

## OUR GOVERNMENT

A final dimension of the CRF is leadership and strategy. Miami-Dade County is unique in its structure, and has been recognized nationally for our dedication to results-oriented management. Many of our programs and services have received awards based on our service delivery planning and allocation of resources. The County has operated since 1957 under a unique metropolitan system of government known as a "two-tier federation." This was made possible when Florida voters approved a constitutional amendment in 1956 that allowed the people of the County to enact a home rule charter. At that time, the electors of Miami-Dade County were granted the power to revise and amend the Charter by countywide vote. The most recent amendment was in November 2012. The Miami-Dade County Charter may be viewed at: <http://www.miamidade.gov/charter/library/charter.pdf>.

The County has home rule powers, subject only to the limitations of the Constitution and general laws of the State. We are, in effect, a regional government with certain powers effective throughout the entire county, including 34 municipalities located within the county, and a municipal government for the unincorporated area of the county. Unlike a consolidated city-county, where the city and county governments merge into a single entity, these two entities remain separate. Instead there are two "tiers," or levels, of government: city and county. The County can take over particular activities of a city's operations if the services fall below minimum standards set by the Board of County Commissioners (BCC) of Miami-Dade County or with the consent of the governing body of a particular city. The County can also dissolve a city with fewer than 20 electors.

Of the county's total population, an estimated 1,169,834 or 43.48 percent live in the unincorporated area, the majority of which is heavily urbanized. For residents living in the Unincorporated Municipal Service Area (UMSA), the County fills the role of both tiers of government. All residents pay a property tax to support regional services, such as transportation, jails, and regional parks. Residents within UMSA pay a property tax for municipal-type services provided by the County such as local police patrol, local parks, and local roads. Residents of municipalities do not pay UMSA tax, but rather pay a property tax to the municipality in which they reside. Each municipality levies taxes against its property tax roll. Municipalities develop and approve their own budgets, which are not part of the County's budget. The following table shows the population and roll value for each municipal taxing jurisdiction.

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

<b>MIAMI-DADE COUNTY POPULATION AND ASSESSMENT ROLLS</b>				
<b>Jurisdiction</b>	<b>2016 Population *</b>	<b>Percent of Total Population</b>	<b>2016 Assessment Roll Value (in \$,000)**</b>	<b>Percent of Tax Roll</b>
Aventura	37,611	1.40	\$9,901,694	3.94
Bal Harbour	2,716	0.10	446,364	0.18
Bay Harbor Islands	5,541	0.21	880,111	0.35
Biscayne Park	3,213	0.12	176,894	0.07
Coral Gables	49,449	1.84	14,389,133	5.73
Cutler Bay	44,901	1.67	2,234,838	0.89
Doral	59,304	2.20	11,134,953	4.43
El Portal	2,200	0.08	129,831	0.05
Florida City	12,832	0.48	460,489	0.18
Golden Beach	932	0.03	952,565	0.38
Hialeah	233,431	8.68	8,533,650	3.40
Hialeah Gardens	23,332	0.87	1,091,423	0.43
Homestead	70,191	2.61	2,316,513	0.92
Indian Creek Village	84	0.00	547,987	0.22
Key Biscayne	12,783	0.48	8,339,285	3.32
Medley	834	0.03	1,986,107	0.79
Miami	452,999	16.84	44,602,306	17.75
Miami Beach	92,797	3.45	34,697,757	13.81
Miami Gardens	111,998	4.16	3,840,503	1.53
Miami Lakes	30,444	1.13	2,809,602	1.12
Miami Shores	10,810	0.40	974,796	0.39
Miami Springs	14,214	0.53	1,050,756	0.42
North Bay Village	8,949	0.33	959,708	0.38
North Miami	63,731	2.37	2,603,435	1.04
North Miami Beach	44,512	1.65	2,330,920	0.93
Opa-Locka	17,831	0.66	751,531	0.30
Palmetto Bay	23,962	0.89	2,659,717	1.06
Pinecrest	18,382	0.68	4,380,871	1.74
South Miami	12,912	0.48	1,692,410	0.67
Sunny Isles Beach	22,063	0.82	10,111,429	4.02
Surfside	5,544	0.21	1,689,439	0.67
Sweetwater	21,408	0.80	1,557,674	0.62
Virginia Gardens	2,433	0.09	243,065	0.10
West Miami	6,600	0.25	368,149	0.15
Subtotal - cities	1,520,943	56.52	\$180,845,905	71.95
Adjustment for Senior Citizen Exemption, Eastern Shores, and Opa-Locka Airport			3,877,636	1.54
Unincorporated Area	1,169,834	43.48	66,613,470	26.51
<b>TOTAL - Miami-Dade County</b>	<b>2,690,777</b>	<b>100.00</b>	<b>\$251,337,011</b>	<b>100.00</b>

