


Memorandum



DATE: March 19, 2007

TO: Honorable Carlos Alvarez, Mayor
Honorable Chairperson Bruno A. Barreiro and Members,
Board of County Commissioners

FROM: George M. Burger,
County Manager 

SUBJECT: *Building Better Communities* Bond Program 2006 Annual Report

In 2006 Miami-Dade County continued the implementation of the \$2.9 billion *Building Better Communities* Bond Program, which was approved by voters as part of the November 2, 2004 Election.

Attached please find a progress report on the *Building Better Communities* program for 2006. Please feel free to contact me or Roger Hernstadt if you have any questions.

Thank you for your continued support of the *Building Better Communities* Bond Program.

C: Honorable Bennett Brummer, Public Defender
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
Honorable Katherine Fernandez-Rundle, State Attorney
Honorable Harvey Ruvlin, Clerk, Circuit and County Courts
Marvin O'Quinn, President and CEO, Public Health Trust
Murray A. Greenberg, County Attorney
Assistant County Managers
Department Directors
Robert Meyers, Executive Director, Commission on Ethics and Public Trust
Christopher Mazzella, Inspector General
Charles Anderson, Commission Auditor



BUILDING BETTER COMMUNITIES

General Obligation Bond Program
www.miamidade.gov/build

In 2006, Miami-Dade County made significant strides in advancing the \$2.9 billion *Building Better Communities* Bond Program, one of the most important capital improvement programs undertaken in Miami-Dade County. In its first full year of operation, the Office of Capital Improvements, working with 20 County Departments and 35 municipal governments, moved forward projects located at 220 worksites. This is a good start for a long-term building program that will extend for the next 15-20 years and currently encompasses more than 1,000 worksites throughout the County.

To date, projects at 70 worksites have been completed -- primarily neighborhood improvements such as new sidewalks, drainage systems and road resurfacing. With bond revenues, the County purchased a community healthcare facility on Miami Beach and a building to house a new Emergency Operations Center and the County's 311 Answer Center. Additionally, more than 1,000 acres of land were acquired as part of the Environmental Endangered Lands program.

By year end, 150 additional worksites were under construction in the design and/or land acquisition stage. Projects included upgrades to County parks and recreational facilities, new healthcare facilities, and new and/or enhanced police, fire and community service buildings.

While I am generally satisfied with progress so far, I am hopeful that we will find ways to speed up our pace in the coming year and see more tangible results with a number of the larger projects moving forward. Projects on the drawing board for 2007 include expansion of Jackson Memorial Hospital South, the extension of water and sewer systems in the Perrine - Cutler Ridge area and a new animal services shelter.

It is important to remember that the *Building Better Communities* Bond Program represents a long-term investment in our community. Projects will not happen overnight. Adhering to a 15 to 20 year timeline, completion of many large and important

projects, including the proposed Seaport tunnel, Museum Park in downtown Miami and many County parks improvements, are still years away. It is imperative that we maintain the momentum in moving these projects through the various early stages of planning, design and contracting. Working with the Mayor and Board of County Commissioners, we hope to find ways to expedite projects and quickly advance funding to those proceeding at a more rapid pace.

The economic impact of the *Building Better Communities* Bond Program on Miami-Dade cannot be overestimated. Not only does this ambitious building program increase employment in the construction trades, but it creates opportunities in the architectural and engineering fields as new projects come on line. In 2006, the County awarded or approved for advertisement 175 design and construction contracts for bond projects totaling more than \$71 million. This number is expected to increase substantially in 2007. Additionally, the County has provided its municipal and not-for-profit partners with more than \$125 million in GOB funding that will provide further economic boost.

We have much work ahead. The *Building Better Communities* Bond Program is about promises kept to Miami-Dade voters, who in 2004 overwhelmingly approved all eight parts of one of the most ambitious building programs ever undertaken by our County. It is now up to us to get the job done in the most effective and efficient manner possible.

