

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

STATE OF THE COUNTY 2014





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Rebeca Sosa, Chairwoman

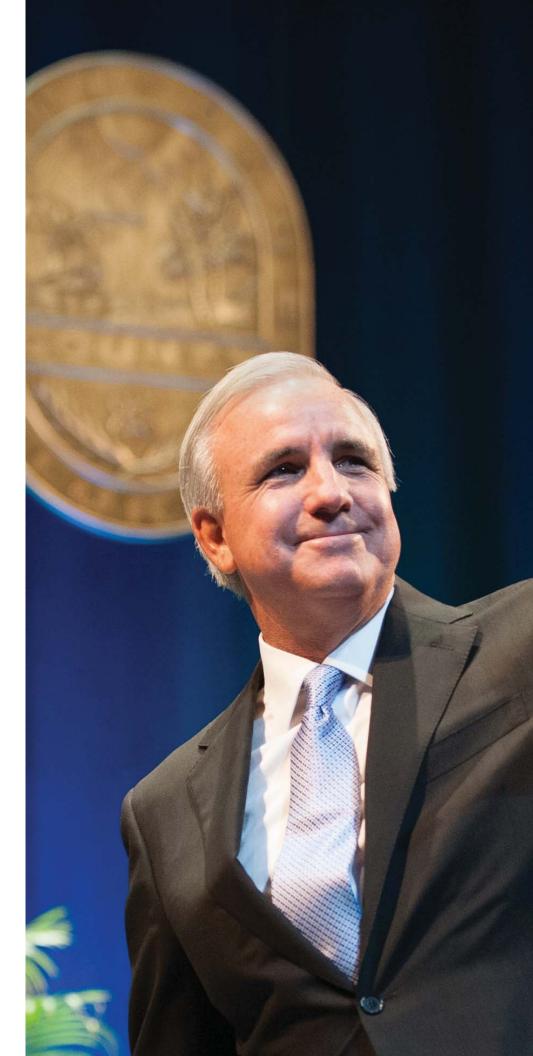
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Fellow Residents of Miami-Dade County:

Over the past few years, we have seen a global trend toward urbanization, a reality that has also impacted Miami-Dade County. People from all over the world are choosing to make our community a place where they want to live, work, and play. These new residents are attracted not only by our privileged geographic position and unparalleled climate, but also by our economic and cultural opportunities.

Our challenge in government is to manage growth while ensuring that all our residents continue to receive the level of services people have come to expect from us. We are doing so by running a responsible and structurally balanced government that is moving toward fiscal sustainability in order to live within its means, keeping taxes at an affordable level for our residents and businesses, and investing in the drivers of economic growth.

Miami-Dade County is taking full advantage of our unique geographic position as the Gateway to the Americas, and beyond, by developing a robust business climate that creates good paying jobs. To strengthen our position in international trade, we've made unprecedented, billion dollar investments, in our two greatest economic engines — Miami International Airport (MIA) and PortMiami, making them world-class, state of the art facilities. And those investments are quickly paying off. MIA had over 40 million passengers in 2013, making it one of the best and busiest airports in the nation. And Port Miami, the Cruise Capital of the World, continues to be a leader in cruise and cargo traffic, soon to be one of the few ports on the eastern seaboard capable of servicing the new larger ships that will cross the widened Panama Canal. Together, MIA and PortMiami have had a very positive impact on our top industry: tourism.

Making these investments in our traditional economic drivers also allows us to seek ways to expand business opportunities into new sectors. We are unleashing the entrepreneurial spirit of our community by supporting start-up incubators and other technology-based businesses. This May, I will be hosting mayors and business leaders from around the world for the Mayoral Innovation Summit as part of the e-Merge Americas conference, which will gather the brightest innovators in technology as well as civic and thought leaders. Their presence in our community will continue to position Miami as a leader in technology.

Miami-Dade County is also growing as a center for arts and culture. Adding to Art Basel, one of the most important art events in the world, we opened the Perez Art Museum Miami this past December, and the new Science Museum at Museum Park is on schedule to open in 2015. These and other new additions to our shared civic spaces enhance our waterfront and the urban experience, making Miami even more attractive, not only to our 2.6 million residents, but also to global travelers.

In addition to focusing on economic development, we're also supporting efforts to educate and retain the young men and women that will make up our future workforce. The successful Mayor's Executive Internship program, instituted two years ago in collaboration with Florida International University, will now be expanding to other local universities. Together with the South Florida Workforce programs and the various internship programs we have instituted, we're providing work and growth opportunities for our young people right here in Miami-Dade County.

Finally, we are doing all of this while eliminating waste and reducing the size of government. Since I took office in July, 2011, we have been successful in making our County government more efficient by reducing the number of departments while continuing to provide the same or increased levels of services to our residents and businesses. Leading by example, this also includes a 25% reduction in the budget of the Office of the Mayor.

I'm committed to achieving a balance between maintaining a government that is efficient and lives within its means while creating the conditions for economic growth and opportunity. Working together with the Board of County Commissioners, we will continue to move Miami-Dade County forward toward being one of the top global communities that our residents and visitors can enjoy for decades to come.

