

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

POLICY FORMULATION

Board of County Commissioners

- The FY 2021-22 Adopted Budget includes \$3.9 million (\$300,000 per Commission District) for allocations to community-based organizations for district specific needs
- During FY 2020-21, the Office of Policy and Budgetary Affairs was created via Ordinance No. O-20-128 to conduct research and policy analysis to facilitate development of legislation and provide objective and critical analysis of budgetary impacts on proposed legislation for the Board of County Commissioners (four positions)

PUBLIC SAFETY

Corrections and Rehabilitation

- The Table of Organization for FY 2021-22 includes 2,225 sworn positions and 852 civilian positions; the FY 2021-22 Adopted Budget includes funding to hire 120 sworn and 48 civilian personnel replacing anticipated vacancies; additional hiring may be approved to further mitigate overtime expense
- On April 16, 2013, the BCC approved a settlement agreement with the U.S. Department of Justice (DOJ) to address standards of care established by the Civil Rights of Institutionalized Persons Act (CRIPA); the agreement specifically addresses inmate medical and mental health care, suicide prevention, protection of inmates from harm and sanitation conditions, as well as compliance with the Prison Rape Elimination Act (PREA); as required by the provisions set forth in the Settlement Agreement, the Miami-Dade Corrections and Rehabilitation Department conducts a comprehensive staffing analysis semi-annually to determine appropriate staffing levels necessary to ensure constitutional and legally compliant conditions in the County's jail system
- The FY 2021-22 Adopted Budget maintains funding for the Boot Camp program (\$7.5 million), which has been nationally recognized as a successful model for reducing recidivism rates among youth offenders

Fire Rescue

- The FY 2021-22 Adopted Budget includes an additional Chief Fire Officer position to increase oversight of technical and support services and a Fire Captain position to oversee EMS Training Bureau and improve EMS curriculum in recruit training, officer development, and EMS quarterly benchmark drills
- The FY 2021-22 Adopted Budget includes the addition of a Clerk 2 position and a part-time Clerk 3 to provide administrative support for fire station construction projects and ongoing facility maintenance
- The FY 2021-22 Adopted Budget includes the purchase of new bunker gear to improve firefighter protection and provide a replacement set for personnel to utilize after a contaminating incident; management will explore alternative solutions for gear cleaning due to capacity issues with the current vendor
- In FY 2019-20, the Department selected Honeywell to perform a comprehensive investment grade energy audit at MDRF facilities; the results of this audit led to a \$10.8 million guaranteed energy, water and wastewater performance savings contract that will finance energy efficiency projects at MDRF HQ and 39 fire stations from future energy savings and a cash contribution from the Department; the project will reduce electricity consumption at HQ by 50% and throughout the Fire District by 37%; the Department will save more than 1.9 million gallons of water per year; and the Department utilities budget has been adjusted to reflect the cost savings guaranteed during construction
- In FY 2021-22, four new rescue units will be deployed (52 positions, \$4.5 million)
- The FY 2021-22 Adopted Budget includes an additional two Aircraft Technician positions (\$148,000) to assist with ongoing inspection and maintenance of the Air Rescue Bureau's fleet of four helicopters and enable two Technicians to be dedicated to each of the three aircraft in service, assuming one aircraft is always out of service for routine inspections; these additional positions will also eliminate the need to contract out for inspections that cost between \$150,000-\$200,000 per aircraft, at varying frequency based on the number of hours flown by each aircraft
- The FY 2021-22 Adopted Budget includes the addition of two Communications Equipment Technician positions to provide UHF radio maintenance and support, a UHF Radio Manager position to oversee the maintenance of communications equipment in the two dispatch centers and the Joint Operations Center, and a Radio

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

Communications OIC (Fire Captain) to monitor radio inventory, oversee radio maintenance and repair, and respond to active emergency incidents to support on-scene communications