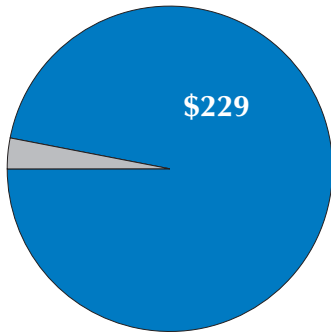


George M. Burgess
Miami-Dade County Manager

2006 Series A Progress Report

In August of 2005, Miami-Dade County took the first step in the implementation of the *Building Better Communities* General Obligation Bond (GOB) Program, with a first bond sale totaling \$263.6 million. To date, \$229 million of this amount is either currently in progress or for completed work.

Proceeds from the first bond sale have been invested in property and land acquisitions, design work, construction, municipal projects, and countywide infrastructure improvements. Additionally, monies have been earmarked for community and non-profit organizations. The following is a breakdown of the amount of work in progress or completed:

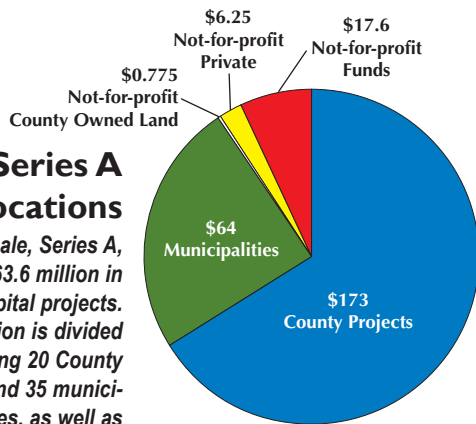


The first Bond sale, Series A, totaled \$263.6 million. Of that, \$229 is currently in progress or completed.

Work in Progress/Completed	Millions
Property/land acquisition	\$44
Design	\$54.4
Construction	\$60.7
Municipal projects	\$60
Nonprofit organizations	\$ 9.9
Total	\$229.0

Series A Allocations

The first Bond sale, Series A, provided \$263.6 million in funding for capital projects. The allocation is divided among 20 County Departments and 35 municipalities, as well as not-for-profits projects.



Completed Infrastructure Projects:

- Drainage pipes installed: **2,404 feet**
- New sidewalks constructed: . . **120,498 feet**
- Sidewalks repaired: **96,659 feet**
- Road miles resurfaced: **19.3 miles**



In 2006, projects at 70 worksites were completed -- primarily neighborhood improvements such as new sidewalks, drainage systems and road resurfacing. By year end, 150 additional worksites were under construction, in the design and/or the land acquisition phase. In the coming year, several large projects are expected to begin including improvements to County parks, libraries, healthcare facilities, a detention center and several cultural institutions.

2006 SERIES A COUNTY PROJECT HIGHLIGHTS

In 2006, the County moved forward GOB projects at 220 worksites throughout Miami-Dade. More than 100 “work in progress” construction signs erected throughout the County are visible evidence of the amount of work now underway on improvement projects funded in whole or in part by the *Building Better Communities* Bond Program. Below are highlights of these projects.

Arcola Complex in Underserved Area

Located in the historically underserved NW 7th Avenue corridor, the Arcola Complex will house a number of important community services in a single locale. A new branch library, a regional HeadStart childcare center and a Miami-Dade Police Department district station. These services will be co-located on a 9.35 acre site comprised currently of largely vacant land at Northwest 81st Street and Seventh Avenue. The new complex is viewed as an important step in the revitalization of surrounding neighborhoods.

Series A Allocation: \$5.4 million
Total GOB Funding: \$15.9 million

Public Housing Units Accelerated

Plans are underway to build more than 300 new public housing units at Joe Moretti at 556 NW 5 Street, Dante Fascell at 2929 NW 18 Avenue, Three Round Towers at 2920 NW 18 Avenue, Annie Coleman at 2501 NW 58 Street, Lincoln Gardens at 4750 NW 24 Court, and Elizabeth Virrick I at 1615 NW 25 Avenue. These apartments are designed for low-income families and elderly residents who meet eligibility requirements. In an effort to meet critical public housing needs in the community, these projects were accelerated and a phased-in occupancy of the new units is scheduled for mid-2010.