Sincerely,

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Carlos A. Gimenez, Mayor



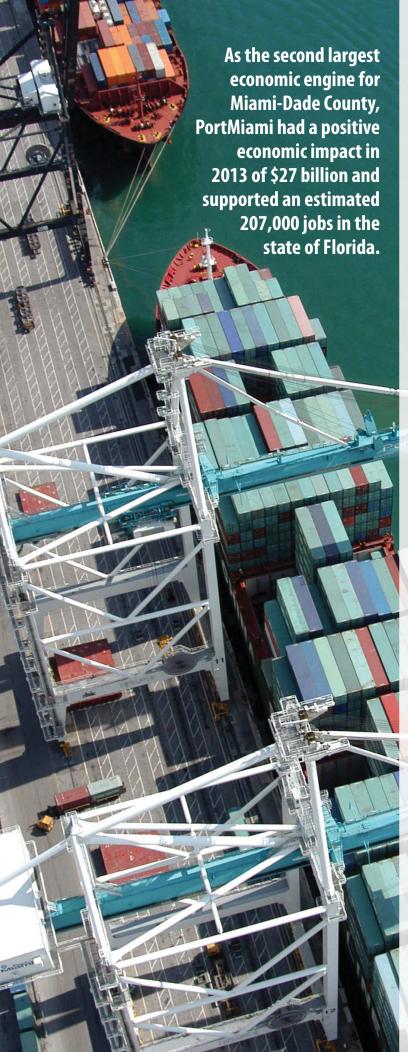
ECONOMIC DEVELOPMENT

A key priority for Miami-Dade County is to grow and enhance international trade and commerce as well as entrepreneurship and innovation. Led by our two largest economic engines, Miami International Airport (MIA) and PortMiami, our County has become a major global center for international trade and commerce. And we continue to work hard to grow our County's economy by implementing a number of programs that are facilitating business development throughout our community. Below are a few of the highlights:

- Miami International Airport (MIA) surpassed 40 million annual passengers on December 27 for the first time in its history, setting a new record for annual passengers for the fourth year in a row. The 40-million total was evenly split between domestic and international passengers for the second highest such ratio of any major U.S. airport. The airport also set a new record for cargo with 2.1 million tons of goods moving through our global gateway, making it the top international freight airport in the U.S.
- In 2013, MIA added seven new international destinations to its growing route network and now provides direct passenger service to 148 destinations around the world, and receives more international flights than any other airport in the U.S.
- In addition, new service to Brussels, Belgium with Belgian carrier Jetairfly will begin in April, 2014, and airline industry leader Qatar Airways will begin four weekly nonstop flights to MIA from Doha, Qatar in June. Doha is one of the top hubs in the Middle East, currently the fastest-growing region in the world for air travel. The new service is projected to have an economic impact of 536 total jobs and \$78.3 million in business revenue within Miami-Dade County.
- Working closely with U.S. Customs and Border Protection (CBP) officials, MIA launched "Passport Express" in 2013, MIA's new automated passport control kiosks. MIA is one of only four U.S. airports currently using the new technology.
- We continue to expand the importance of PortMiami to our community by investing more than \$2 billion in infrastructure improvements that are scheduled to be completed before the expanded Panama Canal opens, making Port Miami "Big Ship Ready."
- The new Port Tunnel, is on schedule for completion in May 2014. The tunnel is critical to PortMiami's future growth as it will allow port traffic to move more expeditiously to and from the interstate highway system, and will help reduce traffic downtown.
- In 2013 we also started the construction phase of the Deep Dredge project at PortMiami, scheduled for completion in 2015 prior to the opening of the expanded Panama Canal. The deepening of the Port's channel to -50 feet is required for the new generation of larger container vessels that will traverse the expanded Panama Canal. PortMiami is the only U.S. Eastern Seaboard port south of Norfolk, Virginia that will be at the required depth.

The Miami-Dade Aviation
Department, which operates MIA
and four general aviation airports,
continues to deliver strong results
on economic development and job
creation with an economic impact
now approaching \$33 billion, and
supporting an estimated 272,000
jobs in our community.





- On-port rail has returned to PortMiami. The first phase of the project was completed in the fall of 2013. With its Florida East Coast (FEC) Railway partner, the Port restored and upgraded rail service between Port facilities and the Hialeah rail yard with links to the national rail system, allowing shippers to reach over 70% of the U.S. population in less than four days transit time.
- Long known as the "Cruise Capital of the World," PortMiami surpassed the four million passenger mark in 2013, and it is estimated to reach a record of nearly five million in 2014.
- PortMiami's 2014 Cruise Season features a new cruise brand, *MSC Cruises*, a luxury Mediterranean brand is sailing one of its newest vessels, the *MSC Divina*, on itineraries that include the Caribbean and Latin America. Norwegian Cruise Line's newest ship, the *Norwegian Getaway*, arrives this year with itineraries to Bahamas and the Caribbean.
- Other new ships that recently joined the PortMiami fleet include: Resorts World Bimini SuperFast Cruise Ship that began service to Bimini in the summer, Carnival Cruise Lines' Carnival Conquest and Carnival Ecstasy as well as Costa Cruises' Costa Luminosa.
- MIA and PortMiami have been at the center of the significant growth of our tourism industry. For 2013 Miami-Dade County had record overnight visitors of more than 14.2 million, a +2.2% increase over the previous year. In addition, there was record spending by visitors of more than \$22.8 billion by visitors to Greater Miami and the Beaches in 2013, a +4.6% increase over the previous year. We also experienced record accommodations and food dervice employment of 110,800 jobs, an increase of +4.3% over the previous year and 48 consecutive months of increases
- Film and entertainment continue to be a major industry for the County. The Miami-Dade Office of Film & Entertainment attracted and assisted 900+ film/photo/digital media productions in FY 2012-13, with \$220 million directly invested on permitted productions, creating 18,000+ jobs, booking 25,000+hotel rooms, and generating positive press that helps to increase tourism.
- The Economic Development and International Trade Unit (EDIT) of the Department of Regulatory and Economic Resources (RER) organized and conducted five business development missions to Madrid/Barcelona, Spain; Bogota/Medellin, Colombia; San Jose, Costa Rica; Nairobi, Kenya; and Port au Prince, Haiti, with the participation of 67 local businesses combined. These businesses engaged in a total of 440 pre-screened business to business meetings, resulting in a reported \$29.164 million in potential sales from these missions.
- Through various incentive funds, Miami-Dade County is supporting job creation and economic development: with 130 new jobs and capital investments of \$3.367 million projected through the Qualified Target Industry Tax Refund program; 60 new jobs and capital investments of \$2.450 million projected through the Targeted Jobs Incentive Fund; and 61 new jobs and capital investments worth \$69.3 million projected through the Brownfield Redevelopment Bonus Tax Refund program.
- The Sony Open Tennis Tournament also continues to have a significant positive impact on our economy with 307,809 residents and visitors coming to the tournament in 2013, and generating more than \$380 million in economic activity for Miami-Dade County.



