

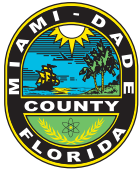


MIAMI-DADE COUNTY

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

STATE OF THE COUNTY 2013





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Robert A. Cuevas Jr., County Attorney



“The time has come for us to fulfill our potential as a dynamic global community that stands out on the world stage. Miami-Dade County must become a place that’s known as much for its diverse economy as its diverse people.”



Fellow Residents of Miami-Dade County:

As our community moves forward into 2013, the state of Miami-Dade County continues to improve and our shared sense of optimism for the future grows with each passing day, buoyed by an economy that is showing modest, but steady growth. Following a year defined by difficult decisions at County Hall, we are aggressively implementing the good-government reforms that will put this organization on a path to long term sustainability and effectiveness.

For the second consecutive year, my administration proposed – and the Miami-Dade Board of County Commissioners adopted – a budget that reduced your property tax rates by two percent on top of the 12 percent reduction from the previous year. It is a responsible budget that reflects the reality in our community: the need to leave money in the hands our residents balanced by the need to provide vital public services, from programs for seniors and children to the clean drinking water that we all depend on.

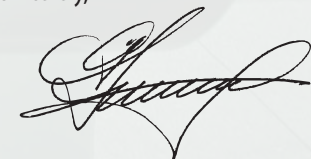
The time has come for us to fulfill our potential as a dynamic global community that stands out on the world stage. Miami-Dade County must become a place that’s known as much for its diverse economy as its diverse people. We have all the necessary elements to become a global center for trade and commerce, led by our top two economic engines: Miami International Airport (MIA), a world-class airport with an estimated \$26.7 billion annual economic impact to our community and 282,000 jobs, plus PortMiami, a globally acclaimed facility with an \$18 billion annual economic impact and 180,000 jobs. The investments we have made – and continue to make – in these two critical facilities will further solidify Miami-Dade County’s place as a global leader in international trade and commerce and allow for the continued growth of our tourism industry.

While we continue to position our community as a place where people want to visit, our first priority remains to make our community a place where people want to permanently build their lives, raise families, and grow their businesses. To that end, we continue to focus on neighborhood, municipal, and transit services, with enhanced programs in waste-management, recycling, water quality and conservation, beach monitoring programs, library programs for children and adults, a wide array of parks and recreation programs, and the development of a world-class transit system. We’re also making a major investment in public safety with the addition of two new classes for both our Police and our Fire-Rescue Departments. Finally, Miami-Dade County is encouraging a rising class of tech-savvy entrepreneurs that are working closely with our community’s network of schools, colleges, and universities to keep our best and brightest students in Miami-Dade and help grow our future economy.

Essential to Miami-Dade County’s emergence as an attractive global community are our arts and cultural programs. Art Basel Miami Beach has now become the world’s biggest annual art show, an event that brings both positive worldwide attention and an economic boost to our community. This art show casts an international spotlight on the hundreds of outstanding Miami-Dade based arts, recreational, and cultural institutions and programs that we are helping to develop. Year-round, these entertaining and educational events provide all segments of our community with opportunities to enjoy the energy and wonder of live theater, music, dance, and exhibitions. Taken together, these initiatives are quickly establishing our community as a globally recognized center for the arts.

With the strong commitment shown by our Board of County Commissioners to move our county forward and given the exciting developments of the past year, we are on the verge of an exciting new chapter in our shared history. As your mayor, I am committed to leading our community towards brighter days by delivering an honest, transparent, and competent government that you can be proud of. You deserve nothing less, and I ask that you hold me to that promise.

Sincerely,



Carlos A. Gimenez, Mayor



ECONOMIC DEVELOPMENT

Miami-Dade County continues to grow its economy led by its two largest economic engines: Miami International Airport and PortMiami. We are quickly becoming one of the top global communities in international trade and commerce, as well as economic production. In fact, our county's Gross Regional Product (GRP) of \$116 billion is larger than that of 29 countries in Latin America and the Caribbean. If we are to truly position Miami-Dade County as one of the premiere global communities to live in and invest in, we will need to continue our focus on enhancing entrepreneurship and innovation initiatives as part of our overall economic development programs.

- Miami International Airport (MIA) set new all-time records for annual passenger and cargo traffic in 2012 with 39.5 million passengers and 2.1 million tons of cargo. International passengers led the way with 19.4 million travelers, and MIA is now the busiest U.S. airport for international flights. Domestic passengers also grew to 20.1 million.
- In 2012, MIA completed its expansion of the North Terminal International Arrivals Facility, which represents more than 140 new jobs and an infusion of \$180 million in capital improvement.
- The Miami-Dade Aviation Department (MDAD) continues to support minority businesses and received the Minority Enterprise Development (MED) Week Advocate of the Year Award during the 30th Annual MEDWeek awards presentation in October. In June, MIA received the FAA's 2012 DBE Advocate and Partner Award and the Airport Minority Advisory Council's 2012 Airport Concessions Award.
- One of the most significant achievements for PortMiami in 2012 was securing the permit for the Deep Dredge project for the deepening of the Port channel to minus 50-feet. A construction contract is expected to be awarded in early 2013. The Deep Dredge project is critical for future growth at PortMiami and will allow for a new generation of larger container cargo vessels that will begin traversing an expanded Panama Canal in 2015. 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 when the expanded Panama Canal opens, ushering in new opportunities for expanded trade with Asian markets.
- PortMiami has set a goal to double cargo traffic over the next decade, an ambitious but very attainable goal that has the potential to create thousands of new and well-paying jobs in South Florida.
- The U.S. Department of Commerce granted Miami-Dade County the authority to establish Foreign Trade Zone (FTZ) 281, which is among the nation's first to operate under the new Alternative Site Framework's streamlined process. The FTZ will expedite and encourage foreign commerce by allowing businesses that use the zone to save substantially on import duties and processing fees in addition to having stronger security measures and faster delivery of goods. Marketing FTZ 281 will be a priority for MIA and PortMiami in 2013.