Series A Allocation: \$2.3 million
Total GOB Funding: \$32 million

Affordable Housing

Three hundred affordable housing units are now underway in Hialeah at 2659 West Okeechobee Road. Together with the City of Hialeah, construction of these three buildings will offer 300 family and single units of affordable housing. In addition, there is approximately \$132 million allocated for affordable housing countywide in future years of the program.

Series A Allocation for Hialeah: \$5 million
Total GOB Funding: \$137.7 million

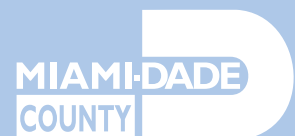
Police Headquarters and Stations Upgraded

Security upgrades to Miami-Dade Police Headquarters Complex and district stations were allocated in 2006. A new visitor ID system was installed at Headquarters, and road and entrance improvements, as well as upgrades to power and access systems for various stations were in the design stages.

Series A Allocation: \$250,000
Total GOB Funding: \$860,000



Elected officials and County leaders celebrate at the Arcola Complex kick-off ceremony. The complex brings much-needed government services to the historically underserved Arcola Lakes area in NW Miami-Dade County.



2006 SERIES A COUNTY PROJECT HIGHLIGHTS

Environmentally Endangered Lands

GOB funds allowed for the purchase of 1,125 acres of environmentally endangered and sensitive lands as part of the Environmentally Endangered Lands (EEL) Program. This investment in open green space is particularly important at a time when Miami-Dade is experiencing unprecedented growth and available land for public acquisition is diminishing. The EEL Program protects the County's drinking water supply by acting as a buffer to well fields and preserves our diverse wildlife and lush native plants.

Series A Allocation: **\$12 million**
Total GOB Funding: **\$40 million**

Agriculture Purchase of Development Rights

Funding allocations were earmarked for the Purchase of Development Rights (PDR) for agricultural lands in the south end of the County. Approximately 40 acres of farmland will be preserved by early 2008. PDR restricts land use related to modifying, developing, leasing, or selling protected land. PDR's can prohibit protected property from development in order to maintain agricultural lands and protect critical drinking water well fields.

Series A Allocation: **\$2.5 million**
Total GOB Funding: **\$30 million**

Gwen Cherry Park Upgrades

Among the dozens of park projects now underway are upgrades to Gwen Cherry Park. These include additional walkways, parking and landscaping, and gym improvements. New bleachers are planned to provide 800 permanent seats and the capacity to expand to 2000 seats for special events.

Series A Allocation: **\$1.2 million**
Total GOB Funding: **\$4 million**

New Crandon Park Fire Rescue Beach Facility

The design of a new Miami-Dade Fire Rescue lifeguard station at Crandon Park is underway. The new station will provide much-needed updates to fire rescue operations on the island.

Series A Allocation: **\$375,000**
Total GOB funding: **\$1.5 million**

Cuban Museum

The GOB is helping to fund a Cuban Museum that will preserve Miami-Dade's Cuban heritage. In 2006, plans were developed to acquire, design and construct the museum to be located at 1200 Coral Way. Design of this museum is expected to be completed in 2007.

Series A Allocation: **\$500,000**
Total GOB Funding: **\$10 million**

Historical Preservation Projects

A number of historically important buildings are being restored with the assistance of GOB funding. Preservation projects that moved forward in 2006 include: the Lyric Theatre and the Hampton House in Overtown; Vizcaya Museum and Gardens; and the area's first high school, Miami Senior High in Miami.

Series A Allocation: **\$3.85 million**
Total GOB Funding: **\$65 million**



The Lyric Theatre, a historical landmark in Overtown, will be restored to better than its original condition with the expansion of the stage and the addition of public meeting rooms.

2006 SERIES A COUNTY PROJECT HIGHLIGHTS

Wolfsonian-FIU Museum

The Wolfsonian-FIU Museum project will renovate three museum buildings to create 25,000 additional square feet of new public space for historic archives and educational activities. The renovations were approved by the County Commission and design work will begin in 2007.