- The Table of Organization for FY 2021-22 includes 2,175 sworn positions and 628 civilian positions; the FY 2021-22 Adopted Budget includes a minimum of two Firefighter recruitment classes (one certified and one non-certified) to provide personnel for the new rescue units and attrition due to retirements; if necessary, more classes will be added to guarantee the replacement of positions that are expected to become vacant during the fiscal year and to minimize the impact to overtime

Judicial Administration

- The FY 2021-22 Adopted Budget includes approximately \$5.1766 million for local requirement Court programs to support: County Mediation, Family Court Services/Supervised Visitation, Dependency Drug Court, Mental Health Coordination, Unified Children's Court, Juvenile Drug Court, Adult Drug Court, Civil Court Interpreters, Domestic Violence Fatality Review Team, Domestic Violence Drug Court, Probate for Marchman Act, Urinalysis, Criminal Mental Health Jail Diversion Program, Civil Traffic Operations and Veterans Treatment Court
- The FY 2021-22 Adopted Budget includes funding for the Early Representation Unit (\$1.159 million), a local requirement court program administered by the PDO; the program assists in obtaining a timely release of defendants from jail, reducing the County's cost for housing inmates
- The FY 2021-22 Adopted Budget includes funding for the Children and Special Needs Center, which is administered by the SAO to coordinate multi-jurisdictional interviewing and assessment of children and the mentally impaired who are victims of sexual abuse (\$520,000); the intergovernmental agreement between the County and the State of Florida will be continued as it relates to the appropriation of funds by the Board of County Commissioners (BCC)
- The FY 2021-22 Adopted Budget includes funding from the Miami-Dade Police Department (MDPD) (\$125,000) and the Miami-Dade Chiefs Association (\$319,000) to operate the County Court Standby Program; this program coordinates witness appearances in court through subpoena management, thereby reducing police overtime in various police departments, including MDPD and improving case scheduling in the court system
- The FY 2021-22 Adopted Budget includes funding of \$789,000 for the Law Library; this operation is funded by fees, charges and donations (\$25,000); 25 percent of the criminal court cost \$65 surcharge (\$195,000); Local Business Tax (\$89,000) and carryover (\$480,000)
- The FY 2021-22 Adopted Budget includes funding for the Legal Aid program (\$4.66 million); the funding is comprised of General Fund Support (\$3.165 million), Florida Bar Foundation contributions (\$210,000), court fees (\$201,000), grant revenues (\$934,000) and other miscellaneous revenues (\$150,000)
- The Non-Departmental General Fund section of the FY 2021-22 Adopted Budget includes \$2.728 million in funding for the Guardianship Program; the Guardianship Program of Dade County, Inc. provides legal guardianship assistance for indigent and low-income adults who are determined to be incapacitated by the Court in Miami-Dade County and are appointed a Guardian

Juvenile Services

- The FY 2021-22 Adopted Budget supports the Anti-Violence Initiative (AVI); the AVI involves a variety of community partners in an effort to reduce group violence through prevention, intervention, suppression and re-entry (\$2.0 million)
- The FY 2021-22 Adopted Budget continues the County's commitment to the Youth and Community Safety Initiative, which includes collaborations with the Miami-Dade Police and the Parks, Recreation and Open Spaces departments to focus on the mitigation of youth violence; the program is designed to enhance communication between juvenile justice practitioners and law enforcement and focuses on preventing high risk youth from engaging in continued criminal activity along with reducing police contact and involvement with the juvenile justice system; the Department's contribution towards this initiative is \$896,000 and funds allocations to Miami Children's Initiative (\$150,000), GATE-Weapon Intervention Program (\$107,000) and Community Action Team (\$639,000)

