ -	0	\$ -	0	\$ 800	4		
	FY 2023-24	\$ 793	4	\$ -	0	\$ -	0	\$ 793	4	1,125	Number of immigrants provided with referrals
PSYCHOLOGICAL SERVICES											
Psychological Services	FY 2022-23	\$ 302	1	\$ -	0	\$ -	0	\$ 302	1	2,000	
	FY 2023-24	\$ 344	1	\$ -	0	\$ -	0	\$ 344	1	2,000	Services provided to adults and children including individual and group/family therapy, evaluations, assessments, consultation and trainings
REHABILITATIVE SERVICES											
Division Administration	FY 2022-23	\$ 387	2	\$ -	0	\$ -	0	\$ 387	2		
	FY 2023-24	\$ 355	2	\$ -	0	\$ -	0	\$ 355	2		
Community Services (Intake and Treatment)	FY 2022-23	\$ 2,391	8	\$ 3,237	28	\$ 25	0	\$ 5,653	36	1,500	
	FY 2023-24	\$ 2,757	10	\$ 2,936	26	\$ 25	0	\$ 5,718	36	1,500	Assessments completed - new clients
Treatment Alternatives to Street Crimes (TASC)	FY 2022-23	\$ 1,341	10	\$ -	0	\$ 65	2	\$ 1,406	12	250	
	FY 2023-24	\$ 1,410	10	\$ -	0	\$ 65	2	\$ 1,475	12	250	Drug Court referrals receiving treatment including counseling, testing, medication and support services
Subtotal (Rehabilitative)	FY 2022-23	\$ 4,119	20	\$ 3,237	28	\$ 90	2	\$ 7,446	50		
	FY 2023-24	\$ 4,522	22	\$ 2,936	26	\$ 90	2	\$ 7,548	50		
VIOLENCE PREVENTION AND INTERVENTION (VPI)											
Advocates for Victims (Adm, Safe Space, Inn-transition)	FY 2022-23	\$ 3,454	13	\$ 2,896	38	\$ 45	45	\$ 6,395	96	1,600	
	FY 2023-24	\$ 4,682	13	\$ 2,406	38	\$ 45	45	\$ 7,133	96	2,900	Victims provided with shelter and advocacy services including legal, safety planning, crisis and youth counseling, food, transportation, among others
Domestic Violence Intake (CVAC)	FY 2022-23	\$ 1,671	8	\$ 2,055	23	\$ -	0	\$ 3,726	31	5,000	
	FY 2023-24	\$ 1,848	8	\$ 2,035	23	\$ -	0	\$ 3,883	31	5,000	Victims completed an intake assessment and received onsite advocacy services including filing for injunctions, legal, counseling, relocation support, rental assistance, food, among others
Subtotal (VPI)	FY 2022-23	\$ 5,125	21	\$ 4,951	61	\$ 45	45	\$ 10,121	127		
	FY 2023-24	\$ 6,530	21	\$ 4,441	61	\$ 45	45	\$ 11,016	127		
ELDERLY											
Division Administration	FY 2022-23	\$ 2,074	9	\$ -	0	\$ -	0	\$ 2,074	9		
	FY 2023-24	\$ 1,321	8	\$ -	0	\$ -	0	\$ 1,321	8		
Adult Day Care	FY 2022-23	\$ 2,820	32	\$ 1,208	4	\$ -	0	\$ 4,028	36	300	
	FY 2023-24	\$ 2,341	33	\$ 797	4	\$ -	0	\$ 3,138	37	300	Elders and individuals with disabilities provided with health, social and related social services in a protective setting to prevent institutionalization. Elders engaged in social and nutritional services in addition to receiving in-home care
LSP High Risk Elderly Meals	FY 2022-23	\$ 1,000		\$ 711		\$ -	0	\$ 1,711	0	498,035	
	FY 2023-24	\$ 1,000		\$ 711		\$ -	0	\$ 1,711	0	498,035	Meals provided to elders identified as High Risk for malnutrition and other health-related conditions
Meals for the Elderly (includes Senior Centers)	FY 2022-23	\$ 1,333	11	\$ 1,198	5	\$ -	0	\$ 2,531	16	270,000	
	FY 2023-24	\$ 1,590	11	\$ 1,465	6	\$ -	0	\$ 3,055	17	270,000	Hot nutritious meal served to seniors in congregate sites to prevent malnutrition and isolation
Meals on Wheels	FY 2022-23	\$ 915	6			\$ -	0	\$ 915	6	175,000	
	FY 2023-24	\$ 758	5	\$ 688		\$ -	0	\$ 1,446	5	175,000	Meals delivered to low-income, ill and isolated seniors
Care Planning	FY 2022-23	\$ 979	12	\$ -		\$ -	0	\$ 979	12	1,575	
	FY 2023-24	\$ 1,181	14	\$ -		\$ -	0	\$ 1,181	14	1,575	Isolated elders provided with case management and in-home services
Foster Grandparents	FY 2022-23	\$ 240	1	\$ 309	2	\$ -	0	\$ 549	3	100	
	FY 2023-24	\$ 228	1	\$ 319	2	\$ -	0	\$ 547	3	100	Elders participating as foster grandparents to children and youth with special needs
Home Care Program	FY 2022-23	\$ 3,647	50	\$ 844	14	\$ -	0	\$ 4,491	64	500	
	FY 2023-24	\$ 3,813	50	\$ 358	13	\$ -	0	\$ 4,171	63	500	Elders remaining in their own homes through in-home services
Retired Seniors Volunteer Program (RSVP)	FY 2022-23	\$ 95	1	\$ 112	1	\$ -	0	\$ 207	2	500	
	FY 2023-24	\$ 129	1	\$ 112	1	\$ -	0	\$ 241	2	500	Elders engaged in community service to meet educational, respite and disaster preparedness needs
Senior Companions	FY 2022-23	\$ 310	1	\$ 653	3	\$ -	0	\$ 963	4	140	
	FY 2023-24	\$ 303	2	\$ 666	2	\$ -	0	\$ 969	4	140	Elderly peers assisted frail, isolated seniors through companionship and respite services
Disability Services and Independent Living (D/SAIL)	FY 2022-23	\$ 1,252	16	\$ -	0	\$ -	0	\$ 1,252	16	600	
	FY 2023-24	\$ 1,149	14	\$ -	0	\$ -	0	\$ 1,149	14	600	Individuals with disabilities provided with various on-site and in-home services
Subtotal (Elderly)	FY 2022-23	\$ 14,665	139	\$ 5,035	29	\$ -	0	\$ 19,700	168		
	FY 2023-24	\$ 13,813	139	\$ 5,116	28	\$ -	0	\$ 18,929	167		

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
ENERGY											
Home Weatherization / Energy Conservation Program	FY 2022-23	\$ 761	4	\$ 550	3	\$ -	0	\$ 1,311	7	85	Homes improved in the Weatherization Assistance Program (WAP). Includes HOMES
	FY 2023-24	\$ 629	4	\$ 415	3	\$ 3,331	0	\$ 4,375	7	170	
Facility Maintenance	FY 2022-23	\$ 4,455	17	\$ -	0	\$ 463	0	\$ 4,918	17	800	Facility service requests completed
	FY 2023-24	\$ 6,016	16	\$ -	0	\$ 463	0	\$ 6,479	16	800	
Subtotal (Energy)	FY 2022-23	\$ 5,216	21	\$ 550	3	\$ 463	0	\$ 6,229	24		
	FY 2023-24	\$ 6,645	20	\$ 415	3	\$ 3,794	0	\$ 10,854	23		
GREATER MIAMI SERVICE CORPS											
Greater Miami Service Corps (GMSC)	FY 2022-23	0	0	\$ 2,584	10	\$ 1,259	0	\$ 3,843	10	440	Youth engaged in education and employment activities
	FY 2023-24	0	0	\$ 1,592	10	\$ 1,416	0	\$ 3,008	10	100	
Subtotal (GMSC)	FY 2022-23	\$ -	0	\$ 2,584	10	\$ 1,259	0	\$ 3,843	10		
	FY 2023-24	\$ -	0	\$ 1,592	10	\$ 1,416	0	\$ 3,008	10		
HEAD START											
Head Start and Early Head Start	FY 2022-23	\$ 1,725	0	\$ 85,673	102	\$ 992	0	\$ 88,390	102	7,548	Funded slots to serve children ages 0-5 in early learning. Includes \$1 million for Extended/After Care Program
	FY 2023-24	\$ 1,693	0	\$ 86,751	102	\$ 850	0	\$ 89,294	102	7,548	
Summer Meals	FY 2022-23	\$ -	0	\$ 1,800		\$ -	0	\$ 1,800		630,458	Meals served to youth during out-of-school summer months
	FY 2023-24	\$ -	0	\$ 2,505		\$ -	0	\$ 2,505		787,136	
Subtotal (Head Start)	FY 2022-23	\$ 1,725	0	\$ 87,473	102	\$ 992	0	\$ 90,190	102		
	FY 2023-24	\$ 1,693	0	\$ 89,256	102	\$ 850	0	\$ 91,799	102		
TRANSPORTATION											
Transportation	FY 2022-23	\$ 1,842	18	\$ -		\$ 15	0	\$ 1,857	18	30,000	One-way trips - Eliminating transportation barriers for seniors and children
	FY 2023-24	\$ 1,937	18	\$ -		\$ 10	0	\$ 1,947	18	70,000	
FAMILY AND COMMUNITY SERVICES											
Neighborhood Centers/ Community Resource Centers / CSBG / Mortgage Relief Program (H.O.M.E.S)	FY 2022-23	\$ 4,051	26	\$ 3,161	44	\$ -	0	\$ 7,212	70	213,500	Clients accessed one or more services including utility/rental assistance, computer and employability skills training, tax preparation, family development/support, among others. Includes the new Mortgage Relief Program (H.O.M.E.S)
	FY 2023-24	\$ 3,959	26	\$ 3,132	44	\$ 11,500	0	\$ 18,591	70	213,500	
At-Risk Youth (Employment and Training)	FY 2022-23	\$ 96	1	\$ -	0	\$ -	0	\$ 96	1	500	At-risk youth/young adults engaged in career development and employment readiness
	FY 2023-24	\$ 102	1	\$ -	0	\$ 126	1	\$ 228	2	500	
South Dade Skills Center (Employment and Training)	FY 2022-23	\$ 176	1	\$ 378	3	\$ 126	1	\$ 680	5	80	Farmworkers and migrants employed
	FY 2023-24	\$ 264	0	\$ 352	4	\$ -	0	\$ 616	4	80	
**Emergency Food & Shelter Program	FY 2022-23	\$ -	0	\$ -		\$ -	0	\$ -	0		Clients Served
	FY 2023-24	\$ -	0	\$ 130		\$ -	0	\$ 130	0	118	
Low-Income Home Energy Assistance Program (LIHEAP)	FY 2022-23	\$ -	0	\$ 13,828	28	\$ -	0	\$ 13,828	28	16,617	Households provided with energy costs assistance
	FY 2023-24	\$ -	0	\$ 13,920	28	\$ -	0	\$ 13,920	28	18,799	
*Low-Income Home Water Assistance Program (LIHWAP)	FY 2022-23	\$ -	0	\$ -		\$ -	0	\$ -	0		Households provided with water costs assistance (new program)
	FY 2023-24	\$ 245	0	\$ 4,681		\$ -	0	\$ 4,926	0	7,042	
**Veterans Services	FY 2022-23	\$ 556	5	\$ -		\$ -	0	\$ 556	5	960	Assist veterans in the application for benefits process.
	FY 2023-24	\$ 611	5	\$ -		\$ -	0	\$ 611	5	960	
Subtotal (Family and Community Services)	FY 2022-23	\$ 4,879	33	\$ 17,367	75	\$ 126	1	\$ 22,372	109		
	FY 2023-24	\$ 5,181	32	\$ 22,215	76	\$ 11,626	1	\$ 39,022	109		
TOTAL	FY 2022-23	\$ 46,511	310	\$ 121,197	308	\$ 2,990	48	\$ 170,698	666		
	FY 2023-24	\$ 49,928	312	\$ 125,971	306	\$ 17,831	48	\$ 193,730	666		

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

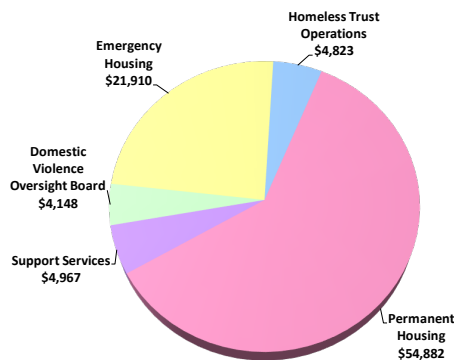
Homeless Trust

The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for the provision of housing and services to individuals and families experiencing homelessness throughout Miami-Dade County. The Homeless Trust advises the Board of County Commissioners (BCC) on issues related to homelessness and serves as the identified "Collaborative Applicant" for the United States Department of Housing and Urban Development's (U.S. HUD) Continuum of Care Program and the Florida Department of Children and Families Office on Homelessness. The Homeless Trust implements Miami-Dade County's Community Homeless Plan: Priority Home and the one percent Food and Beverage Tax proceeds in furtherance of the plan. Eighty-five percent (85%) of Food and Beverage Tax proceeds are dedicated to homeless housing and services and leveraged with federal, state, local and other resources dedicated to providing housing and services for the homeless, including survivors of domestic violence. The Homeless Trust also provides administrative, contractual and policy formulation assistance related to homeless and domestic violence housing and services. The Homeless Trust also assists in coordinating and monitoring the construction and operations of domestic violence centers in Miami-Dade County, which are funded through the remaining 15 percent of the Food and Beverage Tax.

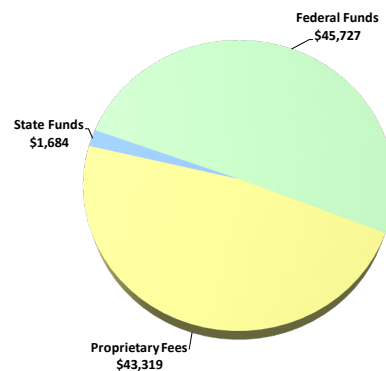
As part of the Health and Society strategic area, the Homeless Trust funds and monitors homeless prevention services, temporary and permanent housing, and supportive services for the homeless, including homeless outreach. Each area is specifically designed to meet the unique needs of homeless individuals and families when they first enter the system and as their needs develop and evolve over time. This blend of housing and services comprises what is known as the homeless continuum of care. Over 9,000 emergency, transitional and permanent housing beds have been developed by or through the Homeless Trust since its inception in 1993. A Board of Trustees, comprised of 27 members, governs the Homeless Trust. Membership consists of appointed leadership, including County and City commissioners, representatives from the Judiciary, the Superintendent of Schools, the Florida Department of Children and Families Regional Administrator and the City of Miami Manager. The Board also includes representation from Miami Homes for All; business, civic and faith-based community groups; homeless service providers; homeless individuals; and formerly homeless individuals. To fulfill its mission of assisting homeless individuals and families, the Homeless Trust relies on the services offered by provider agencies within the community, including its private sector partner, Chapman Partnership.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

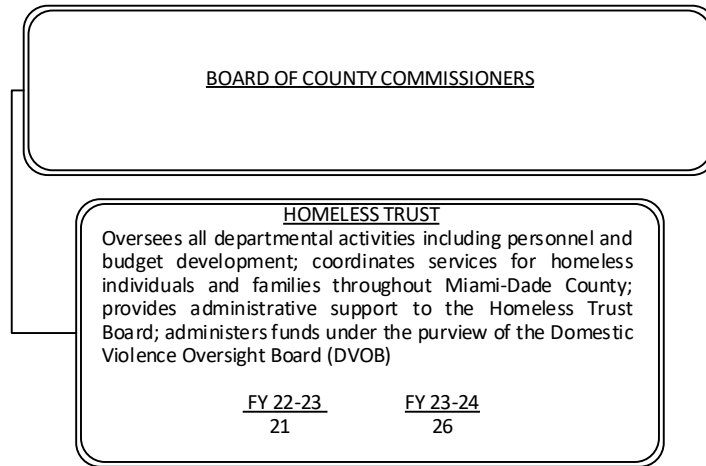


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 26

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: HOMELESS TRUST OPERATIONS

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

- Administers more than 100 individual grant-funded programs with more than 20 organizations to provide essential housing and services for people experiencing homelessness in Miami-Dade County
- Administers 85 percent of the one percent Food and Beverage Tax proceeds
- Conducts two countywide homeless census counts each year to assess the type and number of homeless individuals in Miami-Dade County and surveys and analyzes system data to improve utilization and performance
- Coordinates Homeless Trust activities and recommends, defines and monitors operating goals, objectives and procedures for the Homeless Trust
- Coordinates referrals of homeless individuals and families to permanent supportive housing
- Implements policies developed by the Homeless Trust Board and Committees
- Manages the local Homeless Management Information System to track system utilization, needs, gaps and trends
- Provides a continuum of housing and support services for targeted homeless populations, including services related to sexual assault and domestic violence, mental health and substance abuse
- Provides culturally sensitive prevention, outreach and intervention services for homeless and formerly homeless individuals and families, including veterans, chronically homeless, youth and families
- Serves as staff to the Board of the Homeless Trust and liaison to the Office of the Mayor and the BCC
- Utilizes local, state and federal funds to assist the homeless and formerly homeless
- Administers 15 percent of the one percent Food and Beverage Tax proceeds; these funds are under the purview of the DVOB

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Eliminate homelessness in Miami-Dade County	Total number of homeless persons*	OC	↓	3,245	3,276	3,300	3,350	3,300
	Number of persons entering the system for the first time	OC	↓	4,703	5,101	4,650	4,700	4,600
	Average number of days persons remain homeless	OC	↓	141	145	138	140	137
	Percentage of persons who access permanent housing upon exiting a homeless program	OC	↑	45%	55%	58%	57%	59%
	Percentage of persons who achieve an increase in income upon exiting a homeless program	OC	↑	35%	35%	36%	35%	36%
	Percentage of individuals who return to homelessness within two years	OC	↓	24%	19%	24%	25%	23%

*Measure refers to the total number of sheltered and unsheltered homeless persons at a single point in time. FY 2022-23 Projection increased in part because of first time homelessness, but also, because of increased shelter capacity due to the loosening of COVID restrictions

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2022-23 a Business Analyst overage position was added to analyze and measure systemwide and project-level performance for the homeless Continuum of Care, interpret data related to homeless sub-populations, identify provider characteristics and client pathways that contribute to performance and recommend changes to improve performance outcomes (\$68,000)
- The FY 2023-24 Adopted Budget includes funding for the addition of two Contract Officers to process current and new provider reimbursements (\$193,000), one Quality Assurance Coordinator to monitor the special NOFO project providers (\$104,000), and one Accountant 2 to assist with the accounting and processing of payments for current and new providers (\$100,000)



The United States Department of Housing and Urban Development (USHUD) released a special Notice of Funding Opportunity (NOFO) to address unsheltered homelessness with an emphasis on serving people with severe service needs. Homeless Trust is receiving additional funds totaling \$21,214,204 for three years commencing in FY 2023-24; the Homeless Trust will contract with five providers to provide the services (Camilus House, Educate Tomorrow, New Hope Corps, City of Miami Beach and Miami Recovery Project)

- The Homeless Trust continues to feel the impacts of Miami-Dade County's affordable housing crisis and the lack of housing options, particularly for persons at or below 30% of the Area Median Income, many of whom are disabled; continuing fallout from the COVID-19 pandemic, the closing of unsafe structures following the Surfside collapse and increased migrant inflow have further strained available resources; homeless prevention services also remain in demand as renters and property owners face hardships



The Homeless Trust continues to partner with and leverage the resources of area public housing agencies, including Miami-Dade, Miami Beach, Hialeah and Homestead, to provide housing to homeless households, including 770 Emergency Housing Vouchers made available through the American Rescue Plan Act



The Homeless Trust continues to work with Participating Jurisdictions, including Miami-Dade, Miami, Hialeah, Miami Beach and North Miami to target HOME Investment Partnerships American Rescue Plan Program (HOME-ARP) resources to add new units to the development pipeline targeted to people experiencing homelessness and rehouse persons experiencing homelessness

- Efforts continue to pursue full participation in the Local Option 1% Food and Beverage Tax in Miami-Dade as three municipalities (Miami Beach, Surfside and Bal Harbour) remain exempt from the penny program
- Food and Beverage Tax funded investments in homeless prevention, rapid rehousing and specialized outreach programs have been enhanced in the FY 2022-23 Adopted Budget to offset the phase out of Emergency Solutions Grant-Coronavirus (ESG-CV) resources made available through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act); ESG-CV resources have largely returned to pre-pandemic levels



During the 2023 State Legislative Session, the Homeless Trust secured a special appropriation of \$562,000 for low barrier, single-site permanent supportive housing allowing for quick placement of individuals coming directly from the street who would likely not do well in a congregate facility, such as an emergency shelter; this new housing serves as a bridge to other permanent housing



The Homeless Trust continues to pursue strategies to eliminate race as a social determinant of homelessness and is working to ensure black persons and persons with lived experience are part of CoC planning and decision making; the Homeless Trust continues to perform an annual racial disparity quantitative assessment, review its coordinated entry system to ensure people of color have equal access to permanent housing, and facilitate trainings on racial bias and equity

- In FY 2023-24 Adopted Budget, the Homeless Trust Capital and Tax Equalization Reserves for future infrastructure acquisition and renovations are \$6.349 million; Tax Equalization Reserves, which are essential to maintaining service levels and adding needed capacity, are \$2.002 million

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION



The FY 2023-24 Adopted Budget includes allocations to the Sundari Foundation, Inc., operators of the Lotus House Women's Shelter, for emergency shelter to provide evidence-based, trauma-informed housing and services for homeless women, youth, and children with special needs in the Health and Society Community-Based Organizations allocation for \$578,900

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding to address long-term infrastructure needs at Chapman Partnership North; improvements include interior and exterior renovations, replacement of aging equipment, commercial kitchen upgrades and HVAC replacement; these projects are funded with Homeless Trust Capital Reserve funds; as part of the Mayor's resiliency initiative, where applicable, equipment will be energy efficient; these facilities, through a private -public partnership offer homeless assistance to men, women and children as well as provide a variety of support services (total program cost \$2.4 million; \$465,000 in FY 2023-24; capital program #2000002458)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding to address long-term infrastructure needs at Chapman Partnership South; improvements include installation of security cameras, HVAC replacement, kitchen upgrades, and new generators; these projects are funded with Homeless Trust Capital Reserve funds; as part of the Mayor's resiliency initiative, where applicable, equipment will be energy efficient; these facilities, through a private -public partnership offer homeless assistance to men, women and children as well as provide a variety of support services (total program cost \$1.785 million; \$430,000 in FY 2023-24; capital program #2000002355)



In order to meet the increasing demand to provide shelter and support services to the homeless population in Miami-Dade County, the Department purchased the KROME facility in January 2023 for \$4.594 million, funded with Miami-Dade Rescue Plan funds; in FY 2023-24, the Department's Adopted Budget and Multi-Year Capital Plan includes funding for the renovation of the facility in order to provide specialized housing and services for unsheltered single adult men with special needs; the project is funded with the HOMES Plan (\$2.1 million), City of Miami Beach contribution (\$1 million), and the Miami-Dade Rescue Plan (\$6 million); the annual estimated operating cost is \$1.5 million (total program cost \$9.1 million; \$4.506 million in FY 2023-24; capital program #2000002975)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding to purchase and renovate the La Quinta Hotel in Cutler Bay; the project is funded with the HOMES Plan (\$7.9 million) and the City of Miami's HOMES Plan (\$8 million); this facility, through a private-public partnership will offer homeless assistance to chronically homeless individuals as well as provide a variety of support services to include case management and life skills training; the hotel has 107 rooms including 6 to 7 large suites; the annual estimated operating cost is \$1.64 million (total program cost \$15.9 million; \$5.35 million in FY 2023-24; capital program #2000003116)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding to address the aging infrastructure at Verde Gardens; improvements include, but not limited to interior and exterior renovations, replacement of aging of equipment, commercial kitchen upgrades, HVAC replacement, and the installation of security cameras; as part of the Mayor's resiliency initiative, where applicable, equipment will be energy efficient; the facility provides supportive housing and services to families experiencing homelessness; the project is funded with Homeless Trust Capital Reserve funds (total program cost \$4.459 million; \$641,000 in FY 2023-24; capital program #2000002356)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	6	6	10	5	7
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	101	98	113	100	120
Security Services	0	0	0	0	0
Temporary Services	0	0	0	0	0
Travel and Registration	1	6	7	12	14
Utilities	9	10	8	8	8

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
Carryover	24,902	27,770	38,070	37,008
Food and Beverage Tax	31,209	40,488	40,030	42,227
Interest Earnings	60	167	59	150
Miscellaneous Revenues	200	200	0	0
Other Revenues	62	116	301	175
State Grants	3,522	7,175	2,674	1,684
Federal Grants	28,769	30,857	33,850	45,727
Total Revenues	88,724	106,773	114,984	126,971

Operating Expenditures

Summary

Salary	2,341	2,044	2,043	2,545
Fringe Benefits	21	837	837	1,070
Contractual Services	65	98	126	101
Other Operating	697	969	559	653
Charges for County Services	572	562	569	624
Grants to Outside	51,593	59,386	85,539	85,729
Organizations				
Capital	5,431	382	30	8
Total Operating Expenditures	60,720	64,278	89,703	90,730

Non-Operating Expenditures

Summary

Transfers	0	0	5,074	1,568
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	20,207	34,673
Total Non-Operating Expenditures	0	0	25,281	36,241

Expenditure By Program	Total Funding		Total Positions	
	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Health and Society				
Homeless Trust Operations	4,002	4,823	21	26
Domestic Violence	4,601	4,148	0	0
Oversight Board				
Emergency Housing	19,796	21,910	0	0
Permanent Housing	57,855	54,882	0	0
Support Services	3,449	4,967	0	0
Total Operating Expenditures	89,703	90,730	21	26

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
City of Miami Beach Contribution	0	1,000	0	0	0	0	0	0	1,000
HOMES Plan	7,900	2,100	0	0	0	0	0	0	10,000
HOMES Plan - City of Miami	8,000	0	0	0	0	0	0	0	8,000
Homeless Trust Capital Reserves	4,826	1,568	730	780	580	160	0	0	8,644
Miami-Dade Rescue Plan	4,594	1,406	0	0	0	0	0	0	6,000
Total:	25,320	6,074	730	780	580	160	0	0	33,644
Expenditures									
Strategic Area: HS									
Homeless Facilities	17,341	11,392	1,877	1,899	975	160	0	0	33,644
Total:	17,341	11,392	1,877	1,899	975	160	0	0	33,644

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CHAPMAN PARTNERSHIP NORTH - FACILITY IMPROVEMENTS

PROGRAM #: 2000002458



DESCRIPTION: Provide facility improvements to address long-term facility needs to include interior and exterior renovations, replacement of aging equipment, commercial kitchen upgrades, and HVAC replacement

LOCATION: 1550 North Miami Ave
 North Miami

District Located: 3
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Homeless Trust Capital Reserves	440	465	475	545	375	100	0	0	2,400
TOTAL REVENUES:	440	465	475	545	375	100	0	0	2,400
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	55	5	15	455	5	0	0	0	535
Infrastructure Improvements	335	410	410	40	320	100	0	0	1,615
Major Machinery and Equipment	50	50	50	50	50	0	0	0	250
TOTAL EXPENDITURES:	440	465	475	545	375	100	0	0	2,400

CHAPMAN PARTNERSHIP SOUTH - FACILITY RENOVATION

PROGRAM #: 2000002355



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

LOCATION: 28205 SW 124 Ct
 Homestead

District Located: 9
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Homeless Trust Capital Reserves	910	430	100	80	205	60	0	0	1,785
TOTAL REVENUES:	910	430	100	80	205	60	0	0	1,785
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	485	380	50	30	100	60	0	0	1,105
Major Machinery and Equipment	30	50	50	50	500	0	0	0	680
TOTAL EXPENDITURES:	515	430	100	80	600	60	0	0	1,785

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

HOMELESS FACILITIES

PROGRAM #: 200003116



DESCRIPTION: Purchase, renovate and/or construct facilities to provide housing for chronically homeless individuals and families

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: 8
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
HOMES Plan	7,900	0	0	0	0	0	0	0	7,900
HOMES Plan - City of Miami	8,000	0	0	0	0	0	0	0	8,000
TOTAL REVENUES:	15,900	0	0	0	0	0	0	0	15,900
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Building Acquisition/Improvements	10,550	5,350	0	0	0	0	0	0	15,900
TOTAL EXPENDITURES:	10,550	5,350	0	0	0	0	0	0	15,900

KROME FACILITY - PURCHASE/RENOVATE

PROGRAM #: 200002975



DESCRIPTION: Purchase and repurpose the existing KROME facility to provide specialized housing and services for unsheltered single adult men with special needs

LOCATION: 18055 SW 12 St
Unincorporated Miami-Dade County

District Located: 11
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
City of Miami Beach Contribution	0	1,000	0	0	0	0	0	0	1,000
HOMES Plan	0	2,100	0	0	0	0	0	0	2,100
Miami-Dade Rescue Plan	4,594	1,406	0	0	0	0	0	0	6,000
TOTAL REVENUES:	4,594	4,506	0	0	0	0	0	0	9,100
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Building Acquisition/Improvements	4,594	4,506	0	0	0	0	0	0	9,100
TOTAL EXPENDITURES:	4,594	4,506	0	0	0	0	0	0	9,100

Estimated Annual Operating Impact will begin in FY 2023-24 in the amount of \$1,500,000 and includes 0 FTE(s)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

VERDE GARDENS - FACILITY RENOVATIONS

PROGRAM #: 2000002356



DESCRIPTION: Provide facility improvements to include interior and exterior renovations, replacement of aging equipment, commercial kitchen upgrades, HVAC replacement, and the installation of security equipment

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Homeless Trust Capital Reserves	3,476	673	155	155	0	0	0	0	4,459
TOTAL REVENUES:	3,476	673	155	155	0	0	0	0	4,459
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	93	50	50	50	0	0	0	0	243
Infrastructure Improvements	1,149	591	1,252	1,224	0	0	0	0	4,216
TOTAL EXPENDITURES:	1,242	641	1,302	1,274	0	0	0	0	4,459

UNFUNDED CAPITAL PROGRAMS

PROGRAM NAME	LOCATION	(dollars in thousands) ESTIMATED PROGRAM COST
THIRD DOMESTIC VIOLENCE SHELTER - NEW	Undisclosed	16,500
UNFUNDED TOTAL		16,500

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Public Housing and Community Development

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

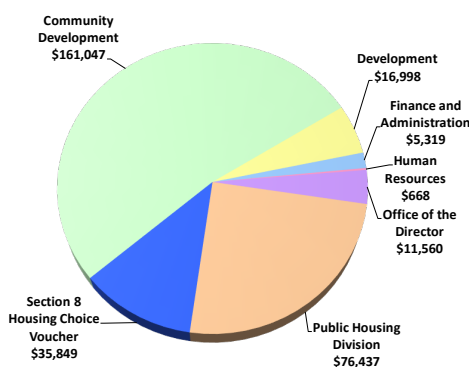
As part of the Health and Society strategic areas, PHCD oversees approximately 6,942 units of public housing, of which 732 are mixed finance units. Additionally, PHCD has converted 1,449 former public housing units as part of the Rental Assistance Demonstration (RAD) program. PHCD provides monthly subsidies for approximately 20,551 households in various Section 8 housing programs and RAD; additionally, PHCD owns 1,405 non-public housing affordable housing multi-family rental units. PHCD also monitors and oversees the financial and physical performance of this portfolio through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP). These tools provide both the County and HUD with information regarding the financial health, physical condition and management of the PHCD portfolio.

By administering federal and state funded programs, PHCD promotes economic opportunities and community development with the goal of creating and retaining jobs for low-income to moderate-income persons, as well as providing oversight on the construction of new affordable and workforce housing development projects while managing mixed-use development acquisition projects.

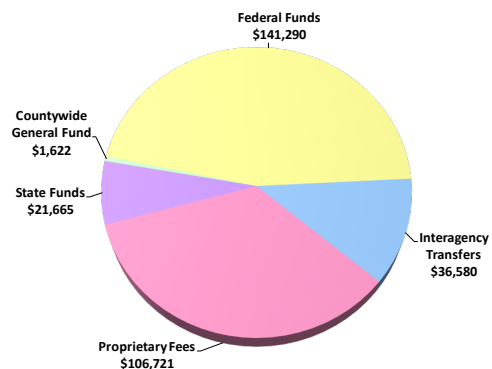
PHCD’s stakeholders are the residents of Miami-Dade County, with incomes ranging from extremely low to moderate, inclusive of those who are part of the County’s workforce. PHCD works closely with its resident boards, private landlords, affordable housing developers, for-profit and not-for-profit organizations, the Affordable Housing Advisory Board, and other County departments to achieve the mission of providing quality, affordable housing opportunities and economic independence opportunities to extremely low to moderate-income residents of Miami-Dade County.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<p>OFFICE OF THE DIRECTOR Provides direction, supervision, oversight, communication and coordination of federal, state and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 16</td> <td style="text-align: center;"><u>FY 23-24</u> 17</td> </tr> </table>	<u>FY 22-23</u> 16	<u>FY 23-24</u> 17
<u>FY 22-23</u> 16	<u>FY 23-24</u> 17		
	<p>PUBLIC HOUSING DIVISION Responsible for the oversight of all 9,700 County public housing units and for providing decent, safe and sanitary dwellings to low-income seniors and individuals in need of reasonable accommodations</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 280</td> <td style="text-align: center;"><u>FY 23-24</u> 278</td> </tr> </table>	<u>FY 22-23</u> 280	<u>FY 23-24</u> 278
<u>FY 22-23</u> 280	<u>FY 23-24</u> 278		
	<p>SECTION 8 HOUSING CHOICE VOUCHER Provides assistance to low-income families and elderly, disabled and homeless participants in obtaining affordable, decent, safe and sanitary housing</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 23</td> <td style="text-align: center;"><u>FY 23-24</u> 22</td> </tr> </table>	<u>FY 22-23</u> 23	<u>FY 23-24</u> 22
<u>FY 22-23</u> 23	<u>FY 23-24</u> 22		
	<p>DEVELOPMENT Plans and implements redevelopment programs on public housing sites and non-public housing sites, including major rehabilitation and new construction incorporating a mixed-income, mixed-finance and mixed-use approach</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 19</td> <td style="text-align: center;"><u>FY 23-24</u> 20</td> </tr> </table>	<u>FY 22-23</u> 19	<u>FY 23-24</u> 20
<u>FY 22-23</u> 19	<u>FY 23-24</u> 20		
	<p>HUMAN RESOURCES Provides department-wide human resources support</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 6</td> <td style="text-align: center;"><u>FY 23-24</u> 6</td> </tr> </table>	<u>FY 22-23</u> 6	<u>FY 23-24</u> 6
<u>FY 22-23</u> 6	<u>FY 23-24</u> 6		
	<p>FINANCE AND ADMINISTRATION Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management in addition to providing underwriting, closing services and loan servicing</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 59</td> <td style="text-align: center;"><u>FY 23-24</u> 60</td> </tr> </table>	<u>FY 22-23</u> 59	<u>FY 23-24</u> 60
<u>FY 22-23</u> 59	<u>FY 23-24</u> 60		
	<p>COMMUNITY DEVELOPMENT Responsible for administering federal and state funded programs such as CDBG, HOME, ESG, Surtax, and SHIP and for promoting economic development at the local level</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 30</td> <td style="text-align: center;"><u>FY 23-24</u> 30</td> </tr> </table>	<u>FY 22-23</u> 30	<u>FY 23-24</u> 30
<u>FY 22-23</u> 30	<u>FY 23-24</u> 30		

The FY 2023-24 total number of full-time equivalent positions is 433.75

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director administers affordable and public housing as well as CDBG and HOME programs for the County.

- Provides direction, communication and coordination of federal and local housing and community development programs to assist extremely low to moderate-income families and the elderly and disabled
- Audits operations to ensure compliance with HUD and departmental regulations
- Provides direction for fraud and criminal investigations and ensures compliance with the Americans with Disabilities Act and the HUD Voluntary Compliance Agreement for residents with disabilities
- Monitors HUD's Public Housing Assessment System (PHAS) and Section 8 Management Assessment Program (SEMAP)
- Interacts with the Mayor, Board of County Commissioners (BCC), residents, community groups and other public and private entities to ensure attainment of PHCD's goals and objectives
- Oversees the Human Resources, Compliance and Procurement units

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget continues the Countywide General Fund support of one Special Projects Administrator 1 position to assist with processing legislative items (\$105,000)
- The FY 2023-24 Adopted Budget includes the transfer in of one vacant position from the Section 8 Housing Choice Voucher Division to the Office of the Director to establish a Deputy Director in the Office of the Director to provide the oversight for Public Housing Programs
- The FY 2023-24 Adopted Budget includes the transfer out of one vacant position from the Office of the Director to establish a PHCD Quality & Assurance Officer in the Division of Finance & Administration as part of the departmental reorganization plan
- The FY 2023-24 Adopted Budget includes the transfer in of one vacant position from the Public Housing Division to establish an Operations Admin Analyst in the Office of the Director



The FY 2023-24 Adopted Budget includes \$5.924 million from the Miami Dade Rescue Plan Fund for the HOMES Plan Workforce Housing Incentive Program (WHIP) Unit Conversion program

DIVISION: PUBLIC HOUSING DIVISION

The Public Housing Division oversees and manages the public housing portfolio within the County. The Division is responsible for property management services and assists public housing residents to attain self-sufficiency through strategic partnerships with both public and private service providers.

- Responsible for oversight of all County-owned public housing units
- Provides on-going rehabilitation of public housing vacant units for prospective residents and periodic rehabilitation of vacant units for residents with reasonable accommodation needs
- Provides maintenance support services to all public housing units as needed
- Manages the capital asset inventory
- Conducts relocation leasing, rent collection, and evictions; reviews policies and future developments
- Manages applications, conducts interviews, and determines eligibility of prospective tenants for public housing; assigns units and maintains waiting list of current applications
- Plans and manages the design and construction of all capital improvement projects for existing public housing developments
- Provides direct oversight of the Applicant Leasing Center

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maintain an acceptable level of vacant public housing units	Public Housing Assessment System (PHAS) point score*	OC	↑	Exempt by HUD	Exempt by HUD	75	75	75
	Average occupancy rate**	OC	↑	87%	80%	94%	80%	94%
	Average monthly number of families renting	OP	↔	5,218	4,596	5,400	4,500	6,055

*The Department's goal is to achieve a Standard Performer or higher designation as measured by the PHAS score; the PHAS point score represents a computation based on HUD criteria that measures the efficiency of a public housing agency's management; scores of 90 points or above result in a High Performer designation; scores below 90 but above 60 are designated as a Standard Performer

** FY 2020-21 and FY 2021-22 Actual Average occupancy rates reflect lower base number of public housing units due to units that transitioned into mixed finance redevelopment or the Rental Assistance Demonstration (RAD) Program

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer out of two vacant positions from the Public Housing Division to establish a Division Director 2 position in the Division of Development and an Operations Admin Analyst in the Office of the Director
- The FY 2023-24 Adopted Budget continues the Countywide General Fund support of four PHCD Structural Maintenance Technician positions to assist in the overall upkeep of the Arthur May Development (\$341,000)



The FY 2023-24 Adopted Budget includes Miami Dade Public Housing Division has opened the waiting list for the Helen Sawyer ALF and is working towards being at 100% capacity



The FY 2023-24 Adopted Budget includes funding from the Miami Dade Rescue Plan Fund to support operations at the Helen Sawyer Assisted Living Facility (\$3 million)

- The FY 2023-24 Adopted Budget includes an increase in maintenance staff for Miami Dade Public Housing by filling current vacancies to have a fully operational maintenance crew for every site and a vacancy crew to improve the turnaround time for units that are left vacant
- In FY 2023-24 the Public Housing Division will fill three vacant positions in facilities to become more effective with the Capital Improvement schedule for the public housing portfolio
- Despite past modest increases in overall allocations nationally for public housing, increases to allocations to PHCD were nominal in recent years, and PHCD has a backlog of unmet capital and operational needs; going forward, regardless of the final allocation number received for federal fiscal year (FFY) 2023, the federal budget currently proposed by the Administration will not provide enough funding to bridge the Department's capital or operational budgetary gap for public housing
- PHCD continues to explore ways to effectively manage federal budgetary shortfalls through the use of HUD's Rental Assistance Demonstration (RAD) program; program funding is subject to HUD approval and the availability of funding from both federal and private sector resources and, in past years, the RAD program maintained a hard limit on the number of units nationally that were eligible for redevelopment; Congress increased the number of units eligible for redevelopment that may qualify for funds under the program from 225,000 to 455,000; this increase in the eligible unit limit serves as the basis for the comprehensive redevelopment of all of HUD's public housing inventory

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: SECTION 8 HOUSING CHOICE VOUCHER

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

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize the effective use of Housing Choice Vouchers	Percentage of available annual budget authority used to lease in the Section 8 HCV program	OC	↑	99%	99%	99%	99%	99%
Improve compliance with Housing and Urban Development (HUD) regulations	Section Eight Management Assessment Program (SEMAP) score*	OC	↑	144/99%	94/100%	143/99%	94/100%	94/100%

*SEMAP measures the performance of the public housing agencies that administer the Housing Choice Voucher Program in 14 key areas; the actual points shown (out of a maximum of 145 obtainable points) translate into a percentage of the total points that may be obtained; scores of at least 90 percent are rated High Performers. The Department of Housing and Urban Development evaluated PHCD for the FY 2021-2022 and issued a final score of 94 percent as a High Performing agency

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer out of one vacant position from the Section 8 Housing Choice Voucher Division to establish a Deputy Director in the Office of the Director to provide oversight for Public Housing Programs and Support Services as part of a departmental reorganization plan



The FY 2023-24 Adopted Budget includes \$2.677 million from the Miami Dade Rescue Plan Fund for the HOMES Plan WHIP Section 8 program

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: DEVELOPMENT

The Development Division (DD) plans and manages development projects on public housing sites and other County-owned sites and manages the infill housing program. DD is also involved in managing the development of affordable housing in partnership with various non-profit entities such as schools and religious organizations.

- Plans and implements public housing development projects on public housing sites and other County sites using a mixed-income, mixed-finance, mixed-use approach (as applicable); projects include major rehabilitations and new construction projects
- Plans and implements the HUD Rental Assistance Demonstration (RAD) Program for redevelopment of existing public housing and development of County-owned land
- Manages the County's Infill Housing Program
- Administers various federal grants including HOPE VI and Replacement Housing Factor (RHF) funds
- Reviews and negotiates ground leases, master development agreements, regulatory and operating agreements and other mixed-finance agreements
- Works with developers to obtain federal, state and municipal approvals
- Manages conversion of existing public housing units to comply with Uniform Federal Accessibility Standards (UFAS) in accordance with the Voluntary Compliance Agreement (VCA)

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer in of one vacant position from the Public Housing Division to establish a Division Director 2 in the Development Division as part of a departmental reorganization plan
- The FY 2023-24 Adopted Budget continues with the Countywide General Fund support of six Real Estate positions to administer and monitor the infill housing program and affordable housing developments (\$676,000)



In FY 2023-24, the Development Division, with HUD and Board approval, will continue the implementation of the Rental Assistance Demonstration (RAD) program

DIVISION: HUMAN RESOURCES

The Human Resources Division provides department-wide human resources support.

- Oversees personnel and various support services functions
- Provides direction and support of the HR component of the Enterprise Resources Planning (ERP) system
- Performs department-wide review of job descriptions and functions to ensure they accurately reflect duties and skill sets that have evolved in the delivery of services
- Provides employee training and development opportunities to further develop skills that will allow for growth and development of the PHCD workforce and better serve the public
- Provides support for new strategic initiatives including HR program development, policies, and performance measures
- Oversees the implementation of the First Time Homebuyer and Emergency Housing Assistance Programs for eligible employees

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: FINANCE AND ADMINISTRATION

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

- Provides support services including budgeting, accounting, financial reporting, accounts payable and revenue management
- Oversees systems of financial internal controls to ensure sustainability of program compliance and to ensure that the financial statements are presented in accordance with Generally Accepted Accounting Principles (GAAP) and all other federal requirements
- Implements various enhancements and process improvement initiatives to provide accurate and timely financial data
- Administers electronic payment system for tenants and direct debit program
- Provides affordable housing and community development underwriting
- Processes homeownership loan applications
- Provides underwriting and closing services for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance loans
- Provides loan servicing to a loan portfolio of over 5,476 loans for affordable housing development, rehabilitation, construction and homebuyer mortgage assistance
- Oversees information technology support provided by the Information Technology Department (ITD) through the Memorandum of Understanding (MOU)

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize the effectiveness of the Homeownership program	Percentage of homeownership loans closed within 60 days*	OC	↑	47%	24%	50%	60%	75%

Strategic Objectives - Measures

- HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize the effectiveness of the Homeownership program	Tenants Accounts Receivable score**	OC	↑	Exempt	Exempt	3.5	3.0	4
	Percentage of revenues due from serviced loans collected***	OC	↑	65%	142%	55%	90%	65%
Maximize the effectiveness of the Surtax program	Percentage of Surtax loans in repayment****	OP	↔	65%	52%	50%	50%	50%

*FY 2021-22 actual is less than anticipated due to closing delays concerning open permits, removal of liens, and property repairs. In addition, some infill properties were delayed in closing on time due to the County's Legislative process of increasing the maximum sales price for the infill program

**Score reflects the amount in resident accounts receivable compared to resident revenue (i.e. rent paid); the maximum point value assigned is 5 points

***Measures the percentage of revenues that are due from homeownership and multi-family loans during the fiscal year that are actually collected; there was a significant number of construction loans that were paid-off during Fiscal Year 2019-20 which increased this percentage

****Surtax Loans that are not in repayment are still in the Deferred Compliance Period and as such, either repayment is not required, or the repayment of the loan is based on the available cash flow of the property

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer in of one vacant position from the Office of the Director to establish a PHCD Quality & Assurance Officer in the Division of Finance and Administration as part of a departmental reorganization plan

DIVISION: COMMUNITY DEVELOPMENT

The 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.

- Monitors the construction and compliance of new and rehabilitated housing development projects, manages development projects, manages non-public affordable housing developments, and manages disposition activities for County-owned properties under the Department's control
- Administers and monitors Community Development Block Grant (CDBG), CDBG CARES Act (CDBG-CV), Documentary Stamp Surtax (Surtax), State Housing Initiative Partnership (SHIP), Emergency Solutions Grant (ESG), ESG CARES Act (ESG-CV), Neighborhood Stabilization Program (NSP), Home Investment Partnership Program (HOME), and HOME American Rescue Plan (ARP) affordable housing programs as well as the COVID-19 specific allocations associated with CDBG, ESG and HOME
- Oversees Miami-Dade County's federally funded Emergency Rental Assistance Program to assist landlords and renters affected by the economic stressors due to and during the COVID-19 pandemic
- Provides architectural/engineering and construction contract administration, as well as the oversight of construction and rehabilitation field work
- Ensures compliance with all program requirements for grants processed with federal, state, and local funds including CDBG, CDBG-CV, HOME, ESG, ESG-CV, Surtax, NSP and SHIP
- Ensures long term affordability compliance for all affordable housing funded with Surtax/SHIP, HOME and CDBG funds
- Reviews construction loan applications and draw requests for disbursement of funds for affordable housing developments
- Prepares the County's Five-Year Consolidated Plan and Annual Action Plan, as well as the Consolidated Annual Performance Evaluation Report (CAPER) for all federal funds
- Develops and implements annual competitive award process and subsequent recapture/reallocation of funding for CDBG, CDBG-CV, HOME, ESG, ESG-CV, Surtax and SHIP programs
- Provides technical assistance to potential applicants and the community related to the release of all Requests for Applications (RFAs) and Requests for Proposals (RFPs)
- Manages 25 County-owned assets for a total of 1,762 units that are non-public housing and are available as affordable housing which may or may not include subsidies
- Administers the Affordable Housing Trust Funds in the development of affordable housing
- Develops and administers the Development Inflation Adjustment Fund (DIAF), as part of the Mayor's HOMES program, to ensure the development of 957 affordable units
- Develops twin homes/affordable housing for low to moderate income families
- Administers community planning functions and neighborhood planning support, including citizen participation through various community meetings for federal funding programs
- Provides staff support to the Affordable Housing Advisory Board (AHAB) and the Affordable Housing Trust Fund Board (AHTFB)
- Processes all Special Economic Development (SPED) applications for small business forgivable loan program, conducts underwriting analysis, coordinates loan closing and monitors construction, if applicable, until completion
- Promotes economic development with the goal of creating and retaining jobs for low to moderate-income persons

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve access to economic opportunities for low-to moderate income individuals	Number of jobs created or retained*	OC	↑	32	27	50	40	50

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve compliance with Housing and Urban Development (HUD) regulations	Percentage of CDBG projects completed**	EF	↑	40%	17%	60%	25%	60%
	Percentage of HOME projects completed	EF	↑	25%	21%	40%	30%	40%
Increase stock of affordable housing	Number of affordable housing units constructed or rehabilitated***	OC	↑	1,284	1,609	1,600	1,000	1,600

*This is an economic development goal which utilizes CDBG funding; each \$35,000 grant should result in one job; the estimated cost to create 149 Jobs is \$5 million; jobs will be created over a two-year time period; FY 2020-21 and 2021-22 Actuals reflect the impact of COVID-19

** The FY 2020-21 and FY 2021-22 number of projects completed was reduced due to COVID-19 as it delayed completion of the construction of public facilities and the completion of certain public service, activities i.e, after school-activities, senior activities, etc.

***Figures reflect only those affordable housing units for which PHCD funding was provided or which resulted from a County public housing redevelopment project

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes an allocation of \$500,000 from the General Fund to the Dade Heritage Trust, Inc. to provide affordable housing through their historic preservation efforts



The FY 2023-24 Adopted Budget includes \$19.979 million from the Miami Dade Rescue Plan Fund for the HOMES Plan Naturally Occurring Affordable Housing (NOAH) Grant and the Development Inflation Adjustment Fund



The FY 2023-24 Adopted Budget Book includes \$4.741 million from the Miami Dade Rescue Plan Funds for HOMES Plan Emergency Rental Assistance Expansion



The Department will continue working on several initiatives to address affordable homeownership, including the Building on County Land project (\$9 million); additionally, the Department is implementing an adopted ordinance by creating a standard methodology for the establishment of a maximum sales price in the homeownership program, which would expand options for buyers



The FY 2023-24 Surtax revenue is budgeted at \$36 million; the FY 2022-23 Surtax carryover of \$322 million is allocated for on-going multi-family rental projects and homeownership programs; total funding budgeted for affordable housing, including Surtax, is \$505 million



PHCD, along with community partners, will continue to monitor and develop affordable housing opportunities as the County progresses toward achieving its Thrive 305 goal of 15,000 units



In FY 2023-24, PHCD will continue to enhance its electronic submission process for the annual Request for Applications, the competitive process(es) for all applications for funding, which has resulted in better quality submissions for community-based organizations and housing development entities applying for County funds, achievement of paper reduction goals and processing efficiencies

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



In FY 2023-24, PHCD will continue to process all affordable housing grant agreements related to the disbursement of the \$26 million district specific PHCD capital program funding

- The Department will finalize the County's acquisition of (16) affordable housing properties from the Miami Beach Community Development Corporation (CDC) and begin to address unavailable units resulting from major deferred maintenance issues

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



In FY 2023-24, the Department will continue the redevelopment of Liberty Square Rising, a public/private redevelopment initiative that includes the demolition of all existing public housing units in Liberty Square, development of the vacant Lincoln Gardens site and the construction of new infrastructure and dwelling units; during FY 2019-20 Liberty Square Phase One delivered the redevelopment's first 204 units, which included 73 public housing units; in FY 2020-21 Liberty Square Phase Two delivered an additional 204 units, including 73 public housing units; in FY 2021-22 Liberty Square Phase Three delivered 192 units, including 71 public housing units; in February of 2025 Liberty Square Phase Four is expected to deliver 193 units, including 27 public housing units ;the project is focused on transforming neighborhoods into viable, energy efficient, mixed-income and sustainable neighborhoods with access to well-functioning services, high quality public schools and education programs, early learning programs and services, public transportation and jobs for residents; the estimated development cost is \$450 million of which \$46 million is funded from County and federal sources; in FY 2020-21, the development was turned over to a private management company that receives operating subsidies through PHCD; after the transfer of all phases takes place, the annual cost to PHCD to provide oversight of the private management company is estimated at \$100,000 (total program cost \$46.826 million; \$3.5 million in FY 2023-24; capital program #2000000108)



In FY 2023-24, PHCD is projected to expend \$9.903 million in Federal Capital Fund Program (CFP) dollars to address long-term infrastructure needs in various public housing developments to include elevators, roofs, windows, fire alarm systems and Uniform Federal Accessibility Standards (UFAS) compliance; it is important to note that the FY 2023-24 federal budget will not provide enough funding to address infrastructure needs on various public housing sites; as a result of the infrastructure improvements, there is no fiscal impact to the Department's operating budget at this time, however, when applicable, the Department will install energy efficient equipment that in the long-term will provide some operational savings

- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes \$834,000 of Documentary Surtax funds to pay the debt service related to the Scott Carver Development; the Surtax funds will be transferred to the General Government Improvement Fund (GGIF) where the debt payment is budgeted
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of nine vehicles \$535,000 for the replacement of its aging fleet funded with PHCD operating revenue; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	370	155	313	225	445
Fuel	199	249	195	244	195
Overtime	702	1,792	0	1,850	500
Rent	1,230	1,000	1,292	1,000	1,000
Security Services	6,392	6,111	6,712	3,989	5,817
Temporary Services	2,233	1,289	2,234	659	2,555
Travel and Registration	1	22	2	11	48
Utilities	10,953	10,339	11,500	10,685	10,700

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
General Fund Countywide	318	1,573	998	1,622
Affordable Housing Trust Fund	26,324	26,324	5,000	3,490
Carryover - CD	8,763	8,688	15,497	12,566
Carryover - DRI/EZ/EH	1,852	1,852	1,860	1,890
Carryover - EDI/BEDI	838	855	857	1,060
Carryover CDBG	0	0	24,006	21,763
Carryover HOME	17,376	17,376	47,529	29,996
Carryover NSP	792	792	854	1,110
Carryover SHIP	3,218	3,308	16,479	36,436
Carryover Surtax	256,765	257,427	273,011	321,740
Documentary Stamp Surtax	54,089	90,260	44,000	36,000
Interest Income	3,147	3,264	3,146	3,408
Loan Repayments	18,831	32,182	18,831	16,091
Loans Servicing Fees	1,251	0	1,251	928
Miscellaneous Revenues	11,357	28,298	12,846	21,064
Rental Income	13,984	13,008	13,288	12,386
SHIP	1,817	12,109	1,437	13,000
State Grants	0	0	0	21,665
CDBG	10,549	10,246	13,296	12,502
CDBG Program Income	250	455	245	455
Emergency Rental Assistance Program (ERAP)	98,953	58,520	0	0
Emergency Shelter Grant	4,718	8,774	2,100	1,698
Federal Funds	16,403	17,298	10,735	15,052
HOME	4,598	2,690	4,880	5,386
HOME Program Income	6,954	5,926	2,007	6,522
Housing Assistance Payments	247,297	253,475	268,293	312,831
NSP Program Income	202	305	26	32
Public Housing Subsidy	50,850	37,686	60,874	51,744
Section 8 Admin Fee	26,345	23,908	45,631	47,899
Miami-Dade Rescue Plan Fund	0	0	0	36,580
Total Revenues	887,841	916,599	888,977	1,046,916

Operating Expenditures

Summary

Salary	21,540	23,062	28,585	29,553
Fringe Benefits	9,862	11,489	10,943	12,220
Court Costs	72	133	207	211
Contractual Services	52,902	60,218	55,073	64,821
Other Operating	123,345	133,835	77,363	188,636
Charges for County Services	12,488	13,014	13,113	12,437
Total Operating Expenditures	220,209	241,751	185,284	307,878

Non-Operating Expenditures

Summary

Transfers	241,776	256,115	268,293	312,339
Distribution of Funds In Trust	0	0	0	0
Debt Service	1,180	2,346	2,323	2,506
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	433,077	424,193
Total Non-Operating Expenditures	242,956	258,461	703,693	739,038

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Health and Society				
Office of the Director	2,026	11,560	16	17
Public Housing Division	76,191	76,437	280	278
Section 8 Housing Choice Voucher	17,041	35,849	23	22
Development	2,236	16,998	19	20
Human Resources	671	668	6	6
Finance and Administration	4,032	5,319	59	60
Strategic Area: Economic Development				
Community Development	83,087	161,047	30	30
Total Operating Expenditures	185,284	307,878	433	433

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
Affordable Housing Trust	33,035	0	0	0	0	0	0	0	33,035
BBC GOB Financing	35,361	1,019	140	0	0	0	0	0	36,520
Capital Funds Financing Program	750	1,500	1,368	0	0	0	0	0	3,618
Capital Funds Program (CFP) - 717	7,424	0	0	0	0	0	0	0	7,424
Capital Funds Program (CFP) - 718	11,553	0	0	0	0	0	0	0	11,553
Capital Funds Program (CFP) - 719	11,445	0	0	0	0	0	0	0	11,445
Capital Funds Program (CFP) - 720	9,110	2,300	0	0	0	0	0	0	11,410
Capital Funds Program (CFP) - 721	4,040	3,064	2,833	0	0	0	0	0	9,937
Capital Funds Program (CFP) - 722	1,001	3,039	3,364	2,898	1,000	0	0	0	11,302
Documentary Stamp Surtax	4,000	2,000	0	0	0	0	0	0	6,000
Hope VI Grant	4,063	0	0	0	0	0	0	0	4,063
Replacement Housing Factor (RHF)	1,909	0	0	0	0	0	0	0	1,909
Southeast Overtown Park West CRA	500	0	0	0	0	0	0	0	500
Total:	124,191	12,922	7,705	2,898	1,000	0	0	0	148,716
Expenditures									
Strategic Area: HS									
Housing for Elderly and Families	13,570	19,425	3,730	0	0	0	0	0	36,725
New Affordable Housing Units	41,958	3,500	1,368	0	0	0	0	0	46,826
Pedestrian Paths and Bikeways	2,554	700	140	0	0	0	0	0	3,394
Public Housing and Community Development Improvements	43,273	8,403	6,197	2,898	1,000	0	0	0	61,771
Total:	101,355	32,028	11,435	2,898	1,000	0	0	0	148,716

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

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

PROGRAM #: 807910



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

LOCATION: Countywide

District Located: Countywide

Various Public Housing Regions

District(s) Served: Countywide

Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	1,494	0	0	0	0	0	0	0	1,494
Capital Funds Program (CFP) - 718	2,828	0	0	0	0	0	0	0	2,828
Capital Funds Program (CFP) - 719	2,098	0	0	0	0	0	0	0	2,098
Capital Funds Program (CFP) - 720	1,176	275	0	0	0	0	0	0	1,451
Capital Funds Program (CFP) - 721	400	400	169	0	0	0	0	0	969
Capital Funds Program (CFP) - 722	0	400	700	234	0	0	0	0	1,334
TOTAL REVENUES:	7,996	1,075	869	234	0	0	0	0	10,174
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Planning and Design	7,996	1,075	869	234	0	0	0	0	10,174
TOTAL EXPENDITURES:	7,996	1,075	869	234	0	0	0	0	10,174

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

LIBERTY SQUARE AND LINCOLN GARDENS

PROGRAM #: 200000108



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	29,936	0	0	0	0	0	0	0	29,936
Capital Funds Financing Program	750	1,500	1,368	0	0	0	0	0	3,618
Capital Funds Program (CFP) - 719	1,300	0	0	0	0	0	0	0	1,300
Documentary Stamp Surtax	4,000	2,000	0	0	0	0	0	0	6,000
Hope VI Grant	4,063	0	0	0	0	0	0	0	4,063
Replacement Housing Factor (RHF)	1,909	0	0	0	0	0	0	0	1,909
TOTAL REVENUES:	41,958	3,500	1,368	0	0	0	0	0	46,826
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	41,958	3,500	969	0	0	0	0	0	46,427
Planning and Design	0	0	399	0	0	0	0	0	399
TOTAL EXPENDITURES:	41,958	3,500	1,368	0	0	0	0	0	46,826

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

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

PROGRAM #: 803240



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	122	0	0	0	0	0	0	0	122
Capital Funds Program (CFP) - 718	78	0	0	0	0	0	0	0	78
Capital Funds Program (CFP) - 719	50	0	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 720	25	25	0	0	0	0	0	0	50
Capital Funds Program (CFP) - 721	0	25	25	0	0	0	0	0	50
Capital Funds Program (CFP) - 722	0	0	25	25	0	0	0	0	50
TOTAL REVENUES:	275	50	50	25	0	0	0	0	400
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	275	50	25	0	0	0	0	0	350
Planning and Design	0	0	25	25	0	0	0	0	50
TOTAL EXPENDITURES:	275	50	50	25	0	0	0	0	400

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

REDEVELOPMENT OF CULMER PLACE AND CULMER GARDENS

PROGRAM #: 505660



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

LOCATION: 800 NW 5 Ave and 554 NW 5 Ave
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	2,871	319	0	0	0	0	0	0	3,190
Southeast Overtown Park West CRA	500	0	0	0	0	0	0	0	500
TOTAL REVENUES:	3,371	319	0	0	0	0	0	0	3,690
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	3,371	319	0	0	0	0	0	0	3,690
TOTAL EXPENDITURES:	3,371	319	0	0	0	0	0	0	3,690

REDEVELOPMENT OF PUBLIC AND AFFORDABLE HOUSING

PROGRAM #: 2000002154



DESCRIPTION: Finance affordable and workforce housing projects inclusive of preservation and new construction; projects will include uses for both rental and homeownership

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Affordable Housing Trust	33,035	0	0	0	0	0	0	0	33,035
TOTAL REVENUES:	33,035	0	0	0	0	0	0	0	33,035
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	10,199	19,106	3,730	0	0	0	0	0	33,035
TOTAL EXPENDITURES:	10,199	19,106	3,730	0	0	0	0	0	33,035

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

RIVERWALK SEAWALL

PROGRAM #: 2000002457



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

District Located: 5
 District(s) Served: 5

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	2,554	700	140	0	0	0	0	0	3,394
TOTAL REVENUES:	2,554	700	140	0	0	0	0	0	3,394
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,439	500	105	0	0	0	0	0	3,044
Planning and Design	115	110	25	0	0	0	0	0	250
Project Administration	0	90	10	0	0	0	0	0	100
TOTAL EXPENDITURES:	2,554	700	140	0	0	0	0	0	3,394

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

PROGRAM #: 803250



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

District Located: 13
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Funds Program (CFP) - 717	5,808	0	0	0	0	0	0	0	5,808
Capital Funds Program (CFP) - 718	8,647	0	0	0	0	0	0	0	8,647
Capital Funds Program (CFP) - 719	7,997	0	0	0	0	0	0	0	7,997
Capital Funds Program (CFP) - 720	7,909	2,000	0	0	0	0	0	0	9,909
Capital Funds Program (CFP) - 721	3,640	2,639	2,639	0	0	0	0	0	8,918
Capital Funds Program (CFP) - 722	1,001	2,639	2,639	2,639	1,000	0	0	0	9,918
TOTAL REVENUES:	35,002	7,278	5,278	2,639	1,000	0	0	0	51,197
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	35,002	7,278	5,278	2,639	1,000	0	0	0	51,197
TOTAL EXPENDITURES:	35,002	7,278	5,278	2,639	1,000	0	0	0	51,197



STRATEGIC AREA

Economic Development

Mission:

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

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

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Aviation

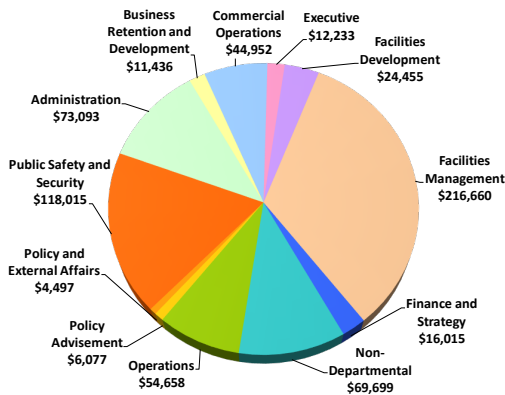
The Miami-Dade Aviation Department (MDAD) operates a system of airports that provides for the safe and efficient movement of people and goods while being responsive to the needs of customers and safeguarding the environment.