Miami International Airport and the General Aviation Airports' economic impact is \$26.7 billion and supports 282,043 jobs.

PortMiami supports more than 180,000 jobs and has an economic impact of \$18 billion.

- EDIT organized 71 one-on-one business meetings for 27 local companies during the World Trade Center Miami's Food and Beverage Show and the U.S./Portugal Business Development Trade Mission in Miami. Thirteen local companies that participated reported combined expected sales of \$1,250,000 over the next 12 months.
- Miami-Dade County's Consumer Protection Mediation Center assisted both consumers and businesses in resolving their disputes in over 3,200 cases. These cases represent positive resolutions for \$1,121,716 of transactions in goods and services.
- The Consumer Protection Licensing Unit issued close to 14,000 annual business licenses/individual registrations and continued to provide educational sessions throughout Miami-Dade County at senior centers, community centers, university campuses, libraries, and other government facilities
- The Sony Open broke all attendance records in 2012 with 326,000 residents and visitors passing through the turnstiles, generating more than \$386 million in economic impact for Miami-Dade County. The Sony Open provides a strong economic boost to our local economy, along with tremendous global exposure. In a recent referendum, 72 percent of voters overwhelmingly approved the concept of building and maintaining new facilities on the Crandon Tennis Center site solely with tournament revenues and private funds, not tax dollars.
- The Miami-Dade Office of Film & Entertainment assisted 1,000+ film/photo/digital media productions in FY 2011-12. As a result, \$231 million was directly spent on permitted productions, 20,000+ jobs were created, and 26,000+ hotel rooms were booked. Some of these high profile projects included Ironman 3, Rock of Ages, Step Up 4: Revolution, Burn Notice, The Glades, and Magic City, plus over 150 television commercials and more than 400 photo shoots.
- Miami-Dade County supported a number of initiatives directly related to growing our entrepreneurship profile, including Innovation Week, America's Venture Capital Conference organized by FIU, and the Economic Development and International Trade Unit (EDIT) of the Department of Regulatory and Economic Resources (RER) organized and conducted three business development missions to Bogota, Columbia; Port-au-Prince, Haiti; and Nairobi, Kenya. During the missions, a total of 45 private sector business participants from South Florida and Florida engaged in 255 pre-arranged one-on-one business-to-business (B2B) meetings with their counterparts. These meetings presented opportunities for developing business prospects to increase sales, projects, joint ventures, and other business activities. Thirty business participants completed end-of-mission surveys and reported that as a direct result of participating in the missions, they expected combined sales totaling \$21,834,500 and an additional \$21 million in trade financing over the next 24 months.
- Through effective monitoring and enforcement, the Office of Small Business Development (SBD) continues to ensure compliance with the County's small business programs and wage requirements. During this fiscal year, \$1,279,347 in underpaid wages were identified for employees.



PUBLIC SAFETY

Our award-winning Public Safety Departments are among the best in the country. These include Police, Fire Rescue, Corrections, and the Office of Emergency Management. Using a combination of state-of-the-art technology, professional expertise, and a total commitment to service, our public safety officers work hard every day to keep our residents and visitors safe, serving not only the unincorporated areas of Dade County but also a number of municipalities.

- Miami-Dade Fire Rescue's (MDFR) Venom One Unit was featured on Animal Planet and Discovery Channel in "Swamp Wars." This one-of-a-kind emergency response team currently holds the only anti-venin bank available for public use in the United States.
- The Emergency Operations Center and the Office of Emergency Management's framework, planning capabilities, and programs have become models for national and international government including the private sector. Their expertise is frequently sought after by both the Department of Homeland Security and the Federal Emergency Management Agency to serve as a pilot community for new programs and initiatives.
- According to the Center for Disease Control, someone suffers a stroke every 45 seconds. Aiming to deliver the highest quality acute stroke care available, Miami-Dade Fire Rescue and the six other local area fire departments of Coral Gables, Hialeah, Homestead Air Reserve Base, Key Biscayne, Miami, and Miami Beach joined forces with area hospitals to deploy one of the largest networks for the treatment and transport of stroke victims in the country, the FOAM-D Stroke Consortium.
- In August 2012, the Southeast Florida Fusion Center (SEFFC) located in the Homeland Security Bureau merged with the Palm Beach Fusion Center to ensure the Miami-Dade Police Department's ability to provide effective dissemination of multijurisdictional criminal intelligence information across the region. The SEFFC is constantly building trusted relationships with federal, state, local, tribal, and private sector partners to enhance its ability to secure the homeland while protecting the privacy of the public.
- The Forensic Service Bureau made over 1,931 hits utilizing the National Integrated Ballistics Information Network, processed 4,362 latent fingerprint cases resulting in 933 identifications, processed 91,056 booking fingerprints resulting in 78,150 identifications, and melted 1,432 firearms, and destroyed 7.66 tons of illicit narcotics.
- During calendar year 2012, the Real Estate Fraud Section of the Economic Crimes Bureau assisted the Miami-Dade County Property Appraiser's Office with investigations of homestead exemption fraud. To date, 1,314 cases have been investigated and 403 liens have been recommended on properties, an approximate value of \$35 million.
- The Automated Arrest Form (A-Form Project) is a collaborative effort initiated through the Dade County Association of Chiefs of Police to automate the arrest information gathered by all local law enforcement agencies. Expected to begin in early 2013, it is designed to reduce the booking processing time and improve data collection from the initial point of arrest.