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

Police

- The Adopted Table of Organization for FY 2021-22 includes 3,168 sworn positions and 1,282 civilian positions; it also includes sworn attrition savings valued at \$10.209 million and civilian attrition savings valued at \$10.219 million; by the end of FY 2021-22, 5 sworn positions and 155 civilian positions are anticipated to be vacant
- The FY 2021-22 Adopted Budget includes \$1.476 million from the 2020 Community Oriented Policing Services (COPS) Hiring Program grants; this grant supports approximately 50 percent, of the Department's current entry-level salaries and fringe benefits for 42 Police Officers over a three-year period and has a maximum total value of \$5.250 million
- The FY 2021-22 Adopted Budget includes the continuation of programs such as Youth and Community Safety, Target Crimes and other crime prevention initiatives which focus on reducing violence against youth and will be funded by the Law Enforcement Trust Fund (LETF) and the General Fund (\$4.960 million)
- The FY 2021-22 Adopted Budget includes one Police Crime Analysis Specialist for the Real Time Crime Center (RTCC) to support expansion and new applications in the efforts to reduce gun violence in Miami-Dade County
- The FY 2021-22 Adopted Budget includes two additional Construction Managers to assist with construction projects to meet the current and future safety and operational needs of the Department, funded by Countywide Infrastructure Investment Program (CIIP) projects
- The FY 2021-22 Adopted Budget includes five Police Officer recruitment classes replacing 132 anticipated vacancies and funding for 42 additional Police Officer positions, from the COPS 2020 Grant, to decrease gun violence and foster community building and relationships with the community
- As part of the Peace and Prosperity Plan, the Community Affairs Bureau is implementing the MDPD Turn Around Police Academy and expanding the MDPD Youth Athletic and Mentoring Initiative (\$414,000), funded by FTX naming rights revenues
- The FY 2021-22 Adopted Budget includes four additional Police Officer positions to enhance enforcement and improve emergency response times along the Miami River in the unincorporated areas (\$615,000)
- In FY 2020-21, the Department implemented a gun violence deterrence and response initiative called Operation Summer Heat from June 4, 2021 to August 27, 2021 (\$2.5 million)
- The FY 2021-22 Adopted Budget includes the continuation of security provided by MDPD at all Metrorail and Metromover stations, funded by Department of Transportation and Public Works (DTPW) CARES Act funds (\$10 million)
- In FY 2020-21, as part of a revised MDPD table of organization the Department established the Community Affairs Bureau to centralize and administer a variety of community oriented programs designed to foster cooperation between the Department and the community; the reorganization included 34 staff and functions transferred from Support Services for the new Community Affairs Bureau
- In FY 2020-21, as part of the Peace and Prosperity Plan, three MDPD Intelligence Analysts and one Police Crime Analysis Specialist were added to assist the Professional Compliance Bureau via cyber investigations in addressing gun violence throughout Miami-Dade County; funded by FTX naming rights revenues
- In FY 2020-21, one MDPD Victim Advocate was added to help support the continuing growing need for victim services; the Victim Advocates provide response to crime scenes to assist victims immediately, provide post scene services, and follow up and assist investigators as necessary; funded by the Victims of Crime Act (VOCA) Administrators Grant
- The FY 2021-22 Adopted Budget includes two MDPD Intelligence Analysts and one Criminalist 1 for the Forensic Services Bureau to process National Integrated Ballistic Information Network (NIBIN) cases in the efforts to reduce gun violence in Miami-Dade County through Operation Summer Heat
- In FY 2020-21, the Strategic Innovation & High Technology Crimes Unit was created through a consolidation of various investigative units and sections within the Division; this Unit utilizes state-of-the-art technology to combat violent crime and identify emerging threats and cyber-criminals

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

TRANSPORTATION AND MOBILITY

Transportation and Public Works

- The FY 2021-22 Adopted Budget includes \$156.282 million in federal funding under the Coronavirus Aid and Economic Security (CARES) Act to fund operations net of revenues received; in FY 2020-21, the Department projects to utilize \$95.249 million of the CARES Act funding
- In FY 2021-22, the Countywide General Fund Maintenance of Effort (MOE) for transit services will increase to \$222.450 million, a 3.5 percent increase from the FY 2020-21 MOE of \$214.928 million
- The FY 2021-22 Adopted Budget includes a reserve of \$2.075 million for future SMART Plan operations, maintenance and upgrades from joint development revenue as required by Resolutions R-429-17 and R-774-17
- During the summer of 2021, The Better Bus Network - (BBN) will be introducing enhanced bus service that requires additional operating funds, the final amount for these recurring costs will vary and depend on labor availability and how staffing is allocated between part-time/full-time Department of Transportation and Public Works (DTPW) operators and contracted service; this allocation of labor will be finalized approximately six months before implementation