Series A Allocation: \$350,000

Total GOB Funding: \$10 million

Haulover Beach Improvements

Park upgrades for Haulover Park began in 2006 with the construction of new men's and women's restrooms and the design of new lifeguard facilities. The distinctive, new beach side restrooms will resemble a cruise ship smoke stack when completed in the fall of 2007. The new Life Guard Building, expected to be complete in late 2008, will include a new parking lot, walkways, and landscaping and will accommodate additional emergency personnel.

Series A Allocation: \$1.6 million

Total GOB Funding: \$24.5 million

Access to Healthcare -- JMH and Miami Beach Health Center

GOB funding for the expansion of Jackson Memorial Hospital South will provide additional access to healthcare for thousands of residents in south Miami-Dade. The County purchased five acres of land adjacent to the existing facility. Additionally, the GOB provided funds to purchase the Miami Beach Community Health Center. This Center, located on Alton Road, is the sole public health facility on Miami Beach.

**Series A Allocation,
Jackson Memorial Hospital: . . . \$6 million**

**Series A Allocation,
Miami Beach Community
Health Center: \$8 million**

Total GOB Funding: \$60 million

Water and Sewer Expansion in Perrine - Cutler Ridge

Infrastructure improvements in the Perrine - Cutler Ridge area are expected to attract new businesses, development and create jobs in this historically underserved area. Enhancements to the water and sewer system along SW 168th Street and US-1 are in the architecture and engineering consultant selection phase. Construction is expected to begin in 2009.

Series A Allocation: \$2.3 million

Total GOB Funding: \$13.8 million

New Animal Services Shelter

To alleviate crowding at the County's Animal Services Center a new facility is planned for NW 87th Avenue and 64th Street. The project is now in the design phase with construction projected to be completed in 2010. When completed, the facility will be able to shelter hundreds of additional lost and abandoned pets, and provide additional access to pet vaccinations and sterilization for Miami-Dade County residents.

Series A Allocation: \$600,000

Total GOB Funding: \$7 million



The new Animal Services Shelter will increase the center's capacity to house lost or abandoned animals and will provide additional services to pet owners in Miami-Dade County.

2006 SERIES A MUNICIPAL PARTICIPATION

In 2006, the County worked with individual cities, towns and villages to create interlocal agreements that govern the distribution and scheduling of available funds. Twenty percent of the first bond sale, Series A, was allocated to municipal governments through a formula that equitably distributes bond funds to municipalities. Dollars were allocated in direct proportion to each municipality's population (75% factor) and contribution to County's tax roll (25% factor).

To date, the County has fully executed 67 interlocal agreements with municipalities totaling approximately \$60 million. Another nine interlocal agreements are in the process of being executed. Municipal projects include a wide range of neighborhood improvements and infrastructure upgrades such as new sidewalks, landscaping, drainage systems and park enhancements.

Municipal Projects Include:

Coral Gables:

Venetian Pool and Miracle Mile Streetscape Improvements

An agreement was signed with the City of Coral Gables to fund much-needed refurbishment to the historic Venetian Pool and Miracle Mile. Some of the improvements will include upgrades to the drainage system, new decking and locker room renovations, and replacement of beach sand. Miracle Mile improvements will include new crosswalks and sidewalks, landscaping, lighting, and drainage improvements.

Series A Allocation: \$965,000
Total GOB Funding: \$2.1 million

Palmetto Bay:

Coral Reef Park Upgrades

Coral Reef Park's playground received upgrades, which were completed in 2006, much to the delight of the area's children and their parents. Some of the upgrades include new playground equipment, a new gazebo, a meditation garden, shade covers and restroom facilities. Additional upgrades are scheduled for 2007.

Series A Allocation: \$200,000
Total GOB funding: \$200,000

Miami Beach:

New Fire Station and City Hall Restoration

The construction of a new Fire Station, which will serve as the City of Miami Beach's Emergency Operations Center, was completed in 2006. Phase II of the project will restore the previous Fire Station Building for use as administrative offices. Additionally, restoration of Miami Beach's Old City Hall was halfway completed in 2006 and is expected to be finished by mid-2007.