Our Public Safety Departments are recognized as among the best in the country, winning a number of awards at the state and national level. These departments include Police, Fire & Rescue, Corrections and Rehabilitation, Juvenile Services, and the Office of Emergency Management, which is part of the Fire & Rescue Department. 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 Miami-Dade County but also all our municipalities.

- In 2013, MDFR received the Excellence in Fire Service-Based Emergency Medical Service (EMS) Award from the Congressional Fire Services Institute (CFSI) and the MedicAlert Foundation for the development of a unique "Infection Control Program." The Excellence in Fire-Service-Based EMS Award recognizes best practices in EMS by fire departments in the United States.
- MDFR's Advanced Life Support (ALS) Competition Team came in first place at the 2013 Bill Shearer International ALS Competition held in Orlando on July 19th. Earlier in the year, MDFR hosted 36 teams at its first ALS competition at the MDFR Training facility located in Doral, Florida
- MDFR's Office of Emergency Management, which includes the Emergency Operations Center, has become a model for national and international governments as well as the private sector. It developed the Miami-Dade Communities Organized to Respond in Emergencies (M-D C.O.R.E.), which was recognized by the Department of Homeland Security (DHS) / Federal Emergency Management Agency's (FEMA) Center for Faith-based and Neighborhood Partnerships as a best practice and model for national adoption. The Office also completed the County's first Post Disaster Redevelopment Plan (PDRP) in 2013, driven by community stakeholders.
- As part of a program which educates the public on the dangers of fires and emphasizes the importance of establishing fire escape plans, MDFR installed 754 smoke alarms in single-family residents in Florida City, Homestead, Liberty City and Opa-locka during the year. More than 1,500 seniors also participated in fire safety presentations and educational seminars.
- To ensure building safety, MDFR reviewed more than 16,000 construction plans for permitting, conducted more than 14,000 inspections for Certificates of Occupancy, and carried out approximately 75,000 fire life-safety inspections.
- The Miami-Dade Police Department's (MDPD) emphasis on crime prevention
 has focused the department's efforts on a number of programs to reduce
 violence across the County including the North End Anti-Violence Task Force,
 with the specific goal of addressing gun-related violence in the north end of
 Miami-Dade County.
- In 2013, the Miami-Dade Public Safety Training Institute's (MDPSTI) trained 50 certified police officers through its Basic Training Section. And for the first time in more than three years, a Basic Law Enforcement Class (BLE) commenced training with 45 cadets. In addition, the MDPSTI, in collaboration with the U.S. Department of State, coordinated training for 12 high-ranking Egyptian Police Officials in the field of Sexual Crimes Investigations.

In 2013, MDFR's 139 frontline rescue and fire suppression units were dispatched almost 400,000 times to more than 238,000 emergencies. Of these, approximately 200,000 were medical emergencies, 23,000 fire-related, and more than 15,500 non-fire-rescue related emergency calls. The department also transported just over 80,000 residents and visitors to South Florida hospitals.





- As part of a Memorandum of Understanding between MDPD and the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) to support the law enforcement and anti-crime efforts of the Haitian National Police, 60 Haitian National Police Officers/ Supervisors have been trained to date at the MDPSTI.
- In an effort to make Miami-Dade County a safer community, the MDPD Homeland Security Bureau (HSB) has been spearheading a project entitled, Helping Emergency Responders Operate (HERO). Scheduled for roll-out as a pilot program for May 2014, the project will allow first responders to view live streaming video feeds directly onto computers and smart phones, allowing responders and command personnel to make effective and efficient decisions while handling emergencies. The pilot program will include Miami-Dade County Public Schools, as well as the Miami-Dade Parks, Recreation, and Open Spaces Department, as test venues for the program.
- The Miami-Dade Corrections and Rehabilitation (MDCR) Department has been working closely with MDPD to share resources and instructors for basic and in-service training. These joint training courses include Firearms, Radio Procedures, Crime Scene Investigation, Riot Control Formations, Defensive Tactics, Driving and Traffic Control, Female Survival, Officer Survival, Tactical Narcotics, Bike Patrol, Transportation Restraint Devices and Transporting Techniques.
- MDCR continues to partner with local and national agencies in an effort to develop "best-practices" and focus not only on confinement of offenders but also on the importance of re-entry and alternative-to-jail programs to more positively impact the return of offenders to the community.
- In 2013, MDCR participated in the Mayor's Faith-Based Community Symposium that included a Chaplaincy and Corrections Reentry Workshop presentation. This was an outstanding opportunity to provide information of the services provided by MDCR to the public, receive helpful feedback from the community, and create/develop new and existing partnerships to better serve our community.
- MDCR actively maintains its facilities to ensure appropriate living conditions
 for inmates in its custody and has been working on a number of programs to
 renovate its facilities as well as the overall conditions inside its installations.
- MDCR has continued to implement technology solutions to improve efficiencies throughout the Department and has expanded its video monitoring system to allow for better video surveillance and recording system with over 1,100 cameras and peripheral devices retrofitted throughout our correctional facilities.
- Under the guidance and direction of the Miami-Dade Juvenile Services
 Department, the Miami-Dade County Youth Commission completed its third
 successful year. The Commission continues to develop future leaders in our
 community by exposing them to the local and state governmental process.
- 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 13,800 juveniles and their families. Civil Citation represents a systemic change in the processing of juvenile arrests. The program has accounted for a 23% reduction in overall arrests since its inception in 2007, with an unprecedented successful completion rate of 84% and a 95% minority participation rate.



