

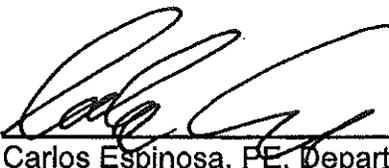


Department of Environmental Resources Management Business Plan

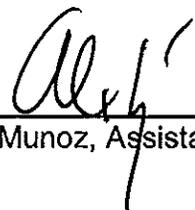
Fiscal Years: 2010 and 2011
(10/1/09 through 9/30/11)

Plan Date: November 20, 2009

Approved by:



Carlos Espinosa, PE, Department Director



Alex Munoz, Assistant County Manager

TABLE OF CONTENTS

DEPARTMENT PURPOSE/MISSION	Page 3
STRATEGIC ALIGNMENT	Page 3
PERFORMANCE MEASURES AND TARGETS	Page 6
CRITICAL SUCCESS FACTORS	Page 6
INTERNAL SUPPORT REQUIREMENTS	Page 7
SUSTAINABILITY	Page 8
3 to 5 YEAR OUTLOOK	Page 8
Attachment 1	
DEPARTMENTAL PROFILE	
Table of Organization	
Financial Summary	
Capital Budget Summary	
Business Environment	
Attachment 2	
BUSINESS PLAN REPORT	

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

DEPARTMENT PURPOSE/MISSION

The mission of the Department of Environmental Resources Management is to balance today's needs through responsible governance, education, and conservation, to protect our environment for tomorrow.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Empower the community by increasing communication and coordination with local, state, and federal entities (NU2)
2. Promote responsible stewardship of natural resources and unique community environments (NU3)
3. Use consistent, fair, and effective means to achieve code compliance (NU4)
4. Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP) (NU6)
5. Create a more business-friendly environment in Miami-Dade County (ED4)
6. Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange (ES4)
7. Attract, develop and retain an effective, diverse and dedicated team of employees (ES5)
8. Ensure the financial viability of the County through sound financial management practices (ES8)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- 1.1. Promote responsible stewardship of natural resources and unique community environments (Goal NU3)
 - 1.1.a. Support climate change adaptation and mitigation planning (ongoing)

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

- Provide technical assistance to the County's Climate Change Advisory Task Force, the Chicago Climate Change Exchange, and other County departments in developing strategies to reduce greenhouse gas emissions (ongoing)
- Assist the Office of Sustainability in the development of GreenPrint, a community-wide sustainability plan (started in FY 08-09, ongoing)
- Evaluate hybrid plug-in electric vehicle conversions for Overtown Transit Village (starts FY 09-10)
- 1.1.b. Monitor environmental resources and perform inspections
 - Develop a risk-based approach for environmental inspection frequency (starts FY 09-10)
- 1.1.c. Complete environmental reviews
 - Continue Development Approval Process improvements (ongoing, also aligns with ED4-2)
 - Expand the Municipality Partnership Plan to streamline the permitting process and ensure environmental protection countywide (ongoing)
- 1.2. Continuing supplies of drinking water to meet demand (NU3-1)
 - 1.2.a. Protect environmental resources
 - Improve understanding and responses to threat of salt intrusion (ongoing)
 - Monitor wastewater reuse treatment effectiveness and benefits/impacts to end users and assess emerging contaminants of concern (ongoing)
- 1.3. Preservation of wetlands and environmentally valuable uplands (NU3-3)
 - 1.3.a. Restore and enhance the environment
 - Optimize benefits to environmental resources and water supply resulting from Comprehensive Everglades Restoration Plan (CERP) (ongoing)
- 1.4. Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (NU6-1: priority outcome)
 - 1.4.a. Reduce flooding
 - Develop drainage atlases countywide to improve the availability of stormwater infrastructure information (starts FY 09-10, also aligns with NU2-1)
- 1.5. Strengthened bond between the community and Miami-Dade County government (NU2-1: priority outcome)
 - 1.5.a. Promote environmental stewardship

