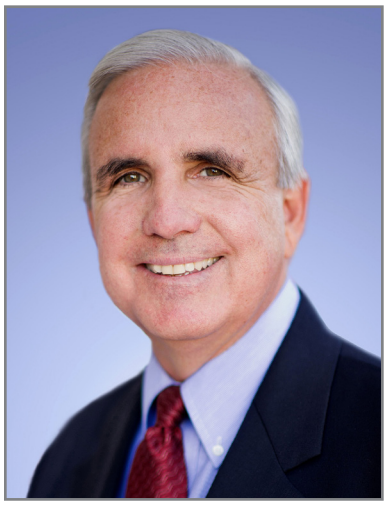
MIAMI-DADE COUNTY

Delivering Excellent Public Services That Address The Community's Needs And Enhance Our Quality Of Life.

STATE OF THE COUNTY 2012

Message From Mayor Carlos A. Gimenez



Fellow Residents of Miami-Dade County:

As we move forward into 2012, the state of Miami-Dade County is undoubtedly improving, and there is reason for cautious optimism in our community. With the support of the Board of County Commissioners, we have begun to implement long-overdue good-government reforms, transforming our County government into a more efficient and effective organization, built to withstand these challenging economic times.

During the past seven months, my administration proposed – and the Commission adopted – a budget that reduced your property taxes by over $200 million; is over $1 billion leaner than last year's budget; reduced more than 1,100 County positions; and maintains public safety and vital programs for seniors and children. We have also begun the reorganization of County government, going from 42 departments to 26 departments. Over time, that reorganization will yield significant cost savings that will be passed on to you, our taxpaying patrons, and at the same time will create a government that provides you with more efficient customer service.

With the budget process behind us and the reorganization in motion, we are now moving beyond the confines of County Hall and looking for ways that County government can positively impact economic development and job creation efforts for the 2.5 million residents who call Miami-Dade home. To that end, we must look for ways that government can be of help – not a hindrance – to the efforts of our private sector. The simple reality is that government does not create jobs, but it can help create the conditions for the kind of diverse investments our community needs to fully regain its economic strength.

I'm committed to utilizing our Miami-Dade County organization to help get our economy back on track by pushing for:

- streamlining our permitting processes by simplifying our codes and doing away with well-intended, but cumbersome regulations that stifle job growth, while still protecting our environment and natural resources,
- identifying rapidly growing firms in Miami-Dade and developing government-business relationships that assist these firms with managing expedited growth,
- prioritizing our public investments that build on the County's core competitive advantages in the global market,
- and ensuring that our critical infrastructure and trade centers remain sufficiently robust to support a growing economic base.

And even as we focus on bringing new businesses to Miami-Dade County, our economy is beginning to show encouraging signs. The unemployment rate, while not yet where it needs to be, has been declining over the past several months and our residents are getting back to work. At the same time, a number of the industries that have long been the foundation of our local economy are gaining momentum. International trade is thriving at PortMiami and Miami International Airport. And despite the global economic downturn, our tourism industry is also booming.

Indeed, there is reason for optimism as we begin the new year, but much work remains to be done. As I lead our County in these continuing efforts, I will keep you informed every step of the way. I am fully committed to delivering a county government that lives within its means, provides quality public services, and helps create the conditions for job growth and economic development.

Sincerely,

Carlos A. Gimenez
Mayor

Economic Development

Mission Statement

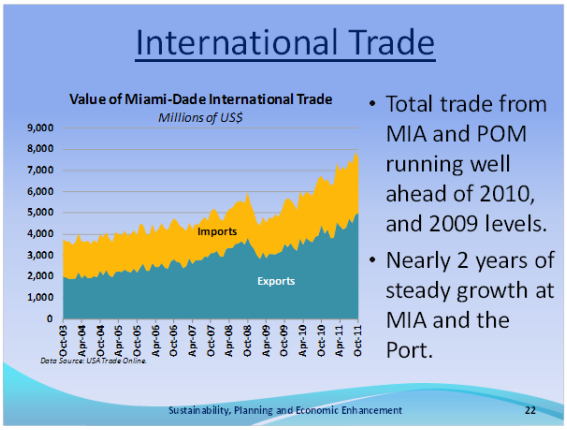
To expand and further diversify Miami-Dade County's economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life for all residents.

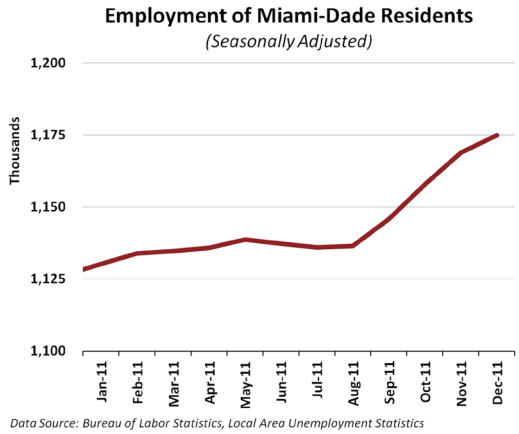
In 2011, Miami-Dade County embarked on an aggressive economic development program and completed an update of its strategic plan, the cornerstone of our results-oriented government and the foundation of our business planning and resource allocation decisions. The plan update incorporates input from the County resident survey, community meetings and focus groups, business and community leaders, and our elected officials. It also includes improved performance indicators to help us better gauge our progress as we strive to deliver results that matter.

