



Department of Regulatory and Economic Resources

(Business Affairs; Construction, Permitting, and Building Code Services;
Development Services; Environmental Resources Management; Planning)

Business Plan

Fiscal Years: 2013 and 2014

(10/1/2012 through 9/30/2014)

Approved by:

A handwritten signature in blue ink, appearing to read "Jack Osterholt".

Jack Osterholt, Deputy Mayor/Director

Plan Date: December 21, 2012



TABLE OF CONTENTS

DEPARTMENT OVERVIEW	<i>Page 2</i>
Departmental Mission	
○ Business Affairs	Page 2
○ Construction, Permitting, and Building Code Services	Page 3
○ Development Services	Page 4
○ Environmental Resources Management	Page 5
○ Planning	Page 7
Table of Organization	Page 9
Strategic Alignment Summary	
○ Business Affairs	Page 11
○ Construction, Permitting, and Building Code Services	Page 12
○ Development Services	Page 12
○ Environmental Resources Management	Page 16
○ Planning	Page 12
Our Customer	
○ Business Affairs	Page 17
○ Construction, Permitting, and Building Code Services	Page 20
○ Development Services	Page 21
○ Environmental Resources Management	Page 21
○ Planning	Page 22
KEY ISSUES	<i>Page 22</i>
○ Business Affairs	Page 23
○ Construction, Permitting, and Building Code Services	Page 30
○ Development Services	Page 31
○ Environmental Resources Management	Page 32
○ Planning	Page 31
PRIORITY INITIATIVES	<i>Page 33</i>
○ Business Affairs	Page 33
○ Construction, Permitting, and Building Code Services	Page 39
○ Development Services	Page 41
○ Environmental Resources Management	Page 44
○ Planning	Page 41
FUTURE OUTLOOK	<i>Page 47</i>
○ Business Affairs	Page 47
○ Construction, Permitting, and Building Code Services	Page 52
○ Development Services	Page 53
○ Environmental Resources Management	Page 54
○ Planning	Page 53
ATTACHMENT 1	BUSINESS PLAN REPORT



DEPARTMENT OVERVIEW

Departmental Mission

Mission:

To enable sustainable economic growth through smart land development, environmental protection, and other regulatory strategies, and through business promotion efforts

Purpose:

To promote and facilitate a sustainable and resilient government and community through improved efficiencies, stewardship of our natural resources and our unique environment, and implementation of orderly, efficient, consistent and appropriate growth management policies for Miami-Dade County while balancing the need for economic and social development.

Profile

The Regulatory and Economic Resources (RER) Department enforces codes and regulations established by the federal government, the State of Florida and Miami-Dade County governing the construction, alteration, and maintenance of buildings and structures within the unincorporated areas of Miami-Dade County; administers the zoning regulations for unincorporated Miami-Dade County and those municipalities that have entered into service agreements with the County; regulates activities that have a potential impact on environmental resources; and enhances economic development within the County through land use planning, green initiatives, and a wide range of programs for business, job seekers, and consumers. RER offers the public, in most instances, a “one-stop shop” for a variety of permit requirements and economic-related activities.

Business Affairs

As part of its Economic Development Strategic Area, **The Business Affairs Division** oversees small business development through the administration of several programs; promotion of film and television related industries; economic growth through administration of local economic development programs including the Qualified Target Industry (QTI) and the Targeted Jobs Incentive Fund (TJIF) programs; and enforcement of consumer laws and licensing requirements that protect purchasers of goods and services. Other functions include international trade coordination, cooperative extension, passenger transportation regulation, and coordination with the county’s agricultural industry. **The Business Affairs Division’s** functions are closely related to and require coordination with other County departments, including Fire Rescue, Public Works and Waste Management (PWWM), and Water and Sewer

(WASD). The Division works cooperatively with local, state, and federal agencies as well as other community entities.

Construction, Permitting and Building Code Services

The Division enforces codes governing new construction, maintenance and alteration of existing buildings, unsafe structures and neighborhood regulations within the area of unincorporated Miami-Dade County. It also provides services related to contractor licensing, certification of code enforcement officials and approval of construction products throughout the municipal and unincorporated areas of Miami-Dade County.

Major duties and responsibilities

- Review and process construction permit applications. Route applications to other County departments involved in the permit process.
- Perform plan review of construction documents to ensure compliance with the Florida Building Code and all other applicable codes and regulations.
- Issue building permits and maintain records of construction documents.
- Collect and distribute permit fees for all departments involved in the permitting process.
- Receive and process inspection requests.
- Perform inspection of active permits to ensure compliance with the Florida Building Code and all other applicable codes and regulations.
- Issue permanent and temporary certificates of occupancy and completion.
- Issue recertification of 40-year-old buildings and boilers.
- Receive and process complaints related to building and neighborhood code violations and unsafe structures.
- Remediate certain type of violations when property owner fails to correct
- Maintain registry of foreclosed real property
- Review and process Product Control and Certificate of Competency applications.
- Perform plan review of Product Control documents to ensure compliance with the Florida Building Code and all other applicable codes and regulations.
- Issue Notices of Acceptance (NOA) and Certificates of Competency
- Maintain NOA and Certificate of Competency records
- Perform Quality Assurance Audits of construction products manufactures and testing laboratories
- Perform Certificate of Competency audits of construction products manufacturing plants
- Review and process Contractors Licenses applications.
- Issue contractors licenses
- Maintain contractors licenses records
- Receive and process complaints related to licensed contractors and unlicensed construction activity
- Review and process code official certification applications and renewal.

- Administer code officials continuing education program
- Provide administrative support to the Board of Rules and Appeals, the Construction Trades Qualifying Board, the Unsafe Structures Board and Unsafe Structures Appeal Panels
- Conduct monthly meetings with Building Officials throughout the county to disseminate information and maintain uniformity of enforcement related to the Florida Building Code and other local construction regulations
- Collect Contractors Licenses, Product Control and Board fees
- Monitor and participate in the development of new Florida Building Code editions focused in protecting Miami Dade and Broward County high velocity zone provisions.

Innovative programs and initiatives

- Electronic Concurrent Plans Processing (CPP). Permit applications and construction documents are accepted in digital format or accepted in paper format and converted to digital format for review. Plans are sent electronically and concurrently to all departments and/or disciplines that are required to review and approve the plans. Permit fees can be paid via the Division's website and the job copy printed, saving the applicant a visit to the Miami-Dade County Permit and Inspection Center.
- The Division outreach programs are directed to increase public awareness of construction and environmental regulations. Complimentary workshops are offered throughout the year to professionals and builders. Individuals in attendance become familiar with the Code changes, sustainability and neighborhood topics and receive continuing education hours.
- The Division also administers "Professional Days" in which design professionals can meet with reviewers in order to review plan rejection notes and comments. Industry participation is essential in the success of these programs.

Construction, Permitting and Building Code Services has realized position reduction efficiencies through the use of technology as well as through the consolidation of functions over the past few years. During FY 10-11 the Department realigned the functions of all the technical Division Directors, who assumed the functions of the Plan Review Section Supervisors and eliminated most the later positions. The Department merged the functions of the Plumbing and Mechanical Division Directors and eliminated one Division. For FY 2011-2012 further opportunities of consolidating functions will be explored.

Development Services

The ***Development Services Division*** focuses on the processing and review of zoning applications for public hearings, Administrative Site Plan Reviews (ASPR) of large or complex projects, substantial compliance determinations of site plans approved at public hearing, other developments subject to Zoning Code regulation, plat applications and administration of the Plat Committee. Development Services staff provide assistance to residents and developers in the form of pre-application conferences, plan reviews and discussion of Zoning Code requirements. In addition, staff provides detailed written information on permitted uses for

Delivering Excellence Every Day



specific properties being considered for new businesses. Development Services also administers the ten Community Zoning Appeals Boards. The Division also conducts charrette studies, holds community workshops, prepares amendments to the Zoning Code, reviews site plan applications and conducts GIS analysis.

The Development Services Division reviews zoning data and plat applications and prepares community plans and code amendments.

- Reviews and evaluates zoning hearing applications and land platting
- Prepares community-based development plans and implementing ordinances
- Provides technical assistance to developers and the public
- Provides support to various Boards and committees including The Development Impact Committee (DIC) Executive Council, Community Zoning Appeals Board, Planning Advisory Board, Biscayne Bay Shoreline Development Review Board, and the Board of County Commissioners

Environmental Resources Management

The Division of *Environmental Resources Management (DERM)* provides services and enforces Chapter 24 (Environmental Protection Ordinance) throughout the municipal and unincorporated areas of Miami-Dade County. Miami-Dade County is the only county in the country with two national parks, a national marine sanctuary, and containing large environmentally sensitive areas. The Department is committed to protecting the water, air and land that all residents, businesses, and visitors enjoy.

The Department is also committed to performance excellence and is deploying Florida Sterling Council recommendations. Many department-wide initiatives stem from the desire to leverage our core competencies and improve our organizational results. Technology is used extensively to collect and analyze information and customer feedback, store and manage data, and efficiently provide services to businesses and the public. Public records are available to our customers via our website; reducing much of the need to visit our offices for information.

Environmental resources protected include ground water and drinking water supply, surface waters (canals, lakes, rivers, and Biscayne Bay), fresh and salt water wetlands, natural forest communities, trees, air quality, soils, coastal habitat and beaches. Specific programs have been 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, coastal resources and tree canopy, and documented contamination of canals and Biscayne Bay.

Programs have been tailored to address environmental issues unique to the County since state and federal programs do not address many local issues, such as drinking water wellfield protection. Protection of our drinking water sources is highly important since the shallow aquifer is highly permeable and susceptible to pollution. Twenty-one of the County's twenty-six wellfields are within urban areas. We live and work over the water we drink.

The regulated community benefits from delegated State programs that provide one-stop permitting. Without local environmental staff, the issuance of delegated State and federal permits would require more time and money and would be a significant detriment to

development as customers would have to go to West Palm Beach or Tallahassee. Currently, there is minimal State environmental presence in Miami- Dade County.

In responding to environmental and public health issues, Environmental Resources Management uses several basic approaches: 1) regulation (plan review, permitting, inspection, enforcement) of activities that have a potential impact on the environment and public health; 2) education and volunteer events to promote awareness of the value of resource protection, this includes outreach programs such as Baynanza Bay Clean-up Day, Environmentally Endangered Lands work days and Adopt-A-Tree and, 3) monitoring of air, water, and natural resources; and 4) conservation and restoration of ecosystems. 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 non-profit organizations.

Service Delivery Trends

Environmental Resources Management has actively developed partnerships with industry organizations, municipalities and with County agencies and other external agencies to improve service delivery for all County residents and ensure environmental resource protection through a targeted outreach effort begun in FY 07-08. It meets with municipalities and partners of the plan review process. Relevant improvement changes in the development process include evaluation of existing code language to identify opportunities to preserve environmental protection but streamline the review and approval process.

Environmental Resources Management has realized position reduction efficiencies through the consolidation of environmental inspections over the past several years. 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. In FY 09-10, Environmental Resources Management continued improvements by developing a new program and processes to monitor facilities considered high risk.

Economic Impact on Operations

Environmental Resources Management continues to monitor and respond to State and Federal fiscal impacts on our programs. Funding concerns with the State's proposed budget are included in the Key Issues section of the Business Plan.

The economic impact on our operations varies by program. Municipal Certificate of Use reviews have steadily increased by 116% since FY 06-07. Environmental resource protection permit reviews, Class I– VI, increased by 27% in FY 08-09 and held constant in FY 10-11 and in FY 11-12. Despite no availability of allocated General Obligation Bond funds and significantly decreased interest earnings, the Environmentally Endangered Lands (EEL) Program exceeded its purchase targets in FY 11-12. It is projected that there will be a similar pace for EEL acquisitions in FY 12-13. Environmental Resources Management continues to seek funding partners and volunteers for Adopt-A-Tree and Baynanza. It

increased volunteerism for the EEL Program's Volunteer Workday events, which continue to generate excellent participation, engaging 1,460 volunteers in FY 11-12. These programs remain an important component of service delivery.

The Environment

Environmental Resources Management 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 our organization's success in land use protections, permitting, spill response, and cleanup activities. Surface water quality in Biscayne Bay and countywide air quality continues to be generally excellent compared to similar sized Metropolitan Statistical Areas (MSAs) (98% in good/moderate range). 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.

Environmental Resources Management also enhances and restores the environment for the benefit of residents, visitors, and future generations. The habitat restoration and enhancement efforts have enhanced or restored over 577 acres of various coastal habitats to date. These efforts are continuing, with eight additional projects working to restore over 30 additional acres of upland and coastal habitats (forested communities, wetlands, upland hammock, seagrass, coastal strand, and dune communities) throughout the County and five habitat restoration projects are currently planned for implementation over the next five years. Additionally, Environmental Resources Management, working with the US Department of Agriculture (USDA), has been active in the control of invasive and exotic plant species, including the Melaleuca tree and two exotic vines, air potato and old world climbing vine. Forty-three sites throughout the County were treated with biological controls to kill existing invasive and exotic plant species at the selected sites. These restoration projects are funded through a variety of funding sources, including dedicated Trust Funds, grants from government and private funding partners, and mandated habitat mitigation requirements. These projects will continue to have a significant positive impact on the quality of our coastal and upland natural communities.

Planning

The ***Planning Division*** is comprised of several sections each having varying responsibilities as follows: ***Metropolitan Planning*** is responsible for the update and administration of the County's Comprehensive Development Master Plan (CDMP), issuing letters of interpretation of the CDMP and assisting the Metropolitan Planning Organization and state, regional and local transportation agencies in the development of the County's Long Range Transportation Plan. The CDMP is a state mandated document that states the County's goals, objectives and policies about where and how development can occur, how conservation of land and natural resources can be achieved during the next 10 to 20 years, including delivery of municipal services. The section administers all aspects of the CDMP amendment process, conducts long range and strategic studies, and maintains data relating to land use, public facilities, environmental, transportation and school planning issues. ***Planning Research*** is responsible

for economic and demographic analysis and reports at both a countywide and local scale. It develops the official County population and employment projections, provides research support for county planning efforts, including advanced geographic analysis. Further, it maintains the Capital Improvements Program (CIP) database necessary for planning purposes. The **Office of Historic Preservation (OHP)** is responsible for the preservation and protection of Miami-Dade County's cultural, historical, architectural and archaeological resources through historic designations, site management, public education and incentives for historic preservation efforts. OHP surveys and identifies eligible sites and prepares research for the designation of historic and archaeological resources. The Division also performs federally required "Environmental Reviews" on housing grant applications involving structures over 50 years of age. OHP also oversees 127 individually designated historic sites, 43 archaeological sites and zones, and 6 historic districts. In addition, OHP serves as the historic preservation staff for 25 municipalities in Miami-Dade County. The **Office of Sustainability** collaborates with County agencies, business groups, nonprofit organizations and other partners to promote and facilitate a more efficient government and sustainable community by protecting and enhancing Miami-Dade's distinct environmental quality and livability while addressing social needs and economic prosperity. The Office leads the implementation of the County's sustainability plan, GreenPrint, which sets the framework for the County to inspire, inform and enable our communities to improve their quality of life and increase economic prosperity through promoting sustainable practices in business and development and promoting environmental responsibility. The Office also leads the County's efforts relative to the Climate Change Compact, the four-county collaboration created to address regional climate change resiliency.