As part of the Economic Development strategic area, MDAD operates Miami International Airport (MIA) and four General Aviation Airports (GAA). MDAD operates the airport system as a financially self-sufficient entity without property tax support from the County. MIA is considered a primary economic engine for Miami-Dade County and is the major trans-shipment point between the Americas, the Caribbean and Europe. Servicing 96 airlines with routes to over 160 cities on four continents, MIA ranks number one in the United States for international freight and number two for international passenger traffic. MIA's vision is to grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route network with direct passenger and cargo access to all world regions.

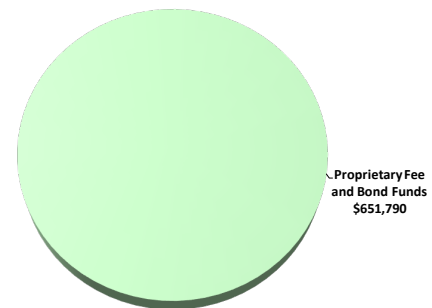
MDAD works closely with a diverse group of constituents, including cargo and passenger airlines and their customers, the support industries that form the air travel base, the Federal Aviation Administration (FAA), the Transportation Security Administration (TSA), United States Customs and Border Protection,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

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>EXECUTIVE</u>	
Provides leadership and direction to Department staff in accomplishing stated goals and objectives; provides legal representation to MDAD	
<u>FY 22-23</u>	<u>FY 23-24</u>
25	35
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>POLICY ADVISEMENT</u></p> <p>Protects and advances strategic interests of MDAD's system of airports through government relations; coordinates external and internal communication activities; provides policy guidance for the Department</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 25<u>FY 23-24</u> 24</p> </div>	<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>OPERATIONS</u></p> <p>Provides secure, safe and efficient airfield areas, terminal gates, and cargo loading positions for aircraft users; oversees traffic operations and addresses aircraft issues within the community</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 451<u>FY 23-24</u> 450</p> </div>
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>FACILITIES MANAGEMENT</u></p> <p>Maintains functional, safe, and secure facilities, equipment, structures and utilities for internal and external customers</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 453<u>FY 23-24</u> 460</p> </div>	<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>PUBLIC SAFETY AND SECURITY</u></p> <p>Directs the investigative police and uniform services; oversees the fire and rescue services at MIA and enforces all local, state, and federally mandated security requirements</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 159<u>FY 23-24</u> 170</p> </div>
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>FINANCE AND STRATEGY</u></p> <p>Oversees accounting and financial services; develops and monitors the operating and capital budgets</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 75<u>FY 23-24</u> 76</p> </div>	<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>FACILITIES DEVELOPMENT</u></p> <p>Manages the planning, design, and construction of facilities and provides support for the environmental, civil, and fuel engineering needs of the Department</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 63<u>FY 23-24</u> 63</p> </div>
<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>BUSINESS RETENTION AND DEVELOPMENT</u></p> <p>Manages the rental and permit agreements of the airport system properties and facilities; monitors concessionaire lease agreements</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 54<u>FY 23-24</u> 62</p> </div>	<div style="border: 1px solid black; border-radius: 10px; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><u>ADMINISTRATION</u></p> <p>Oversees personnel and support services functions; provides information technology and telecommunications services and procurement activities to MDAD and its diverse user base</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 154<u>FY 23-24</u> 167</p> </div>
<div style="border: 1px solid black; border-radius: 10px; padding: 5px;"> <p style="text-align: center;"><u>POLICY AND EXTERNAL AFFAIRS</u></p> <p>Oversees MDAD's branding, customer service, and social media; provides protocol services to ensure smooth passage of dignitaries through the airport</p> <p style="display: flex; justify-content: space-between;"><u>FY 22-23</u> 23<u>FY 23-24</u> 27</p> </div>	

The FY 2023-24 total number of full-time equivalent positions is 1,534

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: EXECUTIVE

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

- Establishes departmental policy, directs overall management, provides long-term vision and implements legislative policy and directives
- Provides legal services to operational divisions
- Cultivates an open, innovative environment, forms partnerships, and accelerates the innovation process in a manner that benefits all parties and enables MDAD to evolve with emerging technologies that consistently improve the passenger experience

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Senior Contracts Strategic Advisor (\$180,000) and one Division Director 1 (\$124,000) to support the office of the Deputy Director of Business Development & Administration; in addition, three positions will be transferred to the Executive Division to support this function including one position transferred from the Business Retention and Development Division, one position from the Operations Division, and one position from the Policy Advisement Division
- The FY 2023-24 Adopted Budget includes one Business Analyst (\$110,000) to support the Transformation and Innovation section within the Executive Division
- The FY 2023-24 Adopted Budget includes one Strategic Initiative Chief (\$148,000) to lead the Cargo Infrastructure Development section within the Executive Division to provide oversight of new cargo developments at the airport; in addition, one Real Estate Advisor (\$123,000), one Administrative Officer 3 (\$104,000), and one Airport Administrative Secretary (\$69,000) are included to support this function

DIVISION: ADMINISTRATION

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

- Provides human resource services: recruitment, employee counseling, training and staff development and administration of policy and procedures
- Advertises solicitations including Invitations to Bid (ITB), Requests for Proposals (RFP) and Architectural and Engineering (A&E) solicitations
- Provides information technology and telecommunication services to MDAD and its diverse user base
- Ensures that minority businesses have bidding opportunities on contracts at MIA
- Coordinates procurement activities to provide quality goods and services to the Department

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED2-2: Bolster opportunities for small and local businesses to participate in County contracting 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Seek involvement of communities in economic development efforts	Small business and community outreach meetings held*	OP	↔	130	166	135	135	138
	Airport Concession Disadvantaged Business Enterprise (ACDBE) overall participation at MIA (millions)**	OC	↑	\$91.6	\$165.12	\$97.2	\$167.0	\$168.4

*Small business community outreach meetings were scaled back in FY 2020-21 due to impacts associated with COVID-19

**The FY 2021-22 Actual, FY 2022-23 Projection, and FY 2023-24 Target reflect increased participation

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Safety Officer (\$96,000), two Training Specialist 2s (\$179,000), one Training Technician (\$66,000), one Clerk 3 (\$69,000), and one Administrative Trainee (\$64,000) to support the Human Resources section within the Administration Division
- The FY 2023-24 Adopted Budget includes two Network Manager 2s (\$260,000) and two Computer Technician 2s (\$179,000) to support the Information Systems section within the Administration Division
- The FY 2023-24 Adopted Budget includes one Aviation Senior Procurement Contracts Officer (\$116,000), one Special Projects Administrator 1 (\$109,000), and one Airport Inventory Control Specialist (\$77,000) to support the Commodities Management section within the Administration Division

DIVISION: BUSINESS RETENTION AND DEVELOPMENT

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

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

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase revenue generating activity at MIA	MIA non-terminal rental revenue (millions)*	OC	↑	\$73.5	\$74.0	\$42.0	\$42.0	\$43.2
	GAA revenue (millions)**	OC	↑	\$13.2	\$17.0	\$9.6	\$9.6	\$17.2

*The FY 2021-22 Actual reflects increase in revenues due to latent demand of travel services; the FY 2022-23 Projection and FY 2023-24 Target reflect actions taken by MDAD to give relief to concessionaires

**The FY 2021-22 Actual reflects greater than anticipated demand for executive travel services at Opa-Locka Airport, which also drove an increase in fuel sales; the FY 2022-23 Projection and FY 2023-24 Target reflect continued demand for travel services at GA Airports

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes nine new positions including one Construction Field Rep (\$113,000), one Special Projects Administrator 1 (\$109,000) and two Aviation Property Managers (\$193,000) to support the Airport Concessions program; four new Aviation Property Managers (\$385,000) to support the Real Estate Management function and one Administrative Officer 1 (\$75,000) to support the Commercial Operations function; in addition, one position will be transferred to the Executive Division

DIVISION: FACILITIES DEVELOPMENT

The Facilities Development Division oversees the design and construction of facilities; manages the planning, development, and acquisition of funds for improvements to Miami-Dade County's public use airports in order to meet growing aviation demands; and supports the environmental, civil, and aviation fuel needs of the Department.

- Provides design and construction services to the airports' internal and external customers
- Provides short- and long-range planning for MIA's infrastructure, concourse and terminals and for individual projects and programs
- Manages federal and state grants that provide funding for MIA's Capital Improvement Program
- Acts in a technical advisory capacity to key stakeholders including the FAA concerning safety standards, regulatory compliance and operating and planning issues
- Conducts land use and zoning analyses
- Supports the environmental, civil and aviation fuel needs of the Department
- Monitors the levels and quality of the domestic water, sewage and storm water systems
- Manages, monitors and maintains Airside Operations area pavement
- Performs audits of tenants for environmental compliance

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-5: Provide world-class airport and seaport facilities 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Seek involvement of communities in economic development efforts	Airspace analyses conducted for off-airport construction (monthly average)	OP	↔	53	43	50	50	50

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes three new positions including one Construction Manager 3 (\$144,000) and two Construction Manager 2s (\$265,000); in addition, two positions will be transferred to the Facilities Management Division and one position will be transferred to the Policy and External Affairs Division

DIVISION: FACILITIES MANAGEMENT

The Facilities Management Division maintains all airport systems and facilities in optimum working condition, including the environmental systems, infrastructure and fuel systems.

- Ensures that facilities at the airport are kept operationally reliable at all times
- Maintains and repairs the facilities and utility systems at MIA and GAA
- Ensures readiness of all new facilities including testing, commissioning and turnover; sets operational standards; and updates MDAD design guidelines

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes five new positions including three Construction & Renovation Supervisor 2s (\$313,000) and two Airport EEE Tech 1s (\$179,000) to support the implementation of the new Preventive Maintenance Program managed by the Facilities Management Division; in addition, two positions from the Facilities Development Division will be transferred to the Facilities Management Division

DIVISION: FINANCE AND STRATEGY

The Finance and Strategy Division is responsible for management of accounting and financial services, development and monitoring of the operating and capital budgets, and development and monitoring of the Department's business plan.

- Oversees all accounting activities, including cost accounting, accounts payable and receivable, cash management and generation of financial statements; coordinates with external auditor for year-end financial audit
- Manages capital and operating budget activities
- Develops and monitors the business plan for the Department on an annual basis
- Applies sound project management principles to control scope, cost, schedule and quality of capital projects at the Aviation Department

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-5: Provide world-class airport and seaport facilities 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase revenue generating activity at MIA	MIA passengers (millions)*	OC	↑	30.2	49.7	48.3	50.8	52.3
	Enplaned Passengers (millions)*	OC	↑	15.1	24.9	24.1	25.2	26.1
Contain operating expenses	MIA cost per enplaned passenger*	OC	↓	\$24.73	\$19.44	\$18.05	\$18.41	\$17.39
	MIA cargo tonnage (millions)	OC	↑	2.6	2.8	2.9	2.9	3.0
	Landing Fee Rate (per 1,000 lbs. in dollars)	OC	↓	\$1.62	\$1.62	\$1.62	\$1.62	\$1.62

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

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes one Aviation Cost Analyst (\$116,000) to support this function**
- The Department will maintain a competitive landing fee in FY 2023-24 of \$1.62 per 1,000-pound unit of landed weight, which is consistent with \$1.62 in FY 2022-23

DIVISION: OPERATIONS

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

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

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Comply with AOA certification requirements	Air Operations Area (AOA) Certification Driver Training Attendance*	OC	↑	7,199	8,299	7,965	7,965	8,095

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

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position to the Executive Division to support the office of the Deputy Director of Business Development and Administration

DIVISION: POLICY ADVISEMENT

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

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

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Chief of Professional Compliance (\$123,00); in addition, two positions will be transferred from the Policy AdviseMENT Division while one position will be transferred to the Executive Division and one position will be transferred to the Policy and External Affairs Division

DIVISION: PUBLIC SAFETY AND SECURITY

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

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Adhere to acceptable certified police officer levels to secure the airport	Average number of overall crimes per month at MIA*	OC	↓	32	28	65	65	60

*The FY 2020-21 and FY 2021-22 Actuals reflect the impact of COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes eleven new positions to implement a 24-hour security schedule, which includes full staff for night and weekend shifts; these include three Airport Operation Supervisors (\$359,000), two Airport Operations Agents (\$154,000), five Airport Operations Specialists (\$339,000), and one Clerk 4 (\$73,000)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: POLICY AND EXTERNAL AFFAIRS

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

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve overall customer satisfaction at MIA	Percentage of new hires receiving "Miami Begins with MIA" training	EF	↑	100%	100%	100%	100%	100%
	Overall customer service ratings for MIA	OC	↑	828	770	750	750	750

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes two new positions, one Senior Social Media Specialist (\$104,000) and one Volunteer Information Program Coordinator (\$89,000); in addition, two positions will be transferred to the Policy and External Affairs Division, one from the Policy Advisement Division and one from the Facilities Development Division

ADDITIONAL INFORMATION



MDAD's promotional funds total \$565,000 and will be used for activities that promote Miami-Dade County's airport system; major programs include Community and Global Outreach Programs (\$151,000) and various other activities (\$414,000)



During the 2021-22 fiscal year, MDAD was awarded \$160 million in grant funding related to the Airport Rescue Plan Act (ARPA) that can be used towards debt service payments, reimbursement of operating expenses, and relief to concessionaires; \$90.2 million of this amount will be programmed in FY 2023-24 to reduce the landing fee and terminal rental rates

- MDAD strives to maintain a competitive cost per enplaned passenger; the FY 2023-24 cost of \$17.39 represents a decrease of \$0.67 from the prior year

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Capital Improvement Program (CIP) has 20 subprogram projects and one new program that include: General Aviation Airports, MIA Airfield and Airside, MIA Cargo and Non-Terminal Buildings, MIA Central Base Apron and Utilities, MIA Central Terminal, MIA Concourse E, MIA Fuel Facilities, MIA Land Acquisition, MIA Landside and Roadways, MIA Miscellaneous Projects, New Program Contingency, MIA North Terminal, MIA Passenger Boarding Bridges, MIA Reserve Maintenance, MIA South Terminal Expansion, MIA South Terminal, MIA Support Projects, MIA Terminal Wide Roof, MIA Terminal Wide and MIA Terminal Wide Restrooms (total program cost \$6.918 billion; \$563.801 million in FY 2023-24; capital program #2000001049, #2000001046, #2000001048, #2000000093, #2000001041, #2000000094, #2000001318, #2000001655, #2000001047, #2000000096, #2000001674, #2000001042, #2000000596, #2000000068, #2000001317, #2000000095, #2000001319, #2000001574, #2000001043 and #2000001575)



The runway rehabilitation and runup pad development at Miami Opa-Locka Executive Airport, security upgrades at the Miami-Homestead General Aviation Airport, and apron expansion with a new taxi lane and Airport Traffic Control Tower (ATCT) at Miami Executive Airport are among the various projects underway in the General Aviation Airports Subprogram (total General Aviation Airports Subprogram cost \$153.082 million; \$15.363 million in FY 2023-24; capital program #2000001049)



The Central Base Apron and Utilities project started construction during FY 2018-19 and is expected to be completed during FY 2023-24 (total Central Base Apron and Utilities Subprogram cost \$108.482 million; \$24.560 million in FY 2023-24; capital program #2000000093)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes ongoing projects in the Central Terminal Subprogram; this includes various projects that will enhance the passenger experience at MIA through centralized security checkpoints for concourses E and F and the design and construction of additional hold rooms to meet growing gate demands and aircraft size capacity and improved vertical circulation; the subprogram also includes the design and construction of a new Concourse F to increase air traffic capacity and improve MIA's passenger experience; it is anticipated the new concourse will be completed by FY 2033-34 (total Central Terminal Subprogram cost \$1.114 billion; \$29.737 million in FY 2023-24; capital program #2000001041)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes new Concourse E renovations that include interior, exterior and code requirement upgrades, upgrades to passenger loading bridges, replacement of the automated people mover, new chiller plant to meet preconditioned air demands and various other upgrades (total Concourse E Subprogram cost \$329.132 million; \$26.715 million in FY 2023-24; capital program #2000000094)



Under the Department's Miscellaneous Project Subprogram, the MIA - Taxiway T and S Pavement Rehabilitation and Taxiway R Realignment project, which will increase safety for both aircrafts and vehicles through taxiway connector modifications, was completed in July 2022; the Central Terminal Ticket Counter replacement project which will improve passenger circulation and align with the new baggage handling system, completed area A&B counters from Concourse F-H, new conveyors for this area will start construction in the first quarter of FY2023-24 and will end by second quarter of the FY 2024-25; the new Employee Parking Garage will start the design-build construction by the end FY 2023-24; and the Parking Garage Structural Repairs Ph1A for the 40 year re-certification will start construction in the third quarter of FY 2023-24 and will end the first quarter FY 2025-26 (total Miscellaneous Project Subprogram cost \$559.466 million; \$54.565 million in FY 2023-24; capital program #2000000096)



The Land Acquisition subprogram includes the purchasing of land in the vicinity as it becomes available in order to expand MIA's blueprint (total Land Acquisition Subprogram cost \$170 million, \$74.574 million in FY 2023-24; capital program #2000001655)



Among the many other capital projects ongoing in the North Terminal, the renovation of restrooms is expected to be completed during the first quarter of FY 2024-25; other projects include the North Terminal gate optimization and gate infrastructure upgrades, the central base construction gate, and the Concourse D west extension (total North Terminal Subprogram cost \$1.138 billion; \$34.996 million in FY 2023-24; capital program #2000001042)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



The Passenger Boarding Bridges (PBB) Program has replaced 17 PBBs as of FY 2021-22 and is projected to have replaced the remaining 27 PBBs by the second quarter of FY 2024-25; the replacement of these aging passenger boarding bridges will provide operational savings to the Department by reducing maintenance costs and loss of gate revenue due to equipment failure (total Passenger Boarding Bridges Subprogram cost \$70.046 million; \$21.559 million in FY 2023-24; capital program #2000000596)



The Department will continue the design and construction for the expansion of the South Terminal and its associated apron to the east; the project will add an additional three gates available for increased air traffic volume and provide more hardstand positions that will help the airlines and airport operations meet growing industry demands; construction is expected to be completed by the first quarter of FY 2029-30 (total South Terminal Expansion Subprogram cost \$890.793 million; \$24.539 million in FY 2023-24; capital program #2000001317)



The MIA Support Projects Subprogram includes additional perimeter protection to MIA and an airport surface management system, as well as other improvements that not only will help the airport operations but will also improve passenger experience (total Support Projects Subprogram cost \$54.862 million; \$10.394 million in FY 2023-24; capital program #2000001319)



Under the Terminal-Wide Roof Subprogram, the Department plans to replace the terminal-wide roof and lightning systems; this includes roof demolition and replacement with a Modified Bitumen Membrane Roofing System and Lightning Protection System (total Terminal-Wide Roof Subprogram cost \$119.772 million; \$3.512 million in FY 2023-24; capital program #2000001574)

- The Terminal-Wide Restrooms Subprogram will address the modernization of public restrooms throughout the MIA Terminals that are outdated and in fair to poor conditions; this includes the scope to renovate existing restrooms and janitors' closets throughout MIA in order to modernize the restroom interiors and upgrade any associated utilities (total Terminal-Wide Restroom Subprogram cost \$137.659 million; \$10.183 million in FY 2023-24; capital program #2000001575)
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of 83 vehicles (\$29.456 million) for the replacement of its aging fleet; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	520	679	899	899	947
Fuel	1,154	2,527	1,496	1,453	1,866
Overtime	3,163	4,565	4,388	6,347	4,950
Rent	0	0	0	0	0
Security Services	8,692	9,287	10,620	10,620	11,695
Temporary Services	13	2	94	94	19
Travel and Registration	29	123	587	621	823
Utilities	49,867	61,432	54,130	54,130	60,443

Adopted

Fee Adjustments	Current Fee FY 22-23	Adopted Fee FY 23-24	Dollar Impact FY 23-24
• Concourse Fee	4.17	4.05	\$1,363,000
• Baggage Claim Fee	.61	.55	\$22,000
• Screening Fee	1.23	1.17	\$2,886,000
• Baggage Make-up (O & M)	1.01	.92	\$1,171,000
• Baggage Make-up (Capital)	.43	.37	\$118,000
• International Facility Fee	12.51	10.31	\$-1,470,000
• CUTE Gate Usage Fee	.18	.16	\$0
• CUTE Ticket Counter Usage Fee	1.29	1.09	\$0

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
Aviation Fees and Charges	301,585	435,002	381,907	398,104
Carryover	72,207	113,623	87,658	97,501
Commercial Operations	173,292	266,574	254,967	298,973
Non-Operating Revenue	58,043	47,572	76,500	83,695
Other Revenues	47,508	19,008	44,505	71,978
Rental Income	194,045	182,802	176,128	190,584
Total Revenues	846,680	1,064,581	1,021,665	1,140,835
Operating Expenditures Summary				
Salary	108,457	115,305	123,101	130,517
Fringe Benefits	38,301	41,717	49,886	55,033
Court Costs	0	4	287	0
Contractual Services	137,712	131,239	152,584	187,741
Other Operating	92,609	114,978	131,191	146,940
Charges for County Services	93,958	110,019	113,637	126,953
Capital	798	1,062	2,849	4,606
Total Operating Expenditures	471,835	514,324	573,535	651,790
Non-Operating Expenditures Summary				
Transfers	261,222	439,510	354,708	378,241
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	93,422	110,804
Total Non-Operating Expenditures	261,222	439,510	448,130	489,045

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Economic Development				
Executive	7,588	12,233	25	35
Administration	67,604	73,093	154	167
Business Retention and Development	10,313	11,436	54	62
Commercial Operations	40,258	44,952	0	0
Facilities Development	24,029	24,455	63	63
Facilities Management	178,102	216,660	453	460
Finance and Strategy	15,410	16,015	75	76
Operations	52,208	54,658	451	450
Policy Advisement	5,953	6,077	25	24
Public Safety and Security	106,271	118,015	159	170
Non-Departmental	61,854	69,699	0	0
Policy and External Affairs	3,945	4,497	23	27
Total Operating Expenditures	573,535	651,790	1,482	1,534

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
Aviation 2016 Commercial Paper	170,000	0	0	0	0	0	0	0	170,000
Aviation 2021 Commercial Paper	168,464	31,536	0	0	0	0	0	0	200,000
Aviation Operating Funds	2,172	0	0	0	0	0	0	0	2,172
Aviation Passenger Facility Charge	51,895	21,559	36,036	33,703	14,331	0	0	0	157,524
Aviation Revenue Bonds	256,892	16,431	121	449	0	0	0	0	273,893
Claims Construction Fund	3,926	5,470	0	0	0	0	0	0	9,396
Double-Barreled GO Bonds	30,900	0	0	0	0	0	0	0	30,900
FDOT Funds	93,576	30,947	14,300	18,380	7,654	10,076	10,697	10,500	196,130
Federal Aviation Administration	106,322	10,555	15,764	12,190	28,928	47,569	20,268	0	241,596
Future Financing	0	310,051	519,503	483,783	565,538	930,228	549,158	1,723,072	5,081,333
Improvement Fund	14,345	1,989	32,251	12,993	10,089	0	0	0	71,667
Reserve Maintenance Fund	115,757	134,479	25,000	25,000	25,000	25,000	25,000	0	375,236
Transportation Security Administration Funds	107,070	784	0	0	0	0	0	0	107,854
Total:	1,121,319	563,801	642,975	586,498	651,540	1,012,873	605,123	1,733,572	6,917,701
Expenditures									
Strategic Area: ED									
Facility Expansion	113,434	99,811	187,358	180,216	233,717	251,124	57,558	5,324	1,128,542
Facility Improvements	1,007,885	463,990	455,617	406,282	417,823	761,749	547,565	1,728,248	5,789,159
Total:	1,121,319	563,801	642,975	586,498	651,540	1,012,873	605,123	1,733,572	6,917,701

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

GENERAL AVIATION AIRPORTS SUBPROGRAM

PROGRAM #: 2000001049



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

LOCATION: General Aviation Airports District Located: 1,11
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2016 Commercial Paper	140	0	0	0	0	0	0	0	140
Aviation Revenue Bonds	3,397	0	0	0	0	0	0	0	3,397
FDOT Funds	6,544	5,162	334	438	993	251	0	0	13,722
Federal Aviation Administration	9,849	8,669	13,130	3,781	5,956	5,045	0	0	46,430
Future Financing	0	1,532	13,251	7,465	13,128	14,116	12,087	27,814	89,393
TOTAL REVENUES:	19,930	15,363	26,715	11,684	20,077	19,412	12,087	27,814	153,082
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	16,591	13,223	23,101	8,754	18,636	17,821	11,002	25,239	134,367
Planning and Design	3,339	2,140	3,614	2,930	1,441	1,591	1,085	2,575	18,715
TOTAL EXPENDITURES:	19,930	15,363	26,715	11,684	20,077	19,412	12,087	27,814	153,082

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - AIRFIELD/AIRSIDE SUBPROGRAM

PROGRAM #: 2000001046



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	119	0	0	0	0	0	0	119
FDOT Funds	0	119	538	1,401	3,829	6,989	10,050	0	22,926
Federal Aviation Administration	0	717	2,634	8,409	22,972	42,524	20,268	0	97,524
Future Financing	0	0	1,130	1,401	3,829	16,100	11,469	0	33,929
TOTAL REVENUES:	0	955	4,302	11,211	30,630	65,613	41,787	0	154,498
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	114	488	1,456	28,759	63,199	41,043	0	135,059
Planning and Design	0	841	3,814	9,755	1,871	2,414	744	0	19,439
TOTAL EXPENDITURES:	0	955	4,302	11,211	30,630	65,613	41,787	0	154,498

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

PROGRAM #: 2000001048



DESCRIPTION: Demolish Buildings 703 and 703A; complete environmental assessment and remediation of demolished buildings; demolish Building 5A and relocate tenants; improve apron and airside areas of Building 702; construct MIA General Service Equipment (GSE) facility for north terminal; construct a vehicle fueling and car wash facility; demolish Building 3039 and existing fuel facility; construct a temporary south terminal GSE facility; modify NW 20th Street Airport Operations area; demolish building 704; develop a west cargo truck parking area; complete Aviation Department office relocations and building 3032 replacement; construct hanger with parking deck on northside of airfield

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2021 Commercial Paper	79	0	0	0	0	0	0	0	79
Aviation Revenue Bonds	3,115	0	0	0	0	0	0	0	3,115
FDOT Funds	808	1,057	635	0	0	0	0	0	2,500
Future Financing	0	69,433	25,681	33,669	35,107	120,101	74,224	56,662	414,877
TOTAL REVENUES:	4,002	70,490	26,316	33,669	35,107	120,101	74,224	56,662	420,571
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	490	70,159	23,819	22,273	31,819	114,125	65,184	51,709	379,578
Planning and Design	3,512	331	2,497	11,396	3,288	5,976	9,040	4,953	40,993
TOTAL EXPENDITURES:	4,002	70,490	26,316	33,669	35,107	120,101	74,224	56,662	420,571

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

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

PROGRAM #: 200000093



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	15,049	0	0	0	0	0	0	15,049
Aviation Revenue Bonds	28,596	3,893	0	0	0	0	0	0	32,489
FDOT Funds	4,595	4,449	0	0	0	0	0	0	9,044
Federal Aviation Administration	50,731	1,169	0	0	0	0	0	0	51,900
TOTAL REVENUES:	83,922	24,560	0	0	0	0	0	0	108,482
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	73,544	22,991	0	0	0	0	0	0	96,535
Planning and Design	10,378	1,569	0	0	0	0	0	0	11,947
TOTAL EXPENDITURES:	83,922	24,560	0	0	0	0	0	0	108,482

MIAMI INTERNATIONAL AIRPORT (MIA) - CENTRAL TERMINAL SUBPROGRAM

PROGRAM #: 2000001041



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2021 Commercial Paper	11,554	0	0	0	0	0	0	0	11,554
Aviation Revenue Bonds	8,468	0	0	0	0	0	0	0	8,468
FDOT Funds	85	1,409	2,506	0	0	0	0	0	4,000
Future Financing	0	28,328	59,684	65,889	64,542	50,867	126,881	693,201	1,089,392
Improvement Fund	302	0	0	0	0	0	0	0	302
Reserve Maintenance Fund	167	0	0	0	0	0	0	0	167
TOTAL REVENUES:	20,576	29,737	62,190	65,889	64,542	50,867	126,881	693,201	1,113,883
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	17,437	20,915	39,594	26,113	27,340	37,004	122,916	674,072	965,391
Planning and Design	3,139	8,822	22,596	39,776	37,202	13,863	3,965	19,129	148,492
TOTAL EXPENDITURES:	20,576	29,737	62,190	65,889	64,542	50,867	126,881	693,201	1,113,883

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - CONCOURSE E SUBPROGRAM

PROGRAM #: 200000094



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2016 Commercial Paper	8,091	0	0	0	0	0	0	0	8,091
Aviation 2021 Commercial Paper	0	1,983	0	0	0	0	0	0	1,983
Aviation Operating Funds	175	0	0	0	0	0	0	0	175
Aviation Revenue Bonds	104,881	0	0	0	0	0	0	0	104,881
FDOT Funds	46,338	3,708	0	0	0	0	0	0	50,046
Federal Aviation Administration	8,547	0	0	0	0	0	0	0	8,547
Future Financing	0	21,024	54,633	5,013	12,646	6,999	0	0	100,315
Reserve Maintenance Fund	55,094	0	0	0	0	0	0	0	55,094
TOTAL REVENUES:	223,126	26,715	54,633	5,013	12,646	6,999	0	0	329,132
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	204,416	23,912	47,965	4,709	11,486	6,335	0	0	298,823
Planning and Design	18,710	2,803	6,668	304	1,160	664	0	0	30,309
TOTAL EXPENDITURES:	223,126	26,715	54,633	5,013	12,646	6,999	0	0	329,132

MIAMI INTERNATIONAL AIRPORT (MIA) - FUEL FACILITIES SUBPROGRAM

PROGRAM #: 2000001318



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	34	349	717	0	0	0	0	0	1,100
Future Financing	0	0	590	766	7,600	15,392	39,176	0	63,524
Improvement Fund	649	349	2,127	0	0	0	0	0	3,125
TOTAL REVENUES:	683	698	3,434	766	7,600	15,392	39,176	0	67,749
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	74	369	82	7,467	14,976	35,254	0	58,222
Planning and Design	683	624	3,065	684	133	416	3,922	0	9,527
TOTAL EXPENDITURES:	683	698	3,434	766	7,600	15,392	39,176	0	67,749

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - LAND ACQUISITION SUBPROGRAM

PROGRAM #: 2000001655



DESCRIPTION: Purchase two warehouses west of the airport, two lots east of the airport and future lands as it become available to expand MIA's blueprint

LOCATION: Various sites
Various Sites

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2021 Commercial Paper	62,829	0	0	0	0	0	0	0	62,829
Aviation Revenue Bonds	27,597	0	0	0	0	0	0	0	27,597
Future Financing	0	74,574	0	0	0	0	0	0	74,574
Improvement Fund	5,000	0	0	0	0	0	0	0	5,000
TOTAL REVENUES:	95,426	74,574	0	0	0	0	0	0	170,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	95,426	74,574	0	0	0	0	0	0	170,000
TOTAL EXPENDITURES:	95,426	74,574	0	0	0	0	0	0	170,000

MIAMI INTERNATIONAL AIRPORT (MIA) - LANDSIDE AND ROADWAYS SUBPROGRAM

PROGRAM #: 2000001047



DESCRIPTION: Construct new perimeter road bridge over Tamiami Canal to expand double lanes in both directions; install security fence including concrete barrier on the south side of the airport; update existing parking garages; construct new employee parking Garage #6 (exterior cladding)

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	0	0	0	0	0	0	0	10,500	10,500
Future Financing	0	3,988	7,068	19,027	48,491	18,956	20,137	29,869	147,536
TOTAL REVENUES:	0	3,988	7,068	19,027	48,491	18,956	20,137	40,369	158,036
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	911	1,950	16,518	46,782	17,695	18,194	36,547	138,597
Planning and Design	0	3,077	5,118	2,509	1,709	1,261	1,943	3,822	19,439
TOTAL EXPENDITURES:	0	3,988	7,068	19,027	48,491	18,956	20,137	40,369	158,036

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - MISCELLANEOUS PROJECTS SUBPROGRAM

PROGRAM #: 200000096



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

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2016 Commercial Paper	40,638	0	0	0	0	0	0	0	40,638
Aviation 2021 Commercial Paper	41,049	0	0	0	0	0	0	0	41,049
Aviation Revenue Bonds	845	9,330	0	0	0	0	0	0	10,175
Double-Barreled GO Bonds	30,900	0	0	0	0	0	0	0	30,900
FDOT Funds	10,392	7,341	3,869	0	0	0	0	0	21,602
Federal Aviation Administration	33,806	0	0	0	0	0	0	0	33,806
Future Financing	0	37,894	80,404	66,708	0	194,372	0	0	379,378
Improvement Fund	1,567	0	0	0	0	0	0	0	1,567
Reserve Maintenance Fund	351	0	0	0	0	0	0	0	351
TOTAL REVENUES:	159,548	54,565	84,273	66,708	0	194,372	0	0	559,466
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	136,695	49,940	77,801	65,127	0	194,372	0	0	523,935
Planning and Design	22,853	4,625	6,472	1,581	0	0	0	0	35,531
TOTAL EXPENDITURES:	159,548	54,565	84,273	66,708	0	194,372	0	0	559,466

MIAMI INTERNATIONAL AIRPORT (MIA) - NEW PROGRAM CONTINGENCY

PROGRAM #: 2000001674

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

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	0	0	0	0	80,621	0	264,859	345,480
TOTAL REVENUES:	0	0	0	0	0	80,621	0	264,859	345,480
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	0	0	0	0	80,621	0	264,859	345,480
TOTAL EXPENDITURES:	0	0	0	0	0	80,621	0	264,859	345,480

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - NORTH TERMINAL SUBPROGRAM

PROGRAM #: 2000001042



DESCRIPTION: Redevelop North Terminal's regional commuter facility to include Concourse D west extension of building and apron; upgrade North Terminal ramp level restrooms; implement North Terminal Gate Optimization; complete North Terminal Gate infrastructure upgrades to accommodate for larger aircraft; install Swing Door at Gates D-60; construct a new AOA gate at Central Base; install North Terminal Development Baggage System; complete TSA recapitalization; purchase sky train vehicles; refurbish Concourse F; renovate Gate 12 office

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2021 Commercial Paper	4,913	0	0	0	0	0	0	0	4,913
Claims Construction Fund	3,926	5,470	0	0	0	0	0	0	9,396
FDOT Funds	825	3,040	4,075	286	1,111	2,836	647	0	12,820
Future Financing	0	26,486	48,575	65,192	55,188	111,177	179,941	623,161	1,109,720
Reserve Maintenance Fund	0	0	964	0	0	0	0	0	964
Transportation Security Administration Funds	433	0	0	0	0	0	0	0	433
TOTAL REVENUES:	10,097	34,996	53,614	65,478	56,299	114,013	180,588	623,161	1,138,246
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	6,851	15,998	19,422	17,751	34,756	109,198	174,260	611,256	989,492
Planning and Design	3,246	18,998	34,192	47,727	21,543	4,815	6,328	11,905	148,754
TOTAL EXPENDITURES:	10,097	34,996	53,614	65,478	56,299	114,013	180,588	623,161	1,138,246

MIAMI INTERNATIONAL AIRPORT (MIA) - PASSENGER BOARDING BRIDGES SUBPROGRAM

PROGRAM #: 2000000596



DESCRIPTION: Replace 44 Passenger Boarding Bridges (PBBs) and associated equipment at concourses D, E, F and G by FY 2024-25

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation Passenger Facility Charge	27,071	21,559	14,070	0	0	0	0	0	62,700
Aviation Revenue Bonds	5,259	0	0	0	0	0	0	0	5,259
FDOT Funds	2,087	0	0	0	0	0	0	0	2,087
TOTAL REVENUES:	34,417	21,559	14,070	0	0	0	0	0	70,046
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	33,771	20,080	13,256	0	0	0	0	0	67,107
Planning and Design	646	1,479	814	0	0	0	0	0	2,939
TOTAL EXPENDITURES:	34,417	21,559	14,070	0	0	0	0	0	70,046

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - RESERVE MAINTENANCE SUBPROGRAM

PROGRAM #: 200000068



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

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	2,796	0	0	0	0	0	0	0	2,796
Reserve Maintenance Fund	50,244	130,450	23,242	25,000	25,000	21,500	21,500	0	296,936
TOTAL REVENUES:	53,040	130,450	23,242	25,000	25,000	21,500	21,500	0	299,732
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	47,764	122,241	20,742	22,500	22,500	19,000	19,000	0	273,747
Planning and Design	5,276	8,209	2,500	2,500	2,500	2,500	2,500	0	25,985
TOTAL EXPENDITURES:	53,040	130,450	23,242	25,000	25,000	21,500	21,500	0	299,732

MIAMI INTERNATIONAL AIRPORT (MIA) - SOUTH TERMINAL EXPANSION SUBPROGRAM

PROGRAM #: 2000001317



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

LOCATION: Miami International Airport
Unincorporated Miami-Dade County

District Located: 6
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2021 Commercial Paper	13,125	7,810	0	0	0	0	0	0	20,935
Aviation Revenue Bonds	3,803	0	0	0	0	0	0	0	3,803
FDOT Funds	69	642	144	14,126	1,721	0	0	0	16,702
Future Financing	0	16,087	183,780	165,324	224,396	235,732	18,382	5,324	849,025
Reserve Maintenance Fund	328	0	0	0	0	0	0	0	328
TOTAL REVENUES:	17,325	24,539	183,924	179,450	226,117	235,732	18,382	5,324	890,793
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	13,563	23,483	154,764	170,047	221,439	231,111	18,039	5,235	837,681
Planning and Design	3,762	1,056	29,160	9,403	4,678	4,621	343	89	53,112
TOTAL EXPENDITURES:	17,325	24,539	183,924	179,450	226,117	235,732	18,382	5,324	890,793

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - SOUTH TERMINAL SUBPROGRAM

PROGRAM #: 200000095



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2016 Commercial Paper	121,131	0	0	0	0	0	0	0	121,131
Aviation 2021 Commercial Paper	34,915	0	0	0	0	0	0	0	34,915
Aviation Operating Funds	1,841	0	0	0	0	0	0	0	1,841
Aviation Passenger Facility Charge	24,824	0	0	0	0	0	0	0	24,824
Aviation Revenue Bonds	29,180	0	0	0	0	0	0	0	29,180
FDOT Funds	16,214	1,354	0	0	0	0	0	0	17,568
Federal Aviation Administration	3,389	0	0	0	0	0	0	0	3,389
Future Financing	0	3,030	2,324	0	0	0	0	0	5,354
Reserve Maintenance Fund	277	0	0	0	0	0	0	0	277
Transportation Security Administration Funds	101,161	0	0	0	0	0	0	0	101,161
TOTAL REVENUES:	332,932	4,384	2,324	0	0	0	0	0	339,640
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	302,096	4,057	2,170	0	0	0	0	0	308,323
Planning and Design	30,836	327	154	0	0	0	0	0	31,317
TOTAL EXPENDITURES:	332,932	4,384	2,324	0	0	0	0	0	339,640

MIAMI INTERNATIONAL AIRPORT (MIA) - SUPPORT PROJECTS SUBPROGRAM

PROGRAM #: 2000001319



DESCRIPTION: Install additional perimeter protection to MIA; implement a credentialing and identity management system; implement an airport surface management system; implement a checkpoint queue wait time analyzer system; implement a biometric enabled common use passenger processing system; expand the Miami-Opa Locka Executive Airport customs building; purchase and install Concourse G preconditioned air equipment; replace parking access and revenue control system; install central terminal closed circuit TV and access control; design central terminal fire protection system; install visual guiding dockage system in Concourse J gates; modify and adjust South Terminal smoke evacuation of the existing EFSO 14 IVP (Emergency Fuel Shut Off) and its surrounding apron/drainage in order to prohibit water intrusion into the Isolation Valve Pit (IVP-D14 Manhole) at gate D12

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation 2021 Commercial Paper	0	6,575	0	0	0	0	0	0	6,575
Aviation Operating Funds	156	0	0	0	0	0	0	0	156
Aviation Revenue Bonds	19,634	1,452	121	449	0	0	0	0	21,656
FDOT Funds	1,703	561	268	0	0	0	0	0	2,532
Future Financing	0	0	8,910	741	0	0	0	0	9,651
Improvement Fund	6,827	1,022	0	0	0	0	0	0	7,849
Reserve Maintenance Fund	183	0	0	0	0	0	0	0	183
Transportation Security Administration Funds	5,476	784	0	0	0	0	0	0	6,260
TOTAL REVENUES:	33,979	10,394	9,299	1,190	0	0	0	0	54,862
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	30,921	9,835	8,978	1,028	0	0	0	0	50,762
Planning and Design	3,058	559	321	162	0	0	0	0	4,100
TOTAL EXPENDITURES:	33,979	10,394	9,299	1,190	0	0	0	0	54,862

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL WIDE ROOF SUBPROGRAM

PROGRAM #: 2000001574



DESCRIPTION: Replace and upgrade the terminal-wide roof and lightning systems, this includes the roof demolition and roof replacement with a Modified Bitumen Membrane Roofing System; implement mechanical, electrical, and plumbing (MEP) upgrades and lightning protection system

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation Revenue Bonds	1,537	1,756	0	0	0	0	0	0	3,293
FDOT Funds	1,086	1,756	1,214	2,129	0	0	0	0	6,185
Future Financing	0	0	3,463	16,593	20,744	31,364	31,078	52	103,294
Reserve Maintenance Fund	0	0	0	0	0	3,500	3,500	0	7,000
TOTAL REVENUES:	2,623	3,512	4,677	18,722	20,744	34,864	34,578	52	119,772
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	235	376	4,289	17,203	19,061	32,035	31,772	52	105,023
Planning and Design	2,388	3,136	388	1,519	1,683	2,829	2,806	0	14,749
TOTAL EXPENDITURES:	2,623	3,512	4,677	18,722	20,744	34,864	34,578	52	119,772

MIAMI INTERNATIONAL AIRPORT (MIA) - TERMINAL WIDE SUBPROGRAM

PROGRAM #: 2000001043



DESCRIPTION: Relocate tenants supporting south and central terminal projects; initiate passenger boarding bridges phase II, consisting of the replacement of 50 passenger boarding bridges and related infrastructure; replace public address system; purchase Computer Tomography X-ray (CTX); replace Transportation Security Administration (TSA) security lane equipment; purchase 2-way radio communication system

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Aviation Passenger Facility Charge	0	0	21,966	33,703	14,331	0	0	0	70,000
Aviation Revenue Bonds	5,297	0	0	0	0	0	0	0	5,297
Future Financing	0	19,704	27,397	31,992	59,976	9,546	0	0	148,615
Improvement Fund	0	618	30,124	12,993	10,089	0	0	0	53,824
Reserve Maintenance Fund	7,019	1,817	0	0	0	0	0	0	8,836
TOTAL REVENUES:	12,316	22,139	79,487	78,688	84,396	9,546	0	0	286,572
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	8,495	20,305	77,667	76,939	82,616	9,361	0	0	275,383
Planning and Design	3,821	1,834	1,820	1,749	1,780	185	0	0	11,189
TOTAL EXPENDITURES:	12,316	22,139	79,487	78,688	84,396	9,546	0	0	286,572

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Miami-Dade Economic Advocacy Trust

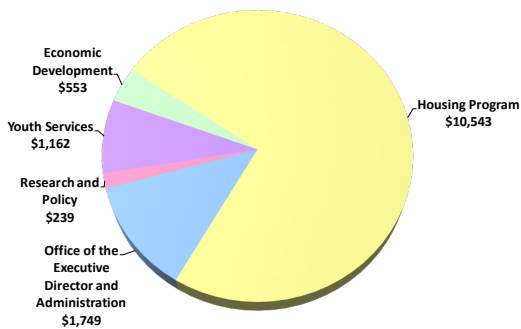
The Miami-Dade Economic Advocacy Trust (MDEAT) addresses and advocates for the equitable participation of, primarily, Miami-Dade County's Black Community.

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

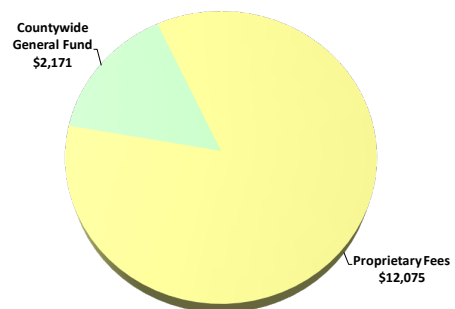
MDEAT is governed by a 15-member Board of Trustees selected by the Miami-Dade Economic Advocacy Trust Nominating Council and appointed by the Board of County Commissioners. The Executive Director nomination is submitted by the Board of Trustees to the County Mayor, who recommends the nominee to the Board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

FY 2023-24 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)

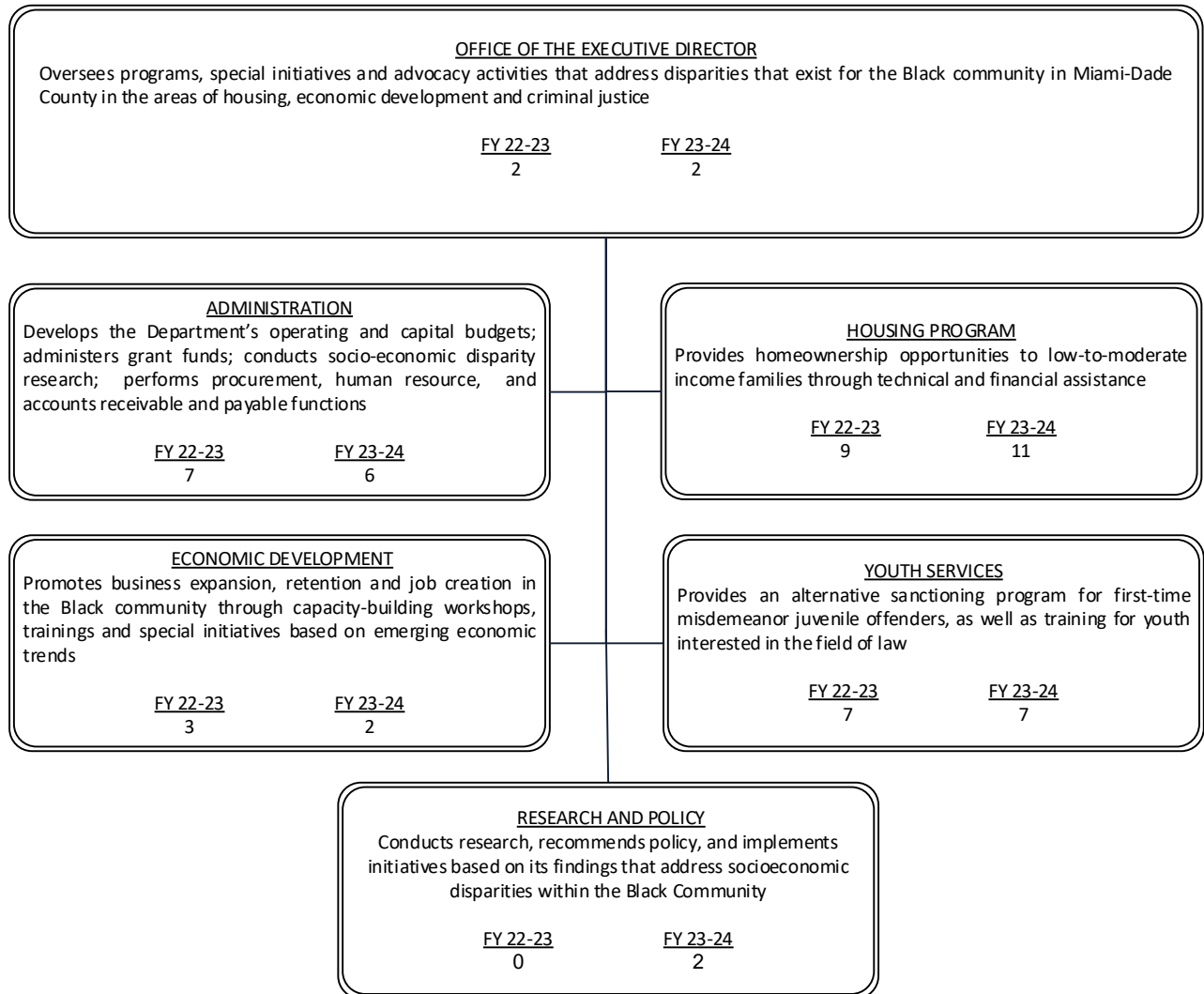


Revenues by Source (dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 30

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE EXECUTIVE DIRECTOR AND ADMINISTRATION

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

- Administers grant funds; develops operating and capital budgets
- Performs procurement, human resource and accounting functions
- Conducts socio-economic research and analysis to reduce disparity within Black Communities
- Oversees programs, special initiatives and advocacy activities that address disparities of Black residents in comparison to the community-at-large in the areas of homeownership, economic development and criminal justice

DIVISION COMMENTS

- In FY 2022-23, the Department transferred one Administrative Officer 3 to the Administration Division from the Economic Development Division
- The FY 2023-24 Adopted Budget includes the reestablishment of the Research and Policy Division which includes the transfer of a two Administrative Officer 3s to this division from the Administration Division

DIVISION: ECONOMIC DEVELOPMENT

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

- Promotes business expansion, retention and job creation in the Black Community
- Promotes expansion of the small business community through capacity-building workshops, trainings and special initiatives based on emerging economic trends
- Teaches and orients the Black Community about the importance of emerging financial technologies
- Conducts assessments and outreach for Black businesses throughout Miami-Dade County

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase the number of successful small businesses in targeted areas	Community Economic Development Forums Conducted	OP	↔	10	3	8	8	8

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes grant funding to outside organizations by a one-time amount of \$200,000 from the Countywide General Fund; this funding will provide small minority business owners access to capital to expand their business

- In FY 2022-23, the Department transferred one Administrative Officer 3 from the Economic Development Division to the Administration Division

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: YOUTH SERVICES

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

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Reduce the recidivism rate of first-time misdemeanor juvenile offenders	Juveniles referred to Teen Court*	OP	↔	123	139	200	160	200
	Workshops held for Teen Court participants**	OP	↔	73	164	150	250	150
	Courtroom sessions held by participating juveniles*	OP	↔	87	120	150	120	150

*The FY 2020-21 Actual reflects the impact of COVID-19 on the low number of arrests which has affected the number of juveniles referred to Teen Court

**The FY 2021-22 Actual reflects the impact of COVID-19

DIVISION: HOUSING PROGRAM

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

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase the number of low to moderate income homeowners	New homeowners provided closing costs and down payment assistance*	OP	↔	100	37	144	155	234

*FY 2021-22 Actuals are below previous years due to a severe lack of inventory compounded by a continued increase in housing prices; this resulted in new originations volume down by as much as 70-75% or more according to industry professionals (loan officers and realtors)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes the addition of one Construction Manager 2 to provide oversight for construction projects; funded with Documentary Stamp Surtax revenue (\$132,000) and one Accountant 3 position to ensure timely and accurate financial audit reporting of Documentary Stamp Surtax revenues managed by the Department (\$105,000)



The Department's FY 2023-24 Adopted Budget includes \$1.5 million of Surtax reserves be used for the rehabilitation program to provide assistance with repairs to disadvantaged homeowners



The Department's FY 2023-24 Adopted Budget includes \$4.5 million in grant funding to design and construct affordable workforce housing for low-to-moderate income families; grant program is funded with Documentary Surtax reserves

DIVISION: RESEARCH AND POLICY

The Research and Policy Division provides a barometer on the state of socioeconomic conditions of Miami-Dade County's Black community as it fulfills the research and reporting mandates outlined in Ordinance 09-70. The Division is responsible for developing a scorecard showing the performance of entities charged with, and provided funding for, improving conditions in blighted communities. It is also responsible for developing a report card on the state of the Black community covering a range of factors tied to quality of life. The Division will oversee the development of the County's disparity study and monitor the implementation of recommendations from the study.

- Conducts research, recommends policy, and implements initiatives based on its findings that address socioeconomic disparities impacting the Black community
- Informs the Board of County Commissioners and the community of its findings

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the reestablishment of the Research and Policy Division which includes the transfer of two Administrative Officer 3s to this Division from the Administration Division

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes \$1 million in funding for land acquisition to expand the construction of affordable and workforce housing for low-to-moderate income families (total program cost \$2 million; \$1 million in FY 2023-24; capital program #2000002776)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	10	101	30	31	33
Fuel	0	0	0	0	0
Overtime	0	2	0	2	0
Rent	6	6	111	68	46
Security Services	0	0	25	10	25
Temporary Services	21	45	57	55	62
Travel and Registration	0	3	17	7	37
Utilities	12	11	12	12	14

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
General Fund Countywide	1,133	1,369	1,821	2,171
Carryover	10,314	13,940	15,509	14,269
Documentary Stamp Surtax	4,303	7,848	3,826	3,131
Interest Earnings	16	93	73	77
Surtax Loan Payback	5	0	4	3
Teen Court Fees	380	780	719	680
Federal Grants - ARP Act	0	0	375	0
Total Revenues	16,151	24,030	22,327	20,331
Operating Expenditures				
Summary				
Salary	1,192	1,394	2,387	2,685
Fringe Benefits	443	548	955	1,114
Court Costs	0	1	0	0
Contractual Services	396	727	1,492	1,580
Other Operating	70	221	309	366
Charges for County Services	71	112	205	206
Grants to Outside Organizations	42	1,710	4,030	8,295
Capital	0	0	0	0
Total Operating Expenditures	2,214	4,713	9,378	14,246
Non-Operating Expenditures				
Summary				
Transfers	0	0	5,500	1,000
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	7,449	5,085
Total Non-Operating Expenditures	0	0	12,949	6,085

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Public Safety				
Youth Services	1,052	1,162	7	7
Strategic Area: Economic Development				
Office of the Executive	1,786	1,749	9	8
Director and Administration				
Economic Development	822	553	3	2
Housing Program	5,718	10,543	9	11
Research and Policy	0	239	0	2
Total Operating Expenditures	9,378	14,246	28	30

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Regulatory and Economic Resources

The mission of the Department of Regulatory and Economic Resources (RER) is to enable sustainable economic development through smart regulatory, planning and resiliency strategies and business expansion initiatives. In fulfilling this mission, RER strives to provide efficient regulatory, planning and economic development services and pursue resiliency to ensure the overall health of the community now and in the future. RER provides a broad portfolio of services to support its mission.

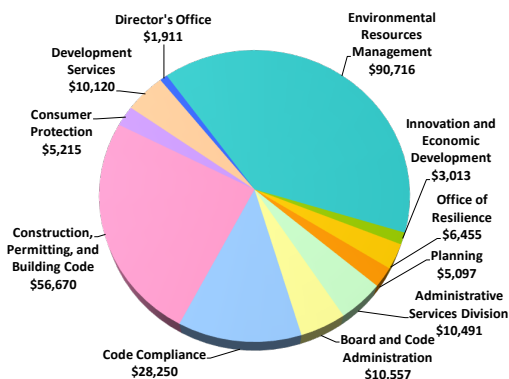
RER performs activities that are related to both the Neighborhood and Infrastructure and the Economic Development strategic areas. As part of the Neighborhood and Infrastructure strategic area, RER provides contractor licensing enforcement, construction products evaluation, training, education and certification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

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

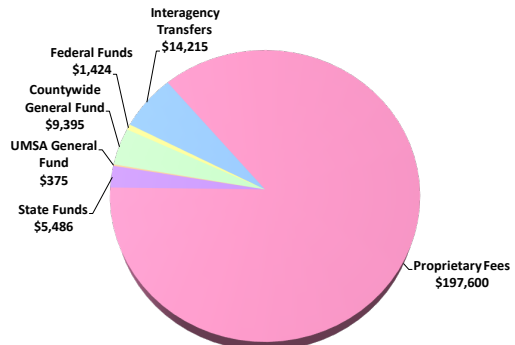
RER works closely with the building and development industry; local, state and federal environmental regulatory agencies; and other County departments with which close coordination is required, including Fire Rescue, Transportation and Public Works and Water and Sewer.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

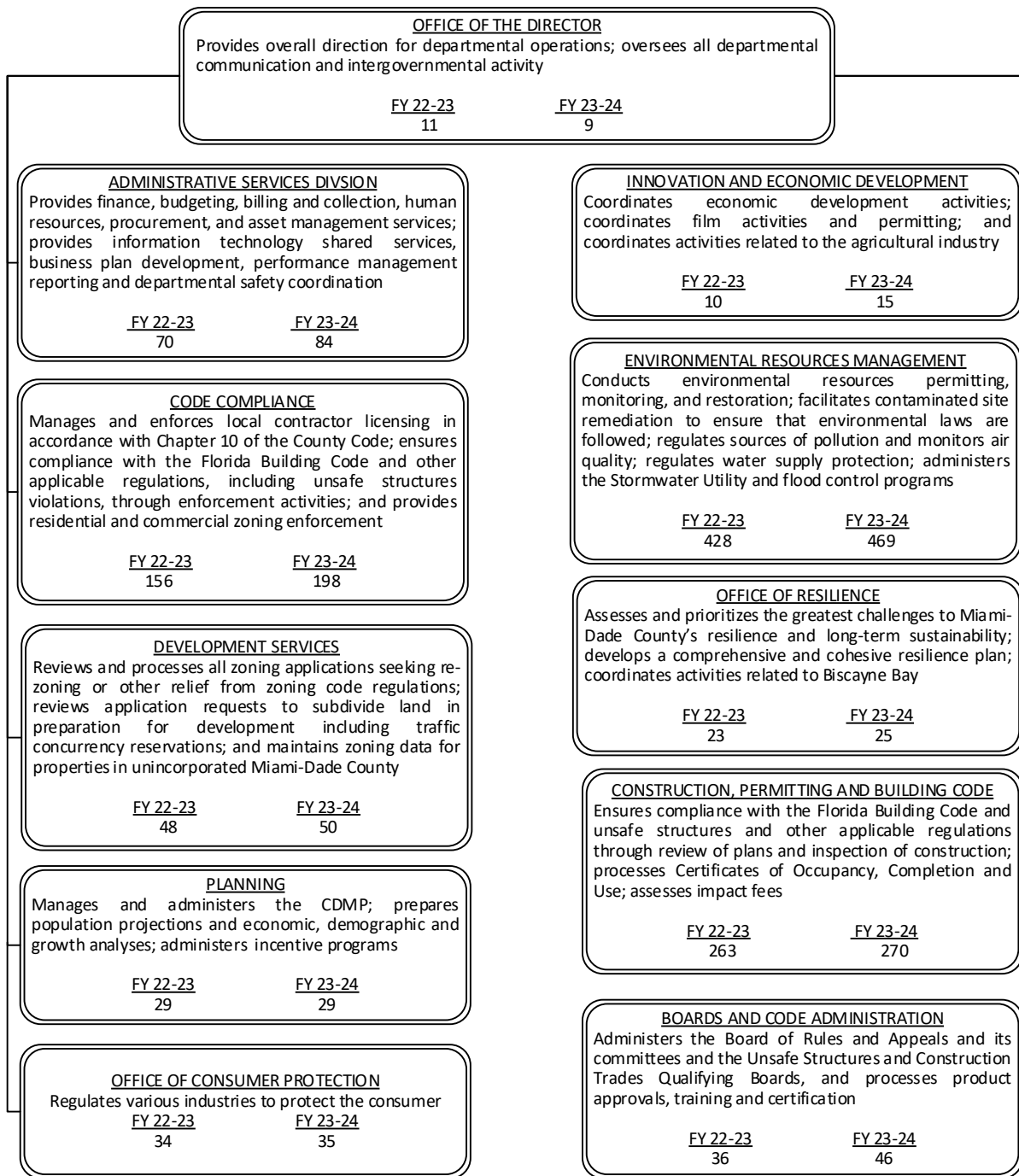


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 1,236

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: DIRECTOR'S OFFICE

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

- Develops departmental strategy and policy
- Directs and coordinates daily departmental operations, as well as capital and programmatic initiatives
- Manages performance of divisions and develops annual business plan
- Works closely with County residents, stakeholders and elected leaders to receive feedback, develop partnerships and improve service delivery

DIVISION COMMENTS

- During FY 2022-23, two positions were transferred out of the Director's Office to the Administrative Services Division to support procurement and human resources functions within the Department

DIVISION: ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division provides coordination of departmental personnel, finance, budget, planning, procurement, information systems and customer service functions.