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

- Update outreach to direct customers to improve compliance with environmental protection requirements and to improve the quality of document submittals (ongoing)
 - Refine outreach to the indirect customers to increase environmental protection awareness (ongoing)
 - Chair the Resource Conservation Committee to assist County departments in their efforts to increase environmentally preferable purchasing and recycling (ongoing)
- 1.6. Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (Goal ED4-2)
- 1.6.a. Provide excellent service
- Expand continuous customer surveys to all customer segments through online business tools (ongoing)
 - Partner with Office of Sustainability and additional departments to develop a community wide survey of environmental protection priorities and resident behaviors (starts FY 10-11)
- 1.7. Use consistent, fair, and effective means to achieve code compliance (NU4)
- 1.7.a. Facilitate compliance
- Work with the County Attorney's Office to resolve enforcement cases faster through process improvements and performance metrics (starts FY 09-10)
 - Modify Chapter 24 Environmental Protection Code to provide more efficient service while protecting environmental resources (ongoing, also aligns with NU4-2)
- 1.8. Motivated, dedicated workforce team aligned with organizational priorities (ES5-3: priority outcome)
- 1.8.a. Promote professional and rewarding careers
- Develop a best practice professional series (enhancing the Brown Bag Lunch program) to increase cross training (starts FY 09-10)
 - Initiate a formal mentoring program to develop and coach employees and contribute to succession planning (starts FY 09-10)
 - Develop a program to integrate core values into daily operations (starts FY 09-10)
- 1.9. Workforce skills to support County priorities (ES5-4: priority outcome)
- 1.9.a. Increase efficiency and best practices

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

- Develop a Quality Review Team of experts to review core department processes for improvements and best practice sharing (starts FY 09-10)
- Complete migration of operating permits and supporting infrastructure to the Environmental Enterprise Operating System and develop reporting interface to the Scorecard (ongoing)
- Facilitate easy access to public records through continued integration of the Electronic Document Management Systems (EDMS) (ongoing)
- Develop interactive Geographic Information System and modeling tools for data mining and integration, predictive analysis, and incorporation with agency partners (starts in FY 09-10)
- Increase online business capabilities (ongoing)
- Establish an Environmental Management benchmarking area with the Florida Benchmarking Consortium (started FY 08-09, ongoing)

1.10. ES8-2: Planned necessary resources to meet current and future operating and capital needs (priority outcome)

1.10.a. Meet budget targets

- Assist the County in identifying funding mechanisms for Beach Renourishment in anticipation of FY 11-12 depletion (ongoing)
- Pursue accelerated funding through the Building Better Communities General Obligation Bond program (ongoing)
- Elevate legislative efforts to maintain delegated program funding and environmental protection (starts FY 09-10)

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

1. Elected leaders need to be educated and aware of the importance of local resource protection to maintain critical funding for environmental monitoring and pollution remediation. Partnership with the Intergovernmental Affairs office, Florida Environmental Resource Agencies, and the Florida Association of Counties is vital. Due to State budgetary shortfalls, further reductions at the State level are anticipated; these include the Inland Protection Trust Fund, Air Tag Fee Trust Fund, the Title V Fee Trust Fund, the Coastal Protection Trust Fund, Florida Forever land acquisition program and Comprehensive Everglades Restoration Plan.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

2. Careful review of market conditions, specifically in the area of development reviews and local industry, that continue to impact staffing levels and revenue.
3. Further maturing a continuous improvement culture is essential to improve and refine results through the Sterling Management System; including Leadership, Strategic Planning, Customer and Market Focus, Measurement, Analysis and Information Management, Workforce Focus, and Process Management criteria.
4. Successfully engaging employees and developing employees is vital to ensure an engaged, satisfied, and productive workforce. The Department is focused on providing effective rewards, a best practice and teamwork culture, meaningful job design, and fair and transparent performance management system.
5. Improving municipal cooperation and coordination is imperative to ensure compliance with Environmental Protection Code requirements throughout the County.
6. Excellent communication, partnerships, and action plans within the Department are important to developing team-based approaches both across and within Divisions.
7. Effectively communicating and partnering with County agencies and external agencies is essential for efficiency and ensuring environmental resource protection.

INTERNAL SUPPORT REQUIREMENTS

1. Reduction in enforcement case review time by the County Attorney's Office (supports objective to facilitate compliance).
2. Advancement of funding through the Building Better Communities General Obligation Bond program by the Office of Strategic Business Management (supports objective to protect environmental resources).
3. Approval to fill vacant positions by the Human Resources Department and the Office of Strategic Business Management (supports all objectives).