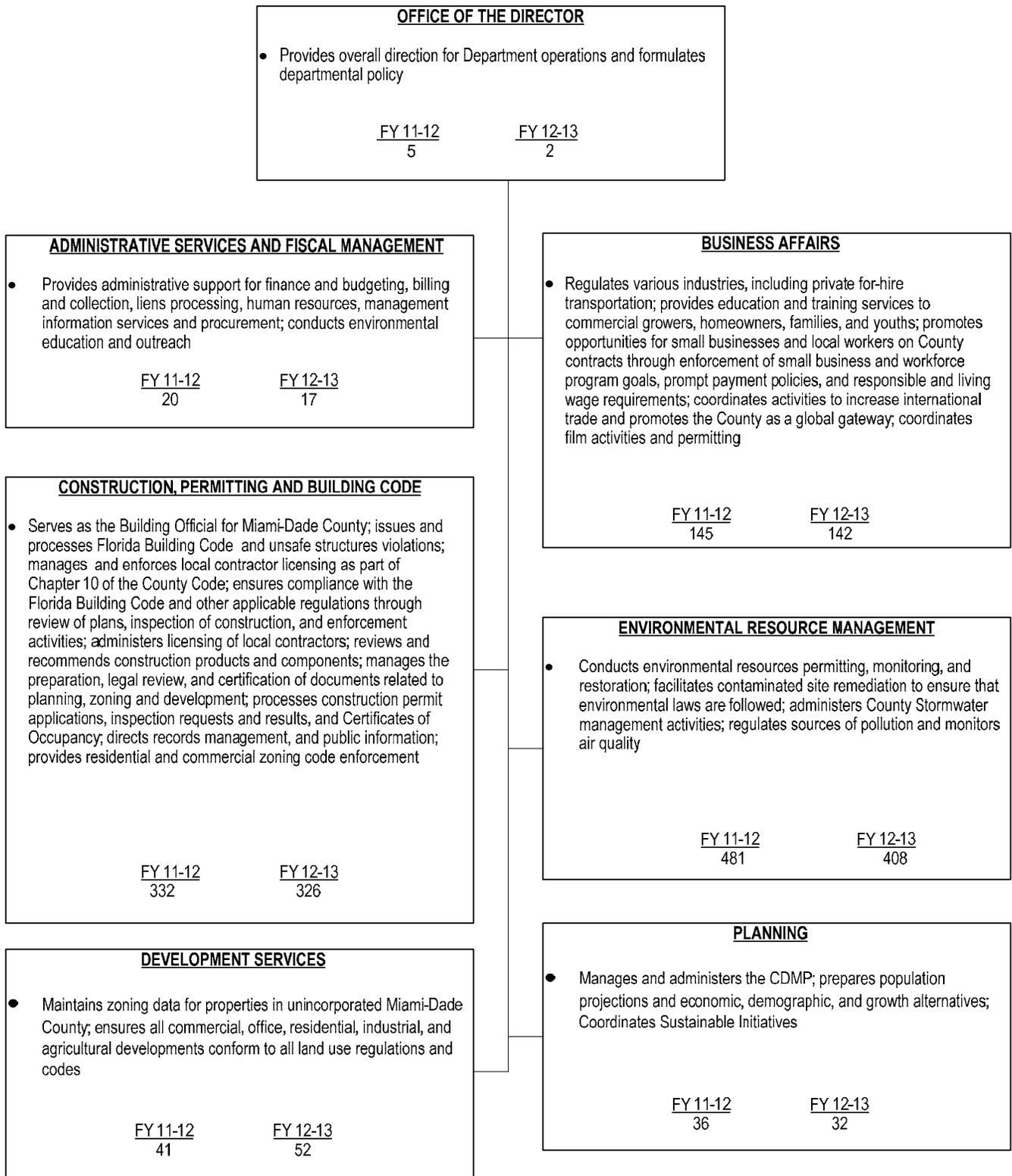
The Planning Division provides policies for sound growth management, historic preservation, urban planning, sustainability planning, and transportation development through the Comprehensive Development Master Plan (CDMP) and related activities.

- Conducts long and short range planning activities relating to the social, economic, physical development, and growth management of the County
- Administers and implements the County's CDMP and its policies
- Conducts studies promoting smart growth and sustainability principles
- Conducts demographic, economic, and geographic research
- Provides reports and studies on a number of topics
- Provides support to County departments, the Board of County Commissioners, and advisory committees and boards, and State, regional and local agencies and governments
- Administers the Concurrency Management Program, Agricultural Practices Board and Historic Preservation Board
- Coordinates countywide historic preservation activities and implements the requirements of Miami-Dade County's Historic Preservation ordinance
- Implements the County's first ever sustainability plan, "GreenPrint"

Departmental Business Plan and Outlook

Department Name: Department of Regulatory and Economic Resources
 FY2012-13 & FY2013-14

TABLE OF ORGANIZATION



Departmental Business Plan and Outlook
 Department Name: Department of Regulatory and Economic Resources
 FY2012-13 & FY2013-14

FY2012-13 FY2013-14

FY 2012-13 Proposed Budget and Multi Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 09-10	Actual FY 10-11	Budget FY 11-12	Adopted FY 12-13
Revenue Summary				
General Fund Countywide	4,140	3,776	3,003	2,854
General Fund UMSA	7,423	3,634	2,164	1,651
Impact Fee Administration	0	765	631	651
Fees and Charges	7,843	7,329	7,160	6,799
Foreclosure Registry	1,816	1,171	641	0
Stormwater Utility Fees (County)	31,125	31,400	31,310	0
Stormwater Utility Fees (Municipalities)	2,090	2,296	2,121	0
Utility Service Fee	23,226	24,891	23,779	24,026
Zoning Revenue	0	7,207	8,455	7,762
Auto Tag Fees	1,637	1,665	1,729	1,670
Bond Proceeds	766	0	0	0
Building Administrative Fees	353	365	275	285
Carryover	60,542	63,098	49,439	32,744
Code Compliance Fees	2,179	1,629	1,641	1,711
Code Fines / Lien Collections	5,729	7,194	6,482	6,255
Construction / Plat Fees	0	0	0	2,036
Contract Monitoring Fees	251	283	195	195
Contractor's Licensing and Enforcement Fees	1,674	1,318	1,150	1,086
Donations	521	0	0	0
Environmentally Endangered Land Fees	787	684	800	700
Local Business Tax Receipt	471	471	471	471
Miscellaneous Revenues	221	136	182	199
Operating Permit Fee	7,542	7,987	7,125	7,377
Other Revenues	1,384	1,456	1,304	1,013
Permitting Trades Fees	20,261	22,359	19,446	21,178
Plan Review Fee	7,701	7,592	6,950	7,220
Planning Revenue	730	662	783	652
Product Control Certification Fees	2,430	3,026	2,543	2,438
State Grants	4,392	4,099	4,389	4,648
Federal Grants	7,769	4,895	4,498	3,092
Airport Project Fees	612	627	650	570
Transfer From Other Funds	12,355	4,164	4,964	7,486
Interagency Transfers	4,748	5,263	6,214	3,433
Total Revenues	222,718	221,442	200,494	150,202

Operating Expenditures

Summary				
Salary	71,238	73,051	67,636	65,474
Fringe Benefits	19,724	20,115	15,316	12,686
Court Costs	29	34	53	71
Contractual Services	2,270	2,023	2,598	2,528
Other Operating	10,981	10,518	11,076	8,175
Charges for County Services	15,154	15,317	15,771	17,961
Grants to Outside Organizations	1,665	1,634	430	430
Capital	3,924	2,412	6,967	6,727
Total Operating Expenditures	124,985	125,104	119,847	114,052

Non-Operating Expenditures

Summary				
Transfers	27,019	27,427	34,561	0
Debt Service	7,616	7,634	7,619	0
Reserve	0	0	38,467	36,150
Total Non-Operating Expenditures	34,635	35,061	80,647	36,150

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 11-12	Adopted FY 12-13	Budget FY 11-12	Adopted FY 12-13
Strategic Area: Neighborhood and Infrastructure				
Administration	0	1,317	0	11
Construction, Permitting, and Building Code	37,888	35,846	332	326
Development Services	1,554	5,222	41	52
Environmental Resources Management	53,657	49,395	481	408
Planning	4,393	3,279	36	32
Strategic Area: Economic Development				
Administration	2,380	825	20	6
Business Affairs	19,571	17,988	145	142
Director's Office	404	180	5	2
Total Operating Expenditures	119,847	114,052	1,060	979

Strategic Alignment Summary

Business Affairs

The Business Affairs Division's efforts align with the following Miami-Dade County Strategic Plan Goals:

1. Allocate County Government resources in support of activities that increase and diversify jobs and incomes
2. Expand entrepreneurial development opportunities with Miami-Dade County
3. Create a more business/film friendly environment in Miami-Dade County

ED4-2: Create a business friendly environment

GG1-1: Provide easy access to information and services

GG1-2: Develop a customer-oriented organization

GG3-2: Effectively deploy technology solutions

NI1-3: Enhance the viability of Agriculture

NI3-6: Preserve and enhance natural areas

ED2-2: Improve customer service at airports, hotels and other service providers that support travel and tourism

GG6-2: Lead community sustainability efforts

Develop and retain excellent employees and leaders (GG2-2)

ED1-2: Attract industries that have high wage jobs and high growth potential

ED1-3: Enhance and expand job training opportunities and education programs to ensure they are aligned with the needs of emerging and growth industries

ED3 - Expanded international trade and commerce

ED3-1: Attract and increase foreign direct investments and international trade from targeted countries

ED1-1: Reduce income disparity by increasing per capita income

ED4 - Entrepreneurial development opportunities within Miami-Dade County

ED4-1: Encourage creation of new small businesses

ED4-2: Create a business friendly environment

ED4-3: Expand opportunities for small businesses to compete for County contracts

(HH1) Healthy Communities - Family and Consumer Sciences Program (FCS), 4-H Youth Development Program, Urban Homeowner Horticulture Program

(HH3) Self sufficient population - 4-H Youth Development Program, Family and Consumer Sciences Program (FCS)

(ED1) A stable and diversified economic base that maximizes inclusion of higher

paying jobs in sustainable growth - Commercial Agriculture (Ornamentals, Vegetables and Tropical Fruits) Program, Commercial Urban Horticulture Program

(ED4) Entrepreneurial development opportunities within Miami-Dade County -

Commercial Agriculture (Ornamentals, Vegetables and Tropical Fruits) Program, Commercial Urban Horticulture Program

(NI1) Responsible growth and a sustainable build environment - Commercial Agriculture (Ornamentals, Vegetables and Tropical Fruits) Program, Commercial Urban Horticulture Program

(NI3) Protected and restored environmental resources - Pesticide Training Program, Sea Grant Program, Florida Yards and Neighborhoods (FYN), Urban Conservation Unit (UCU), Commercial Urban Horticulture Program, Urban Homeowner Horticulture Program

Construction, Permitting, and Building Code Services

Construction, Permitting, and Building Code Services' efforts align with the following Miami-Dade County 2012 Strategic Plan Goals and Objectives:

1. Safe, healthy, and attractive neighborhoods and communities (NI4)
 - o Ensure buildings are safer (NI4-1)
 - o Promote livable and beautiful neighborhoods (NI4-2)
2. Entrepreneurial development opportunities within Miami-Dade County (ED4)
 - o Create a business friendly environment (ED4-2)
3. Friendly government (GG1)
 - o Provide easy access to information and services (GG1-1)
4. Excellent, engaged workforce (GG2)
 - o Develop and retain excellent employees and leaders (GG2-2)
5. Effective management practices (GG4)
 - o Effectively allocate and utilize resources to meet current and future operating and capital needs (GG4-2)

Development Services and Planning

The Department's efforts align with the following Miami-Dade County 2012 Strategic Plan Goals:

- Promote mixed-use, multi-modal, well designed, and sustainable communities (NI1-1)
- Promote sustainable green buildings (NI1-2)
- Enhance the viability of agriculture (NI1-3)
- Promote livable and beautiful neighborhoods (NI4-2)
- Provide adequate public infrastructure that is supportive of new and existing businesses (ED5-1)
- Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers (ED5-2)
- Provide easy access to information and services (GG1-1)
- Improve relations between communities and governments (GG1-4)

- Reduce County government's greenhouse gas emissions and resource consumption (GG6-1)
- Preserve and enhance natural areas (NI3-6)
- Lead community sustainability efforts (GG6-2)
- Minimize traffic congestion (TP1-1)
- Strengthen and conserve local historic and cultural resources and collections (RC3-2)
- Attract and hire new talent (GG2-1)
- Develop and retain excellent employees and leaders (GG2-2)
- Stabilize home occupancy (HH2-2)
- Achieve healthy tree canopy (NI3-4)
- Create a business friendly environment (ED4-2)

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

- Promote mixed-use, multi-modal, well designed, and sustainable communities (NI1-1)
- Promote livable and beautiful neighborhoods (NI4-2)
- Lead community sustainability efforts (GG6-2)
- Enhance the viability of agriculture (NI1-3)
- Develop urban corridors (TUAs, CRAs & Enterprise Zones, NRSAs) as destination centers (ED5-2)
- Provide adequate public infrastructure that is supportive of new and existing businesses (ED5-1)
- Create a business friendly environment (ED4-2)
 - Promote smart growth principles
 - Countywide Planning Initiatives such as the CDMP amendments necessary to implement the recommendations of the Evaluation and Appraisal Report. (FY 12-13)
 - Coordinate land use and zoning plans with facility service providers. (ongoing)
 - Prepare and implement Urban Center Area Plans through public involvement to create higher density mixed use walkable neighborhoods that support public investment. (ongoing)
 - Develop policies and programs to retain agriculturally viable lands. (FYs 12-13)
 - Provide stewardship to the CDMP and zoning application processes
 - Continue developing code amendments for the zoning code re-write to simplify the code and implement the CDMP. (FY 12-13)
 - Implement amendments to the zoning hearings process and CDMP amendment process to streamline the development approval process. (FY 12-13)
 - Develop and execute a plan for knowledge transfer to ensure uninterrupted zoning and development services, reduce errors and improve plan review processes through increased zoning code training.