- Administers and provides fiscal and budgetary support to departmental operations including purchasing, reporting, accounts payable/receivable and grant monitoring
- Coordinates BCC agenda items
- Coordinates the departmental business plan and performance management reports

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes one Accountant 2 to directly support the reconciliation of storm water utility revenues (\$91,000 funded out of Storm Water Utility fees)**
- **During FY 2022-23, 10 positions were added to the Business Architect Unit: six RER Business Analysts, two RER Business Intelligence Specialists, and two RER Business Process Implementation and Education Specialist to meet increased customer and regulated industry demand for operational and business processes improvements, particularly through the creation, implementation, and transformation of business and information technology solutions (\$1.3 million funded out of cost allocation to other departmental divisions)**
- During FY 2022-23, two positions were transferred to the Administrative Services Division from the Director's Office and one from Board and Code Administration to support procurement and human resources functions throughout the Department and expand the staffing bandwidth of the Business Architect Unit
- The FY 2023-24 Adopted Budget includes payments totaling \$405,000 for services provided by Audit and Management Services (\$250,000), Human Resources (\$138,000), and Finance (\$17,000) for Purchasing Card Industry (PCI) compliance

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: CODE COMPLIANCE

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

- Oversees nuisance abatement, zoning violations and other maintenance regulations
- Processes violations of the FBC, Chapters 8 and 10 of the County Code and unsafe structures regulations; directs all enforcement activities
- Provides residential and commercial code enforcement to enhance the safety and aesthetics of the community through residential outreach and promotion of voluntary compliance

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure buildings are safer	Average days from junk / trash / overgrowth complaint to first inspection*	EF	↓	9	3	3	3	3
	Rate of voluntary compliance with warning letters issued	EF	↑	59%	59%	65%	65%	65%
	Average calendar days from zoning complaint to first inspection*	EF	↓	11	3	3	3	3
	Average calendar days from receipt of exterior property maintenance (Chapter 19) complaint to first inspection*	EF	↓	12	3	3	3	3

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

DIVISION COMMENTS



During FY 2022-23, one position was approved in the Code Compliance Division to support expanded functions that include training and development, legal sufficiency, and code compliance field camera monitoring (\$210,000)



During FY 2022-23, eight overages were approved for the Enforcement Support Section within the Code Compliance Division with three positions providing training and development on new legislation and code provisions, three positions to support quality assurance of the camera monitoring for code enforcement activities, and two positions to support increased walk-ins from the public regarding compliance issues (\$580,000 funded with building, neighborhood and contractor enforcement fees)



During FY 2022-23, 24 overages were added to the Building Code Enforcement Section within the Code Compliance Division to address the backlog of building enforcement cases and to ensure that the initial review and follow-up are processed in a timely manner (\$2.2 million funded with building enforcement fees)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



During FY 2022-23, three overages were approved in the Unsafe Structures Unit to address the backlog created as a result of new policies and procedures related to the recertification of buildings and existing unsafe structure cases (\$335,000 funded with building enforcement fees)



During FY 2022-23, six positions were added in the Code Compliance Division to handle increased contractor enforcement functions; the positions added include one Administrative Officer 3, two RER Contractor License Investigator 2s, and three RER Contractor License Investigators (\$500,000 funded with contractor enforcement fees)



During FY 2023-24, three positions were added within the Code Compliance Division to handle nuisances affecting the well-being of the residents and to ensure aesthetics complaints are addressed in a timely manner; the positions being added include two RER Support Specialist's and one Administrative Officer (\$190,000 funded with neighborhood enforcement fees)

- The FY 2023-24 Adopted Budget includes additional support from the County Attorney Office for legal services as it relates to Code Compliance, Building Enforcement and other regulatory functions; this additional support includes two dedicated County Attorneys and two support staff positions \$665,000 (funded from fines and fees)
- During FY 2022-23, the Code Compliance Division converted three vacant full-time positions to part-time RER Code Compliance Legislative Clerks to create an entry-level back-office classification that supports all divisional enforcement activities and accommodates shift schedules



The FY 2023-24 Adopted Budget includes continued funding (\$500,000) for demolishing unsafe structures that create safety, physical and potential health threats; funding is also provided (\$10,000) for the removal of abandoned vehicles from public and private properties and to secure abandoned buildings that engender unsafe environments (\$200,000)

DIVISION: DEVELOPMENT SERVICES

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

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

DIVISION COMMENTS



During FY2022-23, one Professional Engineer and one Clerk 4 were added to provide expedited paving and drainage reviews for paying customers and administrative support, for the regulated construction industry, respectively (\$195,000 funded by proprietary fees)

FY 2023-24 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 CDMP and related activities.

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

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes \$150,000 to create an Accessory Dwelling Unit (ADU) Program in the county that would streamline construction of a non-transient dwellings on residential properties; the ADU Program would include collaboration with private and nonprofit partners, with local architectural firms invited to submit plans for pre-permitting approval that the public would have access to free of charge



The FY 2023-24 Adopted Budget includes \$661,000 in General Fund support for continued services related to urban planning, sustainability planning and transportation development through the CDMP and related activities



The FY 2023-24 Adopted Budget includes \$392,000 in General Fund support for countywide historic preservation activities as required by Miami-Dade County's Historic Preservation ordinance, which was designed to protect, enhance and perpetuate properties of historical, cultural, archeological, paleontological, aesthetic and architectural merit



The FY 2023-24 Adopted Budget includes a reimbursement of \$70,000 from the Transportation Planning Organization (TPO) to coordinate long and short-range land use and demographic activities while reviewing transportation-related projects and activities in coordination with the metropolitan transportation planning process

DIVISION: CONSUMER PROTECTION

The Consumer Protection Division performs licensing, regulation enforcement and educational activities.

- Licenses and regulates the locksmith, towing and vehicle immobilization, motor vehicle repair, household moving, motor vehicle title loan, pain management, water re-metering and personal injury protection medical providers; administers the community association; and domestic partnership registries
- Operates a Consumer Mediation Center that receives and processes consumer complaints, mediates disputes between consumers and businesses and administers the Wage Theft Program to promote economic security for Miami-Dade County residents
- Provides consumer education and promotes awareness through a wide range of programs including small claims court clinics, consumer services and rights awareness training and topical presentations on consumer scams and frauds

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-2: Create and maintain an environment attractive and welcoming to large and small businesses and their workforce 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Resolve disputes between consumers and businesses	Value of Goods, Refunds and/or Services Recovered for Consumers ('000s)	OC	↑	\$1,012	\$886	\$960	\$950	\$960

DIVISION COMMENTS



During FY 2022-23, one RER Licensing Specialist was added to the Consumer Services Division as an overage to assist with licensing and the newly implemented community association applications (\$70,000)



During FY 2022-23, a one-time \$500,000 from the Miami-Dade Rescue Plan was appropriated to conduct an awareness campaign to educate the public about services and programs offered by the Office of Consumer Protection; any unspent allocations from the previous fiscal year will be rolled over into FY 2023-24

DIVISION: INNOVATION AND ECONOMIC DEVELOPMENT

The Innovation and Economic Development Division conducts agriculture, economic development and film activities.

- Promotes and supports the agriculture community by serving as a liaison between various County departments and constituents and companies that are in the agriculture industry
- Promotes the film and entertainment industry through various initiatives, including business attraction and industry development, policy formulation efforts at the state and local levels, the issuing of permits, administration of the Television, Film and Entertainment Production Incentives Program and coordination of support between production companies and County departments
- Supports local economic opportunities for Miami-Dade County by coordinating business development and economic expansion efforts

Strategic Objectives - Measures								
<ul style="list-style-type: none"> ED1-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Reduce income disparity by increasing per capita income	Film industry jobs created*	OC	↑	9,278	12,049	12,500	12,500	12,500

* FY 2020-21 Actual reflects the impact associated with COVID-19

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes the addition of one position to assist with economic development activities (\$165,000)



During FY 2022-23, four positions were transferred from the Parks, Recreation, and Open Spaces Department and reclassified within RER to oversee new economic development functions that include execution of economic development and innovation grants (\$600,000)



In FY 2023-24, the Department will verify compliance with the High Impact Film Program, which is designed to bring major productions to be filmed in Miami Dade County; the FY 2023-24 Adopted Budget includes \$5 million programmed in General Government to fund this initiative and will be a reoccurring appropriation

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



The FY 2023-24 Adopted Budget includes the continuation of \$200,000 in General Fund support to the South Dade Economic Development Council (EDC) with the primary goal of providing operational support for additional collaboration with private, municipal, state and federal agencies to fund economic development efforts in South Miami-Dade



The FY 2023-24 Adopted Budget includes support from the Greater Miami Convention and Visitors Bureau for economic development and film activities (\$75,000)



The Department is formalizing grant agreements based on the \$90 million in Economic Development Fund (EDF) allocations approved by the Board of County Commission (BCC); to date, grant agreements valued at \$61.9 million have been approved

DIVISION: ENVIRONMENTAL RESOURCES MANAGEMENT

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

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

Strategic Objectives - Measures

- NI3-1: Maintain air quality

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maintain air quality	Percentage of state air quality permits issued within 60 days	EF	↑	100%	100%	100%	100%	100%
	Percentage of County air quality permits issued within eight days*	EF	↑	89%	70%	85%	85%	85%

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI3-2: Protect and maintain surface and drinking water sources 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Protect groundwater and drinking water wellfield areas	Percentage of samples from Biscayne Bay surface water in compliance with State bacterial standard	OC	↑	95%	96%	95%	95%	95%
	Percentage of Resource Protection Permit applications reviewed within 30 days (Class I - VI Permits)	EF	↑	97%	96%	99%	95%	99%
	Percentage of contaminated site rehabilitation documents reviewed within 60 days	EF	↑	87%	87%	90%	90%	90%
	Percentage of sanitary nuisance complaints responded to within 24 hours***	EF	↑	95%	89%	90%	90%	90%

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI3-4: Preserve and enhance natural areas and green spaces 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Preserve and enhance natural areas and green spaces	Percentage of wetland acres reviewed for unauthorized impacts	EF	↑	50%	50%	50%	50%	50%
	Acres of environmentally endangered lands acquired***	EF	↑	N/A	N/A	N/A	N/A	180
	Number of trees planted***	EF	↑	N/A	N/A	N/A	N/A	5,000

* FY 2021-22 Actual reflects impacts associated with COVID-19

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

*** New measure for FY 2023-24

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS



During FY 2022-23, one Environmental Code Enforcement Coordinator and one Special Project Administrator 2 were added as overages to assist municipalities with corrective actions necessary from audits to comply with Chapter 24 of the County Code as well as to develop and implement recurring workshops and training programs for municipalities and the general public (\$224,000)



During FY 2022-23, two Engineers were added to the Water and Wastewater Section due to a recent code change to Chapter 24 pertaining to onsite sewage treatment and disposal system technical reviews (\$230,000)



During FY 2022-23, three Biologists were added as overages to the Natural Resources Sections to comply with state law changes pertaining to shortened turnaround times for all class permit reviews (\$270,000)



During FY 2022-23, one Urban Forester and one Environmental Resources Project Supervisor were added as overages to the Environmentally Endangered Lands (EEL) program to support reforestation efforts and provide supervisory oversight (\$235,000)



During FY 2022-23, as a result of a 30 percent increase in the number of petroleum site reviews and the future assignment of additional sites, an additional 14 positions were added (\$1.6 million); funding is provided through an agreement paid by the Florida Department of Energy Protection (\$308,000) and the Utility Service Fee (\$1.292 million)



During FY 2022-23, five positions were added as overages to the Pollution Regulation Section to augment the County's response to environmental complaints countywide, including reactive and proactive compliance activities designed to protect public health, Biscayne Bay and overall environmental health (\$500,000)



During FY 2022-23, two Floodplain Inspectors and two Engineers were added as overages in the Water Management Section to support activities associated with construction inspections of stormwater and beach projects and the transformation of the current stormwater infrastructure geodatabase into an infrastructure asset tracking system for maintenance optimization (\$360,000)



The FY 2023-24 Adopted Budget includes the addition of eight positions including six Professional Engineers and two support RER Permit and Plan Representatives to provide optional expedited water and sewer infrastructure reviews and approvals that reduce the time needed for developers and property owners to obtain permits (\$920,000 funded from associated expedite environmental permitting fees)



The FY 2023-24 Adopted Budget includes one Chemist 3 to meet the increase in demand for surface and ground water sampling, particularly for sampling in Biscayne Bay (\$92,000 funded from the Utility Service Fee)



The FY 2023-24 Adopted Budget increases the General Fund support by \$59,000 to a total of \$199,000 for the Miami River Commission for debris removal and water purification activities along the portion of the Miami River west of NW 27th Avenue that lies within the Unincorporated Municipal Service Area (UMSA)



During FY 2022-23, a one-time amount of \$175,000 from the Miami-Dade Rescue Plan was appropriated to conduct a Plastic Free 305 Media Plan to encourage businesses to reduce the use of single-use plastics in Miami-Dade County; unspent funds from the previous fiscal year will be carried over into FY 2023-24



During FY 2022-23, a one-time amount of \$1.810 million from the Miami-Dade Rescue Plan was appropriated for a Water Quality Control Plan that would evaluate nutrient loading from fertilizer application at golf courses, parks and athletic fields as well as evaluate the impacts of these nutrients on surface water and groundwater quality; unspent funds from the previous fiscal year will be carried over into FY 2023-24



During FY 2022-23, a one-time amount of \$500,000 from the Miami-Dade Rescue Plan was appropriated for the initial effort to secure specialized technical expertise to work with state and federal agencies to develop, prepare and submit a permit application to establish a Wetlands Mitigation Bank; unspent funds from the previous fiscal year will be carried over into FY 2023-24



The FY 2023-24 Adopted Budget continues General Fund support of \$100,000 for the removal and disposal of decomposed fish and other marine life in the areas of Biscayne Bay



The FY 2023-24 Adopted Budget continues General Fund support of \$20,000 for Biscayne Bay fish kill and algal bloom community coordination activities with the Miami Waterkeepers

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



During FY 2023-24, the Environmentally Endangered Lands (EEL) Program will continue to utilize the Parks, Recreation and Open Spaces Department as a maintenance contractor with funding support from the EEL Program (\$3 million)



The FY 2023-24 Adopted Budget includes a \$10.3 million transfer from the Environmentally Endangered Lands (EEL) Acquisition Trust Fund to the EEL Management Trust Fund for continued maintenance of previously purchased properties



During FY 2023-24, 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 (\$400,000) and Environmental Protection and Education grant program funds administered by the Office of Management and Budget's Grants Coordination Division (\$430,000)

DIVISION: OFFICE OF RESILIENCE

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

- Develops, coordinates and facilitates a sea level rise strategy to begin preparing existing and future infrastructure for current and future impacts of flooding, sea level rise, storm surge and other climate change related threats and impacts
- Engages and works with diverse leaders and stakeholders from within County government and throughout the community to ensure inclusive input in determining and addressing the most pressing threats to Miami-Dade County
- Facilitates education and outreach on climate change, sea level rise, energy and water efficiency and other resilience issues and efforts being undertaken by the County and its local and regional partners to internal and external entities
- Implements the Sustainable Buildings Program and facilitates other efforts to decrease greenhouse gas emissions by increasing the use of renewable energy and improving fuel and energy efficiency, both County and community-wide
- Works closely with the Adrienne Arsht-Rockefeller Foundation Resilience Center and other partners to implement the Extreme Heat Action Plan which aims to reduce the health and economic impacts of increasing extreme heat and create a baseline for further research and new partnerships around this issue
- Implements recommendations from the Biscayne Bay Task Force including managing the Biscayne Bay Watershed Management Advisory Board and providing support to the Biscayne Bay Commission
- Supports the implementation of resilience efforts across the County with the goal of a "future ready" Miami-Dade County
- Works to develop a Countywide Zero Waste Master Plan to support actions which mitigate the amount of waste produced through reusing and recycling materials

Strategic Objectives - Measures

- GG4-4: Lead community sustainability efforts and climate change mitigation and adaptation strategies

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Lead community sustainability efforts	Number of adaptation/resilience activities in progress or completed	OP	↔	14	14	15	15	16
	Number of activities implemented to decrease Countywide energy consumption*	OP	↔	82	87	87	87	109

* FY 2023-24 Target reflects an enhanced focus on this initiative

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS



During FY 2022-23, one Special Projects Administrator 2 funded by General Fund revenue was added as an overage to assist with resilience strategic outcomes, engagement, and strategy goals (\$150,000)



During FY 2022-23, one Senior Resilience Policy Manager funded by General Fund revenue was added as an overage to oversee the county's Zero Waste initiative (\$200,000)



The FY 2023-24 Adopted Budget includes \$300,000 in General Fund support to finalize the Back-Bay study in collaboration with the Army Corps of Engineers; the study will focus on coastal flooding mitigation strategies



The FY 2023-24 Adopted Budget includes an increase in General Fund support of \$250,000 for developing and maintaining several GIS maps under the purview of the Office of Resilience, as well as other technology initiatives



During FY 2022-23, a one-time allocation of (\$333,000) from the Miami-Dade Rescue Plan was appropriated to develop the Biscayne Bay Marketing and Environmental Programming initiative; remaining amounts will be carried over into FY 2023-24



During FY 2022-23, a one-time allocation of (\$300,000) from the Miami-Dade Rescue Plan was appropriated to develop the Miami-Dade Extreme Heat Marketing initiative; remaining amounts will be carried over into FY 2023-24



The FY 2023-24 Adopted Budget will continue funding of \$100,000 for the Solar and Energy Loan Fund (SELF) program to establish a physical presence in Miami-Dade County; SELF is a 501(c) non-profit organization that offers financing programs for residents to make energy improvements at their residence



The FY 2023-24 Adopted Budget continues General Fund support of \$500,000 to support efforts relating to the Resilient305 Strategy, a partnership between Miami-Dade County, the City of Miami and Miami Beach created to address resilience challenges in our communities that include sea level rise, an insufficient transportation system, the lack of affordable housing and infrastructure failures; this strategy will also address other priority shocks and stresses in a collaborative and synergistic process

DIVISION: CONSTRUCTION, PERMITTING AND BUILDING CODE

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

- Inspects structures to ensure compliance with the Florida Building Code (FBC) and issues permits
- Issues contractor licenses
- Processes construction permit applications

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure buildings are safer	Permits issued	OP	↔	64,623	53,000	60,000	62,000	65,000
	Average number of days a commercial permit application is under review	EF	↓	19	19	21	21	21
	Average number of days a residential permit application is under review	EF	↓	10	9	9	9	9
	Percentage of field inspections rejected	EF	↓	19%	19%	20%	20%	20%

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS



During FY 2022-23, due to changing recertification requirements for building structures from a 40-year to a 30-year recertification, which accelerates the recertification process, three overages were added that include one Senior Micrographics Records Clerk, one Micrographics Record Clerk, and one Administrative Officer 2 position (\$250,000)



During FY 2022-23, one additional Building Plans Processor and one Roofing Plans Processor were added as overages to ensure a more reasonable daily average number of inspections per inspector and reduce the dependence on overtime; previously, inspection staff were assisting with plan review (\$260,000)

- During FY 2022-23, two Administrative Secretaries were added as overages to complement the existing two Administrative Secretaries, bringing the total to four in the construction trade sections; this addition ensured dedicated support to each of the construction trade sections, addressing increased volume of scheduling inspections, facilitating permit cancellations and providing administrative support (\$145,000)

DIVISION: BOARD AND CODE ADMINISTRATION

The Board and Code Administration Division is responsible for the administrative and operational activities of the Board Administration, Contractor Licensing, Product Control and Senior Code Officer Sections, and related activities.

- Participates in the Florida Building Commission process to ensure that the requirements for the High Velocity Hurricane Zone are not weakened, and that code modifications are submitted through the Florida Building Commission process to address any identified building code deficiencies through monitoring researching, assessing and analyzing construction system performance
- Provides administrative and clerical support for the Board of Rules and Appeals, the Construction Trades Qualifying Boards, and the Unsafe Structures Board
- Provides local licensing for contractors and facilitates required examinations
- Provides technical information, training and assistance to 35 building departments to ensure uniformity in the enforcement and interpretation of the Florida Building Code
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure buildings are safer	Percentage of Contractor License Applications reviewed within 10 days	EF	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- The FY 2023-24 Adopted budget includes the addition of 11 positions to assist municipalities in interpreting the building code, supporting the four boards, and overall outreach; positions added include eight RER Senior Code Officers, one Clerk 4, one Recording Specialist, and one Administrative Officer 3 (\$1.32 million funded with proprietary revenues)
- During FY 2022-23, one position was transferred to the Administrative Services Division from Board and Code Administration to support procurement and human resources functions throughout the Department

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- The FY 2023-24 Adopted Budget includes a line item of \$10,000 for sponsorship of the annual South Florida Regional Climate Change Compact Summit as well as \$10,000 to sponsor the 2024 Biscayne Bay Marine Health Summit

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



In FY 2023-24, the Department will continue to maintain and improve beaches, which provides protection against storm impacts, enhance quality of life for residents and increase tourism, through the Miami-Dade County Beach Erosion and Renourishment Program funded from the Army Corps of Engineers (\$177.894 million), Florida Department of Environmental Protection (\$8.682 million), Beach Renourishment Fund (\$9 million), City of Miami Beach Contribution (\$8.625 million) and Building Better Communities General Obligation Bond proceeds (BBC-GOB) (\$10 million); the program covers all capital and related costs such as surveys, planning, design and construction, inclusive of temporary easements of property to facilitate staging and construction, for federally and locally funded beach renourishment projects throughout the federally authorized 13-mile project area that includes Miami Beach, Sunny Isles, Bal Harbour, and Surfside (total program cost \$214.201 million; \$2.292 million in FY 2023-24; capital program #2000000344)



In FY 2023-24, the Department will continue restoring and stabilizing the wetlands, shoreline and islands in and adjacent to Biscayne Bay and its tributaries, funded from the Biscayne Bay Environmental Trust Fund (\$1 million) and Florida Inland Navigational District grant proceeds (\$100,000) (total program cost \$6.6 million; \$1.1 million in FY 2023-24; capital program #5555691)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan will also continue to ensure that environmentally endangered lands are protected and thrive as native habitats through the Environmentally Endangered Lands (EEL) purchasing land program funded from BBC-GOB proceeds (\$40 million), the Resilient Florida Grant Program (\$4.975 million) and General Revenue from the Miami-Dade Rescue Plan (\$24 million) to be transferred to the Environmentally Endangered Lands funds to address future budget gaps in the program (total program cost \$68.975 million; \$3 million in FY 2023-24; capital program #5555621)



In FY 2023-24, the Department anticipates spending \$8.934 million for the purchase of development rights; \$10 million borrowed from this project to support beach renourishment will be restored when the current balance is depleted (total program cost \$39.833 million; \$8.934 million in FY 2023-24; capital program #986940)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan continues funding for various capital programs with Utility Service Fees (\$9.4 million) to support the protection of the water supply including land acquisition, the surface water canal restoration action plan, testing and evaluation studies for the creation of a salinity barrier and improvements to the laboratory facility that is operated by Environmental Resources Management



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of 70 vehicles (\$2.63 million programmed in FY 2023-24) to replace 17 vehicles as part of its fleet replacement plan and to add 53 vehicles to meet increased service demands; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	558	421	4,088	3,335	3,785
Fuel	293	439	362	431	440
Overtime	1,741	2,154	1,464	1,315	1,461
Rent	8,641	7,848	9,164	9,081	9,389
Security Services	-10	306	22	171	171
Temporary Services	207	411	470	619	485
Travel and Registration	32	127	313	304	418
Utilities	722	330	918	426	437

Adopted

Fee Adjustments	Current Fee FY 22-23	Adopted Fee FY 23-24	Dollar Impact FY 23-24
• Consumer Services various fees	Various	Various	\$160,000
• Re-Advertisement and Re-Notification fee for deferred CDMP applications	Various	Various	\$25,000
• Building permit fees, associated with professional certifications with inspection only	Various	Various	\$1,400,000
• Building permit fees associated with Structural Glazing Systems Recertification	Various	Various	\$1,000
• Building permit fee associated with Peer Review	N/A	\$106.59	\$5,000
• Environmental Resources permitted sewage treatment facilities fees	Various	Various	\$927,000
• Environmental development impact review fees	Various	Various	\$115,000
• Environmental Resources review fee associated to the assessment of development impacts to EEL Program	N/A	\$230	\$9,000

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
General Fund Countywide	3,802	5,847	7,561	9,395
General Fund UMSA	254	323	316	375
Auto Tag Fees	1,988	2,044	1,910	1,954
Building Administrative Fees	416	0	0	0
Carryover	226,759	248,425	211,631	293,224
Code Compliance Fees	4,419	0	0	0
Code Fines / Lien Collections	10,785	17,737	15,736	17,806
Construction / Plat Fees	6,224	0	0	0
Contractor's Licensing and Enforcement Fees	1,718	0	0	0
Environmentally Endangered Land Fees	959	0	0	1,185
Fees and Charges	60	48,407	46,218	49,633
Foreclosure Registry	407	0	0	0
Impact Fee Administration	4,060	6,320	3,895	4,796
Licenses and Permits	2,860	89,658	76,889	87,556
Local Business Tax Receipt	471	571	571	571
Miscellaneous Revenues	0	372	0	193
Operating Permit Fee	7,983	0	0	0
Other Revenues	7,686	2,825	4,903	3,457
Permitting Trades Fees	37,428	0	0	0
Plan Review Fee	13,751	0	0	0
Planning Revenue	2,176	0	0	0
Product Control Certification Fees	2,130	0	0	0
Stormwater Utility Fees (County)	54,078	45,976	41,114	50,065
Utility Service Fee	37,969	0	0	0
Zoning Revenue	8,448	0	0	0
State Grants	3,006	3,651	4,987	5,486
Federal Grants	951	808	1,013	1,424
Federal Grants - ARP Act	0	0	3,317	0
Interagency Transfers	1,551	1,752	1,617	1,715
Interfund Transfers	0	9,469	12,650	12,500
Total Revenues	442,339	484,185	434,328	541,335
Operating Expenditures Summary				
Salary	79,065	82,072	95,927	103,655
Fringe Benefits	29,258	29,991	37,709	42,629
Court Costs	3	4	12	21
Contractual Services	5,684	9,242	11,785	13,260
Other Operating	10,610	11,003	20,056	18,203
Charges for County Services	25,669	25,403	31,892	36,197
Grants to Outside Organizations	99	0	430	430
Capital	3,119	1,607	13,003	14,100
Total Operating Expenditures	153,507	159,322	210,814	228,495
Non-Operating Expenditures Summary				
Transfers	36,661	36,246	50,577	61,594
Distribution of Funds In Trust	0	0	0	0
Debt Service	3,956	6,278	6,278	6,278
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	166,659	244,968
Total Non-Operating Expenditures	40,617	42,524	223,514	312,840

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Neighborhood and Infrastructure				
Director's Office	2,285	1,911	11	9
Administrative Services Division	4,997	10,491	70	84
Code Compliance	23,708	28,250	156	198
Development Services	9,168	10,120	48	50
Planning	5,283	5,097	29	29
Environmental Resources Management	90,258	90,716	428	469
Office of Resilience	4,994	6,455	23	25
Board and Code Administration	7,792	10,557	36	46
Construction, Permitting, and Building Code	55,053	56,670	263	270
Strategic Area: Economic Development				
Consumer Protection	5,222	5,215	34	35
Innovation and Economic Development	2,054	3,013	10	15
Total Operating Expenditures	210,814	228,495	1,108	1,230

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
Army Corps of Engineers	177,894	0	0	0	0	0	0	0	177,894
BBC GOB Financing	94,492	22,767	6,741	10,400	2,590	2,590	6,690	7,730	154,000
Beach Renourishment Fund	9,000	0	0	0	0	0	0	0	9,000
Biscayne Bay Envir. Trust Fund	0	1,000	1,000	1,000	1,000	1,000	1,000	0	6,000
City of Miami Beach Contribution	8,625	0	0	0	0	0	0	0	8,625
Environmentally Endangered Land Funds	24,000	0	0	0	0	0	0	0	24,000
Florida Department of Environmental Protection	8,682	500	800	2,000	0	0	0	0	11,982
Florida Inland Navigational District	0	100	100	100	100	100	100	0	600
Future Financing	0	0	10,000	0	0	0	0	0	10,000
Resilient Florida Grant Program	1,175	5,400	9,425	5,400	0	0	0	0	21,400
Stormwater Utility	6,404	7,150	19,175	19,150	15,650	11,050	11,050	0	89,629
US Department of Agriculture	9,833	0	0	0	0	0	0	0	9,833
Utility Service Fee	1,000	8,900	6,700	1,000	1,000	1,000	21,000	3,000	43,600
Total:	341,105	45,817	53,941	39,050	20,340	15,740	39,840	10,730	566,563
Expenditures									
Strategic Area: NI									
Beach Projects	202,428	2,292	3,217	4,185	2,079	0	0	0	214,201
Drainage Improvements	6,604	13,050	25,400	26,550	15,650	11,050	11,050	0	109,354
Environmental Projects	21,899	18,934	17,800	2,100	2,100	2,100	22,100	3,000	90,033
Environmentally Endangered Lands Projects	41,950	3,000	12,025	3,000	3,000	3,000	3,000	0	68,975
Strategic Area: ED									
Community Development Projects	33,926	13,833	6,241	10,400	2,590	2,590	6,690	7,730	84,000
Total:	306,807	51,109	64,683	46,235	25,419	18,740	42,840	10,730	566,563

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

BEACH - EROSION MITIGATION AND RENOURISHMENT

PROGRAM #: 200000344



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

LOCATION: Miami-Dade County Beaches
Various Sites

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Army Corps of Engineers	177,894	0	0	0	0	0	0	0	177,894
BBC GOB Financing	9,500	0	500	0	0	0	0	0	10,000
Beach Renourishment Fund	9,000	0	0	0	0	0	0	0	9,000
City of Miami Beach Contribution	8,625	0	0	0	0	0	0	0	8,625
Florida Department of Environmental Protection	8,682	0	0	0	0	0	0	0	8,682
TOTAL REVENUES:	213,701	0	500	0	0	0	0	0	214,201
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	202,428	2,292	3,217	4,185	2,079	0	0	0	214,201
TOTAL EXPENDITURES:	202,428	2,292	3,217	4,185	2,079	0	0	0	214,201

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

BISCAYNE BAY - RESTORATION AND SHORELINE STABILIZATION

PROGRAM #: 5555691



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

LOCATION: Biscayne Bay and Tributaries
Various Sites

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Biscayne Bay Envir. Trust Fund	0	1,000	1,000	1,000	1,000	1,000	1,000	0	6,000
Florida Inland Navigational District	0	100	100	100	100	100	100	0	600
TOTAL REVENUES:	0	1,100	1,100	1,100	1,100	1,100	1,100	0	6,600
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	1,100	1,100	1,100	1,100	1,100	1,100	0	6,600
TOTAL EXPENDITURES:	0	1,100	1,100	1,100	1,100	1,100	1,100	0	6,600

CANAL IMPROVEMENTS

PROGRAM #: 200000940



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

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

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Resilient Florida Grant Program	200	5,400	5,425	5,400	0	0	0	0	16,425
Stormwater Utility	6,404	7,150	19,175	19,150	15,650	11,050	11,050	0	89,629
TOTAL REVENUES:	6,604	12,550	24,600	24,550	15,650	11,050	11,050	0	106,054
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	6,604	12,550	24,600	24,550	15,650	11,050	11,050	0	106,054
TOTAL EXPENDITURES:	6,604	12,550	24,600	24,550	15,650	11,050	11,050	0	106,054

DRAINAGE IMPROVEMENTS

PROGRAM #: 2000003339



DESCRIPTION: Construct stormwater drainage improvements throughout Miami-Dade County

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

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Florida Department of Environmental Protection	0	500	800	2,000	0	0	0	0	3,300
TOTAL REVENUES:	0	500	800	2,000	0	0	0	0	3,300
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	500	800	2,000	0	0	0	0	3,300
TOTAL EXPENDITURES:	0	500	800	2,000	0	0	0	0	3,300

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ECONOMIC DEVELOPMENT FUND

PROGRAM #: 988925



DESCRIPTION: Provide funding for a Countywide economic development fund from Building Better Communities General Obligation Bond (BBC-GOB) Program

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	30,000	5,900	5,900	7,600	2,590	2,590	6,690	7,730	69,000
TOTAL REVENUES:	30,000	5,900	5,900	7,600	2,590	2,590	6,690	7,730	69,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	30,000	5,900	5,900	7,600	2,590	2,590	6,690	7,730	69,000
TOTAL EXPENDITURES:	30,000	5,900	5,900	7,600	2,590	2,590	6,690	7,730	69,000

ECONOMIC DEVELOPMENT FUND - TARGETED URBAN AREAS (TUA)

PROGRAM #: 981999



DESCRIPTION: Provide funding for economic development in TUAs from Building Better Communities General Obligation Bond (BBC-GOB) Program

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	3,926	7,933	341	2,800	0	0	0	0	15,000
TOTAL REVENUES:	3,926	7,933	341	2,800	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	3,926	7,933	341	2,800	0	0	0	0	15,000
TOTAL EXPENDITURES:	3,926	7,933	341	2,800	0	0	0	0	15,000

ENVIRONMENTALLY ENDANGERED LANDS PROGRAM

PROGRAM #: 555621



DESCRIPTION: Acquire and manage environmentally sensitive and endangered lands

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	40,000	0	0	0	0	0	0	0	40,000
Environmentally Endangered Land Funds	24,000	0	0	0	0	0	0	0	24,000
Resilient Florida Grant Program	975	0	4,000	0	0	0	0	0	4,975
TOTAL REVENUES:	64,975	0	4,000	0	0	0	0	0	68,975
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Land Acquisition/Improvements	41,950	3,000	12,025	3,000	3,000	3,000	3,000	0	68,975
TOTAL EXPENDITURES:	41,950	3,000	12,025	3,000	3,000	3,000	3,000	0	68,975

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

FLORIDA CITY - CANAL GATE

PROGRAM #: 2000001877



DESCRIPTION: Construct canal gate to facilitate retention of seasonal agricultural drawdown waters in order to provide additional seepage flows into the Model Lands Basin

LOCATION: To Be Determined District Located: 8
 Florida City District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Utility Service Fee	1,000	500	0	0	0	0	0	0	1,500
TOTAL REVENUES:	1,000	500	0	0	0	0	0	0	1,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	500	500	0	0	0	0	0	0	1,000
Planning and Design	500	0	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	1,000	500	0	0	0	0	0	0	1,500

FLORIDA CITY - CANAL PUMP STATIONS AND LAND ACQUISITIONS

PROGRAM #: 2000001880



DESCRIPTION: Acquire land and construct canal pump stations to reroute and distribute excess canal water flow directly to the Model Lands to improve hydroperiods and hydropatterns

LOCATION: To Be Determined District Located: 8
 Florida City District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Utility Service Fee	0	2,500	500	0	0	0	0	0	3,000
TOTAL REVENUES:	0	2,500	500	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	500	500	0	0	0	0	0	1,000
Land Acquisition/Improvements	0	2,000	0	0	0	0	0	0	2,000
TOTAL EXPENDITURES:	0	2,500	500	0	0	0	0	0	3,000

FLORIDA CITY - LAND ACQUISITIONS CULVERT PROJECT

PROGRAM #: 2000001881



DESCRIPTION: Acquire nine land parcels totaling 303 acres necessary in order to allow for the modifications to the Florida City culverts

LOCATION: To Be Determined District Located: 8
 Florida City District(s) Served: 8

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Utility Service Fee	0	1,900	0	0	0	0	0	0	1,900
TOTAL REVENUES:	0	1,900	0	0	0	0	0	0	1,900
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Land Acquisition/Improvements	0	1,900	0	0	0	0	0	0	1,900
TOTAL EXPENDITURES:	0	1,900	0	0	0	0	0	0	1,900

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

LAND ACQUISITIONS - TO SUPPORT WELLFIELD

PROGRAM #: 2000001875



DESCRIPTION: Acquire land for the protection of the County's water supply
 LOCATION: To Be Determined District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Utility Service Fee	0	1,000	1,000	1,000	1,000	1,000	1,000	3,000	9,000
TOTAL REVENUES:	0	1,000	1,000	1,000	1,000	1,000	1,000	3,000	9,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Land Acquisition/Improvements	0	1,000	1,000	1,000	1,000	1,000	1,000	3,000	9,000
TOTAL EXPENDITURES:	0	1,000	1,000	1,000	1,000	1,000	1,000	3,000	9,000

OPA-LOCKA CANAL RESTORATION - CORRECTIVE ACTION PLAN FOR SURFACE WATER

PROGRAM #: 2000001876



DESCRIPTION: Implement a corrective action plan for surface water Opa-locka canal restoration
 LOCATION: Various Sites District Located: 2
 Opa-locka District(s) Served: 2

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Utility Service Fee	0	3,000	5,200	0	0	0	0	0	8,200
TOTAL REVENUES:	0	3,000	5,200	0	0	0	0	0	8,200
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	3,000	5,200	0	0	0	0	0	8,200
TOTAL EXPENDITURES:	0	3,000	5,200	0	0	0	0	0	8,200

PURCHASE DEVELOPMENT RIGHTS FUND

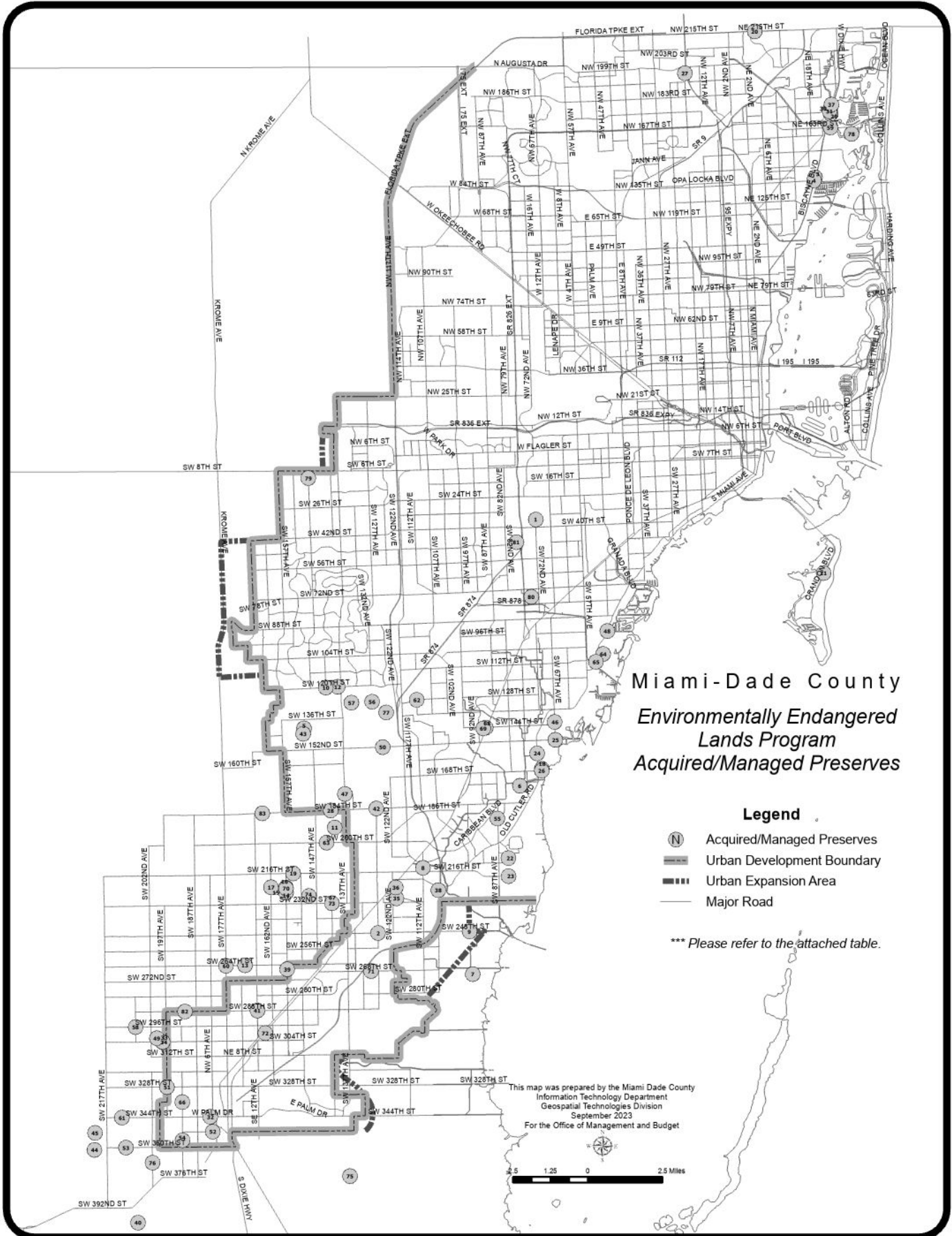
PROGRAM #: 986940



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	11,066	8,934	0	0	0	0	0	0	20,000
Future Financing	0	0	10,000	0	0	0	0	0	10,000
US Department of Agriculture	9,833	0	0	0	0	0	0	0	9,833
TOTAL REVENUES:	20,899	8,934	10,000	0	0	0	0	0	39,833
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Land Acquisition/Improvements	20,899	8,934	10,000	0	0	0	0	0	39,833
TOTAL EXPENDITURES:	20,899	8,934	10,000	0	0	0	0	0	39,833

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



Miami-Dade County Environmentally Endangered Lands Program Acquired/Managed Preserves

Legend

- Acquired/Managed Preserves
- Urban Development Boundary
- Urban Expansion Area
- Major Road

*** Please refer to the attached table.

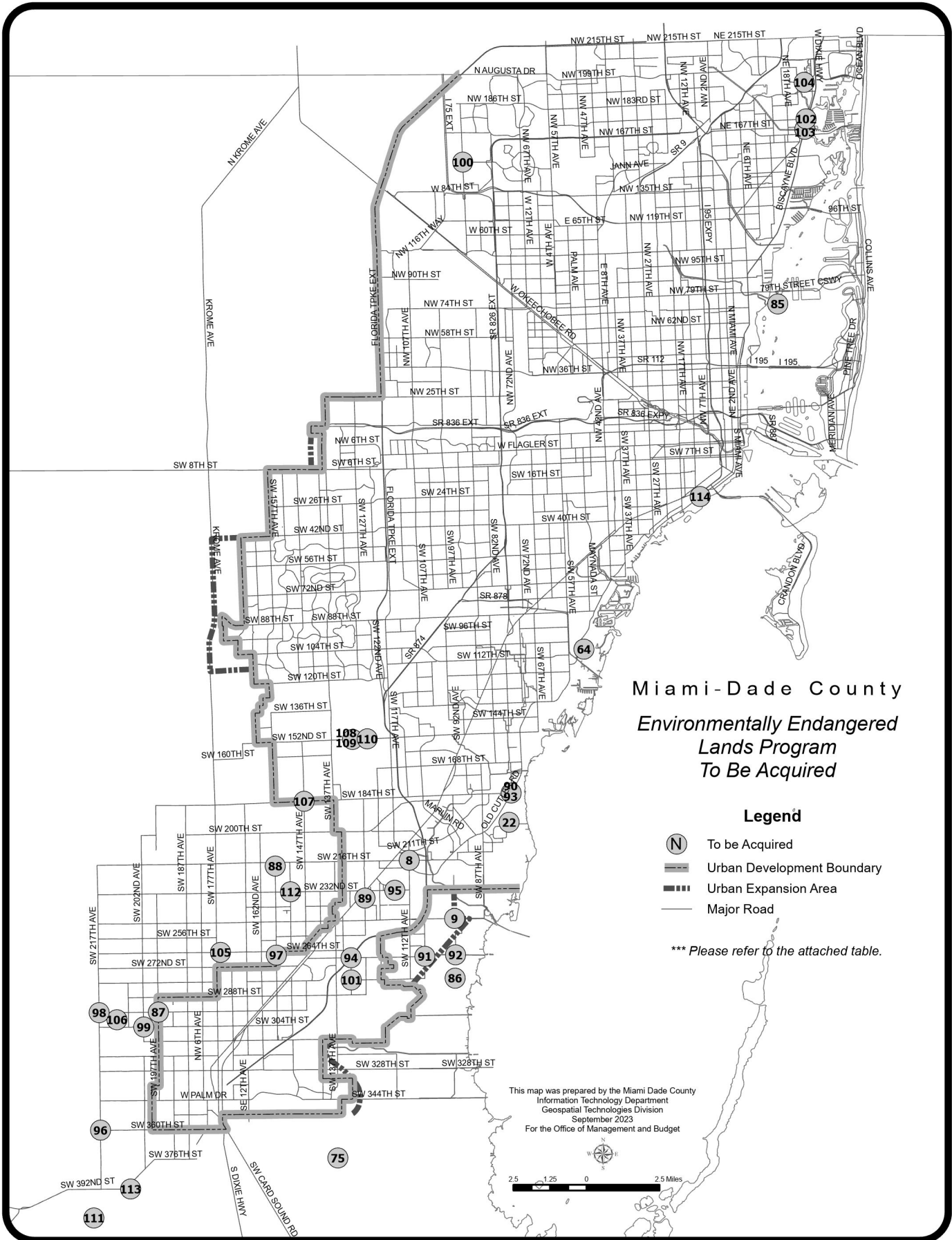
This map was prepared by the Miami Dade County
Information Technology Department
Geospatial Technologies Division
September 2023
For the Office of Management and Budget



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Environmentally Endangered Lands Program - Acquired/Managed Preserves				
Number	Site Name	Location	Condition	Acres
1	A. D. Barnes Park	3775 SW 74 Ave	Needs Restoration/Enhancement	25
2	Andrew Dodge New Pines Preserve	SW 248 St & SW 127 Ave	Needs Restoration/Enhancement	3.5
3	Arch Creek Addition	NE 135 St & US 1	Needs Restoration/Enhancement	1.2
4	Arch Creek Park	NE 135 St & US-1	Needs Restoration/Enhancement	8.5
5	Big George Hammock	SW 141 St & SW 149 Ave	Needs Restoration/Enhancement	13
6	Bill Sadowski Park	17555 SW 79 Ave	Needs Restoration/Enhancement	23
7	Biscayne Wetlands North Addition	SW 270 St & SW 107 Ave	Needs Restoration/Enhancement	392
8	Black Creek Forest	SW 214 St & SW 112 Ave	Needs Restoration/Enhancement	7
9	Black Point Wetlands	SW 248 St & SW 97 Ave	Needs Restoration/Enhancement	78.9
10	Boystown Pineland	SW 120 St. & SW 142 Ave	Needs Restoration/Enhancement	77
11	Calderon Pineland	SW 192 St & SW 140 Ave	Needs Restoration/Enhancement	15.2
12	Camp Matecumbe Pine Islands	13841 SW 120 St	Needs Restoration/Enhancement*21.46 Acquired	3
13	Camp Owaissa Bauer	SW 264 St & SW 170 Ave	Needs Restoration/Enhancement	80
14	Castellow 28	SW 226 St. & 157 Ave.	Needs Restoration/Enhancement	18.7
15	Castellow 33	SW 226 St. & 157 Ave.	In Maintenance	10
16	Castellow Addition	SW 223 St. & 157 Ave.	Needs Restoration/Enhancement	7.8
17	Castellow Hammock Park	22301 SW 162 Ave	Needs Restoration/Enhancement	55
18	Charles Deering Estate	16701 SW 72 Ave	Needs Restoration/Enhancement	332
19	Chernoff Hammock	SW 216 St & SW 154 Ave	Needs Restoration/Enhancement	4.5
20	County Line Scrub	NE 215 St & NE 4 Ave	Needs Restoration/Enhancement	15
21	Crandon Park	7200 Crandon Blvd	Needs Restoration/Enhancement	444
22	Cutler Wetlands	SW 210 St & SW 85 Ave	Needs Restoration/Enhancement	480
23	Cutler Wetlands Addition	SW 216 St. & SW 85 Ave.	Needs Restoration/Enhancement	19
24	Deering Glade Parcel (Powers)	SW 158 St & Old Cutler Rd	N/A*9.7 - Acquired	
25	Deering North Addition	SW 152 St & SW 67 Ave	Needs Restoration/Enhancement	43
26	Deering South Addition	SW 168 St & SW 72 Ave	Needs Restoration/Enhancement	32
27	Dolphin Center Addition	NW 196 St & NW 17 Ave	Needs Restoration/Enhancement	4
28	Eachus Pineland	SW 184 St & SW 142 Ave	Needs Restoration/Enhancement	17
29	East Greynolds Park	17530 W Dixie Hwy	Needs Restoration/Enhancement	17
30	East East Greynolds Park	17530 W Dixie Hwy	Needs Restoration/Enhancement	19.6
31	East Greynolds Addition	17530 W Dixie Hwy	Needs Restoration/Enhancement	2.7
32	Florida City Pineland	SW 344 St & SW 185 Ave	Needs Restoration/Enhancement	24
33	Fuchs Hammock	SW 304 St & SW 198 Ave	Needs Restoration/Enhancement	24
34	Fuchs Hammock Addition	SW 304 St & SW 198 Ave	Needs Restoration/Enhancement	14.8
35	Gould Pineland Addition	SW 232 St & SW 120 Ave	Needs Restoration/Enhancement	7
36	Goulds Pineland	SW 224 St & SW 120 Ave	Needs Restoration/Enhancement	36.5
37	Greynolds Park	17530 W Dixie Hwy	Needs Restoration/Enhancement	53
38	Harden Hammock	SW 226 St & SW 107 Ave	Needs Restoration/Enhancement	12.4
39	Hattie Bauer Hammock	SW 267 St & SW 157 Ave	Needs Restoration/Enhancement	15
40	Holiday Hammock	SW 400 St & SW 207 Ave	Needs Restoration/Enhancement	40
41	Ingram Pineland	SW 288 St & SW 167 Ave	Needs Restoration/Enhancement	10
42	Larry & Penny Thompson Park	SW 184 St & SW 127 Ave	Needs Restoration/Enhancement	194
43	Little George Hammock	SW 144 St. & SW 149 Ave.	Needs Restoration/Enhancement	7
44	Loveland Hammock	SW 360 St & SW 222 Ave	Needs Restoration/Enhancement	16
45	Lucille Hammock	SW 352 St & SW 222 Ave	Needs Restoration/Enhancement	20.8
46	Ludlam Pineland	SW 143 St & SW 67 Ave	Needs Restoration/Enhancement	10
47	Martinez	SW 137 Ave & SW 176 St	Needs Restoration/Enhancement	135
48	Matheson Hammock Park	SW 96 St & Old Cutler Rd	Needs Restoration/Enhancement	381
49	Meissner Hammock	SW 302 St & SW 200 Ave	Needs Restoration/Enhancement	10
50	Metrozoo Pinelands	12400 SW 152 St	Needs Restoration/Enhancement	142.4
51	Navy Wells #2	SW 328 St & SW 197 Ave	Needs Restoration/Enhancement	19
52	Navy Wells #23	SW 352 St & SW 182 Ave	Needs Restoration/Enhancement	27
53	Navy Wells #39	SW 360 St & SW 210 Ave	Needs Restoration/Enhancement	19
54	Navy Wells Preserve	SW 356 St & SW 192 Ave	Needs Restoration/Enhancement	239
55	Ned Glenn Preserve	SW 188 St & SW 87 Ave	Needs Restoration/Enhancement	10
56	Nixon Smiley Addition (Tamiami #8)	SW 128 St & SW 127 Ave	Needs Restoration/Enhancement	63
57	Nixon Smiley Pineland	SW 128 St & SW 133 Ave	Needs Restoration/Enhancement	60
58	Northrop Pineland	SW 296 St & SW 207th Ave	Needs Restoration/Enhancement	12.8
59	Oleta Tract C	NE 163 St & US-1	Needs Restoration/Enhancement	2.5
60	Owaissa Bauer Addition #1	SW 264 St & SW 177 Ave	Needs Restoration/Enhancement	9.4
61	Palm Drive	SW 344 St & SW 212 Ave	Needs Restoration/Enhancement	20
62	Pineshore Park	SW 128 St & SW 112 Ave	Needs Restoration/Enhancement	7.8
63	Quail Roost	SW 200 St & SW 144 Ave	Needs Restoration/Enhancement	48.5
64	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Needs Restoration/Enhancement	19.9
65	R. Hardy Matheson Preserve	SW 112 St & Old Cutler Rd	Needs Restoration/Enhancement	791
66	Rock Pit #39	SW 336 St & SW 192 Ave	Needs Restoration/Enhancement	9
67	Rock Pit #46	SW 232 St & SW 142 Ave	Needs Restoration/Enhancement	5
68	Rockdale Addition	SW 144 St & US-1	Needs Restoration/Enhancement	11
69	Rockdale Pineland	SW 144 St & US-1	Needs Restoration/Enhancement	26
70	Ross Hammock	SW 223 St & SW 157 Ave	Needs Restoration/Enhancement	20
71	School Board Pineland	SW 268 St & SW 129 Ave	Needs Restoration/Enhancement	18.4
72	Seminole Wayside Park Addition	SW 300 St & US-1	Needs Restoration/Enhancement	5.5
73	Silver Palm Groves	SW 232 St & SW 142 Ave	Needs Restoration/Enhancement	20.4
74	Silver Palm Hammock	SW 228 St & SW 149 Ave	Needs Restoration/Enhancement	10
75	South Dade Wetlands	SW 137 Ave & SW 376 St	Needs Restoration/Enhancement	23,849
76	Sunny Palms (Navy Wells #42)	SW 368 St & SW 202 Ave	Needs Restoration/Enhancement	40.8
77	Tamiami Complex Addition	SW 134 St & SW 122 Ave	Needs Restoration/Enhancement	25.6
78	Terama Tract in Oleta Preserve	Oleta Park Preserve	N/A *29.7 - Acquired	
79	Tree Island Park	SW 10 St & SW 147 Ave	Needs Restoration/Enhancement*120 Acquired	78
80	Trinity Pineland	SW 76 St & SW 74 Ave	In Maintenance	10
81	Tropical Park	7900 Bird Rd	Needs Restoration/Enhancement	4.4
82	West Biscayne	SW 288 St & SW 190 Ave	Needs Restoration/Enhancement	15.1
83	Wilkins-Pierson	SW 184 St & SW 164 Ave	Needs Restoration/Enhancement	10
Total Acreage the EEL Program is Responsible for Managing				28,908.60

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Environmentally Endangered Lands Program - Properties on EEL Acquisition List					
*some are partially acquired-refer to Acquired/Managed List					
Number	Site Name	Location	Habitat	Priority	Acres
8	Black Creek Forest	SW 216 St & SW 112 Ave	Pineland	A	45.5
9	Black Point Wetlands	SW 248 St & SW 97 Ave	Coastal Wetlands	A	191.8
22	Cutler Wetlands	SW 196 St & SW 78 Ave	Coastal Wetlands	A	780
64	R. Hardy Matheson Addition	Old Cutler Rd & SW 108 St	Coastal Wetlands	A	21.5
75	South Dade Wetlands	SW 137 Ave & SW 376 St	Wetlands	A	30,775
85	Bird Key	NW 79 St & Biscayne Bay	Mangrove	A	37.5
86	Biscayne Wetlands	SW 280 St & SW 97 Ave	Coastal Wetlands	A	864.1
87	Bowers Pineland	SW 296 St & SW 197 Ave	Rockridge Pinelands	A	9.8
88	Castellow #31	SW 218 St & SW 157 Ave	Tropical Hammocks	A	14.1
89	Church of Jesus Christ and Parsons Pineland	SW 236 St & SW 127 Ave	Rockridge Pinelands	A	6.55
90	Cutler Bay Properties	SW 184 St & Old Cutler Rd	Buffer	B	9.9
91	Cutler Pit and Mangroves	C-102 (SW 268 St) & SW 107 Ave	Coastal Wetlands	A	536
92	Cutler Pit and Mangroves Addition	C-102 (SW 268 St) & SW 97 Ave	Coastal Wetlands	A	5
93	Cutler Wetlands North Addition Hammock	SW 184 St & Old Cutler Rd	Tropical Hammocks	B	37
94	Dixie Heights Pineland	SW 268 St & SW 132 Ave	Rockridge Pinelands	B	29
95	Goulds Addition	SW 232 St & SW 117 Ave	Rockridge Pinelands	A	28.8
96	Hammock Island	SW 360 St & SW 217 Ave	Tropical Hammocks	B	64.7
97	Hattie Bauer Pineland	SW 266 St & SW 157 Ave	Rockridge Pinelands	A	5
98	Homestead General Airport Hammock	SW 296 St & SW 217 Ave	Tropical Hammocks	B	4
99	Kings Highway	SW 304 St & SW 202 Ave	Rockridge Pinelands	A	31.1
100	Maddens Hammock	NW 154 St & NW 87 Ave	Tropical Hammocks	B	15.6
101	Notre Dame Pineland	SW 280 St & SW 132 Ave	Rockridge Pinelands	B	32
102	Oleta Tract A	NE 171 St & US-1	Coastal Wetlands	A	2.1
103	Oleta Tract B	NE 165 St & US-1	Coastal Wetlands	A	3.5
104	Oleta Tract D	NE 191 St & NE 24 Ave	Coastal Wetlands	A	7.4
105	Owaisa Bauer Addition #2	SW 264 St & SW 175 Ave	Rockridge Pinelands	A	10
106	Pine Ridge Sanctuary	SW 300 St & SW 211 Ave	Rockridge Pinelands	A	14
107	Railroad Pineland	SW 184 St & SW 147 Ave	Rockridge Pinelands	B	18.2
108	Richmond Complex	SW 152 St & SW 130 Ave	Rockridge Pinelands	A	219
109	Richmond Pineland-School Board/University of Miami	SW 152 St. & SW 130 Ave.	Rockridge Pinelands	A	4.8
110	Richmond Pineland-University of Miami/Coral Reef Retail	SW 152 St. & SW 127 Ave.	Rockridge Pinelands	A	7.1
111	Round Hammock	SW 408 St & SW 220 Ave	Tropical Hammocks	A	32
112	Silver Palm Addition	SW 232 St & SW 152 Ave	Rockridge Pinelands	A	19
113	SW Island Hammock	SW 392 St & SW 207 Ave	Tropical Hammocks	A	12.4
114	Vizcaya Hammock Addition	3300 South Miami Ave	Tropical Hammocks	A	2
Total Acreage the EEL Program is Responsible for Acquiring					33,895

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Seaport

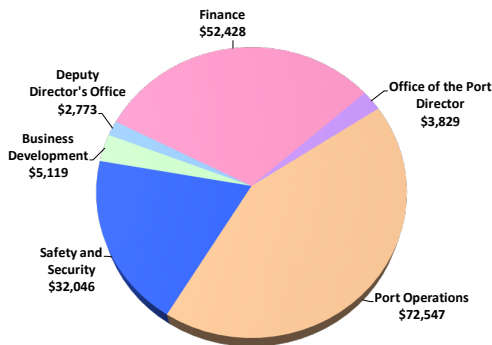
The Seaport Department manages and operates the Dante B. Fascell Port of Miami or PortMiami. PortMiami is the busiest passenger cruise port in the world and the 12th busiest cargo container port in the United States.

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

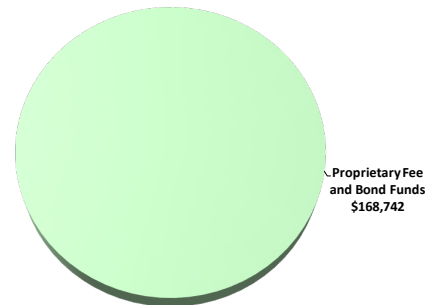
As the second largest economic engine in Miami-Dade County, PortMiami contributes \$43 billion annually to the local economy and supports more than 334,400 jobs in South Florida. Seaport works with the maritime, cruise and cargo industries; truckers; freight forwarders; various federal and state agencies;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

FY 2023-24 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)

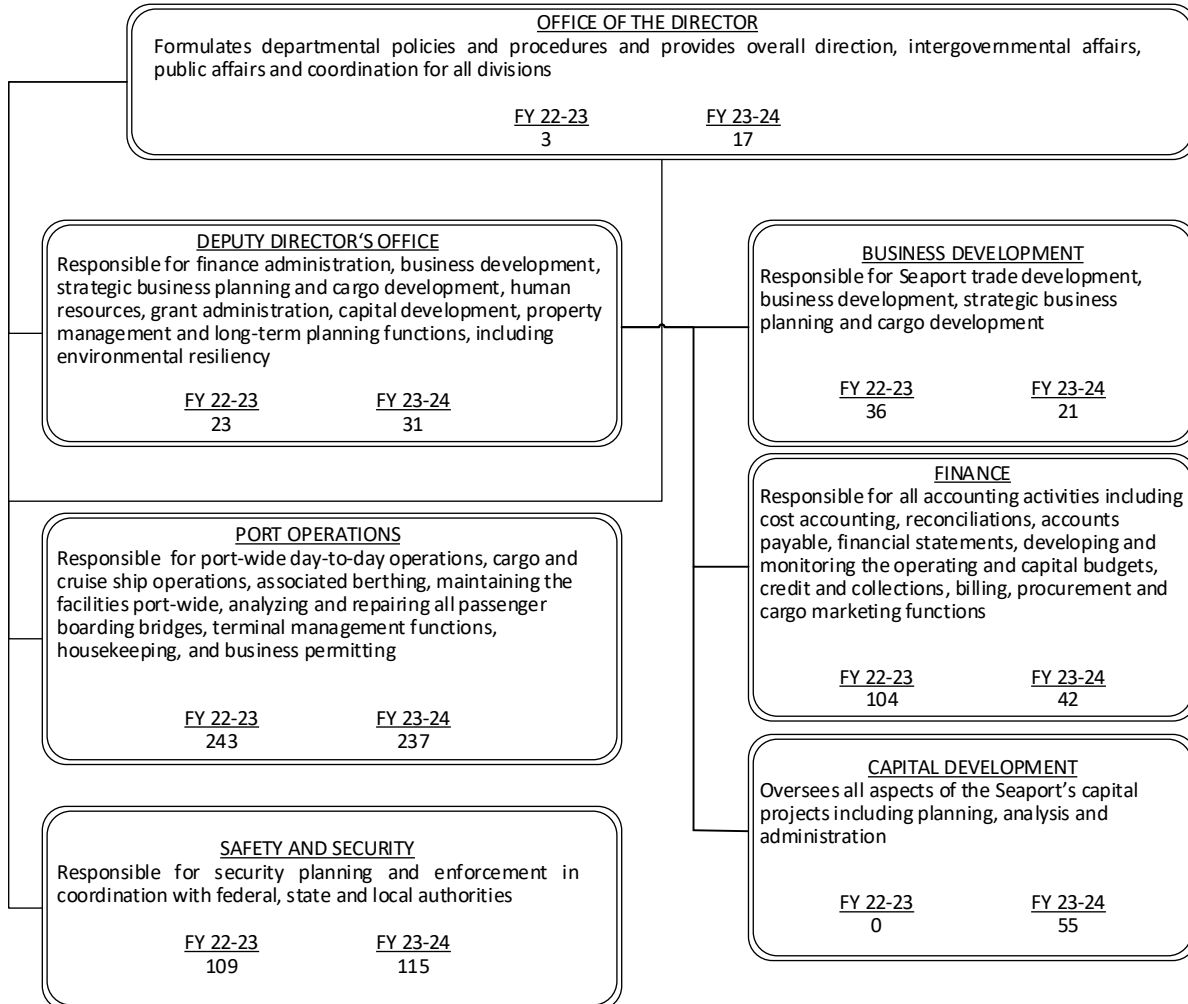


Revenues by Source (dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 580.4

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE PORT DIRECTOR

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

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

Strategic Objectives - Measures

- ED1-4: Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase maritime revenue to the Port	Number of TEUs (Twenty Foot Equivalent) (in thousands)*	OC	↑	1,254	1,198	1,330	1,106	1,250
	Cruise passengers (in thousands)**	OC	↑	252	4,023	3,100	7,100	6,850

* FY 2022-23 Projection was adjusted to reflect the department's end-of-year projection for TEU's

** FY 2020-21 and FY 2021-22 Actuals reflect the impact of Covid-19; FY 2022-23 Projection was adjusted to reflect the department's end-of-year projection for cruise passengers

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers in one position from Finance, one position from Operations, four positions from the Deputy Director's office, and eight positions from Business Development

DIVISION: DEPUTY DIRECTOR'S OFFICE

The Office of the Deputy Port Director is responsible for day-to-day operations, including property management, environmental, resiliency, long-term planning functions, intergovernmental affairs and public affairs.

- Coordinates federal, state and local legislative affairs
- Coordinates internal and external communication including public information programs and outreach
- Guides organizational development and performance excellence initiatives
- Provides management direction and administration of all departmental operations and personnel

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Efficiently manage Port properties	Property leases occupancy rate*	OC	↑	95%	99%	95%	95%	95%

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

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers in three positions from Finance, seven positions from Operations, and 12 positions from Business Development; and transfers out four positions to the Director's office, five positions to Operations, and five positions to Business Development

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: PORT OPERATIONS

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

- Coordinates PortMiami Crane Management, Inc.'s functions
- Coordinates operations and berthing activities and terminal management functions
- Maintains passenger loading operations

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve Port efficiency	Crane availability	EF	↑	98%	98%	99%	99%	99%

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers in five positions from the Deputy Director's office, and transfers out one position to Finance, one position to Business Development, one position to the Director's office, one position to Safety and Security, and seven positions to the Deputy Director's office

DIVISION: BUSINESS DEVELOPMENT

The Business Development Division is responsible for trade development, business development, strategic business planning and cargo development.