Series A Allocation: \$4 million
Total GOB Funding: \$4 million

Municipality	Series A Funding
Bay Harbour Islands	\$440,000
Coral Gables	\$5,864,000
Doral	\$850,000
Golden Beach	\$121,000
Hialeah	\$7,306,000
Hialeah Gardens	\$80,000
Homestead	\$400,000
Indian Creek Village	\$115,000
Medley	\$500,000
Miami	\$16,359,000
Miami Beach	\$8,100,000
Miami Gardens	\$2,166,000
Miami Lakes	\$1,150,000
Miami Shores	\$570,000
Miami Springs	\$350,000
North Bay Village	\$786,000
North Miami	\$1,362,000
North Miami Beach	\$2,636,000
Opa-Locka	\$1,403,000
Palmetto Bay	\$3,026,000
Pinecrest	\$250,000
South Miami	\$1,343,000
Sunny Isles Beach	\$2,847,000
Sweetwater	\$357,000
Virginia Gardens	\$267,000
West Miami	\$331,000
Total	\$58,979,000



GRANT FUNDS

As part of the *Building Better Communities* GOB program, three grant funds totaling \$130 million were established for non-profit community based (\$30 million), economic development (\$90 million) and historic preservation (\$10 million) organizations.

- The Not-for-Profit Grant Fund was allocated \$30 million for capital improvements to community buildings. The first request for proposals from this fund received more than 70 grant applications, which were reviewed. Award recommendations will be submitted to the Board of County Commissioners in early 2007.
- The Dade Heritage Trust and the County's Office of Historic Preservation worked together in 2006 to develop a governing structure to administer the \$10 million Historic Preservation Fund. Request for proposals for projects that preserve the County's history and heritage are expected in 2007.
- The Economic Development Grant Fund targets areas that historically have not attracted new businesses due to the lack of infrastructure. The grant includes \$75 million for countywide projects and \$15 million to be used in Targeted Urban Areas. The County Commission agreed to purchase the Poinciana Garage in Northwest Dade when it is completed. The garage already has commitments from pharmaceutical companies and educational institutions.



The Poinciana Industrial Center, a planned mixed-use industrial park in Liberty City, is expected to generate thousands of skilled, technical jobs in the biotech industry.

Poinciana Industrial Center

The first project underway from the Economic Development Grand Fund is the construction of a GOB funded parking garage that is expected to help attract tenants to the planned mixed-use industrial park in Liberty City, known as Poinciana Industrial Center. The project, being developed by Poinciana Biopharmaceutical Limited Partners, has secured commitments from a number of educational institutions including the Massachusetts Institute of Technology and Florida A & M University. Other potential tenants include Jackson Memorial Hospital clinics and a number of pharmaceutical companies. The industrial center is expected to help jump-start job creation in Florida's growing biotech industry.

Total GOB Funding: \$18 million

For a complete list of bond projects, visit
www.miamidade.gov/build
or call the Office of Capital Improvements at **305-375-1900**.

MOVING FORWARD IN 2007

The GOB is a long-term building program with many projects getting underway in the coming years. Highlights of projects slated for planning and design phases in the coming year.

Projects Moving Forward in 2007 Include:

Metrozoo Exhibit Expansion

Construction on the Metrozoo Amazon and Beyond Exhibit is underway funded in part by the GOB. The exhibit will house about 1,000 animals and a giant 40,000-gallon fish tank and hands-on wildlife educational opportunities. It is already drawing national attention with a five-year commitment from Nickelodeon to feature the network's characters at this new exhibit, which opens in late 2008.

Series A Allocation: \$21.4 million
Total GOB funding: \$31.7 million

Proposed Seaport Tunnel

GOB funding is designated for a portion of the design and construction of a proposed tunnel underneath Biscayne Bay that would provide direct access between the Seaport and Watson Island. If approved, the tunnel would relieve downtown traffic congestion, improve security, and increase access to the Seaport. In the coming year, the state of Florida is expected to begin the preliminary design phase of this project.

Total GOB Funding: \$100 million

New Museums

Approximately 30 acres of waterfront property on Biscayne Bay will become home to a new Miami Art Museum (MAM) building and a Miami Museum of Science & Planetarium/Historical Museum of Southern Florida (MOS) complex. The Museum Park is expected to include green space, a sculpture garden and waterfront areas open to the public. Last year, the selection process for engineering and architecture began for the new MAM. The MOS is currently selecting the design team.