- Administer the Governmental Facilities Review Program to address the importance of civic buildings as focal points for the community.
- Review and implement CDMP policies to ensure compatibility of development of land close to the Homestead Air Base as appropriate.
- Reduce County government's greenhouse gas emissions and resource consumption (GG6-1)
- Promote sustainable green buildings (NI1-2)
- Lead community sustainability efforts (GG6-2)
- Achieve healthy tree canopy (NI3-4)
 - Promote smart growth and sustainability practices
 - Implement applicable recommendations of "Green Print – Our Design for a Sustainable Future".
 - Work with other County departments to implement the recommendations of the Electricity Master Plan for County facilities and operations.
 - Facilitate a group of interdepartmental Energy Conservation Liaisons to coordinate energy saving initiatives within their respective departments, launch and administer SEAM program to fund energy/water performance improvements in County operations.
 - Promote sustainability awareness among the County workforce by developing programming for the sustainable buildings lecture series and updating the "green" tab on ENET as a one-stop resource for County employees.
 - Monitor climate change indicators and trends and analyze potential impacts
 - Implement the initiatives included in the GreenPrint Sustainability Plan
 - Promote sustainability awareness in the community by maintaining and developing content for www.miamidade.gov/green/.
 - Implement and expand the County's Sustainable Buildings Program
 - Explore innovative financial mechanisms to increase green building
 - Promote energy efficiency through incentives, programs, and other community partnerships
 - Promote water conservation through incentives, programs and other community partnerships
 - Promote local development and use of alternative fuels and other clean energy sources
- Minimize traffic congestion (TP1-1)
 - Promote smart growth principles
 - Prepare Urban Center Area Plans and related implementing zoning ordinances through public involvement to create higher density mixed use walkable neighborhoods that support public investment. (ongoing)
 - Integrate land use plans with transportation plans to provide for transit supportive communities

- Promote livable and beautiful neighborhoods (NI4-2)
- Promote mixed-use, multi-modal, well designed, and sustainable communities (NI1-1)
- Achieve healthy tree canopy (NI3-4)
 - Promote smart growth principles
 - Implement area plans, identify infrastructure needs and prioritize community recommendations to facilitate mixed-use development and better urban design in adopted Community Urban Centers. (ongoing)
 - Use Government Facilities Review Program to improve the design and functionality of County facilities. (ongoing)
 - Encourage better community design through the implementation of the Urban Design Manual, Opens Space Master Plan and Aesthetics Master Plan. (ongoing)
 - Evaluate or develop a Green rating system for neighborhoods and roads
- Preserve and enhance natural areas (NI3-6)
- Achieve healthy tree canopy (NI3-4)
 - Promote smart growth principles
 - Coordinate land preservation efforts within the County. (ongoing)
- Stabilize home occupancy (HH2-2)
 - Promote smart growth principles
 - Expedite the processing of development plans for affordable housing.
 - Prepare and propose regulations to implement adopted CDMP housing policies.
- Strengthen and conserve local historic and cultural resources and collections (RC3-2)
 - Encourage the preservation and rehabilitation of historic properties through the Ad Valorem Tax Exemption process and other incentives.
 - Increase our inventory of protected historic and archaeological resources through the historic designation process. (ongoing)
 - Continue to protect and encourage the revitalization of unique and historic neighborhoods throughout the County. (ongoing)
 - Coordinate with the Office of Management and Budget (OMB) on the capital budget of GOB funding for the Historic Preservation fund.
- Improve relations between communities and governments (GG1-4)
- Provide easy access to information and services (GG1-1)
 - Strengthening relationships with the community
 - Conduct community meetings, document input, address concerns and incorporate comments, as appropriate, into the Evaluation and Appraisal Report, area plan reports and other studies. (ongoing)
 - Use the County's website to disseminate information and receive input regarding CDMP amendments, code revisions, area plan reports and other initiatives.
- Develop and retain excellent employees and leaders (GG2-2)

- Attract and hire new talent (GG2-1)
 - Encourage an environment of innovation and learning to improve employee professionalism and dedication
 - Improve recruitment process of key positions to attract qualified and motivated employees. (ongoing)
 - Develop and execute a plan for knowledge transfer to ensure uninterrupted zoning and development services
 - Reduce errors and improve plan review processes through increased zoning code training
 - Ensure all employees are able to enjoy a work environment free from all discrimination, including harassment. (ongoing)

Environmental Resources Management

Environmental Resources Management's efforts align with the following Miami-Dade County 2012 Strategic Plan Goals and Objectives:

1. Protected and restored environmental resources (NI3)
 - Maintain air quality (NI3-1)
 - Maintain surface water quality (NI3-2)
 - Protect groundwater and drinking water wellfield areas (NI3-3)
 - Maintain and restore waterways and beaches (NI3-5)
 - Preserve and enhance natural areas (NI3-6)
2. Safe, healthy, and attractive neighborhoods and communities (NI4)
 - Ensure buildings are safer (NI4-1)
 - Promote livable and beautiful neighborhoods (NI4-2)
3. Entrepreneurial development opportunities within Miami-Dade County (ED4)
 - Create a business friendly environment (ED4-2)
4. Friendly government (GG1)
 - Provide easy access to information and services (GG1-1)
 - Develop a customer-oriented organization (GG1-2)
 - Foster a positive image of County government (GG1-3)
 - Improve relations between communities and governments (GG1-4)
5. Excellent, engaged workforce (GG2)
 - Attract and hire new talent (GG2-1)
 - Develop and retain excellent employees and leaders (GG2-2)
 - Ensure an inclusive workforce that reflects diversity (GG2-3)
6. Effective management practices (GG4)
 - Effectively allocate and utilize resources to meet current and future operating and capital needs (GG4-2)

7. Green Government (GG6)

- o Reduce County government's greenhouse gas emissions and resource consumption (GG6-1)

Our Customer

Business Affairs

The Office of Film & Entertainment's **external** customers are our production clients. We measure the satisfaction by several factors: verbal response, emailed response and repeat business. The needs of our production clients vary but usually are: immediate responses to inquiries for information, efficient coordination and logistical assistance by our office as the liaison between our clients' needs and both County Departments and Municipalities approval processes for production requests, Information and referral sources and our office's ability to streamline the process for film/photo permitting.

Our **internal** County customers are mostly the following departments: Parks, ISD, MDAD, MDPD, Solid Waste, Public Works, Seaport, Transit, Housing, ITD Library, MDFR, Cultural Affairs, DERM, Animal Services, Corrections, Medical Examiner, Water & Sewer. The relationship we have with these departments is important to meeting the needs of our external clients. Without working to meet the requirements of our internal clients (County Departments), then we can't meet the needs of our external clients (production companies).(Sandy, F&E)

Consumer Protection external customers encompass all regulated industry businesses and all citizens of Miami-Dade County.

Regulated industries include: motor vehicle repair Shops and mechanics, towing and immobilization companies, local moving companies, locksmith businesses and locksmiths, pain management clinics, personal injury protection medical providers, telecommunication providers, title loan lenders and water remeterers. The most important needs of these businesses relate to logical registration and inspection processes tailored meet industry standards while accomplishing desired protections with minimal bureaucracy.

All citizens of Miami-Dade County are consumers, and as consumer they can access the services we provide through our mediation center. Additionally, a domestic partnership registry is administered. The most important needs of these customers are easily accessed services with expeditious results, as well as educational outreach to create better informed consumers.

Customer satisfaction is measured through several feedback mechanisms which include real time verbal response, follow-up email and written correspondence, and telephone surveys. We track both positive and negative feedback, and staff also conducts random telephone surveys every month for the licensing, enforcement and mediation units. Scoring is based and measured on a five (5) point scale.

The Agricultural Manager's purpose is to serve as a single-point of contact between the agriculture industry and County government, to address the concerns of residents, farmers, and various County departments with regards to the agricultural industry and rural areas, and to provide policy support to elected and appointed officials. A main component of the service provided is to educate the residents of Miami-Dade County about the economic importance the agriculture industry brings to south Florida and to serve the citizens of Miami-Dade County by promoting agriculture and by strengthening the association between the agriculture industry and the county government. As such, the Agricultural Manager's external customers include local farmers, the general public, media, Federal, State and local governments and officials. Internal customers include the Mayor and County Commission as well as any department or division the provides services to, or regulation of the agricultural industry and rural areas of the County.

For hire external customers include all for hire related business, for hire license holders, chauffeurs, private businesses that facilitate the use of for hire transpiration services, as well as the visitors and residents that use for hire transportation.

Regulated for hire industries include taxicabs, limousines, passenger motor carriers (including jitneys and tour vans), special transportation service vehicles, non-emergency transportation services, for hire chauffeurs and ambulance services. For-hire vehicles, as well as private school buses, are inspected for safety and appearance at our vehicle inspection station. The section maintains an extensive chauffeur training schedule for new and renewing chauffeurs.

Customer satisfaction is measured through surveys designed to measure customer satisfaction of the chauffeur training, the chauffeur licensing as well as the vehicle inspection process.

The Economic Development and International Trade (EDIT) unit caters to external customers such as local and foreign economic development agencies, local and foreign chambers of commerce, foreign trade offices located in Miami-Dade County, visiting foreign officials and businesses, businesses that are interested in relocating or expanding in Miami-Dade, and small and medium-sized South Florida companies that want to pursue opportunities both here and abroad to increase their international commerce activities. EDIT's internal customers include: The Mayor and Board of County Commissioners, members of the Dr. Antonio Jorge Social and Economic Development Council and International Trade Consortium advisory boards, Port of Miami, Miami-Dade Aviation Department, other divisions of RER, the Office of Management and Budget, Miami-Dade Parks and Recreation, Public Housing and Community Development, County Attorneys Office, and other County departments.

SBD serves small and disadvantaged businesses throughout Miami-Dade County. Construction, goods, services, architectural and engineering services are program service areas included for program participation. The small business enterprises run the gamut from first year start-ups to firms in business for 20 years or more. The primary need and concern of small businesses continues to be finances. Cash flow and the ability to obtain bonding remains at the forefront due to current economic conditions.

Employees of firms contracting with Miami-Dade County are also SBD customers. Ensuring that employees are paid applicable wages and receive timely resolution to wage issues are top expectations of this customer group.

Workers filing wage theft claims as a result of non-payment by employers are also SBD customers. The Wage Theft Ordinance prohibits wage theft and provides remedies for employees of private businesses who are exploited by unscrupulous employers.

SBD also services internal County departments in the review of County projects and the application of small business measures as mandated by County Code. Additionally, SBD serves as a liaison assisting in the resolution of issues between firms and departments. Timely review and application of measures to projects, as well as fair and timely resolution of issues that arise are paramount to the requirements and expectations of County departments.

Advisory boards, trade organizations, and unions are among SBD's stakeholders. They all expect to be kept abreast of changes planned and implemented, notice of adverse effects to their areas and advocacy on the part of SBD on their behalf.

Commercial Agriculture Program:

Customers - Large and small scale agricultural businesses' owners, managers, and workers (including conventional and organic producers): vegetable growers including tropical and specialty vegetable producers, ornamental nursery growers, tropical fruit and avocado growers, labor and harvesting contractors, pesticide applicators (private, commercial and public), farm service companies, agricultural suppliers, owners, operators and workers of vegetable and fruit packing facilities, growers' associations and organizations, students, teachers

Internal Customers: Miami-Dade County Departments: Public Works, Parks and Open Spaces (participation in pesticide trainings)

Commercial Urban Horticulture Program:

Customers - Landscape industry professionals, ground maintenance employees from cities, and municipalities, tree service companies, arborists, landscape designers and architects, pest control companies, property management companies, golf course and sports turf personnel

Internal Customers: Miami-Dade County Departments: Public Works, Parks and Open Spaces, Department of Transportation,

Urban Homeowner Horticulture Program:

Customers - Miami-Dade County residents, teachers and students of Miami-Dade County Schools, Master Gardener volunteers

Urban Conservation Unit (UCU) and Florida Yards and Neighborhoods (FYN) Program:

Customers - Miami-Dade County homeowners, Homeowners Associations, commercial properties, county buildings and properties, irrigation contractors, teachers and students of Miami-Dade County Schools

Internal Customers: Water and Sever Department, Office of Sustainability (RER), Parks and Open Spaces

Extension Sea Grant Program:

Customers - Miami-Dade County residents and visitors, youth, teachers, local businesses, boaters, anglers, marine industries, stakeholders and decision makers

4-H Youth Development Program:

Customers - Youth age 5-18, teachers (K-12) and families with children, 4-H trained volunteers (teen leaders and adults)

Family and Consumer Sciences Program (FCS):

Customers - Miami-Dade County residents including youth, teachers, adults, families and elderly

Internal Customers: Public Housing & Community Development

Customer Feedback and Measure of client satisfaction for all Extension clients/customers:

Pre- and Post- written surveys conducted during educational programs, phone surveys, personal interviews, surveys conducted 6 months after trainings (for some programs); official surveys conducted by University of Florida; Customer satisfaction, knowledge gain and practice change are measured.

Construction, Permitting and Building Code Services

Contractors, design professionals, plan expeditors, property owners, manufacturers of construction products, code officials, and the public in general.

The Department provides permit and enforcement services to the Unincorporated Municipal Service Area (UMSA) in Miami-Dade County and to the City of West Miami. The Department provides services related to contractor licensing, certification of code enforcement officials and approval of construction products throughout the municipal and unincorporated areas of Miami-Dade County.

Customer Feedback

Customer surveys are conducted and feedback is used for improvements. Points of contact drop box surveys are located throughout the West Dade Permitting and Inspection Center as part of the development approval process.