As the local and national economy begins to recover, County government has a vital role to play in the process. The reality is that government does not create jobs, but government can help create the conditions for positive economic development and job growth. In that respect, the Office of the Mayor formed a Development Process Advisory Group to identify ways to streamline our permitting process and simplify our codes to facilitate the creation of new businesses. By implementing these positive measures, Miami-Dade County can lead the way in attracting diverse new businesses to our community.

Below are the highlights of a number of important initiatives in 2011:

- A critical factor in our continued economic development will be growth at Miami International Airport (MIA), which has an annual economic impact of $26.7 billion. Growth in cargo shipments between Asia and MIA led all international markets with an increase of nearly 9% in 2011. Asian cargo service has grown from nine weekly flights in 2009 to 21 weekly flights in 2011, with trade valued at nearly $3.5 billion. Asiana Airlines, South Korea's second leading airline, became MIA's fourth Asian cargo carrier with service from Seoul.
- Another example of new investment opportunities within the County is Centurion Air Cargo, which broke ground in November on its new 800,000 square-foot global cargo headquarters at MIA, adding 200 new jobs and $123 million in capital investments to the local economy.
- MIA added five new airlines (ArkeFly, Corsairfly, ExecAir, KLM, and TAP Portugal) in fiscal year 2011, earning the title "U.S. Airport with the Most New Airlines" from aviation industry expert Airline Network News and Analysis after a scientific study of airports and airlines operating in the U.S.





- PortMiami, the second largest economic engine in Miami-Dade County, will also play a critical role in our current and future economic development. The Port supports more than 180,000 jobs and has an economic impact of $18 billion annually.
- In 2011, for the fourth year in a row, over 4 million cruise vacationers passed through PortMiami. No other port in the world comes close to matching these numbers.
- PortMiami's cargo shipments increased by 7% in the past fiscal year. These results follow a 5% increase from the previous year, providing the seaport with two years of solid growth in the wake of the severe global recession.
- PortMiami is preparing for 2014 and the post-Panamax era with more than $2 billion in infrastructure improvements now under way. Our goal is to double container cargo business over the next decade.
- PortMiami has secured full funding for the Deep Dredge project, which will allow the Army Corps of Engineers to move forward on the deepening of the port channel to -50 feet. The new generation of larger cargo vessels that will begin traversing an expanded Panama Canal in late 2014 require deep draught ports. PortMiami is the only Eastern Seaboard port south of Norfolk, Virginia that will be at the required minus 50-foot depth to accommodate these ships by 2014.
- Now underway, the restoration and upgrading of the Florida East Coast (FEC) Railway link between the Port and the Florida East Coast Rail Yard in Hialeah will provide shippers with direct cargo access to the national rail system, and allow them to reach over 70% of the U.S. population within a maximum of one to four days transit time.
- PortMiami will be welcoming Disney Cruise Line as the latest addition to its cruise fleet. The Disney Wonder will begin sailing out of the port in December 2012. This is the first time a Disney ship will operate from a South Florida port.
- MSC Cruises, the fourth largest cruise operator in the world, is relocating to Miami-Dade County from Port Everglades, making PortMiami its exclusive homeport for its Caribbean sailing beginning in 2013. In addition, Regent Seven Seas Cruises, which specializes in luxury cruises, is moving its operations from Port Everglades to PortMiami in 2012.
- In support of our economic development efforts, more than $75 million were expended within the community to accomplish major infrastructure improvement projects that will enhance business activities throughout the County.
- The opening of the UM Life Science and Technology Park this past summer is a very significant milestone. It marks the beginning of establishing Miami-Dade County as an important technology center in the bioscience field. The Office of the Mayor is working hard to accelerate this type of applied research and commercialization of new scientific discoveries developed by our own local university research institutes and private sector life sciences companies.
- The County's community-wide sustainability plan, "GreenPrint - Our Design for a Sustainable Future," contains 137 initiatives that engage internal and external partners to work collaboratively to address the three pillars of sustainability: the economy, society, and the environment.
- The direct spending of Film and Television productions in Miami-Dade County increased by 30% ($260 million), leading to an increase in job creation of over 1,200 crew member positions from the previous year. Along with the TV series "Burn Notice" and "The Glades," other high profile television series, and large scale feature-length films ("Rock of Ages" and "StepUp4") were filmed in Miami-Dade County. The strength and scope of these images will help promote the County as a global tourist destination.
- In 2011, Miami-Dade County increased the number of certified businesses by 46%, from the prior year of 1200 to 1756 certified small businesses. Projects utilizing small business measures were awarded $121,982,064 and open market projects totaling $60,101,429 to certified small business enterprises.
- $1.16 million were also allocated to the Mom and Pop Small Business Grant Program. Under the program, 469 small businesses were funded and 740 payment requests were reviewed and issued.
- In FY 2010-11, Procurement Management awarded close to 700 contracts valued at over $900 million for goods and services that support countywide operations. These contracts also add to our economic development activities by supporting many local businesses.