RECREATION AND CULTURE

Cultural Affairs

- The FY 2021-22 Adopted Budget includes \$380,000 in operational support for the Westchester Cultural Arts Center; the community cultural center will be managed by the Roxy Theatre Group and is expected to offer performances, educational programs and related recreational activities to serve families and children
- The Department's FY 2021-22 Adopted Budget includes \$18.621 million in funding to support the cultural competitive grants and programs, which is an increase of \$332,000 from last year's budgeted amount of \$18.289 million
- The FY 2021-22 Adopted Budget includes continued funding for the Golden Ticket Arts Guides promoting free admission for adults over the age of 62 to hundreds of cultural events and activities; it is estimated that the Department will produce and distribute 17,000 Golden Ticket Arts Guide books (\$85,000)
- The FY 2021-22 Adopted Budget includes the continuation of direct Convention Development Tax (CDT) funding to Fairchild Tropical Botanic Gardens (\$376,000), Miami Children's Museum (\$785,000), ZooMiami Foundation, Inc. (\$293,000) and Fantasy Theater Factory, Inc. (\$430,000) for the Sandrell Rivers Theater
- In FY 2020-21, three of the Department's cultural facilities applied for and received federal support from the U.S. Small Business Administration's Shuttered Venue Operator Grants (SVOG) program; these awards total \$1,810,128 and include \$1,078,301 for the South Miami-Dade Cultural Arts Center, \$579,332 for Miami-Dade County Auditorium and \$152,495 for African Heritage Cultural Arts Center; these funds will assist the Department in offsetting those costs incurred as a result of COVID -19 as well as provided additional programming and operational assistance; where applicable, these funds will be expended by the Department in FY 2021-22

Library

- In FY 2021-22, MDPLS will continue to offer virtual programming options and resume in-library programs and events, including Noches Culturales, a quarterly celebration of the culture and traditions of different countries, and the annual MDPLS Family Festival and holiday-themed events such as the Kendale Lakes Branch Tree Lighting Celebration
- In FY 2021-22, the MDPLS Virtual Author Series will continue to provide residents to interact and hear from emerging and established local and national authors through virtual and in-library events including book talks, readings, interactive activities and Q&A sessions; in FY 2020-21, MDPLS hosted 43 online author events to date
- The FY 2021-22 Adopted Budget will continue the Short Stories Program for neurodivergent persons; the stories depict social situations that may be encountered during a library visit; this program was created in FY 2020-21 for each of its library locations as part of the County's partnership with the University of Miami-Nova Southeastern University Center for Autism and Related Disabilities (UM-NSU CARD) and in furtherance of the

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

Library's goal to become certified as an Autism Friendly organization; additionally, MDPLS will continue to expand its offerings of sensory-friendly programs and services for people of all ages, including STEAM, arts and crafts, storytimes, and yoga and movement classes