In 2012, Miami-Dade Fire Rescue responded to 235,000 calls, approximately 197,800 of which were medical emergencies.



Miami-Dade Police Department units were dispatched to more than 880,000 calls for service. The Department's focus on crime prevention resulted in a 15 percent decrease in robberies throughout the Unincorporated Municipal Service Area.

- Designer drugs marketed under a variety of labels such as "bath salts" and "K-spice" attracted much public attention in 2012. Recognizing the potential substance abuse dangers of these synthetic drugs, both county and state government offices took legislative measures to outlaw their sale. The Medical Examiner Department's Toxicology Laboratory was awarded a grant by the U.S. Department of Justice to study and develop analytical methodologies to detect and measure these drugs.
- The Miami-Dade County Juvenile Services Department's Countywide Civil Citation Initiative, designed to provide an alternative to formal judicial handling for first time misdemeanor offenders, has now served over 12,300 juveniles and their families. Civil Citation has accounted for a 23 percent reduction in overall arrests since its inception in 2007. The program has an unprecedented, successful completion rate of 83 percent and a 95 percent minority participation rate.
- In June of 2012, Governor Rick Scott signed the Florida Safe Harbor Act legislation to protect young sex-trafficking victims, treating these children as victims rather than prosecuting them. The Department of Juvenile Justice selected the Miami-Dade Juvenile Services Department as a pilot site to implement an assessment tool that examines the service needs of our population. The results obtained from this collaborative initiative will assist in developing the best interventions for the client population and lead to the development of a best practices model that will be implemented throughout the State of Florida.
- The Miami-Dade Aviation Department has partnered with local non-profit organization Kristi House, the Miami-Dade Police Department, five leading passenger airlines, and federal and local security agencies to launch the first program at a U.S. airport to train employees on how to identify and intervene for child victims of human trafficking. Three hundred airline ticketing agents and airport employees with frequent passenger contact have received training.
- In an effort to improve the jail booking process, the Miami-Dade Corrections and Rehabilitation (MDCR) Department's Centralized Intake Center at Turner Guilford Knight Correctional Center is currently under construction. This project will consolidate intake processing, inmate classification, records keeping, inmate property storage, and release of inmates from custody, and will also include a Law Enforcement Officer Lobby. The Lobby will allow police officers to transfer custody of new arrestees to Corrections staff in a more expeditious manner, which will allow for the officers' quick return to the community to resume providing police services. The Center is expected to open in the early part of 2013.
- In order to enhance safety measures, MDCR continues to expand its video monitoring system. The Department now has a modern video surveillance and recording system, which encompasses over 1,000 cameras and peripheral devices retrofitted throughout our correctional facilities. These efforts earned the MDCR the 2012 Achievement Award from the Nation Association of Counties.



HEALTH AND HUMAN SERVICES

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.

- Fiscal Year 2011-12 has been a year of significant milestones in the County's efforts to improve access to primary care and insurance coverage through strategies developed by the Office of Countywide Healthcare Planning.

- The three-year County partnership with Blue Cross Blue Shield of Florida has resulted in more than 11,000 residents becoming insured.

- The innovative premium assistance program for residents struggling to make ends meet continues to be successful, with an additional \$250,000 in State and Federal funds being allocated for a cumulative award amount of \$1 million. The program serves as a precursor to our innovative and visionary partnership between the County's major hospital providers of charity care to expand the number of low-cost comprehensive insurance products offered to our residents with cutting-edge consumer education in choosing health insurance and employing effective health practices.

- Head Start/Early Head Start increased the number of children it serves by 500 while fully delegating the provision of direct educational services to 17 contracted agencies including Miami-Dade County Public Schools, Easter Seals, and YWCA.

- To assist our elderly residents in maintaining an independent lifestyle, CAHS provided an array of services to our community's seniors:

- In-home support, personal care, homemaker and housekeeping and maintenance chores were provided for over 380 seniors;

- 282,304 congregate meals were served to elderly clients at 22 meal sites;

- and 344,130 meals were provided to high-risk elderly clients.

- In FY 2011-2012, the Senior & Low-Income High Efficiency Plumbing Retrofit Project program installed a total of 925 high efficiency toilets, showerheads, and kitchen and bath aerators in 700 homes. Based on estimates reported by the Miami-Dade County Water and Sewer Department, the program saves a total of 1.6 million gallons of water each month.

- The Cooperative Extension Florida Yards & Neighborhoods Urban Conservation Unit collaborated with the Water and Sewer Department to teach water conservation by offering free irrigation evaluations and financial incentives to homeowner associations and single-family homes. An estimated 1.54 million gallons of water per day will be saved and participating homeowners save an estimated 33,785 gallons of water per day.

- The Public Housing and Community Development (PHCD) maintained a HUD occupancy rate of 95 percent in 2012. With 9,200+ County-owned housing units, PHCD is among the 10 largest housing authorities in the nation, providing affordable rental housing to thousands of low-income elderly and families.