Public Safety

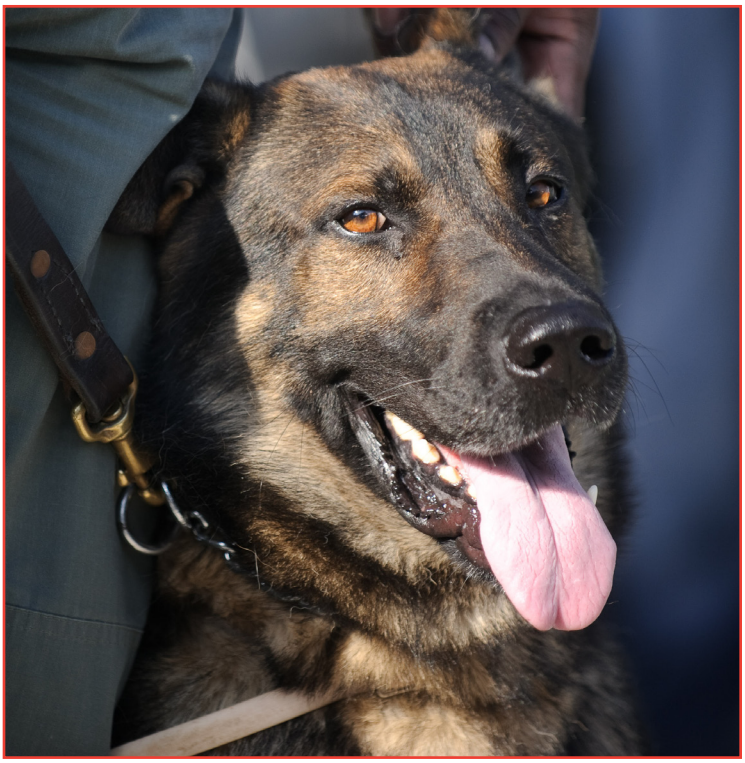
Mission Statement

To provide a safe and secure community through coordinated efficient and effective professional, courteous public safety services.

Miami-Dade County's public safety departments – Miami-Dade Police and Miami-Dade Fire Rescue – serve County residents in unincorporated areas and municipalities alike. From crime prevention to fire suppression and emergency medical response, Miami-Dade County's public safety officers work hard every day to keep our residents and visitors safe, using a combination of top-of-the-line technology, professionalism and personal service to get the job done. Below are some of the highlights of our top rated public-safety departments:

- The Miami-Dade Police Department (MDPD) was recognized as one of the top police departments in the Country, winning national recognition with four National Association of Counties (NACo) Awards in technology related to implementation of effective and creative innovations in data driven applications for smart policing:
  - The Electronic Field Interview Reporting System provides a data driven application that can identify subjects with unique markings, tattoos, and association with other crimes.
  - The Medical Examiner application matches decedents with outstanding warrants to remove pending warrant transactions from the Criminal Justice Information System.
  - The Miami International Airport Crime Mapping Application was developed to blend past criminal incidents with the architectural blueprint of the airport, creating a predictive policing model to increase safety of the airport community by preventing future crime incidents.
  - The ePolice Blackberry Mobile application provides police officers with real time access to 911 calls for service and BOLO dissemination.
- Miami-Dade Information Technology Department is currently working with the Miami-Dade County Association of Chiefs of Police to automate the Arrest Affidavit (A-Form) for all County law enforcement. This centralized repository of arrest information will facilitate data sharing between law enforcement agencies involving 36 municipalities, other arresting agencies, and over 8,000 police and correctional staff. The automation of the A-Form will make the arrest information available at the correctional facilities by the time the officer arrives with the arrestee and will expedite the booking process.
- Through the Violent Offender Initiative, 893 arrests have been made and 1,049 warrants have been closed.
- The MDPD has also established a reputation of working closely with such state and national agencies as the Department of Homeland Security, the Federal Emergency Management Agency, and the Florida Department of Law Enforcement. It is also recognized as a top-notch police department at the international level, with a number of successful initiatives with international agencies including the Spanish National Police.

