

OUR GOVERNMENT

Miami-Dade County is unique in its structure and has been recognized nationally for our dedication to results-oriented and resilience-focused management. Many of our programs and services have received awards based on our service delivery planning and allocation of resources. The County has operated since 1957 under a unique metropolitan system of government known as a "two-tier federation." This was made possible when Florida voters approved a constitutional amendment in 1956 that allowed the people of the County to enact a [Home Rule Charter](#). At that time, the electors of Miami-Dade County were granted the power to revise and amend the Charter by countywide vote. The most recent amendment was in November 2020.

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

Of the county's total population, an estimated 1.2 million or 43 percent live in the unincorporated area, the majority of which is heavily urbanized. For residents living in the Unincorporated Municipal Service Area (UMSA), the County fills the role of both tiers of government. All County residents pay a property tax to support regional services, such as transportation, jails and regional parks. Residents within UMSA also pay a property tax for municipal-type services provided by the County such as local police patrol, local parks and local roads. Residents of municipalities do not pay UMSA tax, but rather pay a property tax to the municipality in which they reside. Each municipality levies taxes against its property tax roll. Municipalities develop and approve their own budgets, which are not part of the County's budget. The following table shows the population and roll value for each municipal taxing jurisdiction.

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MIAMI-DADE COUNTY POPULATION AND ASSESSMENT ROLLS				
Jurisdiction	2020 Population *	Percent of Total Population	2021 Assessment Roll Value (in \$1,000) **	Percent of Tax Roll
Aventura	38,041	1.35	\$10,451,357	3.09
Bal Harbour	2,932	0.10	\$5,263,076	1.56
Bay Harbor Islands	6,091	0.22	\$1,374,484	0.41
Biscayne Park	3,181	0.11	\$270,115	0.08
Coral Gables	51,133	1.81	\$18,125,125	5.36
Cutler Bay	45,480	1.61	\$2,916,184	0.86
Doral	71,314	2.53	\$14,891,127	4.41
El Portal	2,146	0.08	\$195,388	0.06
Florida City	13,405	0.47	\$697,121	0.21
Golden Beach	943	0.03	\$1,195,353	0.35
Hialeah	239,956	8.50	\$13,574,919	4.02
Hialeah Gardens	23,644	0.84	\$1,596,395	0.47
Homestead	76,317	2.70	\$3,748,724	1.11
Indian Creek	87	0.00	\$723,161	0.21
Key Biscayne	12,925	0.46	\$8,269,112	2.45
Medley	995	0.04	\$2,833,900	0.84
Miami	494,979	17.53	\$65,835,240	19.48
Miami Beach	94,161	3.34	\$41,866,675	12.39
Miami Gardens	114,363	4.05	\$5,723,170	1.69
Miami Lakes	32,288	1.14	\$3,767,372	1.12
Miami Shores	10,817	0.38	\$1,317,454	0.39
Miami Springs	14,255	0.50	\$1,337,476	0.40
North Bay Village	9,064	0.32	\$1,119,779	0.33
North Miami	65,089	2.31	\$3,979,949	1.18
North Miami Beach	47,722	1.69	\$3,665,482	1.09
Opa-locka	18,090	0.64	\$1,317,920	0.39
Palmetto Bay	24,870	0.88	\$3,366,980	1.00
Pinecrest	18,619	0.66	\$5,378,007	1.59
South Miami	12,900	0.46	\$2,108,476	0.62
Sunny Isles Beach	23,869	0.85	\$12,635,843	3.74
Surfside	5,997	0.21	\$3,292,260	0.97
Sweetwater	22,348	0.79	\$2,046,875	0.61
Virginia Gardens	2,439	0.09	\$312,170	0.09
West Miami	8,915	0.32	\$721,276	0.21
Subtotal - cities	1,609,375	57.00	\$245,917,943	72.76
Adjustment for Senior Citizen Exemption, Eastern Shores and Opa-Locka Airport			(144,416)	(0.04)
Unincorporated Area	1,213,928	43.00	92,195,167	27.28
TOTAL - Miami-Dade County	2,823,303	100.00	337,968,694	100.00

* Official April 1, 2020 Florida Population Estimates by County and Municipality for Revenue Sharing;
Posted January 29, 2021

** Assessment roll values are based on the Estimate of Taxable Value published by the Office of the
Property Appraiser on July 1, 2021