In 2012, four Tot Lots at South Dade public housing developments were completed, delivering on a commitment to provide safe and creative places for children through the Quality Neighborhoods Improvements Programs.



- Six County-owned public housing sites were awarded approximately \$87 million in nine percent Low Income Housing tax credits by the Florida Housing Finance Corporation. These awards represent a major private-public partnership investment and an opportunity to upgrade 685 units of public housing stock with sustainable design solutions by the end of 2013.

- Northpark at Scott Carver, a HOPE VI revitalization project, was completed and occupied by the end of 2012. This mixed-income community features 354 new units and amenities, including a community building with a pool and a playground. Residents can access supportive services such as career training, education, and employment resources. Additionally, \$16.7 million in American Recovery and Reinvestment Act (ARRA) funds provided for the inclusion of green initiatives at Northpark.

- The Neighborhood Stabilization Program (NSP) committed \$62.2 million of NSP1 funds to eligible activities to enhance the economic recovery of neighborhoods most seriously affected by the ongoing foreclosure crisis. The County is on track to expand all of the funds by March 2013. The County received an additional \$20 million in NSP3 funds of which over \$17 million have been committed to three eligible multi-family projects. Two multifamily residential projects are slated for completion by the end of 2012: Kings Terrace, a 300-unit reconstruction, and Southpoint Crossings, a 122-unit renovation project.

- Utilizing \$19.3 million in ARRA funds for capital projects, new roofs, elevators upgrades, new fire protection systems, window replacements, and handicap accessibility upgrades were made in public housing properties.

- Achieving the American dream of homeownership was realized when 65 new homes were sold to very low and moderate-income first time home buyers through the Infill Housing Program.

- One hundred and one low-moderate income families in Miami-Dade County became first time homebuyers in 2012 through assistance from the County's Second Mortgage Program, which provides second mortgage subsidies to eligible applicants.

- Miami-Dade County was awarded a total of \$28.3 million in homeless program funding by U.S. HUD in 2012.

- Through the Miami-Dade County Homeless Trust, over 15,000 homeless adults and children were placed into emergency, transitional, or permanent housing, and 444 women and children were provided domestic violence emergency shelter beds:

- 9,084 homeless adults and children were placed into emergency housing;

- 1,231 homeless adults and children were placed into transitional housing;

- and 4,756 formerly homeless adults and children were placed into permanent housing.

- The County's Coordinated Victims Assistance Center (CVAC), where victims of crimes can access a range of services through thirty-eight partner agencies in one location, serves approximately 3,300 clients and is the only facility of its kind in the Southeastern United States.

- Approximately 493 survivors of domestic violence and their families were served in the Community Action and Human Services Department's (CAHS) domestic violence shelter and safety support system. Approximately 284 survivors were transitioned to permanent housing.



NEIGHBORHOOD SERVICES

Miami-Dade County continues to make vigorous strides to improve our community in the areas of aesthetics, social offerings, and openness because, while we want to be a place that people want to repeatedly visit, this should also be a place where people desire to live permanently and build their lives, families, and businesses. These assets improve the quality of life in our county by driving economic prosperity through tourism, business, and residential investments.

- The Public Works and Waste Management (PWWM) Department continues to manage the highly successful residential curbside recycling program. FY 2011-12 has been the most successful in the program's four year history with 62,997 tons of recyclable material collected, which generated \$720,568 in revenue from the sale of the recyclable material for the fiscal year.
- PWWM successfully obtained a U.S. EPA Emerging Technology (Clean Diesel) grant for \$1.2 million for the purchase 15 hybrid waste collection vehicles.
- The Miami-Dade Water and Sewer Department's (WASD) implementation of the Water Use Efficiency Program continues to be successful. Since 2007, Miami-Dade County residents and businesses have saved approximately 8.5 million gallons of water per day by taking advantage of the Department's water conservation incentives, which include high efficiency toilet rebates, free showerhead exchanges, and landscape irrigation evaluations.
- The Cooperative Extension Sea Grant Program coordinated and conducted the Marine Debris Removal Program from over 5,000 meters of coral reef, and partnered with the Environmental Education Foundation to train volunteer divers on how to identify and remove invasive lionfish. Close to five metric tons of debris were removed from coral reef habitats and close to 2,700 lionfish were removed from local waters.
- Miami-Dade County's Adopt-a-Buoy Program was established in 2009 to assist in protecting the County's coral reefs from damage caused by boat anchors by allowing boaters, divers, and fishermen to secure their vessels without dropping their anchors onto the fragile coral reefs. During 2012, with funding assistance from the Florida Fish and Wildlife Conservation Commission, the Adopt-a-Buoy Program added 18 buoys, bringing the number of mooring buoys to 42 at seven natural and two artificial reef sites throughout the County.
- Maintaining our beautiful beaches is crucial for Miami-Dade County because they are one of our main tourist attractions, contributing billions of dollars to our local economy. Our beaches also provide storm protection for the properties along the coast, which represent billions of dollars in real estate value for our economy.
 - In 2012, the Beach Monitoring Program of DERM worked with the United States Army Corps of Engineers to implement a major renourishment project in erosion hot spots on Miami Beach. More than 326,000 cubic yards of sand were deposited near the 25th, 44th, and 63rd streets.
 - The County continues to hold 10-year multiple re-nourishment permits to repair and mitigate the effects of beach erosion. The permits secured are an innovative approach to improve the County's response to emergency erosion events.