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

SUSTAINABILITY

Note that the department's mission, objectives, initiatives and measures are in alignment with sustainability.

To increase sustainability of internal operations, the Department has an Environmental Policy to reduce energy use, conserve water, reduce waste, and reduce vehicle use in the course of daily operations. Sustainability measures for internal operations include:

- Unleaded fuel use from GSA
- Diesel fuel use from GSA
- Electricity use from GSA
- Number of Electronic Data Management System files accessed by employees and customers
- Number of online transactions

3 to 5 YEAR OUTLOOK

1. The Department and County must continue to participate in major policy level committees and on interagency teams working on projects that directly affect County resources, water supply, or flood protection due to the Comprehensive Everglades Restoration Plan (CERP). The program has a 50-year time frame and is now expected to cost well in excess of \$8 billion. Although CERP is being implemented by the Corps of Engineers and the South Florida Water Management District, other federal, state and local government stakeholders may participate in teams and committees that develop system-wide and project plans and policies.
2. The Department will continue to provide technical support to the County's climate change initiatives including GreenPrint, the County's Climate Change Advisory Task Force and the Chicago Climate Exchange. Increased focus on climate change adaptation and mitigation will lead to changes in County policy, service delivery, and short and long term initiatives.
3. Water reuse initiatives by the Water and Sewer Department require vigilant attention to wellfield protection areas, wetlands, and pristine surface waters. A critical component to these projects is ensuring that the treated wastewater slated for groundwater recharge meets all applicable groundwater criteria, does not pose a threat to the potable water supply or sensitive ecological receptors and that the treatment provides the best available technology to address non regulated contaminants and emerging pollutants of concern.
4. Recent improvements in data and monitoring have revealed areas at risk of salt intrusion in the short term. These threats can be minimized by improving water control structure operations and infrastructure to prevent or reverse existing salt intrusion threats in sensitive natural areas or wellfield protection zones. Additional vigilance in regulation of excavations into salty or brackish groundwater is a priority.
5. New federal and state rules to reduce greenhouse gas emissions will likely lead to new permitting, compliance and air monitoring activities.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

6. Efforts to enhance and maintain critical natural areas will be continued, with an emphasis on wetland ecosystems and other native habitats like pine rocklands and hardwood hammocks.

Attachment 1

DEPARTMENTAL PROFILE

Department Description

Miami-Dade County's unique and sensitive ecosystem requires extraordinary attention to minimize the adverse impacts that accompany urbanization. DERM's authority and responsibility is rooted in progressive and comprehensive local environmental regulations as well as multiple State and federal delegated functions. DERM was originally created in the mid-1960's as the Pollution Control Office, responding to threats of air and water pollution posed by rapid development in the County.

Specific resources protected under the Environmental Protection Ordinance (Chapter 24, MDCC) include ground water and drinking water, surface waters (canals, lakes, rivers, and Biscayne Bay), fresh and salt water wetlands, natural forest communities, trees, air quality, soils, and beaches. Specific programs have developed in response to contamination of water supply wells, excessive flooding, leaking underground storage tanks, solid waste disposal, mobile and stationary source air pollution, beach erosion, loss of wetlands and tree canopy, and documented contamination of canals and Biscayne Bay.

In responding to environmental and public health issues, the Department uses three basic approaches: 1) governance (plan review, permitting, inspection, enforcement) of activities that have a potential impact on the environment and public health; 2) conservation and restoration of ecosystems and efforts to improve the hydrologic system; and 3) outreach and volunteerism to protect and enhance the environment. While most programs are directly managed and staffed internally, contracting is used for major projects such as beach renourishment, environmental restoration, environmental cleanups at County facilities, some laboratory analyses, and community outreach through various non-profit agencies.

DERM is committed to performance excellence and is deploying the Sterling Management System. Many department-wide initiatives stem from the desire to leverage our core competencies and improve our organizational results.