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

Development Services

The ***Development Services Division*** directly serves individuals pursuing development approvals through the processing of zoning hearing, zoning information and plat applications. In addition, the Division serves the residents of Miami-Dade County as a whole through its administration of the County's Zoning Code which provides for orderly development and protects residential communities from the adverse impacts of incompatible land uses. Residents also benefit from community-based plans and code amendments prepared by the Division.

The Development Services Division maintains ongoing relationships with industry groups and regularly consults with the groups to discuss process improvements and proposed legislation. Quarterly meetings are conducted with the Builders Association of South Florida to obtain feedback and suggestions for improvements to the application process. In response to the input received, the Development Services Division prepared a series of updates to the Zoning Code aimed at streamlining the zoning hearing process. The amendments will be considered by the Board of County Commissioners in FY2012-13.

Environmental Resources Management

The Department provides environmental resource protection services countywide. Customers are both indirect and direct. Indirect customers, by far the largest customer segment, include residents, visitors, and businesses served by the value that environmental protection provides, such as a safe drinking water supply and good air quality; great beaches, swimmable waters and preserved natural areas. Quality resources benefit human health and fish and wildlife, outdoor recreational opportunities, and overall quality of life.

The largest direct customer group would be the regulated community. This includes customers that interact with Environmental Resources Management to seek approval to operate a business, perform construction, or to resolve enforcement action related to resource protection. Sister agencies that fund services the Department provides, delegate programs for departmental oversight, and that rely on departmental data are direct customers, but are also considered partners in environmental protection.

Customer Feedback

Customer surveys are conducted and feedback is used for improvements. Points of contact drop box surveys are located throughout the Environmental Resources Management areas. Survey information related to volunteer programs such as the Adopt-a-Tree program, Baynanza, the Environmentally Endangered Lands Volunteer Workdays and other ecosystem restoration efforts is collected and examined for employee recognition and improvement opportunities at specialty area Business Reviews.

Customer satisfaction results are favorable and exceed the United States Government Satisfaction Index, a national benchmark, and County results as reported in the 2008

Resident Satisfaction Survey.

Planning

The ***Planning Division*** directly serves County Departments, municipalities in Miami-Dade County, regional agencies and the public through its administration of the Comprehensive Development Master Plan. In addition, the Division directly serves individuals pursuing amendments to the Comprehensive Development Master Plan through its processing of CDMP amendment applications. The Planning Division also serves the residents of Miami-Dade County as a whole through its involvement in regional planning initiatives, mobility planning, environmental stewardship and promotion of economic development activities.

The Planning Division maintains ongoing relationships with industry groups and regularly consults with the groups to discuss process improvements. Quarterly meetings are conducted with the Builders Association of South Florida to obtain feedback and suggestions for improvements to the application process. The Planning Division continues to work on improving the CDMP amendment process in order to improve efficiency, accountability and accuracy. The 2011 Community Planning Act (HB 7207) removed much of the State's oversight of local Comprehensive Planning. The new legislation provides broad deference to the local governments in regulating the local comprehensive plan amendment process. The amendments will be considered by the Board of County Commissioners in FY2012-13.

In addition to, and complimentary of the above the Planning Division serves the County Departments and the community directly with the implementation of the County's Sustainability Plan "GreenPrint". This Plan contains 137 initiatives across seven goal areas, and strives to address and improve various aspects in our community associated with the three pillars of sustainability – social, economic, and the environment. County resident participation, appreciation and acceptance of County initiatives such as smart land use planning, improved public transportation, recycling, and water and energy conservation are key to the success of the plan. Other related internal initiatives implemented by the Planning Division, such as the Electricity Master Plan and Sustainable Buildings Program, focus on improving County operations. To that end the Planning division has established the Energy Liaisons and Sustainable Buildings Committee in order to have the necessary two-way communication for feedback.

KEY ISSUES

- The Department must maximize the return on investment within its marketing function to make the most of reduced funding and staffing levels in order to maintain its position in the marketplace. Partnering with the State, local municipalities, Film Florida and the GMCVB on marketing initiatives is essential.
- The Department must continue to offer its clients cost effective and easy access to permits, locations and production resources in a timely manner for Miami-Dade to remain competitive in this industry.

- Reviewing market conditions, specifically in the area of development reviews, local industry, and recovery of construction industry, which may impact staffing levels and permit revenue.
- Recovery of construction industry and permit revenue.
- Continue to automate processes and maintain and enhance existing technology in order to improve staff efficiency and customer service and satisfaction.
- Assess methods to systematically expand to all merged divisions recurring external and internal customer satisfaction surveys.
- 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.

Business Affairs

1. Florida's production incentive must continue to be fully funded in next legislative session to remain competitive in the film, television, commercial advertising and digital media industries.
 2. As the film and entertainment economy returns to growth and Florida's production incentives have begun to stimulate more production work, our local industry infrastructure must be able to keep up with increased demand for crews, goods and services. Local film offices, despite reduced funding, must continue to provide a stable business environment to ensure industry success.
 3. Continued support for website and database maintenance and enhancements to be able to operate our permitting, on-line payment and website information systems
 4. The permitting system needs to be updated and enhanced and development an Application (APP) for the permit system is essential to keep up with the technological requirements and ease for the production clients.
 5. Continued administrative function support (personnel, budget, finance, IT, procurement and payroll) from EDIT/RER to make up for the loss of all administrative personnel in the Office due to budget downsizing.
 6. City of Miami separation from the FilMiami.org brand and the negative affect it is having on the reputation of the County. Also, because the COM has departed from the FilMiami.org permitting system, permitting revenues will be lost.
 7. Necessity to streamline the film/photo fee payment process. Working to see if an online fee payment system can be implemented by other County Departments (i.e., Parks)
 8. Working to ensure that the County has reasonable film/photo fees
 9. Due to downsizing of staff and financial resources , we are limited in our ability to service clients' needs and certainly has affected our marketing ability. Sandy, F&E)
- Sufficient staff resources, staffing levels and successful recruitment efforts

- Absence of adverse legislation that preempts or reduces of any regulatory programs or general consumer protection laws
- No additional programs which are not self-supporting
- Maintaining constructive dialogue with industry groups in reviewing policies, ordinances, fee schedules and initiatives
- Regulatory fee schedules that fully support regulatory activities

Agriculture in Miami-Dade covers more than 55,000 acres, provides a \$2.7 billion economic impact to the community and employs approximately 20,000 people. It is the second highest grossing county in the State of Florida and 18th highest in the Country. Miami-Dade County's agricultural industry is a unique and economically vital resource to the community and nation.

The County's climate makes it possible to produce fresh agricultural commodities in the dead of winter when the other growing regions of the United States are too cold, making our products a safe and reliable source of nutrition for the entire nation. Without large scale agricultural production in Miami-Dade County, America will become increasingly dependent upon foreign countries. Due to our location and crop types, this industry is susceptible to many things that can cause loss of viability and decrease farm competitiveness and sustainability. Increased foreign competition, invasive pests and diseases, natural disasters and the expense and inflexibility of regulations creates a difficult market place. Adaptation to this new business environment is imperative. Along with industry adaptability, it is vital that the county be flexible with regard to changes necessary to maintain the industry.

Current Issues that are affecting the implementation of initiatives are as follows:

The current depression in land prices in the agricultural area, exacerbated by distressed and forced sales, is limiting participation by land owners in the County's Purchase Development Rights Program funded through the Building Better Communities General Obligation Bond, which may delay acquisitions.

The effectiveness of the Agricultural Manager's Office is restricted due to the reduced resources provided.

Opportunities do exist to increase farm viability through the following:

- Understanding by all county departments the need for a viable and sustainable agricultural industry, and that the industry is facing an unstable economic environment.
- The need of regulators to be flexible, adaptable and less intrusive for the industry to survive
- While increased foreign competition and/or environmental disaster (hurricanes, freezes, invasive pests and diseases) have detrimental effect on the industry and are largely out of local control, the ability to respond quickly and to work with other governmental agencies and groups to mitigate and assist with current and potential impacts is imperative
- Development of facilities such as the Redland Farm Life Center, the Center for Agri-Business Prosperity and the Redland Market Place that provide for the creation of new agri-business opportunities

- The introduction of a more flexible land use review system that will allow the industry the opportunity to move and change with the business climate.
 - Increase adaptability to changing markets and trends through the introduction of new crops and value added processing
 - Create alternative markets through the use on innovative ideas such as agritourism and community supported agriculture
 - Availability of sufficient staff resources, staffing levels and successful recruitment efforts.
 - Regulatory fee schedules that fully support regulatory activities.
 - Absence of adverse legislation that results in the preemption or reduction of any of for-hire regulatory activities.
 - Absence of additional regulatory programs which are not self-supporting.
1. Continued support from the Community Information and Outreach (CIAO) and Information Technology (ITD) departments for website and database maintenance and enhancements. It is important for funding for service level agreement with CIAO to remain in effect.
 2. Maintaining a functional and updated database of Miami-Dade companies in order to successfully recruit businesses to partake in business development missions, to match local businesses with their counterparts during inbound missions or other events, or to disseminate to local businesses information about conferences, seminars, workshops and other events.
 3. Maintaining functional and updated databases of economic data, and continuing to have the necessary analytical software such as REMI South Florida Regional Model and IMPLAN.
 4. Successful issuance of bonds to fund the Economic Development Fund (EDF) General Obligation Bond programs.
 5. Successful transfer of the Enterprise Zone Program from the Public Housing and Community Development Department to EDIT.
 6. Sufficient staffing levels to carry out administrative and programmatic activities and to conduct effective marketing and outreach activities.

SBD has encountered many challenges during the economic downturn of the past five years to include:

- Increased competition due to the decrease in the private sector contracting
- Decreased lending in the banking industry
- Maintaining the same or higher level of service with a decrease in staffing resources.

SBD has one of the most comprehensive small business programs in the United States, which makes it our major strength. It is the only program of its kind in the tri-county area and is utilized by other local municipalities and agencies. There are other organizations that serve and advocate on behalf of small businesses in part, however none have a comprehensive program and the authority to set small business goals, monitor for compliance, and impose penalties and sanctions for non-compliance. Additionally, the Responsible and Living Wage Ordinances are comprehensive in the authority to monitor and impose penalties and sanctions for non-compliance and are used by other municipalities for contract monitoring.

With the departments' consolidation, there are opportunities to increase and maximize staff support and synergies across divisions that have like functions.

SBD's success is supported by core competencies that are identified by considering those functions central and unique to its operation, providing growth opportunities and increasing customer values. SBD's core competencies include:

- (1) Knowledge and understanding of social and economic factors effecting small business developments:
- (2) Ability to analyze projects to identify contracting opportunities across industries:
- (3) Understanding of industry practices and local laws to promote fair wages and small business inclusion.

Conversely, weaknesses to the success of our mission include:

- (1) Inability to control the economic conditions, which have an adverse affect on small businesses;
- (2) Amid strict regulations, banks continue to shy away from anything but the strongest companies, which more often than not do not include small businesses;
- (3) Bonding requirements often reduces the ability of small business to qualify for awards.

Notwithstanding the economic conditions, Small Business Development (SBD) is poised to play a major role in the growth and development of local small and emerging businesses and to ensure fair wages supporting the economic subsistence of residents working on County contracts.

The County's goal is to provide a minimum of 10 percent of all contracting dollars to certified small business enterprises working on construction projects. During FY 2011-12, the County awarded over \$175 million to certified small businesses as a result of small business measures. SBD will continue to engage stakeholders to explore alternative solutions to increase small business opportunities in those areas with little or no small business participation.

As of September 2012, SBD reviewed and certified 1603 small businesses which is a reduction of 10% from the prior year. With the projected infrastructure construction, a reemergence in previously certified firms are expected to apply for certification. A more targeted approach to attracting firms to become certified is being employed to increase small business participation in procurement areas that have little or no small business participation. The three-year re-certification period with annual updates on certain documentation continues to allow for timely processing of applications allowing firms the opportunity to take advantage of small business opportunities.

As of September 2012, SBD successfully collected \$528,046 in unpaid wages through conciliation with another \$736,902 being awarded to workers at administrative hearings in through the County's Wage Theft Program. We will be addressing the increased volume of claims through staff assistance obtained as a result of the department's consolidation.

Commercial Agriculture

Miami-Dade is the second largest agriculture producing county by value in Florida. According to the University of Florida Institute of Food and Agricultural Sciences (UF/IFAS), An estimated economic impact of the Miami-Dade agricultural industry was \$2.7 billion based on the 2007 USDA census. The direct sales value was \$661 million. Approximately 90-95 percent of the agricultural products grown in the county are shipped out to other parts of Florida, the US, and abroad. The acreage under agricultural production has been reduced in past years by conversion to other uses. The recent economic crisis had a very strong negative impact on the commercial ornamental industry forcing many nurseries out of business. Miami-Dade County has been identified as “ground zero” for new pests of all types by the USDA. Foreign competition, increasing government regulations and natural disasters are other issues faced by the agriculture and related industries. Cooperative Extension is responsible to develop and provide more educational programs for small, specialty crops and the novice growers, more training on business, risk management and marketing and more trainings in Spanish. Extension programs are important in helping farmers to maintain and enhance agricultural profitability of their businesses through on-farm consultations, seminars, hands-on demonstrations, UF diagnostic labs and written materials.

Commercial Urban Horticulture

Landscape Services is a very important part of the Agriculture and Services sector in Miami-Dade County with \$423 million in revenue and employment of over 9,000 jobs. There are approximately 2,500 commercial landscape companies with an occupational license and probably the same number of companies without a license, approximately thirty golf courses with 1,759 acres, and 257 recreational parks covering 12,660 acres. These entities employ thousands of workers and have a substantial influence on the environment. Inappropriate landscape management practices: water overuse, incorrect chemical applications, and over-fertilization can have severe negative impacts on Miami-Dade County’s fragile ecosystem and add unnecessary costs to the industry. As the county continues to grow and develop, any negative impacts from residential and commercial landscapes on the environment will increase. Extension is responsible for increasing number of trainings and educational activities due to growing demand from this industry.

Urban Homeowner Horticulture

Miami-Dade County is the most populous county in Florida, with 2.5 million residents, with over 60% Hispanics. As the county continues to grow and develop, any negative impacts from residential landscapes on the environment will increase. Most residents are unaware of proper, environmentally sound methods of growing plants around their homes. This lack of knowledge results in inappropriate use of planting material, water, fertilizer, and pesticides, any or all of these can be damaging to our unique, very fragile ecosystems. Over 60% of the ground water pollution in Miami-Dade County is due to homeowners' improper use of pesticides and inappropriate fertilization regimes (DERM 1999). There is a growing demand for developing school gardens and community gardens (Urban agriculture concept). Miami-Dade County residents are interested in growing their own fruits and vegetables. With new invasive pests (white flies, giant African land snail, laurel wilt, new scales and other pests)

infesting residential landscapes, there is an increased demand for the Cooperative Extension services, seminars, workshops, and plant and pest diagnostic services.