Health and human services provided to the residents of Miami-Dade County are among the best in the country with highly talented workers who are committed to serving the needs of our residents. By streamlining the delivery of resources to targeted communities, including children, seniors and families, the County's Community Action and Human Services Department (CAHSD), which oversees our Health and Human Services, is comprehensively addressing the needs of individuals and families, from early childhood to late adulthood, through advocacy, education and service delivery.

- •The CAHSD assisted more than 442 elderly residents in maintaining an independent life-style within their own homes. An array of services was provided including in-home support, personal care, homemaker and housekeeping and maintenance chores. In addition, the Department served 284,305 congregate meals to elderly clients at 22 meal sites throughout the County and provided 353,160 meals to elderly clients who have been determined to be at high-risk of malnutrition.
- As part of the CAHSD's efforts to support senior centers in 2013, Master and Doctoral level interns were assigned to Adult Day-Care centers and to Disability Services in order to provide individual, group and family counseling and assist participants with the aging process and/or their disabilities. The ultimate goal is to improve the participants' quality of life.
- In addition, renovations under way of the Seymour Gelber Adult Day Center at the Kendall
 Cottages will create a state of the art facility specializing in activities for seniors and
 persons with disabilities. CAHSD also partnered with the Parks, Recreation and Open
 Spaces Department, to provide arts and crafts and low impact exercise for seniors at eight
 senior meal sites.
- In 2013, CASHD's Domestic Violence Division and 24 agency partners served approximately 3,300 clients at the Coordinated Victims Assistance Center (CVAC) which is the only facility of its type in the Southeastern United States. CVAC is a one stop, multi-disciplinary center, where victims of domestic violence can access a range of services in one location.
- Approximately 493 survivors of domestic violence and their families were served in the Department's domestic violence shelter and safety support system, and approximately 284 survivors of domestic violence were assisted to transition to permanent housing by CAHSD.
- •The Family and Community Services Division of CASHD also served 170,499 residents through the Department's neighborhood service centers, including utility and rental assistance, computer training, employability skills training, immigration information and referral, affordable housing information, youth development activities, and citizen participation and advocacy. In addition, 22,616 low-income households received emergency utility assistance preventing disconnection of services.
- During Fiscal Year 2012-2013, the Department assisted 1,805 Veterans and/or their dependents with the completion and submission of claims to the Federal Veterans Administration. Approximately 300 homeless veterans were assisted with transitional housing placement.
- Family security and stability were maintained for 1,554 households preventing homelessness and interruption of basic needs, through emergency rent/mortgage assistance, relocation assistance, utility assistance and/or food/clothing assistance.





- The South Florida Workforce Investment Board (SFWIB) had a significant positive impact on our community, investing \$61.2 million in employment and training initiatives, and generated \$1.05 billion in direct economic impact in the form of salaries and wages.
- Through the SFWIB, 55,292 job-seekers found jobs and 148,629 received employment and training services.
- The Public Housing and Community Development Department (PHCD), which is among the ten largest housing authorities in the nation providing affordable rental housing to thousands of low-income seniors and families, successfully maintained a HUD occupancy rate of 95% for fiscal year 2013.
- PHCD invested \$21.3 million of Surtax, HOME and CDBG funds to help build 14 multifamily rental communities providing 1,112 units of affordable housing -- part of a combined actual cost of \$190 million. The Neighborhood Stabilization Program (NSP3) Round 3 funds of \$18.9 million contributed to providing 327 affordable housing units in the County, including three multifamily developments -- Northside Transit Village in Liberty City, Hampton Village in Brownsville, and Town Center Apartments in Opa-locka.
- PHCD's Section 8 Housing Choice Voucher Program assisted an additional 1,000 families with subsidized housing rental assistance in the private market. Additionally, the Program, through HUD's Family Self-Sufficiency Program Grant, hosted two job fairs that resulted in 20 job placements, 11 participants improved their credit score, 31 participants increased their earned income, and 87 participants achieved or maintained positive escrow accounts.
- PHCD received a \$3.5 million emergency grant from the U.S. Department of Housing and Urban Development's Capital Fund Emergencies and Natural Disasters fund to provide urgent repairs for two elderly public housing communities, Ward Tower, a 200-unit elderly development located in the northwest section of Miami, and Haley Sofge Towers, a 475-unit community in Little Havana.
- PHCD also completed financial closings on six public-private development partnership projects: Dante Fascell, Joe Moretti (Brickell site), Stirrup Plaza, South Miami Plaza, Jack Orr Plaza and Green Turnkey -- with total development costs of over \$95 million. The majority of the funding was provided from Low-Income Housing Tax Credits and will result in 116 new public housing units and 569 substantially rehabilitated public housing units.
- The Miami-Dade County Homeless Trust invested \$31.8 million in homeless program funding for housing and services, awarded to Miami-Dade County by U.S. HUD through a competitive funding process in 2013. This included 4 new projects, resulting in 131 new housing units. Over 12,000 homeless adults and children were placed into emergency, transitional or permanent housing.
- A total of 53,629 calls were made to the Homeless Helpline for the period of November 2012 through October 2013. This represents over 38,000 calls from last year, or a 72% increase in the number of individuals and families calling the helpline seeking assistance.
- The Miami-Dade Economic Advocacy Trust hosted The 6th Annual Miami-Dade County Teen Court Youth Speaking Out Against Violence Conference: Inspiring Peaceful Change on May 1, 2013 and the The Juvenile Justice Forum on May 6, 2013, furthering my commitment to youth safety.
- CAHSD continues to administer the Head Start/Early Head Start Program, which serves approximately 7,234 children and families in Miami-Dade County.