DERM is the largest local environmental agency in the State; providing direct customers and all residents comprehensive environmental management. The Department works cooperatively with counterpart local, state, and federal agencies, in most instances offering a "one stop shop" for a variety of permit requirements within Miami-Dade County. Technology is used extensively to collect and analyze scientific information, store and manage data, and efficiently provide services to businesses and the public. Public records were recently made available to our customers via our website; reducing much of the need to visit our facility for information.

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

Table of Organization

<u>OFFICE OF THE DIRECTOR</u>	
<ul style="list-style-type: none"> Provides overall leadership to the Department, inter-governmental coordination, and organizational development initiatives 	<ul style="list-style-type: none"> Provides overall leadership to the Department, inter-governmental coordination, and organizational development initiatives
<u>FY 08-09</u> 8	<u>FY 09-10</u> 7
<p style="text-align: center;"><u>ADMINISTRATION</u></p> <ul style="list-style-type: none"> Administers all personnel, procurement, contract management, staff training, and budget coordination 	<p style="text-align: center;"><u>ECOSYSTEM RESTORATION AND PLANNING</u></p> <ul style="list-style-type: none"> Conducts ecosystem restoration and planning
<u>FY 08-09</u> 21	<u>FY 09-10</u> 21
<p style="text-align: center;"><u>INFORMATION TECHNOLOGY AND RECORDS MANAGEMENT</u></p> <ul style="list-style-type: none"> Administers and manages information technology support and records 	<p style="text-align: center;"><u>ENVIRONMENTAL RESOURCES REGULATION</u></p> <ul style="list-style-type: none"> Conducts environmental resources regulation
<u>FY 08-09</u> 39	<u>FY 09-10</u> 38
<p style="text-align: center;"><u>AIR QUALITY PROTECTION</u></p> <ul style="list-style-type: none"> Regulates sources of pollution and monitors air quality 	<p style="text-align: center;"><u>PLAN REVIEW AND DEVELOPMENT APPROVALS</u></p> <ul style="list-style-type: none"> Reviews construction and development plans
<u>FY 08-09</u> 34	<u>FY 09-10</u> 32
<p style="text-align: center;"><u>ENVIRONMENTAL EDUCATION AND COMMUNICATION</u></p> <ul style="list-style-type: none"> Conducts education and outreach 	<p style="text-align: center;"><u>POLLUTION REGULATION AND ENFORCEMENT</u></p> <ul style="list-style-type: none"> Regulates potential pollution sources
<u>FY 08-09</u> 12	<u>FY 09-10</u> 11
<p style="text-align: center;"><u>STORMWATER MANAGEMENT</u></p> <ul style="list-style-type: none"> Administers the stormwater utility and flood control programs 	<p style="text-align: center;"><u>POLLUTION CONTROL</u></p> <ul style="list-style-type: none"> Facilitates contaminated site remediation to ensure that County, State and Federal environmental laws are followed
<u>FY 08-09</u> 59	<u>FY 09-10</u> 53
	<u>FY 08-09</u> 46
	<u>FY 09-10</u> 41

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

Financial Summary

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
Revenue Summary			
Auto Tag Fees	1,817	1,750	1,750
Bond Proceeds	3,855	0	1,499
Carryover	65,943	63,232	54,829
Environmentally Endangered Land Fees	1,033	896	1,058
Litigation Trust Fund	153	120	100
Miscellaneous Revenues	4,740	4,426	4,896
Operating Permit Fee	6,119	6,170	7,269
Other Revenues	1,653	1,430	1,370
Plan Review Fee	7,183	7,750	8,893
Stormwater Utility Fees (County)	32,315	32,157	32,965
Utility Service Fee	20,581	20,774	21,250
State Grants	7,987	6,709	4,696
Federal Grants	964	1,052	885
Airport Project Fees	755	788	795
Total Revenues	155,098	147,254	142,255
Operating Expenditures Summary			
Salary	30,611	31,861	28,377
Fringe Benefits	9,037	9,728	8,839
Other Operating	16,388	16,740	15,575
Capital	2,585	3,420	2,478
Total Operating Expenditures	58,621	61,749	55,269
Non-Operating Expenditures Summary			
Debt Service	7,996	7,617	7,617
Reserve	0	43,628	39,542
Transfers	25,775	34,260	39,827
Total Non-Operating Expenditures	33,771	85,505	86,986