Urban Conservation Unit (UCU) and Florida Yards and Neighborhoods (FYN)

The Growing population of Miami-Dade County leads to an increase in water demand; however, the water supply for the county is not increasing. Conservation is one method of ensuring an adequate water supply for the future population of Miami-Dade County. Miami-Dade Water and Sewer Department has listed outdoor irrigation efficiency as an area for possible water conservation. Most new homes built in Florida and many older homes have automated irrigation systems. Automated systems have been shown to use up to 40% more water than manually irrigating plants and landscapes and pipe leaks can cause irrigation water to be wasted for months before repairs occur. The Extension Urban Conservation Unit (UCU) and Florida Yards and Neighborhoods Program are funded by the Miami-Dade County Water and Sewer Department as part of its Water Use Efficiency Plan. The goal of the UCU is to help participants, single family homeowners (SFHs), Homeowners Associations (HOAs), commercial properties and County properties reduce the amount of irrigation water applied to the landscape. SFH and HOAs have the opportunity to retrofit the irrigation system and receive financial reimbursement from Water and Sewer Dept. The goal of FYN is to deliver educational programs based on the Florida-Friendly Landscaping™ principles, educating homeowners, landscapers, property managers and irrigation contractors about water conservation focusing on outdoor water conservation (proper irrigation scheduling and maintenance, the use of irrigation control technologies to reduce unnecessary application of water to the landscape and the utilization of low-maintenance landscape plants. There is an increasing interest among Miami-Dade homeowners and schools in rain water harvesting with rain barrels and using rain water for landscape irrigation. Continuation of funding for the Miami-Dade Cooperative Extension UCU and FYN Programs is necessary to provide and expand water conservation programs for Miami-Dade County residents.

Extension Sea Grant

Seventy-two percent of Florida's population live or work within 5 miles of coastal areas; and this co-location has placed tremendous pressure on these fragile ecosystems. Changes to sandy beaches, mangroves, shallow bays, and the coral reef habitats will impact the entire coastal ecosystem. Miami-Dade County residents and visitors appreciate and use these unique coastal ecosystems. Marine debris is impacting fragile habitats, construction has displaced coastal habitats, and invasive organisms are threatening native species. The primary focus of Extension Sea Grant educational program is to sustain or enhance south Florida's coastal ecosystems by increasing awareness, reducing impacts, and improving restoration of these valuable resources. These educational initiatives are necessary to impart a sense of community pride and ownership to Miami-Dade residents and visitors, which are precursors to informed decision-making and good stewardship. Workshops, classes, and the dissemination of print and web media are important Extension tools to increase awareness and promote stewardship of marine and coastal resources.

4-H Youth Development Program

The Miami-Dade County Public School System is the largest school district in Florida and the fourth largest in the United States. In 2011 there were 380,344 students enrolled in public and charter schools. According to the 2005 census 23% of the children live at or below the poverty line with 71% of the students qualifying for free or reduced meals. Miami-Dade County has a very diverse population with 51.4% of the residents being foreign-born. These cultural differences, language barriers, and social stresses provide an environment for youth to Indulge in delinquent behaviors. The Miami-Dade County 4-H program has currently 8,580, members from 5 to 18 years of age, supported by 721 adult volunteers including 22 traditional 4-H clubs. New committed traditional club leaders are difficult to recruit. 4-H School enrichment program is accepted and recognized in the public schools as a valuable educational program. Research studies indicate that the more internal assets and life skills/competencies youth build the more likely they are to grow up healthy, confident, responsible and are less likely to become engaged in risky behaviors and have a healthy transition into adulthood. Youth who participate in 4-H education programs develop skills in citizenship, communication, leadership and through their achievements in the program, enhanced self-esteem. These skills are an important part of preparing youth to contribute positively to their community during their adult years.

Family and Consumer Sciences (FCS)

Miami-Dade County citizens' concerns about nutrition, diet, food safety and health have reached an all time high. The three leading causes of death in Miami-Dade County during 2007 were heart disease, cancer and stroke, with 5,968, 3,982, and 916 deaths respectively. A disproportionate burden of diet-related disease is borne by minority, low income, and educationally disadvantaged persons. Overweight and obesity is a risk factor in all causes of death. According to a report from the 2007 County Behavior Risk Factor Surveillance System (BRFSS) Survey, 64.9% of Miami-Dade residents are overweight or obese. Thirty -five percent of adults are sedentary, 25.3% of them have hypertension and 80.6% are taking high blood pressure medication. Thirty-seven percent have high cholesterol, 7.6% have diabetes and 62.2% eat less than the recommended servings of fruit and vegetables. In 2005, approximately 60% of overweight children had at least one risk factor for cardiovascular disease such as high blood pressure or high cholesterol. Floridians spend approximately \$48 billion on health care annually. These health care costs can be reduced by adopting healthier lifestyles. The diverse cultures and lifestyles, high incidence of Aids and large elderly population of this County, increases residents' susceptibility to bacterial infection which may contribute to the incidence of foodborne illness. One in 4 Americans will develop a foodborne illness, and 1 in 1,000 will be hospitalized each year. The cost of an individual case of foodborne illness resulting in death, including insurance and other expenses is estimated to be \$42,300 (Marriot, 1999). Learning and adopting healthy lifestyle behaviors through Extension programming can reduce the risks of chronic diseases throughout the lifecycle, the serious effects of foodborne illness, and impact the cost of health care in Miami-Dade County. Reduction in the county budget in past years eliminated county portion of funding for two Extension Agents working with Extension Expended Food and Nutrition Program and Family Nutrition Program. These two Agents and 10 Program Assistants are currently

100% funded by USDA Grant through the University of Florida, but their educational results and impacts on the county low income families, elderly and school children are not included in the Cooperative Extension business plan.

Construction, Permitting and Building Code Services

- Prompt economic recovery to reduce the accelerated rate of neighborhood deterioration and improve citizen responsiveness to enforcement action.
- No extraordinary annexation/incorporation. After an annexation, the existing municipal government has the ability to take over the permitting and enforcement functions of the newly incorporated territory with the consequent immediate reduction of permitting and enforcement activities and revenues to the Department. Incorporation has a similar but slower impact. Under the terms of the executed master inter-local agreements, newly created municipalities are not required to establish their own building departments immediately. As such, the Department continues to provide all permitting services at the same level as prior to incorporation. Additionally, after a transition date has been established for the new building department to assume all permitting and enforcement functions, the Department continues to perform plan reviews and inspections related to building permits for applications received prior to the transition date.
- No extraordinary increase in the private provider permitting service. The volume of permits issued by the Department under the provisions of F.S. 553.791 (private provider) had minor impact in the plan review and inspection functions during FY 2010-2011 (less than 1% of the overall permitting activity). However, this may change upon the recovery of the construction industry and the economy.
- Uneventful hurricane season or hurricane season of minimum impact.
- No additional out of cycle code changes. As new construction codes become effective, the Department must maintain the ability to continue to enforce all previous code editions that apply to active permit applications and active permits that were secured under those previous requirements. The overlapping period extends for years demanding from our staff the simultaneous enforcement of multiple sets of rules. The Department continues to work on active permits that were secured under the 1994 edition of the South Florida Building Code (SFBC), the 2001, 2004, 2007 and 2010 editions of the Florida Building Code (FBC). In response to every code change the department must invest time and resources in staff training, systems modifications and update of publications and review and inspection tools. The construction industry and design professionals must also go through the learning process and update their design tools (e.g. design software). The learning process extends months beyond the adoption date of the code. The period of adjustment to the new code is marked by an increase in the rate of plan review and inspection rejections by the Department.
- Find opportunities to consolidate enforcement activities, and/or find additional sources of revenue to fund enforcement staff.

- Secure the necessary resources to continue developing educational programs, workshops and seminars to provide current code related information.
- Secure the necessary resources to continue to participate in the state legislative process to maintain the High Velocity Hurricane Zone requirement of the building code in Miami-Dade County.
- Over the past years, the Department has been the subject of several Grand Jury Investigations. Recommendations from the Grand Jury have significantly impacted departmental operations, including: limiting daily inspection workloads, reorganization and restructure of the department, changes in security relating to technology and public access to inspectors/plan examiners, significant permitting process changes, and increase in the type and number of mandatory inspections

Development Services and Planning

Changes in State Law: In 2011, the Florida Legislature enacted the Community Planning Act which included significant reductions in the state oversight of local growth management initiatives. This placed a greater responsibility on local governments to direct and administer local growth management policies. Changes to state law also reduced the timeframe for state review of CDMP amendments. This allowed the Department to effectuate reductions in the timeline for CDMP amendment applications. In addition, HB 720 also provides for a definition of Adaptation Action Areas, which is an optional comprehensive plan designation for areas that experience coastal flooding and that are vulnerable to the related impacts of rising sea levels for the purpose of prioritizing funding for infrastructure needs and adaptation planning. Local governments that adopt an adaptation action area may consider policies within the coastal management element to improve resilience to coastal flooding. The Coastal High Hazard Area (CHHA) definition considers current coastal flooding conditions while the Adaptation Action Area encourages planning for future vulnerability as well. Criteria for the adaptation action area may include:

- Areas below, at, or near mean higher high water
- Areas which have a hydrological connection to coastal waters
- Areas designated as evacuation zones for storm surge

Development-Related Pressure: The recent resurgence in the real estate market has revived development-related pressure. This development pressure combined with countywide population growth will place a greater emphasis on the Department's efforts to promote mixed-use, well-designed, sustainable development. New development will also require a coordinated planning effort to address supplementary services and facilities including infrastructure, employment opportunities, public services and educational facilities. This will also require the cooperation of municipalities in Miami-Dade County to ensure a uniform application of the smart growth principles countywide.

Incorporations/Annexations: The trend towards further incorporations and annexations also impacts the Division's planning and zoning efforts. Annexations and incorporations often remove the County's oversight of land use and density decisions for newly incorporated areas which can result in development that is contrary to the goals, objectives and policies of the Comprehensive Development Master Plan. Future annexations and incorporations will place a greater emphasis on intergovernmental coordination to ensure that the regional planning goals are considered during annexations and incorporations.

Incorporating Sustainable Practices into County Operations: It is important for the Division to continue to coordinate on ensuring sustainability integration into departmental business plans, the County's five year strategic plan, and ASE scorecard measures. The internal GreenPrint Implementation Team with members from various key departments will be used to ensure the necessary engagement and assistance from internal County stakeholders.

Environmental Resources Management

- Ongoing review and recommendations to enhance and streamline Chapter 24, to maintain important protection of the environment while simplifying the review and approval process on the regulated community.
- Continuing our efforts with municipal cooperation and coordination to increase online efficiency is imperative to ensure compliance with Environmental Protection Code requirements throughout the County, thereby maximizing effectiveness of services to residents.
- Maintain all existing delegations and pursue additional delegations with the State and Federal government to provide these services locally.
- Regulation and enforcement are traditional approaches to environmental protection. However, promoting increased awareness of our connection to natural resources through enhanced education and outreach is also an important strategy in achieving environmental protection.
- Environmentally Endangered Lands allocated funding through the Building Better Communities General Obligation Bond program should be accelerated. Land prices are currently at significantly diminished values, so access to GOB funds for EEL land acquisitions now will have a greater impact than when land values inevitably increase in the future.
- Miami-Dade County's beaches provide a corner stone to our local economy. It is imperative that we identify a long-term funding strategy for the County's ongoing beach renourishment program.

- Educating elected representatives about the importance of (1) protecting and restoring local environmental resources and (2) maintaining critical funding for environmental protection and restoration is vital to the mission of protecting our environment. Educational efforts are conducted in cooperation with the MDC Office of Intergovernmental Affairs, the Florida Local Environmental Resource Agency, the Florida Association of Counties and other similar agencies.
- Communicating and partnering with other County agencies and external agencies is essential for efficiency and ensuring environmental resource protection.
- Once the latest Consent Decree is finalized between the Federal government (USEPA and DOJ) and Miami-Dade County, the Division of Environmental Resources Management (DERM) will be required to make changes to the current sewer capacity certifications (allocation process), the current volume sewer customer ordinance (VSCO), and the fats, oil, and grease (FOG) program. Once the Consent Decree has been lodged, the County will be under stringent timeframes in order to complete the tasks. Of the tasks noted, the components associated with the changes to the current FOG program will be the most time consuming and will require the most resources in order to meet the 18 month deadline to finalize the changes and to have it codified in Chapter 24. It is anticipated that the Consent Decree will be finalized and lodged during the summer of 2013.
- Maintain engagement in the process for establishing absolute (numeric) nutrient criteria. While the State (FDEP) and the Federal government (US EPA) are attempting to coordinate actions, they are presently conducting independent processes for the development of the criteria. Waterways presently meeting the existing narrative criteria (i.e., nutrient levels do not cause 'imbalance' in biological communities), are expected to fail the new criteria, resulting in their declaration as 'Impaired'. Such declarations can result in significant costs associated with required remediation planning and corrective actions. These criteria will affect all County Departments that require permits for work in, or discharges into, surface waters.
- Increase sustainability of internal County operations by reducing energy use, conserving water, reducing waste, and reducing vehicle use in the course of daily operations.

PRIORITY INITIATIVES

The Department's Strategic Plan Outcomes, Objectives, Programs and Initiatives:

Business Affairs

- Increase the amount of film and television production in Miami-Dade County by marketing efforts in Los Angeles and Internationally by attending Industry Conferences and film festivals Nationally and abroad.

- Provide seamless industry interfaces with all Miami-Dade County departments and agencies to streamline the permitting process. Work with County Departments to be production friendly and to educate departments on the importance of the industry so that they are more receptive to production requests.
- Provide the industry with high quality and timely information, liaison, referral, logistics and location services via direct contact, e-newsletters, website and social network communications tools.
- Lobby state legislature to continue Florida's filming incentives to be competitive with other States.
- Work with local municipalities to create "film friendly" policies and inter-local film permitting protocols with Miami-Dade County.
- Nurture the growth of Miami-Dade County's independent film industry, emerging digital media industry the growth of the Music industry.
- Develop the Spanish language film, television and advertising sectors. Position Miami-Dade County as center of US Hispanic and Latin American production .
- Work with Miami Dade County Film and Advisory Board, and other organizations to support efforts to provide ongoing education and work with local colleges to ensure curricula meets industry needs.
- Continue to forge inter-local permitting agreements with municipalities to streamline film permitting throughout Miami-Dade County.