- Miami-Dade Fire Rescue's (MDFR) 121 frontline rescue and fire suppression units were dispatched 418,016 times to approximately 235,853 emergencies. Of these, approximately 198,554 were medical emergencies. MDFR transported nearly 97,000 residents and visitors to South Florida hospitals. MDFR responded to nearly 22,253 fire-related calls. In addition, MDFR personnel handled more than 15,370 non-fire rescue related calls for service.
- MDFR's Advanced Life Support (ALS) Team took first place at the 2011 Stephanie Brown Memorial ALS Competition at the University of Miami. The competition was held on May 18, 2011. This competition is considered the most prestigious and difficult of its kind in the United States.
- To ensure building safety, MDFR reviewed nearly 15,800 construction plans for permitting, conducted more than 13,900 inspections for Certificates of Occupancy (CO), and carried out approximately 70,300 fire life-safety inspections.
- Miami-Dade Corrections and Rehabilitation Department (MDCR) has worked in conjunction with the Office of Emergency Management (OEM) to train correctional personnel as Second Responder Teams (SRT) during times of emergency mobilization. These teams of emergency responders will be made available during declared emergencies to perform routine duties such as traffic, crowd control, and security for emergency shelters and points of distribution centers.
- MDPD, MDFR, MDCR, OEM, Miami-Dade Transit, and the Broward Sheriff's Office coordinated a Continuity of Operation Plan (COOP) Table Top Exercise, which serves as a mock emergency training exercise that will facilitate enhanced coordination in the event of an actual emergency.
- The Miami-Dade County Juvenile Services Department's (JSD) Countywide Civil Citation Initiative, designed to provide an alternative to formal judicial handling for first time, misdemeanant offenders, has now served over 10,400 juveniles and their families. Civil Citation represents a systemic change in the processing of juvenile arrests. The program has accounted for a 30% reduction in overall arrests since inception in 2007, with a successful completion rate of 82% and a 95% minority participation rate.
- On October 1, 2011, the JSD implemented the Juvenile Diversion Alternative Program (JDAP). This program consolidates two former case-management contracts to ensure a streamlined protocol for juveniles diverted from the traditional Juvenile Justice System. JDAP allows JSD to focus on the risk levels and service needs of children instead of exclusively on their presenting charges. The program's goal is to promote and improve the behavioral health of juveniles of the state by making substance abuse, mental health treatment, and support services available through a research-based cased management protocol and a community-based system of care.



Health and Human Services

Mission Statement

To improve the quality of life and promote independence by providing health care, housing, and social and human services to those in need.

Our health and human services departments are among the best in the country with highly talented workers who are committed to serve the residents of this county. By streamlining the delivery of resources to targeted communities including children, seniors, and families, Miami-Dade County is comprehensively addressing the needs of individuals and families from early childhood to late adulthood through advocacy, education, and service delivery. We now have the ability to refine and deliver a continuum of social services to residents over a wide range of service areas, including early education, nutrition, psychological services, violence prevention and intervention.

- Employees in the Community Action and Human Services Department provided an array of services to the elderly, disabled, and veterans within our community including:
    - Over 1,134 elderly persons received in-home support, personal care, homemaking service and assistance with chores;
    - 246,370 meals were distributed at 22 congregate meal sites;
    - 65,832 meals were served to elderly clients at high risk of malnutrition;
    - 146,615 meals were delivered to the homes of isolated elders;
    - 518 elderly persons were provided with assessment and case management services;
    - 369 elderly persons received adult day care services;
    - 389 elderly persons received information and referrals; and
    - 1,337 veterans and/or their dependents throughout Miami-Dade County with claims submitted to the Federal Veterans Administration (VA) were assisted and $1,088,453 in retroactive benefits were collected.
- The countywide outreach campaign Spread the Rumor, Be a Smart Consumer was launched to create consumer protection awareness among the elderly population, empowering our most vulnerable residents with valuable information on identity theft, fraud, and consumer protection laws. In addition, seniors are learning of proactive measures they can take to protect themselves from becoming victims of serious economic crimes. The campaign will continue until all seniors in all 13 districts of Miami-Dade County have been reached.

- Through a partnership between the County's major hospital providers of charity care, Baptist and Jackson Health Systems and the Health Foundation of South Florida, the County is launching an initiative to expand the number of low cost comprehensive insurance products offered to our residents by partnering with a number of insurers. This will combine multiple insurance product options with cutting-edge consumer education delivered through community-based outreach workers.
- In FY 2010-11, a total of 1,028 high-efficiency toilets, as well as low-flow showerheads and kitchen and bathroom aerators, were installed in the homes of over 700 low-income, elderly residents. A total of 1.6 million gallons of water is saved each month as a result of the Water Conservation Program.
- In 2011, the Miami Dade County Homeless Trust announced that The U.S. Department of Housing and Urban Development (HUD) awarded Miami-Dade County an additional $1,613,106 in new funding this year for the implementation of three brand new programs focusing on the chronically homeless, families and veterans in the areas of Miami Beach, South Dade and Miami. This figure brings the amount of HUD funding to nearly 30 million for 2011 and the number of HUD funded programs in Miami Dade County to 89, adding 98 new beds to the county's Homeless Continuum of Care.
- The Coordinated Victims Assistance Center (CVAC) served approximately 4,184 clients in filing 3,000 protective orders with the courts, provided advocacy services for 8,913 survivors, and made 3,888 referrals to on-site and off-site community partners. The CVAC provided a continuum of targeted services to victims of domestic violence including: providing 25,535 shelter bed days for 586 victims and their children, providing outreach to 1,145 individuals, fielding 3,509 hotline calls, and providing information and referrals to 1,970 individuals.