Miami-Dade County's Artificial Reef Program, one of the largest in the nation, continued its growth in 2012 with the addition of two "Reefball" deployments at the Golden Beach Artificial Reef Site. The local diving industry is an important part of Miami-Dade County's economy and the program provides vital support to this industry while protecting our environmental resources.

- Trees are an important part of our South Florida landscape. They provide beauty and value to our neighborhoods. The Cooperative Extension Master Gardeners have taught over 6,500 residents how to plant and care for trees at Adopt-A-Tree events in 2012. Since 2001, over 164,000 County residents have been taught sustainable landscape techniques to help prevent water pollution and help reduce utility bills by planting trees to shade homes. More than 166,000 trees have been adopted since the program's inception in 2001, making it one of the most successful tree canopy replacement programs in the State of Florida. In 2012, 4,251 free trees were distributed to County residents.
- Environmentally Endangered Lands (EEL) including pinelands, hardwood hammocks, and wetlands provide refuge for hundreds of native plant and animal species, and these lands help to preserve our historical landscape for this and future generations. From October 1, 2011 through September 30, 2012, the County's EEL Program acquired an additional 159 acres of environmentally endangered land. In total over 20,500 acres have been preserved.
- It is said that "every great community has a great park system," and our Miami-Dade Parks, Recreation, and Open Spaces (MDPROS) Department is truly connecting people and parks for life. In support of the Parks and Open Spaces Master Plan adopted by the Board of County Commissioners in 2008, the Mayor's Greenway Coordinating Committee was created. As a testament to the credibility of PROS and the design of greenway systems, the National Parks Service has requested the PROS Planning and Research Division to manage the planning of the River of Grass Greenway- a hard-surface 12-14 foot-wide safe, non-motorized transportation and recreation corridor across the Everglades between Naples and Miami- through a \$ 1.2 million dollar grant.
- The Animal Service's Department (ASD) achieved its highest animal save rates in department history during FY 2011-12 by reaching a dog save rate of 75 percent and cat save rate of 35 percent.
- The Miami-Dade Public Library System continues to play an important role in the lives of our residents. This year there were 6.7 million visitors, 6.7 million materials borrowed, 3.2 million computer hours logged, and 4.7 million hits on electronic resources.
- The Library also assisted more than 7,000 patrons in their job search related needs, whether it was spending one-on-one time with staff, or attending a resume writing or computer class. Also, through access to e-government, patrons received help in applying for and receiving aid from the Department of Children and Families, social security, public housing, and more.
- The Talking Books Library has gone digital and now offers expanded accessibility and downloadable features, allowing patrons to access materials right to their computers.
- Through the "Farmers Market Day" program, a partnership between the Miami-Dade Public Library System, MDPROS, and Wells Fargo, residents have the opportunity to purchase fresh seasonal produce directly from South Miami-Dade growers, receive information about how to create a healthier lifestyle, and get a \$5 voucher to purchase fresh, locally grown produce.





TRANSPORTATION

Miami-Dade County's transit services took a big leap forward in its efforts to develop an integrated, world-class transit system, implementing projects to improve mobility in our county, keeping our infrastructure in a state of good repair, and making it easier for everyone to use public transportation through the use of innovative technology.

- PortMiami was named North America's Leading Cruise Port for 2012 by World Travel Awards, an international organization that recognizes achievements in the tourism industry.

- PortMiami terminal facilities continue to be among the most modern in the world providing easy passenger boarding and departure. In 2012, the Port invested \$15 million in improvements to PortMiami's Cruise Terminal D which homeports the Carnival Breeze, one of the newest and largest vessels in the PortMiami fleet.

- The digging phase of the port tunnel is now more than half completed and construction is on schedule for a spring 2014 finish. In July 2012, the Tunnel Boring Machine (TBM), also known as Harriet, completed the first of two tunnel tubes under Biscayne Bay linking the Port with the mainland. The tunnel is critical to PortMiami's future growth as it will allow port traffic to move more expeditiously to and from the interstate system, and will help reduce traffic downtown. This project is not only an engineering feat of note, but an example of the type of public-private collaboration that will make PortMiami an even more powerful economic engine in years to come. The PortMiami Tunnel is being constructed as a public-private partnership that includes the Florida Department of Transportation (FDOT); Miami-Dade County; the City of Miami; Miami Access Tunnel; and the French company, Bouygues S.A.

- The restoration of on-port rail freight is now underway. The first phase of the project is expected to be completed in summer 2013. With its Florida East Coast (FEC) Railway partner, the Port will restore and upgrade rail service between the Port and the Florida East Coast Rail Yard in Hialeah, providing direct cargo access to the national rail system. The on-dock intermodal rail service will provide shippers the convenience of port-to-door service with absolute lead times that match or exceed those of trucking, but with greater reliability and reduced carbon emissions. Once completed, the FEC-Port partnership will allow shippers to reach over 70 percent of the U.S. population within a maximum of three to four days transit time.

- The last major project of MIA's Capital Improvement Program was completed with the opening of the North Terminal International Arrivals Facility on July 31, 2012. The three-level, 400,000-square-foot facility features 72 passport control lanes and has the capacity to process 2,000 passengers per hour.

- In November of 2012, MIA hub carrier American Airlines began operating its largest flight schedule ever at MIA with 328 daily flights and expanded service to 38 cities. American launched six new routes from MIA to Asuncion, Paraguay; Barcelona, Spain; Manaus, Brazil; Recife, Brazil; Roatan, Honduras; and Seattle, Washington.