Miami-Dade County is vigorously making strides to position itself as a premier global community. We must therefore continue to develop our community in the areas of municipal services, aesthetics, social offerings, and openness because our County should also be a place where people desire to build their lives and pursue their professional and business interests. In order to do that, we must invest in establishing a world class infrastructure that improves the quality of life of all our residents and at the same time drives economic development.

- The Miami-Dade Water and Sewer Department (WASD) manages three regional water treatment plants and five smaller plants that in 2013 treated approximately 300 million gallons of water per day in over 7,918 miles of pipelines. The Department also operates three regional wastewater treatment plants treating and disposing wastewater with over 6,277 miles of pipeline and 1,048 pump stations.
- The success of WASD's High Level Disinfection (HLD) project the Department's largest single construction project to date at the department's South District Wastewater Treatment Plant (SDWWTP) has satisfied the regulatory conditions of a 2003 Consent Decree nine months early and approximately \$100 million under budget.
- WASD completed a complex \$77.5 million utility project to relocate an existing 20-inch water main and a 54-inch sewer force main that ran under Government Cut to allow for the dredging of PortMiami as part of the Port's Deep Dredge and Expansion Project. This was necessary in order to accommodate the new, larger Post-Panamax cargo vessels that require a deeper depth at the channel. The project was completed on-time and within budget.
- WASD has planned a systematic and responsible multi-year capital improvement plan to provide necessary upgrades to the system. The County, the United States Environmental Protection Agency, and Florida Department of Environmental Protection agreed to a 15-year, \$1.6 billion program, known as the Consent Decree, to maintain the sewer system infrastructure in reliable condition, providing a solid basis for sustaining economic vitality while better protecting the environment.
- In June 2013, Audubon Florida presented WASD their annual Excellence in Water Conservation Award. The award celebrates outstanding dedication to caring for Florida's water resources and promoting water conservation for the environment.
- The Public Works and Waste Management (PWWM) Department' single-stream curbside recycling program continued its successful implementation through 2013, collecting 61,633 tons of recyclable newspaper, paper and paperboard products, glass, plastic, aluminum, steel and aseptic containers in FY 2012-13. This highly-visible community recycling program is available to more than 350,000 single-family households in unincorporated Miami-Dade County and 20 participating cities.
- PWWM received two National Association of Counties (NACo) Achievement Awards in 2013. The first award was for PWWM's Second Shift Waste Transfer Operation, which increases productivity by 25% at landfills and 45% at waste transfer stations. The second award recognized the Department's Waste and Recycling Cart Management Program.

Miami-Dade's Water and Sewer Department (WASD) is the largest water and sewer utility in the Southeastern United States, providing high quality drinking water and wastewater treatment and disposal services to 2.6 million residents and thousands of visitors on a daily basis.



- The Regulatory and Economic Resources (RER) Division of Environmental Resources Management (DERM) is recognized as one of the most respected departments in the country. Its focus on habitat restoration and preservation provides environmental and ecological benefits and increases the resilience of our coastal areas by providing erosion and storm surge protection for our urban and natural areas.
- In 2013 DERM restored approximately 4 acres of coastal hammock and dune habitat on the north shore of the Miami Marine Stadium and two islands in the Dinner Key basin and stabilized their shorelines with 3,400 linear feet of limestone boulders, providing high quality habitat for wildlife and maintaining water quality by preventing shoreline erosion.
- Maintaining our beautiful beaches is crucial for Miami-Dade County, because they are one of the main tourist attractions in South Florida bringing billions of dollars to our local economy. Our beaches also provide storm protection for the properties along the coast, which also represent billions of dollars in real estate value for our economy. In 2013 DERM's Beach Erosion Control Program (BECP) and Miami-Dade Parks, Recreation and Open Spaces (PROS), Department worked to address regions of Sunny Isles, Bal Harbour and central Miami Beach that received excessive erosion following the passage of Hurricane Sandy in late October of 2012. Additionally, the BECP worked with the United States Army Corps of Engineers (USACE) and the Florida Department of Environmental Protection (FDEP) to implement the renourishment of approximately 4,750 ft of shoreline in Bal Harbour.
- Miami-Dade County (RER) participated in the Florida Building Commission's development of the Florida Building Code 5th edition (2014), and successfully integrated all the hurricane wind provisions of its High Velocity Hurricane Zone.
- One of the largest and most popular artificial reef programs in the nation, Miami-Dade County's Artificial Reef Program continued its growth in 2013 through the addition of two "Reefball" deployments in the Golden Beach Artificial Reef Site. The local diving industry is an important part of Miami-Dade County's economy, and the Artificial Reef Program provides a vital support for this industry while also enhancing our environmental resources.
- The County retained its long-standing compliance of the *Comprehensive Development Master Plan* (CDMP) by adopting amendments to the CDMP to clarify and strengthen the County's commitment to plan future land use and public facility/transportation improvements in a coordinated and complementary manner, and by adding numerous policies addressing climate change and sea level rise.
- The Animal Services Department (ASD) continues moving forward with plans to open its new Animal Shelter by the middle of 2014. In addition, the Department's budget increase of 40% in 2013 allows for an additional \$4m in funding towards No Kill implementation. This allows the expansion of the Trap-Neuter-Giveback Program, safely sterilizing and returning over 2,600



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The Miami-Dade Transit (MDT) Department is focused on providing the needs of the public by becoming the transportation choice for residents and visitors of the County through safe, reliable, efficient and courteous transit services. It continues to work toward developing an integrated, world-class transit system that improves mobility for our residents through the use of innovative technology.