- Through the Emergency Food and Shelter Program, 1,981 low-income household emergencies were resolved, including rent/mortgage assistance, utility assistance, and clothing/ relocation assistance.
- 20,000 children were registered with all their expenses paid in the State Voluntary Pre-Kindergarten (VPK) Program.
- Grants Coordination submitted a competitive Ryan White HIV/AIDS Treatment Extension Act grant application to the U.S. Department of Health and Human Services that resulted in an award of approximately $25.2 million for health and support services to low-income persons who are living with HIV/AIDS (PLWHAs) in Miami-Dade County. Under this grant, contracted organizations continue to provide Ryan White Program Part A and Minority AIDS Initiative-funded services to more than 9,600 PLWHAs in Miami-Dade County annually.
- In 2011, the Miami-Dade Cooperative Extension 4-H/Youth Development Program staff and volunteers made 151,597 educational contacts teaching and assisting youth to acquire skills and attitudes essential for the world of work and success as future community citizens and leaders. National 4-H studies indicate that 98% of 4-H'ers involved in the program for 5 of more years graduate high school and 93% attend college.
- Comprehensive substance abuse treatment and intervention was provided to 4,568 individuals countywide through several treatment modalities.
- County Health and Human Services programs have also assisted low-income families:
    - The Low Income Home Energy Assistance Program (LIHEAP) provided energy/crisis assistance to 56,831 low income residents.
    - The Homeless Assistance Network of Dade (HAND) served 488 low-income customers with case management services.
    - 185 low-to-moderate income residents had their homes rehabilitated and/or repaired, and 168 homes were painted and landscaped.
    - 129 low-income residents successfully completed computer training courses and obtained full-time employment.

Neighborhood and Infrastructure

Mission Statement

To provide efficient, accountable, accessible, and courteous neighborhood services that enhance quality of life and involve the community.

Our County employees work hard every day to provide excellent services in the most efficient manner possible. Through daily maintenance of neighborhoods and causeways' rights-of-way, the County responded to over 60,000 requests for right-of-way services and addressed over 350,000 sites to improve neighborhood appearance and resolve infrastructure problems. These services included graffiti removal, litter pick-up, sidewalks, potholes, drainage, guardrails, signals and signage repairs to keep our County as clean and attractive as possible.

- The County's current Community Rating System (CRS) resulted in $23 million in savings on flood insurance for residents, representing an average of over $100 on flood insurance premium reduction per unincorporated Miami-Dade flood insurance policy in the special flood hazard areas.
- The curbside single-stream residential recycling program collected 61,171 tons of recyclable material, the highest total collected during a single fiscal year.
- Chemical treatment was completed on the 123,000 storm drains across the County to eliminate mosquito breeding.
- 6.54 million gallons of water a day were saved through successful Water Use Efficiency incentive projects.
- The Card Sound Road Environmental Restoration Team received the Coastal America Partnership Award. As a direct result of this project, a total of more than 500 tons of marine debris was removed and 3,000 feet of guardrail was installed along the road to ensure public safety.
- As an innovative approach to improve the County's response to emergency erosion events, multiple sand renourishment permits were secured from the Army Corps of Engineers and the State of Florida, which will allow Miami-Dade County to repair and mitigate the effects of beach erosion.
- Miami-Dade County's Artificial Reef Program created 2.9 acres of additional artificial reefs, including Wreck-Trek, a series of underwater 'pathways,' or habitats made with natural rock that connect popular dive sites including underwater wrecks.

- The Environmentally Endangered Lands (EEL) Program acquired an additional 51 acres of environmentally endangered land. In total, over 20,350 acres (31.8 square miles) have been preserved.
- Over 6,500 residents learned how to plant and care for trees at several Adopt-A-Tree events conducted in 2011. Since 2001, over 164,000 county residents have been taught sustainable landscape techniques to help prevent water pollution as well as to help reduce utility bills by planting trees to shade homes. Master Gardeners also help plant trees for the elderly and disabled.
- The Miami-Dade County Urban Design Center has been working hard to promote a higher quality of life for the residents of the county by stimulating ideas and involving the public in its planning and design process. It recently completed studies for the Bird Road Corridor, Richmond Heights, and Coral Villa Estates, and has ongoing projects with the Poinciana Industrial Park, the 18th Ave. Broadway Blvd. Corridor, and the Bird Road Urban Center Ordinance.
- Miami-Dade County received the 2010 Southeast Diesel Collaborate (SEDC) Community Leadership Award from the U.S. Environmental Protection Agency (EPA) for demonstrating extraordinary leadership in clean diesel technologies and promoting the SEDC's goal of improving air quality and public health by reducing emissions from existing diesel engines.
- Each year the Miami-Dade Animal Service Department impounds 36,000 pets. In an effort to help reduce the pet overpopulation problem in the Southeast Florida region, Miami-Dade Animal Service Department (ASD) has joined forces with five other animal shelters to form the Southeast Florida Region Spay/Neuter Coalition. The coalition hopes to facilitate spay/neuter programs for at-risk animals in the region through projects such as "Beat the Heat Spay/Neuter Week". ASD has also kicked-off the Dog Transfer Program, which aims to save more pets' lives by transferring them to no-kill shelters outside of the area.

Transportation

Mission Statement

To provide a safe, intermodal, sustainable transportation system that enhances mobility, expedites commerce within and through the county, and supports economic growth.