- The FY 2021-22 Adopted Budget includes funding for facility resiliency projects that are part of the Mayor's Climate Action Strategy; projects include Coconut Grove, Kendall, Miami Beach, Naranja, Pinecrest, Westchester Regional and West Flagler
- In FY 2019-20 and FY 2020-21, the Department was awarded \$1.3 million in grant funding from FEMA's Pre-Disaster Mitigation Program to harden buildings that includes Coral Gables (roof and impact resistant windows, \$311,254), Coral Reef (roof and impact resistant windows and storefront, \$64,323), Lemon City (roof and impact windows and storefront, \$146,065), North Central (impact resistant windows and storefront, \$26,470), North Dade Regional (impact resistant windows and storefront, \$166,138) and South Dade Regional (roof and impact resistant windows and storefront, \$609,561)
- The FY 2021-22 Adopted Budget continues the MDPLS Adult Learning Academy as an educational services program that provides a learning curriculum of 2,700 hours of structured adult learning opportunities at 5 library locations; the Department received a \$190,000 LSTA grant in FY 2020-21 to launch this program
- The FY 2021-22 Adopted Budget continues with grant funding from the Children's Trust to support the Homework Help Program and Technobus services (\$175,000); this marks the fourth consecutive year this program and service has received grant funding from The Children's Trust (\$125,000 in FY 2018-19, \$150,000 in FY 2019-20, \$150,000 in FY 2020-21); the adopted budget also authorizes the expenditure of past and future-year Children's Trust funding as part of their established partnership with the department
- In FY 2021-22, the Department's Art Services unit will continue to manage and display exhibitions from the MDPLS Permanent Art Collection and provide opportunities to local and international artists to display their work at MDPLS locations; for the fourth year in a row funding in the amount of \$44,000 is included to continue framing or reframing of works of art in the collection; approximately 2,000 works of art have been either framed or reframed to preserve the collection since the inception of this initiative
- In FY 2021-22, the Department will continue its Bookmobile service with planned stops at over 32 locations throughout the county accounting for approximately 120 monthly visits; senior centers, adult living facilities and area parks are examples of stops and account for over 30,000-items checked out from the Bookmobile service; additionally, the Department will begin the replacement of its Bookmobile fleet with the purchase and build out of a more compact, fuel efficient and versatile vehicle to serve as the prototype for the delivery of library mobile services throughout the community
- In FY 2020-21, the Department was awarded a State of Florida Division of Library and Information Services (DLIS) Cares Act Grant from the Institute of Museum and Library Services (IMLS) for \$175,000 to implement a Tablet Lending Program, allowing for the deployment of over 600 internet-enabled devices for checkout as part of a community connectivity initiative
- In FY 2020-21, the Department, in partnership with the Sisters of Abundant Living, expanded the Meals-to-Go program to a year-round service at 13 branch locations; an estimated 150,000 meals will be provided to K through 12 students in FY 2020-21
- In FY 2020-21, the Department Special Collections team completed the condition assessment, survey, and processing of over 5,100 pieces of cultural heritage materials spanning historical collections and archives; additionally, over 3,700 uncatalogued items in the Vasari Project Collection were added to the online public access catalog
- In FY 2020-21, the Department's Digitization Unit completed the digitization and meta-data description of over 10,000 physical pieces, including a collaboration with HistoryPin to digitize and provide geospatial information to 500 Miami Beach real estate listings

Parks, Recreation and Open Spaces

- In October 2020, the National Recreation and Park Association (NRPA) announced that the Department had successfully achieved Commission for Accreditation of Park and Recreation Agencies (CAPRA) recertification based on its evaluation conducted in FY 2019-20; the Department achieved the distinction of meeting 100 percent of requirements