Total GOB Funding: \$275 million

Other 2007 Project Highlights

- Miami Metrozoo - Amazon and Beyond Project
- New Hialeah Gardens Library
- New Northeast Library
- Vizcaya Museum and Gardens
- New Miami Art Museum Facility
- New Miami Museum of Science & Planetarium/Historical Museum of Southern Florida
- New Mental Health Facility
- New Detention Center Design
- Pre-Trial Detention Center Design
- Port of Miami Tunnel Design
- AD Barnes Park
- Ives Estates District Park
- Tropical Park
- Matheson Hammock Park
- Crandon Park
- New Caleb Center Parking Garage

Job Training Initiative

The Board of County Commissioners created a job training program in partnership with the Florida Venture Foundation to help train workers in the building trades. The program targets the under-employed and unemployed in our community and provides technical training and job placement assistance to help them acquire the skills necessary to work in the building industry. Construction employment opportunities are expected to increase as more bond projects move forward in coming years. The Foundation received \$250,000 in 2006.

OFFICE OF CAPITAL IMPROVEMENTS

The Office of Capital Improvements (OCI) oversees implementation of the *Building Better Communities* Bond Program. OCI serves as a resource to County departments, municipal governments and non-profit organizations that are recipients of GOB funding. The office is responsible for tracking project schedules, contracts and costs, monitoring interlocal agreements with municipalities, and coordinating workforce programs and jobs initiatives.

OCI evaluates and modifies the County's capital improvement procedures to ensure timely and effective construction processes. Over the last year, the Department has developed standard contract protocol and language, created a construction management training program and streamlined legal advertising procedures. In 2006, OCI improved the Capital Improvements Information System (CIIS) database. The CIIS database is a management tool that can track a project's status at any given time allowing project managers, elected officials and the public to receive up-to-date information on any GOB project. This system is used to manage information regarding the status of capital improvement projects including:

- Information regarding the advertisement and award of construction contracts,
- Data on scope of the project, value, duration,
- Budget approvals,
- Principals involved, and
- Start and completion dates.

CITIZENS ADVISORY COMMITTEE

To monitor the *Building Better Communities* Bond Program, the Citizens' Advisory Committee (CAC) was created by the Board of County Commissioners to advise the County on the bond program and to monitor its progress. The 21-member committee consists of 13 members appointed by the County Commissioners, five members appointed by the County Manager and three members appointed by the Mayor.

The CAC is currently chaired by Miami civic activist Robin Reiter-Faragalli and co-chaired by retired businessman Jose Andreu, a former director with World Bank.

In 2006, CAC created two subcommittees to focus on project timelines and another to examine how bond funding allocated to affordable housing projects should be spent.

The CAC also asked to review the next four years of GOB projects in order to determine the readiness of entities slated to receive funding from future bond sales.

Citizens' Advisory Committee Members

Robin Reiter-Faragalli, <i>Chair</i>	*Armando Gutierrez, Jr. Wendell A. James, Jr.
Elio Alfonso	Alain Lecusay
Jose "Pepe" Andreu	George Lindemann
*Enrique Bello	*Jose Martinez
Barbara Bisno	Michelle Mason
Esther "Shelly" Smith	Jeffrey A. Mishcon
Fano	Sylvia Person
*Guy Forchion	Ann Pope
*George Foyo	Alan Rubin
*Fred Frost	Juan T. Sanchez
Sandra Gonzalez-Levy	James Wise
	* Former Members

CONCLUSION

During its first full year of implementation, significant strides were taken in implementing the *Building Better Communities* Bond Program. In the coming year, the County will continue to proceed aggressively with land acquisition and the awarding of design, engineering and construction contracts.

It is important that the County administration, working with the County Commission, find ways to expedite the legislative process associated with moving projects forward. It will also be important to remain flexible in the implementation of what is a 15-year building program in order to accelerate priority projects, such as affordable housing.

During 2007, the County will begin to review the timing and magnitude of the next bond sale.