ED4-2: Create a business friendly environment

- Review all Consumer Protection ordinances to develop recommendations on streamlining and removing overly burdensome or ineffective provisions. (Commenced in FY 11/12)
- Proffer amendments to towing regulations that would increase consumer protections, require the registration of tow truck drivers, and amend maximum towing fees (Start in FY 2012-13)
- Proffer amendments to the Motor Vehicle Repair ordinance that continue to ensure that technicians are prepared for advances in technology (Start in FY12/13)
- Expedite licensing, registration and inspection processes (On-going)

GG1-1: Provide easy access to information and services

- Implement on-line access to licensing and business complaint information (On-going)
- Track unique visitors and downloads to department websites (On-going)

GG1-2: Develop a customer-oriented organization

- Assess customer satisfaction by conducting surveys (On-going)
- Utilize customer satisfaction surveys to improve service (On-going)
- Cultivate and recognize employee excellence through employee recognition (On-going)

- Encourage participation in professional development training (On-going)
- Conduct new employee orientation sessions (On-going)

GG3-2: Effectively deploy technology solutions

- Reduce hardware and maintenance costs, through attrition, by replacing individual computers with virtual desktops (On-going)
- Transition the licensing operation to a paperless environment whereby files are maintained in an electronic format which will complete the paperless initiative for the entire section and allows remote access by all units to license/registration file contents. (Commenced in FY11/12)
- Develop on-line transaction module for all license types which provides the option of submitting registration renewal applications electronically along with payment methods, thus alleviating the need for an office visit. (Start in FY12/13)
- Seek funding, programs, legislative assistance to increase viability of our local agricultural industry and mitigate any effects of invasive pests, diseases, natural disasters and other potential damages to Miami-Dade's agricultural industry through cooperation with Federal, State and local entities
- Educate the community the importance of Miami-Dade's agricultural industry
- Conserve farmlands through the administration of the County's Purchase Development Rights Program funded through the Building Better Communities General Obligation Bond
- Assist in the development of the Redland Farm Life Center, the Center for Agri-Business Prosperity and the Redland Market Place

NI1-3: Enhance the viability of Agriculture

- Educate the community the importance of agribusiness
- Rewrite the County's land development regulations to allow community gardens, farmers markets and other activities that support agriculture
- Promote regional branding for agricultural products
- Promote agri-tourism

NI3-6: Preserve and enhance natural areas

- Explore voluntary carbon sequestration program for agriculture

ED2-2: Improve customer service at airports, hotels and other service providers that support travel and tourism

- Promote policies that are conducive to eco and agritourism activities

GG6-2: Lead community sustainability efforts

- Lead partnerships to increase the availability and affordability of local and/or organic foods

Provide easy access to information and services (GG1-1)

- Implement on-line access to licensing and business complaint information (On-going)
- Track unique visitors and downloads to department websites (On-going)

Develop and retain excellent employees and leaders (GG2-2)

- Cultivate and recognize employee excellence through employee recognition (On-going)
- Encourage participation in professional development training (On-going)
- Develop future leaders through the Department's succession and mentoring plan (On-going)

Effectively deploy technology solutions (GG3-2)

- Manage our fleet through the use of GPS installed devices and software to gain efficiencies in inspections and reduce fuel expenses (On-going)
- Reduce hardware and maintenance costs, through attrition, by replacing individual computers with virtual desktops (On-going)
- Expand our outreach using non-traditional methods of communications, such as Facebook (On-going)

Create a business friendly environment (ED4-2)

- Utilize customer satisfaction surveys to improve service (On-going)
- Expedite licensing, registration and inspection processes (On-going)

ED1-2: Attract industries that have high wage jobs and high growth potential

- Collaborate with The Beacon Council in their efforts to attract and retain businesses
- Evaluate, monitor, process incentive applications and provide public information on economic development incentives such as Qualified Targeted Industries, Targeted Job Incentives Fund, Brownfield incentives and Enterprise Zone programs
- Evaluate and recommend Economic Development Fund (EDF)-supporting infrastructure investments enhancing job creation and economic development
- Perform economic analysis of economic development projects or events that have significant impact on the local economy
- Conduct economic research identifying and analyzing trends and projecting future economic conditions

ED1-3: Enhance and expand job training opportunities and education programs to ensure they are aligned with the needs of emerging and growth industries

- Conduct educational workshops and seminars to assist local businesses to increase their international commerce activities

- Public dissemination of economic information and analysis through public presentations, media interviews, and online publications

ED3-1: Attract and increase foreign direct investments and international trade from targeted countries

- Organize outbound business development missions and recruit local business participants
- Coordinate inbound and outbound missions with local economic development partners
- Create business opportunities for local small and medium sized businesses by utilizing in-house database to arrange pre-scheduled business to business matchmaking meetings during inbound missions
- Increase coordination with foreign trade offices and consulates
- Pursue efforts to attract new consulates and foreign trade offices

ED3-2: Support international banking and other financial services

- Organize outbound business development missions and support inbound missions

GG1-4: Improve relations between communities and governments

- Receive and meet with visiting foreign delegations and other visitors
- Develop Sister Cities affiliations based on trade and business development opportunities

The partnership agreement and sharing of office space with SCORE to provide management and technical training and one-on-one counseling assistance to small businesses is ongoing and is anticipated to develop into an effective resource to SBD-certified firms.

A Memorandum of Understanding (MOU) between Miami-Dade County and Miami-Dade College is finalized for approval. The intent of the MOU is to maximize contracting opportunities and provide shared resources (i.e., workshops on how to do business, certification, related programs and community education classes) and to improve outreach efforts for contractors/vendors that want to do business with other agencies.

Strengthening the partnership with the South Florida Workforce to facilitate hiring for the requirements of the Community Workforce Program (CWP) is ongoing. Since its inception, effective administration of the County's Community Workforce Program (CWP) has been challenging. Now, more than ever, the need for an effective, far-reaching workforce plan to assist in mitigating the effects of unemployment is critical.

Ongoing programmatic enhancements and in-house strategies that will lead to a more user-friendly, effective and efficient delivery of services are discussed at monthly management meetings. Improvements to the SBD database are being developed to house and report contract and demographic data.

Commercial Agriculture Program

Promote a sustainable agricultural industry and practices that protect the environment:

Conduct trainings (based on UF/IFAS research) about crop and plant selection, production techniques, Best Management Practices (BMPs), Integrated Pest Management (IPM), mandatory trainings and licensing exams for agricultural, commercial, and public sector employees in safe use of pesticides, provide Continuing Educational Units (CEUs) required for renewing state required Restricted Use Pesticide Applicator License, mandatory Worker Protection Standard (WPS) trainings for agricultural workers (In English and Spanish), labor and wage trainings for agricultural supervisors, educational programs on pest identification and management including new invasive pests and their control and business management and marketing trainings (On-going)

Commercial Urban Horticulture Program

Conduct educational programs and trainings to promote sustainable landscape industry and practices that protect the environment including trainings for commercial, and public sector employees about landscape design and plant selection, plant maintenance, pruning mulching, root manipulation, fertilization and irrigation management, improving the Urban Tree Canopy (UTC) in Miami-Dade County in order to enhance Florida Environment, mandatory trainings in Green Industries Best Management Practices (BMPs), new invasive pests management updates and Integrated Pest Management (IPM) trainings, palm and trees management, and trainings in business management, marketing and labor issues (on-going in English and Spanish).

Urban Homeowner Horticulture Program

Conduct educational programs, publications and trainings for Miami-Dade County residents to promote sustainable urban horticultural practices that protect the environment including trainings in landscape design, plant selection, plant maintenance, pruning, mulching, composting, fertilization and irrigation, new invasive pests management updates, Integrated Pest Management (IPM) trainings, vegetable gardening and fruit trees growing, school and community gardens development and trainings for Master Gardeners volunteers who extend Extension educational outreach to county residents promoting sustainable yards and gardening practices composting, water conservation and environmentally friendly pest management for homeowners (On-going).

Urban Conservation Unit (UCU) and Florida Yards and Neighborhoods (FYN)

Promote participation in the Florida Yards and Neighborhoods (FYN) Landscape Irrigation Efficiency Project coordinated by Urban Conservation Unit (UCU) for homeowners and Homeowner Associations, promote water conservation by conducting rain barrel workshops, provide expertise on landscapes leading to LEAD certification, conduct educational programs promoting "Florida Friendly" plants and sustainable gardening practices (On-going)

Extension Sea Grant

Promote sustainable marine environment, conduct educational programs on protection of marine and coastal resources and teach responsible recreational uses of marine resources, provide technical expertise and educational programs supporting marine industries, conduct volunteer training to remove invasive species from the environment, conduct educational programs and promotion of Florida's seafood, conduct marine/environmental education Extension programs focusing on marine ecology and sustainable coastal living (On-going)

4-H Youth Development

Provide educational opportunities for youth:

Teach life skills including character development, workforce preparation, financial management, public speaking, team work, conflict resolution, citizenship and leadership through the 4-H Youth Development Program, train 4-H volunteers to increase educational outreach to youth in Miami-Dade County, recruit additional new adult volunteers to work with 4-H members, increase number of 4-H members participating in the science/environmental (STEM) project studies annually, continue strong presence of 4-H members at the County Fair, increase participation of 4-H youth in the governmental affairs as part of the 4-H Program, teach nutrition and money management programs for youth.

Family and Consumer Sciences (FCS)

Develop healthy families through sound nutritional practices:

Conduct food and nutrition education on reducing risk of obesity and major chronic diseases for youth, low income and elderly residents through long-term programs teaching healthy eating habits, healthier lifestyle behaviors and food safety (On-going)

Construction, Permitting and Building Code Services

1.1 Safe, healthy, and attractive neighborhoods and communities (NI4)

1.1.a Ensure buildings are safer (NI4-1)

- Review 100 % of Plans within deadlines established by administrative order (ongoing)
- Reduce the average Building processing time from permit application to permit issuance
- Reduce the average number of carryover inspections
- Increase the percentage of expired permit cases that are closed prior to ticket issuance
- Reduce the Unsafe Structures case average processing time
- Reduce the average number of days from complaint received to initial inspection of Building Code enforcement cases
- Reduce the average number of days to perform Building Code Notice of Violation Compliance Inspection

- Provide twelve (12) complimentary Building Code and Neighborhood Regulations Workshops to the construction industry and general public
- Decrease the percentage of plans rejected
- Reduce the response time to contractor licensing complaints

1.1.b Promote livable and beautiful neighborhoods (NI4-2)

- Improve Neighborhood Code Compliance
- Reduce the Unsafe Structures case average processing time
- Reduce the average number of days from complaint received to initial inspection of Building Code enforcement cases
- Reduce the average number of days to perform Building Code Notice of Violation Compliance Inspection
- Reduce the average number of days from complaint received to initial inspection of Neighborhood Regulations enforcement cases
- Reduce the average number of days to perform Neighborhood Regulations Warning Compliance Inspection

1.2 Entrepreneurial development opportunities within Miami-Dade County (ED4)

1.2.a Create a business friendly environment (ED4-2)

- Timely review of Permit applications
- Perform all inspections requested within 24 hours (no carryover inspections)
- Timely review of Product Control applications
 1. Continue to participate as a State validation entity of products
 2. Implement electronic intake, tracking and review of Product Control applications
- Timely review of Contractor License applications
- Timely review of Code Officials Certification applications

1.3 Friendly Government (GG1)

1.3.a Provide easy access to information and services (GG1-1)

- Publish and disseminate materials that provide information on building code and construction industry requirements
- Provide twelve (12) complimentary Building Code and Neighborhood Regulations Workshops to the construction industry and general public

1.4 Excellent, engaged workforce (GG2)

1.4.a Develop and retain excellent employees and leaders (GG2-2)

- Provide Florida Building Code training hours to code-certified personnel
- Continue to participate in the state legislative process to maintain High Wind velocity standards

1.5 Effective management practices (GG4)

1.5.a Effective allocate and utilize resources to meet current and future operating and capital needs (GG4-2)

- Review and restructure the fee schedule as needed
- Assess and adjust staffing levels consistent with service demands
- Evaluate and adjust office space allocation consistent with approved staffing levels
- Continue to comply with the County's Prompt Payment Ordinance

Development Services and Planning

Priority Initiative: Strengthening Relationships with the Community – The Department meets the performance measures relative to this objective through our administration of numerous County boards and community outreach meetings. In addition, the Department maintains ongoing relationships with industry groups to discuss process improvements and proposed legislation. The following initiatives will be implemented in FY2012-13 in furtherance of this objective:

Board Administration: The Development Services Division will continue to promote community involvement in the zoning process through the administration of various Boards including:

- Board of County Commissioners Zoning Hearings
- Community Zoning Appeals Board
- Planning Advisory Board
- Developmental Impact Committee
- Biscayne Bay Shoreline Review Committee

The Planning Division will continue to promote community involvement in the planning process through the administration of various Boards including:

- Board of County Commissioners CDMP Hearings
- Agricultural Practices Advisory Board
- Historic Preservation Board
- Planning Advisory Board

Priority Initiative: Provide Stewardship to the CDMP and Zoning Application Processes - The Department meets the performance measures relative to this objective through improvements to the CDMP Amendment and Zoning processes. The following initiatives will be implemented in 2013 and 2014 in furtherance of this objective:

Zoning Code Update and Enhancement: The Development Services Division is conducting a phased project aimed at updating and enhancing the County's zoning code (Chapter 33 of the County Code). In addition, this effort is also being used to implement Comprehensive Development Master Plan policies resulting from the previous EAR (2003) and from plan amendments. Phase One of the project consisted of an evaluation of the current code and of a previous code re-write project (this phase has been completed). Phase Two consists of the preparation of updates and enhancements reflecting CDMP amendments as well as those code amendments deemed necessary to address deficiencies identified

in Phase One (this phase is under way). Phase Three will consist of the integration of urban design and sustainability principles into the code.

Process Improvements: The Divisions of Planning and Development Services have been working for some time with members of the land development community to address improvements to our permitting and land development processes through an informal Development Process Advisory Group. Based on the input received, the Divisions have prepared a series of process improvements aimed at streamlining the CDMP amendment application process and the Zoning application processes. The proposed improvements will be considered by the Board of County Commissioners in FY2012-13.