- MIA also added five new carriers in 2012: LAN Colombia began four weekly flights from Bogota; Mexican low-cost carrier Interjet began daily flights from Mexico City; Dutch Airlines Express began daily service from Curacao; Brazilian low-cost carrier GOL began weekly charter service from Sao Paulo in July that expanded to daily service in December; and Russian carrier Aeroflot began weekly flights from Moscow.

In July 2012, Miami Dade Transit inaugurated its 23rd Metrorail station, the award-winning, ultra-modern MIA Station. The new station plays an important role in linking downtown Miami, Kendall, and other locations along the Metrorail system to MIA's front door.



- Also in July 2012, Metrorail began operating the Orange Line, which provides service to all stations between the Dadeland South and the Earlington Heights stations and continues west towards the new MIA station. The addition of the Orange Line has greatly benefitted those who commute to some of the County's major employment centers, such as the Civic center area, downtown Miami, and Brickell, by providing users with more frequent service.

- MDT continues to make great strides in restoring the reimbursement of federal funds used for preventative maintenance work and help fund essential transit projects created under the American Recovery and Reinvestment Act of 2009. In 2012, MDT was awarded a \$10 million transit grant as part of the Federal Transit Administration's State of Good Repair program. This money will allow the department to replace 26 older traditional diesel-powered buses with new diesel-electric hybrid buses. MDT also received \$2.5 million from the FTA's Clean Fuels program to retrofit 100 older buses with new, state-of-the-art engine electric cooling systems.

- The County continues to improve its bus service by investing in incremental improvements along major corridors.

- Route 97 was converted to the 27th Avenue Orange MAX (297) to provide enhanced service with a direct connection to the new MIA Station from the Broward County line along NW 27th Avenue. The new, commuter-friendly, limited-stop route increased its frequency from every 20 minutes to every 15 minutes during rush hours, and from every 45 minutes to every 30 minutes during midday. This is the first step towards developing Bus Rapid Transit service along the 27th corridor.

- Similar improvements are being sought along the east-west corridor, from the new MIA State to SW 8th Street via State Road 836 and along the Flagler Corridor by providing approximately 14.5 miles of enhanced bus service from downtown Miami to west Miami-Dade County.

- More than \$44 million was spent to accomplish major infrastructure improvement projects including new roadway construction, intersection improvements, traffic calming devices and traffic lights, bridge replacement and restoration, drainage installation, and canal bank restoration and sediment removal. Notable completed projects include the Venetian Causeway Streetscape Improvement project, the NW 138th Street Bridge Replacement, roadway improvements to SW 27th Avenue from South Bay Shore Drive to Tigertail Avenue, 100 new electronic speed feedback signs, six Safe Routes to School projects, and the construction of 50 miles of bike lanes through Miami-Dade County.

- The Miami-Dade County Passenger For Hire Transportation Unit conducted the first taxicab medallion auction consisting of four sedan type vehicles and two wheelchair accessible cabs. The proceeds from the auction provided financial relief to approximately 4,800 taxicab chauffeurs by reducing regulatory expenses such as vehicle inspection and licensing fees. These auction medallions also ushered in new technology like credit card devices in the backseat, warning lights, and global positioning system dispatching for these cabs.



RECREATION AND CULTURE

Miami-Dade County's investments in the area of arts and recreation are essential for two major reasons: (1) we can be proud that our community offers families and children outstanding opportunities second to none in the nation to expand their creative and recreational needs, and (2) our superb cultural facilities and activities give us the competitive edge for attracting commerce and tourism, which is essential for creating more jobs and economic prosperity.

Miami-Dade County's nonprofit arts and cultural organizations represent a significant business industry- generating almost \$1.1 billion in local economic activity annually and employing 29,792 full-time workers ranging from artists and administrators to accountants and carpenters. Also, the audiences for the arts have grown to over 13.5 million cultural attendees each year. These findings put Miami-Dade County among the top tier of comparable metropolitan areas and demonstrate how the arts are effective catalysts for strengthening the economy and making Miami-Dade County more competitive both nationally and internationally for business, tourism, and the arts.

- The Miami-Dade Department of Cultural Affairs secured a renewal of its annual grant from The Children's Trust, which allowed more than 200,000 children and families to benefit from arts activities during FY 2011-12.

- Zoo Miami, Miami-Dade County's premier attraction, broke nearly every record possible this past year, achieving the highest attendance ever with 882,800 visitors, resulting in the most earned revenue of \$10.8 million, the highest membership revenue of \$1.27 million, and the highest Gift Shop revenue of \$1.08 million.

- The Miami-Dade Parks, Recreation & Open Spaces Department, in partnership with the Zoo Oversight Board and the Zoological Society of Florida, continues to move capital development forward, completing projects that expand the Zoo's offerings of amenities to attract more return visits to the Zoo and Miami-Dade County, and to broaden its consumer base. A prominent example is the current Invitation to Negotiate (ITN) to both private and public developers based locally and nationally for the opportunity to create the Zoo Miami Entertainment Area, a multi-attraction entertainment destination on the grounds of Zoo Miami. This project has the potential to serve as a catalyst for attracting other types of major investments to the County. This ITN is an aggressive effort to find the best developer able to create a phenomenal entertainment zone that will become a renowned landmark-attraction unique to Miami.