Miami-Dade County's transit services continue moving forward with projects that keep our infrastructure in a state of good repair, create smart growth through transit-oriented developments, and make it easier for everyone to use public transportation through the use of innovative technology. The employees who work and manage our Miami-Dade Transit system are implementing projects that give our residents transit benefits they can enjoy today and into the future. Likewise, Miami-Dade County is implementing a number of other transportation projects to better enhance mobility in our county.

- The MIA Mover, a 1.25 mile long automated people mover system between MIA and the Miami Rental Car Center, opened to the public in September. The MIA Mover can transport more than 3,000 passengers per hour and has eliminated approximately 1,400 airport shuttle bus trips per day, reducing carbon emissions from MIA's roadways by 30 percent. The system's MIA Station is the first mass transit project in Miami-Dade County to be Gold-Certified in the category of Leadership in Energy and Environmental Design (LEED) Gold-certified by the U.S. Green Building Council.
- Construction of the Metrorail extension to MIA, the People's Transportation Plan's $506 million AirportLink project, will provide a rapid transit connection to the airport and bring the County up to par with other world destinations.
- Tunnel construction at PortMiami is now under way following the launch of the giant Tunnel Boring Machine (Harriet) in November 2011. The tunnel, which is scheduled for completion in 2014, will provide a direct link between the Port and the Interstate Highway System, alleviating traffic congestion in downtown Miami.
- The Florida Department of Transportation broke ground in September on the 16.5 acre Miami Central Station, Miami-Dade County's first ground transportation hub near MIA. Scheduled to open in 2013, Miami Central Station will connect MIA passengers to the County's Metrorail and Metrobus system, as well as to TriRail and Amtrak service.

- The MDT EASY Card system to pay for transit fare on Tri-Rail was deployed, allowing for seamless regional travel to all 17 Tri-Rail stations.
- By harnessing the use of new technology to facilitate access to real-time transit information, Miami-Dade Transit launched a new iPhone application that allows transit riders to visually track the arrival of their train, locate nearby bus stops, and view bus route schedules by bus stop.
- Partnering with the private sector to create transit-oriented developments has produced projects that positively impact our economy. A prime example is the construction of the 490-unit Brownsville Transit Village, which combines residential and commercial use with immediate access to transit services. During its construction phase, 476 jobs were created and an additional 144 permanent jobs are projected to be generated.
- Improving safety and mobility is a priority of County government. To that end, more than 2,700 traffic engineering studies were completed with 85% improvements implemented. Below are some highlighted improvements:
    - In order to increase mobility and improve roadway quality, 115 lane miles of roadways were repaired and widened.
    - Illuminated street named signs were installed in approximately 2,000 signalized intersections to increase driver safety.
    - More than 50 miles of bike facilities to improve multi-modal accessibility were constructed, and almost 3 miles of new sidewalks were installed to increase accessibility and user mobility throughout the County.
    - More than 7 miles of existing sidewalks were repaired to improve user safety.
    - In partnership with Miami-Dade County Public Schools, 13 new schools were completed with Safe Routes to School improvements to enhance existing safe routes.

Recreation and Culture

Mission Statement

To develop, promote, and preserve outstanding cultural, recreational, library, and natural experiences and opportunities for residents and visitors of this and future generations.

Miami-Dade County's investment in the arts is essential. We can be proud that our community offers families and children outstanding opportunities in the arts that are second-to-none in the nation. Our County's superb cultural facilities and activities also give us the competitive edge for attracting commerce and tourism, which are essential for creating more jobs and economic prosperity for our community.

- Miami was selected as the winning destination for the first ever National Arts Destination Marketing Award, recognizing the innovative collaboration between the County and the Greater Miami Convention & Visitors Bureau to market the community as a travel destination, highlighting arts and culture as the leading asset that gives Miami its distinctive and competitive edge.
- Vizcaya Museum and Gardens Trust gained local, national, and international media exposure through features in various high-profile media outlets including Architectural Digest, National Geographic Traveler, Shape, The Miami Herald, and local news stations.
- Zoo Miami set a record with more than 840,000 guests attending during the past year.
- Bilingual Golden Ticket Arts Guides were distributed free-of-charge to more than 18,000 senior citizens ages 62 and older. These guides feature hundreds of free cultural events presented by 45 participating local organizations.
- The County secured a renewal of its annual grant from The Children's Trust, which allows more than 233,000 children and families to benefit from arts activities in FY 2010-2011. Of particular note is the All Kids Included initiative creating ADA/accessible arts experiences for thousands of children with and without disabilities.
- In 2011, the Miami-Dade Public Library System celebrated its 40th Anniversary. The Miami-Dade Public Library System serves more than 8 million visitors each year, houses a collection of more than 3.8 million books and materials, provides free internet via 1,735 public computers, and runs programs that offer educational and cultural enrichment to our residents.