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
Strategic Area: Neighborhood and Unincorporated Area Municipal Services				
Air Quality Management	4,090	3,568	34	32
Ecosystem Restoration and Planning	7,646	6,579	53	50
Environmental Education and Communication	1,663	1,100	12	11
Environmental Resources	4,701	3,944	58	53
Regulation				
Information Technology and Records Management	5,058	4,747	39	38
Office of the Director and Administration	4,036	3,736	29	28
Plan Review and Development	6,419	5,510	63	57
Approvals				
Pollution Control	5,010	4,477	46	41
Pollution Regulation and Enforcement	11,667	11,521	126	127
Stormwater Management	11,459	10,087	59	53
Total Operating Expenditures	61,749	55,269	519	490

- The Carryover category in FY 09-10 decreased due to the completion of drainage projects funded by the Stormwater Utility.
- The Operating Permit and Plan Review categories in FY 09-10 increased due to fee adjustments.
- Salary and Fringe Benefits categories in FY 09-10 decreased due to personnel reductions.

Capital Budget Summary

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
Revenue									
Army Corps of Engineers	600	9,000	9,000	0	0	0	0	0	18,600
Biscayne Bay Envir. Trust Fund	1,366	1,165	0	0	0	0	0	0	2,531
Building Better Communities GOB Program	36,830	5,979	3,000	0	0	0	0	11,691	57,500
Departmental Trust Funds	13,545	2,000	2,000	0	0	0	0	0	17,545
Endangered Lands Voted Millage	91,751	0	0	0	0	0	0	0	91,751
Florida Department of Environmental Protection	12,266	368	200	100	100	100	100	1,000	14,234
Florida Inland Navigational District	0	500	0	0	0	0	0	0	500
Interest Earnings	46,077	1,792	1,882	1,976	2,074	2,034	2,075	20,000	77,910
Miscellaneous - Other County Sources	668	0	0	0	0	0	0	0	668
Nat'l Oceanic Atmospheric Association	291	0	0	0	0	0	0	0	291
S. Fl. Water Mgmt. District Grant	310	0	0	0	0	0	0	0	310
State Beach Erosion Control Funds	9,838	5,818	7,164	250	250	3,500	250	3,500	30,570
Total:	213,542	26,622	23,246	2,326	2,424	5,634	2,425	36,191	312,410
Expenditures									
Strategic Area: Neighborhood And Unincorporated Area Municipal Services									
Beach Projects	20,320	19,436	19,164	250	250	3,500	250	3,500	66,670
Environmental Projects	2,635	1,665	0	0	0	0	0	0	4,300
Environmentally Endangered Lands Projects	125,917	8,548	5,092	5,154	5,217	6,281	8,558	76,673	241,440
Total:	148,872	29,649	24,256	5,404	5,467	9,781	8,808	80,173	312,410

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

Current Business Environment

Customers

DERM provides environmental resource protection services countywide. The Department's purpose is to prevent and minimize harmful impacts to air, water, and natural resources. The majority of customers are required to seek approval to operate as a business, perform construction, or resolve enforcement action related to resource protection. While the Department seeks to be professional, courteous, timely and correct, the largest transactional customer segment generally is not voluntary. Points of contact "drop box" surveys are located throughout the department and at the West Dade Permitting and Inspection Center as part of the development approval process. This information is collected and examined monthly for employee recognition and improvement opportunities. The Department will expand these electronically using customer email accounts as the Environmental Enterprise Operating System becomes fully operational this fiscal year.

Surveys are also conducted at outreach events, such as Adopt-a-Tree, Baynanza, and Environmentally Endangered Lands Volunteer Workdays. In FY 09-10, the Department will partner with the Office of Sustainability and additional departments to survey indirect customers, residents, who benefit from clean air, clean water, and preserved natural resources.

Results are favorable and exceed the Government Satisfaction Index, a national benchmark, and County results as reported in the 2008 Resident Satisfaction Survey.