Priority Initiative: Promote Smart Growth Principles and Practices – The Department meets the performance measures relative to this objective through amendments to the CDMP and CDMP monitoring measures that promote smart growth principles. In addition, the Department prepares and implements Area Plans that promote smart growth. The following initiatives will be implemented in FY2012-13 in furtherance of this objective:

EAR-Based Amendments: Every seven years, the Planning Division conducts an Evaluation and Appraisal Report (EAR) to assess the Comprehensive Development Master Plan (CDMP). The most recent 2010 EAR, which included recommended amendments to the CDMP, was adopted by the BCC on March 23, 2011. The Planning Division is currently preparing a series of EAR-based amendments to incorporate the recommendations in the CDMP. Subsequent implementing regulations, projects and programs will follow. In addition to the evaluation of the CDMP Elements, the major issues that were addressed in the Evaluation and Appraisal Report are as follows:

- 1) Climate Change/Sea Level Rise
- 2) Transportation/Mobility
- 3) Directing Growth and Employment
- 4) UDB Capacity and Expansion

Area Plans/Urban Center District Implementation: This effort includes the Department's work conducting and implementing area plans/charrettes:

- Palmer Lake Charrette Report: In October, 2010, the Department conducted a Charrette for the Palmer Lake area, generally located east of the Miami Intermodal Center (MIC) and west of the Miami River. The Palmer Lake Charrette Report (Attachment 5) was adopted by the Board of County Commissioners on May 1, 2012. The rezoning of the subject properties is anticipated to occur in FY2012-13.
- Bird Road Plan Study: Charrette Report was approved by the BCC in April, 2010. The implementing land development regulations are expected to be presented for consideration by the BCC in FY2012-13.
- Standard Urban Center District Regulations Update: A comprehensive update to the County's form-based code for urban centers was adopted by the BCC on October 2, 2012.

Miami-Dade County Age Friendly Initiative: The Department is coordinating with the Parks Recreation and Open Space Department, the Health Foundation of South Florida (the lead agency) and other partners to implement the County initiative currently financed through a \$150,000 Pfizer Grant. The initiative seeks to foster a physical and social environment where older adults can stay active and healthy with dignity and enjoyment. The Department, through this coordinated effort, will evaluate the CDMP and recommend necessary amendments that would further implementation of the initiative.

Priority Initiative: Work with internal and external partners to achieve sustainability and resiliency goals:

GreenPrint Implementation: In 2009, the County initiated a broad-based sustainability and climate change planning effort. GreenPrint includes seven goal areas as follows: Strong Leadership, Water and Energy Efficiency, Our Environment, Responsible Land Use and Smart Transportation, Vibrant Economy, Healthy Communities, and Climate Change Action Plan. The Planning Division is leading the implementation of the GreenPrint Plan with cooperation from other County departments.

Climate Change Compact: On December 1, 2009, the BCC adopted Resolution No. 1388-09 which confirmed the County's commitment to participate in a four-County collaboration, together with Broward, Palm Beach and Monroe counties, to address regional climate change resiliency. Among other initiatives related to policy development and advocacy, the resolution called for the preparation of a Climate Action Plan to provide a vision and roadmap for a resilient South Florida. The Southeast Florida Regional Climate Action Plan, which will be considered by the BCC in FY12-13, includes recommendations for regionally coordinated climate change mitigation and adaptation strategies which are expected to provide long-term cost benefits to the region, through new economic development opportunities and infrastructure planning and improvements that reduce risk and future economic losses. Implementation of the Climate Action Plan recommendations will continue throughout FY2012-13 and FY2013-14.

Southeast Florida Regional Vision and Blueprint for Economic Prosperity (Regional Seven50 Plan): The SFRPC was awarded a \$4.25 million Housing and Urban Development Sustainable Communities Planning Grant for a regional planning initiative. Miami-Dade County is participating in the regional partnership through the SFRPC and TCRPC to plan, design, and implement a multi-jurisdictional 50-year regional plan for sustainable development. This seven-county initiative includes Indian River, St. Lucie, Martin, Palm Beach, Broward, Monroe, and Miami-Dade. The regional partnership will develop the *Southeast Florida Regional Vision and Blueprint for Economic Prosperity* to ensure that planning and investment decisions yield a more prosperous, inclusive, and sustainable region.

Priority Initiative: Promote sustainable communities by identifying and protecting historic and archaeological sites. - The Department meets the performance measures relative to this objective by showing a yearly increase in actual designations of historical resources. The following initiatives will be implemented in FY12-13 in furtherance of this objective:

Historic Preservation Designations: The preservation of existing buildings is a key principle of sustainable building practices, and the protection of our historic buildings and districts allow our community to maintain its unique character, retain our shared heritage, and increase our ability to attract heritage tourists. To encourage our diverse population to embrace and understand the benefits of historic preservation, the Office of Historic Preservation will produce informational pieces for public distribution and will research additional financial incentives and grant programs that could be available to owners of historically designated properties in the County.

Priority Initiative: Encourage an Environment of Innovation and Learning to Improve Employee Professionalism and Dedication. - The Department meets the performance measures relative to this objective with regular training sessions and staff meetings, encouraging professional affiliations, mentoring and cross-training opportunities. The following initiatives will be implemented in FY2012-13 in furtherance of this objective:

Training: The Department will continue to hold regular training sessions to inform planners, specialists and processors on code amendments and code requirements, thereby improving consistency and accuracy in the review process. Mentoring relationships are encouraged between senior staff and incoming staff to provide training on the CDMP, plat review, zoning research and zoning code interpretations. In addition, mentoring opportunities will be encouraged between senior and junior level staff. In addition, internal staff training will be continued to educate internal staff on LEED, Sustainable Buildings, and other in-house sustainability training such as the new employee orientation sustainability module.

Efficiency Improvements: Utilize the management reports to improve the efficiency of staff performance in meeting processing time goals for plan review evaluation and hearing schedules. This will provide transparency to the customer as to the performance of staff. It will also provide a tool to determine the adequate level of resources necessary to meet performance goals.

Environmental Resources Management

1.1. Protected and restored environmental resources (NI3)

1.1a. Maintain air quality (NI3-1)

- o Provide technical assistance to the Office of Sustainability and other County departments in developing strategies and applying for grants to reduce greenhouse gas emissions. Ongoing (also aligns with GG6-1).

- o Reevaluate the countywide air monitoring network for adequacy in consideration of the extensive development to the west and south of the county, and increased traffic congestion

- 1.1b. Maintain surface water quality (NI3-2)
 - o Work with partners to proactively address sanitary sewer infrastructure restrictions to development. Ongoing FY 10-11, FY 11-12 (also aligns with ED4-2).
 - o Work with local, state, and federal partners to monitor surface water, air quality, restore wetlands, and improve water quality management infrastructure

- 1.1c. Protect groundwater and drinking water wellfield areas (NI3-3)
 - o Address contamination in private wells by working with the Department of Health and the WASD to assist property owners in connecting to public water supply. Started FY 09-10, ongoing.
 - o Improve understanding and responses to threat of saltwater intrusion. Ongoing.
 - o Monitor wastewater reuse benefits/impacts to end users and assess emerging contaminants of concern. Ongoing.

- 1.1d. Maintain and restore waterways and beaches (NI3-5)
 - o Assist the County in identifying funding mechanisms for Beach Renourishment in anticipation of fund depletion. Ongoing (also aligns with GG4-2)
 - o Enhance and restore wetland, upland and Biscayne Bay habitats.

- 1.1e. Preserve and enhance natural areas (NI3-6)
 - o Optimize benefits to environmental resources and water supply resulting from Comprehensive Everglades Restoration Plan (CERP). Ongoing.
 - o Acquire and manage environmentally endangered lands. Ongoing.

- 1.2. Safe, healthy, and attractive neighborhoods and communities (NI4)
 - 1.2a. Promote livable and beautiful neighborhoods (NI4-2)
 - o Develop a method to evaluate the success of the Natural Forest Communities and Tree programs on the preservation and enhancement of the County tree canopy. Started FY 10-11(also aligns with NI3-1 and NI3-6).

- 1.3. Entrepreneurial development opportunities within Miami-Dade County (ED4)
 - 1.3a. Create a business friendly environment (ED4-2)
 - o Review existing ordinances and modify Chapter 24 Environmental Protection Code to identify opportunities for streamlining permit review and approval processes and to provide more

efficient service, while protecting environmental resources. Ongoing (also aligns with GG1 and GG4-2).

1.4. Friendly government (GG1)

1.4a. Provide easy access to information and services (GG1-1)

- o Increase online business capabilities in support of County efforts, such as standardizing processes to electronically streamline a plan review system. Ongoing.
- o Systematically integrate internal processes such as multiple databases into a single platform, one electronic inspection form, and complaints intake with the County's 311 service to yield greater efficiencies internally to the workforce and externally to our customers

1.4b. Foster a positive image of County government (GG1-3)

- o Elevate legislative efforts and constituency engagement to maintain delegated program funding and environmental protection. Started FY 09-10, ongoing (also aligns with GG4-2).
- o Maintain popular community and volunteer projects, such as Baynanza and AAT.

1.4c. Improve relations between communities and governments (GG1-4)

- o Redevelop outreach methodologies to direct and indirect customers to increase awareness of the importance and benefits of environmental protection programs. Ongoing (also aligns with GG1-3)

1.5. Excellent, engaged workforce (GG2)

1.5a. Attract and hire new talent (GG2-1)

- o Reevaluate the mentoring program to develop and coach employees and contribute to internships and succession planning. Started FY 10-11, ongoing (aligns with GG2-2)

1.5b. Develop and retain excellent employees and leaders (GG2-2)

- o Revamp the best practice professional series (enhancing the Brown Bag Lunch program) to increase cross training. Ongoing.
- o Engage the workforce in business plan implementation.

1.5c. Ensure an inclusive workforce that reflects diversity (GG2-3)

- o Continue emphasis on core values in daily operations. Ongoing.
- o Develop and implement a unified Environmental Enterprise System in collaboration with the Information Technology Department to improve service delivery. Started FY 09-10, ongoing (also aligns with GG1-2)

1.6. Effective management practices (GG4)

1.6a. Effectively allocate and utilize resources to meet current and future operating and capital needs (GG4-2)

- o Pursue accelerated funding for Environmentally Endangered Lands through the Building Better Communities General Obligation Bond program. Ongoing.
- o Formulate a team to leverage efficiencies resulting from departmental merger (starts FY 11-12)
- o Administer and annually refine an Environmental Management benchmarking area with the Florida Benchmarking Consortium. Developed in FY 08-09), ongoing.
- o Assist County departments with environmental project management services, such as collaborating with Parks, Recreation, and Open Spaces Department to identify potentially contaminated parks and proactively address remediation efforts. Ongoing.

1.7. Green Government (GG6)

1.7a. Reduce County government's greenhouse gas emissions and resource consumption (GG6-1)

- o Provide project coordination and technical assistance to the Office of Sustainability for the proactive implementation by all County departments of GreenPrint, a community-wide sustainability plan, and the Climate Action Plan contained therein. Continue to implement initiatives assigned to Environmental Resources Management. Ongoing.
- o Develop electronic time sheet reporting. (FY 11-12)

FUTURE OUTLOOK

Emphasize leveraging of efficiencies and streamlining development approvals resulting from the merger of several departments into the Department of Regulatory and Economic Resources.

Business Affairs

The Miami-Dade Office of Film and Entertainment provides services to and promotes the economic growth of the film, television, music, commercial advertising, digital media and still photography industries. Each of these industry sectors is currently experiencing a high degree of volatility due to macro-economic and technological upheavals.

Fragmentation of established networks for production and distribution of content – television and radio networks, record labels, Hollywood movie studios – creates opportunities for growth in niches like Spanish language film and television, digital media and games, and the indie music industry. We expect that particularly the Spanish language television and commercial advertising businesses, largely based in Miami-Dade, will thrive in this environment and

continue to drive growth in this sector. With headquarters for Univision, Telemundo and Venevision - Miami-Dade is a significant player in this growth area of the entertainment economy.

However, fragmented audiences drive production costs lower as revenues per distribution channel decline, which gives lower cost / higher incentive areas competitive advantages. Miami-Dade County and the State of Florida now enjoy a \$296 million production incentive package that has attracted a significant number of new productions to our community. Maintaining this incentive consistently over the next five years will be critical to re-establishing Miami-Dade as an attractive location for film and television production. The dollar vs. world currencies exchange rates will also continue to play an important role in determining Miami-Dade County viability as location filming destination for our many foreign clients.

To service the increasing production, ancillary businesses that assist the film and entertainment industry need to be courted to expand or relocate to the area. Similarly, we need to attract the experienced and quality crew personnel to relocate so we can expand our local base that services the industry sector.

The Miami-Dade music industry is also an opportunity, with the changed relationships in that business now favoring the small labels, the musical acts themselves, and the consumer no longer dependent on multi-national record labels and traditional distribution and marketing channels. The internet now offers the music industry both marketing and distribution opportunities. We believe that by promoting Miami-Dade as a music capitol we can leverage local music businesses on the national and international stage. Working with the local music festivals like Winter Music Conference and larger venues like Live Nation's Fillmore, the Arsht Center, and the Bayfront Amphitheater, is part of our strategy to put Miami-Dade on the world's music destination map.

The digital entertainment and games sector is also a significant opportunity over the next few years. Video games are already a much larger entertainment business than movies, experiencing a growth trend that will continue. Miami-Dade needs to nurture this sector with educational programs at the college level, and with continuing education for working professionals.

An College Internship/Business matchup initiative is underway to identify and connect the businesses working in the production, digital media field and ancillary businesses that service these industries in Miami-Dade to each other and to the resources in the community to assist in their growth.

Consumer Protection will undertake a program to review business regulations under its purview. A continuing goal will be to review ordinance provisions to ensure that the underlying objectives are achieved in the most efficient and least burdensome manner. Streamlining the licensing process will assist in facilitating enhancement of the local economy while maintaining marketplace protections for both business owners and consuming residents. Additionally, inserting technological options as a means to conduct business with the department will serve to meet the demand of an evolving client base.

The section will continue to provide consumers with information, programs and services aimed at preventing consumer fraud and improving their experiences out in the marketplace. Moreover, an increasing emphasis will be placed on information, programs and services aimed at local small businesses to help them flourish within their regulatory frameworks.