- As both a performance space and a catalyst for economic development, the Adrienne Arsht Center for the Performing Arts of Miami-Dade County is helping to make our community a cultural destination. The Arsht Center's new signature series, "Theatre Up Close," breathed new life into the Carnival Studio Theatre and had a record level of activity in 2012. "The Huffington Post" and "Departures Magazine" recognized the Carnival Studio Theatre as one of the world's seven most memorable theatres.

- The Miami Art Museum (MAM) reaches nearly 35,000 people through its educational programming every year, the largest art education program outside the Miami-Dade Public School System.

- Vizcaya Museum and Gardens was consistently ranked as the favorite thing to do in Miami on the popular travel website tripadvisor.com. Increased paid visitation totaled 148,364 and generated more than \$1.7 million.

"Harmonic Convergence" has been named the Interior Division winner of the 2012 Solutia World of Color Awards. An international jury of five industry professionals from Bangkok, Sao Paulo, London, Chicago, and Hong Kong chose the art work as the top interior design project worldwide for its innovative use of laminated color glass products.

- Miami-Dade County Art in Public Places completed eleven highly integrated art projects in 2012 and received recognition for three recently completed public arts works: "Reflect," a media project for the main lobby of the Stephen P. Clark Government Center; "Harmonic Convergence," an interactive sound environment with diagonal patterns of colored glass that are integrated into the Mover Station Terminal Connector of Miami International Airport; and "Ripple Gardens," a series of exterior sculptural gardens designed for Jackson South Community Hospital. This represents the highest number of public art projects recognized from any community in the nation by the Americans for the Arts' Public Art Network Public Art 2012 Year in Review, which selects the top 50 projects in the nation.

- Five buildings of Fairchild Tropical Botanic Gardens' DiMare Science Village were completed, including the Clinton Family Conservatory's Wings of the Tropics Exhibit, Glass House Café, Windows to the Tropics Conservatory, the Whitman Tropical Fruit Pavilion, and the Kushlan Tropical Science Institute.

- HistoryMiami's exhibition "The Guayabera: A Shirt's Story" won the Outstanding Achievement Award at the 2012 Florida Association of Museums statewide conference. The award recognizes an exceptional project, exhibit, or program that has made an impressive impact on the museum field.

- HistoryMiami received a grant from the AT&T Foundation to provide support for "Teen Miami," a three-year education and exhibition initiative aimed at addressing the need for teen voices and perspectives in museum exhibitions and collections.

- In 2012, the Miami Science Museum (MSM) received over \$3 million in educational grants from the National Science Foundation and the U.S. Department of Education, among other funding entities, to support programs and initiatives such as Girls RISEnet and Upward Bound.

- In partnership with the Trust for Public Land and the Health Foundation of South Florida, MDPROS built nine Fitness Zones in areas throughout Miami Dade County where health disparities exist to allow those disadvantaged communities to enjoy the benefits of health-club quality fitness equipment free of charge.

- PROS continues to ensure that world-class recreation opportunities are distributed throughout Miami-Dade with the construction of the Homestead Bayfront Park Atoll Pool restaurant and bathhouse pavilion, West Kendall District Dog Park, the Kendall Indian Hammocks Skate Park, Zoo Miami's new amphitheater and lakeside aquatic playground, and two complete community pool renovations, among dozens of other construction projects.

- This past fall, the Miami-Dade Parks, Recreation & Open Spaces Department's Fit2Play Out-of-School Program received the endorsement of the prestigious University of Miami's Miller School of Medicine for being a community-based intervention program that scientific studies now prove is actually making Miami-Dade County children healthier. Fit2Play is having a strong community impact by making fitness and nutrition fun. It is also being touted by UM as being a national model for its effectiveness in helping overweight and obese children lose weight and keep it off; for helping children with high blood pressure and high cholesterol to lower their levels; and for teaching children how to lead healthy lives through exercise and nutrition. UM's impact study of Fit2Play shows it is a significantly unique and effective prevention strategy in that it is a healthy weight-maintenance program that also instills positive attitudes and behaviors in children about physical fitness and health.



GENERAL GOVERNMENT

With the guidance of the Board of County Commissioners, Miami-Dade County continues to be on the forefront in deploying strategic management practices in local government. The International City/County Management Association (ICMA) Center for Performance Measurement recognized the County for its ongoing efforts in measuring and improving local government performance. This is the tenth consecutive year that ICMA recognized Miami-Dade County and the fourth year the County was awarded their newest and highest level of recognition, the prestigious Certificate of Excellence, which is awarded to only 26 jurisdictions in the country.