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

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

CERTIFIED TAX ROLLS				
Taxing Unit	Value per Mill of Taxable Property in 2020	Net Change in Value Due to Reassessment	Current Year Net New Construction Taxable Value	Value per Mill of Taxable Property in 2021
Countywide	\$318,355,584	\$14,082,581	\$5,530,529	\$337,968,694
Miami-Dade Fire Rescue Service District	178,827,966	8,424,447	3,164,893	190,417,306
Miami-Dade Public Library System	286,079,109	12,026,543	5,151,518	303,257,170
Unincorporated Municipal Service Area	86,257,129	5,031,240	906,798	92,195,167

Notes:

1. Tax roll figures are current Certified Preliminary roll values as of July 1, 2021.
2. The Current Year Net New Taxable Value column represents the value per mill of:
 new construction + additions + improvements increasing value by at least 100% + annexations from the tax rolls
 + total tangible personal property taxable value in excess of 115% of the previous year's total taxable value - deletions

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GOVERNANCE

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

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

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

In November 2018, Amendment 10 to the Florida Constitution was adopted calling for, among other things, the election of these five offices in all counties by removing the counties' charters ability to abolish, change the term, transfer the duties or eliminate the election of these offices. The election for these offices under this amendment will take place in November 2024 and the newly elected officials will take office at the beginning of January 2025. To prepare for this reorganization, the duties of the current offices are under legal and process reviews so that the transition to the newly elected offices will be as seamless as possible to avoid impacting the services delivered to our community. Personnel, procurement, financial management, budgeting and other legal issues must be analyzed and recommendations regarding the implementation of the new officers will be provided to the Board of County Commissioners in the coming years.

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ORGANIZATIONAL STRUCTURE

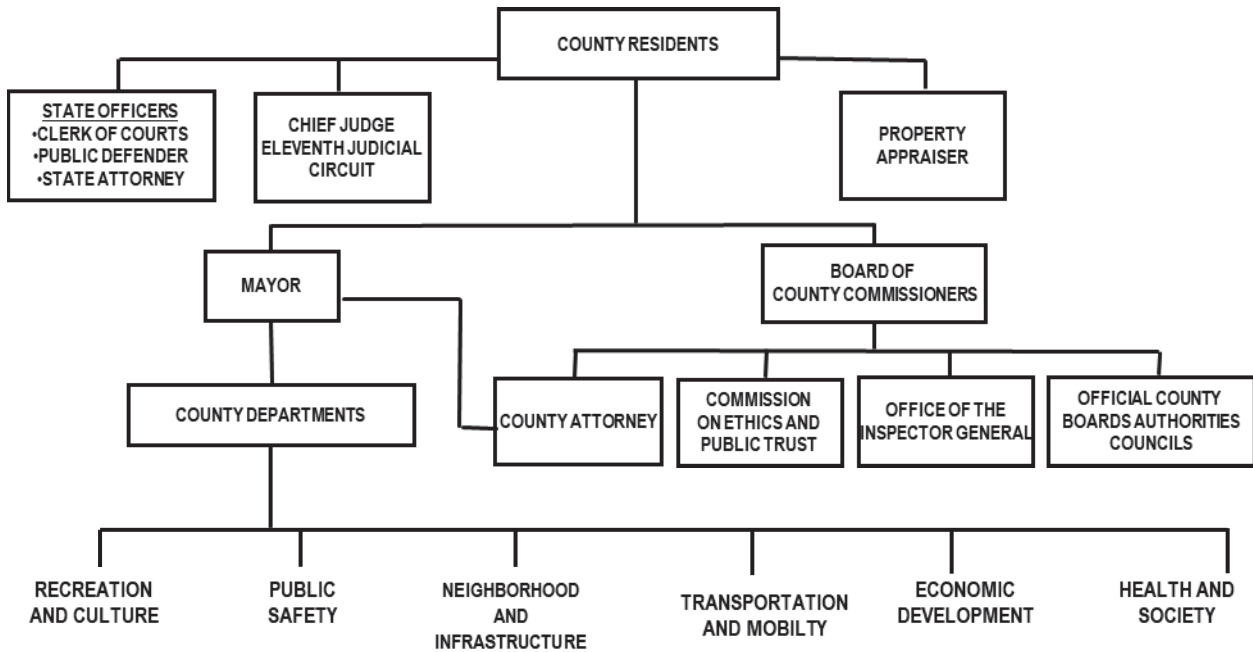
Since 2003, Miami-Dade County has been a leader in the implementation of strategic planning and results-oriented management. Included in the [County Code](#) in 2007, our organizational strategic plan and departmental business plans keep the County focused to support efforts in our community, even as priorities and goals evolve and change. Strong leadership and the ability to adjust to shocks and stresses are vital to the success of a resilient community.