Service Delivery

DERM has actively developed partnerships with municipalities and agencies to improve service delivery for all County residents through a targeted outreach effort begun in FY 07-08. In FY 08-09, DERM held workshops for direct customers and partners of the plan review process. Workshop satisfaction results were favorable. Relevant improvements and changes in the development process include enhanced quality assurance and quality control (the Department's sortie), increased categories of plans that receive expedited plan review, expanded the role of the satellite office in Hialeah, relocated the Department of Health with DERM at the Permitting and Inspection Center, shared data and Geographic Information System (GIS) capabilities, consolidated inspections, and implemented the electronic Concurrent Plans Processing system. The Department is aggressively working to co-locate the Water and Sewer Department's New Business Section with its Plan Review Section to help customers to obtain approvals for development plans and certificate of use applications. The Department is exploring the enhancement of services to municipalities through new or existing inter-local agreements. These may include water quality monitoring, aesthetic maintenance activities in secondary canals, and other maintenance activities in secondary canals currently being handled by municipalities.

The Department has realized efficiencies through the consolidation of environmental inspections in a similar approach to permitting programs. The implementation of robust performance measurement systems which incorporate both quantity and quality factors in the areas of plan review and environmental inspections have proven to be effective business practices in delivering quality services for our customers, better protecting resources, and conducting fair evaluations of employee performance. Although the Department eliminated positions through efficiencies, the hiring freeze has resulted in critical vacant positions that must to be filled meet performance targets associated with these efficiencies.

The Economy

The economy continues to impact Department operations. The slowdown of the construction industry resulted in reduced construction plan reviews by 25% in FY 08-09. However, municipality reviews increased due to the Department's outreach efforts. Environmental resource protection permit reviews, Class I – VI, have increased by 27% in FY 08-09. The Environmentally Endangered Lands program

Departmental Business Plan and Outlook

Department Name:

Fiscal Years: 2009-10 & 2010-11

exceeded its purchase targets in FY 08-09 due to aggressive pursuit of contracts with willing sellers. Availability of General Obligation Bond funds are dictated by market conditions, and accelerated funding may not be available for EEL purchases at the same level in this fiscal year. The Department continues to seek funding partners and volunteers for Adopt-A-Tree and Baynanza. The Department increased volunteerism for these programs and for Environmental Endangered Lands preserves in FY 08-09; this continues to be an important component of service delivery.

The Environment

The Department continues to support efforts related to climate change adaptation and mitigation; providing coordination and technical staff support for initiatives such as the Climate Change Advisory Task Force and the Chicago Climate Exchange. In FY 08-09, the Department began assisting the Office of Sustainability with the development of GreenPrint. GreenPrint, a community sustainability plan, will incorporate goals, measures, targets, and initiatives in response to climate change. These efforts are in direct alignment with DERM's mission and will aid in the achievement of our strategic outcomes.

The Department performs trend analysis of environmental indicators for the restoration of contaminated sites and adapts guidelines and requirements for customers. The ratio of contaminated sites in wellfield protection areas to those countywide is significantly lower; illustrating DERM's success in land use protections, permitting, spill response, and cleanup activities. Miami-Dade County continues to receive an excellent Community Rating Score from FEMA in part due to its efforts to improve and maintain the local flood control system. Everglades Restoration, wellfield protection issues, pending waste reuse and assessing the long-term impacts of climate change and sea level rise are all current and future issues in the business environment; all are being addressed through objectives and initiatives contained within the Business Plan.

The Department also enhances and restores the environment for the benefit of residents, visitors, and future generations. Current habitat restoration efforts include Chapman Field Park, Oleta River State Park, Virginia Key Beach Park, Dinner Key Islands, and various Environmentally Endangered Land Preserves. Project development is underway at the following sites: Highland Oaks Park, R. Hardy Matheson Preserve, Florida International University Biscayne Bay Campus, City of North Miami Bikeway (between NE135 Street and NE151 Street), the Oleta River State Park Bike Trail Site, and seagrass restoration in north Biscayne Bay. The Department participates in the Lakebelt Mitigation Committee, which directs funding for wetlands mitigation projects within the County. This will continue to have a significant positive impact on wetlands acquisition and mitigation.

The Department continues to monitor and respond to changing federal and State policies, regulations, and resources related to environmental protection, as they will continue to change given the federal administration's focus on environmental legislation and economic conditions.