\* Official April 1, 2016 Florida Population Estimates by County and Municipality for Revenue Sharing; Posted October 2016

\*\* Assessment roll values are based on the Estimate of Taxable Value published by the Office of the Property Appraiser on July 1, 2016

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

The County budgets for four separate taxing jurisdictions: Countywide, the Unincorporated Municipal Service Area (UMSA), the Fire Rescue District, and the Library System. Each taxing jurisdiction is responsible for different types of services. The Countywide jurisdiction provides regional services such as public health and social services, transportation, regional parks and county roads, support for the court system, and the regional sheriff services and jails. The UMSA jurisdiction provides the municipal services for the residents of the county who don't live in municipalities. These services include local police patrol, local parks and roads, planning, and code enforcement. The Fire Rescue District provides fire rescue service for the entire county, except for the cities of Hialeah, Miami, Miami Beach, Key Biscayne, and Coral Gables. The Library System jurisdiction includes all municipalities and UMSA, except for Bal Harbour, Hialeah, Miami Shores, North Miami, North Miami Beach, and Surfside.

The table below shows the value of the property tax roll for each of the County's four taxing jurisdictions.

CERTIFIED TAX ROLLS				
Taxing Unit	Value per Mill of Taxable Property in 2015	Net Change in Value Due to Reassessment	Current Year Net New Construction Taxable Value	Value per Mill of Taxable Property in 2016
Countywide	\$225,595,144	\$20,717,777	\$5,024,091	\$251,337,011
Miami-Dade Fire Rescue Service District	128,193,190	9,975,279	2,703,324	140,871,793
Miami-Dade Public Library System	206,548,524	18,680,762	5,647,891	230,877,177
Unincorporated Municipal Service Area	61,505,261	4,357,457	750,751	66,613,470

**Notes:**

1. Tax roll figures are current Certified Preliminary roll values as of July 1, 2016.
2. The Current Year Net New Taxable Value column represents the value per mill of:  
 new construction + additions + improvements increasing value by at least 100% + annexations from the tax rolls  
 + total tangible personal property taxable value in excess of 115% of the previous year's total taxable value - deletions

### **GOVERNANCE**

On January 23, 2007, the Miami-Dade County Charter was amended to create a Strong Mayor form of government, with further charter amendments approved on November 2, 2010. The Mayor is elected countywide to serve a four-year term and is limited to two terms in office. The Mayor, who is not a member of the BCC, serves as the elected head of County government. In this role, the Mayor is responsible for the management of all administrative departments and for carrying out policies adopted by the Commission. The Mayor has, within ten days of final adoption by the BCC, veto authority over most legislative, quasi-judicial, zoning, and master plan or land use decisions of the BCC, including the budget or any particular component, and the right to appoint all department directors unless disapproved by a two-thirds majority of those Commissioners then in office at the next regularly scheduled BCC meeting.

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

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The BCC is the legislative body, consisting of 13 members elected from single-member districts. Members are elected to serve two consecutive four-year terms and elections of the membership are staggered. The full BCC chooses a Chairperson, who presides over the BCC, as well as appoints the members of its legislative committees. The BCC has a wide array of powers to enact legislation, establish service standards, and regulate businesses operating within the County. It also has the power to override the Mayor's veto with a two-thirds vote.

Florida's Constitution provides for five elected officials to oversee executive and administrative functions for each county: Sheriff, Supervisor of Elections, Tax Collector, Property Appraiser, and Clerk. Through the Home Rule Charter, the first three of these offices were reorganized and became subordinate County Departments. The most visible distinction between Miami-Dade and other Florida counties is the title of its law enforcement agency. It is the only county in Florida that does not have an elected sheriff, or an agency titled "Sheriff's Office." Instead, the equivalent agency is known as the Miami-Dade Police Department and its chief executive is known as the Director of the Miami-Dade Police Department. The Property Appraiser is elected to a four-year term, with no term limits. The Clerk of the Board is a separate, duly elected constitutional officer as mandated by Article V, Section 16 of the Constitution of the State of Florida. The Clerk is elected to a four-year term by the electorate of Miami-Dade County. In this capacity, the Clerk serves as the Clerk of the Board of County Commissioners, County Recorder, County Auditor, custodian of all County funds, and custodian of all records filed with the Court.