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- In 2013, Miami-Dade Transit recorded some of its highest ridership numbers, which continue to increase every year. Metrobus, Metrorail, Metromover and Special Transportation Service broke the 110 million mark. This number represents an increase of 3% over FY11-12. Also in FY 12-13, ridership on Metrorail surpassed the 21 million mark for the first time ever, which represents an increase of 13% over FY 2011-12. In June 2013, the Miami HEAT victory celebration brought a record number of Metrorail passengers to downtown Miami with over 117,000 riders in a single day.
- The Metrorail extension to Miami International Airport (MIA) has been a major success, with ridership having reached a high number of nearly 3,200 riders in one day. The extension continues to receive accolades from national and international organizations.
- Miami-Dade Transit is leading the way in the use of technology to better communicate with, and better serve, our residents and visitors. An excellent example of this was the installation of liquid crystal display (LCD) screens at all Metrorail stations, which display next train arrival times, as well as information related to service delays. The information on the screens is also available through smartphone applications, and MDT's mobile website. In addition, to complement free Wi-Fi connectivity on board rail vehicles, rail platforms have been equipped to provide free Wi-Fi connectivity so patrons can surf the web while waiting for a train.
- In 2013, The Florida Public Transportation Association (FPTA) awarded MDT the Innovation and Creativity Award for a series of technologically advanced communication methods, which included the LCD signs at rail stations.
- In 2014, Miami-Dade Transit was ranked number two in the top southern cities. The report, published by the Walkscore's "Best U.S. Cities for Public Transportation" report. Transit scores were determined by the average resident's ability to access public transportation.
- Further, MDT is upgrading Metrorail's Central Control equipment. Metrorail's aging equipment will be replaced with modern equipment that will give MDT the capability to improve its train communication and train-control features. The project, funded through People's Transportation Plan surtax and Florida Department of Transportation funds, is scheduled to be completed in late 2014.
- Throughout 2013, MDT worked on acquiring a new Computer-Aided Dispatch/ Automated Vehicle Locator (CAD/AVL) system. The new CAD/AVL system will give MDT, and its users, Real-Time Bus Tracker information that will be available to the public through the transit mobile website, smartphone applications, electronic bus stop signs, and the 311 Answer Center. This technology enhances the customer's experience by providing real-time arrival information, and will greatly improve MDT's ability to make informed operational decisions, as well as improve overall reliability and customer service.





- Moreover, MDT completed a number of important projects in 2013, including the opening of the refurbished and renamed Museum Park Metromover station. This station will give easy transit access to those visiting the newly opened Pérez Art Museum Miami, as well as the upcoming Patricia and Phillip Frost Museum of Science. In addition, MDT has replaced the escalators, and installed new canopy covers over existing escalators/stairs, at seven Metromover stations: Government Center, Miami Avenue, Bayfront Park, First Street, College/Bayside, College North and Wilkie D. Ferguson, Jr.
- Miami-Dade Transit is also working with the County's Metropolitan Planning Organization (MPO), the Florida Department of Transportation, the City of Miami Beach and other local organizations on a Beach Corridor Transit Connection Study, which examines links from downtown to Miami Beach. The study will update, refine, and gain consensus on light rail service between Miami Beach and Downtown Miami.
- As part of the County's overall transportation initiatives, the Miami-Dade PWWM department invests funds to improve facilities along the public right-of-way in order to enhance mobility for vehicles, pedestrians, and cyclists throughout the County. To that end, the department invested \$45 million in 2013 in several major projects including:
 - 1. Bear Cut and West Bridge Repairs on the Rickenbacker Causeway ongoing work includes the removal of the existing superstructure found to be in a deteriorated condition on the West Bridge and Bear Cut Bridge (Bridges) and the construction of a new replacement section of pre-cast/pre-stressed concrete superstructure. Additionally, as a result of the work, the existing water main attached to the Bridges has been replaced and increased in size. Finally, the overall structure at the Bear Cut Bridge shall be widened in order to provide a dedicated and independent path for pedestrians and bicycles on each side of the bridge.
 - 2. Commodore Bike Trail from SW 42 Avenue to Aviation Avenue bicycle path improvement project which consisted of construction of a bicycle/pedestrian shared-use bridge over the Coral Gables waterway, resurfacing of the existing trail, widening portions of the trail to meet current design standards, construction of bicycle facility compliant curb ramps, pavement markings, and improved way finding signage, landscape and street lighting.
- The PWWM Department also manages an aggressive maintenance program throughout the County. In that respect, maintenance crews cleaned over 19,000 drainage structures, repaired over 8,000 potholes, removed approximately 1,800 tons of debris from County roadways, and repaired over 7,700 instances of sidewalk damage throughout the County.
- In addition, the PWWM department Installed over 20,000 linear feet and repaired approximately 29,000 linear feet of sidewalk throughout Miami-Dade County, and resurfaced over 50 lane-miles of roadway while installing 13,750 linear feet of drainage pipes.