- HistoryMiami became a Smithsonian Institution Affiliate. HistoryMiami was also among the 1,145 not-for-profit national, regional, state, and local organizations awarded a national endowment for the Arts Grant Award for FY 2011.
- Miami International Airport (MIA) received the 2011 Honors Award from the National Terrazzo and Mosaic Association (NTMA) for the terrazzo work in the floor design of the airport's North Terminal, with the NTMA noting that, "in light of its artistic value, it is one of the nation's most impressive public art installations."
- With the support of a $100,000 grant from the John S. and James L. Knight Foundation, www.power2give.org, a new, online fundraising platform, was launched to encourage the private sector to support arts and cultural projects in Miami-Dade County.
- In 2011, the next generation of community cultural facilities made significant progress. With an anticipated opening in 2013, the Miami Art Museum completed its first year of construction, and the Miami Science Museum finalized design development drawings and is scheduled to begin construction this year.
- The South Miami-Dade Cultural Arts Center celebrated its grand opening on October 1, 2011. The center emphasizes its goals of presenting artistically excellent work and developing strong community outreach components in everything that it does.
- The Recreation Program Plan was completed to guide the delivery of excellent public facilities, activities, programs, and services to build community prosperity and an improved quality of life for residents of and visitors to Miami-Dade County. The Recreation Plan along with the Parks Master Plan will guide the health and environment of our community.

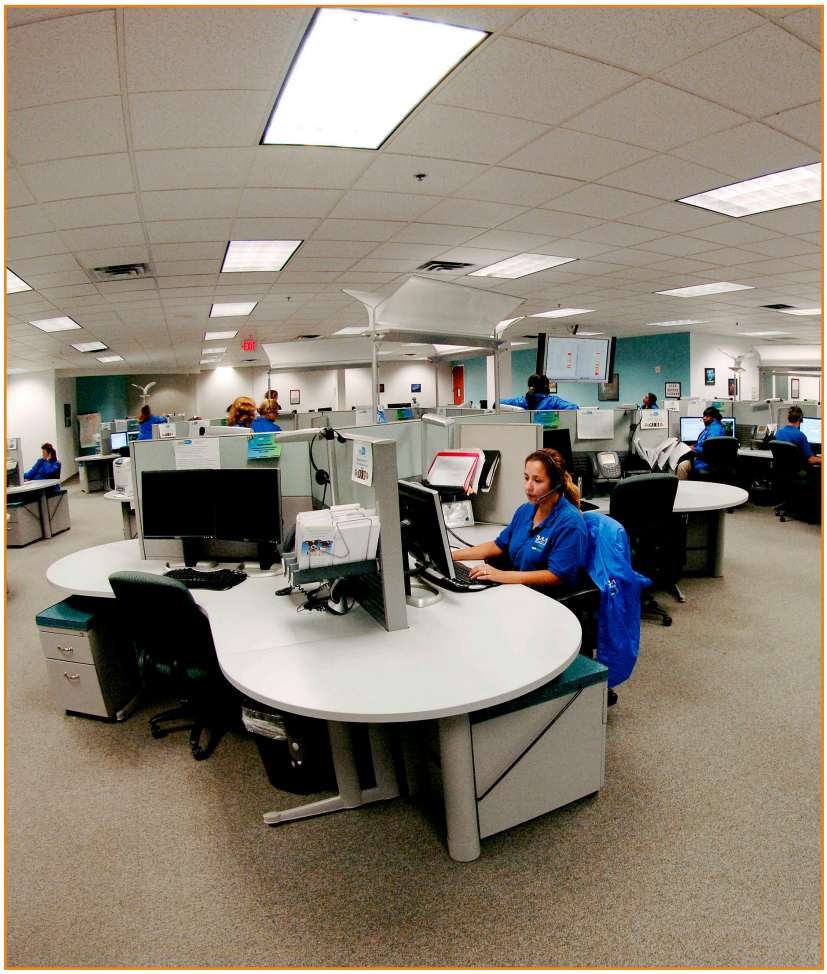
General Government (Enabling Strategies)

Mission Statement

To provide good government and support excellent public service delivery.

Miami-Dade County continues to be recognized as a national leader in deploying strategic management practices in local government. The FY 2011-12 Adopted Budget focuses on results-oriented governing to ensure that core functions, such as public safety and neighborhood services, meet the needs and expectations of our community within the resources available.

- In 2011, Miami-Dade County Mayor Carlos A. Gimenez hosted twelve Budget Town Hall Meetings to discuss how his proposed budget could impact residents and public services, as well as answer residents' questions about those service changes. He also held a first-of-its-kind, live Facebook Town Hall Meeting were the Mayor answered questions submitted by residents and employees online.
- Recognizing the importance of maintaining the County's financial stability, the total of all general fund reserves has increased to 5.89 percent of the total general fund budget, within recognized best practices for budgeted reserves.
- Miami-Dade County was one of four counties from across the U.S. to be recognized by the Public Technology Institute (PTI) with the Web 2.0 State and Local Government Awards for Excellence. The award specifically credited Miami-Dade County for implementing MyGovIdea, which "crowd-sources" ideas from citizens to improve County government.
- In 2011, the County notably enhanced transparency on miamidade.gov with ServiceTrends and Tax Visualizer. ServiceTrends allows citizens and decision makers to track and map service request performance online. Tax Visualizer graphs how taxes are distributed for a particular address, increasing public understanding of Florida's property tax system. These applications were built to reveal information visually and intuitively, making 3.5 million tax and service data records easily accessible to residents.
- Our Office of Community Information and Outreach has greatly improved the interaction between our County offices and response to questions from our residents. In fiscal year 2010-11, we handled 2,522,540 calls, thereby assisting our citizens with a slew of issues and helping them find solutions to their problems.
- Thirty-six audit reports were issued resulting in improved processes and control, as well as enhanced compliance. Several audits resulted in monetary assessments totaling $335,000, and financial recoveries of $3 million were primarily derived from audits performed in prior years.