### *ORGANIZATIONAL STRUCTURE*

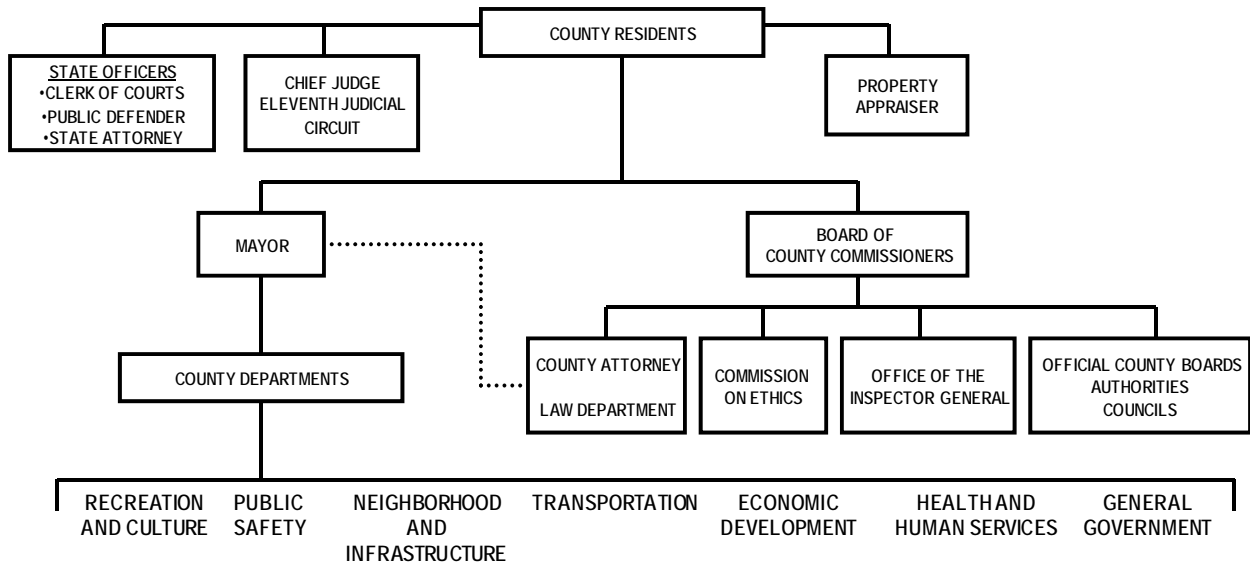
The leadership and strategy dimension of the CRF is driven by an organization's leadership and the effectiveness of its management, the ability of an organization to empower a broad range of stakeholders, and an organization's dedication to fostering long-term and integrated planning. Since 2003, Miami-Dade County has been a leader in the implementation of strategic planning and results-oriented management. Our organizational strategic plan supports efforts in our community, even as priorities and goals evolve and change.

Miami-Dade County departments and entities are divided into policy formation, six strategic service delivery areas, and general government functions.

- Policy Formulation: provides the leadership for the County as whole; the Office of the Mayor, the Board of County Commissioners, and the County Attorney
- Public Safety: provides comprehensive and humane programs for crime prevention, treatment and rehabilitation and improves public safety through the use of community planning and enforcement of quality of life issues; Corrections and Rehabilitation, Fire Rescue, Juvenile Services, Medical Examiner, and Police; funding for the County obligations and local requirements for the Eleventh Judicial Circuit (State Attorney, Public Defender, and Administrative Office of the Courts) and the Office of the Clerk is included in this strategic area
- Transportation: promotes innovative solutions to transportation challenges by maximizing the use of transportation systems on a neighborhood, county and regional basis; Aviation, Office of the Citizens' Independent Transportation Trust, Seaport, and Transportation and Public Works
- Recreation and Culture: develops, promotes and preserves cultural, recreational, library and natural experiences and opportunities for residents and visitors; Cultural Affairs, Library, and Parks, Recreation and Open Spaces
- Neighborhood and Infrastructure: provides efficient, consistent, and appropriate growth management and urban planning services and also promotes responsible stewardship of natural resources and provides timely and reliable public infrastructure services including animal care and control, stormwater, solid waste and wastewater management and a safe and clean water delivery system; Animal Services, Solid Waste Management, and Water and Sewer

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

- Health and Human Services: improves the quality of life and promotes maximum independence through the provision of health care, housing, and social and human services to those in need; Community Action and Human Services, Homeless Trust, and Public Housing and Community Development; the maintenance of effort funding for the Public Health Trust is also included in this strategic area
- Economic Development: supports activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas and lead the coordination of economic development activities, expand entrepreneurial opportunities and create a more business friendly environment in Miami-Dade County; Regulatory and Economic Resources and funding for the Miami-Dade Economic Advocacy Trust are included in this strategic area
- General Government: provides the internal support functions that ensure the successful implementation of the six other strategic areas; Audit and Management Services, Elections, Information Technology, Human Resources, Finance, Internal Services, Communications, and Office of Management and Budget along with funding to support the Commission on Ethics and Public Trust, the Office of the Inspector General, and the Property Appraiser are included in this strategic area



On page 10 of this book, a more detailed Table of Organization is displayed illustrating the reporting relationships for the various entities of the County, including all of the various departments and entities included in the County's Adopted Budget.