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

- *Policy Formulation:* provides the leadership for the County as whole; the Office of the Mayor, the Board of County Commissioners and the County Attorney
- *Public Safety:* provides comprehensive and humane programs for crime prevention, treatment and rehabilitation and improves public safety through the use of community planning and enforcement of quality of life issues; Corrections and Rehabilitation, Fire Rescue, Juvenile Services, Medical Examiner and Police and funding for the County obligations and local requirements for the Eleventh Judicial Circuit (State Attorney, Public Defender and Administrative Office of the Courts) and the Office of the Clerk is included in this strategic area
- *Transportation and Mobility:* promotes innovative solutions to transportation challenges by maximizing the use of transportation systems on a neighborhood, county and regional basis; Transportation and Public Works represents this area
- *Recreation and Culture:* develops, promotes and preserves cultural, recreational, library and natural experiences and opportunities for residents and visitors; Cultural Affairs, Library and Parks, Recreation and Open Spaces are included in this area
- *Neighborhood and Infrastructure:* provides efficient, consistent and appropriate growth management and urban planning services and also promotes responsible stewardship of the environment and our natural resources, and provides timely and reliable public infrastructure services including animal care and control, stormwater, mosquito control, solid waste and wastewater management and a safe and clean water delivery system; Animal Services, Solid Waste Management and Water and Sewer make up this area
- *Health and Society:* improves the quality of life and promotes maximum independence through the provision of health care, housing and social and human services to those in need; Community Action and Human Services, Homeless Trust and Public Housing and Community Development and the maintenance of effort funding for the Public Health Trust are included in this strategic area
- *Economic Development:* supports activities that increase and diversify jobs and incomes while promoting equity by addressing socio-economic disparities in underserved areas and lead the coordination of economic development activities, expand entrepreneurial opportunities and create a more business friendly environment in Miami-Dade County; Aviation, Regulatory and Economic Resources, funding for the Miami-Dade Economic Advocacy Trust and Seaport are included in this strategic area

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- General Government:** provides countywide services promoting community outreach, education and engagement as well as the internal support functions that ensure the successful implementation of the six other strategic areas; Audit and Management Services, Elections, Information Technology, Human Resources, Finance, Internal Services, Communications and Customer Experience, and Office of Management and Budget along with funding to support the Commission on Ethics and Public Trust, the Office of the Inspector General and the Property Appraiser are included in this strategic area



On page 9 of this book, a more detailed Table of Organization is displayed illustrating the reporting relationships for the various entities of the County, including all the various departments and entities included in the County's Adopted Budget.