RECREATION AND CULTURE

Miami-Dade County's investments in the arts are essential for two major reasons: (1) we can be proud that our community offers families and children outstanding opportunities in the arts second to none in the nation, and (2) our superb cultural facilities and activities are giving us a competitive edge for attracting commerce and tourism, which is essential for creating more jobs and economic prosperity. And of course, neighborhood parks augment cultural experiences through recreational elements. Combined with the arts, they are essential to the health, well-being and improved quality of life of every resident in Miami-Dade County. Every great community should have a great park system, and our parks have gained national awards and recognition.

- Miami-Dade County's nonprofit arts and cultural organizations represent a significant 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.
- The Miami-Dade Department of Cultural Affairs (CUA) is highly respected across the country. In fact, for the first time in its history, the Miami chapter of the Association of Professional Fundraisers recognized a public sector entity as Grantmaker of the Year: the Miami-Dade County Department of Cultural Affairs. This award is made to acknowledge the effectiveness of both the process and results by the CUA of investing grant funds in non-profit organizations, which for 2013 included more than 500 grants.
- The CUA Department received a 2013 National Association of Counties (NACo) Achievement Award forwww.miamidadepublicart.org, a new, online web site providing 24/7 accessibility to more than 600 works of art from the Miami-Dade County Public Art Collection. Funded by a grant from the John S. and James L. Knight Foundation, the site allows residents and visitors online access to images and documentation of the public art collection, the ability to create virtual tours, and capabilities to search the collection by media, artist or location.
- The CUA Department also received a 2013 NACo Achievement Award for "Going to the Show," a free online resource, printed guide and classroom poster to help prepare new audiences for a live performing arts experience. The Show, was created for children with Sensory Processing Disorders and Autism Spectrum Disorders (ASD) in mind, and was depicted in comic book style with easy-to-understand language and delightful illustrations of friendly animals.
- Working hard to establish a network of outstanding cultural facilities, the CUA Department
 has been instrumental in the evolution of Miami-Dade County's outstanding new arts and
 cultural venues. In 2013, the South Miami-Dade Cultural Arts Center successfully completed
 its second performing arts season, offering music, dance, theater and community events to
 enthusiastic audiences. In addition, the Milander Center located in the City of Hialeah was
 completed; the Miami Hispanic Cultural Arts Center proudly opened its doors to the public
 in its new location and the Historic Lyric Theater stage expansion and new office building is
 nearing completion as well.
- The Vizcaya Museum and Gardens Trust adopted a five-year Strategic Plan with the goals of ensuring long-term sustainability and mapping out the organization's next major community engagement initiatives and capital improvement projects, with a special focus on revitalizing the Vizcaya Village.



On December 4, 2013, the Pérez Art Museum Miami – PAMM - (formerly the Miami Art Museum) opened to the public with enthusiastic responses from both local and international media and audiences.



- •The African Heritage Cultural Arts Center is collaborating with Youth of America, Miami-Dade County Public School System, The African Heritage Alumni Association, the African Heritage Culture and Arts Coalition, Miami Children's Initiative and other supporters to offer Performing and Visual Arts Academies for children in Liberty City and surrounding neighborhoods. These programs continue to be catalysts for helping hundreds of students realize their potential academically and artistically.
- We're also taking action on recommendations laid out by the Youth Safety Roundtable that Mayor Gimenez and Superintendent Carvalho commissioned.
 We're building and supporting youth sports. The new Youth Sports Championship Series is engaging hundreds of our children in organized, active play. We're also encouraging more collaboration between law enforcement and parks personnel.
- Miami-Dade Parks' received the 2013 Governor's Sustained Excellence Award in 2013, reaffirming its commitment to systematic performance improvement. It remains the first and only park and recreation agency in the State of Florida to be recognized by the Florida Sterling Council, and the envy of the many public
 and private – organizations striving for excellence.
- Zoo Miami, South Florida's largest attraction is growing every day. Ground is breaking on Mission Everglades, a new \$40 million exhibit that will showcase our one of a kind River of Grass and the vast array animals within it. 20th Century Fox, one of America's largest film studios, has a \$980 million proposal to add a theme and water park outside the zoo. Behind the thrills remains a steadfast commitment to wildlife conservation as we grow research and outreach opportunities together with Florida International University and Miami-Dade Public Schools.
- Our public health push is also well underway with the creation of Bike305 Fitness
 Zones, spearheaded by our Parks department. Together with seven municipal
 mayors, we launched a movement to promote our growing number of bike trails
 and cycling-friendly events through the user-friendly website Bike305.com.
- The Miami-Dade Public Library System continues to play an important role in the lives of our residents. In 2013, Mayor Gimenez convened a Mayor's Blue Ribbon Taskforce comprised of business, education and community leaders, as well as library funders, advocates, patrons and employees, to analyze and develop a Master Plan for the future of the Miami-Dade Public Library System.
 The goal is to establish a fiscally sustainable library system that meets the needs of our County residents.
- In 2013, there were 6.7 million visitors to our County's libraries, more than seven million questions answered, 6.7 million materials borrowed, 3.2 million computer hours logged, and 4.7 million hits on electronic resources.
- More than 100,000 people attended programs held throughout the 49 library branches. This year, two special programs were launched: the "Cultural and Language Series," which offers multi-cultural programming that crosses boundaries and connects patrons to the rich diversity found right in our own backyard, and the "Let's Move @ the Library Series," which is a series of programs that include movement and information on nutrition, health, and sports.
- Guayabera: A Shirt's Story exhibition won the 2013 Award of Merit and a 2013
 History in Progress (HIP) Award from the American Association for State and
 Local History (AASLH). The AASLH Leadership in History Awards, now in its 67th
 year, is the most prestigious recognition for achievement in the preservation
 and interpretation of state and local history.