- Develops and negotiates short- and long-term agreements for on-Port business activities
- Plans and recommends future business and economic development
- Responsible for long term planning of Seaport activities

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers in one position from Operations, eight positions from Finance, five positions from the Deputy Director's office, and transfers out five positions to Finance, twelve positions to the Deputy Director's Office, four positions to Safety and Security, and eight positions to the Director's office.

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: CAPITAL DEVELOPMENT

The Capital Development Division manages implementation of capital improvement programs.

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

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve Port efficiency	Percentage of projects completed on time and within budget	EF	↑	98%	98%	98%	98%	98%

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that transferred in 55 positions from Finance

DIVISION: FINANCE

The Finance Division is responsible for accounting and budget activities, procurement and contracts.

- Responsible for all accounting activities including cost accounting, reconciliations, grants accounting, accounts payable, financial reporting, credit/collections and billing
- Coordinates capital and operational budget activities
- Manages financial activities for gantry cranes
- Develops and implements financial strategies to enhance revenues and reduce expenditures
- Responsible for procurement, contracting, information technology and materials management functions of the Department

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve Port efficiency	Percentage of purchase requisitions completed	OC	↑	95%	94%	95%	95%	95%

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers in one position from Operations, and five positions from Business Development and transfers out one position to the Director's office, one position to Safety and Security, three positions to the Deputy Director's office, eight positions to Business Development and 55 positions to the Capital Development Division

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: SAFETY AND SECURITY

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

- Coordinates with federal, state and local law enforcement partners
- Ensures adherence to the Facilities Security Plan (FSP) as mandated by the Maritime Transportation Security Act
- Manages all public safety and seaport security efforts, including protection of all PortMiami buildings and property

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure public safety and security at the Port	Number of Seaport Enforcement Officers*	OP	↑	62	76	78	77	78

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

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a departmental reorganization that transfers in one position from Finance, one position from Operations, and four positions from Business Development

ADDITIONAL INFORMATION



The Department is currently assuming approximately 6.8 million passengers for FY 2023-24; as the fiscal year progresses and actual performance is experienced, the Department's budget may need to be adjusted



The Seaport's Promotional Fund is budgeted at \$800,000 in FY 2023-24 and will be used for activities pursuant to Administrative Order 7-32 as applicable; these funds are not proposed as competitive grant funding but rather as allocations for limited programs that promote Port maritime activities in the Cargo and Cruise Marketing Programs and community outreach

- In FY 2023-24, Seaport will continue its MOUs with Audit and Management Services to conduct audits of various departmental operations and services (\$190,000), the Department of Transportation and Public Works to continue taxi-cab inspection (\$100,000) and survey crews (\$145,000), the Department of Solid Waste Management for mosquito control (\$59,000), the Human Resources Department for compensation analyses (\$50,000), and the County Attorney's Office for legal services (\$1 million)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



Seaport's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes new cruise terminals AA and AAA to support the expanded operations of MSC Cruise Lines (total program cost \$168.335 million; \$11.63 million in FY 2023-24; capital program #2000000570); the preparation of Berth 10 as a new future terminal (total program cost \$169.672 million; \$100,000 in FY 2023-24; capital program #2000001343); as a result of these port investments, it is anticipated that the Port will be able to handle over 10 million passenger movements by FY 2028-29



In anticipation of the Port receiving larger ships, the Department will add four new post-panamax gantry cranes with an option to purchase up to four additional cranes as needed; these additional cranes will allow the Port to handle more than one million five hundred TEUs annually (total program cost \$119.013 million; \$10 million in FY 2023-24; capital program #2000000131)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



In FY 2023-24, the Department will begin work on the Cruise Campus project which includes construction of RCG Global Headquarters increasing employment in the County by an estimated 1,000 (total program cost \$451.816 million; \$225 million in FY 2023-24; capital program #2000001290)



In FY 2023-24, the Department will continue to repair and upgrade the north bulkhead, expected to add at least 75 years of life to the Port cruise business; included in the north bulkhead rehabilitation project are cruise terminals B, C, D, E, F and G (total program cost \$459.042 million; \$10 million in FY 2023-24; capital program #644300)



Seaport's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes constructing additional rail capacity and increasing cargo gate optimization to reduce traffic congestion at the Port as part of the Department's resiliency initiative to lower carbon emissions at the Port; the capital program is funded with a \$16 million US DOT grant and \$16 million in Future Financing proceeds (total program cost \$32 million; \$5.35 million in FY 2023-24; capital program #2000002955)



As part of the Department's resiliency initiative, Seaport's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the Shore Power capital program which will allow ships to turn off their primary engines while docked resulting in reduced carbon air emissions; phase 1 of the project is projected to be completed by the Fall of 2023 (total program cost \$173.919 million; \$89.132 million in FY 2023-24; capital program #2000001675)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of nine vehicles (\$435,000) to replace its aging fleet; over the next five years, the Department is planning to spend \$1.646 million to replace 36 vehicles as part of its fleet replacement plan; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	25	39	30	35	35
Fuel	225	394	220	321	324
Overtime	62	1,090	1,242	1,810	2,014
Rent	114	169	26	182	193
Security Services	15,031	-38	25,855	1	0
Temporary Services	0	0	0	300	350
Travel and Registration	35	117	458	495	492
Utilities	5,404	7,804	8,792	10,784	11,841

Adopted

Fee Adjustments	Current Fee	Adopted Fee	Dollar Impact
	FY 22-23	FY 23-24	FY 23-24
• Various cargo dockage and wharfage rates	Various	Various	\$1,406,797
• Various crane charges	Various	Various	\$399,020
• Various passenger dockage and wharfage rates	Various	Various	\$11,255,000
• Water use per ton	3.32	3.42	\$38,000

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
Carryover	115,000	124,180	150,686	234,922
FDOT Revenues	17,000	17,000	17,000	17,000
Proprietary Fees	119,264	174,678	192,638	266,242
Total Revenues	251,264	315,858	360,324	518,164
Operating Expenditures Summary				
Salary	12,659	13,548	33,346	37,013
Fringe Benefits	5,913	10,035	15,174	20,129
Court Costs	13	14	14	15
Contractual Services	9,577	15,375	20,090	26,003
Other Operating	2,627	12,091	13,074	32,669
Charges for County Services	20,475	21,262	31,905	37,738
Grants to Outside Organizations	0	40	0	0
Capital	818	606	13,304	15,175
Total Operating Expenditures	52,082	72,971	126,907	168,742
Non-Operating Expenditures Summary				
Transfers	48,545	0	400	800
Distribution of Funds In Trust	0	5	0	0
Debt Service	22	0	62,100	78,494
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	170,917	270,128
Total Non-Operating Expenditures	48,567	5	233,417	349,422

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: Economic Development				
Office of the Port Director	1,243	3,829	3	17
Deputy Director's Office	3,385	2,773	23	31
Port Operations	51,472	72,547	243	237
Business Development	4,999	5,119	36	21
Capital Development	0	0	0	55
Finance	38,485	52,428	104	42
Safety and Security	27,323	32,046	109	115
Total Operating Expenditures	126,907	168,742	518	518

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
FDOT Funds	27,991	9,927	9,395	9,395	710	710	0	0	58,128
Florida Department of Environmental Protection	0	160	0	0	0	0	0	0	160
Future Financing	2,000	482,140	506,783	236,500	258,291	175,347	286,354	470,377	2,417,792
General Construction Overhead	2,504	0	0	0	0	0	0	0	2,504
Seaport Bonds/Loans	298,248	100	0	0	0	0	0	0	298,348
Seaport Revenue Bonds 2013	15	0	0	0	0	0	0	0	15
Seaport Revenues	147	0	0	0	0	0	0	0	147
Tenant Financing	0	2,217	2,217	2,217	2,217	4,432	0	0	13,300
US DOT	7,617	10,292	10,292	14,760	8,802	16,211	0	0	67,974
US Department of Environmental Protection Agency	1,868	132	0	0	0	0	0	0	2,000
Total:	340,390	504,968	528,687	262,872	270,020	196,700	286,354	470,377	2,860,368
Expenditures									
Strategic Area: ED									
Cargo Facilities Improvements	85,435	61,891	93,901	84,638	126,598	60,016	185,000	0	697,479
Environmental Projects	65,065	89,132	11,722	8,000	0	0	0	0	173,919
New Passenger Facilities	81,579	70,730	149,662	94,597	92,227	64,950	38,867	43,933	636,545
Port Facility Improvements	103,359	283,205	273,392	70,147	45,705	66,234	62,487	421,244	1,325,773
Terminal Improvements	4,952	10	10	5,490	5,490	5,500	0	0	21,452
Strategic Area: TM									
Port Facility Improvements	0	0	0	0	0	0	0	5,200	5,200
Total:	340,390	504,968	528,687	262,872	270,020	196,700	286,354	470,377	2,860,368

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

BRIGHTLINE

PROGRAM #: 2000001320



DESCRIPTION: Build a train station for passengers and employees at the Seaport
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	0	0	0	0	0	0	5,200	5,200
TOTAL REVENUES:	0	0	0	0	0	0	0	5,200	5,200
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	0	0	0	0	0	0	5,200	5,200
TOTAL EXPENDITURES:	0	0	0	0	0	0	0	5,200	5,200

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CONSTRUCTION SUPERVISION

PROGRAM #: 6430061



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	9,000	9,450	9,923	10,419	10,940	11,487	12,061	73,280
General Construction Overhead	423	0	0	0	0	0	0	0	423
Seaport Bonds/Loans	20,479	0	0	0	0	0	0	0	20,479
Seaport Revenue Bonds 2013	15	0	0	0	0	0	0	0	15
TOTAL REVENUES:	20,917	9,000	9,450	9,923	10,419	10,940	11,487	12,061	94,197
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	20,502	9,000	9,450	9,923	10,419	10,940	11,487	12,061	93,782
Planning and Design	415	0	0	0	0	0	0	0	415
TOTAL EXPENDITURES:	20,917	9,000	9,450	9,923	10,419	10,940	11,487	12,061	94,197

CRUISE TERMINAL BERTH 10 - NEW

PROGRAM #: 2000001343



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	0	51,282	5,967	31,867	31,867	31,867	15,933	168,783
General Construction Overhead	10	0	0	0	0	0	0	0	10
Seaport Bonds/Loans	779	100	0	0	0	0	0	0	879
TOTAL REVENUES:	789	100	51,282	5,967	31,867	31,867	31,867	15,933	169,672
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	37	100	51,282	5,967	31,867	31,867	31,867	15,933	168,920
Infrastructure Improvements	752	0	0	0	0	0	0	0	752
TOTAL EXPENDITURES:	789	100	51,282	5,967	31,867	31,867	31,867	15,933	169,672

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CRUISE TERMINAL G - EXPANSION

PROGRAM #: 2000001291



DESCRIPTION: Design and construct a new cruise terminal to support expanding operations
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: N/A

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	59,000	89,000	80,000	52,000	0	0	0	280,000
Seaport Bonds/Loans	18,538	0	0	0	0	0	0	0	18,538
TOTAL REVENUES:	18,538	59,000	89,000	80,000	52,000	0	0	0	298,538
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	15,450	59,000	89,000	80,000	52,000	0	0	0	295,450
Furniture Fixtures and Equipment	3,000	0	0	0	0	0	0	0	3,000
Planning and Design	88	0	0	0	0	0	0	0	88
TOTAL EXPENDITURES:	18,538	59,000	89,000	80,000	52,000	0	0	0	298,538

Estimated Annual Operating Impact will begin in FY 2023-24 in the amount of \$1,000,000 and includes 0 FTE(s)

CRUISE TERMINALS A AND AA - ROADWAYS FLYOVER

PROGRAM #: 2000000724



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	3,368	532	0	0	0	0	0	0	3,900
Future Financing	0	2,026	0	0	0	0	0	0	2,026
General Construction Overhead	78	0	0	0	0	0	0	0	78
Seaport Bonds/Loans	31,994	0	0	0	0	0	0	0	31,994
TOTAL REVENUES:	35,440	2,558	0	0	0	0	0	0	37,998
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	29,797	2,558	0	0	0	0	0	0	32,355
Infrastructure Improvements	5,643	0	0	0	0	0	0	0	5,643
TOTAL EXPENDITURES:	35,440	2,558	0	0	0	0	0	0	37,998

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CRUISE TERMINALS AA AND AAA - NEW

PROGRAM #: 200000570



DESCRIPTION: Design and construct new cruise terminals to support expanded operations of MSC Cruise Line
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	11,630	9,380	8,630	8,360	33,083	7,000	28,000	106,083
General Construction Overhead	3	0	0	0	0	0	0	0	3
Seaport Bonds/Loans	62,249	0	0	0	0	0	0	0	62,249
TOTAL REVENUES:	62,252	11,630	9,380	8,630	8,360	33,083	7,000	28,000	168,335
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	61,905	11,630	9,380	8,630	8,360	33,083	7,000	28,000	167,988
Infrastructure Improvements	347	0	0	0	0	0	0	0	347
TOTAL EXPENDITURES:	62,252	11,630	9,380	8,630	8,360	33,083	7,000	28,000	168,335

FEDERAL INSPECTION FACILITY

PROGRAM #: 641540



DESCRIPTION: Build new Federal Inspection facility for Immigration and Customs Enforcement Operations
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	0	0	0	0	13,000	26,000	0	39,000
Seaport Bonds/Loans	1,380	0	0	0	0	0	0	0	1,380
TOTAL REVENUES:	1,380	0	0	0	0	13,000	26,000	0	40,380
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	1,380	0	0	0	0	13,000	26,000	0	40,380
TOTAL EXPENDITURES:	1,380	0	0	0	0	13,000	26,000	0	40,380

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

GANTRY CRANES

PROGRAM #: 200000131



DESCRIPTION: Purchase four additional post panamax gantry cranes for increased cargo traffic to bring the total number of cranes to 17

LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	15,938	0	0	0	0	0	0	0	15,938
Future Financing	0	10,000	31,391	44,200	4,727	1,182	0	0	91,500
Seaport Bonds/Loans	11,575	0	0	0	0	0	0	0	11,575
TOTAL REVENUES:	27,513	10,000	31,391	44,200	4,727	1,182	0	0	119,013
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Major Machinery and Equipment	27,513	10,000	31,391	44,200	4,727	1,182	0	0	119,013
TOTAL EXPENDITURES:	27,513	10,000	31,391	44,200	4,727	1,182	0	0	119,013

INFRASTRUCTURE IMPROVEMENTS - CHANNEL MODIFICATIONS

PROGRAM #: 200000028

DESCRIPTION: Provide infrastructure improvements to Seaport channels as a result of the new terminal additions at the Port of Miami

LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	2,000	1,745	2,387	1,283	1,283	0	0	0	8,698
TOTAL REVENUES:	2,000	1,745	2,387	1,283	1,283	0	0	0	8,698
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	1,500	2,387	1,283	1,283	0	0	0	6,453
Planning and Design	2,000	245	0	0	0	0	0	0	2,245
TOTAL EXPENDITURES:	2,000	1,745	2,387	1,283	1,283	0	0	0	8,698

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - CONTAINER YARD (SEABOARD)

PROGRAM #: 644520



DESCRIPTION: Provide drainage improvements and various other improvements in the container yard area
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	31,000	31,000	8,000	1,930	1,930	0	0	73,860
Seaport Bonds/Loans	9,991	0	0	0	0	0	0	0	9,991
US DOT	1,341	1,341	1,341	1,341	1,341	1,341	0	0	8,046
TOTAL REVENUES:	11,332	32,341	32,341	9,341	3,271	3,271	0	0	91,897
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	5,870	32,341	32,341	9,341	3,271	3,271	0	0	86,435
Major Machinery and Equipment	5,462	0	0	0	0	0	0	0	5,462
TOTAL EXPENDITURES:	11,332	32,341	32,341	9,341	3,271	3,271	0	0	91,897

INFRASTRUCTURE IMPROVEMENTS - CRUISE CAMPUS

PROGRAM #: 2000001290



DESCRIPTION: Provide infrastructure improvements including but not limited to road work and relocations for future buildings constructed by Royal Caribbean Cruise Line, Norwegian Cruise Line and Carnival Cruise Line
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	225,000	225,000	0	0	0	0	0	450,000
Seaport Bonds/Loans	1,816	0	0	0	0	0	0	0	1,816
TOTAL REVENUES:	1,816	225,000	225,000	0	0	0	0	0	451,816
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	1,816	225,000	225,000	0	0	0	0	0	451,816
TOTAL EXPENDITURES:	1,816	225,000	225,000	0	0	0	0	0	451,816

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - NORTH BULKHEAD REHABILITATION

PROGRAM #: 644300



DESCRIPTION: Provide repairs and improvements to the north bulkhead terminal
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	10,000	1,000	24,000	0	0	0	409,183	444,183
General Construction Overhead	7	0	0	0	0	0	0	0	7
Seaport Bonds/Loans	14,852	0	0	0	0	0	0	0	14,852
TOTAL REVENUES:	14,859	10,000	1,000	24,000	0	0	0	409,183	459,042
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	6,521	10,000	1,000	24,000	0	0	0	409,183	450,704
Infrastructure Improvements	8,338	0	0	0	0	0	0	0	8,338
TOTAL EXPENDITURES:	14,859	10,000	1,000	24,000	0	0	0	409,183	459,042

INFRASTRUCTURE IMPROVEMENTS - PASSENGER BOARDING BRIDGES

PROGRAM #: 2000001344



DESCRIPTION: Purchase passenger boarding bridges for various terminals throughout the port
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	10	10	5,490	5,490	5,500	0	0	16,500
Seaport Bonds/Loans	4,805	0	0	0	0	0	0	0	4,805
Seaport Revenues	147	0	0	0	0	0	0	0	147
TOTAL REVENUES:	4,952	10	10	5,490	5,490	5,500	0	0	21,452
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Major Machinery and Equipment	4,952	10	10	5,490	5,490	5,500	0	0	21,452
TOTAL EXPENDITURES:	4,952	10	10	5,490	5,490	5,500	0	0	21,452

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - PORT WIDE

PROGRAM #: 645430



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

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

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	100	810	810	810	710	710	0	0	3,950
Florida Department of Environmental Protection	0	160	0	0	0	0	0	0	160
Future Financing	0	25,000	25,000	25,000	25,000	25,000	25,000	0	150,000
General Construction Overhead	1,763	0	0	0	0	0	0	0	1,763
Seaport Bonds/Loans	16,384	0	0	0	0	0	0	0	16,384
TOTAL REVENUES:	18,247	25,970	25,810	25,810	25,710	25,710	25,000	0	172,257
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	12,249	25,970	25,810	25,810	25,710	25,710	25,000	0	166,259
Infrastructure Improvements	5,998	0	0	0	0	0	0	0	5,998
TOTAL EXPENDITURES:	18,247	25,970	25,810	25,810	25,710	25,710	25,000	0	172,257

INFRASTRUCTURE IMPROVEMENTS - SOUTH FLORIDA CONTAINER TERMINAL

PROGRAM #: 647150



DESCRIPTION: Provide drainage improvements and various cargo yard projects in the South Florida Container Terminal, ERTG Phase 2

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

District Located: 5
District(s) Served: 13, Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	4,585	4,585	4,585	4,585	0	0	0	0	18,340
Future Financing	0	8,125	18,744	15,204	1,471	2,942	0	0	46,486
General Construction Overhead	220	0	0	0	0	0	0	0	220
Seaport Bonds/Loans	40,180	0	0	0	0	0	0	0	40,180
US DOT	1,490	1,490	1,490	5,958	0	0	0	0	10,428
TOTAL REVENUES:	46,475	14,200	24,819	25,747	1,471	2,942	0	0	115,654
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	41,890	9,615	20,234	21,162	1,471	2,942	0	0	97,314
Major Machinery and Equipment	4,585	4,585	4,585	4,585	0	0	0	0	18,340
TOTAL EXPENDITURES:	46,475	14,200	24,819	25,747	1,471	2,942	0	0	115,654

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - WATER AND SEWER UPGRADES

PROGRAM #: 647720



DESCRIPTION: Upgrade the Port's water and sewer system for new services
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	639	1,452	838	0	0	0	0	2,929
Seaport Bonds/Loans	2,424	0	0	0	0	0	0	0	2,424
TOTAL REVENUES:	2,424	639	1,452	838	0	0	0	0	5,353
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,421	639	1,452	838	0	0	0	0	5,350
Infrastructure Improvements	3	0	0	0	0	0	0	0	3
TOTAL EXPENDITURES:	2,424	639	1,452	838	0	0	0	0	5,353

INLAND PORT DEVELOPMENT

PROGRAM #: 200000572



DESCRIPTION: Continue Inland Port development of the container storage and transfer staging areas
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	0	0	0	111,779	42,021	185,000	0	338,800
Seaport Bonds/Loans	115	0	0	0	0	0	0	0	115
TOTAL REVENUES:	115	0	0	0	111,779	42,021	185,000	0	338,915
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	115	0	0	0	111,779	42,021	185,000	0	338,915
TOTAL EXPENDITURES:	115	0	0	0	111,779	42,021	185,000	0	338,915

INSPECTION AND FUMIGATION FACILITIES

PROGRAM #: 2000001418



DESCRIPTION: Develop a fumigation and cold chain processing center
 LOCATION: Dante B. Fascell Port of Miami-Dade District Located: 5
 Port of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	1,290	1,290	1,290	1,290	2,582	0	0	7,742
Seaport Bonds/Loans	1,490	0	0	0	0	0	0	0	1,490
Tenant Financing	0	2,217	2,217	2,217	2,217	4,432	0	0	13,300
US DOT	4,786	4,786	4,786	4,786	4,786	9,570	0	0	33,500
TOTAL REVENUES:	6,276	8,293	8,293	8,293	8,293	16,584	0	0	56,032
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	6,276	8,293	8,293	8,293	8,293	16,584	0	0	56,032
TOTAL EXPENDITURES:	6,276	8,293	8,293	8,293	8,293	16,584	0	0	56,032

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

NETZERO CARGO PROGRAM

PROGRAM #: 2000002955



DESCRIPTION: Construct additional rail capacity and increase cargo gate optimization to reduce traffic congestion at the Port and lower carbon emissions

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

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	2,675	2,675	2,675	2,675	5,300	0	0	16,000
US DOT	0	2,675	2,675	2,675	2,675	5,300	0	0	16,000
TOTAL REVENUES:	0	5,350	5,350	5,350	5,350	10,600	0	0	32,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	5,350	5,350	5,350	5,350	10,600	0	0	32,000
TOTAL EXPENDITURES:	0	5,350	5,350	5,350	5,350	10,600	0	0	32,000

SHORE POWER

PROGRAM #: 2000001675



DESCRIPTION: Provide Shore Power to all cruise terminals which will allow ships to turn off their primary engines while docked resulting in reduced air emissions

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

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FDOT Funds	4,000	4,000	4,000	4,000	0	0	0	0	16,000
Future Financing	0	85,000	7,722	4,000	0	0	0	0	96,722
Seaport Bonds/Loans	59,197	0	0	0	0	0	0	0	59,197
US Department of Environmental Protection Agency	1,868	132	0	0	0	0	0	0	2,000
TOTAL REVENUES:	65,065	89,132	11,722	8,000	0	0	0	0	173,919
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	65,065	89,132	11,722	8,000	0	0	0	0	173,919
TOTAL EXPENDITURES:	65,065	89,132	11,722	8,000	0	0	0	0	173,919

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STRATEGIC AREA

General Government

Mission:

To provide ethical and transparent government that supports excellent public service delivery, that is easily accessible, and that is informed by active engagement with the community and our local partners

GOALS	OBJECTIVES
ACCESSIBLE, EQUITABLE, TRANSPARENT, AND RESPONSIBLE GOVERNMENT	Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate
	Facilitate community outreach and engagement to promote better decision-making in County government
	Ensure involvement of local organizations to help address priority needs of our residents
	Promote equity in the planning and delivery of County services
	Ensure fair, accurate, transparent and accessible elections for all voters
EXCELLENT, ENGAGED AND RESILIENT COUNTY WORKFORCE	Attract and hire new talent to support operations
	Promote employee development and leadership
	Ensure an inclusive and diverse workforce
OPTIMAL INTERNAL MIAMI-DADE COUNTY OPERATIONS AND SERVICE DELIVERY	Deploy effective and reliable technology solutions that support Miami-Dade County services
	Ensure security of systems and data
	Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent manner
	Effectively utilize and maintain facilities and assets
EFFECTIVE LEADERSHIP AND MANAGEMENT PRACTICES	Provide sound financial and risk management
	Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents
	Reduce County government's greenhouse gas emissions and resource consumption
	Lead community sustainability efforts and climate change mitigation and adaptation strategies

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Audit and Management Services

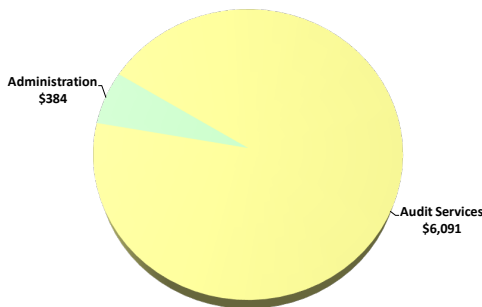
Audit and Management Services (AMS) performs audits to validate compliance with applicable rules and regulations and identifies opportunities to improve performance and foster accountability.

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 Office of the Mayor, Board of County Commissioners, and Department Directors. Audits are conducted in accordance with professional internal auditing standards, which require assessing risks, planning and performing work to achieve desired objectives; and communicating results that are accurate, constructive, timely and adequately supported.

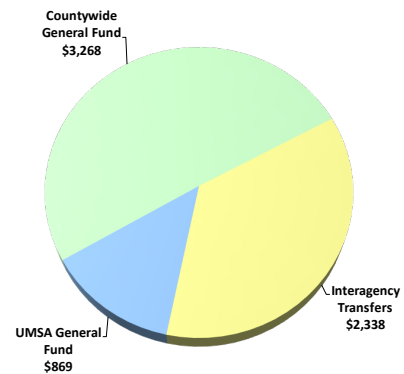
Department stakeholders include County departments and their business partners, as well as the general public.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>AUDIT SERVICES</u> Performs audits to improve performance and foster accountability, while promoting a more efficient, effective and ethical County government	
<u>FY 22-23</u> 41	<u>FY 23-24</u> 41

<u>ADMINISTRATIVE SUPPORT SERVICES</u> Provides departmental support primarily in the areas of budget preparation and fiscal management, procurement, personnel administration, audit report processing, inventory/file management and information technology assistance	
<u>FY 22-23</u> 4	<u>FY 23-24</u> 4

The FY 2023-24 total number of full-time equivalent positions is 45.

FY 2023-24 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.

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

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Conduct audits aimed at operational efficiency and effectiveness	Amount collected from assessments (in thousands)*	OC	↑	\$1,283	\$230	\$1,500	\$1,500	\$1,500
	Percentage of audit reports issued within 90 days of fieldwork completion	EF	↑	81%	80%	50%	50%	50%
	Audit reports issued	OP	↔	57	54	50	50	50
	Amount assessed from audits (in thousands)*	OC	↑	\$2,323	\$2,670	\$3,000	\$3,000	\$3,000
	Percentage of planned follow-up audits completed**	OP	↔	81%	36%	50%	50%	50%

* Assessments and collections vary annually based on the audit results and number of revenue audits performed

** In FY 2021-22, higher risk audits were prioritized, resulting in a decrease in follow up audits

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes \$2.338 million for direct audit services provided for County departments such as Aviation, Water and Sewer, Seaport, Public Housing and Community Development, Solid Waste Management, Transportation and Public Works, Office of the Citizens' Independent Transportation Trust, Regulatory and Economic Resources, Corrections and Rehabilitation, Parks, Recreation and Open Spaces, and others

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
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	2	1	14	14	14
Utilities	21	13	22	22	15

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
General Fund Countywide	1,915	2,180	3,184	3,268
General Fund UMSA	540	579	847	869
Fees for Services	2,202	2,222	2,297	2,338
Total Revenues	4,657	4,981	6,328	6,475
Operating Expenditures Summary				
Salary	3,250	3,523	4,386	4,472
Fringe Benefits	1,242	1,318	1,677	1,696
Other Operating	102	70	181	247
Charges for County Services	58	61	69	45
Capital	3	9	15	15
Total Operating Expenditures	4,655	4,981	6,328	6,475
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	
	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Expenditure By Program				
Strategic Area: General Government				
Administration	370	384	4	4
Audit Services	5,958	6,091	41	41
Total Operating Expenditures	6,328	6,475	45	45

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Commission on Ethics and Public Trust

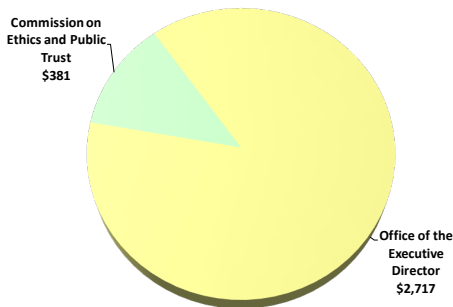
The Commission on Ethics and Public Trust (Ethics Commission) is an independent agency with advisory, investigatory and quasi-judicial powers. The purpose of the Ethics Commission is to promote and enforce high standards of ethical conduct in government and to build and maintain confidence in public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

As part of the General Government strategic area, the Ethics Commission is dedicated to reinforcing public trust in the administration of government by informing County and municipal elected officials, employees, the public and the private sector about the County Conflict of Interest and Code of Ethics Ordinance (County Ethics Code), and the various municipal ethics ordinances. The Ethics Commission is authorized to investigate complaints and render advisory opinions related to the following County or municipal legislation: the County Ethics Code including sections related to Lobbyist Registration and Cone of Silence, the Citizens' Bill of Rights, Ethical Campaign Practices, the Employee Protection Ordinance and the Public Service Honor Code. It also provides guidance on State of Florida Public Records and Government in the Sunshine laws. Community outreach and educational programs are crucial components of the Ethics Commission's mission. The Ethics Commission hosts a wide array of programs to educate the public on issues concerning ethics, good governance and accountability through town hall meetings, panel discussions and training workshops, as well as local and national conferences and forums.

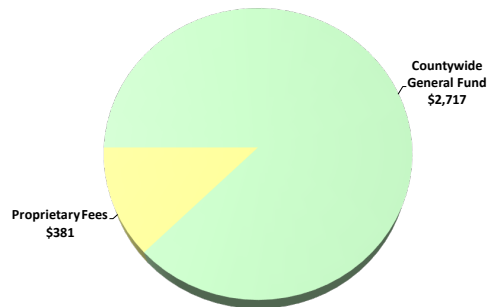
The Ethics Commission, by Board ordinance, has jurisdiction extending to municipalities within Miami-Dade County. Its jurisdiction also extends to certain lobbyists, contractors and vendors. The Ethics Commission works closely with the Office of the Inspector General and the State Attorney's Office,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

FY 2023-24 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>OFFICE OF THE EXECUTIVE DIRECTOR</u>	
Provides administrative support to the Ethics Commission; recommends legislative and policy initiatives that promote ethical government and accountability; issues and approves ethics opinions; supervises and participates in ethics training programs for public officials, employees and candidates for elected office.	
<u>FY 22-23</u> 17	<u>FY 23-24</u> 17

The FY 2023-24 total number of full-time equivalent positions is 17

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE EXECUTIVE DIRECTOR

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

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

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve the image of County Government	Number of complaints filed	IN	↔	35	62	50	50	50
	Number of requests for opinions and inquiries filed	IN	↔	216	300	250	250	250
	Number of investigations handled	OP	↔	102	77	110	75	75
	Number of Hotline, Mailbox and General Inquiries Responses	OP	↔	241	515	350	350	350
	Number of Ethics trainings, workshops and outreach	OP	↔	84	91	120	100	100
	Number of reports and/or findings provided to selection committees*	OP	↔	N/A	2,261	40,000	1,500	1,500

*As per BCC Resolution R-62-22 amending IO 3-34, which directed the Miami-Dade Commission on Ethics and Public Trust to provide reports and findings regarding any vendor or proposed subcontractor under consideration during a competitive procurement process to the selection committee

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- The FY 2023-24 Adopted Budget includes a transfer of \$130,000, as required under Ordinance 10-56, from the Office of the Clerk Lobbyist Trust Fund to support ethics training and conference expenditures including, but not limited to, educational materials and personnel expenditures

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Adopted
	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	2	0	0	0
Rent	0	0	0	0	0
Security Services	0	0	1	1	1
Temporary Services	0	0	0	0	0
Travel and Registration	0	0	2	4	6
Utilities	6	6	8	7	8

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual	Actual	Budget	Adopted	(dollars in thousands)	Total Funding		Total Positions	
	FY 20-21	FY 21-22	FY 22-23	FY 23-24		Budget	Adopted	Budget	Adopted
Revenue Summary					Expenditure By Program	FY 22-23	FY 23-24	FY 22-23	FY 23-24
General Fund Countywide	2,404	2,322	2,686	2,717	Strategic Area: General Government				
Carryover	105	207	0	111	Commission on Ethics and	270	381	0	0
Fees and Charges	138	145	140	140	Public Trust				
Lobbyist Trust Fund	131	133	130	130	Office of the Executive	2,686	2,717	17	17
Total Revenues	2,778	2,807	2,956	3,098	Director				
Operating Expenditures					Total Operating Expenditures	2,956	3,098	17	17
Summary									
Salary	1,880	1,914	2,057	2,150					
Fringe Benefits	607	665	740	805					
Contractual Services	4	12	9	10					
Other Operating	54	68	85	91					
Charges for County Services	26	34	58	33					
Capital	0	3	7	9					
Total Operating Expenditures	2,571	2,696	2,956	3,098					
Non-Operating Expenditures									
Summary									
Transfers	0	0	0	0					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	0	0	0	0					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Communications and Customer Experience

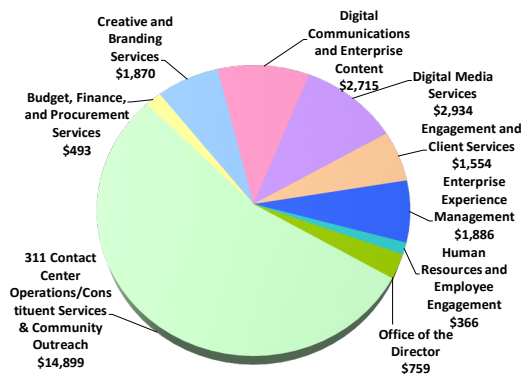
The Communications and Customer Experience Department (CCED) links County government to more than 2.7 million residents and over 16 million visitors by providing convenient access through the 311 Contact Center, three Service Centers throughout the community, the County’s web portal (www.miamidade.gov), Miami-Dade Television (MDTV), digital media, printed collateral and multi-lingual radio programming. These service channels facilitate access to government services, assist departments in disseminating information about County services and programs through educational messaging and advertising, and support enterprise-wide branding efforts. Through focused initiatives that drive the customer experience, CCED provides a unified, enterprise-wide service-based approach to interacting with the public that strives to make residents, businesses and visitors advocates of Miami-Dade County.

As part of the General Government strategic area, the Communications and Customer Experience Department is aligned with the strategic objective: support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate. The Department exercises governance over the County’s channels to ensure government information, programs and services are accessible and easy to use by County employees and external customers of all abilities. With a focus on adhering to Web Content Accessibility Guidelines, the County is making sure there are no barriers to accessing important government services.

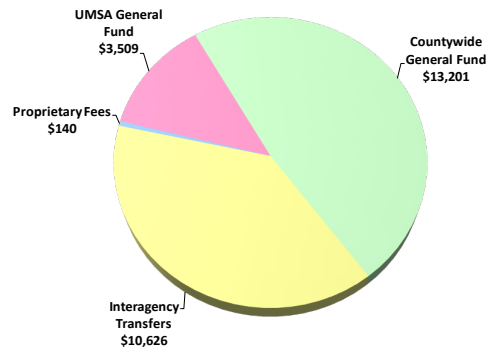
The Communications and Customer Experience Department serves a variety of stakeholders including the public, elected officials, County departments and municipalities.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

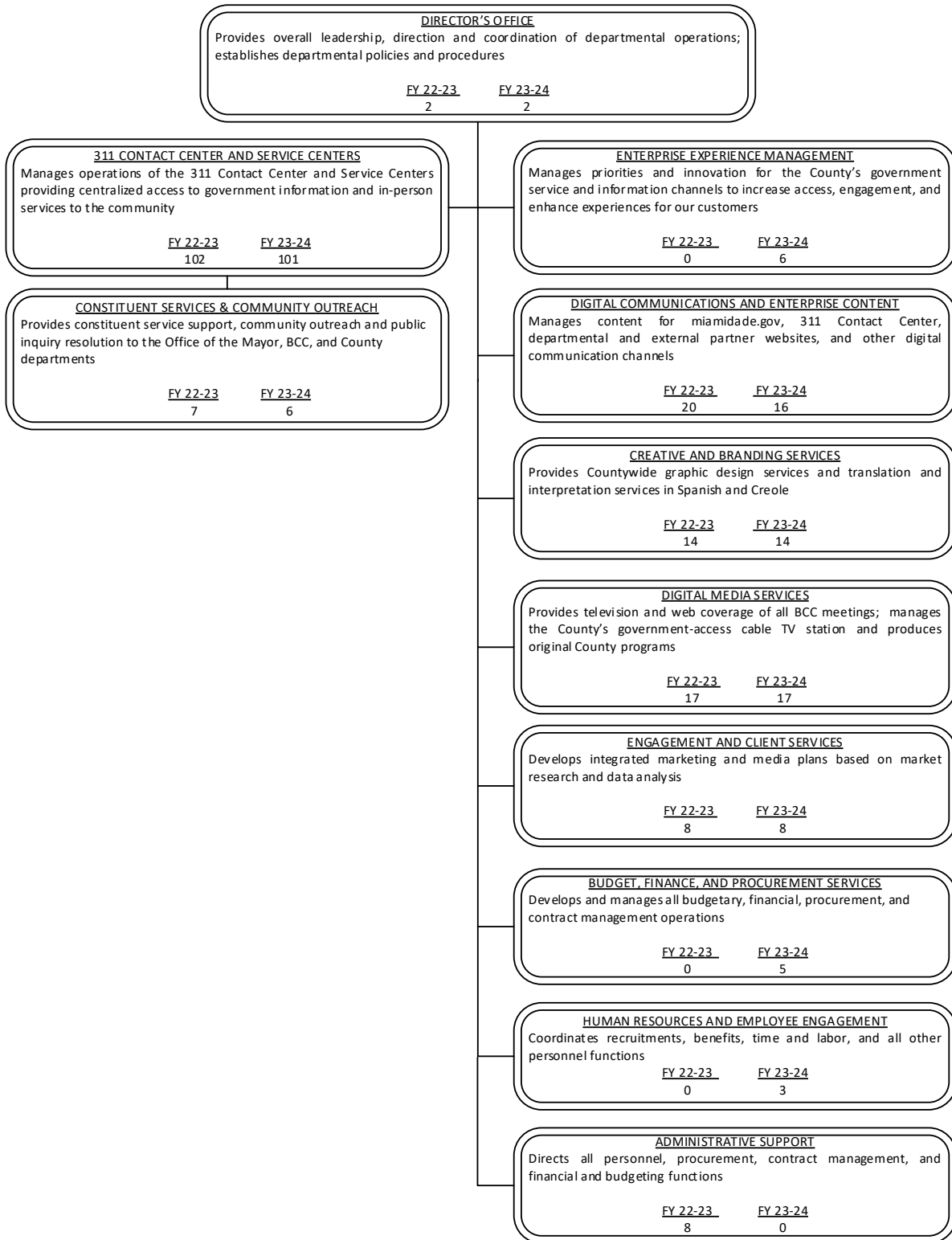


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 182.44

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director oversees the operations of the Department to ensure efficiency and adherence to County policy and regulations.

- 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

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of two Account Clerks, one Clerk 4, one Accountant 2, and one Budget and Accounting Manager positions to Budget, Finance, and Procurement Services to manage all budget, accounting, and procurement functions
- The FY 2023-24 Adopted Budget includes the transfer of one Personnel Specialist, one Senior Personnel Specialist, and one Senior Human Resources Manager positions to Human Resources and Employee Engagement to coordinate all human resources functions

DIVISION: ENTERPRISE EXPERIENCE MANAGEMENT

The Enterprise Experience Management Division enhances customer satisfaction, loyalty, advocacy, and overall business success by ensuring the creation and delivery of consistent positive customer and employee experiences across various touchpoints, channels, and interactions.

- Manages priorities and innovation for the County's government service and information channels to increase access, engagement, and enhance experiences for our customers
- Facilitates the integration and optimization of various customer touchpoints, such as websites, call centers, and in-person locations, with the goal of providing consistent, personalized, and seamless experiences
- Impacts customer emotions, attitudes, and behaviors, through design, delivery, improvement of products, services, and overall customer journeys
- Applies user research and experience methodologies to new product development to enhance usability, accessibility, and customer satisfaction with product and service interactions through the County's primary channels and touchpoints
- Enables the design, delivery, and measurement of interactions and engagement with customers through multiple touchpoints
- Oversees governance and maintains policies and procedures related to the public information environment
- Manages departmental priority initiatives and strategic and technology roadmaps needed to drive innovation

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes the transfer of one Administrative Officer 1 position from 311 Contact Center Operations and reclassified to a Business Analyst to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360

- The FY 2023-24 Adopted Budget includes the transfer of one Assistant Director, one Business Architect, one Strategic Initiatives Manager, and two User Experience Designers positions from Digital Communications and Enterprise Content to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: 311 CONTACT CENTER OPERATIONS/CONSTITUENT SERVICES & COMMUNITY OUTREACH

The 311 Contact Center provides the public with centralized telephone, in-person, and digital access to government information and services.

- Manages the day-to-day operations of the 311 Contact Center and manages three Service Centers located at the South Dade Government Center, the North Dade Justice Center, and the Permitting and Inspection Center to provide in-person services to the community
- Develops and maintains a comprehensive knowledgebase of government information and services through real-time updates
- Provides data analytics to promote Countywide customer service standards
- Develops and provides training to Contact Center staff
- Applies quality assurance measures to improve service delivery
- Provides constituent service support, community outreach, and public inquiry resolution to the Office of the Mayor, BCC, and County departments

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Call volume (in millions)	IN	↔	1.6	1.4	1.5	1.5	1.5
Provide quality service delivery	Average call wait time (in seconds)*	EF	↓	170	133	180	180	180

*FY 2021-22 Actual reflects the decrease in COVID-19

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes the transfer of one Administrative Officer 1 position to Enterprise Experience Management and reclassified to a Business Analyst to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360



The FY 2023-24 Adopted Budget includes the transfer of one 311 Call Center Specialist position to Digital Communications and reclassified to a Special Project Administrator 2 to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: DIGITAL COMMUNICATIONS AND ENTERPRISE CONTENT

The Digital Communications and Enterprise Content Division creates, produces, and publishes high-quality, relevant, and engaging content that aligns with an organization's goals, values, and overall business strategy and executes the organization's digital communication strategies through multiple channels.

- Creates, updates, coordinates, and manages content for the County, using enterprise solutions to create websites, engage on social media, distribute newsletters, collect feedback and other digital communication efforts, that are in alignment with strategic initiatives and branding
- Creates and manages production and delivery of engaging content to publish on various digital channels such as miamidade.gov, 311 Contact Center, departmental and external partner websites
- Assures quality for content, style, branding, accessibility, and other standards defined in the Public Information Guide
- Handles the day-to-day production and delivery of key County communications to internal and external audiences

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Visits to the internet portal (in millions)*	IN	↔	180	160	180	180	180

*The FY 2022-23 Projection was updated to reflect year-to-date actuals

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes the transfer of one Assistant Director, one Business Architect, one Strategic Initiatives Manager, and two User Experience Designers positions to Enterprise Experience Management to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360



The FY 2023-24 Adopted Budget includes the transfer of one 311 Call Center Specialist position from 311 Contact Center operations and reclassified to a Special Project Administrator 2 to support the functions which serve County Departments and elected officials, the end-to-end customer experience, No Wrong Door, and Customer360

DIVISION: CREATIVE AND BRANDING SERVICES

The Creative and Branding Services Division designs, develops, and executes marketing and public education campaigns, including planning, creative concept development, graphic design and print, and audio-visual production services; and develops and enforces policies for content, style and branding.

- Provides full-service creative and branding services
- Provides translation and interpretation services in Spanish and Creole

DIVISION COMMENTS

- In FY 2023-24, the Department will continue its Service Level Agreement with the Elections Department for translation services (\$50,000)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: DIGITAL MEDIA SERVICES

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

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

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase access to government information and services	Number of "Likes" to the Miami-Dade County Facebook page (in thousands)	OC	↑	101	104	105	105	105

DIVISION: ENGAGEMENT AND CLIENT SERVICES

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

- Develops integrated marketing and media plans based on market research and conducts data analysis for post-public education performance reporting
- Proactively engages local communications channels to promote Countywide programs and services to the community
- Administers the County's marketing pool and provides communications support for departmental outreach events
- Manages the enterprise editorial calendar which drives integrated messaging across both traditional and digital communications channels

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: BUDGET, FINANCE, AND PROCUREMENT SERVICES

The Budget, Finance, and Procurement Services Division manages the Department's budget, fiscal accounting functions and provides policy support to the Department Director.

- Develops and monitors the annual operating budget and multi-year capital plan
- Performs accounts payable and receivable and financial reporting functions
- Responsible for procurement activities, including purchasing, contracts negotiations, and management

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Reduce processing time	Invoices processed within 45 calendar days*	EF	↑	93%	97%	98%	98%	98%

*FY 2020-21 Actual reflects the transition of implementing the new financial system and staff shortage

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of two Account Clerks, one Clerk 4, one Accountant 2, one Budget and Accounting Manager positions from Office of the Director and Administrative Support to manage all budget, accounting, and procurement functions

DIVISION: HUMAN RESOURCES AND EMPLOYEE ENGAGEMENT

The Human Resources and Employee Engagement Division prepares and maintains personnel documentation, facilitates employee communication and engagement, and provides policy support to the Department Director.

- Coordinates all recruitment and personnel issues
- Processes payroll, including leave management
- Facilitates employee communication and engagement activities

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one Personnel Specialist, one Senior Personnel Specialist, and one Senior Human Resources Manager positions from Office of the Director and Administrative Support to coordinate all human resources functions

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding for the improvement of press room functionality on the 29th floor at the Stephen P. Clark Center for local TV media usage and press conference coverage by MDTV and the upgrade of communication infrastructure from analog to digital; the program is being funded through the Countywide Infrastructure Investment Program (CIIP) (total program cost \$132,000; \$82,000 in FY 2023-24; capital program #2000002455)

- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the replacement of audio video cameras and accessories to upgrade aging technology; the program is being funded through the Countywide Infrastructure Investment Program (CIIP) (total program cost \$275,000; \$75,000 in FY 2023-24; capital program #2000001694)
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the upgrading of the County's aging communications infrastructure to High-Definition technology and the replacement of aging AV equipment; the program is being funded through the Countywide Infrastructure Investment Program (CIIP) (total program cost \$3 million; \$1.461 million in FY 2023-24; capital program #2000001894)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding for the upgrade of speakers and lighting systems in the Broad of County Commission Chambers; the project is being funded with Capital Asset 2021A bond proceeds (total program cost \$200,000; \$100,000 in FY 2023-24; capital program #2000001695)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding for the acquisition of a Customer Relationship Management (CRM) solution that will allow the Department to store and manage customer information across all County touchpoints as well as maintain that information and prompt the customer to keep that information up-to-date and accurate; the project is being funded with Capital Asset 2020C bond proceeds; the annual estimated operating cost is \$3 million which will be funded by the General Fund and applicable Communication's Funding Model departments (total program cost \$2.5 million; \$1 million in FY 2023-24; capital program #2000001438)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the replacement of the existing wiring infrastructure in the control and media rooms at the Emergency Operations Center (total program cost \$140,000; \$140,000 in FY 2023-24; capital program #2000003095)

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	328	289	336	343	366
Fuel	2	3	2	2	4
Overtime	88	58	84	87	116
Rent	34	34	34	34	34
Security Services	-5	7	1	1	1
Temporary Services	41	88	125	135	217
Travel and Registration	4	10	108	98	129
Utilities	34	34	37	36	38

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	6,712	8,680	11,261	13,201	Office of the Director	1,614	759	10	2
General Fund UMSA	2,119	2,742	2,993	3,509	Enterprise Experience Management	0	1,886	0	6
Fees for Services	165	187	140	140	311 Contact Center Operations/Constituent Services & Community Outreach	11,710	14,899	109	107
Interagency Transfers	8,172	8,566	9,184	10,626	Digital Communications and Enterprise Content	4,392	2,715	20	16
Interfund Transfers	646	0	0	0	Creative and Branding Services	1,714	1,870	14	14
Total Revenues	17,814	20,175	23,578	27,476	Digital Media Services	2,669	2,934	17	17
Operating Expenditures Summary					Engagement and Client Services	1,479	1,554	8	8
Salary	11,433	12,039	13,395	13,886	Budget, Finance, and Procurement Services	0	493	0	5
Fringe Benefits	3,524	4,867	5,468	5,898	Human Resources and Employee Engagement	0	366	0	3
Contractual Services	87	89	319	247	Total Operating Expenditures	23,578	27,476	178	178
Other Operating	1,520	1,796	2,286	5,717					
Charges for County Services	1,156	1,255	1,980	1,476					
Capital	94	109	130	252					
Total Operating Expenditures	17,814	20,155	23,578	27,476					
Non-Operating Expenditures Summary									
Transfers	0	20	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	20	0	0					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
CIIP Program Bonds	1,689	0	0	0	0	0	0	0	1,689
CIIP Program Financing	0	1,783	0	0	0	0	0	0	1,783
Capital Asset Series 2020C Bonds	2,500	0	0	0	0	0	0	0	2,500
General Government Improvement Fund (GGIF)	275	0	0	0	0	0	0	0	275
Total:	4,464	1,783	0	0	0	0	0	0	6,247
Expenditures									
Strategic Area: GG									
311 Answer Center Technology Improvements	1,500	1,000	0	0	0	0	0	0	2,500
Equipment Acquisition	1,889	1,718	0	0	0	0	0	0	3,607
Telecommunications Equipment	0	140	0	0	0	0	0	0	140
Total:	3,389	2,858	0	0	0	0	0	0	6,247

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

29TH FLOOR - PRESS ROOM UPGRADES

PROGRAM #: 200002455



DESCRIPTION: Improve press room functionality for local TV media usage and press conference coverage by MDTV and upgrade the communication infrastructure from analog to digital as mandated by the federal government in 2009 as a result of analog visual signal equipment being phased out in the United States

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	50	0	0	0	0	0	0	0	50
CIIP Program Financing	0	82	0	0	0	0	0	0	82
TOTAL REVENUES:	50	82	0	0	0	0	0	0	132
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	50	82	0	0	0	0	0	0	132
TOTAL EXPENDITURES:	50	82	0	0	0	0	0	0	132

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

AUDIO VIDEO CAMERAS AND ACCESSORIES

PROGRAM #: 2000001694

DESCRIPTION: Replace audio video cameras and accessories to upgrade aging technology
 LOCATION: 111 NW 1 St District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	275	0	0	0	0	0	0	0	275
TOTAL REVENUES:	275	0	0	0	0	0	0	0	275
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	200	75	0	0	0	0	0	0	275
TOTAL EXPENDITURES:	200	75	0	0	0	0	0	0	275

AV EQUIPMENT AND INFRASTRUCTURE UPGRADE

PROGRAM #: 2000001894

DESCRIPTION: Upgrade the County's aging AV equipment and infrastructure to High-Definition technology
 LOCATION: 111 NW 1 St District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	1,539	0	0	0	0	0	0	0	1,539
CIIP Program Financing	0	1,461	0	0	0	0	0	0	1,461
TOTAL REVENUES:	1,539	1,461	0	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	1,539	1,461	0	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	1,539	1,461	0	0	0	0	0	0	3,000

CHAMBERS SPEAKERS AND LIGHTING SYSTEM

PROGRAM #: 2000001695



DESCRIPTION: Upgrade the speakers and lighting systems in the Board of County Commission Chambers
 LOCATION: 111 NW 1 St District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	100	0	0	0	0	0	0	0	100
CIIP Program Financing	0	100	0	0	0	0	0	0	100
TOTAL REVENUES:	100	100	0	0	0	0	0	0	200
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	100	100	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	100	100	0	0	0	0	0	0	200

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CUSTOMER RELATIONSHIP MANAGEMENT MODERNIZATION

PROGRAM #: 2000001438



DESCRIPTION: Purchase and implement a Customer Relationship Management (CRM) solution that can store and manage customer information across all County touchpoints, maintain all customer information and prompts the customer to keep that information up to date and accurate

LOCATION: 11500 NW 25 St
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	2,500	0	0	0	0	0	0	0	2,500
TOTAL REVENUES:	2,500	0	0	0	0	0	0	0	2,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	1,500	1,000	0	0	0	0	0	0	2,500
TOTAL EXPENDITURES:	1,500	1,000	0	0	0	0	0	0	2,500

Estimated Annual Operating Impact will begin in FY 2023-24 in the amount of \$3,000,000 and includes 0 FTE(s)

EMERGENCY OPERATIONS CENTER - MEDIA ROOM UPGRADE

PROGRAM #: 2000003095



DESCRIPTION: Replace the existing wiring infrastructure in the control and media rooms at the Emergency Operations Center

LOCATION: 9300 NW 41 St
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Financing	0	140	0	0	0	0	0	0	140
TOTAL REVENUES:	0	140	0	0	0	0	0	0	140
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	140	0	0	0	0	0	0	140
TOTAL EXPENDITURES:	0	140	0	0	0	0	0	0	140

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Elections

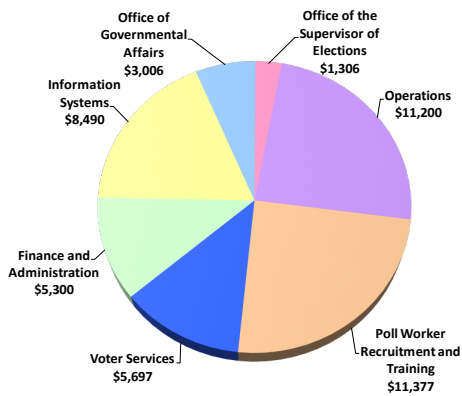
The Elections Department conducts elections that are accurate, convenient and accessible to all eligible voters throughout Miami-Dade County. The Department ensures that all federal, state, county, municipal and special taxing district elections are conducted and tabulated in a correct, uniform and impartial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

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

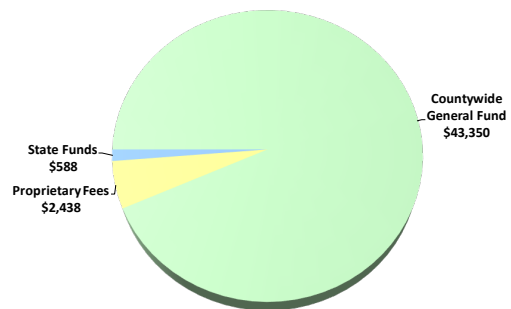
The Department serves an estimated 1.6 million registered voters in Miami-Dade County and serves all citizens and municipalities in election-related matters. The Department follows policy established by the Board of County Commissioners while operating under state and federal laws. The Elections staff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

FY 2023-24 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)



Revenues by Source (dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

	<p>OFFICE OF THE SUPERVISOR OF ELECTIONS Formulates and directs overall policy for departmental operations; ensures adherence with federal, state and local election laws</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 3</td> <td style="text-align: center;"><u>FY 23-24</u> 4</td> </tr> </table>	<u>FY 22-23</u> 3	<u>FY 23-24</u> 4
<u>FY 22-23</u> 3	<u>FY 23-24</u> 4		
	<p>INFORMATION SYSTEMS Manages ballot programming and coding, Vote-by-Mail mailing and processing, tabulation of election results and departmental information management</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 23</td> <td style="text-align: center;"><u>FY 23-24</u> 23</td> </tr> </table>	<u>FY 22-23</u> 23	<u>FY 23-24</u> 23
<u>FY 22-23</u> 23	<u>FY 23-24</u> 23		
	<p>FINANCE AND ADMINISTRATION Responsible for budget coordination, accounts payable, procurement, election billing, grant monitoring and human resources</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 12</td> <td style="text-align: center;"><u>FY 23-24</u> 17</td> </tr> </table>	<u>FY 22-23</u> 12	<u>FY 23-24</u> 17
<u>FY 22-23</u> 12	<u>FY 23-24</u> 17		
	<p>VOTER SERVICES Oversees voter registration services; manages the statewide voter registration system; manages absentee voting and departmental mailroom activities; processes petitions</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 29</td> <td style="text-align: center;"><u>FY 23-24</u> 31</td> </tr> </table>	<u>FY 22-23</u> 29	<u>FY 23-24</u> 31
<u>FY 22-23</u> 29	<u>FY 23-24</u> 31		
	<p>OPERATIONS Oversees warehouse activities, including elections equipment logistics, ballot tracking and asset management; secures polling places countywide and ensures ADA compliance</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 24</td> <td style="text-align: center;"><u>FY 23-24</u> 25</td> </tr> </table>	<u>FY 22-23</u> 24	<u>FY 23-24</u> 25
<u>FY 22-23</u> 24	<u>FY 23-24</u> 25		
	<p>OFFICE OF GOVERNMENTAL AFFAIRS Monitors federal, state and local legislation; coordinates Elections Canvassing Board activities, candidate qualifying, ballot preparation and proofing and liaison activities with candidates and municipalities</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 12</td> <td style="text-align: center;"><u>FY 23-24</u> 14</td> </tr> </table>	<u>FY 22-23</u> 12	<u>FY 23-24</u> 14
<u>FY 22-23</u> 12	<u>FY 23-24</u> 14		
	<p>POLL WORKER RECRUITMENT AND TRAINING Manages recruitment, training and payroll processes as well as coordination of collection centers and administrative procedures for early voting and election day</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: center;"><u>FY 22-23</u> 19</td> <td style="text-align: center;"><u>FY 23-24</u> 20</td> </tr> </table>	<u>FY 22-23</u> 19	<u>FY 23-24</u> 20
<u>FY 22-23</u> 19	<u>FY 23-24</u> 20		

The FY 2023-24 total number of full-time equivalent positions is 134

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE SUPERVISOR OF ELECTIONS

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

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

Strategic Objectives - Measures

- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Municipal Clerk satisfaction with the Elections Department's conduct of their election	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes one Chief Deputy Supervisor of Elections position in preparation for the transition to a constitutionally elected office**



The FY 2023-24 Adopted Budget includes costs associated with the Countywide Presidential Preference Primary Election and the August Primary Election that totals \$18 million and includes early voting operations at 23 sites, election day support at 600 locations, temporary workers, Vote-by-Mail materials, poll worker services, advertisements, and printing of ballots

- The FY 2023-24 Adopted Budget includes additional expenses related to a special election for Florida House of Representatives District 118 in the amount of \$588,000 that will be funded through a reimbursement from the state

DIVISION: INFORMATION SYSTEMS

The Information Systems Division manages ballot programming and coding, tabulation of election results, Vote-by-Mail ballot mailing and sorting, and departmental information technology.

- Oversees departmental information technology infrastructure
- Allocates and orders ballots prior to elections
- Prepares all ballot configurations
- Prepares ballot design and layout; creates election definition and programming
- Manages the ballot mailing and sorting system for Vote-by-Mail ballots
- Manages tabulation and reporting of election results

Strategic Objectives - Measures

- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Effectively administer countywide and municipal elections	Number of days to code ballots for all countywide elections	EF	↓	5	3	5	5	5
	Percentage of Vote-by-Mail ballots tabulated on time, countywide and special elections	OC	↑	100%	95%	100%	100%	100%

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one temporary System Analyst Programmer 2 position for proper succession planning to ensure the continuity of support to the Department's information systems (\$59,000)

DIVISION: FINANCE AND ADMINISTRATION

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

- Manages personnel and human resource functions, including hiring of temporary staff through contracted employment agencies to provide extensive support for early voting, Vote-by-Mail ballot processing and Election Day assistance
- Responsible for budget and finance, including budget coordination, accounts payable and elections billing and collection
- Responsible for grants administration and procurement activities, including purchasing, contracts negotiation and management

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Senior Personnel Specialist to address additional workload due to implementation of INFORMS (\$51,500)
- The FY 2023-24 Adopted Budget includes four additional positions (one Chief of Human Resources, one Chief Financial Officer, one Accountant 3 and one Accountant 1) to provide human resources, finance and procurement related support in preparation for the transition to a constitutionally elected office (\$500,000)

DIVISION: VOTER SERVICES

The Voter Services Division oversees public services, manages the statewide voter registration system, manages provisional voting and voter eligibility, coordinates all Vote-by-Mail ballot processing and is responsible for departmental mailroom operations.

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

Strategic Objectives - Measures

- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide voter registration services and opportunities for absentee voting	Number of new voter registrations processed*	OP	↔	89,757	50,308	45,000	45,000	50,000
	Percentage of voters who renewed their Vote-by-Mail request**	EF	↑	55%	50%	50%	50%	50%

*The FY 2020-21 Actual reflects the Department's efforts for the 2022 election cycle

**The FY 2020-21 Actual reflects an increase in volume due to COVID-19 and the effort to maximize options available to registered voters

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes two Clerk 4 positions to support voter services and to comply with State requirements in Senate Bill 7050 (\$71,000)

DIVISION: OPERATIONS

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

- Coordinates the maintenance, repair, preparation and testing of voting equipment
- Delivers and picks up voting equipment at polling places countywide
- Manages Election Day Call Center activities
- Manages warehouse activities, including ballot tracking and asset management
- Responsible for coordinating and executing state-mandated Logic and Accuracy (L&A) Testing for all elections, which requires the randomization of voting equipment, development of a voting pattern and testing of the voting equipment that will be deployed for each election

Strategic Objectives - Measures

- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide quality service delivery	Wait time for Poll workers calling in for Election Day Assistance*	EF	↓	4	15	15	15	15

*Wait time can fluctuate due to election cycles

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Elections Procedure Specialist to provide materials management support for new warehouse in preparation for the transition to a constitutionally elected office (\$37,500)
- The FY 2023-24 Adopted Budget includes funding for leased storage space for storing elections equipment at a cost of \$2.6 million per year

DIVISION: OFFICE OF GOVERNMENTAL AFFAIRS

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

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

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes two additional positions (one Election Supervisor, one Social Media Manager) to address additional workload related to public media requests and social media requests (\$105,500)**
- The FY 2023-24 Adopted Budget for the Governmental Affairs Division includes an advertising allocation for the August 20, 2024 Primary Election, (\$100,000)

DIVISION: POLL WORKER RECRUITMENT AND TRAINING

The Poll Worker Recruitment and Training Division recruits and trains poll workers, manages early voting activities and manages the polling locations and collection centers on Election Day.