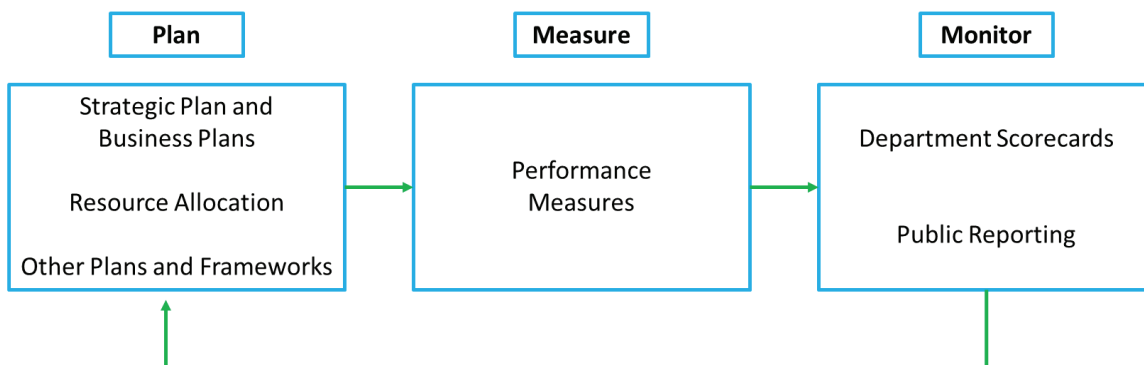
RESULTS-ORIENTED AND RESILIENCE-FOCUSED GOVERNING

For many years, Miami-Dade County has been recognized internationally for our achievements in implementing a result-oriented government culture and embracing the concepts of resilient communities. Guided by a comprehensive Strategic Plan – initially developed with significant input from the community in setting priorities – each year County departments update their Business Plans alongside their annual budget submissions. The annual budget is the funding needed for that fiscal year to support the activities of the departments to meet the goals and objectives of their Business Plans, and by extension, of the Strategic Plan. Using a balanced scorecard approach, we monitor performance results and produce quarterly performance and financial reports for the community. The management of our organization is data driven and flexible so that we may react to changes in our community. We have also incorporated the concepts of resilience decision making into the management of our organization, supporting the development and implementation of the Resilient 305 Strategy. In the coming year, we plan to further update the Strategic Plan to address emerging priorities such as the need for economic development, enhanced equity in our community, greater engagement from our residents and stakeholders, and greater environmental protection.

Links to the Strategic Plan, Business Plans, Budget and Quarterly Reports and the Resilient 305 Strategy are all available on our website.

- Strategic Plan** <https://www.miamidade.gov/performance/library/strategic-plan/2020-strategic-planning-book.pdf>
- Business Plans and Quarterly Performance Reports** <http://www.miamidade.gov/performance/business-plans.asp>
- Budget and Quarterly Financial Reports** <http://www.miamidade.gov/budget/>
- Resilient 305 Strategy** <http://resilient305.com/>

Through the adoption of the [“Governing for Results” Ordinance \(05-136\)](#), the Board of County Commissioners (BCC) committed the County to revitalizing and strengthening its public services through a series of management processes: strategic planning, business planning, aligned resource allocation, accountability, measurement, monitoring and review. To communicate this management approach and to enhance its understanding among all our employees, the Governing for Results framework is often expressed in terms of “Plan, Measure, Monitor.”



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The Strategic Plan is the foundation for the management of our organization and is intended to be complementary to community strategies, as well as supportive of community priorities such as improving transportation, expanding the availability of affordable housing and enhancing community resilience. It defines the County's vision, mission, guiding principles, goals, objectives, and key performance indicators. It ultimately serves as a strategic roadmap – one that articulates where we want to be, how we will get there and how we will know when we have arrived.

An annual budget is a financial, operating and capital plan for the coming fiscal year. It provides an outline of service levels provided to the citizen and public capital investments in the community, to be used by both our customers and us. Miami-Dade County's budget document is a tool that serves five purposes:



- **Prioritization:** *County resources that address needs identified by the Mayor, the Board of County Commissioners (BCC) and the County's strategic plan are prioritized through this process.*
- **Information:** *The budget document is the primary way for the County to explain to the public what it intends to do with the taxes and fees it collects. Through the budget document, the public can see how and where tax dollars and other revenues raised by the County will be spent.*
- **Planning:** *The budget process is an annual plan for management of the County to coordinate and schedule programs and services to address the County's priorities.*
- **Evaluation:** *The budget is used to help determine how well services are provided and how successful the County is in meeting the community's needs.*
- **Accountability:** *The budget is a tool for legally authorizing public expenditures and to account for and control the use of public resources.*

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The annual budget is determined for a fiscal year, which is the twelve-month cycle that comprises the jurisdiction’s reporting period. The State of Florida and certain federal programs have different fiscal years than the County. The County's fiscal year starts on October 1 and ends September 30 of the following year. This Budget is for the period October 1, 2021 to September 30, 2022 and is shown as either “FY 2021-22” or “FY 21-22.”

The County employs a balanced scorecard approach to track departmental performance. A traditional balanced scorecard is a framework that combines strategic non-financial performance measures with financial metrics to give managers and executives a more 'balanced' view of organizational performance. Our traditional scorecards include measures from four perspectives: learning and growth, business process, customer service, and financial.



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In these volumes, we join together the elements of the County Strategic Plan, the Resilient 305 Strategy, the business plans, the budget, and the scorecards in each departmental narrative. The narratives are organized by Strategic Area, placing similar services together to reinforce the cross-functional teams working together to meet the same goals and objectives.