With the guidance of the Board of County Commissioners, Miami-Dade County continues to be on the forefront in supporting strategic management practices in local government. For the 11th year in a row, the International City/County Management Association (ICMA) Center for Performance Measurement recognized Miami-Dade County for its ongoing efforts in measuring and improving local government performance. This is also the fifth year the County was awarded their highest level of recognition, the prestigious "Certificate of Excellence," which was awarded to only 28 jurisdictions in the country.

- The Internal Services Department (ISD) Procurement Management Division received the National Procurement Institute Achievement of Excellence in Procurement Award for the 11th time, recognizing the County's innovation, professionalism and leadership in the field of procurement. In that regard, the Department successfully awarded 536 contracts for goods and services valued at over \$1 billion.
- The Government Finance Officers Association of the United States and Canada (GFOA) presented for the 11th consecutive year, the Distinguished Budget Presentation Award to the Office of Management and Budget (OMB) for the FY 2012-13 Budget.
- Calendar Year 2013 was another successful year for the Division of Bond Administration, as it continued to successfully manage the issuance of County debt. The refunding of bonds exceeded the minimum savings threshold requirement of 5% by achieving net present value savings in excess of 8% for the Water and Sewer Bonds, 6% for the Seaport Bonds, 7% for the Capital Asset Bonds and 5% for the Storm-water Bonds. This generated interest savings of approximately \$16 million.
- OMB successfully coordinated the FY 2013-14 applications and submission of 48 grants for County departments and the community, resulting in grant awards totaling \$35 million. In addition, the Department 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 \$24.1 million for health and support services to low-income persons who are living with HIV/AIDS (PLWHAs) in Miami-Dade County.
- Recognizing the importance of maintaining the County's financial stability, the
 Administration held the total of all general fund reserves at 4.8 percent of the total budget.
 This includes an emergency contingency reserve which is currently funded at a little over
 \$43 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 2013, the Information Technology Department (ITD) received the National Association of Counties (NACo) Achievement Award for Miami-Dade County Residential Health Care Facility Comprehensive Emergency Management Plan (CEMP). The Department also was the winner of the Public Technology Institute (PTI) Solution Award for Miami-Dade County Private Cloud in 2013.
- The Miami-Dade County Elections Department is the largest and most complex elections organization in the State of Florida, conducting more elections than any other county each year. In 2013, the Department engaged in several high-profile endeavors, including holding meetings of the Mayor's Election Advisory Group, through which, and with the support of the Florida Legislature, a number of valuable local recommendations influenced significant election reform. Limiting the ballot length and the enhanced flexibility in the type of early voting sites and expanded hours of operation will go a long way to reduce lines in future elections; thus allowing us to better serve our voters.





- The Mayor's initiative to consolidate IT functions has continued with completion of Phase 1 to include Regulatory and Economic Resources, Internal Services, Miami-Dade Police, and Public Works Waste Management departments. The goal to implement IT best practices into a consolidated environment that utilizes the maximum efficiency of the systems, staffing and resources available to Miami-Dade County.
- An economic development initiative completed in partnership with the Beacon Council, ITD launched a new website www.miamidadesites.com in 2013 providing comprehensive information to assist new, expanding and relocating businesses find the ideal location for citing in Miami-Dade County. Leveraging the County's Geographic Information System (GIS), the tool provides demographics, business, housing and community information in addition to dynamic mapping tools.
- The County Finance Department issued total vendor payments, including tax distributions, of \$4.9 billion, of which \$3.9 billion was processed via Automated Clearing House (ACH). Over 3,400 vendors and governmental entities currently participate in the ACH program. This payment option provides cash flow efficiencies to vendors, cost savings to the County by reducing the number of checks issued, reduces stop payment requests and eliminates the need to submit unclaimed funds to the State of Florida.
- With the support of the Board of County Commissioners, the Elections Department was able to secure funding for the procurement of key enhancements in effect during the 2014 election cycle, including 1,600 new electronic poll books for election day use, which is expected to reduce voter check-in times, and two new high-speed mail sorters and network servers to improve absentee ballot processing.
- In 2013, the Elections Department successfully coordinated one countywide election and 23 municipal elections. Municipalities received the information, translations, and documents required on a timely basis; and met all publication requirements for the countywide election and other legal mandates, resulting in an overall satisfaction rating of 100% from municipalities which participated in the voluntary customer service survey. The Department successfully processed:
 - Almost half a million absentee ballot requests
 - Over 155,000 voted absentee ballots
 - Over 33,000 new registered voters
 - Over 65,000 voter registration applications
 - Over 52,000 petitions
 - Close to 700 public records requests and media inquiries
 - Over 6,000 financial disclosure and outside employment forms filed
- Miami-Dade TV's success in providing countywide information to our residents was recognized by the Emmy Awards, Telly Awards, and NATOA Government Programing Awards; 358 hundreds of hours (162 meetings) of live, gavelto-gavel Board of County Commission meetings were archived and made available for on-demand viewing through webcast.
- The County continues its aggressive efforts to train employees in Lean Six Sigma a structured problem solving methodology that is designed to reduce waste, streamline processes, and improve customer satisfaction. Last year, trained employees completed 18 projects saving more than \$2 million and improving services throughout county government.



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

<u>Police</u>

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

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2013 **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



Property Appraiser



Carlos Lopez-Cantera Robert A. Cuevas, Jr. County Attorney