- Develops procedures and training materials to train all poll workers, administrative troubleshooters and collection center personnel in accordance with Florida Statutes for municipal and countywide elections
- Ensures adequate staffing levels of poll workers for municipal and countywide elections, including recruitment, scheduling, training and assignment
- Manages early voting operations, including staffing, training and facilities
- Operates collection centers on Election Day for municipal and countywide elections
- Responsible for all reconciliation and processing of payroll for early voting and Election Day poll workers

Strategic Objectives - Measures

- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure well-trained poll workers	Percentage of voters who voted early (all elections)*	OC	↑	16%	32%	20%	20%	20%
	Number of poll workers who received Election Readiness training**	OP	↔	2,198	9,132	10,500	10,500	10,000

*Percentages can fluctuate based on election cycles

**The FY 2020-21 Actual reflects recruitment and staffing of poll workers coinciding with the 2021 election cycle; the FY 2021-22 Actual and FY 2022-23 Target reflect fluctuations that are inherent in the number and size of scheduled elections within the fiscal year

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes one Election Support Specialist to address additional workload due to implementation of INFORMS (\$68,500)**
- The FY 2023-24 Adopted Budget includes funding for a total of 23 early voting sites open for 10 hours per day for 14 early voting days for the 2024 Presidential Preference Primary and Primary Election

ADDITIONAL INFORMATION

- In FY 2023-24, the Office of Management and Budget will continue its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis will also review related impacts to the offices of the Property Appraiser and the Clerk of Courts

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the replacement of 1,837 aging and outdated DS200 Ballot Digital Scanners which are utilized to scan voted paper ballots to tabulate and transmit the results for each election; the capital program funded with Future Financing (\$2.915 million) and Capital Asset (\$5.835 million) bond proceeds, is expected to take two-years to complete (total program cost \$8.75 million; \$5.835 million in FY 2023-24; capital program #2000001534)

- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the reconfiguration of the Department's administrative offices as well as the warehouse; the reconfiguration of the warehouse area will allow the Department to utilize the space more efficiently for the mail-in ballot operations and staging of polling location supplies; this capital program is funded through the Countywide Infrastructure investment Program (CIIP) (total program cost \$2.483 million; \$1.528 million in FY 2023-24; capital program #2000002836)
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan also includes infrastructure improvements to the Department's newly leased warehouse facility; the capital project is expected to be completed by the close of FY 2023-24 and is funded through the General Government Improvement Fund (GGIF)(\$985,000) and the Miami-Dade Rescue Plan Fund (\$2.102 million) (total program cost \$3.087 million; \$2.102 million in FY 2023-24; capital program #2000002837)
- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of one inserter and one ballot sorter to replace aging equipment; the capital program is funded with Future Financing proceeds (total program cost \$2.112 million; \$2.112 million in FY 2023-24; capital program #2000003216)
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of one vehicle (\$70,000) for the replacement of its aging fleet funded with lease purchase financing; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	369	353	676	676	1,050
Fuel	19	32	21	26	32
Overtime	564	545	369	396	792
Rent	0	0	2,600	2,600	2,600
Security Services	204	109	111	108	166
Temporary Services	9,299	5,409	7,797	6,944	12,482
Travel and Registration	6	13	20	20	20
Utilities	345	307	359	402	409

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	30,284	25,911	36,743	43,350	Office of the Supervisor of Elections	668	1,306	3	4
Miscellaneous	0	71	0	100	Information Systems	8,593	8,490	23	23
Municipal Reimbursement	1,076	2,589	486	2,401	Finance and Administration	4,627	5,300	12	17
State Grants	0	0	0	588	Voter Services	5,412	5,697	29	31
Total Revenues	31,360	28,571	37,229	46,439	Operations	8,047	11,200	24	25
Operating Expenditures Summary					Office of Governmental Affairs	2,184	3,006	12	14
Salary	16,587	13,119	17,135	23,133	Poll Worker Recruitment and Training	7,654	11,377	19	20
Fringe Benefits	3,362	3,638	4,092	4,531	Total Operating Expenditures	37,185	46,376	122	134
Court Costs	50	50	50	50					
Contractual Services	2,980	2,637	2,768	2,933					
Other Operating	4,227	4,493	6,002	10,131					
Charges for County Services	3,976	4,539	7,092	5,498					
Grants to Outside Organizations	0	0	0	0					
Capital	117	32	46	100					
Total Operating Expenditures	31,299	28,508	37,185	46,376					
Non-Operating Expenditures Summary									
Transfers	61	63	44	63					
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	61	63	44	63					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
CIIP Program Bonds	955	0	0	0	0	0	0	0	955
CIIP Program Financing	0	1,528	0	0	0	0	0	0	1,528
Capital Asset Series 2022A Bonds	5,835	0	0	0	0	0	0	0	5,835
Future Financing	0	2,112	2,915	0	0	0	0	0	5,027
General Government Improvement Fund (GGIF)	985	0	0	0	0	0	0	0	985
IT Funding Model	200	100	0	0	0	0	0	0	300
Miami-Dade Rescue Plan Fund	0	2,102	0	0	0	0	0	0	2,102
Total:	7,975	5,842	2,915	0	0	0	0	0	16,732
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	0	2,112	0	0	0	0	0	0	2,112
Equipment Acquisition	0	5,835	2,915	0	0	0	0	0	8,750
Facility Improvements	1,940	3,630	0	0	0	0	0	0	5,570
Security Improvements	200	100	0	0	0	0	0	0	300
Total:	2,140	11,677	2,915	0	0	0	0	0	16,732

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CYBERSECURITY SOFTWARE

PROGRAM #: 2000001440

DESCRIPTION: Secure the Elections Department's infrastructure with additional cybersecurity software

LOCATION: 2700 NW 87 Ave

District Located: 12

Doral

District(s) Served:

Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
IT Funding Model	200	100	0	0	0	0	0	0	300
TOTAL REVENUES:	200	100	0	0	0	0	0	0	300
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	200	100	0	0	0	0	0	0	300
TOTAL EXPENDITURES:	200	100	0	0	0	0	0	0	300

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DS200 BALLOT DIGITAL SCANNERS

PROGRAM #: 2000001534



DESCRIPTION: Replace 1,837 DS200 Ballot Digital Scanners that are utilized to scan voted paper ballots to tabulate and transmit the results for each election

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Asset Series 2022A Bonds	5,835	0	0	0	0	0	0	0	5,835
Future Financing	0	0	2,915	0	0	0	0	0	2,915
TOTAL REVENUES:	5,835	0	2,915	0	0	0	0	0	8,750
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Major Machinery and Equipment	0	5,835	2,915	0	0	0	0	0	8,750
TOTAL EXPENDITURES:	0	5,835	2,915	0	0	0	0	0	8,750

INFRASTRUCTURE IMPROVEMENTS - HEADQUARTERS/WAREHOUSE RECONFIGURATION PROGRAM #: 2000002836

DESCRIPTION: Reconfigure the administrative offices at Election headquarters as well the warehouse space to include mail-in ballot operations and staging of polling location supplies; the reconfiguration will allow the department to utilize the space more efficiently

LOCATION: 2700 NW 87 Ave
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	955	0	0	0	0	0	0	0	955
CIIP Program Financing	0	1,528	0	0	0	0	0	0	1,528
TOTAL REVENUES:	955	1,528	0	0	0	0	0	0	2,483
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	800	1,000	0	0	0	0	0	0	1,800
Permitting	0	38	0	0	0	0	0	0	38
Planning and Design	50	100	0	0	0	0	0	0	150
Project Administration	40	60	0	0	0	0	0	0	100
Project Contingency	5	190	0	0	0	0	0	0	195
Technology Hardware/Software	60	140	0	0	0	0	0	0	200
TOTAL EXPENDITURES:	955	1,528	0	0	0	0	0	0	2,483

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - NEW WAREHOUSE

PROGRAM #: 200002837

DESCRIPTION: Provide infrastructure improvements to the new warehouse facility to accommodate the Department's operational need

LOCATION: 9835 NW 14 St
Doral

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	985	0	0	0	0	0	0	0	985
Miami-Dade Rescue Plan Fund	0	2,102	0	0	0	0	0	0	2,102
TOTAL REVENUES:	985	2,102	0	0	0	0	0	0	3,087
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	600	1,000	0	0	0	0	0	0	1,600
Furniture Fixtures and Equipment	200	600	0	0	0	0	0	0	800
Permitting	0	32	0	0	0	0	0	0	32
Planning and Design	50	100	0	0	0	0	0	0	150
Project Administration	40	60	0	0	0	0	0	0	100
Project Contingency	5	170	0	0	0	0	0	0	175
Technology Hardware/Software	90	140	0	0	0	0	0	0	230
TOTAL EXPENDITURES:	985	2,102	0	0	0	0	0	0	3,087

VOTE BY MAIL PROCESSING - EQUIPMENT

PROGRAM #: 200003216

DESCRIPTION: Purchase one inserter and one ballot sorter to replace aging equipment to keep up with increasing mail in vote demand

LOCATION: 2700 NW 87 Ave
Doral

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	2,112	0	0	0	0	0	0	2,112
TOTAL REVENUES:	0	2,112	0	0	0	0	0	0	2,112
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Major Machinery and Equipment	0	2,112	0	0	0	0	0	0	2,112
TOTAL EXPENDITURES:	0	2,112	0	0	0	0	0	0	2,112

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Finance

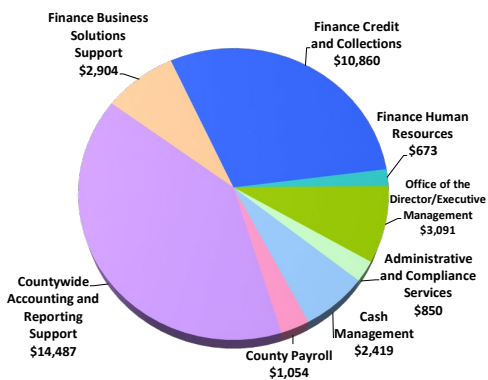
The Finance Department delivers financial services for sound management decision-making and is responsible for financial compliance and guidance, centralized accounting, cash management, business systems solutions, financial and debt management, code compliance administration and distribution and collection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

As part of the General Government strategic area, the Finance Department provides fiscal and accounting controls over resources by processing vendor payments, payroll, and maintaining the County's general ledger system, as well as providing financial compliance reports. The Department invests surplus funds and maintains sufficient cash balances in compliance with Florida Statutes and County ordinances.

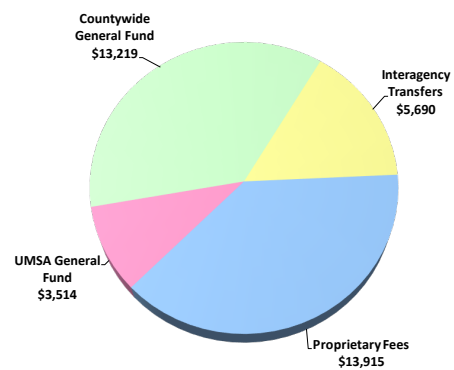
The Finance Department serves all County departments, as well as those entities conducting financial transactions with Miami-Dade County. The Department works closely with all departments and directly with the Office of the Mayor, the County Attorney's Office, the Office of the Clerk, the Office of Management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

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

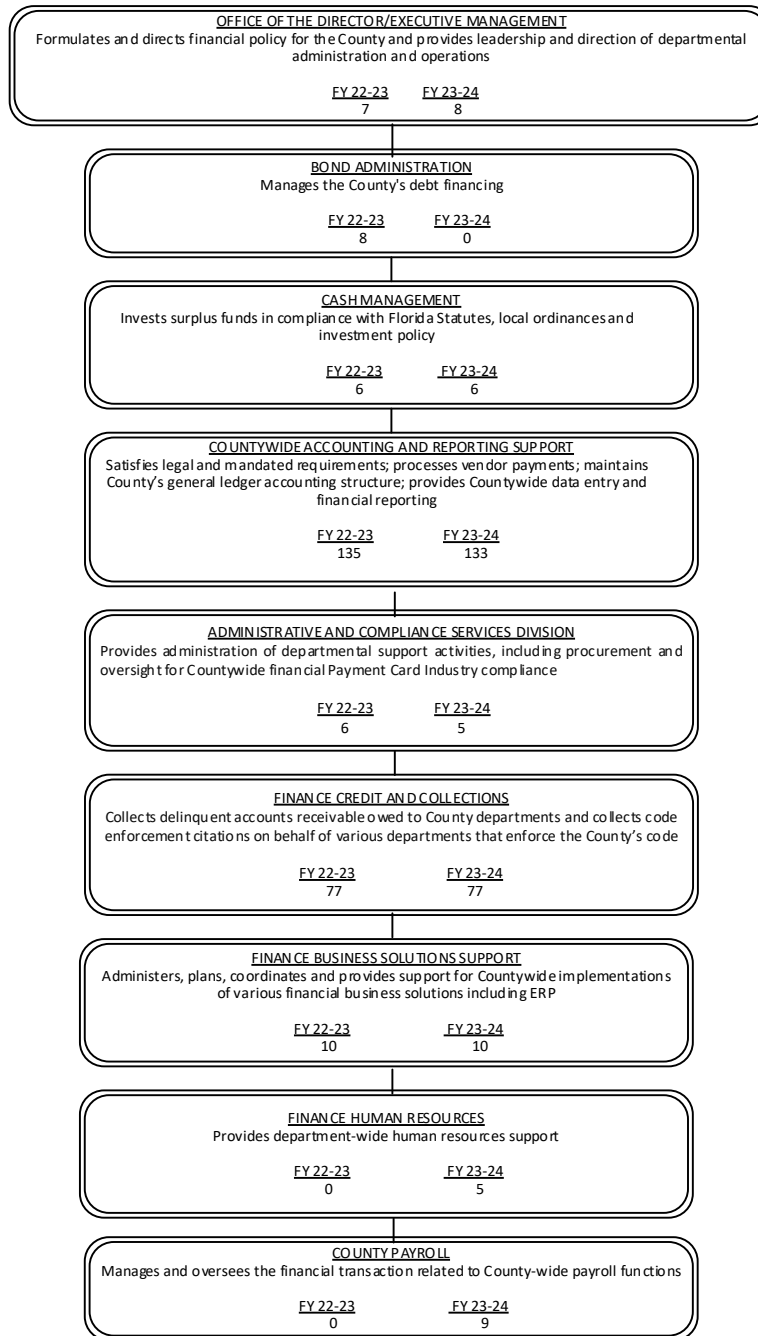


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 255.21

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR/EXECUTIVE MANAGEMENT

The Director's Office is responsible for formulating and directing the overall financial policy of the County.

- Controls accounting and automated financial systems to provide the fiscal integrity depended upon by the public, private sector and financial markets
- Develops departmental strategy and policy
- Provides oversight and direction for departmental operations
- Directs and manages the preparation of the departmental business plan, budget, and continuity of operation plans
- Oversees compliance with legislative and County directives

Strategic Objectives - Measures

- GG4-4: Lead community sustainability efforts and climate change mitigation and adaptation strategies

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Implement process to provide for a green and secure environment	Percentage of documents targeted for conversion to electronic storage to eliminate printing actually converted*	OC	↑	N/A	N/A	N/A	N/A	100%

*This is a new measure and will start tracking during FY 2023-24

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes one Finance Director and two Assistant Director positions approved as overages in FY 2022-23 (\$1.2 million)**
- The FY 2023-24 Adopted Budget includes transfers from Transportation and Public Works (\$466,000), Parks, Recreation and Open Spaces (\$30,000), Regulatory and Economic Resources (\$11,000), Seaport (\$5,000), Internal Services (\$5,000), Tourist Development Tax (\$20,000), Aviation (\$100,000) and Water and Sewer (\$17,000) for accounting and compliance support; and from Tax Collector (\$41,000), Solid Waste (4,000), Animal Services (\$2,000), Miami Dade Fire Rescue (\$2,000), Finance Credit and Collections (\$2,000), and Public Housing and Community Development (\$1,000) for PCI services
- In FY 2022-23, the Department transferred \$7.294 million to the General Government Investment Fund (GGIF) to fund pay-as-you-go capital projects; the FY 2023-24 Adopted Budget includes a \$3.329 million transfer to the GGIF
- The FY 2023-24 Adopted Budget includes a departmental reorganization to better align with department needs that transfers one Special Projects Administrator 1 from Administrative and Compliance Services; one Financial Budget & Account Administrator, one Controller, and one Administrative Secretary from the Controller Division and includes the elimination of one Deputy Finance Director; and five Human Resources positions transferred from the Director's Office to establish the new Human Resources Division

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: ADMINISTRATIVE AND COMPLIANCE SERVICES

The Administrative and Compliance Services Division provides administration of departmental support activities, including procurement and oversight for Countywide financial Payment Card Industry Compliance

- Monitors Countywide financial payment card industry compliance and oversees the Attestation of Compliance reporting process
- Manages the Department's procurement process to seek goods and professional services through various procurement methods including Requests for Proposals (RFP), Requests for Quotes (RFQ), Invitations to Bid (ITB), and other purchasing methods

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the renaming of the division from Finance, Compliance, and Administration to Administrative and Compliance Services as part of a departmental reorganization to better align with department needs and includes the transfer of one Special Projects Administrator 1 position to the Director's Office

DIVISION: CASH MANAGEMENT

The Cash Management Division is responsible for investing surplus funds in compliance with Florida Statutes, ordinances and the County's investment policy while maintaining sufficient cash balances to honor the obligations of the County.

- Handles all banking transactions for the County; invests surplus County funds, averaging between \$6 billion to \$11 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 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide sound asset management and financial investment strategies	Average rate of return earned from County investments*	OC	↑	0.15%	0.628%	1.25%	4.00%	4.00%
	Compliance with investment policy and guidelines	OC	↑	100%	100%	100%	100%	100%

* The FY 2023-24 Target reflects increasing interest rates

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes transfers of \$6,000 from the Water and Sewer Department and \$27,000 from the Aviation Department for cash management activities

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: COUNTYWIDE ACCOUNTING AND REPORTING SUPPORT

The Countywide Accounting and Reporting Support Division provides fiscal and accounting controls over resources and related appropriations.

- Monitors County bank accounts to ensure timely reconciliations
- Processes vendor disbursements
- Records, reports on and monitors the County's financial activities
- Satisfies legal and mandated reporting requirements including the Annual Comprehensive Financial Report (ACFR), State Controller's Report, state and federal audit reports and the indirect cost allocation plan

Strategic Objectives - Measures

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

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Monitor and report timely payment of invoices	Percentage of invoices paid within 45 calendar days	EF	↑	87%	88%	90%	90%	90%
	Percentage of invoices paid within 30 calendar days	EF	↑	77%	82%	70%	70%	70%

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide accurate, timely reporting	Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA)	OC	↑	Awarded	Award	Award	Award	Award

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Office Support Specialist conversion from part-time to full-time and reclass to a Clerk 4
- The FY 2023-24 Adopted Budget includes a \$3.417 million transfer from the IT Funding Model to support the operations of Image and Workflow Automation (IWA), which is currently supporting the accounts payable function in INFORMS (Integrated Financial and Resources Management System)
- The FY 2023-24 Adopted Budget includes a departmental reorganization to better align with department needs that transfers one Controller, one Financial Budget Administrator, and one Administrative Secretary from the Controller's Division to the Office of the Director as part of a departmental reorganization to better align with department needs

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: FINANCE CREDIT AND COLLECTIONS

The Finance Credit and Collections Division is primarily responsible for overseeing countywide debt collections and countywide administration of code enforcement citations on behalf of all Code Enforcement departments and municipalities in accordance with Chapter 8CC of the Code of Miami-Dade County and Implementing Order 2-5.

- Collects delinquent accounts receivable owed to County departments
- Collects code enforcement citations owed on behalf of various departments that enforce the County's code

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize revenues through intensive collection activity	Debt portfolio fees collected (in thousands)*	OC	↑	\$6,145	\$6,841	\$7,617	\$7,617	\$7,791
	Total revenue collected on all delinquent debts, inclusive of fees (Countywide; in thousands)*	OC	↑	\$19,696	\$22,571	\$23,771	\$23,771	\$24,345
	Average number of accounts worked per day per collector**	EF	↑	51	51	45	45	45
	Code Enforcement citations administered annually	OP	↑	N/A	N/A	24,500	24,500	24,500

*The FY 2020-21 Actual reflects the impacts of COVID-19

**The FY 2020-21 and FY 2021-22 Actuals were impacted by COVID-19 due to social distancing mandates while keeping the office operational; a higher number of accounts were worked per collector

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: FINANCE BUSINESS SOLUTIONS SUPPORT

The Business Solutions Support Division is responsible for administering, planning, coordinating and providing support for the Countywide implementation of various financial business solutions, including the ERP financial modules.

- Assesses departmental business processes, developing and implementing strategic plans and projects that align information technology needs with the Department's financial business functions
- Coordinates with the Information Technology Department (ITD) and other departments in the implementation of new financial technologies to support Countywide and departmental initiatives, such as the ERP implementation
- Ensures proper system controls are maintained for the General Ledger, Accounts Payable and Purchasing systems to respond to the annual external financial audit; monitors and provides support to over 5,700 users of these systems
- Plans and directs required modifications to financial systems to meet legislative (BCC, state and federal) requirements
- Provides departmental functional support of the General Ledger, Accounts Payable, E-Commerce and Delinquent Account Collection Systems and other related financial systems
- Supports the Department in the creation and maintenance of chart of accounts fields and budget controls, application access to ensure proper segregation of duties, financial report generation and validation as well as implementation support for upgrades, fixes and enhancements

DIVISION: COUNTY PAYROLL

The Payroll Division is responsible for completing the payroll process, issuance of payments related to payroll transactions, wire transfers, reconciliation of payroll transactions, maintenance of employee direct deposit information, and garnishments

- Manages and oversees the financial transactions related to Countywide payroll functions

DIVISION COMMENTS

- **In preparation for the constitutional offices, the FY 2023-24 Adopted Budget includes the establishment of the new County Payroll Division as part of a departmental reorganization to better align with department needs; this includes the transfer of nine positions from the Human Resources Department to the Finance Department which include one Human Resources Division Director, one Manager, Human Resources Fiscal and Administrative Services, two Human Resources Finance Payroll Administrators, two Accountant 2s, two Account Clerks, and one Office Support Specialist**

DIVISION: FINANCE HUMAN RESOURCES

The Finance Human Resources Division provides department-wide human resources support, including but not limited to;

- Manages personnel related activities (recruitment, reclassifications, labor issues, discipline, etc.)
- Assists with employee benefits
- Verifies time and attendance
- Administers ADA coordination

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent to support operations

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Recruitment of positions	Positions: Full-time Filled*	OC	↑	360	361	249	252	253

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG2-2: Promote employee development and leadership 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Promote employee knowledge and professional growth	Number of employee trainings attended**	OC	↑	1,070	1,271	640	640	640

*FY 2020-21 and FY 2021-22 included the Tax Collector staff before it was separated as its own department

**In FY 2020-21 and FY 2021-22 several employee trainings were conducted remotely due to COVID-19 and also included the Tax Collector staff

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the creation of a new division as part of a departmental reorganization to better align with department needs; this includes the transfer of one Chief, Human Resources, two Human Resources Managers, and two Senior Personnel Specialist positions from the Director's Office

ADDITIONAL INFORMATION

- In preparation for the constitutional offices, the Department's eight Bond Administration positions will be transferred to the Office of Management and Budget

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Adopted
	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
Advertising	83	57	18	10	6
Fuel	0	0	0	0	0
Overtime	266	136	0	0	0
Rent	2,830	2,814	1,310	1,288	1,244
Security Services	364	320	0	0	6
Temporary Services	-7	58	375	323	310
Travel and Registration	13	39	129	98	93
Utilities	143	111	77	76	81

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual	Actual	Budget	Adopted	(dollars in thousands)	Total Funding		Total Positions	
	FY 20-21	FY 21-22	FY 22-23	FY 23-24		Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	0	0	0	13,219	Office of the	1,720	3,091	7	8
General Fund UMSA	0	0	0	3,514	Director/Executive				
Ad Valorem Fees	15,947	15,682	0	0	Management				
Auto Tag Fees	15,508	15,461	0	0	Administrative and	876	850	6	5
Bond Transaction Fees	2,898	2,174	1,450	0	Compliance Services				
Carryover	12,218	17,547	5,895	2,425	Cash Management	2,301	2,419	6	6
Code Fines / Lien Collections	983	2,643	3,729	3,540	Countywide Accounting and	15,407	14,487	135	133
Credit and Collections	6,147	6,841	7,617	7,791	Reporting Support				
Local Business Tax Receipt	4,642	4,512	0	0	Finance Credit and	10,676	10,860	77	77
Other Revenues	4,847	6,069	4,570	3,488	Collections				
Tourist Tax Fees	4,002	6,108	0	0	Finance Business Solutions	2,670	2,904	10	10
IT Funding Model	2,899	2,831	3,191	3,417	Support				
Interagency Transfers	0	0	0	1,600	County Payroll	0	1,054	0	9
Interdepartmental Transfer	300	0	0	0	Bond Administration	2,873	0	8	0
Interfund Transfers	0	0	17,365	673	Finance Human Resources	0	673	0	5
Total Revenues	70,391	79,868	43,817	39,667	Total Operating Expenditures	36,523	36,338	249	253
Operating Expenditures Summary									
Salary	24,299	24,393	20,058	20,198					
Fringe Benefits	10,353	10,025	7,794	8,272					
Court Costs	32	75	92	61					
Contractual Services	821	1,151	1,157	958					
Other Operating	7,379	7,131	2,948	3,160					
Charges for County Services	3,917	4,375	3,924	3,635					
Capital	0	628	550	54					
Total Operating Expenditures	46,801	47,778	36,523	36,338					
Non-Operating Expenditures Summary									
Transfers	6,861	8,463	7,294	3,329					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	6,861	8,463	7,294	3,329					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

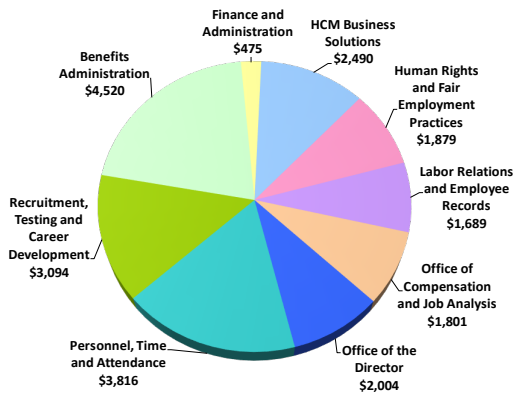
Human Resources

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

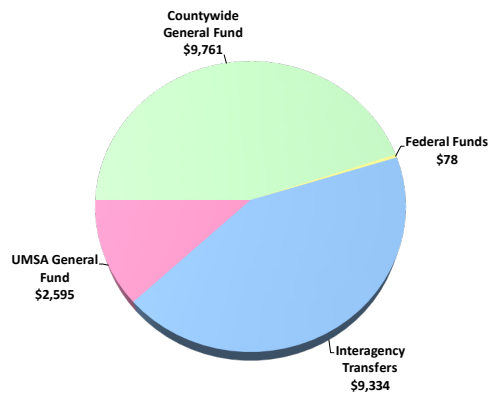
As part of the General Government strategic area, HR works with all County departments, union representatives, the County Attorney's Office (CAO), the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations. The Department monitors the County's diversity management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

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<p>OFFICE OF THE DIRECTOR Formulates human resources, fair employment, and human rights policy; oversees all departmental activities including oversight of the HCM Business Solutions Division and the Office of Compensation and Job Analysis</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 4 4</p>	
<p style="text-align: center;">PERSONNEL, TIME AND ATTENDANCE Processes payroll, time and attendance transactions for all County employees; provides reporting and business intelligence functionality for personnel related issues; and facilitates ERP system implementation</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 27 35</p>	<p style="text-align: center;">RECRUITMENT, TESTING AND CAREER DEVELOPMENT Assists departments in recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, including examinations; provides centralized employment services and administers the County's internship and training programs</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 25 25</p>
<p style="text-align: center;">BENEFITS ADMINISTRATION Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; administers the pre-tax spending accounts, FRS and deferred compensation plans, and employee recognition and wellness programs; provides counseling, assessments and referrals for substance abuse or other employee assistance needs</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 29 31</p>	<p style="text-align: center;">FINANCE AND ADMINISTRATION Manages and oversees the financial transactions related to County-wide payroll functions, and provides department-wide administrative support in the areas of emergency planning, procurement, budget, fiscal management, and business planning</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 13 4</p>
<p style="text-align: center;">HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES Manages and oversees all policies and practices related to equality and anti-discrimination for County employees and residents of Miami-Dade County and provides support to the Commission on Human Rights</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 13 13</p>	<p style="text-align: center;">LABOR RELATIONS AND EMPLOYEE RECORDS Plans, negotiates and administers all County collective bargaining agreements; manages and oversees all policies and practices related to discipline, grievances and appeals; manages employee personnel and medical records</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 12 12</p>
<p style="text-align: center;">OFFICE OF COMPENSATION AND JOB ANALYSIS Maintains and administers the County's Pay Plan; conducts job classification analysis and reclassification, reviews and establishment/elimination of County positions</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 15 15</p>	<p style="text-align: center;">HCM BUSINESS SOLUTIONS Manages the ERP implementation that will advance enterprise capabilities and modernize current business practices County-wide</p> <p style="text-align: center;"><u>FY 22-23</u> <u>FY 23-24</u> 13 18</p>

The FY 2023-24 total number of full-time equivalent positions is 157

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

The Director's Office provides leadership, strategy, and support to the six divisions in human resources and provides direct oversight of the Office of Compensation and Job Analysis.

- Advises departments on personnel issues and appropriate methods of problem resolution
- Coordinates all recruitment and personnel issues and actions for Miami-Dade County
- Coordinates departmental personnel representative functions
- Develops and administers the County's HR systems
- Formulates human resources, fair employment and human rights policies
- Leads the development and rollout of new strategic initiatives, including HR program development, strategic/business planning, departmental business and performance management and enhanced staff communications
- Serves on Enterprise Resource Planning (ERP) Steering Committee
- Coordinates Countywide emergency planning activities to provide disaster assistance employees

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes funding to increase the number of employee events, particularly recognition events for longstanding and exemplary employees Countywide (\$20,000)

- During FY 2023-24, the Human Resources Department, in collaboration with the Office of Management and Budget's Strategic Business Management Division and the Information Technology Department, will continue to support user departments after the implementation of the Human Capital Management (HCM) and Payroll modules of the Enterprise Resource Planning (ERP) system by improving HR's agility, productivity and efficiency; provide environmental stewardship support through paperless business processes; and develop and implement functionality that was not available during initial "go-live"

DIVISION: PERSONNEL, TIME AND ATTENDANCE

The Personnel, Time and Attendance Division processes the bi-weekly payroll for Miami-Dade County employees.

- Processes employee tuition reimbursements, deductions and various benefits programs including the Deferred Retirement Option Program and adjustments to the Florida Retirement System
- Processes payroll including leave management for the more than 28,000 full-time and more than 2,000 part-time Miami-Dade County employees
- Provides reporting and business intelligence functionality for personnel related issues to County departments, employees and members of the public
- Supports departments' personnel transactions performed in the HCM component of the ERP system

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide customer-friendly human resources services	Accuracy of HR payroll and paycheck processing	OC	↑	99%	99%	99%	99%	99%

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes eight overage positions to support the overall business process changes and new requirements resulting from the implementation of INFORMS Human Capital Management (HCM) (\$811,300)**

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: LABOR RELATIONS AND EMPLOYEE RECORDS

The Labor Relations and Employee Records Division manages the contracts negotiated with the County's ten labor unions; administers the County's medical assessment/drug and alcohol testing; administers collective bargaining grievances; provides guidance related to the provisions of the collective bargaining agreements; and serves as the central repository of human resources records, including personnel and medical records.

- Negotiates, interprets and manages ten collective bargaining agreements
- Prepares disciplinary executive summaries and findings and administers the County's progressive discipline program
- Facilitates and reviews Americans with Disabilities Act (ADA) and Family Medical Leave Act (FMLA) requests for County departments
- Manages employee personnel and medical records; maintains the Employee Master File and County Table of Organization; provides employment verification
- Serves as the records custodian for both personnel and medical records for all active and terminated personnel

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent to support operations

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Attract and Hire New Talent	Percentage of employee physicals' results processed within five business days*	EF	↑	91%	90%	90%	90%	90%

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Attract and Hire New Talent	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	EF	↑	56%	82%	40%	40%	40%

*At times, the employee's schedule will have a negative impact on processing Phase 2 physicals and obtaining results within five business days

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes funding for temporary staff to scan index records electronically; this project will digitize employees' records and consolidate the department's physical space from multiple floors in the SPCC and OTV buildings (\$163,000)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: BENEFITS ADMINISTRATION

The Benefits Administration Division manages employee benefits, eligibility determinations, programming, plan design, and benefits education and communications, as well as employee engagement and the County's Wellness Program, retiree workshops, health fairs, retirement counseling and insurance payment collection for employees on leave of absence. Also, through the Employee Support Services Section, the Division provides direct services and consultation to County employees and their qualified family members relating to psycho-social assessments and treatment referrals.

- Encourages participation in employee programs through a variety of engagement and education opportunities in alignment with organizational goals
- Ensures that all employee benefit programs meet the needs of participants, are cost effective and comply with legal requirements
- Maintains employee and retiree benefits information; researches and recommends new benefit options/programs
- Manages employee benefits for over 28,000 employees and over 9,400 retirees and their dependents, such as group medical, dental, vision, disability income protection, group legal, pre-tax spending accounts, life insurance plans and retirement plans

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide customer-friendly human resources services	Financial planning seminars held*	OP	↔	167	292	230	230	230

Strategic Objectives - Measures

- HS2-4: Foster healthy living and ensure access to vital health services

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Attract and Hire New Talent	Number of employee wellness events	OP	↔	367	426	225	300	300
	Number of completed Employee Personal Health Assessments	OP	↔	1,032	1,088	1,100	1,200	1,200

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

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes two overage positions to support the overall business process changes and new requirements resulting from the implementation of INFORMS Human Capital Management (HCM) (\$160,100)**



During FY22-23, the Benefits Division completed the implementation and roll-out of the IdeaScale platform; this system is used to capture employee submittals and department reviews related to the IDEA Reward/ESP Programs; this new technology is working as anticipated and one-on-one training and support for first time users is ongoing; additional features are being explored as participation grows

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: RECRUITMENT, TESTING AND CAREER DEVELOPMENT

The Recruitment, Testing and Career Development Division provides uniform hiring procedures Countywide that ensure a fair and merit-oriented personnel system that enables the County to fulfill its operational objectives.

- Assists departments in the recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, including examinations
- Processes newly hired employees, conducts criminal background checks and issues photo identification cards
- Promotes and coordinates internship programs
- Provides career counseling and advises on human resources issues
- Administers layoff procedures and coordinates transfers, reinstatements and interagency internal placement activities

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent to support operations

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Attract and Hire New Talent	Average recruitment time (in calendar days)	EF	↓	44	56	60	60	60

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Develop and retain excellent employees and leaders	County employees trained*	OP	↔	25,826	36,437	9,600	9,600	9,600

*The FY 2020-21 and 2021-22 Actuals includes regular training classes and unanticipated Countywide training; The FY 2022-23 Budget and the FY 2023-24 Target only include regular training classes

DIVISION COMMENTS

- In FY 2023-24, the Department is budgeted to receive \$400,000 from various departments for training classes including Supervisory Certification, the Frontline Leadership Development Program and New Employee Orientation (including \$93,000 from Aviation)
- The FY 2023-24 Adopted Budget includes \$776,300 in reimbursements for testing and validation services from Transportation and Public Works (\$235,300), Police (\$242,800), Fire Rescue (\$183,100), Corrections and Rehabilitation (\$23,800), Aviation (\$20,300), Water and Sewer (\$37,900) and various other County departments (\$33,100)



During FY 2023-24, the Department will continue to partner with Career Source of South Florida and Miami-Dade Community College to coordinate the Mayor's Monthly Career & Job Fairs throughout Miami-Dade County, which focuses on attracting applicants and generating interest in hard to recruit positions that will address the hiring needs of County departments

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES

The Human Rights and Fair Employment Practices Division (HRFEP) enforces and oversees the County's Anti-Discrimination Ordinance and fair employment guidelines to ensure equal opportunity in employment, housing and public accommodations without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy, familial status, sexual orientation, veteran status, status as victim of domestic violence, dating violence or stalking, gender identity or expression or source of income and to prevent unlawful discrimination on such basis. HRFEP is comprised of two sections: Enforcement (manages internal and external complaints and the Commission on Human Rights) and Programming (conducts training, outreach and mediation).

- Conducts educational outreach activities for the public and technical assistance workshops for employers and housing providers
- Contracts with federal agencies to mediate, investigate, and adjudicate complaints of discrimination pursuant to federal legislation
- Provides administrative support to the Commission on Human Rights
- Provides for an adjudicatory appellate process through administrative hearings
- Provides intake, mediation, and investigative services related to complaints of discrimination

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Develop and retain excellent employees and leaders	Number of employees trained*	OP	↔	2,134	1,204	20,000	20,000	2,500
	Number of External Outreach Events Attended	OP	↔	75	38	50	50	90

Strategic Objectives - Measures

- GG2-3: Ensure an inclusive and diverse workforce

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure an inclusive and diverse workforce	Cases mediated**	OP	↔	26	41	90	41	84
	Cases resolved through successful mediation**	OP	↔	17	25	60	25	50
	Case resolutions	OP	↔	488	640	450	550	550

*FY 2022-23 Budget and Projection include mandatory eLearning for all County employees and Mandatory EmployABILITY 305 training for supervisors; FY 2023-24 Target only include regular training classes

**FY 2022-23 Projection is lower than expected due to a staff shortage

DIVISION COMMENTS



In FY 2023-24, the Division will continue expand the “Know Your Rights” public outreach and education campaign to increase residents’ awareness of their rights under federal, state and local anti-discrimination laws and the services provided by the Human Rights and Fair Employment Division



In FY 2023-24, the Department will continue to partner with the Mayor’s Office of Diversity and Inclusion and develop new training materials to address the goals of various Mayor’s Thrive305 Initiatives

- In FY 2023-24, the Division will continue to develop one-hour community webinars on various specialized anti-discrimination topics to collect public input with the community at large

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: FINANCE AND ADMINISTRATION

The Finance and Administration Division is responsible for completing the payroll process, issuance of payments related to payroll transactions, wire transfers, reconciliation of payroll transactions, maintenance of employee direct deposit information, garnishments, administration duties, emergency planning, procurement, agenda items, departmental budget activities, accounts payable and accounts receivable.

- Manages and oversees the financial transactions related to Countywide payroll functions
- Provides department-wide administrative support in the areas of emergency planning, procurement, budget, fiscal management and business planning

Strategic Objectives - Measures

- GG2-1: Attract and hire new talent to support operations

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide customer-friendly human resources services	Percentage of Employees for which a W-2 was Issued on Time	OC	↑	100%	100%	100%	100%	100%

DIVISION COMMENTS

- *The FY 2023-24 Adopted Budget includes the transfer of nine positions from HR's Finance and Administration Division to the Finance Department due to the realignment of payroll operations (\$948,000)*



The FY 2023-24 Adopted Budget includes \$65,000 from the Internal Services Department for unemployment management support

DIVISION: OFFICE OF COMPENSATION AND JOB ANALYSIS

The Office of Compensation and Job Analysis section maintains and administers the County's Pay Plan, conducts classification job analysis and re-classification reviews, develops minimum qualifications for job postings, conducts salary surveys, and establishes and eliminates County positions.

- Reviews department reorganizations, individual reclassification actions and job classification duties
- Maintains the County's Pay Plan, including the addition/deletion of classifications
- Maintains the PeopleSoft database with classification information, including minimum qualifications, certifications and preferences
- Reviews and advises departments on the eligibility of pay supplements
- Provides survey data for other municipalities and consulting firms and facilitates the collection of compensation and benefits data to support and assist in the establishment of policies related to benefit offerings, classifications and job evaluations

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes reimbursements for conducting compensation review studies from Solid Waste Management (\$58,200), Aviation (\$58,200), Regulatory and Economic Resources (\$113,100), Internal Services (\$54,500), Seaport (\$54,500) and the Information Technology Department (\$110,400)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: HCM BUSINESS SOLUTIONS

The HCM Business Solutions Division in collaboration with the Information Technology Department (ITD) and Accenture (the County's ERP Integrator) designs, tests and implements various Human Capital Management (HCM) and Payroll modules of the Enterprise Resource Planning Solution (ERP), known as INFORMS.

- Works collaboratively with the ITD and the Office of Management and Budget's Strategic Business Management Division (SBM) to develop reports necessary for Countywide Human Resources operations
- Provides functional support of INFORMS Human Resources and Payroll modules
- Updates, tests and implements INFORMS table changes in response to Collective Bargaining Agreements (CBA)

DIVISION COMMENTS



The FY 2023-24 Adopted Budget includes five positions to support the overall business process changes and new requirements resulting from the implementation of INFORMS Human Capital Management (HCM) (\$671,900)

- During FY 2023-24, the HCM Business Solutions Division, in collaboration with the Office of Management and Budget's Strategic Business Management Division (SBM) will continue to stabilize the implementation of ERP Rollout Phase 2 and continue working with other divisions to test and implement on-going business processes

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	7	15	3	14	15
Fuel	0	0	0	0	0
Overtime	7	180	20	302	20
Rent	0	0	0	0	0
Security Services	1	1	1	1	2
Temporary Services	-4	6	163	0	163
Travel and Registration	2	2	11	11	19
Utilities	70	71	70	70	77

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	6,368	8,277	10,659	9,761	Office of the Director	1,588	2,004	4	4
General Fund UMSA	1,797	2,201	2,833	2,595	Personnel, Time and Attendance	2,944	3,816	27	35
Fees for Services	79	142	78	78	Labor Relations and Employee Records	1,620	1,689	12	12
Interagency Transfers	3,446	3,264	2,228	4,814	Benefits Administration	4,164	4,520	29	31
Internal Service Charges	3,324	3,552	3,992	4,348	Recruitment, Testing and Career Development	2,996	3,094	25	25
Other Revenues	48	93	172	172	Human Rights and Fair Employment Practices	1,843	1,879	13	13
Total Revenues	15,062	17,529	19,962	21,768	Finance and Administration	1,425	475	13	4
Operating Expenditures Summary					Office of Compensation and Job Analysis	1,750	1,801	15	15
Salary	10,709	12,288	13,797	14,824	HCM Business Solutions	1,632	2,490	13	18
Fringe Benefits	3,973	4,562	5,281	5,702	Total Operating Expenditures	19,962	21,768	151	157
Court Costs	0	0	1	1					
Contractual Services	-2	69	66	67					
Other Operating	-194	42	225	475					
Charges for County Services	466	543	585	582					
Capital	2	7	7	117					
Total Operating Expenditures	14,954	17,511	19,962	21,768					
Non-Operating Expenditures Summary									
Transfers	0	0	0	0					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	0	0	0	0					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Information Technology

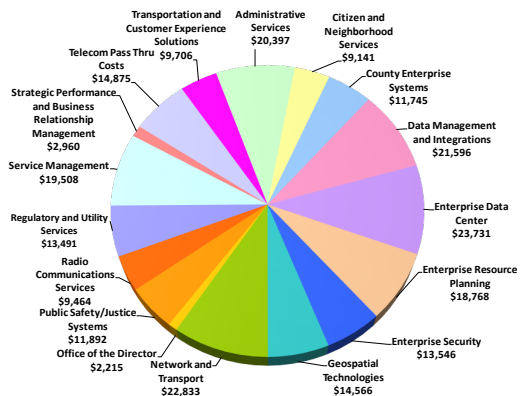
The Information Technology Department (ITD) is the central technology provider for Miami-Dade County. ITD provides information technology (IT), business solutions and infrastructure services that support the operations of all County departments.

As part of the General Government strategic area, the Department provides IT services that enable and support the operations of County departments, external governmental agencies and residents alike. As a custodian of data and innovation, the Department strives to make information and services easily accessible to residents and visitors of Miami-Dade County. As technology has evolved, a central priority has been the development and management of a reliable and secure IT infrastructure, including network, radio, telephony, hardware and software platforms that support Countywide applications and services. ITD partners with County executives, departments and industry providers to implement and maintain modern solutions that enable efficient operations and delivery of County services. Further, ITD collaborates and coordinates the Information Technology Leadership Council (ITLC) to set IT priorities, establish policies and promote innovative practices that cut across departments within the County. The Department establishes business process improvements and Countywide training to promote IT standards, security mandates and project management concepts in line with industry best practices. The Department can deliver this level of support by leveraging technology, providing innovation and continuity of operations.

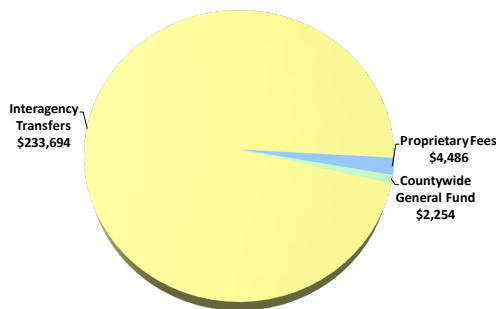
The Department's key stakeholders include all County departments, Miami-Dade County municipal governments, local, state and federal agencies, elected officials, Miami-Dade County residents and businesses, and visitors to the County's website worldwide.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

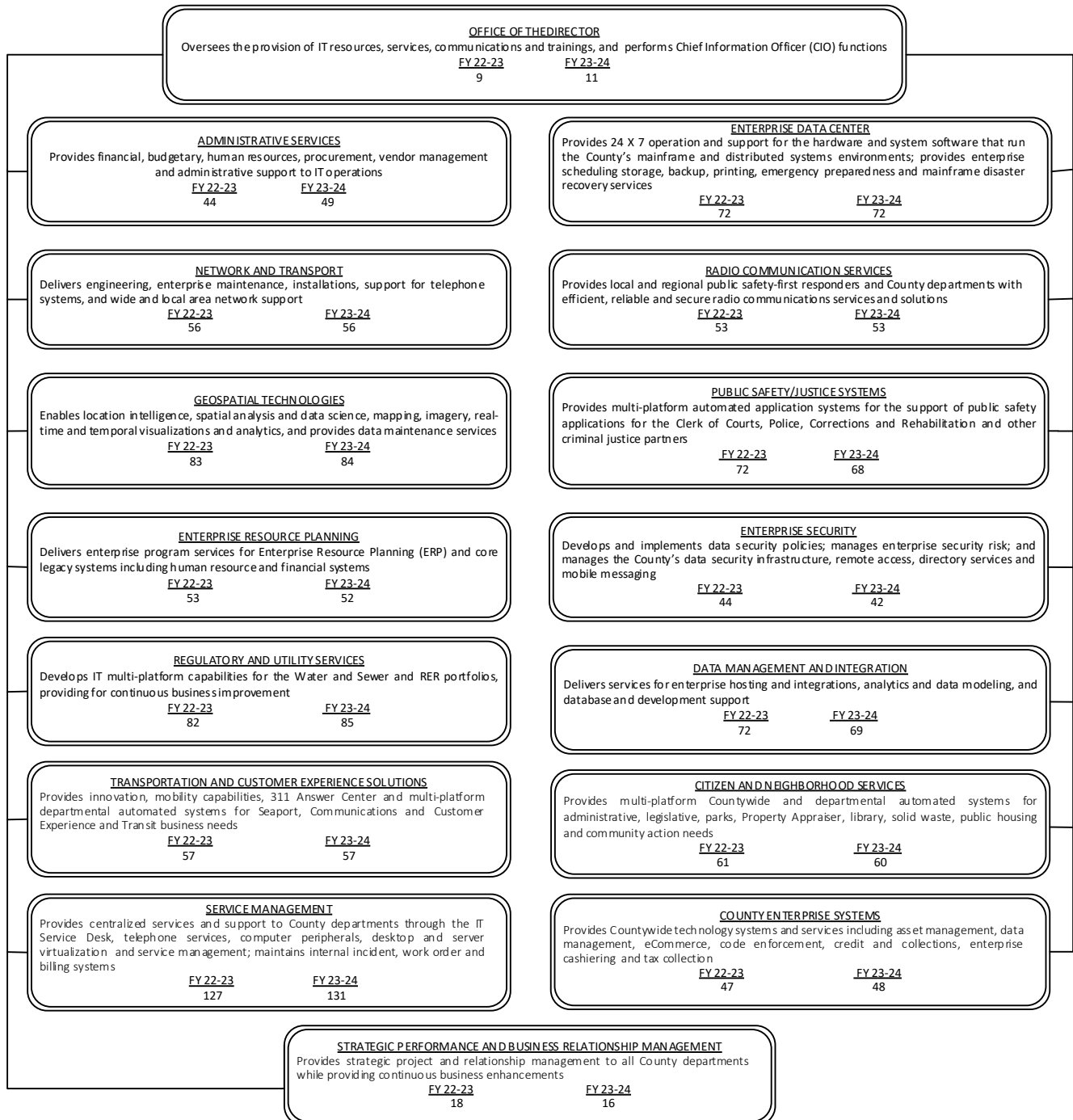


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalents is 960.5

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

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

- Oversees the development and use of technologies for County departments and their service partners to deliver quality customer service to the public
- Directs strategic enterprise-wide integration of new technologies into the County's IT infrastructure and oversees IT resources and services
- Serves on Community IT Leadership Boards and IT Steering Committees
- Provides vision, objectives and strategies that drive digital transformation, modernization, and innovation across the County
- Designs and customizes technological systems and platforms to improve customer experience
- Selects and implements suitable technologies to streamline County operations and helps optimize their strategic benefits with value realization

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position from the Enterprise Resource Planning Division and one position from the Strategic Performance and Business Relationship Management Division to better align services to meet customer needs



During FY 2023-24, the Department will continue to manage various programs for which it receives General Fund reimbursement: the FIU Apprenticeship Program (\$350,000), the eMerge County sponsorship program (\$400,000), the Innovation Academy program (\$120,000) and the MDC Workforce Training program (\$1 million)

- In FY 2023-24, the IT Communications and Training section will be added to the Office of the Director as part of the continuous support of the Mayor's and BCC initiatives

DIVISION: ADMINISTRATIVE SERVICES

The Administrative Services Division provides financial, budgetary, human resources, procurement and administrative support to IT operations.

- Provides financial and administrative support and manages human resource activities
- Develops and monitors departmental budget and tracks financial trends
- Manages procurement and parts-room activities
- Oversees and supports performance and productivity reporting, as well as business plan development

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position from the Public Safety/Justice System Division, one position from the Enterprise Security Division, one position from the Regulatory and Utilities Services Division, one position from the Data Management and Integration Services Division and one position from the Strategic Performance and Business Relationship Management Division

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: PUBLIC SAFETY/JUSTICE SYSTEMS

The Public Safety/Justice Systems Division provides multi-platform automated application systems for the support of public safety applications for the Clerk of Courts, Miami-Dade Police Department (MDPD), Miami-Dade Corrections and Rehabilitation Department (MDCR) and other criminal justice partners.

- Supports the Miami-Dade Police Department (MDPD) and the Miami-Dade Corrections and Rehabilitation Department (MDCR) through the management and development of technology initiatives
- Supports court-related applications such as criminal, civil, traffic, parking and electronic subpoena systems for the Clerk of Courts and supporting criminal justice agencies

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position to the Administrative Services Division, one position to the Regulatory and Utilities Services Division, one position to the Data Management & Integrations Services Division and one position to the County Enterprise Systems Division to better align services to meet customer needs
- During FY 2023-24, the implementation of a new Police Workforce system is planned, to address MDPD's needs in several key functional areas including officer profiling, performance assessments, policing activity, internal affairs activity, use of force incidents and officer training; the solution will support enhanced timely decision-making, incident management, officer productivity, safety and training, and will improve MDPD's efficiency and effectiveness; this system will replace the current Administrative Investigations Management system from On Target Performance Systems
- During the first quarter of FY 2023-24, the kick-off for the implementation of a Law Enforcement Records Management System (LRMS) for MDPD is expected to take place
- During FY 2023-24, the implementation of a new e-Parking, Marine Crash and Marine Citation system by Lexis Nexis will be carried out, replacing paper-based processes for MDPD
- During FY 2023-24, the Mugshot and Rapid ID infrastructure and web-based application will be upgraded to replace end-of-life servers and technology over 10 years old
- During FY 2023-24, the Traffic Modernization and Parking Modernization projects are planned to begin with the goal of replacing the current mainframe-based Traffic Information System and Parking Violation System

DIVISION: DATA MANAGEMENT AND INTEGRATIONS

The Data Management and Integrations Division delivers services such as enterprise integration and hosting, data science and analytics, database operations and agile coaching.

- Delivers program services for ITD internal productivity applications
- Provides data modeling in the Trusted Data Platform and Business Intelligence Reporting
- Delivers enterprise integration and hosting services
- Provides database management and administration services on-prem and in the cloud

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes the transfer of one position from the Office of Management and Budget to better align services to meet customer needs**
- The FY 2023-24 Adopted Budget includes the transfer of one position from the Public Safety/Justice System Division, as well as the transfer of one position to the Administrative Services Division, one position to the Enterprise Security Division and three positions to the Regulatory & Utilities Services Division to better align services to meet customer needs

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

- The Department is creating a centralized repository to store County data from multiple sources and formats standardized on the secure Microsoft Azure Trusted Data Platform (TDP) in the cloud; this data migration will support the standardization of the reporting, dashboards and an analytics tool set to reduce on-prem data storage and legacy reporting tools usage; a self-service model provided in Microsoft PowerBI dashboards allows users to perform interactive analytics and dashboards in a secure environment
- During FY 2023-24, the Department will continue to work to transition the organization to a proactive approach based on agile principles through collaborative effort and cross-functional teams and will continue to provide workshops, training and coaching as the organization adopts agile practices to improve overall effectiveness by implementing changes iteratively in small increments

DIVISION: ENTERPRISE RESOURCE PLANNING

The Enterprise Resource Planning Division delivers enterprise program services for Enterprise Resource Planning (ERP) and core legacy systems including human resource and financial systems

- Continues to lead the County's Enterprise Resource Planning (ERP) implementation, stabilization, and enhancements
- Provides program services for all INFORMS applications, such as financials and procurement, human resources and payroll, budgeting applications and scorecard, and reporting and business intelligence
- Provides program services for Water and Sewer and Aviation ERP applications
- Supports INFORMS production applications for finance and procurement
- Supports legacy financial and procurement systems for reporting purposes (FAMIS, ADPICS and FEMA)
- Supports legacy human resource and payroll systems for late changes and reporting

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position to Office of the Director to better align services to meet customer needs

DIVISION: RADIO COMMUNICATIONS SERVICES

The Radio Communications Services Division provides local and regional public safety first responders and County departments with efficient, reliable and secure radio communications services and solutions.

- Develops strategic direction of the County's 700/800 MHz radio communication systems
- Provides 24 X 7 support of the radio communications infrastructure including the County's microwave network across 10 fixed tower sites and several remote tower vehicles
- Provides installation and repair of radio communications equipment and lighting packages for County vehicles
- Provides handheld radio inventory control and equipment support and repair services
- Coordinates interoperability plans in the Southeast Florida region
- Coordinates radio logistics support including configurations of communications talk groups
- Provides radio engineering and design services including building radio coverage audits
- Implements and supports 911 telecommunications and 911 Computer Aided Dispatch systems

Strategic Objectives - Measures

- GG3-4: Effectively utilize and maintain facilities and assets

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Percentage Of Vehicle Installations Completed On Time	EF	↑	100%	100%	100%	100%	100%

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Unit Cost Per Portable Radio Repair*	EF	↓	\$158	\$160	\$160	\$160	\$160

*Budget and Target values represent industry provider cost

DIVISION COMMENTS

- During FY 2023-24, the Division will continue to work on many projects for both radio communications and 911/CAD operations including a radio system upgrade, replacement of radios for MDPD, a 911 telephony upgrade with recording for Text to 911, a CAD upgrade for MDPD and a replacement CAD for MDFR

DIVISION: SERVICE MANAGEMENT

The Service Management Division provides centralized services and support to County departments through the IT Service Desk, telephone services and service management, desktop client services, and application and desktop virtualization services, and maintains internal incident work order and billing systems.

- Maintains the inventory of all circuits, lines, telephone sets, wireless devices and peripherals; reviews usage for all wireless devices; performs periodic checks to ensure contract rate compliance
- Maintains Water and Sewer Helpdesk and provides field support including desktop and terminal services and laptop level one support for in-house developed and enterprise applications and hardware
- Processes and coordinates requests for changes in telephone services such as connections/disconnections and moves including landlines and wireless devices
- Provides IT customer service through first call resolution and incident/service request management
- Provides computer hardware, software, and peripheral device support; delivers maintenance and support to wireless and print devices as well as mainframe terminals
- Serves as the point of contact for County agencies for ITD services, leveraging opportunities for enterprise solutions, and coordinates service delivery and measures performance according to established benchmarks and metrics
- Supports desktop virtualization infrastructure, deployment and support services and provides server and application virtualization services

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Efficiently respond to equipment repair requests	IT Service Center Call Abandon Rate (%)*	OP	↓	7%	5.4%	5%	7%	5%
Improve Customer Service	IT Service Center First Contact Resolution Rate (FCR %)**	OP	↑	63%	57%	80%	60%	80%

*The FY 2022-23 Projection is slightly higher than the FY 2022-23 Budget due to the Service Desk's increase in call volume and call handle times related to the INFORMS implementation and Multi-Factor Authentication (MFA)

**The FY 2022-23 Projection is lower than the FY 2022-23 Budget due to the Service Desk staff's limited ability to resolve non-access related INFORMS incidents and to access specific departmental applications

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- During FY 2022-23, two overage positions were added to facilitate the changing business needs for the Tax Collector support model (\$167,000)
- The FY 2023-24 Adopted Budget includes the transfer of two positions from the Enterprise Security Division as part of a departmental reorganization to realign services to meet customer needs
- During FY 2023-24, the Division will continue to modernize its IT Service Desk by maturing its Chatbot services, Configuration Management Data Base (CMDB), and exploring Artificial Intelligence (AI) services to provide additional self-service opportunities for County employees; in addition, the Division will continue to enhance its Client Services remote support services and virtualized environment to continuously align with the needs of County employees working in a post COVID-19 hybrid work environment

DIVISION: CITIZEN AND NEIGHBORHOOD SERVICES

The Citizen and Neighborhood Services Division provides multi-platform automated systems for Countywide administrative and legislative needs and various County departments' specific needs.

- Provides citizen application system development, implementation and support for the legislative and administrative offices of the County and the Parks, Recreation and Open Spaces, Internal Services, Community Action and Human Services, Animal Services, Library, Solid Waste Management and Public Housing and Community Development departments

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position to the Geospatial Technologies Division as part of a departmental reorganization to realign services to meet customer needs
- During FY 2023-24, the Division will continue to focus on delivering applications, systems, and support that empowers ITD's customer departments with the tools needed to service the citizens of Miami-Dade; this includes the continued expansion of the technology that supports the Miami-Dade County social services portfolio
- During FY 2023-24, the Division will augment the technology services available within the Community Action and Human Services Department in support of its single point of entry for services
- During FY 2023-24, the Division will work with the Department of Solid Waste Management to continue to streamline and automate the Waste Collection System functions into integrated components, starting with the customer accounts and billing function which includes account maintenance, billing and invoicing, payment application, lien process, legal functions, customer care module, and dashboard reporting

DIVISION: TRANSPORTATION AND CUSTOMER EXPERIENCE SOLUTIONS

The Transportation and Customer Experience Solutions Division provides innovation, mobility capabilities and multi-platform departmental automated systems for Seaport, the Communications and Customer Experience Department (CCED), the Transportation Planning Organization and Transit business needs.

- Provides innovative technology solutions, integrating intelligent service and mobile technologies in support of transportation and mobility initiatives
- Provides transportation data visualization platform for data sharing and analytics, facilitating transportation performance and predictions
- Provides innovative technology solutions for the Seaport Department and dashboards for cruise, crane and cargo business units
- Provides customer experience support and administers the County's web and employee portal and software systems
- Delivers Countywide support services for the 311 Answer Center and supports and maintains applications for CCED

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Miami Dade County Portal Availability	OC	↑	99.0%	99.9%	100%	99.9%	99.9%

DIVISION COMMENTS



During FY 2023-24, the Division will continue to work on digitizing and modernizing transportation applications, integrating processes with other County departments and facilitating online and mobile technology for citizens

DIVISION: NETWORK AND TRANSPORT

The Network and Transport Division is responsible for supporting and maintaining the Miami-Dade County Enterprise LAN, WAN and fiber optic infrastructure; the Division also provides support of computer hardware, software and telephony.

- Provides telecommunications design and engineering services for new and existing facilities, including network solution services for the integration of voice and data solutions
- Provides infrastructure cabling services for data, voice, video CCTV and cable TV
- Provides design, engineering and installation of telecommunication equipment including network, video, telephone systems and devices, 802.11 and wireless to include equipment maintenance and supports services
- Delivers equipment maintenance and support services
- Provides support 24 X 7 for the 911 and 311 networks and call centers
- Manages a carrier class core fiber optic network, as well as the routed and switched network configuration, connecting over 600 sites to a secure MetroNet
- Provides carrier-class voice and data network using fiber optic wireless point-to-point, point-to-multipoint, fixed outdoor or mobile broadband networks

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Efficiently respond to equipment repair requests	Percentage Of Telephone Equipment Repairs Completed Within 48 Hours	EF	↑	92%	90%	93%	93%	95%

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: GEOSPATIAL TECHNOLOGIES

The Geospatial Technologies Division creates, manages, and efficiently utilizes accurate, trustworthy, and consistent geospatial data while offering the tools, instruction, technologies, and personnel with the required GIS skills to serve a wide range of current and future County needs.

- Creates and maintains reliable geospatial data
- Makes geospatial data accessible
- Configures, develops, and deploys geospatial solutions
- Integrates geospatial functionality with existing County systems
- Implements an optimum geospatial governance model
- Trains, educates, and advises County staff on the latest GIS-related technologies

Strategic Objectives - Measures

- GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Effectively track Geographic Information System (GIS) activity	Number Of Layers Maintained In The County's Central Repository (Vector / Imagery)*	OP	↔	1,605	1,741	1,750	1,845	1,860

* The FY 2022-23 Projection is higher than anticipated due to increased departmental requests for applications (internal and external) related to operational and informational support; in addition, public-facing requests have significantly grown due to the increase in the number of applications and layers (internally and externally)

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position from the Citizen and Neighborhood Services Division to better align services to meet customer needs

DIVISION: REGULATORY AND UTILITY SERVICES

The Regulatory and Utility Services Division develops IT multi-platform capabilities for the Water and Sewer and Regulatory and Economic Resources departments by providing continuous business improvements.

- Provides IT innovation and develops IT multi-platform capabilities, improving current business models and processes with better integration across the ecosystem
- Provides support for core vendor solutions and develops and supports interfaces and enhancements to augment functionality to all systems
- Provides support for the Water and Sewer Department (WASD) SCADA Historical, Consent Decree and other internal/external reporting services
- Supports and maintains Regulatory and Economic Resources systems including Construction Permitting, Environmental Resources, For-Hire Transportation Licensing, and Consumer Protection Services
- Develops in-house self-service applications to improve and modernize customer service and engagement

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position from the Public Safety/Justice System Division and three positions from the Data Management and Integration Services Division; as well as the transfer of one position to the Administrative Services Division to better align services to meet customer needs

FY 2023-24 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 runs the County's mainframe and distributed systems computer environments; this Division provides enterprise storage and backup, mainframe printing and server services.

- Manages all enterprise-class operating system software; this includes performance tuning and capacity planning
- Operates the Command Center, which monitors production system operations and high-speed printing, and provides afterhours call center support
- Provides systems administration for all enterprise operating systems and hardware in support of distributed systems and applications
- Provides mainframe application report printing, delivery, and archive services
- Provides distributed application printing services
- Provides enterprise scheduling services
- Supports the County's "private cloud" infrastructure
- Maintains the departmental Continuation of Operation Plan (COOP) document as required by the Office of Emergency Management

Strategic Objectives - Measures

- GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure availability of critical systems	Production Systems Availability	OC	↑	99%	99%	100%	99%	99%

DIVISION COMMENTS

- **The FY 2023-24 Adopted Budget includes a FY 2022-23 overage position and the transfer of one position to the Enterprise Security Division to better align services to meet customer needs**

DIVISION: ENTERPRISE SECURITY

The Enterprise Security Division develops and implements data security policies, manages enterprise security risk and manages the County's data security infrastructure, remote access, directory services and mobile messaging.