- In FY 2010-11, Grants Coordination prepared and/or supported the preparation and submission of grant applications for the County departments and the community resulting in 39 grant awards, totaling $57.6 million.
- By taking advantage of lower interest rates, the County generated approximately $27.541 million in savings by refunding bonds. New bond issuances exceeded $332.5 million in 2011.
- In 2011, the $2.9 billion voter-approved Building Better Communities General Obligation Bond (BBC-GOB) Program marked its sixth year. During the first six years of the program, work was started on more than 850 project sites and completed at nearly 530 of these project sites. To date, the County has had six bond issuances yielding more than $967.7 million in bond revenues, of which more than $838.9 million has been spent. The infusion of these $967.7 million into our local economy has improved facilities and infrastructure throughout the County and our municipalities.
- During the past year, approximately 37,000 new voters were registered. There were 20 municipal, 3 countywide, 1 special taxing district, 4 state special districts, and 28 non-governmental elections serving a total of 742,787 voters in 2011.
- Miami-Dade County residents now have a convenient way to access County information and services without having to make a trip downtown. In early October 2011, 311 opened Service Centers at three major County hubs: South Miami-Dade Justice Center, North Dade Justice Center, and the Permitting and Inspection Center. These Service Centers provide customers with both in-person and self-service options.

COUNTY DEPARTMENTS

Office of the Mayor
Carlos A. Gimenez
Stephen P. Clark Center
111 N.W. 1st Street, Suite 2910, Miami, Florida 33128
Phone: 305-375-5071

Animal Services
7401 N.W. 74th Street, Miami, FL 33166
Phone: 305-884-1101

Audit and Management Services
SunTrust Int'l Center
One S.E. 3rd Avenue, Suite 1100, Miami, FL 33131
Phone: 305-349-6100

Aviation (Miami International Airport)
5200 N.W. 21st Street, Miami, FL 33122
MIA Info Line: 305-876-7000

Community Action and Human Services

Community Information and Outreach
Stephen P. Clark Center
111 N.W. 1st Street, 25th floor, Miami, FL 33128
Call: 3-1-1

Corrections and Rehabilitation
2525 N.W. 62nd Street, Miami, FL 33147
Phone: 786-263-6000

Cultural Affairs
111 NW 1st Street, Suite 625, Miami, FL 33128
Phone: 305-375-4634

Elections
2700 N.W. 87th Ave., Miami, FL, 33172
Phone: 305-499-VOTE (8683)

Finance
Stephen P. Clark Center
111 N.W. 1st Street, 26th floor, Miami, FL 33128
Phone: 305-375-5080

Fire Rescue
9300 N.W. 41st Street, Miami, FL 33178
Phone: 786-331-5000 (Headquarters)

Information Technology
5680 S.W. 87th Ave, Miami, FL 33173
Phone: 305-596-8200

Internal Services

Juvenile Services
275 N.W. 2nd Street, Miami, FL 33128
Phone: 305-755-6202

Libraries
Main Library
101 W. Flagler Street, Miami, FL 33130
Phone: 305-375-2665

Management and Budget
Stephen P. Clark Center
111 N.W. 1st Street, 22nd floor, Miami, FL 33128
Phone: 305-375-5143

Medical Examiner
1 Bob Hope Road, Miami, FL 33136
Phone: 305-545-2400

Office of Human Rights and Fair Employment Practices
Stephen P. Clark Center
111 N.W. 1st Street, 25th floor, Miami, FL 33128
Phone: 305-375-2784

Parks, Recreation and Open Spaces
275 N.W. 2nd Street, Miami, FL 33128
Phone: 305-755-7800

Permitting, Environment and Regulatory Affairs
Permitting and Inspection Center
11805 S.W. 26th Street, Miami, FL 33175
Phone: 786-315-2332

Police
9105 N.W. 25th Street, Doral, FL 33172
Phone: 305-4-POLICE (Non-emergencies)

Public Housing and Community Development
701 N.W. 1st Court, Miami, FL 33136
Phone: 786-469-4100

Public Works and Waste Management

Seaport (Port of Miami)
1015 N. America Way, 2nd Floor, Miami, FL 33132
Phone: 305-371-7678

Sustainability, Planning and Economic Enhancement

Transit
701 N.W. 1st Court, Suite 1700, Miami, FL 33136
Phone: 786-469-5675

Water and Sewer
3071 S.W. 38th Avenue, Miami, FL 33146
Phone: 305-665-7477 (Customer Relations)

The 3-1-1 Answer Center provides a fast, simple, and convenient way for residents to get information on local government services. By dialing 3-1-1, residents get one-on-one personal customer service in English, Spanish or Creole. From outside of Miami-Dade County, call 305-468-5900 or 1-888-311-DADE (3233).

MIAMIDADE.GOV