- The National Association of Counties (NACo) recognized Miami-Dade County with 31 awards for successfully implemented innovative projects that resulted in improving services to residents, significantly enhancing revenues, and achieving greater cost efficiency and monetary savings.
- The Community Information and Outreach Department answered over 2.4 million calls this year via the 311 Answer Center, which spans all County services. Eighty-four percent of all inquiries were resolved on the first call.
 - 235,000 service requests were generated and forwarded to departments for processing and follow through.
 - 311 Service Centers were opened at three major hubs - South Miami-Dade Justice Center, North Dade Justice Center, and the Permitting and Inspection Center - cumulatively serving over 45,000 customers both in-person and through self-service options.
 - A pay-by-phone option was implemented and, with the assistance of 311 Answer Center Agents, 1,500 transactions totaling over \$4.5 million were processed.
- MiamiDade.gov received over 20 million visits in the last fiscal year.
- The County's Open Government initiative, highlighting the County's availability, accessibility, services, physical spaces, and transparency, was launched. Over 30 new sites have been launched to support the Open campaign.
- The County's e-Commerce applications collected \$734,075,730 in FY 11-12. This total includes \$202,863,054 in credit card payments and \$531,212,676 in e-Checks. These payments were made by our residents to pay for county services such as property taxes, Metrorail, occupational licenses, parks and recreational reservations, and construction permitting.
- Miami-Dade TV's success in providing County information to our residents was recognized by the Emmy Awards, Telly Awards, and NATOA Government Programming Awards.
- Three hundred and forty hours (153 meetings) of live, gavel-to-gavel Board of County Commission and committee meetings were archived and made available for viewing through webcast.
- The Information Technology Department (ITD) completed the deployment of Metronet's new Edge Switches at the Overtown Transit Village building and the Medical Examiner Department. An integral component of this network modernization project includes the deployment of a new wireless infrastructure. The wireless network provides enhanced security for County users and provides separate, free guest access to Miami-Dade County citizens, partners, and vendors conducting business in any facility that has the new equipment installed.

Miami-Dade County was designated a 2012-2014 "Citizen-Engaged Community" by the Public Technology Institute for the County's efforts to provide the public with multi-channel access to government services and information.

- The Miami-Dade County Elections Department is the largest and most complex elections organization in the state, and conducts elections more often than any other county.
 - 888,033 voters cast their ballots during the November 6, 2012 General Election, the most voters in our county's history.
 - Three countywide elections and 34 municipal elections were conducted.
 - Over 1,209,580 ballot pages were scanned and stored.
 - 1,467,595 voter registration applications were processed.
 - 20,068 poll workers were trained.
 - A new policy of postage paid Absentee Ballot (AB) return envelopes was implemented.
- Recognizing the importance of maintaining the County's financial stability, the total of all general fund reserves represents 5.76 percent of the total budget, remaining within recognized best practices for budgeted reserves. This includes an emergency contingency reserve that is currently funded at a little over \$52 million. The goal is to generate a reserve that represents between five and seven percent of the County's general fund supported operating budget.
- In Fiscal Year (FY) 2011-12, Grants Coordination prepared and/or supported the preparation and submission of 40 grant applications for County departments and the community, resulting in grant awards totaling \$31 million.
- FY 2012 was another successful year for the Finance Department's Division of Bond Administration as it continues to successfully manage the issuance of County debt. Taking advantage of record low interest rates, the Division generated an excess of \$214 million in net present value savings.
- During FY 2012, the County received an "AAAF" credit quality rating and an "S1" volatility rating for the County's investment portfolio. This credit rating signifies that the portfolio holdings provide extremely strong protection against losses from credit defaults. The "S1" volatility rating signifies that a fund possesses low sensitivity to changing market conditions and a level of risk that is less than or equal to a portfolio comprised of the highest quality fixed-income instruments with an average maturity of one to three years.
- In FY 2011-12, Procurement Management awarded close to 637 contracts valued at over \$1 billion in goods and services that support countywide operations. These contracts also add to our economic development activities by supporting many local businesses.
- Approximately 46,000 Save Our Senior Relief Fund checks were processed in December of 2012.
- As part of the Mayor's initiative to streamline support functions and increase fiscal opportunities, ITD began the consolidation of IT infrastructure and redundant functionalities county-wide in 2012 to include IT personnel, networks, servers, data centers, and other systems. Consolidation offers economies of scale, cost savings, increased efficiency, and better information and data sharing in addition to simplifying systems and increasing productivity.





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

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

2525 NW 62nd Street, 4th Floor, Miami, FL 33147
Phone: 305-514-6000

Community Information and Outreach

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

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

Information Technology

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

Internal Services

111 NW 1st Street, Suite 2130, Miami, FL 33128
(305) 375-2363

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

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

Parks, Recreation and Open Spaces

275 N.W. 2nd Street, Miami, FL 33128
Phone: 305-755-7800

Permitting, Environment and Regulatory Affairs

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

111 N.W. 1st Street, 16th floor, Miami, FL 33128
Phone: (305) 375-2694

Regulatory and Economic Resources

11805 SW 26 Street, Miami, FL 33175
Phone: (786) 315-2000

PortMiami

1015 N. America Way, 2nd Floor, Miami, FL 33132
Phone: 305-371-7678

Transit

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

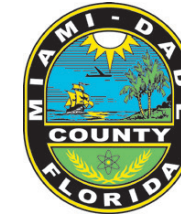
Water and Sewer

3071 S.W. 38th Avenue, Miami, FL 33146
Phone: 305-665-7477

Miami-Dade County Mayor and Board of County Commissioners



Carlos A. Gimenez
Mayor



Rebeca Sosa
*Chairwoman
District 6*



Lynda Bell
*Vice Chair
District 8*



Barbara J. Jordan
District 1



Jean Monestime
District 2



Audrey M. Edmonson
District 3



Sally A. Heyman
District 4



Bruno A. Barreiro
District 5



Xavier L. Suarez
District 7



Dennis C. moss
District 9



Sen. Javier D. Souto
District 10



Juan C. Zapata
District 11



José "Pepe" Díaz
District 12



Esteban Bovo, Jr.
District 13



Harvey Ruvin
Clerk of Courts



Carlos Lopez-Cantera
Property Appraiser



Robert A. Cuevas, Jr.
County Attorney

MIAMIDADE.GOV

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).