- Reduces risk exposure present in the County's computer infrastructure by establishing mitigation programs including cybersecurity awareness, forensic investigation, monitoring, audit compliance, risk management and digital resilience
- Provides information security services including firewalls, intrusion detection and prevention, anti-virus software, Internet proxy infrastructure, security event and information management, incident response and threat intelligence analysis, and oversight and coordination with outsourced Managed Security Operations Center (MSOC)
- Provides multi-factor authentication and Identity and Access Management for secure access to County systems including INFORMS, VPN, Microsoft Azure Office, and Virtual Desktop environment
- Supports network authentication (Active Directory), Office365 and Domain Name Services (DNS)
- Provides electronic mail (e-mail) and e-mail archiving services for internal and external communications with employees, departments, agencies and constituents, while protecting against malware, phishing and unsolicited commercial email
- Provides consulting on all major projects and procurements which include technology to ensure compliance with security policy, security architecture and supply chain/vendor security posture assessments for both cloud and on-premise systems

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-2: Ensure security of systems and data 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure security of credit card information	Purchasing Card Industry (PCI) Quarterly Compliance	OC	↑	100%	100%	100%	100%	100%
Improve e-mail information security	Average Of All Threats Identified (advanced threats, viruses, impersonation, SPAM) - Monthly (in thousands)*	OP	↑	213	285	250	300	300

*The County continues to see ongoing cyber security threats in line with the increase in malicious activity targeting all State, Local, Tribal and Territorial (SLTT) entities and critical infrastructure sectors; the FY 2022-23 Projection and FY 2023-24 Target account for this increased activity

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position from the Enterprise Data Center Division and one position from the Data Management and Integration Services Division as well as the transfer of one position to the Administrative Services Division, two positions to the Service Management Division and the elimination of one overage position to better align services and meet customer needs

DIVISION: COUNTY ENTERPRISE SYSTEMS

The County Enterprise Systems Division maintains enterprise services for the Enterprise Asset Management System (EAMS), Electronic Content Management (ECM) and the Code Enforcement, Credit and Collections and custom ecommerce applications.

- Supports EAMS, which provides the enterprise asset management technology for the County including work orders, preventative maintenance, condition assessments, inspections, and reliability, all with geospatial and mobile components to facilitate work for field personnel
- Supports ECM, the document management system for scanning, storing, retaining and displaying documents; this system enables business process improvement, electronic forms, workflow, records retention, redaction, scanning and electronic signature
- Supports the financial and backend systems for departments with code enforcement processes; the new application will transition the legacy COBOL SEFA system to a modern SaaS application and allow the management of front and backend operations in one enterprise system
- Supports the Credit and Collections system for the services provided to various departments
- Supports the e-commerce application, which supports custom applications for all County departments that process online payments; this includes the enterprise Inovah cashing system
- Supports the Tax Collector's business systems that are internal and external to the department

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Effectively track Electronic Document Management System (EDMS) activity	Assets Tracked In The County's Asset Management System - EAMS (in thousands)	IN	↔	1,229	1,285	1,357	1,345	1,429
	Documents Managed In The County's Document System - ECM (in millions)	IN	↔	137	144	150	150	155
	System Users - EAMS*	IN	↔	7,596	8,226	8,200	8,600	8,840

*The FY 2022-23 Projection is higher than budgeted due to an increase in system implementations leading to an increase in users

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position from the Public Safety/Justice System Division to better align services and meet customer needs
- During FY 2023-24, the Division will continue to collaborate with the Office of Management and Budget (OMB) in implementing a new module for Capital Infrastructure Improvement Program (CIIP) Equipment Ranking for buildings; this implementation will allow County departments to forecast costs and provide more efficient preventive maintenance
- During FY 2023-24, the Division will be implementing a replacement to the current mainframe application that supports the Code Compliance financials; the new SaaS application will support all the financials for all departments using the Code Compliance services

DIVISION: STRATEGIC PERFORMANCE AND BUSINESS RELATIONSHIP MANAGEMENT

The Strategic Performance and Business Relationship Management Division provides strategic project and relationship management to all County departments while providing continuous business enhancements.

- Develops and maintains Countywide IT Memoranda of Understanding (MOUs) with different agencies, establishing service levels and their associated cost; promotes the continuous improvement of service quality and customer satisfaction
- Drives strategic IT direction Countywide, providing for process improvement, operational efficiencies and productivity through the Business Relationship Management Program
- Serves Countywide as the point of contact for County agencies' ITD services, leveraging opportunities for enterprise solutions; coordinates service delivery and measures performance according to established benchmarks and metrics
- Provides IT project management oversight to better manage funding, improve project outcomes and increase customer satisfaction

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of one position to the Office of the Director and one position to the Administrative Services Division to better align services to meet departmental needs

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the upgrade of the current Computer Aided Dispatch (CAD) system due to system age and unsupported hardware and software; the implementation was completed in FY 2022-23; however, the final acceptance payment will materialize during the first quarter of FY 2023-24; the capital program is funded with Capital Asset Acquisition (\$4.689 million) and Future Financing (\$136,000) bond proceeds (total program cost \$4.825 million; \$222,000 in FY 2023-24; capital program #2000000424)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of the Court Case Management System (formerly known as CJIS), which will deliver an enhanced integrated information solution for the Eleventh Judicial Circuit Court of Florida and will benefit several agencies such as the Miami-Dade Clerk of the Courts, the Administrative Office of the Courts for the 11th Judicial Circuit, the Miami-Dade Corrections and Rehabilitation Department, the Miami-Dade State Attorney and Public Defender Offices, and the Miami-Dade County Juvenile Services Department with improved data sharing abilities, enhancing the public's access to the court system as well as reducing redundancy by streamlining operations; the capital program is funded with Capital Asset Acquisition (\$26.835 million) and Future Financing (\$29.274 million) bond proceeds and General Government Improvement Funds (GGIF) (\$1 million) (total program cost \$57.109 million; \$15.864 million in FY 2023-24; capital program #2000000954)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the continued implementation of the business-driven strategic cybersecurity program that continuously adapts to new opportunities while reducing risk to the information assets of Miami-Dade County; the capital program is funded with Capital Asset Acquisition (\$12.634 million) and Future Financing (\$13.884 million) bond proceeds (total program cost \$26.518 million; \$2.637 million in FY 2023-24; capital program #2000001427)

- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the implementation of the Enterprise Asset Management System Migration to SaaS program which will transfer the current Enterprise Asset Management System to the Cloud to ensure a reliable and secure system; the capital program is being funded with Future Financing bond proceeds (total program cost \$2.786 million; \$1.514 million in FY 2023-24; capital program #2000003138)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the continued replacement of the fiber optic infrastructure at the South Dade Government Center which will enhance connectivity for the Miami-Dade Cutler Ridge Police Station, the Internal Services Department fleet and fuel shops, the Miami-Dade Fire Rescue station and Water and Sewer's South Dade locations; the capital program also includes the installation of fiber optic infrastructure along the NW 58th Street corridor to provide for technology refresh and additional bandwidth/expansion for next generation applications to Miami-Dade County facilities, such as the Internal Services Department fuel islands, Solid Waste Management's Mosquito Control complex, the Miami-Dade Police Department's Training Bureau complex and the Miami-Dade Corrections and Rehabilitation Metro West complex; the capital program is funded with Capital Asset Acquisition (\$2.7 million) bond proceeds (total program cost \$2.7 million; \$200,000 in FY 2023-24; capital program #2000002174)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the implementation of the Parking Verification System Modernization program which will replace the current mainframe-based Parking Violation System (PVS) with a modern solution; PVS manages Miami-Dade County parking violations from issuance to court and payment collection, and includes interfaces to several internal County and external partner systems; the capital program is being funded with Future Financing bond proceeds (total program cost \$5.693 million, \$791,000 in FY 2023-24; capital program # 2000003156)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the implementation of the Traffic Information System Modernization program which will replace the current mainframe-based Traffic Information System (TIS) with a modern solution; the TIS system is used by several stakeholder departments and organizations to manage Miami-Dade County traffic citations through their lifecycle, including initial entry of the citation, handling requests for court, scheduling court dates, recording outcomes of trials, collection of fines, assignment to Collection Agencies, and License Suspension/Re-instatement; the system includes interfaces to several internal County and external partner systems; the capital program is funded with Future Financing bond proceeds (total program cost \$20.323 million; \$2.948 million in FY 2023-24; capital program #2000003155)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes several departmental infrastructure replacement projects to address required network improvements that assure network stability and redundancy, to include the deployment of virtual desktops and thin clients, network edge switches and Voice over Internet Protocol countywide, as well as cloud infrastructure support that includes the purchase of servers, storage and back-up (total program cost \$98.65 million; \$7.499 million in FY 2023-24; capital program #2000000947, #2000000942, #2000000946 and #2000000945)



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of ten vehicles (\$815,000) for the replacement of its aging fleet funded with lease purchase financing; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	15	11	40	40	40
Fuel	76	111	117	79	118
Overtime	1,455	1,556	1,255	1,315	1,254
Rent	4,747	3,852	4,478	4,478	4,296
Security Services	2	2	2	2	2
Temporary Services	154	160	200	200	1,224
Travel and Registration	15	82	92	92	170
Utilities	654	437	421	421	384

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	1,712	1,873	2,082	2,254	Office of the Director	1,830	2,215	9	11
Carryover	1,240	0	0	0	Administrative Services	19,405	20,397	44	49
Proprietary Fees	659	659	458	686	Public Safety/Justice	11,576	11,892	72	68
Recording Fee for Court Technology	5,009	4,519	3,300	3,300	Systems				
Traffic Violation Surcharge	399	720	500	500	Data Management and Integrations	21,716	21,596	72	69
IT Funding Model	63,010	68,328	79,159	84,491	Enterprise Resource Planning	17,966	18,768	53	52
Interagency Transfers	153,620	141,640	151,502	160,424	Radio Communications Services	9,065	9,464	53	53
Total Revenues	225,649	217,739	237,001	251,655	Service Management	18,469	19,508	127	131
Operating Expenditures Summary					Citizen and Neighborhood Services	8,490	9,141	61	60
Salary	95,845	99,884	102,793	110,547	Transportation and Customer Experience Solutions	8,902	9,706	57	57
Fringe Benefits	31,955	33,883	36,539	38,832	Network and Transport	21,877	22,833	56	56
Contractual Services	4,403	6,077	5,845	5,889	Geospatial Technologies	12,925	14,566	83	84
Other Operating	59,316	51,333	56,859	63,042	Regulatory and Utility Services	11,609	13,491	82	85
Charges for County Services	16,000	15,226	19,700	17,735	Enterprise Data Center	22,071	23,731	72	72
Grants to Outside Organizations	0	1	0	0	Enterprise Security	12,513	13,546	44	42
Capital	3,925	3,357	4,295	4,389	County Enterprise Systems	10,882	11,745	47	48
Total Operating Expenditures	211,444	209,761	226,031	240,434	Strategic Performance and Business Relationship Management	2,962	2,960	18	16
Non-Operating Expenditures Summary					Telecom Pass Thru Costs	13,773	14,875	0	0
Transfers	9,165	9,964	10,470	10,656	Total Operating Expenditures	226,031	240,434	950	953
Distribution of Funds In Trust	0	0	0	0					
Debt Service	1,033	830	500	565					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	10,198	10,794	10,970	11,221					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
CIIP Program Bonds	770	0	0	0	0	0	0	0	770
CIIP Program Financing	0	800	2,125	0	0	0	0	0	2,925
Capital Asset Series 2020C Bonds	31,861	0	0	0	0	0	0	0	31,861
Capital Asset Series 2022A Bonds	11,734	0	0	0	0	0	0	0	11,734
Capital Asset Series 2023A Bonds	3,263	0	0	0	0	0	0	0	3,263
Future Financing	0	8,026	30,923	25,886	4,662	2,599	0	0	72,096
General Government Improvement Fund (GGIF)	1,000	0	0	0	0	0	0	0	1,000
ITD Service Fees	57,159	10,656	9,932	9,948	9,965	9,980	0	0	107,640
Total:	105,787	19,482	42,980	35,834	14,627	12,579	0	0	231,289
Expenditures									
Strategic Area: NI									
Infrastructure Improvements	2,500	200	0	0	0	0	0	0	2,700
Strategic Area: GG									
Chief Technology Office Projects	0	5,253	13,475	9,152	461	461	0	0	28,802
Computer and Systems Automation	1,535	366	386	404	424	539	0	0	3,654
Information Technology	12,634	2,637	3,292	2,849	2,968	2,138	0	0	26,518
Infrastructure Improvements	40,078	6,126	11,184	8,834	8,131	9,412	0	0	83,765
Telecommunications Equipment	5,486	1,007	1,238	1,100	1,100	1,300	0	0	11,231
Strategic Area: PS									
Computer and Systems Automation	16,477	16,086	14,253	13,885	1,233	0	0	0	61,934
Infrastructure Improvements	7,337	1,139	1,135	1,000	1,064	1,010	0	0	12,685
Total:	86,047	32,814	44,963	37,224	15,381	14,860	0	0	231,289

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

800 MHZ PUBLIC SAFETY RADIO SITES - DEPLOYMENT

PROGRAM #: 1687880



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
ITD Service Fees	7,671	1,014	1,000	1,000	1,000	1,000	0	0	12,685
TOTAL REVENUES:	7,671	1,014	1,000	1,000	1,000	1,000	0	0	12,685
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	7,337	1,139	1,135	1,000	1,064	1,010	0	0	12,685
TOTAL EXPENDITURES:	7,337	1,139	1,135	1,000	1,064	1,010	0	0	12,685

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CITRIX INFRASTRUCTURE - VIRTUAL DESKTOP AND THIN CLIENTS

PROGRAM #: 200000947

DESCRIPTION: Deploy desktop and application virtualization infrastructure Countywide
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
ITD Service Fees	1,987	302	317	333	350	365	0	0	3,654
TOTAL REVENUES:	1,987	302	317	333	350	365	0	0	3,654
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	1,535	366	386	404	424	539	0	0	3,654
TOTAL EXPENDITURES:	1,535	366	386	404	424	539	0	0	3,654

CLOUD INFRASTRUCTURE

PROGRAM #: 200000942

DESCRIPTION: Purchase servers, storage and backup infrastructure as needed
 LOCATION: 5680 SW 87 Ave District Located: 10
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
ITD Service Fees	21,250	3,638	3,181	3,181	3,181	3,181	0	0	37,612
TOTAL REVENUES:	21,250	3,638	3,181	3,181	3,181	3,181	0	0	37,612
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	19,184	1,552	4,446	4,174	3,596	4,660	0	0	37,612
TOTAL EXPENDITURES:	19,184	1,552	4,446	4,174	3,596	4,660	0	0	37,612

COMPUTER-AIDED DISPATCH (CAD) - UPDATE

PROGRAM #: 200000424



DESCRIPTION: Update existing computer aided dispatch system for both the Miami-Dade Police Department and Miami-Dade Fire Rescue
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	4,689	0	0	0	0	0	0	0	4,689
Future Financing	0	136	0	0	0	0	0	0	136
TOTAL REVENUES:	4,689	136	0	0	0	0	0	0	4,825
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	554	0	0	0	0	0	0	0	554
Project Administration	443	0	0	0	0	0	0	0	443
Technology Hardware/Software	3,606	222	0	0	0	0	0	0	3,828
TOTAL EXPENDITURES:	4,603	222	0	0	0	0	0	0	4,825

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

COURT CASE MANAGEMENT SYSTEM (CCMS)

PROGRAM #: 200000954



DESCRIPTION: Implement a modern, comprehensive, integrated Court Case Management application to support the life cycle of a criminal case from arrest to case disposition

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	22,924	0	0	0	0	0	0	0	22,924
Capital Asset Series 2022A Bonds	3,911	0	0	0	0	0	0	0	3,911
Future Financing	0	0	14,156	13,885	1,233	0	0	0	29,274
General Government Improvement Fund (GGIF)	1,000	0	0	0	0	0	0	0	1,000
TOTAL REVENUES:	27,835	0	14,156	13,885	1,233	0	0	0	57,109
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Project Administration	2,975	7,812	7,112	4,130	0	0	0	0	22,029
Technology Hardware/Software	8,899	8,052	7,141	9,755	1,233	0	0	0	35,080
TOTAL EXPENDITURES:	11,874	15,864	14,253	13,885	1,233	0	0	0	57,109

CYBERSECURITY STRATEGIC EVOLUTION PLAN

PROGRAM #: 2000001427



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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Asset Series 2020C Bonds	4,248	0	0	0	0	0	0	0	4,248
Capital Asset Series 2022A Bonds	5,323	0	0	0	0	0	0	0	5,323
Capital Asset Series 2023A Bonds	3,063	0	0	0	0	0	0	0	3,063
Future Financing	0	2,637	3,292	2,849	2,968	2,138	0	0	13,884
TOTAL REVENUES:	12,634	2,637	3,292	2,849	2,968	2,138	0	0	26,518
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Planning and Design	1,081	896	918	951	985	1,020	0	0	5,851
Project Administration	195	205	205	205	205	205	0	0	1,220
Technology Hardware/Software	11,358	1,536	2,169	1,693	1,778	913	0	0	19,447
TOTAL EXPENDITURES:	12,634	2,637	3,292	2,849	2,968	2,138	0	0	26,518

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

EDGE NETWORK

PROGRAM #: 200000946



DESCRIPTION: Deploy new network edge switches countywide
 LOCATION: 5680 SW 87 Ave District Located: 10
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	770	0	0	0	0	0	0	0	770
CIIP Program Financing	0	800	2,125	0	0	0	0	0	2,925
ITD Service Fees	20,125	4,681	4,413	4,413	4,413	4,413	0	0	42,458
TOTAL REVENUES:	20,895	5,481	6,538	4,413	4,413	4,413	0	0	46,153
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	575	400	525	0	0	0	0	0	1,500
Technology Hardware/Software	20,319	4,174	6,213	4,660	4,535	4,752	0	0	44,653
TOTAL EXPENDITURES:	20,894	4,574	6,738	4,660	4,535	4,752	0	0	46,153

ENTERPRISE ASSET MANAGEMENT SYSTEM - CLOUD TRANSFER

PROGRAM #: 2000003138

DESCRIPTION: Transfer current Enterprise Asset Management System (EAMS) to the Cloud to ensure provision of a reliable and secure system
 LOCATION: 5680 SW 87 Ave District Located: 10
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	1,514	1,272	0	0	0	0	0	2,786
TOTAL REVENUES:	0	1,514	1,272	0	0	0	0	0	2,786
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	0	1,514	1,272	0	0	0	0	0	2,786
TOTAL EXPENDITURES:	0	1,514	1,272	0	0	0	0	0	2,786

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

FIBER OPTIC - INFRASTRUCTURE EXPANSION

PROGRAM #: 2000002174



DESCRIPTION: Deploy updated fiber optic infrastructure to provide technology refresh, growth capacity, redundant connectivity and additional bandwidth to various Miami-Dade County facilities located in the areas of South Dade Government Center and NW 58 Street Corridor

LOCATION: Various Sites
 District Located: 9,12
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Asset Series 2022A Bonds	2,500	0	0	0	0	0	0	0	2,500
Capital Asset Series 2023A Bonds	200	0	0	0	0	0	0	0	200
TOTAL REVENUES:	2,700	0	0	0	0	0	0	0	2,700
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,150	0	0	0	0	0	0	0	2,150
Planning and Design	150	50	0	0	0	0	0	0	200
Technology Hardware/Software	200	150	0	0	0	0	0	0	350
TOTAL EXPENDITURES:	2,500	200	0	0	0	0	0	0	2,700

PARKING VERIFICATION SYSTEM - MODERNIZATION

PROGRAM #: 2000003156



DESCRIPTION: Modernize the legacy mainframe-based Parking Violation System (PVS) which is responsible for the lifecycle of County issued parking citations from issuance to payment collection

LOCATION: 5680 SW 87 Ave
 District Located: 10
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	791	2,615	1,961	163	163	0	0	5,693
TOTAL REVENUES:	0	791	2,615	1,961	163	163	0	0	5,693
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	0	791	2,615	1,961	163	163	0	0	5,693
TOTAL EXPENDITURES:	0	791	2,615	1,961	163	163	0	0	5,693

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TRAFFIC INFORMATION SYSTEM - MODERNIZATION

PROGRAM #: 2000003155



DESCRIPTION: Modernize the legacy mainframe-based Traffic Information System (TIS) which is responsible for the lifecycle of a Miami-Dade County issued citation

LOCATION: 5680 SW 87 Ave
Unincorporated Miami-Dade County

District Located: 10
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	2,948	9,588	7,191	298	298	0	0	20,323
TOTAL REVENUES:	0	2,948	9,588	7,191	298	298	0	0	20,323
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	0	2,948	9,588	7,191	298	298	0	0	20,323
TOTAL EXPENDITURES:	0	2,948	9,588	7,191	298	298	0	0	20,323

VOICE OVER INTERNET PROTOCOL (VOIP)

PROGRAM #: 2000000945



DESCRIPTION: Deploy Voice over Internet Protocol countywide

LOCATION: Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
ITD Service Fees	6,126	1,021	1,021	1,021	1,021	1,021	0	0	11,231
TOTAL REVENUES:	6,126	1,021	1,021	1,021	1,021	1,021	0	0	11,231
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	5,486	1,007	1,238	1,100	1,100	1,300	0	0	11,231
TOTAL EXPENDITURES:	5,486	1,007	1,238	1,100	1,100	1,300	0	0	11,231

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Inspector General

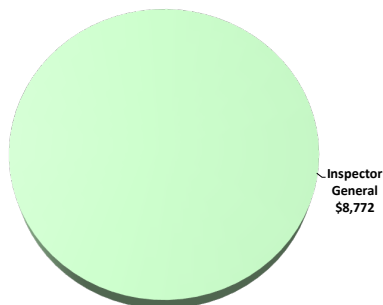
The Office of the Inspector General (OIG) serves the residents of Miami-Dade County by identifying fraud, mismanagement, waste and abuse of power in County projects, programs and contracts. Created by the Board of County Commissioners (BCC) in response to the public's demand for more accountable government, the enacting legislation ensures that the OIG is independent and autonomous, so that it may carry out its oversight of such a large and diverse government without political interference.

As part of the General Government strategic area, the OIG routinely reviews and evaluates proposals, contracts and programs for a range of management criteria. The OIG also investigates a variety of cases, including contractors doing business with and/or receiving funds from the County and cases of employee and official misconduct.

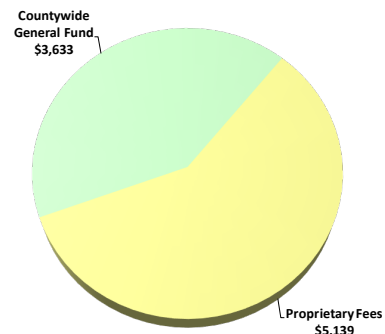
The OIG's jurisdiction encompasses all County departments, agencies, instrumentalities and the programs thereunder. This jurisdiction extends to all County employees, public officials, elected officials and vendors and contractors doing business with the County. The OIG has been designated a criminal justice agency by the Federal Bureau of Investigation and is accredited by the Commission for Florida Law Enforcement Accreditation based upon statewide standards for Offices of Inspectors General.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

<u>INSPECTOR GENERAL</u>	
Provides oversight to Miami-Dade County operations by investigating, auditing and reviewing County programs, projects and contracts to detect and prevent fraud, mismanagement, waste and abuse	
<u>FY 22-23</u> 42	<u>FY 23-24</u> 42

The FY 2023-24 total number of full-time equivalent positions is 42

FY 2023-24 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.

- Communicates the Office's accomplishments through report distribution, website communication and public awareness initiatives
- Investigates, audits and inspects programs, projects and contracts to detect and prevent fraud, mismanagement, waste and abuse
- Provides all professional support to these functions including publicly reporting findings
- Publicly reports findings and initiates or makes civil, administrative and criminal referrals where necessary

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Promote honesty and efficiency in government	Complaints received*	IN	↔	272	409	300	500	450
	Percentage of complainants receiving feedback about initial disposition of complaint within 30 days*	OC	↑	100%	96%	100%	96%	100%
Increase the public's awareness of the OIG's findings by providing easy access to reports and information distributed by the OIG via the Internet	Reports issued*	OP	↔	12	9	20	15	10
	Advisory memoranda issued*	OP	↔	18	24	20	10	15
	Contracts/ programs audited and reviewed**	OP	↔	76	53	35	25	35

*FY 2021-22 Actual revised for the FY 2023-24 Adopted Budget due to more up-to-date information

**FY 2020-21 Actual included auditing 46 emergency construction contracts awarded through the Miscellaneous Construction Contract 7040 and 7360 programs

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- The FY 2023-24 Adopted Budget includes charges of one quarter of one percent to certain procurement and construction contracts (\$4 million), estimated reimbursements of \$807,000 for audits and investigative work performed for Aviation (\$400,000), Water and Sewer (\$25,000), Solid Waste Management (\$25,000), Transportation and Public Works (\$100,000), the County Civil and Probate Courthouse project (\$132,000) and the Miami-Dade County School Board (\$125,000)
- In April 2022, the OIG underwent a reaccreditation review by the Florida Commission on Law Enforcement Accreditation; this reaccreditation takes place every three years, with the OIG's initial accreditation having taken place in 2010; in November 2022, the OIG passed a peer review by the Association of Inspectors General; the peer review also takes place every three years; these external reviews are important measures to assure that the OIG's operations adhere to professional standards
- OIG auditors are engaged in auditing departmental utilization of County Miscellaneous Construction Contracts (MCC) Programs 7040 and 7360; the auditors are assessing departmental compliance with program rules for accessing the contracting pools, observance of rotational policy, emergency usage and adherence with prompt payment provisions; these MCC programs are the County's main vehicle for procuring construction services under \$5 million; audits of contract utilization by the Miami-Dade Fire Rescue Department and the Miami-Dade Public Housing and Community Development Department were completed in FY 2021-22; an audit of the Parks, Recreation and Open Spaces Department's utilization of the MCC program is in progress
- In FY 2022-23, OIG auditors initiated a review of construction engineering inspection (CEI) services in relation to the payment for these services that are structured as time and material versus lump sum
- In FY 2023-24, the OIG will continue its contract oversight of the County's Advanced Traffic Management System (ATMS); this \$160 million contract involves the installation of new synchronized traffic signals and video detection technology throughout the County's 3,000 intersections; this project is expected to be completed in 2025; additional DTPW projects monitored by OIG contract oversight specialists include the acquisition of 60-foot electric busses for the South Dade Bus Rapid Transit Corridor and the funding of the Tri-Rail Downtown Miami Link using County Transportation Surtax dollars, which is anticipated to begin revenue service in 2023
- OIG contract oversight activity continues at the Water and Sewer Department (WASD) as the Consent Decree (CD) Program nears completion; additional WASD projects being monitored are the Oxygen Trains and Oxygen Production Facility for the North District Wastewater Treatment Plant, the planning and design for a new South Dade Maintenance Facility, and the Advanced Metering Infrastructure Solution
- The OIG is monitoring negotiations and work activities on several of the SMART Plan transit corridors including the Interim Agreement for the Rapid Transit Solution for the Beach Corridor Trunk Line, which expired in October 2022 without the parties achieving a mutually acceptable Project Agreement; the County Administration announced its intent to redesign the Beach Corridor's project delivery approach from a Public-Private Partnership (P3) to a Design/Build model; the OIG has also been monitoring construction progress on the South Dade Bus Rapid Transit Corridor Project
- Pursuant to a Memorandum of Understanding with the County Administration, which provides funding for independent and external oversight (\$132,000), the OIG will continue monitoring the new Civil and Probate Courthouse project; OIG oversight activities involving the design of the building began in FY 2020-21; at present, monitoring is focused on the continued construction of the building which includes the monitoring of the procurement of furniture, fixtures and equipment by the County
- The Contract Oversight group also performs oversight activities at PortMiami; the Seaport Department asked that the OIG participate in the monitoring of the change order review process for capital construction activities; the solicitation of the PortMiami Fumigation and Cold Chain Processing Program is being monitored by the Contract Oversight unit; other projects being monitored at the Seaport are the Design-Build for the Re-Alignment of the North Bulkhead Cruise Berths (1-6) and the Acquisition of the new Parking Access and Revenue Control System

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

- Other County projects being monitored include the Replacement Jail-Site 1 Training and Treatment Center, the Non-Competitive Acquisition of the NG011 System and the helicopter purchase for the Miami-Dade Police Department, and the purchase of a new Computer Aided Dispatch System for the Miami-Dade Fire Rescue Department; additional monitoring includes the Rickenbacker and Venetian Causeways, the proposed Town Center Container Park in Homestead and the conversion of the former South Florida Evaluation and Treatment Facility into the New Mental Health Diversion Facility in South Florida
- OIG investigations into vendor and contractor activities touch multiple departments including WASD, the Department of Transportation and Public Works, Seaport, Public Housing and Community Development, Regulatory and Economic Resources, and Aviation
- OIG investigative priorities include conflicts of interest, exploitation of one's official position, and criminal charges of official misconduct and organized schemes to defraud
- In FY 2022-23, the OIG partnered with the U.S. Department of Justice's South Florida Public Corruption Task Force; several cases completed this year involved public servants defrauding federal coronavirus relief programs; the OIG's partnership with the Public Corruption Task Force will continue in FY 2023-24

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	0	0	0	0	0
Fuel	0	0	0	0	0
Overtime	0	0	0	0	0
Rent	0	0	0	0	0
Security Services	1	2	3	2	4
Temporary Services	0	0	0	0	0
Travel and Registration	9	32	35	28	37
Utilities	18	12	20	20	15

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24
Revenue Summary				
General Fund Countywide	862	1,622	1,141	3,633
Carryover	2,064	1,795	1,793	322
Departmental Oversight (MOUs)	663	1,032	1,032	807
Fees and Charges	5,194	4,547	4,335	4,000
Interest Earnings	4	0	0	0
Miscellaneous Revenues	12	23	0	10
Total Revenues	8,799	9,019	8,301	8,772

Operating Expenditures

Summary

Salary	5,086	5,282	5,942	6,168
Fringe Benefits	1,640	1,680	1,953	2,189
Court Costs	1	0	2	2
Contractual Services	78	37	4	4
Other Operating	109	126	230	248
Charges for County Services	59	57	95	86
Capital	31	44	75	75
Total Operating Expenditures	7,004	7,226	8,301	8,772

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 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Strategic Area: General Government				
Inspector General	8,301	8,772	42	42
Total Operating Expenditures	8,301	8,772	42	42

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Internal Services

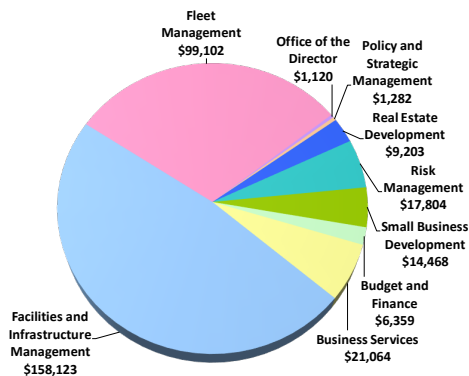
The Internal Services Department (ISD) provides a wide range of internal support services for the ongoing operation of County government. The Department focuses on promoting operational best practices and efficient government operations.

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

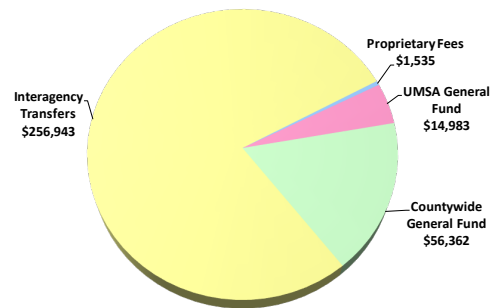
The Department's customers and stakeholders include County departments and employees, vendors and contractors, municipalities, not-for-profit organizations and Miami-Dade County residents and visitors.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

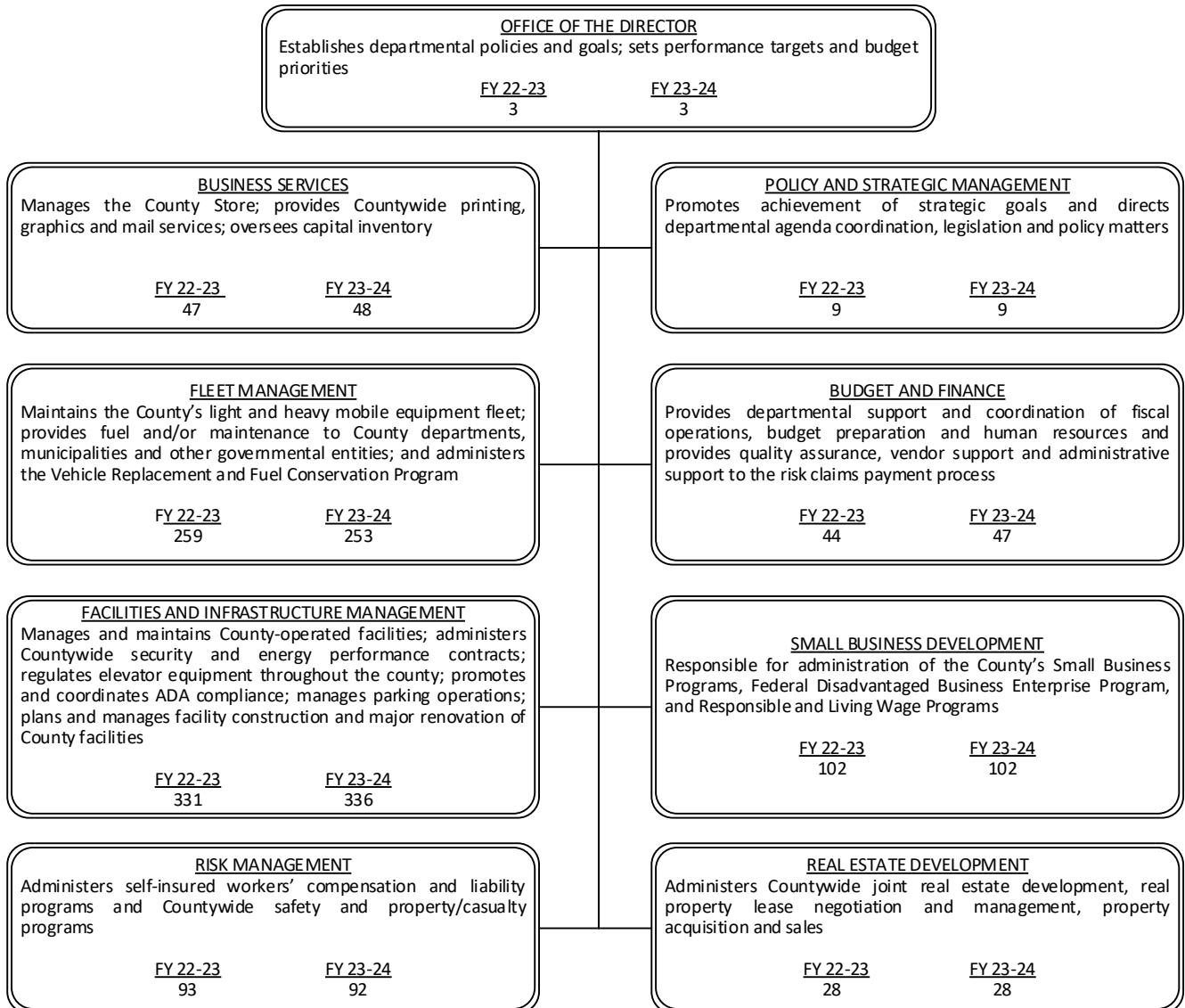


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 924.

FY 2023-24 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, policy and objectives for the Department
- Manages performance of divisions and oversees the development and implementation of department strategic goals and initiatives with a specific focus on process improvement, efficiency, engagement, client/customer service, resiliency, and the local economy
- Leads the development of innovation and strategic initiatives and planning including important initiatives such as EV infrastructure,
- signature construction projects, real estate services, and identifying new opportunities for small business development
- Serves on the Enterprise Resource Planning (ERP) Steering Committee
- Sets performance targets and budget priorities

Strategic Objectives - Measures

- GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Achieve excellence in customer satisfaction	Customer Satisfaction with ISD service levels and quality of work (out of 5)	OC	↑	4.3	4.7	4.3	4.3	4.3

DIVISION: POLICY AND STRATEGIC MANAGEMENT

Provides policy and strategic direction for the Department.

- Ensures alignment of the Department’s mission with mayoral and County priorities and programs
- Coordinates preparation and review of legislative items that are submitted to the BCC and Mayor
- Creates a strategy for the deployment of ISD resources to meet the desired objectives and works with department divisions to develop and achieve strategic goals, draft and monitor legislation, and make policy recommendations

DIVISION: FACILITIES AND INFRASTRUCTURE MANAGEMENT

The Facilities and Infrastructure Management Division (FIMD) manages and maintains County operated facilities and related infrastructure.

- Plans, designs and manages construction and major renovation of County facilities
- Provides program management and administration of construction and major renovations of County facilities countywide amounting to \$596 million in projects
- Designs and reconfigures interior office space, coordinates departmental relocations and manages tenant space allocation
- Manages and maintains facilities totaling more than six million square feet of office, data center, court, warehouse and other space
- Manages and operates two chilled water plants and a power distribution sub-station; provides an emergency generator support team and 24-hour building controls monitoring
- Regulates public and private elevator equipment throughout Miami-Dade County (except the cities of Miami and Miami Beach) and oversees County elevator maintenance contracts
- 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
- Administers Countywide security and alarm installation contracts, as well as daily monitoring of alarm accounts and CCTV systems
- Administers the Office of ADA Coordination, whose mission is to ensure that every County program, service, activity and facility is accessible to and usable by our residents and visitors with disabilities

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG3-4: Effectively utilize and maintain facilities and assets 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide efficient facility maintenance services	Total operating expenses per square foot*	EF	↓	\$8.45	\$8.50	\$9.00	\$9.00	\$9.00

Strategic Objectives - Measures								
<ul style="list-style-type: none"> NI1-2: Ensure buildings are sustainable, safe, and resilient 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide timely and reliable elevator inspection services	Percentage of regulated elevators with current Certificates of Operation*	OC	↑	73%	72%	90%	90%	90%

*The FY 2020-21 and FY 2021-22 Actuals reflect impacts associated with COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one additional clerical position to provide assistance at the Stephen P. Clark Center visitor check-in desk and one Pest Control Specialist



The FY 2023-24 Adopted Budget includes one-time funding from the General Fund for the veteran's memorial wall to be located at the Military Museum (total project cost \$1 million; \$300,000 in FY 2023-24)

- The FY 2023-24 Adopted Budget will continue support for the maintenance of the Larcenia Bullard Plaza (\$510,000)
- The FY 2023-24 Adopted Budget will continue the County's commitment to provide the Greater Miami Service Corps opportunities to perform assorted lawn maintenance projects, as well as other facilities upkeep projects (\$50,000)
- During FY 2022-23, a reorganization was performed that transferred four positions from the Fleet Management Division and transferred one ISD Assistant Director to the Business Services Division
- In FY 2023-24, FIMD's Adopted Budget includes a transfer for debt service payments to the General Government Improvement Fund (GGIF) (\$3.278 million) and the Countywide Infrastructure Investment Program (CIIP) (\$5.285 million)
- The FY 2023-24 Adopted Budget includes \$1.368 million from the General Fund to offset debt service payments and underperforming revenues in FIMD's Parking Operations
- The FY 2023-24 Adopted Budget includes one-time funding from the Miami-Dade Rescue Plan to support maintenance at the Mental Health Facility (\$3.6 million)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: BUSINESS SERVICES

The Business Services Division manages centralized purchasing and distribution of Countywide office supplies; manages the County Store and disposition of surplus property; oversees the capital inventory process and fixed assets; and provides Countywide printing, graphics, and mail services.

Strategic Objectives - Measures

- GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide timely printing production standards	Percentage of customers satisfied with print shop services	OC	↑	N/A	N/A	90%	90%	90%
	Percentage of annual capital asset inventory department reconciliations completed	EF	↑	N/A	N/A	100%	100%	100%
	Percentage of print and mail assignments with standard manufacturing specifications completed timely following proof approvals	EF	↑	N/A	N/A	95%	95%	95%
	Percentage of sustainable ink used in the print production process	EF	↑	N/A	N/A	100%	100%	100%

DIVISION COMMENTS

- During FY 2022-23, a reorganization was performed that transferred one ISD Assistant Director position from FIMD to the Business Services Division to better align divisional oversight

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: SMALL BUSINESS DEVELOPMENT

The Small Business Development Division (SBD) is responsible for Miami-Dade County's Small Business Enterprise, Wage and Workforce Programs. Additionally, SBD is responsible for the County's Debarment policy, Cone of Silence policy, selection committee formations, change order coordination process, Anti-Discrimination Ordinance, Prompt Payment Ordinance, Equitable Distribution Program, and Miscellaneous Construction Contracts Program as mandated by County Code, implementing orders, and federal regulations.

- Certifies small businesses as Small Business Enterprises (SBE) for Construction, Architectural and Engineering services, and Goods and Services; certifies Local Disadvantaged Businesses (LDB) and Disadvantaged Business Enterprises (DBE)
- Analyzes construction, architecture and engineering, and goods and services solicitations for inclusion of Small Business and Community Workforce program goals
- Coordinates and mediates dispute resolutions for small business program participants
- Coordinates the update and dissemination of trade union wage schedules for all County-funded construction projects
- Establishes Selection Committees for the evaluation of County procurements
- Prequalifies firms for the Miscellaneous Construction Contracts (MCC) program and administers the Equitable Distribution Program (EDP)
- Administers the Bonding, Financial Assistance, Debarment and Anti-Discrimination Programs, and the County's debarment process

Strategic Objectives - Measures

- ED2-2: Bolster opportunities for small and local businesses to participate in County contracting

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase participation of small businesses in County contracts	Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise programs	OC	↑	1,852	1,792	1,907	1,833	1,875
	Percentage of completed projects where small business opportunities were achieved	OC	↑	100%	100%	95%	97%	98%
	Percent of monitored projects in compliance with Small Business Programs	OC	↑	98%	99%	98%	99%	99%

DIVISION COMMENTS

- In FY 2023-24, SBD will hold its second Small Business Week to build a thriving and equitable economy in Miami-Dade County
- The FY 2023-24 Adopted Budget includes the planned completion of SBD's disparity study (\$171,000)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: FLEET MANAGEMENT

The Fleet Management Division provides fleet maintenance and replacement services.

- Facilitates the Capital Vehicle Purchasing and Finance Program
- Provides pool vehicles for Countywide use
- Provides maintenance and repair services to the County's light and heavy mobile equipment fleet
- Manages the County's automotive contracts used for the acquisition of parts, commodities, fuel and related vehicle services
- Provides fuel to the County, certain municipalities and other governmental agencies
- Works with departments to prepare vehicle replacement schedules and reviews all vehicle specifications leading to vehicle purchases
- Coordinates with departments the transition to a carbon neutral vehicle fleet by purchasing available fuel efficient, alternative fuel, and/or electric vehicles in lieu of internal combustion engine vehicles

Strategic Objectives - Measures

- GG3-4: Effectively utilize and maintain facilities and assets

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide well maintained County vehicles	Percentage of selected heavy equipment repairs that surpass industry standards	OC	↑	90%	86%	90%	90%	90%
	Percentage of selected light equipment repairs that surpass industry standards	OC	↑	90%	88%	90%	90%	90%

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a labor rate increase of eight percent for the maintenance of light and heavy vehicles after five years due to increasing operational costs
- During FY 2022-23, a reorganization was performed that transferred four positions to the Facilities and Infrastructure Management Division and two positions to the Budget and Finance Division from the Fleet Management Division to better align services

FY 2023-24 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 and the risk claims payment process

- Performs accounts payable and receivable, budget coordination, internal auditing and financial reporting functions
- Processes the County's self-insurance fund payments
- Provides human resources support and coordination
- Provides quality assurance, vendor, and administrative support to the risk claims payment process

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Efficiently manage administrative, budget, and personnel functions	Percentage of invoices processed within 30 calendar days of receipt*	EF	↑	77%	90%	90%	90%	90%

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

DIVISION COMMENTS

- During FY 2022-23, a reorganization was performed that transferred three positions to the Budget and Finance Division, including one position from the Risk Management Division and two from the Fleet Management Division to better align services

DIVISION: RISK MANAGEMENT

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

- Procures and administers property casualty programs; determines and monitors insurance requirements
- Administers Safety and Loss Prevention program
- Administers the County's self-insured workers' compensation and self-insured liability programs

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve general liability claims management process	Subrogation collections (in thousands)*	OP	↔	\$963	\$1,483	\$1,700	\$1,600	\$2,000

*FY 2020-21 Actuals were lower than budgeted due to impacts associated with COVID-19

DIVISION COMMENTS

- In FY 2023-24, the Risk Management Division will continue to reimburse the County Attorney's Office for legal support in Workers' Compensation and tort cases (\$3.8 million)
- In FY 2023-24, the Risk Management Division will continue to fund four positions in the Department of Transportation and Public Works (DTPW); these positions will help maintain safety related to the traffic lights and signage system to minimize the County's risk exposure from system malfunctions (\$490,000)
- As a result of a reorganization, during FY 2022-23, one position was transferred to the Budget and Finance Division to better align departmental needs

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: REAL ESTATE DEVELOPMENT

The Real Estate Development Division administers Countywide real estate activities.

- Administers Countywide joint real estate development, P3 and real estate economic development, structured partnerships, real estate land-sponsorship projects, property lease negotiation and asset management oversight, and real property acquisition and disposition
- Manages the County's Building Better Communities General Obligation Bond program affordable housing projects

Strategic Objectives - Measures

- GG3-4: Effectively utilize and maintain facilities and assets

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Manage real estate transactions	Dollar value of surplus property sold (in thousands)*	OP	↑	\$135	\$469	\$505	\$152	\$150

*Dollar value varies with number of properties sold per year; the FY 2020-21 and FY 2021-22 Actuals were lower than budgeted due to impacts associated with COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes consulting services for assistance to expedite the proposals for the development of affordable housing projects funded by General Fund (\$690,000)

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan continues the Downtown Redevelopment project consisting of consulting services that will assist the County in developing a plan for County-owned land in downtown Miami; the capital program is funded with Miami-Dade Rescue Plan Fund (\$1.388 million) and through the FUMD Work Order Fund (\$410,000) (total program cost \$1.798 million; \$600,000 in FY 2023-24; capital program #2000002254)



ISD Fleet Management will continue to evaluate, plan and design projects for 19 repair facilities and 29 fuel sites throughout the County as part of the Department's infrastructure improvement plan; many of these fleet facilities are over 40 years old and require major renovation and/or new construction, to continue providing service to client departments; the capital program includes the relocation of both the light and heavy facilities at the South Dade Government Center complex, which will include the acquisition of land from the Department of Solid Waste Management; the capital program is funded with Future Financing bond proceeds (\$78.215 million) and ISD Fleet revenues (\$2.960 million); the Department will work with the Office of Resilience to design sustainable and energy efficient facilities (total program cost \$81.175 million; \$2.923 million in FY 2023-24; capital program #2000001462)



In FY 2023-24, the Department will continue to remove architectural barriers in County-owned buildings to allow for increased access for people with disabilities to programs and services offered by the County; the project is funded with Building Better Communities General Obligation Bond (BBC-GOB) (\$4.451 million) proceeds and the Countywide Infrastructure Investment Program (CIIP) (\$3.789 million) (total program cost \$8.24 million; \$4.978 million in FY 2023-24; capital program #2000001190)



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the continuation of the Countywide Infrastructure Investment Program (CIIP) that will focus on the renovation and rehabilitation of power systems, life safety, security, elevators, and other related infrastructure required improvements at all County owned facilities (total program cost \$124.522 million; \$37.757 million in FY 2023-24; capital program #2000001285)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan



The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the construction and renovations of the new integrated command and communications center (Lightspeed) that will include renovation of the existing facility as well as construction of a nine story parking garage with three additional floors of office space that will house personnel and critical mobile assets for various departments including Miami-Dade Fire Rescue (MDFR) and the Miami-Dade Police Department (MDPD); the capital program is funded with Countywide Infrastructure Investment Program funds (\$31.905 million), Capital Asset Acquisition bond proceeds (\$2.172 million), a Resilient Florida Grant (\$6 million) and Future Financing bond proceeds (\$212.828 million) (total program cost \$252.905 million; \$79.496 million in FY 2023-24; capital program #2000001658)

- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes funding for the new Civil and Probate Courthouse project to be located in downtown Miami; during FY 2023-24, ISD will continue its oversight of the design and construction of the state-of-the-art facility in collaboration with building tenants to ensure delivery of the project; upon scheduled occupation in 2024, the new courthouse will have 46 jury courtrooms, four shelled courtrooms for future expansion and office and public spaces to be occupied by the Clerk of Courts, the Administrative Office of the Courts, the Law Library, and a grand jury room and offices for the State Attorney



The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of 25 vehicles (\$1.756 million) to replace its aging fleet (\$640,000 for light fleet and \$1.116 million for heavy fleet); over the next five years, the Department is planning to spend \$11.956 million to replace 192 vehicles as part of its fleet replacement plan; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	51	79	90	74	86
Fuel	24,484	37,131	30,582	36,887	37,081
Overtime	4,588	5,212	4,778	5,867	4,760
Rent	10,259	8,482	11,288	10,127	10,359
Security Services	15,379	25,342	38,225	39,846	51,203
Temporary Services	187	155	324	409	419
Travel and Registration	17	36	259	205	229
Utilities	10,410	11,820	11,953	13,404	14,675

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	50,204	51,129	55,861	56,362	Office of the Director	759	1,120	3	3
General Fund UMSA	13,858	13,661	14,849	14,983	Policy and Strategic Management	2,500	1,282	9	9
Carryover	21,349	0	9,918	760	Facilities and Infrastructure Management	137,525	158,123	331	336
External Fees	936	1,225	615	212	Business Services	21,016	21,064	47	48
Fees and Charges	2,499	2,631	4,060	3,687	Small Business Development	12,933	14,468	102	102
Fines and Forfeitures	0	412	348	0	Fleet Management	89,133	99,102	259	253
Interest Income	7	0	0	0	Budget and Finance	5,117	6,359	44	47
Miscellaneous Revenues	624	541	450	563					
Other Charges For Services	10	0	0	0	Risk Management	17,024	17,804	93	92
User Access Program Fees	14,078	0	0	0	Real Estate Development	6,545	9,203	28	28
Interagency Transfers	6,608	2,442	5,128	5,428	Total Operating Expenditures	292,552	328,525	916	918
Interfund Transfers	1,735	338	0	0					
Internal Service Charges	172,004	208,144	233,126	260,535					
Miami-Dade Rescue Plan Fund	0	0	0	3,600					
Other Revenues	5,770	6,818	8,015	9,363					
Total Revenues	289,682	287,341	332,370	355,493					
Operating Expenditures Summary									
Salary	67,778	59,492	70,528	74,601					
Fringe Benefits	25,964	22,966	28,230	31,043					
Court Costs	5	40	16	17					
Contractual Services	43,928	55,495	69,565	87,432					
Other Operating	76,426	91,950	89,686	98,346					
Charges for County Services	30,763	28,254	33,406	36,061					
Grants to Outside Organizations	4	0	0	0					
Capital	238	136	1,121	1,025					
Total Operating Expenditures	245,106	258,333	292,552	328,525					
Non-Operating Expenditures Summary									
Transfers	30,658	30,736	29,113	20,568					
Distribution of Funds In Trust	540	913	915	268					
Debt Service	6,197	4,195	5,176	5,159					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	4,614	973					
Total Non-Operating Expenditures	37,395	35,844	39,818	26,968					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
2011 Sunshine State Financing	767	0	0	0	0	0	0	0	767
BBC GOB Financing	86,989	17,385	12,601	0	0	0	0	0	116,975
Board and Code Coordination Reserve	1,695	0	0	0	0	0	0	0	1,695
CIIP Program Bonds	50,548	0	0	0	0	0	0	0	50,548
CIIP Program Financing	0	49,231	44,459	18,567	0	0	0	0	112,257
Capital Asset Series 2022A Bonds	2,172	0	0	0	0	0	0	0	2,172
DERM Operating Reserves	2,800	0	0	0	0	0	0	0	2,800
FUMD Work Order Fund	410	0	0	0	0	0	0	0	410
Future Financing	0	124,226	136,069	76,118	29,318	0	0	0	365,731
General Fund	0	565	0	0	0	0	0	0	565
ISD Fleet Revenue	2,960	0	0	0	0	0	0	0	2,960
Miami-Dade Rescue Plan Fund	788	600	0	0	0	0	0	0	1,388
Property Appraiser Operating Revenue	8	0	0	0	0	0	0	0	8
RER Building Proprietary Revenues	6,565	0	0	0	0	0	0	0	6,565
Resilient Florida Grant Program	0	6,750	0	0	0	0	0	0	6,750
Total:	155,702	198,757	193,129	94,685	29,318	0	0	0	671,591
Expenditures									
Strategic Area: HS									
Facility Improvements	267	500	0	0	0	0	0	0	767
New Affordable Housing Units	66,117	12,795	5,824	0	0	0	0	0	84,736
Strategic Area: GG									
ADA Facilities Improvements	3,262	4,978	0	0	0	0	0	0	8,240
Facility Improvements	12,786	5,867	11,121	36,283	29,318	0	0	0	95,375
Infrastructure Improvements	42,103	37,757	31,959	12,703	0	0	0	0	124,522
New Facilities	8,455	2,457	6,588	0	0	0	0	0	17,500
Public Safety Facilities	8,713	79,496	118,997	45,699	0	0	0	0	252,905
Strategic Area: NI									
New Facilities	0	62,698	23,050	0	0	0	0	0	85,748
Strategic Area: ED									
Community Development Projects	1,198	600	0	0	0	0	0	0	1,798
Total:	142,901	207,148	197,539	94,685	29,318	0	0	0	671,591

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

CAROL GLASSMAN DONALDSON CENTER

PROGRAM #: 200002054

DESCRIPTION: Provide infrastructure improvements to the Carol Glassman Donaldson Center

LOCATION: 112 NW 3 St
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
2011 Sunshine State Financing	767	0	0	0	0	0	0	0	767
TOTAL REVENUES:	767	0	0	0	0	0	0	0	767
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	267	500	0	0	0	0	0	0	767
TOTAL EXPENDITURES:	267	500	0	0	0	0	0	0	767

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

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

PROGRAM #: 200001192



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	10,181	411	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,181	411	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	7,229	411	0	0	0	0	0	0	7,640
Land Acquisition/Improvements	1,443	0	0	0	0	0	0	0	1,443
Planning and Design	1,378	0	0	0	0	0	0	0	1,378
Project Administration	131	0	0	0	0	0	0	0	131
TOTAL EXPENDITURES:	10,181	411	0	0	0	0	0	0	10,592

DISTRICT 02 - PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 115952



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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	10,501	91	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,501	91	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	4,063	91	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:	10,501	91	0	0	0	0	0	0	10,592

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

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

PROGRAM #: 115958



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

LOCATION: Various Sites
 Various Sites

District Located: 5
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	9,617	475	500	0	0	0	0	0	10,592
TOTAL REVENUES:	9,617	475	500	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	6,424	475	500	0	0	0	0	0	7,399
Land Acquisition/Improvements	1,478	0	0	0	0	0	0	0	1,478
Planning and Design	1,321	0	0	0	0	0	0	0	1,321
Project Administration	394	0	0	0	0	0	0	0	394
TOTAL EXPENDITURES:	9,617	475	500	0	0	0	0	0	10,592

DISTRICT 06 - PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 118921



DESCRIPTION: Design and construct affordable housing in Commission District 6

LOCATION: Various Sites
 Various Sites

District Located: 6
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	7,796	2,796	0	0	0	0	0	0	10,592
TOTAL REVENUES:	7,796	2,796	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	7,796	2,796	0	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	7,796	2,796	0	0	0	0	0	0	10,592

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISTRICT 09 - RESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001194



DESCRIPTION: Construct affordable housing units in Commission District 9 - Caribbean Boulevard, Richmond Place Townhomes, SBC Senior Housing and Florida City
 LOCATION: Various Sites District Located: 9
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	9,096	1,371	125	0	0	0	0	0	10,592
TOTAL REVENUES:	9,096	1,371	125	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	9,096	1,371	125	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	9,096	1,371	125	0	0	0	0	0	10,592

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

PROGRAM #: 116949



DESCRIPTION: Design and construct affordable housing in Commission District 10
 LOCATION: Various Sites District Located: 10
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	3,092	4,800	2,700	0	0	0	0	0	10,592
TOTAL REVENUES:	3,092	4,800	2,700	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	3,055	4,800	2,700	0	0	0	0	0	10,555
Planning and Design	37	0	0	0	0	0	0	0	37
TOTAL EXPENDITURES:	3,092	4,800	2,700	0	0	0	0	0	10,592

DISTRICT 12 - PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001195



DESCRIPTION: Design and construct affordable housing in Commission District 12
 LOCATION: Various Sites District Located: 12
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	10,241	351	0	0	0	0	0	0	10,592
TOTAL REVENUES:	10,241	351	0	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	8,661	351	0	0	0	0	0	0	9,012
Planning and Design	587	0	0	0	0	0	0	0	587
Project Administration	993	0	0	0	0	0	0	0	993
TOTAL EXPENDITURES:	10,241	351	0	0	0	0	0	0	10,592

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DISTRICT 13 - PRESERVATION OF AFFORDABLE HOUSING AND EXPANSION OF HOME OWNERSHIP

PROGRAM #: 2000001196



DESCRIPTION: Construct affordable housing units in Commission District 13 - Okeechobee Metrorail Station
 LOCATION: 2659 W Okeechobee Rd
 Hiialeah

District Located: 13
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	5,593	2,500	2,499	0	0	0	0	0	10,592
TOTAL REVENUES:	5,593	2,500	2,499	0	0	0	0	0	10,592
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	5,593	2,500	2,499	0	0	0	0	0	10,592
TOTAL EXPENDITURES:	5,593	2,500	2,499	0	0	0	0	0	10,592

DOWNTOWN REDEVELOPMENT (METROCENTER)

PROGRAM #: 2000002254



DESCRIPTION: Provide for the redevelopment of the Downtown Miami area bounded by I-395 to the North, Biscayne Bay to the East, the Miami River to the South, and I-95 to the West; includes the reassessment of the area to meet the demands of the community

LOCATION: Various Sites
 City of Miami

District Located: 5
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
FUMD Work Order Fund	410	0	0	0	0	0	0	0	410
Miami-Dade Rescue Plan Fund	788	600	0	0	0	0	0	0	1,388
TOTAL REVENUES:	1,198	600	0	0	0	0	0	0	1,798
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Planning and Design	761	400	0	0	0	0	0	0	1,161
Project Administration	387	200	0	0	0	0	0	0	587
Technology Hardware/Software	50	0	0	0	0	0	0	0	50
TOTAL EXPENDITURES:	1,198	600	0	0	0	0	0	0	1,798

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

FLEET FACILITIES - NEW

PROGRAM #: 2000001462



DESCRIPTION: Evaluate, plan, and design the renovations and/or construction of 19 repair facilities and 29 fuel sites countywide to address the Department's aging infrastructure

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Future Financing	0	1,682	10,932	36,283	29,318	0	0	0	78,215
ISD Fleet Revenue	2,960	0	0	0	0	0	0	0	2,960
TOTAL REVENUES:	2,960	1,682	10,932	36,283	29,318	0	0	0	81,175
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	0	6,000	34,105	29,318	0	0	0	69,423
Land Acquisition/Improvements	1,416	0	0	2,178	0	0	0	0	3,594
Planning and Design	303	2,923	4,932	0	0	0	0	0	8,158
TOTAL EXPENDITURES:	1,719	2,923	10,932	36,283	29,318	0	0	0	81,175

INFRASTRUCTURE IMPROVEMENTS - AMERICANS WITH DISABILITIES ACT BARRIER REMOVAL PROJECTS

PROGRAM #: 2000001190



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

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	3,262	1,189	0	0	0	0	0	0	4,451
CIIP Program Financing	0	3,789	0	0	0	0	0	0	3,789
TOTAL REVENUES:	3,262	4,978	0	0	0	0	0	0	8,240
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	2,836	4,467	0	0	0	0	0	0	7,303
Permitting	42	136	0	0	0	0	0	0	178
Planning and Design	243	0	0	0	0	0	0	0	243
Project Administration	141	0	0	0	0	0	0	0	141
Project Contingency	0	375	0	0	0	0	0	0	375
TOTAL EXPENDITURES:	3,262	4,978	0	0	0	0	0	0	8,240

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - GOVERNMENT FACILITIES SYSTEMWIDE

PROGRAM #: 2000001488

DESCRIPTION: Perform various upgrades and improvements to County-owned government facilities
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	9,155	944	189	0	0	0	0	0	10,288
TOTAL REVENUES:	9,155	944	189	0	0	0	0	0	10,288
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	115	529	101	0	0	0	0	0	745
Infrastructure Improvements	8,967	300	78	0	0	0	0	0	9,345
Permitting	5	15	0	0	0	0	0	0	20
Planning and Design	48	26	0	0	0	0	0	0	74
Project Administration	15	22	0	0	0	0	0	0	37
Project Contingency	5	52	10	0	0	0	0	0	67
TOTAL EXPENDITURES:	9,155	944	189	0	0	0	0	0	10,288

INFRASTRUCTURE IMPROVEMENTS - ISD FACILITIES SYSTEMWIDE

PROGRAM #: 2000001285



DESCRIPTION: Rehabilitate and renovate all existing ISD facilities to address aging infrastructure
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	42,095	0	0	0	0	0	0	0	42,095
CIIP Program Financing	0	36,442	31,959	12,703	0	0	0	0	81,104
General Fund	0	565	0	0	0	0	0	0	565
Property Appraiser Operating Revenue	8	0	0	0	0	0	0	0	8
Resilient Florida Grant Program	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	42,103	37,757	31,959	12,703	0	0	0	0	124,522
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	24,831	23,814	24,312	9,679	0	0	0	0	82,636
Furniture Fixtures and Equipment	3,431	2,338	3,890	75	0	0	0	0	9,734
Infrastructure Improvements	1,864	5,564	848	860	0	0	0	0	9,136
Major Machinery and Equipment	262	156	0	0	0	0	0	0	418
Permitting	824	729	168	37	0	0	0	0	1,758
Planning and Design	6,632	1,978	273	122	0	0	0	0	9,005
Project Administration	3,345	988	409	135	0	0	0	0	4,877
Project Contingency	644	2,190	2,059	1,795	0	0	0	0	6,688
Technology Hardware/Software	270	0	0	0	0	0	0	0	270
TOTAL EXPENDITURES:	42,103	37,757	31,959	12,703	0	0	0	0	124,522

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INTEGRATED COMMAND AND COMMUNICATIONS CENTER (LIGHTSPEED)

PROGRAM #: 2000001658



DESCRIPTION: Enhance and expand the existing Lightspeed facility including but not limited to building a new 12 story parking garage and office building, a pedestrian bridge connector and improved perimeter security as well as adding a 2nd story within the existing facility to house interior offices

LOCATION: 11500 NW 25 St
Sweetwater

District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
CIIP Program Bonds	6,541	0	0	0	0	0	0	0	6,541
CIIP Program Financing	0	7,000	12,500	5,864	0	0	0	0	25,364
Capital Asset Series 2022A Bonds	2,172	0	0	0	0	0	0	0	2,172
Future Financing	0	66,496	106,497	39,835	0	0	0	0	212,828
Resilient Florida Grant Program	0	6,000	0	0	0	0	0	0	6,000
TOTAL REVENUES:	8,713	79,496	118,997	45,699	0	0	0	0	252,905
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Art Allowance	318	2,859	0	0	0	0	0	0	3,177
Construction	7,042	63,814	95,674	33,958	0	0	0	0	200,488
Furniture Fixtures and Equipment	0	0	12,900	8,600	0	0	0	0	21,500
Permitting	147	5,217	184	0	0	0	0	0	5,548
Planning and Design	652	120	180	63	0	0	0	0	1,015
Project Administration	439	240	508	8	0	0	0	0	1,195
Project Contingency	115	7,246	9,551	3,070	0	0	0	0	19,982
TOTAL EXPENDITURES:	8,713	79,496	118,997	45,699	0	0	0	0	252,905

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

PROGRAM #: 2000000378



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

LOCATION: 15015 SW 24 St
Unincorporated Miami-Dade County

District Located: 11
District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	7,901	2,099	0	0	0	0	0	0	10,000
TOTAL REVENUES:	7,901	2,099	0	0	0	0	0	0	10,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Art Allowance	150	0	0	0	0	0	0	0	150
Construction	4,830	1,625	0	0	0	0	0	0	6,455
Furniture Fixtures and Equipment	2,068	474	0	0	0	0	0	0	2,542
Permitting	58	0	0	0	0	0	0	0	58
Planning and Design	294	0	0	0	0	0	0	0	294
Technology Hardware/Software	501	0	0	0	0	0	0	0	501
TOTAL EXPENDITURES:	7,901	2,099	0	0	0	0	0	0	10,000

FY 2023-24 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 ISD Service Clerk position for the processing of invoices, assisting vendors as needed, assisting customers with inquiries regarding supply orders and/or auction sales, and facilitating bill of sale and providing title information for vehicle sales	\$0	\$76	1
Fund one Construction Contract Specialist position to support the Division's ongoing efforts to acquire the appropriate support staff for the growing demands of the CIIP Program	\$0	\$95	1
Fund five part-time ISD Management Trainee positions (13 Pay Periods) to provide college interns with County government experience	\$0	\$72	1
Fund one Training Specialist 2 position to internally address various training needs including Progressive Discipline, Labor Relations, Family Medical Leave Act, ADA/Reasonable Accommodations, Performance Evaluations, Proper Documentation, & Leadership	\$0	\$94	1
Fund one ISD Management Trainee to assist with the increase in the demand for comprehensive vehicle downtime reporting, vehicle failure trends, repair history and analysis by customer departments to ensure their fleet is utilized to full efficiency	\$0	\$103	1
Fund one Office Support Specialist position to bill for mail services, including postage and print shop work; assist customers with billing inquiries; review all billing against the system to ensure it has posted	\$0	\$70	1
Fund one ISD Inventory and Supply Specialist position to assist the Office Supplies Unit with receiving and distributing of office supplies, toner, and paper to departments countywide	\$0	\$75	1
Fund one Purchase Specialist position to help streamline the procurement process and ensure that all procurement guidelines are met	\$0	\$76	1
Fund one Purchasing Specialist to handle procurement within ISD to include contract development and compliance, managing and administering contracts, one-time requisitions/contracts, and processing small purchase orders	\$0	\$88	1
Fund one Legislative and Policy Coordinator to address memorandums and briefings for County initiatives and policies	\$0	\$114	1
Fund three Senior Personnel Specialist positions to internally address various labor/discipline, recruitment, and payroll/benefit needs within the unit	\$0	\$308	3
Fund one Collection Specialist position in the Account Receivables Section for managing and collecting all outstanding accounts receivable from customers and assist with the preparation of reports, policies, and procedures	\$0	\$85	1
Fund one Accountant 3 position to assist the Budget and Finance Accounts Receivable Unit with the additional responsibilities incurred with the implementation of INFORMS and the additional complexity requirements resulting from the need to supervise and train staff at a higher technical level	\$0	\$118	1
Fund one Special Projects Administrator 1 to assist with the departmental procurement function as a result of the departure of Strategic Procurement from the Internal Services Department	\$0	\$114	1
Fund one Contract Officer to assist with the significant increase of immediate procurement needs for highly prioritized project, keep up with all ongoing activities related to the procurement of goods and services for daily operations, assist with growth stemming from other multiple construction and renovations projects	\$0	\$89	1
Fund one Security Supervisor to assist with the current demands for security services at the SPCC, the increase use of contracted guard services countywide, and assist to have proper supervisory coverage	\$0	\$101	1
Fund three Building Maintenance Supervisors to assume the operation and management (O&M) expenses of the Mental Health Facility	\$0	\$279	3

FY 2023-24 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 Building Maintenance Supervisor to assign for the South Dade Government Center facility	\$0	\$93	1
Fund one Building Maintenance Supervisor for the State Attorney's Office and Public Defender's Office to oversee maintaining over 200,000 sq ft of office space that houses the State Attorney and Public Defender as well as all support staff	\$0	\$93	1
Fund one Maintenance Mechanic for the maintenance and repair of the building's machinery and mechanical equipment	\$0	\$67	1
Fund three ISD Building Managers to assume the operation and management (O&M) expenses of the Mental Health Facility	\$0	\$359	3
Fund three Building Management Assistants to assume the operation and management expenses of the Mental Health Facility	\$0	\$214	3
Fund three Security Management Inspectors to assist with the increasing staffing challenges to ensure proper oversight of operations and response during pandemic events, as well as post-pandemic tasks	\$0	\$213	3
Fund two Building Maintenance Supervisors to support a few of the Building Management groups that currently don't have a mid-level of management and for the overall oversight of building operations	\$0	\$174	2
Fund one Building Manager that will be responsible for the oversight of the overall operation of the new Civil and Probate Courthouse	\$0	\$120	1
Fund one Building Manager to assist with the management of the Caleb Center, Medical Examiner Building, Trade Shops and Mental Health Building	\$0	\$120	1
Fund three Plumbers to help mitigate the current workload and backlog of service tickets	\$0	\$371	3
Fund four Electricians funded through the billings for service tickets and work orders, which part of the work will come from CIIP projects	\$0	\$324	4
Fund four HVAC Mechanic to assist with the installation, maintenance and repair of heating equipment, ventilation system repairs, and maintenance of air conditioning and refrigeration equipment across multiple County facilities	\$0	\$324	4
Fund two Carpenters to assist with the construction, maintenance and repair of wooden articles, equipment and structures	\$0	\$162	2
Fund one Accountant 3 position to assist with the ISD secured grant funding for select capital projects aimed at hardening and improving the resiliency of County facilities	\$0	\$89	1
Fund two Building Management Assistant positions to serve as back up for the Building Managers, and ensure that service ticket requests are promptly processed and disseminated	\$0	\$135	2
Fund one Architectural Drafter to lead the conversion of existing as-built drawings of ISD managed facilities to smart BIM 3-D drawings which will be critical for the implementation of technology to assist in ensuring increase ADA compliance in County facilities	\$0	\$65	1
Fund seven Program Management Specialist to increase current staffing levels to address forecasted workloads and meet industry standards and best practices	\$0	\$865	7
Fund two SBD Contract Compliance Officer 1 positions needed to support a new MOU, positions will be 100% funded by MDAD	\$0	\$179	2
Fund one SBD Technical Assistance Coordinator position to support a new MOU, the position will be 100% funded by Seaport	\$0	\$103	1
Fund two SBD Contract Compliance Officer 1 positions to support a new MOU, positions will be 100% funded by Seaport	\$0	\$179	2
Fund two SBD Contract Compliance Officer 2 positions to support a new MOU, positions will be 100% funded by Seaport	\$0	\$209	2
Total	\$0	\$6,415	68

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Management and Budget

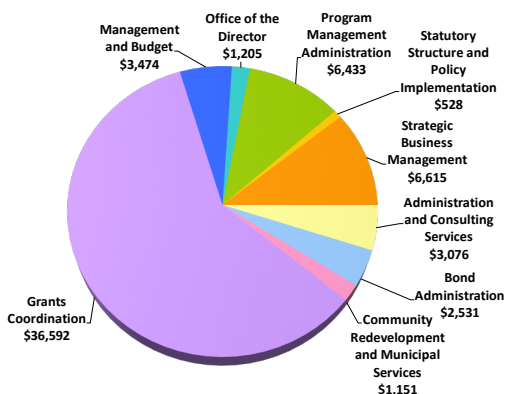
The Office of Management and Budget (OMB) supports and facilitates the County's results-oriented and resilience-focused governing policies to promote the most efficient use of the County's resources; administers and monitors grants to community-based organizations (CBOs) and small businesses; coordinates technical assistance and capacity-building opportunities for CBOs, manages grant programs and Federal Emergency Management Agency (FEMA) projects, identifies funding and partnership opportunities and assists County departments to maximize financial resources; oversees the Building Better Communities (BBC) General Obligation Bond Program and the Countywide Infrastructure Investment Program (CIIP); coordinates and maintains the various business processes of the County's Enterprise Resource Planning (ERP) application, also known as INtegrated Financial Resources Management System (INFORMS); manages the County's debt financing and debt issuances; and coordinates implementation planning to address the impact of Amendment 10.