In addition to its significant economic benefits, the County's agricultural industry contributes significantly to the open space and natural resource benefits, including rural character, scenic beauty, cultural heritage and other recreational opportunities. The agricultural area also provides environmental benefits, including watershed protection and wildlife habitat.

The County's agricultural area increases the overall quality of life and makes the County an attractive place to live and work for all of Miami-Dade's residents. However, Miami-Dade County's agricultural industry is in a precarious position. Market share and prices have decreased due to foreign trade pacts, competition and input costs. This has dramatically changed the profitability of the industry. Profit losses coupled with the high capital costs and inputs as well as urban encroachment has had a detrimental impact on agriculture in Miami-Dade County. Business as usual will not sustain a viable industry.

Currently many operators are adapting their operations to the marketplace. It is important that the office of the Agricultural Manager and Miami-Dade County assist the industry in adapting to a new business environment by providing opportunities, flexibility and understanding. Understanding at all levels of the County of the importance of the industry to the economy, environment and welfare of the County, and the need for its continued viability, will decrease conflicts and increase the opportunities for local agriculture. In the next few years increased pressure will be placed on the area by development as land values increase and building picks up. As this occurs we will see more of a diversification of crop types grown, increases in value added products production, agritourism and farm stand sales. There will continue to be consolidation in the foliage industry and decreases in large scale row crop farming.

Business Affairs has been engaged in a review of business regulations relating to for-hire transportation. A continuing goal is to expand the administrative authority to issue licenses that currently require Commission approval. Technology improvements in the taxicab industry are key to ensuring services that meet the needs of the public. Standards for electronic GPS dispatch, two-way radio requirements, credit card processing, and driver security systems such as in-vehicle security cameras are all advances that have been achieved, but need to be expanded to the rest of the taxi industry.

The division will continue to explore new sources of revenue to support for-hire transportation regulatory activities, including advertisement permits, operating permits for the private school bus industry, taxicab security agreement recording fees as well as medallion transfer fees based on a percentage of the sale price.

The future outlook for economic growth, international trade and business development in South Florida is positive as Miami-Dade is well positioned to take advantage of an improving domestic and international economic environment. The local economy is supported by strong educational and health care institutions, transportation infrastructure, and amenities essential to an attractive quality of life. Our region, with its strong ties to the Latin America and

Caribbean markets continues to be attractive for large corporations that want to set up their Latin American headquarters in Miami-Dade County. Also, the trade volume of Customs District 52 has been increasing significantly over the past three years setting an all time high record in 2011, and trade is expected to grow further over the next few years with the passage of the U.S. Free Trade Agreements with Colombia, Panama, and South Korea. One of our strong trading partners, Panama, expects to double its cargo capacity with the Panama Canal expansion project scheduled to be completed in 2014. With the expansion, it is anticipated that trade with East Asia will continue shifting from Pacific to Atlantic ports, and as the closest U.S. port to Panama, Port of Miami is ideally positioned to take advantage of these changes. Two large capital and infrastructure projects are underway at Port of Miami that will increase its capacity to handle significantly larger cargo volumes - 50-foot Deep Dredge project Port Tunnel. When completed, these projects will continue to spur economic growth in the local community. Additionally, the U.S. Department of Commerce has granted Miami-Dade County the authority to establish Foreign Trade Zone No. 281, greatly expanding its Foreign Trade Zone (FTZ) area. Companies that operate in foreign trade zones can defer, reduce, or eliminate Customs duties, and FTZ No. 281 will allow for expedited and greater foreign commerce through Miami-Dade. While Miami-Dade's outlook is promising with respect to economic development and international trade, however, competition as a gateway city is fierce and will only continue to increase in the future. As an example, Miami has been Colombia's most important trading partner in the U.S. since at least 1992, until it was surpassed by Houston in 2011.

A level of small business certification over the last few years has shown that public sector opportunities continues to be the option of last resort for fledging and well-established small businesses. With the anticipated recovery of the economy, demand for new and existing services will grow, as well as the number of public and private sector small business contracting opportunities. The volume of renewals have decreased in the last two quarters of FY 2011-12 as the private sector outlook improves and small businesses become more optimistic about economic opportunities in that area.

Further streamlining and strengthening the County's small business enterprise programs is a major objective. However, the long-term success of this initiative greatly depends on input from certified firms, industry leaders, as well as internal stakeholders.

Increasing the number of certified small businesses that are available to compete for County contracts in targeted areas is vital to effective competition and the ultimate success of the small business enterprise programs. SBD's three to five year goal is to establish collaborative relationships with other governmental, business and professional entities. SBD will continue to focus on establishing private/public sector strategic alliances to bring more value-added services in the areas of training, education and financing to further strengthen Miami-Dade County's small business community.

SBD continues to use technology to assist staff to become more efficient in performing their daily operations and to meet requirements of new business processes and legislative changes to programs. An application to automate wage theft claims was developed and implemented during the third quarter of FY 2011-12, streamlining processing. In response to a legislative requirement for Primes to submit subcontractor demographic data to the County,

a data collection tool was developed and implemented to allow firms to submit subcontractor demographic data via the web. This and upcoming applications will allow for a more streamlined submission, retrieval and posting of data for analysis and compliance.

SBD's future outlook envisions a restructured department utilizing all of its expertise to build empowered and sustainable small businesses. Through development and implementation of technological initiatives and collaborative partnerships, both internal and external to the County, SBD will facilitate maximization of current and future resources for improved customer service. SBD's three to five year outlook continues to position SBD as a central repository for County-wide data relating to small businesses participating on County contracts.

Cooperative Extension

Reduction of Extension staff due to the previous budget cuts and very limited funding for technology upgrades may create limitations in development and delivery of programs to address growing demands from the agricultural industries and other Extension clients. There is a need for:

Continuation of funding for UCU and FYN programs from Water and Sewer Department (On-going) and continuation of financial incentives for residents to promote water conservation (On-going)

Need for re-instating of the position of Administrative Officer II (budget preparation, public events and educational tours and Extension Annual Open House coordination, Extension marketing, submitting various State and Federal reports, state travel, affirmative action reports, and other additional responsibilities related to the unique to Cooperative Extension partnership with University of Florida and USDA (Senior Executive secretary, who is currently responsible for some of these tasks, is in the DROP).

Need to hire 4-H Extension Agent in beginning of 2013 due to upcoming retirement (January 2013) of Extension Agent, Kathie Roberts and need to hire the Commercial Vegetable Extension Agent and County Pesticide trainer due to the upcoming retirement (December 2013) of Extension Agent Dr. Mary Lamberts.

Need for Spanish speaking Program Assistant to work with youth and 4-H volunteers; Need for Spanish speaking Program Assistant to train and coordinate Master Gardener Program in Spanish and need for Spanish speaking Program Assistant to work with Urban Commercial Horticulture Agent and clients in implementing training requirements for Green Industry

Need to relocate 4-H office in the fall of 2013 from the International Mall in Doral to another centrally located facility (county owned building with secure free parking and access in the late afternoon and evening hours).

Need for the replacement of at least 10 computers (Cooperative Extension Service is working with UF server).

Need for the staff person who will be responsible for maintaining the Extension demonstration grove and the teaching landscape areas, setting up auditorium and conference rooms for various classes and trainings, responsible for the Extension sound system, Polycom videoconferencing system, audio-visual equipment and responsible for maintenance of four Extension agricultural weather stations.

Need for the additional operating funds for the designing and printing posters, banners, brochures, bookmarks, calendars and other Extension promotional and marketing materials.

Construction, Permitting and Building Code Services

- The deterioration of the economic environment, which started to impact the construction industry and the associated permit activity during FY 05-06, persisted throughout FY 09-10. This resulted in a drastic reduction in permit activity and associated revenue. For the past two fiscal years there has been an increase in permitting activity: 6% more activity in FY 10-11 than in FY 09-10 and 8% more activity in FY 11-12 than in FY 10-11. This area of service has identified the need for overage positions for FY 12-13 and will closely monitor service demand for further adjustments if needed.
- Proprietary revenue for FY 2011-12 increased 15.3% as compared to FY 2010-11 and the permitting contingency reserve was raised to the acceptable level required to guarantee active permits inspection commitment. The department will continue to closely monitor permit revenues to maintain the right level of staff without impacting the contingency reserve.
- The Department will continue to closely monitor the revenue generated by enforcement action (fees, tickets and liens) to make mid of year adjustments in expenditures as needed.
- During FY 12-13 the Department will re-align enforcement priorities; combine enforcement duties and re-assign functions, and streamline processes by the use of technology to improve staff efficiency in an attempt to minimize service impact.
- The current economic crisis has contributed to an increased number of Building Code and Neighborhood Regulations violations and complaints. With more cases and less resources, compliance takes longer. Further, the Department is less able to recoup enforcement costs through the collection of bills, tickets and liens.
- Maintenance and improvement of existing technologies and realignment of policies and priorities are some of the strategies the Department is pursuing to maximize staff effectiveness in providing services. Lack of funding to maintain and upgrade technologies or inability to change policies and legislation will negatively impact the services.
- A severe weather event affecting a large area of the Unincorporated County or economic measures to boost the economy may result in a sudden increase of permitting service

demand. In such a situation the Department may need to implement aggressive recruitment measures to secure the necessary staff promptly.

- The statewide building code modification process is of particular concern with regards to maintaining the enhanced protection afforded to Miami-Dade County by the High Velocity Hurricane Zone provisions of the current Building Code. Failure to prevent changes to these provisions in the forthcoming code cycles that result in reduced life safety will adversely impact this community.

Development Services and Planning

The future prosperity and sustainability of the County will greatly depend on how the County deals with the challenges of balancing several diverse objectives that the County faces. Responding to growth-related pressures, protecting water quality, preventing historical and environmental degradation, retaining viable agricultural lands, providing for adequate infrastructure and reducing school overcrowding are some of the issues the Division is currently addressing.

Planning for sustainable growth that both protects agricultural and environmentally sensitive lands and simultaneously encourages economic growth and social equality is essential. This requires a balanced planning effort that protects and conserves land and one that fosters and preserves livable communities and protects them from unplanned development. In 2011, the Florida Legislature enacted the Community Planning Act which included significant reductions in the state oversight of local growth management initiatives. This placed a greater responsibility on local governments to direct and administer local growth management policies.

The economic downturn and recent improvement in the economy will continue to present unique challenges and opportunities for the Planning and Development Services Divisions. The volume of new zoning hearing applications is expected to increase as the real estate development climate improves. It is anticipated that the Development Services Division may need to add positions in the future to maintain the current customer service levels.

The trend towards further incorporations and annexations also impacts the Division's planning and zoning efforts. Annexations and incorporations often remove the County's oversight of land use and density decisions for newly incorporated areas which can result in development that is contrary to the goals, objectives and policies of the Comprehensive Development Master Plan. Future annexations and incorporations will place a greater emphasis on intergovernmental coordination to ensure that the regional planning goals are considered during annexations and incorporations.

Other issues that will need to be addressed include population growth and the resulting need for residential land or infill opportunities, infrastructure, employment opportunities, public services and educational facilities to serve the growing population. Accommodating the growing population while protecting agriculture and environmentally-sensitive lands will be a challenge for the Department for the foreseeable future. At the same time, this will offer a

great opportunity to create a framework for a better future for residents and future generations. This will require a countywide planning initiative that includes cooperation from the various municipalities.

The Department continues its leadership role in promoting Countywide-planning initiatives that address issues related to growth and coordination of land use and transportation. The Department continues to prepare and implement Area Plans, CDMP amendments and zoning changes, and coordinate its activities with various state, regional and local agencies, community stakeholders, including Community Councils, homeowner's associations, municipalities, development industry groups, local neighborhood groups and community leaders to create a true partnership to address the challenges our community faces and to foster a positive image in the community. Furthermore the Division will start annual reporting on "GreenPrint," the sustainability plan for County operations to enhance sustainability and to increase flexibility and adaptation to changes brought about by climate change and sea level rise.

Environmental Resources Management

- Environmental Resources Management will coordinate with Public Works and Waste Management on issues of stormwater management, particularly as relates to surface water quality and flood protection.
- The Water and Sewer Department will be undertaking countywide initiatives that will ultimately transform wastewater transmission, treatment and disposal. Transmission and treatment infrastructure will be upgraded, reuse of reclaimed water will be increased, and disposal through ocean outfalls will be phased out. A critical component to these projects is ensuring that infrastructure improvements and reuse of treated wastewater meet all applicable water quality criteria, do not pose a threat to wellfield protection areas that provide drinking water, and are protective of sensitive environments such as wetlands and pristine surface waters, such as Biscayne Bay.
- Recent improvements in data and monitoring have revealed areas at risk of saltwater intrusion in the short term. These threats are being 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. Comprehensive and long term monitoring of the isochlor line is a priority. Sea level rise may exacerbate this issue.
- New federal rules to reduce greenhouse gas emissions may lead to new permitting, compliance and air monitoring activities.
- The Comprehensive Everglades Restoration Plan, which is being implemented by the U.S. Army Corps of Engineers and the South Florida Water Management District, includes projects under construction in Miami-Dade. These projects are expected to deliver additional freshwater needed to sustain marshes, bays, and other fish and wildlife

habitats, while at the same time maintaining flood protection and water supply for people. A healthy Everglades system supports a broad range of economic values, including recreational uses, tourism, natural recharge of water supply and affordable drinking water. RER and other county departments must engage in interagency technical teams to assure the project plans and monitoring address Miami-Dade interests and optimize restoration benefits in the southern Everglades.

- Efforts to enhance and maintain critical natural areas will be continued, with an emphasis on wetland and aquatic ecosystems and other native habitats.
- ERM to participate in proposed County Enterprise Code Enforcement System to provide for automation and enhancement of code enforcement operations specifically relating to more efficient issuance and processing of Uniform Civil Violation Notices (UCVN's, i.e. tickets) and facilitating citizens' access to ticket information and ultimate compliance.
- The Division of Environmental Resources Management (DERM) will continue to work together with the United States Geological Service (USGS) to finalize the development of a comprehensive, County-wide analytical flow model that will be capable of simulating groundwater flow, surface water flows, and saltwater intrusion. The completion of the analytical model will enable DERM to address water resources issues in Miami-Dade County and to evaluate internal water resources projects. The completion of the comprehensive model will enable DERM to re-evaluate its current wellfield protection areas and make the appropriate adjustments to the extent of the boundaries.