As part of the General Government strategic area, OMB supports the County's strategic planning, resilience planning and business planning processes; develops the County's annual budget; facilitates performance reporting mechanisms; and conducts organizational, management and business process reviews. The Department promotes efforts to revitalize distressed areas or areas with impediments to private and public development; administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program; supports the County's capital programs; and provides policy analysis regarding incorporation and annexation. OMB provides direct administrative support to 16 advisory and community boards and administers grants including, but not limited to, the Ending the HIV Epidemic: A Plan for America program and the Ryan White Part A and Minority AIDS Initiative (MAI) programs under the federal Ryan White HIV/AIDS Treatment Extension Act of 2009. The Department maintains, enhances, upgrades and supports the ERP technology applications, tools, processes and third-party integration systems, as well as coordinating ERP-related business process improvement and strategic planning. OMB handles all FEMA reporting for the County, inclusive of the continuation and closeout of the Coronavirus Aid, Relief, and Economic Security Act (CARES) and American Rescue Plan Act (ARPA) funding accepted by the County. The Department is responsible for the County's financial and debt management. Additionally, OMB prepares the future transfer and transition agreements to be offered to the respective constitutional offices to ensure there is no disruption of service to the community after January 7, 2025.

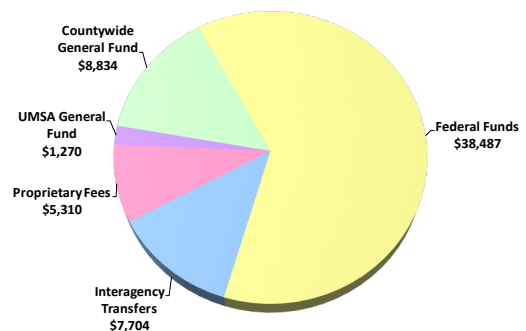
Stakeholders include the Mayor, the Board of County Commissioners (BCC), all County departments, other governmental entities, not-for-profit organizations, small businesses, district property owners, private developers, municipalities, advisory boards and consumers.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

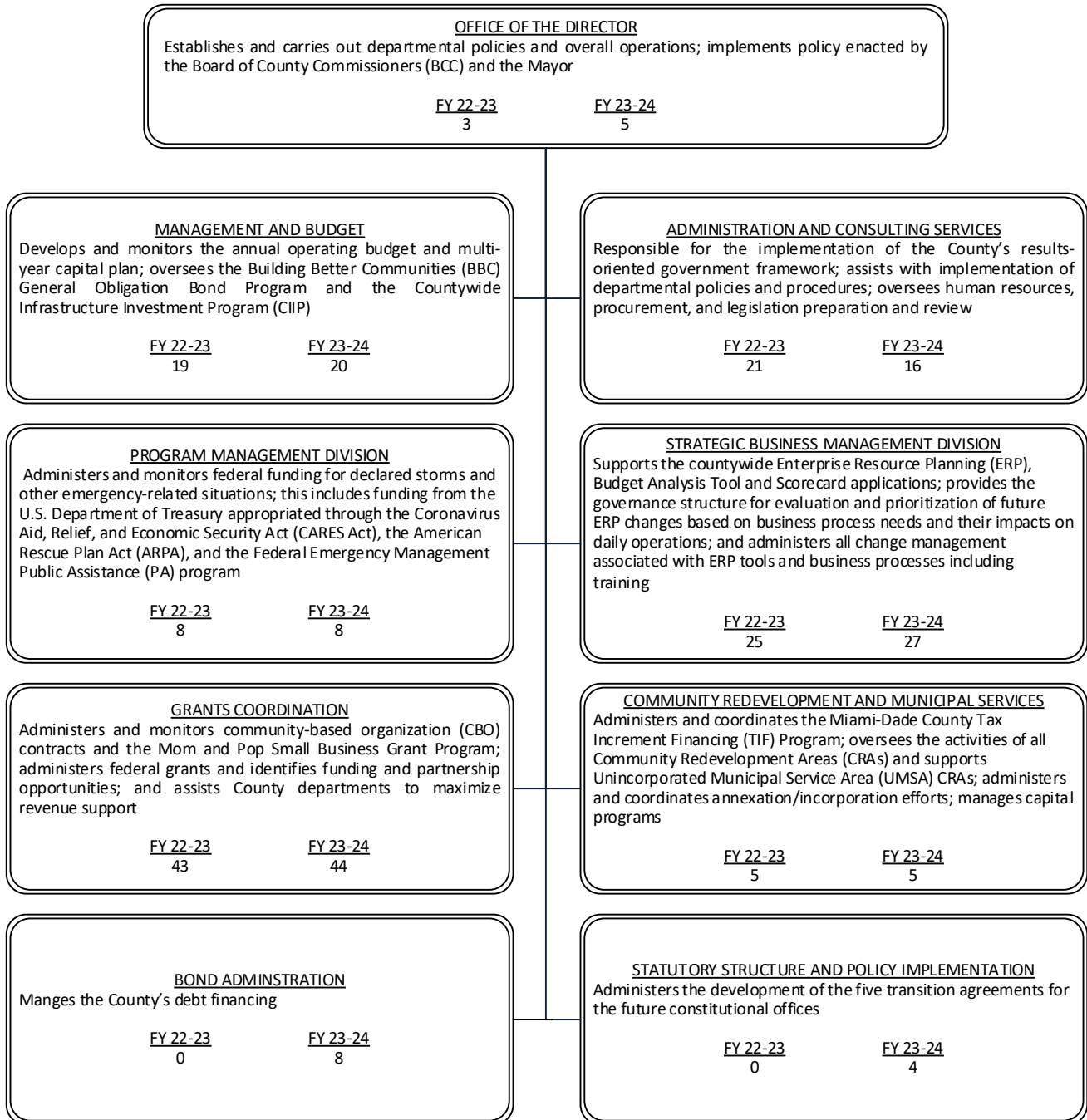


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 137

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director Division provides leadership and direction to departmental staff and establishes and implements departmental policies and overall operations.

- Establishes and carries out departmental policies and overall operations
- Directs and coordinates daily departmental operations
- Reviews, coordinates and implements County policy

DIVISION COMMENTS

- During FY 2022-23, two positions were approved as overages: one OMB Senior Advisor and one Assistant to the OMB Senior Advisor (\$393,000)

DIVISION: ADMINISTRATION AND CONSULTING SERVICES

The Administration and Consulting Services Division is responsible for implementing the directives of the Office of the Director and provides oversight over Miami-Dade County's results-oriented government framework.

- Manages human resources, provides overall administration of departmental activities to include intergovernmental and legislative affairs, and performs other administrative functions
- Coordinates the review of County Implementing Orders (IOs) and Administrative Orders (AOs), facilitates placement in the budget documents or preparation of agenda items for Board consideration and maintains the IO/AO database on the County's website
- Coordinates the development and review of County procedures and manages the County's Procedures Manual
- Coordinates and monitors payments to community-based organizations (CBOs) funded from discretionary allocations
- Coordinates implementation of a Countywide performance management process, which focuses on monitoring and reporting activities
- Conducts management, organizational and process reviews with operating department personnel, incorporating best practice research and internationally proven tools and techniques
- Promotes the development of performance improvement skills in the County workforce
- Conducts and monitors management efficiency projects, including gainsharing programs
- Administers the Management Advisory Consulting Services Pool

Strategic Objectives - Measures


- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Identify opportunities to improve County operations	Percentage of active management and supervisory employees with Lean Six Sigma training	OC	↑	11.00%	10.68%	11.20%	11.00%	11.25%
	Number of County employees completing advanced Lean Six Sigma training programs	OP	↔	41	36	30	32	30

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Improve alignment and performance of strategic priorities throughout the County	Performance analysis projects completed	OC	↑	8	8	8	10	8
	Percentage of Strategic Plan Objectives supported by department business plans and scorecards	OC	↑	100%	100%	100%	100%	100%
	Average number of active users of the County performance management system	IN	↔	422	418	450	450	450

DIVISION COMMENTS

- During FY 2022-23, one Business Analyst Manager position was transferred from the Administration and Consulting Services division to the Management and Budget division
 - In FY 2021-22, the Office of Management and Budget began its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis will also review related impacts to the offices of the Property Appraiser and the Clerk of Courts; in FY 2023-24 Administration and Consulting Services will continue to work closely with the Statutory Structure and Policy Implementation Division in support of this effort
 - In FY 2022-23, the Department completed or initiated performance analysis projects including several projects related to the ongoing INFORMS implementation and a cost analysis of County-operated domestic violence centers
 - In FY 2022-23, the County celebrated the tenth anniversary of the Lean Six Sigma Program that has identified annual potential hidden cost savings opportunities of over \$17 million and has consistently encouraged a culture of delivering excellence Countywide; also in FY 2022-23, the Department engaged an external training partner to lead a group of selected employees through a Lean Six Sigma reviews of selected processes related to construction management in the Internal Services, Water and Sewer, and Parks, Recreation and Open Spaces Departments; in FY 2023-24 the Department will continue to promote training opportunities in Lean Six Sigma performance improvement techniques, including introductory Yellow Belt classes and more advanced classes on specific tools including survey development, flowcharting and decision analysis
-  In FY 2021-22, the Department incorporated emerging community priorities into the Miami-Dade County Strategic Plan while in FY 2022-23, the Department assisted other departments to align their activities to the Strategic Plan to ensure future budget recommendations support County priorities; the Department received a 2023 National Association of Counties Achievement Award for these efforts, which are ongoing
- During FY 2022-23, two positions were transferred from the Administration and Consulting Services division to the Strategic Business Management Division
 - *During FY 2022-23, one Program Coordinator was transferred to the Regulatory and Economic Resources Department and one Program Coordinator was transferred to the Information Technology Department*

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: MANAGEMENT AND BUDGET

The Management and Budget Division ensures the financial viability of the County through sound financial management policies.

- Develops and monitors the annual operating budget and multi-year capital plan
- Provides financial and management analyses and reviews
- Prepares the Five-Year Financial Outlook
- Performs capital planning and monitors the Building Better Communities General Obligation Bond (BBC GOB) Program, the Countywide Infrastructure Investment Program (CIIP) and the Quality Neighborhood Improvement Program (QNIP)
- Provides legislative and staff support for the BBC GOB Citizens Advisory Committee
- Coordinates with the Board of County Commissioners, municipalities, not-for-profit organizations and County departments for allocation of BBC GOB funding
- Coordinates and monitors payments to community-based organizations (CBOs) funded from discretionary allocations

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Prepare and monitor the County's Resource Allocation Plan	Countywide Emergency Contingency Reserve balance (in millions)	OC	↑	\$55.6	\$55.9	\$55.8	\$57.4	\$63.1
	Carryover as a percentage of the General Fund Budget	OC	↑	2.7%	3.4%	5.5%	5.6%	3.9%

DIVISION COMMENTS

- During FY 2022-23, one Business Analyst Manager position was transferred from the Administration and Consulting Services Division to the Management and Budget Division
- In FY 2023-24, the Department will continue to work with County departments as well as municipalities and outside organizations to plan, schedule and coordinate the Building Better Communities General Obligation Bond program (BBC-GOB) to ensure adherence to budgets and schedules; the FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes \$269.9 million of BBC-GOB capital projects



In FY 2023-24, the Department will continue the implementation of the Countywide Infrastructure Investment Plan (CIIP); staff from the Bond Program Monitoring section of the Management and Budget Division will facilitate the program, coordinate contracting efforts, develop reporting requirements and communicate the program's progress; staff will be funded with CIIP proceeds (\$618,000)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: COMMUNITY REDEVELOPMENT AND MUNICIPAL SERVICES

Administers and coordinates the Miami-Dade County Tax Increment Financing (TIF) Program, oversees the activities of all Community Redevelopment Areas (CRAs), coordinates all annexation and incorporation requests and manages capital programs.

- Evaluates the feasibility of new CRAs or alternative approaches to promote redevelopment
- Prepares Findings of Necessity and redevelopment plans for all UMSA CRAs
- Coordinates all municipal and UMSA CRA requests to the County for approval of CRA creation, CRA boundary adjustments, plans amendments, financing, and annual budgets and negotiates interlocal agreements between the County and the various CRAs and municipalities
- Provides fiscal analysis of all annexations and incorporation proposals
- Negotiates interlocal agreements with municipalities requesting boundary changes, negotiates conceptual agreements with Municipal Advisory Committees in areas considering incorporation, negotiates annexation agreements with municipalities, negotiates interlocal agreements with new municipalities, and coordinates the transition of services to newly incorporated municipalities

Strategic Objectives - Measures

- ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinclined communities

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Develop urban corridors (TUAs, CRAs and Enterprise Zones, NRSAs) as destination centers	Number of Community Redevelopment Agencies (CRAs)	IN	↔	15	15	16	15	16
	County TIF Revenue Payments (in millions)*	OC	↑	\$65.6	\$74.6	\$68.3	\$84.9	\$93.3
	Percent of total County Urban Development Boundary area within TIF districts**	IN	↔	26.9%	26.9%	28.0%	26.9%	28.0%

* TIF Revenue Payments include SMART Transportation Infrastructure Improvement District (TIID) payments

** This measure includes the SMART TIID

DIVISION COMMENTS



In FY 2023-24, staff will continue to support and monitor four UMSA CRAs, ensuring the implementation of policies and projects that improve conditions in those communities



In FY 2023-24, staff will continue to monitor eleven municipal CRAs to ensure their compliance with County and state regulations and that opportunities are achieved based upon their approved redevelopment plan; additionally, the Division will continue to evaluate and analyze the need for future CRAs and/or extensions and provide policy recommendations



In FY 2023-24, staff will continue to review proposals to incorporate or annex parts of the County into existing municipalities, which affect all Miami-Dade County residents, provide analysis on the fiscal impact of such proposals, and provide guidance to the BCC



In FY 2023-24, the Department will continue to staff Municipal Advisory Committees, which provide a forum for residents and other stakeholders to provide input on the process of creating a municipality, and act as liaison for all County departments on annexation and incorporation issues

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: GRANTS COORDINATION

The Grants Coordination Division administers and processes reimbursement requests for community-based organization (CBO) contracts; additionally, the Division monitors funding for the Mom and Pop Small Business Grant Program; manages and administers grants under the federal Ending the HIV Epidemic: A Plan for America grant, the Ryan White HIV/AIDS Treatment Extension Act of 2009 and a United States Department of Justice 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).

- Facilitates competitive solicitation processes for the allocation of funding to CBOs
- Develops and maintains a grants website to identify and promote grant opportunities; prepares grant applications; and provides grant-related training and technical assistance to County departments and CBOs
- Manages the County's sponsorship and marketing revenue contracts and facilitates sponsorship and marketing activities
- Manages the Comprehensive Opioid, Stimulant, and Substance Abuse Program grant and other local, state and federal grants assigned to the Department to ensure implementation, performance and compliance
- Coordinates technical assistance and capacity-building opportunities for CBOs

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Develop and implement revenue maximization opportunities	Grant, sponsorship and advertising funding received (in millions) by the County and CBOs associated with OMB revenue enhancement activities*	OC	↑	\$49	\$145	\$85	\$85	\$85

Strategic Objectives - Measures

- GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Efficiently monitor and provide technical assistance on CBO allocations and contracts	Percentage of reimbursement requests processed within 21 calendar days	EF	↑	92%	94%	95%	90%	90%
	Site visits - CBOs	OP	↔	135	137	135	142	123

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> HS2-1: Provide the necessary support services for vulnerable residents and special populations 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Promote independent living through early intervention and support services	HIV+ clients served by Ryan White Program (includes Part A and Minority AIDS Initiative [MAI])	OP	↔	8,127	8,418	8,700	8,590	8,700
	Comprehensive Ryan White Program site visits (per contract year)**	OP	↔	0	3	18	21	21

*FY 2021-22 Actual increase was due to increased funding from federal COVID Relief funds through the State of Florida and additional funding as a result of the Federal Infrastructure Investment and Jobs Act

** A federal waiver of the annual site visit requirement was approved for Grant FY 2020-21 and FY 2021-22; annual comprehensive site visits resumed in Grant FY 2022-23

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes an additional position to assist with the Ryan White Section's increased workload related to the program's fiscal administrative requirements (\$111,000)



The FY 2023-24 Adopted Budget allocates \$16.58 million for community-based organizations (CBOs) reflecting a three percent increase over the FY 2022-23 Adopted Budget allocation to help address rising inflation; this increase will assist these organizations to maintain their level of services and address escalating operating costs; the budget includes \$13.83 million for active organizations identified via a motion that was adopted by the Board of County Commissioners on November 19, 2019 which extends the contracts through September 2023; the next triennial competitive process must be held during the upcoming fiscal year or Board action to extend existing contracts will be required; additionally, the amount includes new allocations to CBOs, including an existing food program; the annual competitive solicitation process to allocate \$730,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department (\$430,000), Water and Sewer Department (\$200,000) and Department of Solid Waste Management (\$100,000) will be facilitated in FY 2023-24; the total funding for allocation to CBOs for district specific needs is \$4.355 million (\$335,000 per Commission District) and in-kind funding for allocations remains at \$10,000 per Commission District and \$25,000 for the Office of the Chair; the FY 2023-24 Adopted Budget also includes \$1.170 million to fund the Mom and Pop Small Business Grant Program and also reflects a three percent increase



The FY 2023-24 Adopted Budget includes revenues generated through marketing and sponsorship agreements to support existing marketing and sponsorship efforts as well as efforts to develop new revenue generating opportunities (\$400,000)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: PROGRAM MANAGEMENT ADMINISTRATION

The Program Management Division administers federal funding for declared storms and other emergency-related situations. This includes funding from the U.S. Department of Treasury appropriated through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), the American Rescue Plan Act (ARPA), and the Federal Emergency Management Public Assistance (PA) program. The Division seeks to maximize reimbursement opportunities for the County and ensure compliance with federal requirements.

- Evaluates programs and activities supported by federal funds to ensure congruence with funder guidelines
- Ensures accountability and compliance for federal funding received
- Refines internal processes to enhance the County’s reimbursement opportunities
- Prepares and submits reports and plans required by funding sources
- Validates information submitted to funding sources for compliance with federal terms to expedite funder reviews and minimize denied costs and risks of claw backs
- Reports impact of social and economic programs in Miami-Dade through data collection and compilation
- Works collaboratively with funders to assist them in their reviews of County projects for award and reimbursement
- Provide technical assistance, training, and support to County Departments regarding funder policies and processes

Strategic Objectives - Measures

- GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Maximize funding and reimbursement by complying with state and federal requirements	Percentage of FEMA disallowances analyzed to develop internal process improvements	OP	↔	90%	100%	90%	100%	100%
	Percentage of FEMA-reimbursable fiscal year expenses assigned to projects and submitted for review within the fiscal year	OC	↑	80%	90%	75%	95%	100%
	Percentage of FEMA Requests for Information completed on time	EF	↑	100%	100%	95%	100%	100%

DIVISION COMMENTS

- In FY 2022-23, the unit assisted in the implementation of a disaster-reporting tool, the Emergency Management Assistance System Solution (EMASS), and conducted training for County departments with the aim of improving accuracy and streamlining the labor, equipment, and materials reporting process Countywide
- In FY 2022-23, Program Management also managed the cost recovery efforts for the COVID-19 pandemic; \$304.8 million has been awarded by the Federal Emergency Management Agency (FEMA) to date to reimburse the County’s unbudgeted costs and another \$156.3 million is currently under review by FEMA for possible award
- In FY 2022-23, the unit has managed the cost recovery efforts for the Surfside Building Collapse securing awards of approximately \$55 million for work that has been completed in relation to this tragedy

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: STRATEGIC BUSINESS MANAGEMENT

The Strategic Business Management (SBM) Division supports the countywide Enterprise Resource Planning (ERP) application and system of record, also known as INtegrated Financial Resources Management System (INFORMS), responsible for the general ledger, human resources, supply chain, strategic sourcing, grants, accounts payable and receivable, internal billing and project costing functions.

- Supports the Budget Analysis Tool (BAT) and Performance Scorecard applications
- Provides the governance structure for evaluation and prioritization of future INFORMS changes based on business process needs and their impacts on daily operations
- Manages the implementation of system upgrades and enhancements
- Administers all change management associated with INFORMS tools and business process improvements including training, development, corresponding materials and communication planning

DIVISION COMMENTS

- During FY 2022-23, two positions were transferred from the Administration and Consulting Services Division to the Strategic Business Management Division
- In FY 2023-24, the SBM Division will continue supporting the governance structure that requires and coordinates a dedicated strategic approach to ensure that the County's financial, supply chain and human resources activities are supported and continuously improved to optimally support all County operations through on-going technology business process improvements and change management activities

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
- Coordinates with the Finance Department to make payments on bonds/loan debt service
- Prepares and submits the Annual Report to Bondholders encompassing all the County's outstanding bond issues from inception through the fiscal year end
- Provides administrative support to peripheral debt issuing authorities of the County, including the Educational Facilities Authority and Health Facilities Authority

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Percentage of debt service payments made timely	OC	↑	100%	100%	100%	100%	100%
	Bond ratings evaluation by Moody's*	OC	↑	Aa2	Aa2	Aa2	Aa2	Aa2
	Bond ratings evaluation by Standard and Poor's*	OC	↑	AA	AA	AA	AA	AA

* Bond ratings are for General Obligation Bonds

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-2024 Adopted Budget includes a reorganization that transfers the Bond Administration Unit from the Finance Department; the Division is comprised of eight positions

DIVISION: STATUTORY STRUCTURE AND POLICY IMPLEMENTATION

The Statutory Structure and Policy Implementation Division is responsible for administering the development of the five transition agreements for the future constitutional offices including the Sheriff, Supervisor of Elections, Property Appraiser, and Tax Collector, as well as with the Clerk of Courts, who will assume additional responsibilities in accordance with state law.

- Analyzes the impacts of Amendment 10 to the Florida Constitution approved during the 2018 General Election in Florida on the operations of the Miami-Dade County Tax Collector, the Supervisor of Elections, the Property Appraiser, Miami-Dade County Police, and the Clerk of Courts
- Develops the draft transfer agreements, in consultation with the County Attorney's Office, to be offered to the respective constitutional offices; after the 2024 General Election, these proposed agreements will be subject to negotiation with the newly elected constitutional officers during the time period between the election and January 7, 2025, when the constitutional offices are established

DIVISION COMMENTS

- In FY 2022-23, four positions were added to facilitate the development of the transition agreements for the future constitutional offices: one OMB Senior Advisor, one Special Projects Administrator 1 and two Business Analysts (\$528,000)
- In FY 2023-24, the Department will continue its analysis on the impact of Amendment 10 to the Florida Constitution approved during the 2018 General Election in Florida on the operations of the Miami-Dade County Tax Collector, the Supervisor of Elections, the Property Appraiser, Miami-Dade County Police, and the Clerk of Courts; Amendment 10 requires the creation or reestablishment of the constitutional offices of the Tax Collector, the Supervisor of Elections, the Property Appraiser, and the Sheriff in Miami-Dade County; with respect to the Clerk of the Court, Amendment 10 removes the County's ability to transfer by Charter any statutory duties of the Clerk of Court to the County

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes updates to support County initiatives impacting optimization plans for Human Resources and Payroll, strategic sourcing for procurement, other critical functions and to ensure continuity of County operations; the capital program will be funded with Future Financing (\$22.134 million) and Capital Asset Acquisition 2022A (\$2.657 million) bond proceeds (total program cost \$24.791 million; \$12.692 million in FY 2023-24; capital program #2000003595)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	114	37	68	59	79
Fuel	0	0	0	0	0
Overtime	4	2	0	1	0
Rent	60	58	815	755	503
Security Services	0	0	0	0	0
Temporary Services	0	0	762	0	1,703
Travel and Registration	15	2	75	16	99
Utilities	23	20	24	23	26

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Revenue Summary					Strategic Area: Health and Society				
General Fund Countywide	4,820	5,415	8,087	8,834	Grants Coordination	30,000	32,000	13	14
General Fund UMSA	756	825	1,118	1,270	Strategic Area: General Government				
Bond Administration Fees	0	0	0	1,959	Office of the Director	870	1,205	3	5
Bond Proceeds	2,879	2,008	0	0	Administration and	2,770	3,076	21	16
Bond Transaction Fees	0	0	0	950	Consulting Services				
Building Better Communities					Management and Budget	3,263	3,474	19	20
Bond Interest	258	400	721	592	Community Redevelopment	1,315	1,151	5	5
CIIP Proceeds	460	598	612	618	and Municipal Services				
CRA Administrative					Grants Coordination	4,340	4,592	30	30
Reimbursement	895	1,105	1,162	1,169	Program Management	6,376	6,433	8	8
Carryover	0	0	0	1,282	Administration				
Interest Earnings	0	0	0	45	Strategic Business	5,430	6,615	25	27
Miscellaneous Revenues	0	567	325	430	Management				
Federal Grants	0	646	6,423	6,487	Bond Administration	0	2,531	0	8
Other Miscellaneous					Statutory Structure and	0	528	0	4
Revenues	289	0	0	0	Policy Implementation				
Ryan White Grant	22,664	21,397	30,000	32,000					
Constitutional Officers									
Reserve Fund	0	0	0	528					
IT Funding Model	0	1,454	5,779	7,039					
Interagency Transfers	0	258	0	0					
Interfund Transfers	0	0	137	137					
Total Revenues	33,021	34,673	54,364	63,340	Total Operating Expenditures	54,364	61,605	124	137
Operating Expenditures Summary									
Salary	8,346	10,100	14,150	18,180					
Fringe Benefits	2,859	3,588	4,882	6,085					
Court Costs	92	54	2	2					
Contractual Services	9,873	10,285	5,003	5,213					
Other Operating	2,086	1,660	1,293	1,130					
Charges for County Services	405	659	890	951					
Grants to Outside Organizations	9,311	8,286	28,073	29,973					
Capital	35	41	71	71					
Total Operating Expenditures	33,007	34,673	54,364	61,605					
Non-Operating Expenditures Summary									
Transfers	0	0	0	1,735					
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	1,735					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
Capital Asset Series 2022A Bonds	2,657	0	0	0	0	0	0	0	2,657
Future Financing	0	12,692	9,442	0	0	0	0	0	22,134
Total:	2,657	12,692	9,442	0	0	0	0	0	24,791
Expenditures									
Strategic Area: GG									
Information Technology	2,657	12,692	9,442	0	0	0	0	0	24,791
Total:	2,657	12,692	9,442	0	0	0	0	0	24,791

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

ENTERPRISE RESOURCE PLANNING OPTIMIZATION AND UPDATES

PROGRAM #: 200003595



DESCRIPTION: Update the state-of-the-art, comprehensive, integrated ERP application (INFORMS) through County initiatives impacting optimization plans for Human Resources and Payroll, strategic sourcing for procurement and other critical functions; and to ensure continuity of County operations

LOCATION: Countywide
Throughout Miami-Dade County

District Located: Countywide

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Asset Series 2022A Bonds	2,657	0	0	0	0	0	0	0	2,657
Future Financing	0	12,692	9,442	0	0	0	0	0	22,134
TOTAL REVENUES:	2,657	12,692	9,442	0	0	0	0	0	24,791
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Planning and Design	2,585	11,740	6,562	0	0	0	0	0	20,887
Project Administration	72	452	329	0	0	0	0	0	853
Project Contingency	0	0	1,651	0	0	0	0	0	1,651
Technology Hardware/Software	0	500	900	0	0	0	0	0	1,400
TOTAL EXPENDITURES:	2,657	12,692	9,442	0	0	0	0	0	24,791

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Property Appraiser

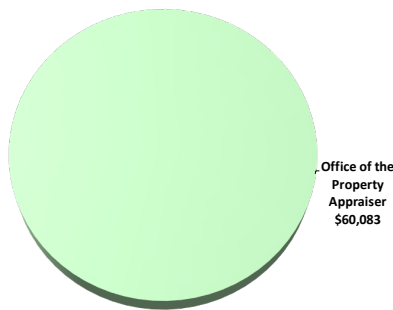
The elected Property Appraiser of Miami-Dade County has the primary responsibility to identify and appraise all real and tangible personal property within the county and certify the annual property tax roll with the Florida Department of Revenue (DOR) in accordance with the Florida Constitution and state law. Additional responsibilities include the maintenance of all associated property records, the administration of all exemptions, and the annual notification to all property owners in Miami-Dade County of the assessed value of their properties.

The Office performs statutory functions related to the assessment of property for the purpose of determining fair market and taxable values. The taxable values are then used by public schools, Miami-Dade County, municipalities and other taxing jurisdictions to set millage rates and derive budgeted revenue levels.

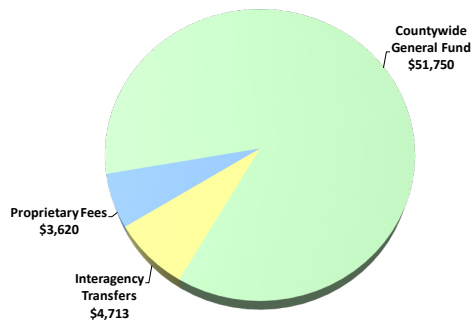
To fulfill its responsibilities, the Property Appraiser communicates on a routine basis with Miami-Dade County property owners, the Tax Collector, County agencies, the DOR, and numerous taxing authorities. The Office's responsibilities are established by the Florida Constitution, Florida Statutes, and DOR rules and regulations. The budget for the Property Appraiser is subject to provisions outlined in Section 195.087 of the Florida Statutes, which include review and approval by the DOR.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION

PROPERTY APPRAISER OF MIAMI-DADE COUNTY*

Prepares the annual assessment roll pursuant to Florida Law and Florida Department of Revenue (DOR) guidelines; maintains all associated property records, administers all exemptions and generates the annual notification of proposed taxes to all property owners in Miami-Dade County; acts as liaison with taxing authorities, municipalities and DOR

FY 22-23
410

FY 23-24
412

The FY 2023-24 total number of full-time equivalent positions is 412

* Table of Organization is subject to mid-year reorganization

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- **The FY 2023-24 Adopted Budget includes the addition of one PA Finance and Accounting Manager (\$138,000) and one PA HRIS Specialist (\$121,000) to assume additional functions and responsibilities that are shifting to the Office as a result of the Amendment 10 adoption**
- **The FY 2023-24 Adopted Budget includes funding for the establishment of a mail processing facility to include lease and maintenance of capital equipment, personnel and start-up costs (\$2.0 million)**
- In FY 2023-24, the Office of Management and Budget will continue its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment and transition of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis reviews related impacts to the offices of the Property Appraiser and the Clerk of Courts
- Pursuant to state statutes, the Tax Collector's Office will continue to charge a fee for all special and non-ad valorem assessment revenues collected on the tax bill and noticed on the Notice of Proposed Property Taxes (commonly referred to as the TRIM Notice); the collection fee is one percent of actual collection and covers notification and collection expenses incurred by the Tax Collector and the Property Appraiser; in addition, a number of jurisdictions and/or special districts are charged an administrative collection fee; administrative collection fees are applied at the request of jurisdictions and/or special districts and agreed upon by the Tax Collector and the Property Appraiser
- Pursuant to state statutes, the Property Appraiser's Office will bill the Children's Trust, the Florida Inland Navigation District and the South Florida Water Management District for services rendered
- In FY 2023-24, the Office will continue its Citizen Education and Public Outreach Program to educate the residents of Miami-Dade County regarding important property tax issues and exemption opportunities
- The budgetary treatment of certain expenditures such as payouts associated with employee separation and employee attrition differ between the County's budget documents and those submitted by the Office of the Property Appraiser to the Florida Department of Revenue (DOR); total expenditures are appropriated in the County budget ordinances in the budget of the Property Appraiser and various reserves
- We appreciate Property Appraiser Pedro Garcia's efforts and his staff's support in the development of the FY 2023-24 Adopted Budget

CAPITAL BUDGET HIGHLIGHTS AND OPERATIONAL IMPACTS

- The FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the continued replacement of the CAMA system, the core technology used by the Office of the Property Appraiser in developing the annual property tax roll; this multi-year project will enable the Office to continue to meet current and future operational needs as required by state law; it is expected that the Office will realize operational savings due to the reduction of outside contractual support required to maintain the current antiquated system (total program cost \$6.412 million; \$2.1 million in FY 2023-24; capital program #2000000955)
- The Department's FY 2023-24 Adopted Budget and Multi-Year Capital Plan includes the purchase of five vehicles (\$130,000) for the replacement of its aging fleet funded with lease purchase financing; the fleet replacement plan will provide operational savings to the Department in the long-term as it will reduce maintenance costs, fuel consumption and overtime as a result of addressing equipment failure; the County's fleet replacement plan is included under Non-Departmental capital program #2000000511

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	2	2	3	3	3
Fuel	14	22	28	23	28
Overtime	281	306	150	576	250
Rent	0	0	0	0	0
Security Services	1	1	1	1	1
Temporary Services	38	0	40	0	40
Travel and Registration	1	6	12	6	13
Utilities	124	111	112	91	112

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual	Actual	Budget	Adopted	(dollars in thousands)	Total Funding		Total Positions	
	FY 20-21	FY 21-22	FY 22-23	FY 23-24		Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23
Revenue Summary					Strategic Area: General Government				
General Fund Countywide	43,960	44,085	48,291	51,750	Office of the Property	56,189	60,083	410	412
Carryover	5,587	5,697	1,104	0	Appraiser				
Internal Service Charges	3,871	0	0	0	Total Operating Expenditures	56,189	60,083	410	412
Miscellaneous Revenues	20	21	16	20					
Reimbursements from Taxing Jurisdictions	3,888	4,070	2,780	3,600					
IT Funding Model	0	3,702	3,998	4,713					
Total Revenues	57,326	57,575	56,189	60,083					
Operating Expenditures Summary									
Salary	30,412	31,106	33,924	35,697					
Fringe Benefits	11,996	12,224	13,650	14,636					
Court Costs	58	43	42	42					
Contractual Services	2,865	3,312	2,738	2,656					
Other Operating	1,318	690	1,259	1,773					
Charges for County Services	1,974	1,889	2,758	2,879					
Capital	3,006	21	1,818	2,400					
Total Operating Expenditures	51,629	49,285	56,189	60,083					
Non-Operating Expenditures Summary									
Transfers	0	0	0	0					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	0	0	0	0					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	0	0					
Total Non-Operating Expenditures	0	0	0	0					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
Capital Asset Series 2023A Bonds	897	0	0	0	0	0	0	0	897
Future Financing	0	1,600	468	54	12	0	0	0	2,134
IT Funding Model	500	0	0	0	0	0	0	0	500
Property Appraiser Operating Revenue	2,881	0	0	0	0	0	0	0	2,881
Total:	4,278	1,600	468	54	12	0	0	0	6,412
Expenditures									
Strategic Area: GG									
Computer and Systems Automation	3,778	2,100	468	54	12	0	0	0	6,412
Total:	3,778	2,100	468	54	12	0	0	0	6,412

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

COMPUTER AIDED MASS APPRAISAL SYSTEM (CAMA) - REPLACEMENT

PROGRAM #: 200000955

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

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Capital Asset Series 2023A Bonds	897	0	0	0	0	0	0	0	897
Future Financing	0	1,600	468	54	12	0	0	0	2,134
IT Funding Model	500	0	0	0	0	0	0	0	500
Property Appraiser Operating Revenue	2,881	0	0	0	0	0	0	0	2,881
TOTAL REVENUES:	4,278	1,600	468	54	12	0	0	0	6,412
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Technology Hardware/Software	3,778	2,100	468	54	12	0	0	0	6,412
TOTAL EXPENDITURES:	3,778	2,100	468	54	12	0	0	0	6,412

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

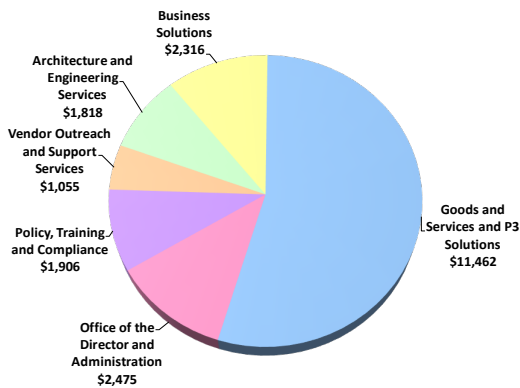
Strategic Procurement

The Strategic Procurement Department (SPD) is responsible for the acquisition of goods and services, including professional services such as architecture, engineering, and design build services for County departments. Utilizing technology and sound business processes, the Department strives to bring the greatest value to Miami-Dade County with integrity, fairness, competition, and community inclusion. SPD is dedicated to delivering cost-effective, best value contracts through a transparent and streamlined process using full and open competition, and endeavors to incorporate the four key values of Environment, Economy, Equity, and Engagement in contracting. The contracts established by the Department are used by all County departments and offices, as well as various municipalities and counties to serve the community. SPD is also responsible for managing and providing guidance for Public Private Partnership (P3) projects in the County.

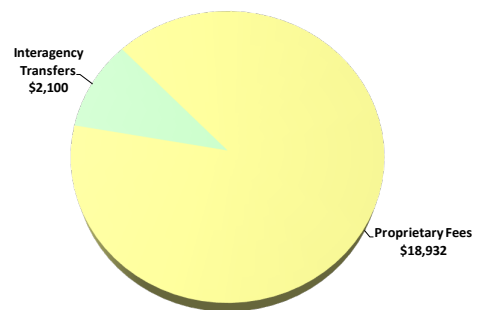
As part of the General Government strategic area, SPD supports government operations by providing procurement services, Countywide vendor management, including supplier risk management, and implementation of supply chain modules in the Enterprise Resource Planning system. SPD also serves as the County's logistics lead at the Emergency Operations Center for coordination of all procurement, warehousing, and distribution activities in emergencies and catastrophic events. The Department manages over 900 active contracts valued at approximately \$9 billion, and annually awards contracts with a cumulative value over \$2 billion. SPD manages over 10,000 suppliers and provides vendor registration, outreach, and training programs. Additionally, SPD is responsible for delivering training, manuals, and standardized procurement documents for all County departments to ensure compliance with federal, state, and local requirements.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity
(dollars in thousands)

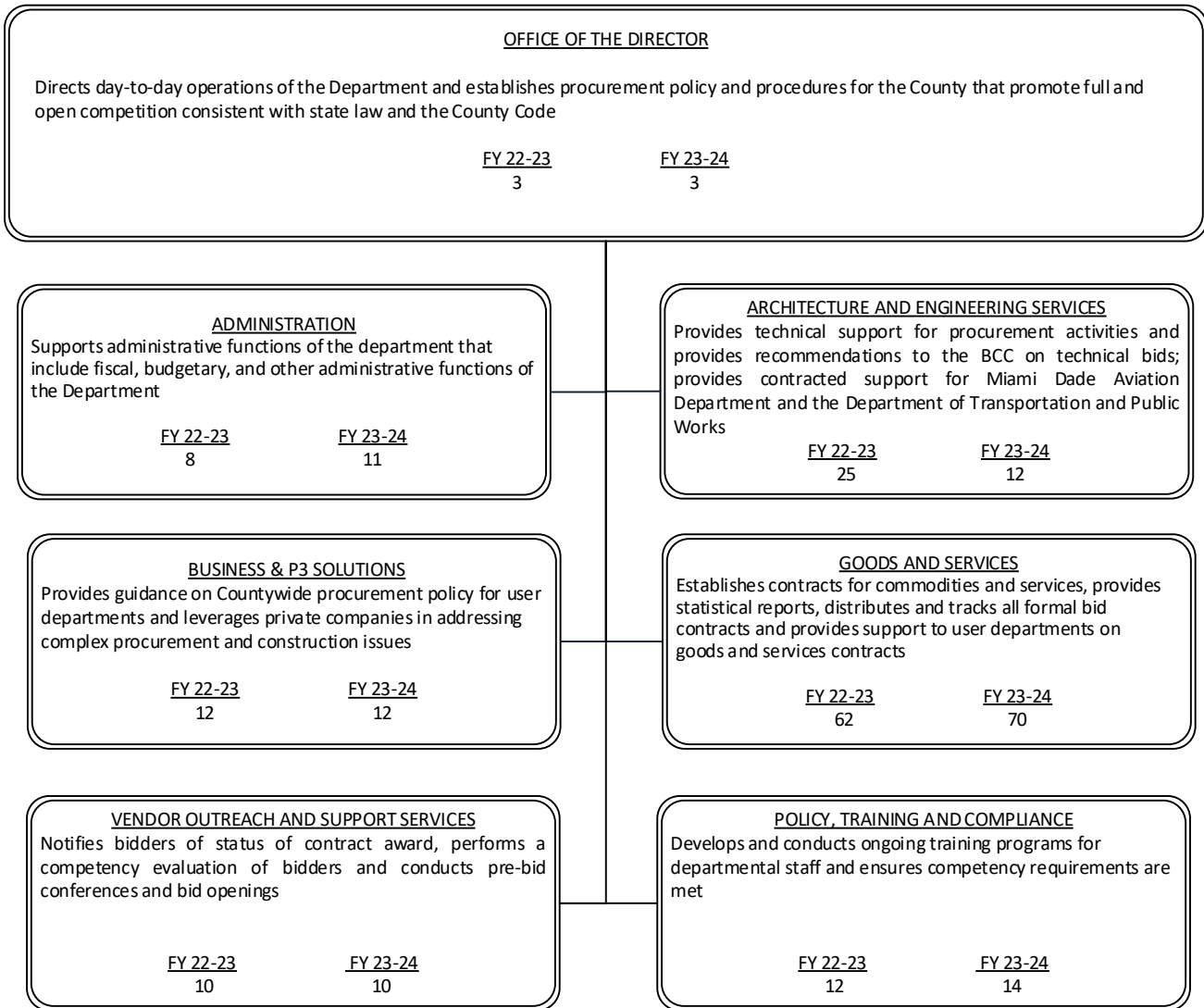


Revenues by Source
(dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 132

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE DIRECTOR AND ADMINISTRATION

Formulates departmental policy and provides overall direction and coordination of departmental operations, administration and management.

- Promotes full and open competition consistent with federal and state laws and the County Code
- Coordinates and supports BCC items involving procurement activity along with the respective user department
- Manages the collection of User Access Program (UAP) revenues, including the inter-departmental implementation of UAP collection efforts
- Establishes Countywide and departmental procurement policy and procedures
- Recommends appropriate corrective action to promote competition where artificial barriers exist or where policy, process or procedures impede competition
- Prepares divisional and departmental annual budget
- Processes all personnel actions for the Department
- Develops and monitors performance and quality measures

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes transfer of three positions from Architecture and Engineering Services to Administration due to a departmental realignment

DIVISION: ARCHITECTURE AND ENGINEERING SERVICES

Provides support for the procurement of architecture and engineering services, including developing technical bid specifications for new and recurring technical bids, soliciting proposals from prospective vendors and evaluating proposals for recommendation to the BCC.

- Provides direct architecture and engineering procurement and selection processes for Miami-Dade Aviation Department (MDAD) and the Department of Transportation and Public Works (DTPW)
- Administers the architectural and engineering selection process for the County
- Liaises with the bidding entity and user departments on the development of technical bids and contracts
- Provides technical recommendations to the BCC on proposals and bids

Strategic Objectives - Measures

- GG3-3: Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent manner

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Efficiently and effectively manage the procurement processes and supply base to support the county's operations	Average number of calendar days to award Design Build contracts*	EF	↓	N/A	N/A	290	290	290

* This is a new measure beginning in FY 2022-23

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of thirteen positions from Architecture and Engineering Services to the Administration, Goods and Services, and Policy, Training and Compliance Divisions due to a departmental realignment
- The Architecture and Engineering Services Division provides support to DTPW and MDAD by providing contract administration and procurement related activities as part of centralization of procurement functions; a total of five positions (\$700,000) are dedicated to DTPW and a total of seven positions (\$858,000) are dedicated to MDAD

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: BUSINESS SOLUTIONS

Provides guidance and support on Countywide procurement technologies for central procurement and user departments, leads implementation of future procurement technologies and reviews business processes for improvements.

- Analyzes and evaluates changing business processes and designs solutions to meet changing process needs
- Evaluates new and emerging procurement technology tools in the industry
- Manages and supports procurement data and reporting needs for public records
- Manages and supports procurement helpdesk to assist with Countywide sourcing needs
- Manages vendor registration and vendor outreach and support operations
- Implements, supports, and trains on the County's procurement platforms including INFORMS
- Manages the integration of legacy systems with INFORMS

DIVISION: GOODS AND SERVICES AND P3 SOLUTIONS

Establishes contracts for commodities and services and provides support to user departments on goods and services contracts.

- Develops and processes competitive and non-competitive solicitations using a variety of methods and best practices
- Develops contractual agreements known as Public Private Partnerships or P3s between the County and a private entity that allow for greater private participation in the delivery of projects
- Implements policies enacted by the BCC with user departments
- Prepares statistical reports and distributes and tracks all formal bid contracts
- Conducts bid opening conferences with bidders and user departments
- Promotes full and open competition by identifying competitive opportunities, reducing the use of bid waiver and sole source contracts, and monitoring the use of Small Purchase Orders
- Conducts market research to achieve best value contracts

Strategic Objectives - Measures

- GG1-4: Promote equity in the planning and delivery of County services

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Efficiently and effectively manage the procurement processes and supply base to support the county's operations	Percentage of competitive goods and services contracts based on dollar value*	OP	↑	N/A	N/A	90%	90%	90%

Strategic Objectives - Measures

- GG3-3: Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent manner

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Efficiently and effectively manage the procurement processes and supply base to support the county's operations	Average number of days to award competitive goods and services contracts over \$1,000,000**	OP	↓	N/A	N/A	230	230	230

* This is a new measure beginning in FY 2022-23

**This is a new measure beginning in FY 2022-23. The data is calculated from the time bids or proposals are opened to the date the award is approved by the Board of County Commissioners

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of eight positions from Architecture and Engineering Services to Goods and Services due to a departmental realignment

DIVISION: POLICY, TRAINING AND COMPLIANCE

Develops and conducts ongoing training programs for departmental staff and ensures competency requirements are met.

- Conducts continuous audits to ensure compliance with established guidelines, resolutions, policies, and procedures
- Responsible for administering, planning, and directing procurement compliance activities for the County, as well as providing departmental support
- Works with departments on development of procurement policy
- Provides guidance on Countywide procurement policy for user departments
- Develops and delivers training on procurement related rules and procedures to County procurement professionals and the vendor community

Strategic Objectives - Measures

- GG2-2: Promote employee development and leadership

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Ensure the county's procurement professionals are competent, qualified, and well trained	Trainings facilitated by the department to promote employee development*	OP	↑	N/A	N/A	48	48	48

* This is a new measure beginning in FY 2022-23

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes the transfer of two positions from Architecture and Engineering Services to Policy, Training and Compliance due to a departmental realignment



The Policy, Training and Compliance Division anticipates providing 48 trainings and workshops to SPD staff and County departments on the latest procurement developments in FY 2023-24

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: VENDOR OUTREACH AND SUPPORT SERVICES

Provides vendor services that assist Miami-Dade's service community in doing business with the County.

- Conducts vendor outreach events; maintains a database of over 10,000 suppliers in the community
- Manages vendor registration process
- Provides quality control of all procurement related actions
- Ensures compliance with insurance requirements in all contracts

Strategic Objectives - Measures

- ED2-2: Bolster opportunities for small and local businesses to participate in County contracting

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Increase contracting opportunities for small and local businesses to support the county's economic development goals	Vendor trainings and outreach events to promote contracting opportunities*	OP	↑	N/A	N/A	36	36	36

* This is a new measure beginning in FY 2022-23

DIVISION COMMENTS



In FY 2023-24, the Vendor Outreach and Support Services Division anticipates holding 36 outreach events for suppliers

ADDITIONAL INFORMATION

- The FY 2023-24 Adopted Budget includes a transfer of \$2.817 million in User Access Program (UAP) revenue to the General Fund to support procurement-related functions in General Fund supported departments

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Projection FY 22-23	Adopted FY 23-24
Advertising	0	0	28	14	27
Fuel	0	0	0	0	0
Overtime	0	0	0	0	2
Rent	0	0	647	648	668
Security Services	0	0	2	0	2
Temporary Services	0	0	30	30	30
Travel and Registration	0	0	35	23	36
Utilities	0	0	28	23	33

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Revenue Summary					Strategic Area: General Government				
Carryover	0	0	5,360	4,185	Office of the Director and Administration	2,299	2,475	11	14
Interdepartmental Transfer	0	0	0	1,494	Architecture and Engineering Services	3,311	1,818	25	12
Interest Earnings	0	0	7	20	Business Solutions	2,013	2,316	12	12
Miscellaneous Revenues	0	0	20	0	Goods and Services and P3 Solutions	9,331	11,462	62	70
User Access Program Fees	0	0	14,000	16,100	Policy, Training and Compliance	1,493	1,906	12	14
Interagency Transfers	0	0	3,940	2,100	Vendor Outreach and Support Services	1,094	1,055	10	10
Total Revenues	0	0	23,327	23,899	Total Operating Expenditures	19,541	21,032	132	132
Operating Expenditures Summary									
Salary	0	0	12,152	13,010					
Fringe Benefits	0	0	4,361	5,014					
Contractual Services	0	0	310	496					
Other Operating	0	0	963	1,157					
Charges for County Services	0	0	1,755	1,355					
Total Operating Expenditures	0	0	19,541	21,032					
Non-Operating Expenditures Summary									
Transfers	0	0	3,568	2,817					
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	218	50					
Total Non-Operating Expenditures	0	0	3,786	2,867					

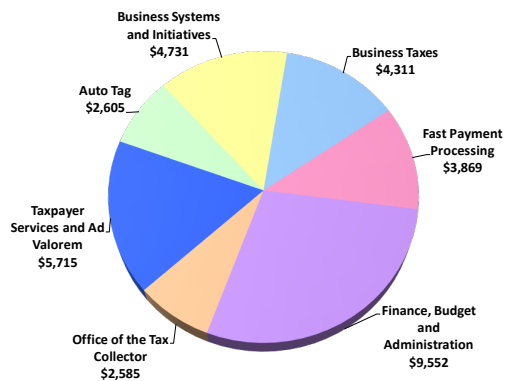
FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Tax Collector

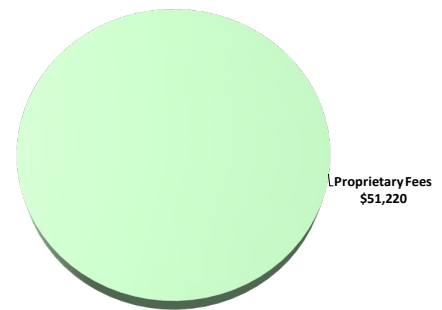
The Office of the Tax Collector facilitates the collection and distribution of current and delinquent real estate, personal property, local business, and convention and tourist taxes, as well as special assessments for all local taxing authorities. Additionally, the Office of the Tax Collector acts as an agent on behalf of the State of Florida to issue automobile, vessel and mobile home registrations and titles and hunting and fishing licenses.

FY 2023-24 Adopted Operating Budget

Expenditures by Activity (dollars in thousands)

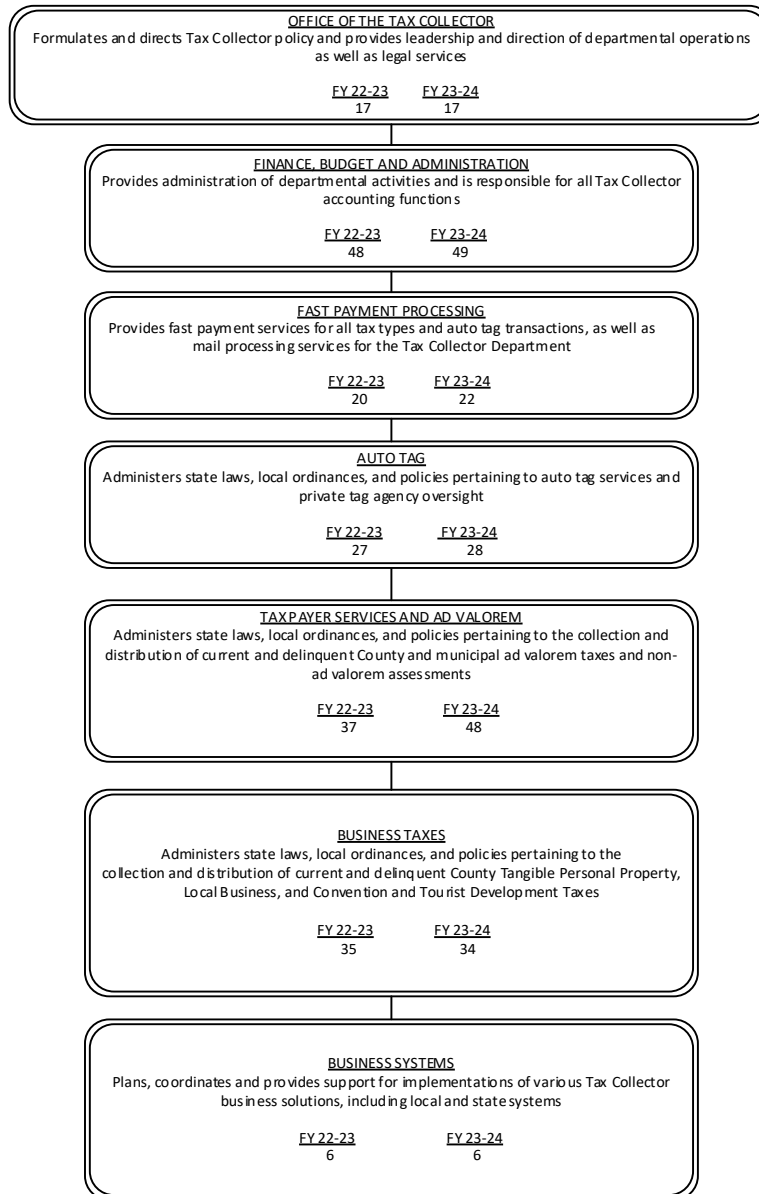


Revenues by Source (dollars in thousands)



FY 2023-24 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



The FY 2023-24 total number of full-time equivalent positions is 204

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: OFFICE OF THE TAX COLLECTOR

Formulates and directs Tax Collector Policy and provides leadership and direction of departmental operations as well as legal services.

- Develops departmental strategy and policy
- Provides oversight and direction for departmental operations
- Prepares the Department for the creation of the new Constitutional Office of the Tax Collector and the transition of ten local state-run Driver's License Issuance and Examination Centers to the new office

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of Tax Collector collections (dollars in millions)	OP	↑	\$9.191	\$9.511	\$10.224	\$10.556	\$10.531

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes a transfer of \$17.852 million to the General Fund

DIVISION: FINANCE, BUDGET AND ADMINISTRATION

Provides administration of departmental activities and monitors all Tax Collector accounting functions.

- Directs and manages the preparation of the departmental business plan, budget and continuity of operation plans
- Distributes all tax revenues and assessment fees to the taxing authorities
- Oversees the planning, implementation and monitoring of departmental strategic initiatives
- Oversees and manages the department's fiscal operations, including development and oversight of the budget, accounting, accounts payable/receivable, refunds and procurement
- Oversees statutory compliance and risk management activities for the Department and conducts internal audit reviews of functional tax collection activities
- Provides human resource services: recruitment, employee counseling and discipline, labor relations, training, staff development and administration of policy and procedures
- Provides overall administration of departmental activities
- Records, reports on, and monitors the Office of the Tax Collector's financial activities
- Coordinates, develops, and directs all media relation activities, special events, external communications and social media outreach
- Monitors state and local legislation and advances the Departments legislative efforts related to the Office of the Tax Collector

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of tax distributions (dollars in millions)	OP	↑	\$6.675	\$7.043	\$7.281	\$7.874	\$7.499

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Human Resources Manager position to perform human resources functions which was approved as an overage during FY 2022-23 (\$114,000)
- The FY 2023-24 Adopted Budget includes one Training Specialist, Human Resources position to develop and implement specialized tax collector trainings which was approved as an overage during FY 2022-23 (\$87,000)
- The FY 2023-24 Adopted Budget includes one Tax Collector Manager transferred from Administration to Auto Tag Administration

DIVISION: FAST PAYMENT PROCESSING

Provides fast payment services for all tax types and auto tags, as well as mail processing services for the Tax Collector Department.

- Implements and supports solutions for payment processing of remittances/payments mailed to the Office of the Tax Collector for current and delinquent County and municipal ad valorem taxes, non-ad valorem assessments, auto tag registrations/renewals, local business tax receipts, and convention and tourist taxes
- Monitors the continued automation of remaining manual processes through electronic deposit of checks which are manually processed and sent to the bank

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	Total dollar value of mailed-in payments processed (dollars in millions)	OP	↑	\$1.533	\$1.325	\$1.626	\$1.500	\$1.600
	Total online auto tag registration renewals processed*	OC	↑	778,036	851,441	825,418	894,013	938,713

*The FY 2020-21 Actual reflects the effects of COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes two Inventory Clerk positions to perform mail service activities for the Office of the Tax Collector which were approved as overages during FY 2022-23 (\$131,000)

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: AUTO TAG

Administers state laws, local ordinances, and policies pertaining to the auto tag services and private tag agency oversight.

- Issues Hunting and Fishing licenses and permits, as well as Disabled Parking and Baby Stroller permits
- Issues tag renewals and title applications for automobiles, vessel and mobile homes
- Monitors the quantity of internal and external audits performed by tag agencies to identify patterns and address areas in need of improvement
- Monitors the overall increase in customer satisfaction through decreased customer wait times and improved service levels
- Oversees the motoring public of Miami-Dade County with vehicle, vessel and mobile home title issuance and registration renewals, acting as agent of the State of Florida, in overseeing the operation of twenty-five Private Auto Tag Agencies under the purview of the Office of the Tax Collector
- Provides residents and customers with easy access to information and services related to motor vehicle, vessel and mobile home titling and registrations through technology
- Serves as an agent of the Florida Department of Highway Safety and Motor Vehicles and the Florida Fish and Wildlife Conservation Commission
- Collects and remits sales tax to the State of Florida for the above transactions

Strategic Objectives - Measures

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate	Total Auto Tag customer relations call-center calls received*	OC	↑	20,306	43,469	35,000	44,000	45,000

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of Auto Tag revenue collected countywide (dollars in millions)*	OP	↑	\$267	\$290	\$275	\$295	\$300

*The FY 2020-21 Actual reflects the effects of COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Tax Collector Manager transferred from Finance, Budget and Administration to Auto Tag

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DIVISION: TAXPAYER SERVICES AND AD VALOREM

Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County and municipal ad valorem taxes and non-ad valorem assessments.

- Collects all current and delinquent ad valorem and non-ad valorem taxes
- Delivers customer service to citizens by making it as fast and easy as possible for individuals and businesses to complete all in-person tax-related transactions
- Oversees the annual Tax Certificate sale

Strategic Objectives - Measures

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of Tax Collector online transactions (in millions)	OP	↑	\$2.548	\$2.869	\$2.972	\$3.100	\$3.500

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes eight Senior Tax Record Specialists to improve customer service and reduce wait times in the Public Service Office Section which were approved as overages during FY 2022-23 (\$564,000)
- The FY 2023-24 Adopted Budget includes one Tax Collector Supervisor to perform supervisory duties times in the Public Service Office Section which was approved as an overage during FY 2022-23 (\$94,000)
- The FY 2023-24 Adopted Budget includes one Tax Collector Revenue Specialist to improve customer service and reduce wait times in the Public Service Office Section which was approved as an overage during FY 2022-23 (\$81,000)
- The FY 2023-24 Adopted Budget includes one Tax Records Specialist 2 transferred from Business Taxes to Taxpayer Services and Ad Valorem

DIVISION: BUSINESS TAXES

Administers state laws, local ordinances, and policies pertaining to the collection and distribution of current and delinquent County Tangible Personal Property, Local Business, and Convention and Tourist Development Taxes.

- Collects all current and delinquent Tangible Personal Property taxes for physical property located in a business and rental property that can be moved and prepares and processes warrants for unpaid taxes
- Collects all Convention and Tourist taxes, including current and delinquent short-term rental and food and beverage taxes, and performs audits of delinquent and high-risk accounts
- Issues Local Business Tax Receipts for each place of business, and for each separate local business tax classification at the same location in Miami-Dade County

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Strategic Objectives - Measures								
<ul style="list-style-type: none"> GG4-1: Provide sound financial and risk management 								
Objectives	Measures			FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
				Actual	Actual	Budget	Projection	Target
Provide sound financial and risk management	Total dollar value of Tangible Personal Property tax collections via enforcement actions (dollars in millions)	OP	↑	\$9.003	\$8.200	\$9.366	\$8.000	\$8.000
	Total dollar value of Local Business Tax collections (dollars in millions)	OP	↑	\$18.371	\$17.746	\$18.164	\$17.500	\$17.500
	Total dollar value of Convention and Tourist Tax collections (dollars in millions)*	OP	↑	\$160	\$239	\$175	\$278	\$281

*The FY 2020-21 Actual reflects the effects of COVID-19

DIVISION COMMENTS

- The FY 2023-24 Adopted Budget includes one Tax Records Specialist 2 transferred from Business Taxes to Taxpayer Services and Ad Valorem

DIVISION: BUSINESS SYSTEMS AND INITIATIVES

Administers, plans, coordinates, and provides support for the implementation of various Tax Collector business solutions, including local and state systems.

- Assesses the Tax Collector Department's business processes, identifying and implementing strategic improvement plans using technology-related methods, and provides oversight of tax collection technology initiatives
- Directs the analysis of tax-related vendor software, determining the most feasible design for integrations between application systems, establishing and enforcing software utilization standards, and determining software and hardware corrective measures
- Identifies, reviews, and analyzes departmental organizational goals to develop optimal technology strategies, achieving business objectives and program implementation
- Implements new procedures required by the State of Florida to comply with Department of Highway Safety and Motor Vehicles (DHSMV) renewal processes
- Provides departmental functional support of the tax collection vendor software and all Department of Highway Safety and Motor Vehicles (DHSMV) systems
- Provides integrated service solutions and project management for departmental projects
- Supports objective decision-making for investments and related technology changes

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ADDITIONAL INFORMATION

- In FY 2021-22, the Office of Management and Budget began its analysis of the impact of the 2018 state-wide vote in support of Amendment 10 of the Florida State Constitution which requires the establishment of the constitutional offices of the Sheriff, the Supervisor of Elections and the Tax Collector; the analysis will also review related impacts to the offices of the Property Appraiser and the Clerk of Courts
- The FY 2023-24 Adopted Budget continues to prioritize the preparation for the transition to the constitutional office in January of 2025

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line-Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Projection	Adopted
	FY 20-21	FY 21-22	FY 22-23	FY 22-23	FY 23-24
Advertising	0	0	85	85	78
Fuel	0	0	0	0	0
Overtime	0	0	51	56	50
Rent	0	0	1,884	1,884	1,987
Security Services	0	0	304	304	327
Temporary Services	0	0	25	25	25
Travel and Registration	0	0	72	71	82
Utilities	0	0	109	116	70

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 20-21	Actual FY 21-22	Budget FY 22-23	Adopted FY 23-24	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 22-23	Adopted FY 23-24	Budget FY 22-23	Adopted FY 23-24
Revenue Summary					Strategic Area: General Government				
Ad Valorem Fees	0	0	15,945	15,120	Office of the Tax Collector	5,906	2,585	17	17
Auto Tag Fees	0	0	15,556	16,415	Finance, Budget and Administration	5,041	9,552	48	49
Carryover	0	0	7,965	9,888	Fast Payment Processing	3,882	3,869	20	22
Local Business Tax Receipt	0	0	4,619	2,540	Auto Tag	2,750	2,605	27	28
Miscellaneous Revenues	0	0	10	10	Taxpayer Services and Ad Valorem	4,753	5,715	37	48
Tourist Tax Fees	0	0	5,566	7,247	Business Taxes	4,680	4,311	35	34
Total Revenues	0	0	49,661	51,220	Business Systems and Initiatives	3,096	4,731	6	6
Operating Expenditures Summary					Total Operating Expenditures	30,108	33,368	190	204
Salary	0	0	14,373	15,511					
Fringe Benefits	0	0	5,945	6,822					
Contractual Services	0	0	742	2,180					
Other Operating	0	0	6,320	5,616					
Charges for County Services	0	0	1,948	2,584					
Capital	0	0	780	655					
Total Operating Expenditures	0	0	30,108	33,368					
Non-Operating Expenditures Summary									
Transfers	0	0	19,553	17,852					
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	19,553	17,852					

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
Tax Collector Revenues	0	400	375	0	0	0	0	0	775
Total:	0	400	375	0	0	0	0	0	775
Expenditures									
Strategic Area: GG									
Infrastructure Improvements	0	400	375	0	0	0	0	0	775
Total:	0	400	375	0	0	0	0	0	775

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

HEADQUARTERS RECONFIGURATION - TAX COLLECTOR

PROGRAM #: 200003175

DESCRIPTION: Reconfigure office space at Tax Collector headquarters

LOCATION: 200 NW 2 Ave

City of Miami

District Located: 5

District(s) Served: 2, Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Tax Collector Revenues	0	400	375	0	0	0	0	0	775
TOTAL REVENUES:	0	400	375	0	0	0	0	0	775
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	310	175	0	0	0	0	0	485
Furniture Fixtures and Equipment	0	0	100	0	0	0	0	0	100
Permitting	0	15	0	0	0	0	0	0	15
Planning and Design	0	75	0	0	0	0	0	0	75
Technology Hardware/Software	0	0	100	0	0	0	0	0	100
TOTAL EXPENDITURES:	0	400	375	0	0	0	0	0	775

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Department Operational Unmet Needs			
Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund an Administrative Officer 2 to arrange for and attend trainings and conferences, answer inquiries where there is established policy or precedent action, take and transcribing notes, compose correspondence, perform research to compile data for special reports and other reporting requirements	\$0	\$87	1
Fund an Information Officer to coordinate all press releases and responses to media inquiries	\$0	\$87	1
Fund an Intergovernmental Affairs Coordinator to serve as the single point of contact for other government agencies	\$0	\$114	1
Fund a Senior Tax Records Specialist in Customer Relations to handle the volume of calls and timely process title applications to avoid loss of revenue predicament	\$0	\$71	1
Fund a Senior Tax Records Specialist to manage the reassignments of the payment plans on delinquent tangible taxes, contact taxpayers who missed expected payments, report the status of accounts to management and create/modify payment plans as needed	\$0	\$71	1
Fund a Senior Tax Records Specialist to perform many administrative duties in the office, such as processing account applications, responding to inquiries and general account maintenance	\$0	\$64	1
Fund a Senior Tax Records Specialist to handle the volume of calls and timely process title applications to avoid loss of revenue predicament	\$0	\$71	1
Fund an Administrative Officer 3 in Procurement to facilitate the purchase of goods and services by coordinating purchases with vendors	\$0	\$102	1
Fund a Senior Tax Records Specialist in Customer Service to implement an audit process to ensure all documents are quality assured for proper records retention	\$0	\$71	1
Fund a Senior Tax Records Specialist to handle the volume of calls and timely process title applications to avoid loss of revenue predicament	\$0	\$71	1
Fund a Tax Records Specialist 2 to perform many administrative duties in the office, such as processing account applications, responding to inquiries, and general account maintenance	\$0	\$64	1
Fund a Tax Records Specialist 2 to assist with processing payments and also to assist with the expected addition of new duties to the Division	\$0	\$64	1
Fund an Administrative Officer 2 to assist the Division Director in coordinating all activities and complex administrative duties across the three sections	\$0	\$87	1
Fund a Senior Tax Records Specialist to review, audit, assist, and approve: the DHSMV required monthly inventory of all items, this consists of 2 independent agencies that each house a combined total of more than 100,000 inventory items	\$0	\$71	1
Fund a Senior Tax Records Specialist in Convention and Tourism Tax to assist with researching business accounts, reviewing and collecting current, underpaid, and delinquent Convention and Tourist taxes	\$0	\$71	1
Fund a Senior Tax Records Specialist in Quality Review to comply with the Florida Department of Highway Safety and Motor Vehicles Memorandum of Understanding regarding local compliance auditing	\$0	\$71	1
Fund a Senior Tax Records Specialist to Department of research/process Revenue Refunds exceeding \$2,500 which required Department of Revenue approval, processing of rejects (upward increases accounts with certain flags to include VAB Flags, VAB Refund Interest, certificates issued) that meet criteria according to business rules and communicating with taxpayers regarding inquires on payments	\$0	\$71	1
Fund a Tax Records Specialist 2 to perform advanced clerical duties requiring a working knowledge of established procedures, regulations, and provisions of applicable Florida Statutes	\$0	\$64	1
Fund a Tax Records Specialist 2 to review and process online new/update requests for Business Tax applications, answers the public service line and incoming e-mails regarding Local Business Tax inquiries	\$0	\$64	1
Fund a Tax Collector Supervisor in Tangible Personal Property Tax to managed all the entire Error and Insolvency Inventory	\$0	\$94	1
Total	\$0	\$1,530	20

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SUPPLEMENTAL INFORMATION

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

Non-Departmental

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Revenue									
Animal Services Trust Fund	28	0	0	0	0	0	0	0	28
Aviation Revenues	21,062	29,456	2,644	1,927	855	6,738	0	0	62,682
BBC GOB Financing	162,595	64,803	22,900	5,089	0	0	0	0	255,387
CIIP Program Bonds	9,750	0	0	0	0	0	0	0	9,750
CIIP Program Financing	0	2,750	0	0	0	0	0	0	2,750
Capital Asset Series 2023A Bonds	7,203	0	0	0	0	0	0	0	7,203
Causeway Toll Revenue	344	150	38	0	0	0	0	0	532
Charter County Transit System Surtax	0	6,162	0	0	0	0	0	0	6,162
Clerk of the Courts Operating Revenue	164	0	45	60	290	130	120	220	1,029
Convention Development Tax Funds	0	750	0	0	0	0	0	0	750
DERM Operating Non - USF	30	261	0	0	0	0	0	0	291
Diesel Emissions Reduction Act Grant	1,853	0	0	0	0	0	0	0	1,853
Fire Impact Fees	1,618	0	0	0	0	0	0	0	1,618
Fire Rescue Revenues	0	2,162	0	0	0	0	0	0	2,162
Fire Rescue Taxing District	14,642	0	0	0	0	0	0	0	14,642
Future Financing	21,500	22,202	32,729	28,357	39,083	37,183	0	0	181,054
General Government Improvement Fund (GGIF)	25,010	46,126	0	0	0	0	0	0	71,136
ISD Service Fees	0	5,285	0	0	0	0	0	0	5,285
IT Funding Model	0	7,828	0	0	0	0	0	0	7,828
Law Enforcement Trust Fund (LETF)	8	0	0	0	0	0	0	0	8
Lease Financing - County Bonds/Debt	236,679	68,719	52,264	55,708	54,353	60,498	49,736	2,174	580,130
Miami-Dade Library Taxing District	220	910	608	832	741	110	230	1,290	4,941
PHCD Operating Revenue	0	535	316	200	234	239	0	0	1,524
PROS Operating Revenue	1,151	269	356	0	0	0	0	0	1,776
Police Operating Revenue	383	4,483	0	0	0	0	0	0	4,866
QNIP 2017 - Bond Proceeds	10,000	0	0	0	0	0	0	0	10,000
QNIP 2019 - Bond Proceeds	10,000	0	0	0	0	0	0	0	10,000
QNIP 2022 - Bond Proceeds	10,000	0	0	0	0	0	0	0	10,000
QNIP 2024 - Bond Proceeds	0	10,000	0	0	0	0	0	0	10,000
QNIP II - Bond Proceeds	1,559	0	0	0	0	0	0	0	1,559
QNIP IV - Bond Proceeds	1,174	0	0	0	0	0	0	0	1,174
QNIP V - Bond Proceeds	1,238	0	0	0	0	0	0	0	1,238
RER Operating Revenue	3,948	2,369	557	674	291	0	0	0	7,839
Seaport Revenues	127	435	412	460	212	0	0	0	1,646
Special Taxing District	1,054	184	156	206	373	165	0	0	2,138
Stormwater Utility	5,956	360	0	0	0	0	0	0	6,316
Transit Operating Revenues	4,584	2,070	2,005	280	0	0	0	0	8,939
Urban Area Security Initiative Grant	670	0	0	0	0	0	0	0	670
Wastewater Renewal Fund	111,898	13,079	21,459	0	0	0	0	0	146,436
Total:	666,448	291,348	136,489	93,793	96,432	105,063	50,086	3,684	1,443,343

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FUTURE	TOTAL
Expenditures									
Strategic Area: PS									
Computer and Systems Automation	0	227	0	0	0	0	0	0	227
Court Facilities	0	500	0	0	0	0	0	0	500
Debt	0	19,010	0	0	0	0	0	0	19,010
Information Technology	7,203	3,096	1,744	0	0	0	0	0	12,043
Strategic Area: NI									
Debt	0	14,370	0	0	0	0	0	0	14,370
Drainage Improvements	5,903	5,292	3,805	0	0	0	0	0	15,000
GOB Water and Wastewater Projects	1,377	400	0	0	0	0	0	0	1,777
Infrastructure Improvements	56,501	33,749	4,110	0	0	0	0	0	94,360
Local Road Improvements	968	10,695	0	0	0	0	0	0	11,663
Park, Recreation, and Culture Projects	0	4,029	0	0	0	0	0	0	4,029
Pedestrian Paths and Bikeways	10,156	1,242	500	0	0	0	0	0	11,898
Road Improvements - Local Roads	0	3,782	0	0	0	0	0	0	3,782
Strategic Area: RC									
Cultural, Library, and Educational Facilities	11	5,800	5,200	5,089	0	0	0	0	16,100
Debt	0	2,931	0	0	0	0	0	0	2,931
Facility Improvements	0	750	0	0	0	0	0	0	750
Historic Preservation	7,294	3,006	0	0	0	0	0	0	10,300
Infrastructure Improvements	3,100	2,500	1,900	0	0	0	0	0	7,500
New Facilities	50	3,200	2,500	0	0	0	0	0	5,750
Park, Recreation, and Culture Projects	1,100	2,161	200	0	0	0	0	0	3,461
Strategic Area: HS									
Debt	0	7,490	0	0	0	0	0	0	7,490
Facility Improvements	28,015	0	1,985	0	0	0	0	0	30,000
Health Care Facility Improvements	7,500	9,513	0	0	0	0	0	0	17,013
New Affordable Housing Units	0	3,000	0	0	0	0	0	0	3,000
New Health Care Facilities	34,290	1,220	2,700	0	0	0	0	0	38,210
Public Housing and Community Development Improvements	0	3,000	0	0	0	0	0	0	3,000
Strategic Area: GG									
ADA Accessibility Improvements	0	10	0	0	0	0	0	0	10
Computer and Systems Automation	0	204	0	0	0	0	0	0	204
Debt	0	11,446	0	0	0	0	0	0	11,446
Facility Improvements	11,690	12,692	0	0	0	0	0	0	24,382
Fleet Improvements	427,967	143,916	111,845	88,704	96,432	105,063	50,086	3,684	1,027,697
Information Technology	0	100	0	0	0	0	0	0	100
New Facilities	38,483	6,857	0	0	0	0	0	0	45,340
Total:	641,608	316,188	136,489	93,793	96,432	105,063	50,086	3,684	1,443,343

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

FUNDED CAPITAL PROGRAMS

(dollars in thousands)

ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES - DISTRICT 6 **PROGRAM #: 113900**

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	12,287	2,713	0	0	0	0	0	0	15,000
TOTAL REVENUES:	12,287	2,713	0	0	0	0	0	0	15,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	12,287	2,713	0	0	0	0	0	0	15,000
TOTAL EXPENDITURES:	12,287	2,713	0	0	0	0	0	0	15,000

ACQUIRE OR CONSTRUCT MULTI-PURPOSE FACILITIES - DISTRICT 9 **PROGRAM #: 200001294**

DESCRIPTION: Acquire or construct multi-purpose facilities for public service outreach in Commission District 9 to include funding allocations to Agape Network and Richmond Perrine Optimist Club
 LOCATION: Various Sites District Located: 9
 Various Sites District(s) Served: 9

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	0	850	0	0	0	0	0	0	850
TOTAL REVENUES:	0	850	0	0	0	0	0	0	850
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	850	0	0	0	0	0	0	850
TOTAL EXPENDITURES:	0	850	0	0	0	0	0	0	850

ACQUIRE OR CONSTRUCT MULTI-USE FACILITIES - COUNTYWIDE **PROGRAM #: 113960**

DESCRIPTION: Acquire or construct various multi-use County government facilities to bring services closer to local communities; projects include past acquisitions of the Coordinated Victims Assistance Center and the acquisition and renovation of the Family Action Network Movement facility
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	26,196	794	0	0	0	0	0	0	26,990
TOTAL REVENUES:	26,196	794	0	0	0	0	0	0	26,990
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Building Acquisition/Improvements	23,775	0	0	0	0	0	0	0	23,775
Construction	463	152	0	0	0	0	0	0	615
Infrastructure Improvements	1,958	642	0	0	0	0	0	0	2,600
TOTAL EXPENDITURES:	26,196	794	0	0	0	0	0	0	26,990

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

AMERICANS WITH DISABILITIES ACT (ADA) REASONABLE ACCOMODATIONS

PROGRAM #: 981320



DESCRIPTION: Provide reasonable accommodations for individuals with disabilities
 LOCATION: Various Sites
 District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	10	0	0	0	0	0	0	10
TOTAL REVENUES:	0	10	0	0	0	0	0	0	10
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Furniture Fixtures and Equipment	0	10	0	0	0	0	0	0	10
TOTAL EXPENDITURES:	0	10	0	0	0	0	0	0	10

BASEBALL - CAPITAL RESERVE FUND (PER AGREEMENT)

PROGRAM #: 200000562

DESCRIPTION: Provide capital reserve for future stadium capital expenditures
 LOCATION: 111 NW 1 St
 City of Miami
 District Located: Countywide
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Convention Development Tax Funds	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	0	750	0	0	0	0	0	0	750
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	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

CASA FAMILIA AFFORDABLE HOUSING

PROGRAM #: 2000003357



DESCRIPTION: Design and construct approximately 45-60 units of affordable housing for persons with disabilities
 LOCATION: 11025 SW 84 St
 City of Miami
 District Located: 10
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	0	3,000	0	0	0	0	0	0	3,000
TOTAL REVENUES:	0	3,000	0	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	3,000	0	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	0	3,000	0	0	0	0	0	0	3,000

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE -

COMPUTER AIDED MASS APPRAISAL SYSTEM (CAMA) - REPLACEMENT (NEW DEBT 2023)

PROGRAM #: 2000003615

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to update the Computer Aided Mass Appraisal System (CAMA) used by the Property Appraiser Department

LOCATION: 111 NW First St District Located: 5
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	100	0	0	0	0	0	0	100
TOTAL REVENUES:	0	100	0	0	0	0	0	0	100
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	100	0	0	0	0	0	0	100
TOTAL EXPENDITURES:	0	100	0	0	0	0	0	0	100

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

PROGRAM #: 2000000710

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

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	688	0	0	0	0	0	0	688
TOTAL REVENUES:	0	688	0	0	0	0	0	0	688
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	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

DEBT SERVICE - COUNTYWIDE INFRASTRUCTURE INVESTMENT PROGRAM (CIIP)

PROGRAM #: 2000001461

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire, renovate and build-out County facilities; acquire furniture, fixtures and equipment; and address health and life safety issues

LOCATION: 111 NW 1 St District Located: 5
City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	6,500	0	0	0	0	0	0	6,500
ISD Service Fees	0	5,285	0	0	0	0	0	0	5,285
TOTAL REVENUES:	0	11,785	0	0	0	0	0	0	11,785
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	11,785	0	0	0	0	0	0	11,785
TOTAL EXPENDITURES:	0	11,785	0	0	0	0	0	0	11,785

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

**DEBT SERVICE - COURT CASE MANAGEMENT SYSTEM (FORMALLY KNOWN AS CJIS)
(CAPITAL ASSET SERIES 2022A)**

PROGRAM #: 2000002855

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software to implement the new Court Case Management system (formally known as CJIS)

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	227	0	0	0	0	0	0	227
TOTAL REVENUES:	0	227	0	0	0	0	0	0	227
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	227	0	0	0	0	0	0	227
TOTAL EXPENDITURES:	0	227	0	0	0	0	0	0	227

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

PROGRAM #: 2000002017

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software to implement the new Court Case Management System (formally known as CJIS)

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	786	0	0	0	0	0	0	786
TOTAL REVENUES:	0	786	0	0	0	0	0	0	786
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	786	0	0	0	0	0	0	786
TOTAL EXPENDITURES:	0	786	0	0	0	0	0	0	786

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

PROGRAM #: 2000002038

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire a Customer Relationship Management (CRM) solution that can store and manage customer information across all County touchpoints, maintains all customer information, and prompts the customer to keep that information up to date and accurate

LOCATION: 11500 NW 25 St District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	86	0	0	0	0	0	0	86
TOTAL REVENUES:	0	86	0	0	0	0	0	0	86
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	86	0	0	0	0	0	0	86
TOTAL EXPENDITURES:	0	86	0	0	0	0	0	0	86

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - CYBER SECURITY STRATEGIC EVALUATION PLAN (NEW DEBT 2023)

PROGRAM #: 200003396

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to update the County's cyber security

LOCATION: 5680 SW 87 Ave District Located: Countywide
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
IT Funding Model	0	202	0	0	0	0	0	0	202
TOTAL REVENUES:	0	202	0	0	0	0	0	0	202
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	202	0	0	0	0	0	0	202
TOTAL EXPENDITURES:	0	202	0	0	0	0	0	0	202

DEBT SERVICE - DADE COUNTY COURTHOUSE FACADE REPAIR (CAPITAL ASSET SERIES 2013B)

PROGRAM #: 988020

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

LOCATION: 73 W Flagler St District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	562	0	0	0	0	0	0	562
TOTAL REVENUES:	0	562	0	0	0	0	0	0	562
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	562	0	0	0	0	0	0	562
TOTAL EXPENDITURES:	0	562	0	0	0	0	0	0	562

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

PROGRAM #: 200000712

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

LOCATION: 73 W Flagler St District Located: 5
 City of Miami District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	13	0	0	0	0	0	0	13
TOTAL REVENUES:	0	13	0	0	0	0	0	0	13
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	13	0	0	0	0	0	0	13
TOTAL EXPENDITURES:	0	13	0	0	0	0	0	0	13

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - ELECTIONS ADA COMPLIANT VOTING EQUIPMENT (CAPITAL ASSET SERIES 2018A)

PROGRAM #: 200000952

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire ADA Compliant voting systems utilizing touch screen technology to cast votes and produce a paper-based record for verification and tabulation

LOCATION: 2700 NW 87 Ave District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	498	0	0	0	0	0	0	498
TOTAL REVENUES:	0	498	0	0	0	0	0	0	498
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	498	0	0	0	0	0	0	498
TOTAL EXPENDITURES:	0	498	0	0	0	0	0	0	498

DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 2000002034

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Vote by Mail Inserter and a Ballot Sorter to process vote by mail ballots

LOCATION: 2700 NW 87 Ave District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	80	0	0	0	0	0	0	80
TOTAL REVENUES:	0	80	0	0	0	0	0	0	80
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	80	0	0	0	0	0	0	80
TOTAL EXPENDITURES:	0	80	0	0	0	0	0	0	80

DEBT SERVICE - ELECTIONS EQUIPMENT (CAPITAL ASSET SERIES 2022A)

PROGRAM #: 2000002819

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire one Vote by Mail Ballot Inserter to process vote by mail ballots

LOCATION: 2700 NW 87 Ave District Located: 12
Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	58	0	0	0	0	0	0	58
TOTAL REVENUES:	0	58	0	0	0	0	0	0	58
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	58	0	0	0	0	0	0	58
TOTAL EXPENDITURES:	0	58	0	0	0	0	0	0	58

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - ELECTIONS EQUIPMENT (DS200 DIGITAL BALLOT SIGNATURE) (CAPITAL ASSET SERIES 2022A)

PROGRAM #: 2000002821

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire 1,750 DS200 Digital Ballot Scanners
 LOCATION: 2700 NW 87 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	337	0	0	0	0	0	0	337
TOTAL REVENUES:	0	337	0	0	0	0	0	0	337
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	337	0	0	0	0	0	0	337
TOTAL EXPENDITURES:	0	337	0	0	0	0	0	0	337

DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2013B)

PROGRAM #: 981590

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility; acquire furniture, fixtures and equipment; and provide the necessary technology for the Elections Department
 LOCATION: 2700 NW 87 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	465	0	0	0	0	0	0	465
TOTAL REVENUES:	0	465	0	0	0	0	0	0	465
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	465	0	0	0	0	0	0	465
TOTAL EXPENDITURES:	0	465	0	0	0	0	0	0	465

DEBT SERVICE - ELECTIONS FACILITY (CAPITAL ASSET SERIES 2016B)

PROGRAM #: 2000000713

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and build-out facility; acquire furniture, fixtures and equipment; and provide the necessary technology for the Elections Department
 LOCATION: 2700 NW 87 Ave District Located: 12
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	166	0	0	0	0	0	0	166
TOTAL REVENUES:	0	166	0	0	0	0	0	0	166
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	166	0	0	0	0	0	0	166
TOTAL EXPENDITURES:	0	166	0	0	0	0	0	0	166

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAAB 2022A)

PROGRAM #: 200002816

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
IT Funding Model	0	1,982	0	0	0	0	0	0	1,982
TOTAL REVENUES:	0	1,982	0	0	0	0	0	0	1,982
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,982	0	0	0	0	0	0	1,982
TOTAL EXPENDITURES:	0	1,982	0	0	0	0	0	0	1,982

DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 200002015

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
IT Funding Model	0	1,923	0	0	0	0	0	0	1,923
TOTAL REVENUES:	0	1,923	0	0	0	0	0	0	1,923
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,923	0	0	0	0	0	0	1,923
TOTAL EXPENDITURES:	0	1,923	0	0	0	0	0	0	1,923

DEBT SERVICE - ENTERPRISE RESOURCE PLANNING (CAPITAL ASSET SERIES 2020D)

PROGRAM #: 200002134

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire hardware and software and to implement system

LOCATION: 111 NW 1 St
City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
IT Funding Model	0	3,175	0	0	0	0	0	0	3,175
TOTAL REVENUES:	0	3,175	0	0	0	0	0	0	3,175
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	3,175	0	0	0	0	0	0	3,175
TOTAL EXPENDITURES:	0	3,175	0	0	0	0	0	0	3,175

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL ASSET SERIES 2022A)

PROGRAM #: 2000003422

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to improve UHF radio system
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Fire Rescue Revenues	0	862	0	0	0	0	0	0	862
TOTAL REVENUES:	0	862	0	0	0	0	0	0	862
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	862	0	0	0	0	0	0	862
TOTAL EXPENDITURES:	0	862	0	0	0	0	0	0	862

DEBT SERVICE - FIRE UHF RADIO SYSTEM (CAPITAL LEASE SERIES 2018)

PROGRAM #: 2000000939

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to improve UHF radio system
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: N/A

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,914	0	0	0	0	0	0	1,914
TOTAL REVENUES:	0	1,914	0	0	0	0	0	0	1,914
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,914	0	0	0	0	0	0	1,914
TOTAL EXPENDITURES:	0	1,914	0	0	0	0	0	0	1,914

DEBT SERVICE - FIRE UHF RADIO SYSTEM (NEW DEBT 2023A)

PROGRAM #: 2000003420



DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to improve UHF radio system
 LOCATION: Various Sites District Located: Countywide
 Throughout Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Fire Rescue Revenues	0	1,300	0	0	0	0	0	0	1,300
TOTAL REVENUES:	0	1,300	0	0	0	0	0	0	1,300
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,300	0	0	0	0	0	0	1,300
TOTAL EXPENDITURES:	0	1,300	0	0	0	0	0	0	1,300

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2013B)

PROGRAM #: 984120

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to acquire and improve the Golf Club of Miami

LOCATION: 6801 NW 186 St District Located: 1
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	166	0	0	0	0	0	0	166
TOTAL REVENUES:	0	166	0	0	0	0	0	0	166
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	166	0	0	0	0	0	0	166
TOTAL EXPENDITURES:	0	166	0	0	0	0	0	0	166

DEBT SERVICE - GOLF CLUB OF MIAMI (CAPITAL ASSET SERIES 2016B)

PROGRAM #: 200000709

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	5	0	0	0	0	0	0	5
TOTAL REVENUES:	0	5	0	0	0	0	0	0	5
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	5	0	0	0	0	0	0	5
TOTAL EXPENDITURES:	0	5	0	0	0	0	0	0	5

DEBT SERVICE - INTEGRATED COMMAND AND COMMUNICATIONS CENTER (CAPITAL ASSET SERIES 2022A)

PROGRAM #: 200002936

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

LOCATION: 11500 NW 25 St District Located: 12
 Sweetwater District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	126	0	0	0	0	0	0	126
TOTAL REVENUES:	0	126	0	0	0	0	0	0	126
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	126	0	0	0	0	0	0	126
TOTAL EXPENDITURES:	0	126	0	0	0	0	0	0	126

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - INTEGRATED COMMAND AND COMMUNICATIONS CENTER (NEW DEBT 2023)

PROGRAM #: 200003399

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

LOCATION: 11500 NW 25 St
Sweetwater
District Located: 12
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	195	0	0	0	0	0	0	195
TOTAL REVENUES:	0	195	0	0	0	0	0	0	195
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	195	0	0	0	0	0	0	195
TOTAL EXPENDITURES:	0	195	0	0	0	0	0	0	195

DEBT SERVICE - NARROWBANDING

PROGRAM #: 200000145

DESCRIPTION: Provide funding for annual debt service payment, related to the Federal Communications Commission (FCC) mandate to narrowband UHF frequencies that required Miami-Dade Fire Rescue to install more communications towers to receive and transmit UHF signals - FINANCIALS TO BE UPDATED

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,019	0	0	0	0	0	0	2,019
TOTAL REVENUES:	0	2,019	0	0	0	0	0	0	2,019
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,019	0	0	0	0	0	0	2,019
TOTAL EXPENDITURES:	0	2,019	0	0	0	0	0	0	2,019

DEBT SERVICE - OCEAN RESCUE FACILITY (CAPITAL ASSET SERIES 2022A)

PROGRAM #: 200002935

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

LOCATION: 4000 Crandon Blvd
Unincorporated Miami-Dade County
District Located: 7
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	151	0	0	0	0	0	0	151
TOTAL REVENUES:	0	151	0	0	0	0	0	0	151
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	151	0	0	0	0	0	0	151
TOTAL EXPENDITURES:	0	151	0	0	0	0	0	0	151

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - PORTABLE CLASSROOMS FOR HEAD START/EARLY HEAD START PROGRAMS (CAPITAL ASSET SERIES 2020D)

PROGRAM #: 200002135

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to purchase 17 new portable classrooms to replace older existing units

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	240	0	0	0	0	0	0	240
TOTAL REVENUES:	0	240	0	0	0	0	0	0	240
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	240	0	0	0	0	0	0	240
TOTAL EXPENDITURES:	0	240	0	0	0	0	0	0	240

DEBT SERVICE - PROJECT CLOSEOUT COSTS (CAPITAL ASSET SERIES 2019B)

PROGRAM #: 988720

DESCRIPTION: Provide funding for annual debt service payment; financing will be used to close out completion of a variety of projects including Animal Services facility, technology equipment and PROS marinas and parking projects

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	115	0	0	0	0	0	0	115
TOTAL REVENUES:	0	115	0	0	0	0	0	0	115
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	115	0	0	0	0	0	0	115
TOTAL EXPENDITURES:	0	115	0	0	0	0	0	0	115

DEBT SERVICE - PUBLIC HEALTH TRUST - EQUIPMENT (CAPITAL ASSET ACQUISITION SERIES 2017A)

PROGRAM #: 200000933

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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	2,652	0	0	0	0	0	0	2,652
TOTAL REVENUES:	0	2,652	0	0	0	0	0	0	2,652
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	2,652	0	0	0	0	0	0	2,652
TOTAL EXPENDITURES:	0	2,652	0	0	0	0	0	0	2,652

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - PUBLIC HEALTH TRUST - INFRASTRUCTURE (CAAB 2021B)

PROGRAM #: 200002757

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used for Public Health Trust equipment and infrastructure

LOCATION: 1611 NW 12 Ave
City of Miami

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	817	0	0	0	0	0	0	817
TOTAL REVENUES:	0	817	0	0	0	0	0	0	817
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	817	0	0	0	0	0	0	817
TOTAL EXPENDITURES:	0	817	0	0	0	0	0	0	817

DEBT SERVICE - PUBLIC HOUSING IMPROVEMENTS (CAPITAL ASSET 2016B)

PROGRAM #: 200000708

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to complete Hope VI Phase One and Phase Two projects and Scott Carver

LOCATION: 701 NW 1 Ct
City of Miami

District Located: 3
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	837	0	0	0	0	0	0	837
TOTAL REVENUES:	0	837	0	0	0	0	0	0	837
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	837	0	0	0	0	0	0	837
TOTAL EXPENDITURES:	0	837	0	0	0	0	0	0	837

DEBT SERVICE - PUBLIC HOUSING PROJECTS (CAAB 2021B)

PROGRAM #: 200002756

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds used to fund equipment and fixed improvements for security-related projects at public housing sites and for Ward Towers close-out costs

LOCATION: Various Sites
Throughout Miami-Dade County

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	393	0	0	0	0	0	0	393
TOTAL REVENUES:	0	393	0	0	0	0	0	0	393
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	393	0	0	0	0	0	0	393
TOTAL EXPENDITURES:	0	393	0	0	0	0	0	0	393

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (CAPITAL ASSET SERIES 2021B)

PROGRAM #: 200002735

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP)
 LOCATION: Unincorporated Municipal Service Area District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	1,150	0	0	0	0	0	0	1,150
TOTAL REVENUES:	0	1,150	0	0	0	0	0	0	1,150
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	1,150	0	0	0	0	0	0	1,150
TOTAL EXPENDITURES:	0	1,150	0	0	0	0	0	0	1,150

DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (NEW DEBT 2023)

PROGRAM #: 200002817

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2023)
 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	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	650	0	0	0	0	0	0	650
TOTAL REVENUES:	0	650	0	0	0	0	0	0	650
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	650	0	0	0	0	0	0	650
TOTAL EXPENDITURES:	0	650	0	0	0	0	0	0	650

DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2017 (CAPITAL ASSET SERIES 2018A)

PROGRAM #: 200000951

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2017)
 LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	817	0	0	0	0	0	0	817
TOTAL REVENUES:	0	817	0	0	0	0	0	0	817
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	817	0	0	0	0	0	0	817
TOTAL EXPENDITURES:	0	817	0	0	0	0	0	0	817

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

DEBT SERVICE - QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM 2018 (CAPITAL ASSET SERIES 2019A)

PROGRAM #: 2000001260

DESCRIPTION: Debt service to support Quality Neighborhood Improvement Program (QNIP 2019)
 LOCATION: Unincorporated Miami-Dade County District Located: Unincorporated Municipal Service Area
 Unincorporated Miami-Dade County District(s) Served: Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	637	0	0	0	0	0	0	637
TOTAL REVENUES:	0	637	0	0	0	0	0	0	637
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	637	0	0	0	0	0	0	637
TOTAL EXPENDITURES:	0	637	0	0	0	0	0	0	637

DEBT SERVICE - SCOTT CARVER/HOPE VI (CAPITAL ASSET SERIES 2020D)

PROGRAM #: 2000002136

DESCRIPTION: Provide funding for annual debt service payment; financing proceeds used to fund development of mixed finance housing units
 LOCATION: 7226 NW 22 Ave District Located: 2
 Unincorporated Miami-Dade County District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	834	0	0	0	0	0	0	834
TOTAL REVENUES:	0	834	0	0	0	0	0	0	834
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	834	0	0	0	0	0	0	834
TOTAL EXPENDITURES:	0	834	0	0	0	0	0	0	834

DEBT SERVICE – CLOUD-BASED AUTOMATED FINGERPRINT SYSTEM (CAPITAL ASSET SERIES 2020C)

PROGRAM #: 2000002035

DESCRIPTION: Provide funding for annual debt service payments; financing proceeds were used to implement a cloud-based automated fingerprint system for the Miami-Dade Police Department
 LOCATION: 9105 NW 25 St District Located: Countywide
 Doral District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	50	0	0	0	0	0	0	50
TOTAL REVENUES:	0	50	0	0	0	0	0	0	50
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Debt Service/Bond Issuance Costs	0	50	0	0	0	0	0	0	50
TOTAL EXPENDITURES:	0	50	0	0	0	0	0	0	50

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

FLAGLER STREET RECONSTRUCTION

PROGRAM #: 200000963

DESCRIPTION: Provide Flagler Street reconstruction and economic development
LOCATION: Flagler St and Biscayne Blvd
 City of Miami

District Located: 5
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	5,000	500	500	0	0	0	0	0	6,000
General Government Improvement Fund (GGIF)	4,170	0	0	0	0	0	0	0	4,170
TOTAL REVENUES:	9,170	500	500	0	0	0	0	0	10,170
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	9,170	500	500	0	0	0	0	0	10,170
TOTAL EXPENDITURES:	9,170	500	500	0	0	0	0	0	10,170

FLEET - REPLACEMENT VEHICLES AND SPECIAL EQUIPMENT

PROGRAM #: 200000511



DESCRIPTION: Purchase fleet replacement vehicles for both heavy and light fleet for various County departments as well as various special equipment to support County operations
LOCATION: Various Sites
 Various Sites

District Located: Countywide
District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Animal Services Trust Fund	28	0	0	0	0	0	0	0	28
Aviation Revenues	21,062	29,456	2,644	1,927	855	6,738	0	0	62,682
Causeway Toll Revenue	344	150	38	0	0	0	0	0	532
Charter County Transit System Surtax	0	6,162	0	0	0	0	0	0	6,162
Clerk of the Courts Operating Revenue	164	0	45	60	290	130	120	220	1,029
DERM Operating Non - USF	30	261	0	0	0	0	0	0	291
Diesel Emissions Reduction Act Grant	1,853	0	0	0	0	0	0	0	1,853
Fire Impact Fees	1,618	0	0	0	0	0	0	0	1,618
Fire Rescue Taxing District	14,642	0	0	0	0	0	0	0	14,642
Future Financing	21,500	19,106	30,985	28,357	39,083	37,183	0	0	176,214
General Government Improvement Fund (GGIF)	48	0	0	0	0	0	0	0	48
Law Enforcement Trust Fund (LETF)	8	0	0	0	0	0	0	0	8
Lease Financing - County	236,679	68,719	52,264	55,708	54,353	60,498	49,736	2,174	580,130
Bonds/Debt									
Miami-Dade Library Taxing District	220	910	608	832	741	110	230	1,290	4,941
PHCD Operating Revenue	0	535	316	200	234	239	0	0	1,524
PROS Operating Revenue	1,151	120	356	0	0	0	0	0	1,627
Police Operating Revenue	383	0	0	0	0	0	0	0	383
RER Operating Revenue	3,948	2,369	557	674	291	0	0	0	7,839
Seaport Revenues	127	435	412	460	212	0	0	0	1,646
Special Taxing District	1,054	184	156	206	373	165	0	0	2,138
Stormwater Utility	5,956	360	0	0	0	0	0	0	6,316
Transit Operating Revenues	4,584	2,070	2,005	280	0	0	0	0	8,939
Urban Area Security Initiative Grant	670	0	0	0	0	0	0	0	670
Wastewater Renewal Fund	111,898	13,079	21,459	0	0	0	0	0	146,436
TOTAL REVENUES:	427,967	143,916	111,845	88,704	96,432	105,063	50,086	3,684	1,027,697
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Automobiles/Vehicles	423,599	142,360	110,405	84,998	95,676	102,811	50,086	3,684	1,013,619
Major Machinery and Equipment	4,368	1,556	1,440	3,706	756	2,252	0	0	14,078
TOTAL EXPENDITURES:	427,967	143,916	111,845	88,704	96,432	105,063	50,086	3,684	1,027,697

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

HOUSING FACILITIES UPGRADES AND IMPROVEMENTS

PROGRAM #: 200001489

DESCRIPTION: Perform upgrades and improvements to housing facilities maintained by Miami-Dade County
 LOCATION: Various Sites District Located: Countywide
 Various Sites District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	0	3,000	0	0	0	0	0	0	3,000
TOTAL REVENUES:	0	3,000	0	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	3,000	0	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	0	3,000	0	0	0	0	0	0	3,000

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 01 (UMSA)

PROGRAM #: 601200

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 1
 LOCATION: Commission District 1 District Located: 1
 Unincorporated Miami-Dade County District(s) Served: 1

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	808	672	20	0	0	0	0	0	1,500
TOTAL REVENUES:	808	672	20	0	0	0	0	0	1,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	808	672	20	0	0	0	0	0	1,500
TOTAL EXPENDITURES:	808	672	20	0	0	0	0	0	1,500

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 03 (UMSA)

PROGRAM #: 607020

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 3
 LOCATION: Commission District 3 District Located: 3
 Unincorporated Miami-Dade County District(s) Served: 3

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	568	342	0	0	0	0	0	0	910
TOTAL REVENUES:	568	342	0	0	0	0	0	0	910
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	568	342	0	0	0	0	0	0	910
TOTAL EXPENDITURES:	568	342	0	0	0	0	0	0	910

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 10 (UMSA)

PROGRAM #: 609220

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in District 10
 LOCATION: To Be Determined District Located: 10
 Unincorporated Miami-Dade County District(s) Served: 10

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	11,852	317	0	0	0	0	0	0	12,169
TOTAL REVENUES:	11,852	317	0	0	0	0	0	0	12,169
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	11,852	317	0	0	0	0	0	0	12,169
TOTAL EXPENDITURES:	11,852	317	0	0	0	0	0	0	12,169

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 11 (UMSA)

PROGRAM #: 608000

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 11
 LOCATION: Commission District 11 District Located: 11
 Unincorporated Miami-Dade County District(s) Served: 11

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	4,004	496	0	0	0	0	0	0	4,500
TOTAL REVENUES:	4,004	496	0	0	0	0	0	0	4,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	4,004	496	0	0	0	0	0	0	4,500
TOTAL EXPENDITURES:	4,004	496	0	0	0	0	0	0	4,500

INFRASTRUCTURE IMPROVEMENTS - COMMISSION DISTRICT 12 (UMSA)

PROGRAM #: 602140

DESCRIPTION: Provide infrastructure improvements to include sidewalks, resurfacing and guardrails in Commission District 12
 LOCATION: Commission District 12 District Located: 12
 Various Sites District(s) Served: 12

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	176	765	0	0	0	0	0	0	941
TOTAL REVENUES:	176	765	0	0	0	0	0	0	941
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	176	265	0	0	0	0	0	0	441
Infrastructure Improvements	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	176	765	0	0	0	0	0	0	941

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

INFRASTRUCTURE IMPROVEMENTS - PINECREST

PROGRAM #: 200001555

DESCRIPTION: Various infrastructure improvements including but not limited to sidewalks, resurfacing and guardrails in the City of Pinecrest

LOCATION: Various Sites District Located: 7
Pinecrest District(s) Served: 7

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	0	500	0	0	0	0	0	0	500
TOTAL REVENUES:	0	500	0	0	0	0	0	0	500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	500	0	0	0	0	0	0	500
TOTAL EXPENDITURES:	0	500	0	0	0	0	0	0	500

JACKSON HEALTH CENTER

PROGRAM #: 981940

DESCRIPTION: Partner with Jackson Health System to provide healthcare opportunities

LOCATION: To Be Determined District Located: 6
To Be Determined District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	7,500	200	0	0	0	0	0	0	7,700
TOTAL REVENUES:	7,500	200	0	0	0	0	0	0	7,700
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	7,500	200	0	0	0	0	0	0	7,700
TOTAL EXPENDITURES:	7,500	200	0	0	0	0	0	0	7,700

JACKSON HEALTH SYSTEM FACILITIES UPGRADES AND IMPROVEMENTS

PROGRAM #: 200001487

DESCRIPTION: Perform upgrades and improvements to Jackson Health System facilities to include life safety, HVAC and electrical improvements

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

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	0	4,313	0	0	0	0	0	0	4,313
TOTAL REVENUES:	0	4,313	0	0	0	0	0	0	4,313
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	4,313	0	0	0	0	0	0	4,313
TOTAL EXPENDITURES:	0	4,313	0	0	0	0	0	0	4,313

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

JACKSON HEALTH SYSTEM SMART ROOMS

PROGRAM #: 2000001486

DESCRIPTION: Construct SMART rooms at Jackson Health System facilities

LOCATION: Various Sites

District Located: Countywide

To Be Determined

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	0	5,000	0	0	0	0	0	0	5,000
TOTAL REVENUES:	0	5,000	0	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	5,000	0	0	0	0	0	0	5,000
TOTAL EXPENDITURES:	0	5,000	0	0	0	0	0	0	5,000

MUNICIPAL PROJECTS - CULTURAL, LIBRARY AND MULTICULTURAL EDUCATIONAL FACILITIES

PROGRAM #: 2000002895

DESCRIPTION: Provide BBC GOB funding to municipalities supporting projects that improve cultural, library and multicultural educational facilities

LOCATION: Various Sites

District Located: 7

Throughout Miami-Dade County

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	11	5,200	5,200	5,089	0	0	0	0	15,500
TOTAL REVENUES:	11	5,200	5,200	5,089	0	0	0	0	15,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	11	5,200	5,200	5,089	0	0	0	0	15,500
TOTAL EXPENDITURES:	11	5,200	5,200	5,089	0	0	0	0	15,500

NEIGHBORHOOD AND LOCAL ROADWAY IMPROVEMENTS

PROGRAM #: 2000003675

DESCRIPTION: Provide various neighborhood and local roadway improvements

LOCATION: Various Sites

District Located: Countywide

Various Sites

District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	0	3,782	0	0	0	0	0	0	3,782
TOTAL REVENUES:	0	3,782	0	0	0	0	0	0	3,782
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	3,782	0	0	0	0	0	0	3,782
TOTAL EXPENDITURES:	0	3,782	0	0	0	0	0	0	3,782

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

PARK AND RECREATIONAL FACILITIES - CITY OF NORTH MIAMI

PROGRAM #: 2000001975

DESCRIPTION: Development of Cagni North Park
 LOCATION: 700 NE 137 St
 North Miami

District Located: 2
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	50	2,450	2,500	0	0	0	0	0	5,000
TOTAL REVENUES:	50	2,450	2,500	0	0	0	0	0	5,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	50	2,450	2,500	0	0	0	0	0	5,000
TOTAL EXPENDITURES:	50	2,450	2,500	0	0	0	0	0	5,000

PARK AND RECREATIONAL FACILITIES - CITY OF NORTH MIAMI BEACH

PROGRAM #: 2000001559

DESCRIPTION: Construct Washington Park and Community Center
 LOCATION: To Be Determined
 North Miami Beach

District Located: 2
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	0	750	0	0	0	0	0	0	750
TOTAL REVENUES:	0	750	0	0	0	0	0	0	750
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	0	750	0	0	0	0	0	0	750
TOTAL EXPENDITURES:	0	750	0	0	0	0	0	0	750

PARK AND RECREATIONAL FACILITIES - VILLAGE OF BAL HARBOUR

PROGRAM #: 2000001560



DESCRIPTION: Reconstruct existing jetty and area under the Haulover Inlet Bridge to improve the safety and aesthetics of the public space
 LOCATION: Haulover Inlet Bridge
 Bal Harbour

District Located: 4
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	3,100	2,500	1,900	0	0	0	0	0	7,500
TOTAL REVENUES:	3,100	2,500	1,900	0	0	0	0	0	7,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	3,100	2,500	1,900	0	0	0	0	0	7,500
TOTAL EXPENDITURES:	3,100	2,500	1,900	0	0	0	0	0	7,500

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

PARKS AND FACILITY IMPROVEMENTS - CITY OF MIAMI

PROGRAM #: 200002334

DESCRIPTION: Provide park improvements and related facilities throughout the City of Miami
 LOCATION: Various Sites
 City of Miami

District Located: 5
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	100	161	200	0	0	0	0	0	461
TOTAL REVENUES:	100	161	200	0	0	0	0	0	461
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	100	161	200	0	0	0	0	0	461
TOTAL EXPENDITURES:	100	161	200	0	0	0	0	0	461

PARKS IMPROVEMENTS - DISTRICT 01

PROGRAM #: 2000001497

DESCRIPTION: Construct and improve park and recreation facilities in Commission District 1 - GOB Project 317
 LOCATION: Various Sites
 Various Sites

District Located: 1
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	1,000	2,000	0	0	0	0	0	0	3,000
TOTAL REVENUES:	1,000	2,000	0	0	0	0	0	0	3,000
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	1,000	2,000	0	0	0	0	0	0	3,000
TOTAL EXPENDITURES:	1,000	2,000	0	0	0	0	0	0	3,000

PUERTO RICAN COMMUNITY CENTER

PROGRAM #: 111760

DESCRIPTION: Develop, design and construct a Puerto Rican Community Center
 LOCATION: 2900 NW 5 Ave
 City of Miami

District Located: 3
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	0	2,500	0	0	0	0	0	0	2,500
TOTAL REVENUES:	0	2,500	0	0	0	0	0	0	2,500
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	2,500	0	0	0	0	0	0	2,500
TOTAL EXPENDITURES:	0	2,500	0	0	0	0	0	0	2,500

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP)

PROGRAM #: 200000581

DESCRIPTION: Resurface sidewalks, install calming devices, landscape, provide park improvements and complete various drainage projects

LOCATION: Various Sites
Unincorporated Miami-Dade County

District Located:
District(s) Served:

Unincorporated Municipal Service Area
Unincorporated Municipal Service Area

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
QNIP 2017 - Bond Proceeds	10,000	0	0	0	0	0	0	0	10,000
QNIP 2019 - Bond Proceeds	10,000	0	0	0	0	0	0	0	10,000
QNIP 2022 - Bond Proceeds	10,000	0	0	0	0	0	0	0	10,000
QNIP 2024 - Bond Proceeds	0	10,000	0	0	0	0	0	0	10,000
QNIP II - Bond Proceeds	1,559	0	0	0	0	0	0	0	1,559
QNIP IV - Bond Proceeds	1,174	0	0	0	0	0	0	0	1,174
QNIP V - Bond Proceeds	1,238	0	0	0	0	0	0	0	1,238
TOTAL REVENUES:	33,971	10,000	0	0	0	0	0	0	43,971
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Construction	0	1,360	0	0	0	0	0	0	1,360
Infrastructure Improvements	23,805	18,733	0	0	0	0	0	0	42,538
Planning and Design	0	73	0	0	0	0	0	0	73
TOTAL EXPENDITURES:	23,805	20,166	0	0	0	0	0	0	43,971

REPAIRS, RENOVATIONS AND VARIOUS MISCELLANEOUS PROJECTS

PROGRAM #: 9810050

DESCRIPTION: Provide for unexpected repairs, renovations and minor capital projects as needed

LOCATION: Countywide
Throughout Miami-Dade County

District Located:
District(s) Served:

Countywide
Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	10,073	1,809	0	0	0	0	0	0	11,882
TOTAL REVENUES:	10,073	1,809	0	0	0	0	0	0	11,882
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Building Acquisition/Improvements	0	100	0	0	0	0	0	0	100
Construction	267	891	0	0	0	0	0	0	1,158
Debt Service/Bond Issuance Costs	700	0	0	0	0	0	0	0	700
Furniture Fixtures and Equipment	250	100	0	0	0	0	0	0	350
Infrastructure Improvements	531	4,651	0	0	0	0	0	0	5,182
Planning and Design	192	0	0	0	0	0	0	0	192
Technology Hardware/Software	0	4,200	0	0	0	0	0	0	4,200
TOTAL EXPENDITURES:	1,940	9,942	0	0	0	0	0	0	11,882

FY 2023-24 Adopted Budget and Multi-Year Capital Plan

ROADWAY IMPROVEMENTS

PROGRAM #: 2000001302



DESCRIPTION: Provide various roadway improvements
 LOCATION: Various Sites
 Various Sites

District Located: 2,3,6,11,13
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
General Government Improvement Fund (GGIF)	7,509	4,154	0	0	0	0	0	0	11,663
TOTAL REVENUES:	7,509	4,154	0	0	0	0	0	0	11,663
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	968	10,695	0	0	0	0	0	0	11,663
TOTAL EXPENDITURES:	968	10,695	0	0	0	0	0	0	11,663

WATER, SEWER AND FLOOD CONTROL SYSTEMS - SOUTH MIAMI

PROGRAM #: 2000001496

DESCRIPTION: Construct and improve water, sewer and flood control systems in South Miami
 LOCATION: Various Sites
 South Miami

District Located: 7
 District(s) Served: Countywide

REVENUE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
BBC GOB Financing	1,377	400	0	0	0	0	0	0	1,777
TOTAL REVENUES:	1,377	400	0	0	0	0	0	0	1,777
EXPENDITURE SCHEDULE:	PRIOR	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	FUTURE	TOTAL
Infrastructure Improvements	1,377	400	0	0	0	0	0	0	1,777
TOTAL EXPENDITURES:	1,377	400	0	0	0	0	0	0	1,777

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INDEX

Index

A

Americans with Disabilities Act (ADA), 270
Animal Services Department (ASD), 13, 29, 283
Audit and Management Services (AMS), 27, 74, 227
Aviation Department (MDAD), 149

B

Beach Renourishment, 180, 193
Budget Narrative, 6
Building Better Communities General Obligation Bond (BBC GOB), 79, 115, 193, 312, 327, 331
Business Planning, 274, 327

C

Code Enforcement, 25, 180, 183, 258, 263, 287
Commission on Ethics and Public Trust, 231, 233
Communications and Customer Experience Department (CCED), 235
Community Action and Human Services (CAHSD), 103
Community-based Organizations (CBOs), 327, 329, 331, 333-34
Community Redevelopment Areas (CRAs), 332
Community Resource Centers, 103, 113
Community Services Block Grant (CSBG), 112-13
Coordinated Victims Assistance Center (CVAC), 114
Corrections and Rehabilitation (MDCR), 280
Countywide Infrastructure Investment Program (CIIP) 21, 115, 242, 253, 307, 312-13, 327, 331

D

Documentary Stamp Surtax, 132, 139, 177
Domestic Violence Oversight Board (DVOB), 125

E

Early Head Start, 106, 109
Economic Development Fund (EDF), 187
Economic Development Strategic Area, 149, 180, 206
Elections Department, 247
Emergency Solutions Grants Program, 132, 139

Employee Protection Ordinance (EPO), 231
Enterprise Resource Planning (ERP), 75, 269, 275, 279, 281, 306, 327, 336-37, 346
Environmentally Endangered Lands (EEL), 180, 189-90, 193
Equal Employment Opportunity Commission (EEOC), 267

F

Fair Employment Practices Division, 273
Film, 180, 186-87
Finance Department, 18, 77, 258, 264, 274, 336-37
Florida Documentary Stamp Surtax, 132
Food and Beverage Tax, 123, 125-26, 358

G

Gantry Cranes, 210-11
General Government Strategic Area, 227, 231, 235, 247, 258, 267, 277, 298, 304, 327, 346
Grants Coordination, 333
Greater Miami Service Corps (GMSC), 29, 79, 109-10, 307

H

Head Start, 103, 106, 109, 112
Health and Society Strategic Area, 103, 123, 132
Health Department, 72
Historic Preservation, 140, 180, 185
Homeless Trust, 123, 125-26
HOME Investment Partnerships Program (HOME), 132
Housing Choice Voucher (HCV), 134, 136
Human Resources Department, 27, 79, 211, 258, 267, 269

I

Image and Workflow Automation (IWA), 262
Information Technology Department (ITD), 277, 330
Inspector General, 27, 74, 231, 298, 300
Internal Services Department (ISD), 258, 274, 289, 304

J

Juvenile Services, 27, 289

L

Low Income Home Energy Assistance Program (LIHEAP), 113

M

Miami International Airport (MIA), 149

Miami Executive Airport, 158

Miami-Dade Economic Advocacy Trust (MDEAT), 173

Miami-Dade Television (MDTV), 235

Meals on Wheels, 108-09

Mosquito Control, 25, 27, 31, 211, 289

N

Neighborhood and Infrastructure Strategic Area, 13, 25, 72, 180

Neighborhood Code Compliance, 180

O

Office of Management and Budget (OMB), 31, 190, 252, 258, 265, 269, 275, 280, 327, 330, 343, 360

Office of Resilience, 190-91, 312

Office of the Inspector General (OIG), 27, 74, 231, 298

P

Pet Adoption and Protection Center (PAPC), 13, 21

Police Department (MDPD), 17, 280, 302, 313

PortMiami, 206, 209, 211, 301

Property Appraiser, 252, 258, 330, 337, 341, 343, 360

Public Housing and Community Development (PHCD), 111, 132, 229, 260, 283, 301-02

Q

Quality Neighborhood Improvement Program (QNIP), 331

R

Regulatory and Economic Resources (RER), 72, 111, 180, 229, 260, 274, 285, 302, 330, 334

Rental Assistance Demonstration (RAD), 132, 135, 137

Ryan White Program, 334

S

Scorecard, 177, 281, 336

Seaport Department, 206, 283, 301

Section 8 Management Assessment Program (SEMAP), 132, 134

Small Business Development, 306, 309

Solid Waste Management (DSWM), 17, 25, 32, 111, 211, 229, 274, 283, 289, 301, 312, 334

Spay/Neuter services, 16-7, 20

State Housing Initiatives Partnership (SHIP), 139

Strategic Plan Objectives, 6

Strategic Procurement Department (SPD), 346

T

Targeted Jobs Incentive Fund (TJIF), 180, 185

Targeted Urban Areas (TUAs), 332

Tax Collector, 252, 260, 283, 287, 330, 337, 341, 343, 353, 355-60

Tax Increment Financing (TIF), 327, 332

Teen Court, 173, 176

Transportation and Public Works (DTPW), 301, 311, 348

Transportation Infrastructure Improvement District (TIID), 332

Transportation Planning Organization, 185

Trap, Neuter, Vaccinate and Release (TNVR), 13, 15-7, 20

Trash and Recycling Centers (TRCs), 25, 27, 29-30

W


Water and Sewer Department, 31, 72, 261, 285, 301, 334



305
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