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

- Through its Million Trees Miami initiative, Neat Streets Miami expects to give away 1,500 trees to Miami-Dade County residents and plant 3,500 trees on public land in FY 2020-21; in FY 2021-22, 2,000 trees are expected to be given to County residents and 2,500 new trees will be planted on public land
- In FY 2020-21 and FY 2021-22, the Department will expand the Fit2Lead program by 670 afterschool program participants and 500 summer program participants as part of the Peace and Prosperity Plan, funded by FTX naming rights revenues; the program will provide internships for high school students ages 15-19 (\$4.364 million for two years)
- The FY 2021-22 Adopted Budget includes three approved overage positions in the Business Support Division to manage Countywide Infrastructure Investment Program (CIIP) projects
- A significant investment has been made to address the technology infrastructure needs of various parks and a large effort is already underway to implement those necessary upgrades and improvements; efforts entail an upgrade of the network connectivity to the latest available technology and installation of Wi-Fi hotspots at those locations; this is a multi-year effort that will continue through FY 2021-22
- In FY 2020-21, the Department continued the competitive solicitation of 69 youth sports partnership agreements; this process had been delayed in the prior fiscal year due to the unforeseen challenges of the COVID-19 pandemic
- The FY 2021-22 Adopted Budget includes additional funding for seaweed collection, removal and disposal for a fourth hot spot, located in Miami Beach between 22nd and 26th Streets (\$1.2 million) and a continued funding to evaluate the impacts of and need to manage increased amounts of seaweed on the beach (\$2.7 million)
- In FY 2021-22, the Department will complete the Water Recreation Access Plan (WRAP), also known as the blueways plan, which seeks to increase public access to waterways, enhance recreation and create an interconnected system of accessible water destinations
- The FY 2021-22 Adopted Budget includes a \$150,000 grant, reimbursed by the Countywide General Fund, for the Florida Avocado Administrative Committee to help combat Laurel Wilt; the Committee has initiated a program for replacing trees in commercial groves where removal of diseased trees has occurred
- The FY 2021-22 Adopted Budget includes funding from the Water and Sewer Department (WASD) to fund the Florida Friendly Landscapes Program, including the Florida Yards and Neighborhoods Program and Landscape Irrigation Water Conservation Programming (\$285,000) and from Regulatory and Economic Resources (RER), Solid Waste Management (DSWM) and Transportation and Public Works (DTPW) for positions and operating costs related to environmental educational services, commercial agricultural and horticultural programs and homeowner horticultural programs (\$124,000, \$25,000 and \$46,000, from the respective departments)
- Based on the existing interdepartmental Memorandum of Understanding (MOU) with DSWM, Cooperative Extension will continue conducting educational programs for Miami-Dade residents about proper composting practices to reduce yard waste and distributing compost bins purchased by DSWM; up to 240 bins will be provided annually through the expiration of the MOU on September 30, 2023
- In FY 2020-21, the Department reopened the People's Dock, replaced with FEMA funding following damage sustained in Hurricane Irma
- In FY 2021-22, construction will begin on the Mangrove Boardwalk with anticipated completion in Summer 2023
- In FY 2022-23, the Department expects to close the Country Club of Miami for the redesign from a 36-hole regulation course to an 18-hole regulation course and 9-hole executive course; this is a multi-year project included in the CIIP Program
- The FY 2021-22 Adopted Budget includes an additional \$500,000 and continued funding of \$1 million for countywide and UMSA tree canopy enhancement (\$1.5 million)
- In FY 2021-22, the Department will continue to provide a level of service of grounds maintenance along County rights-of-way for medians at 20 cycles per year; roadside maintenance cycles will remain at 12 cycles per year
- In FY 2021-22, the Department will continue providing lot clearing and maintenance services for County-owned vacant lots and remediation enforcement of privately-owned vacant lots in violation of local codes funded through collection of liens (\$830,000) and will continue the same level of mowing cycles in the lot clearing program specific to the 18th Avenue Corridor

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

- In FY 2021-22, the Department will continue to provide 36 cycles of litter pick-up and 24 cycles of mowing along the 22 miles of Metrorail rights-of-way, 21 Metrorail stations, 19 Metromover stations, 20.5 miles of Busway and all Miami-Dade Transit Maintenance Facilities (\$1.648 million); however, beginning March 2021, maintenance services to the Busway have been suspended during construction of the South Corridor Bus Rapid Transit Project
- In FY 2021-22, the Division will provide landscape services to the Venetian Causeway and through seven Interdepartmental agreements which encompass Port Miami, Public Housing, Miami-Dade County Police stations, Information Technology Department (ITD) Radio Towers, Solid Waste Management Trash and Recycling Centers, Animal Services, and the Department of Transportation and Public Works' (DTPW) Vehicle Inspection Section (VIS)
- In FY 2020-21, the Division signed an interdepartmental agreement with the Department of Public Housing and Community Development (PHCD) to provide landscape maintenance service to 126 communities; this program will continue in FY 2021-22 and will run for a total of five years
- The FY 2021-22 Adopted Budget includes a reimbursement of over \$3 million from the EEL fund for conservation, management and maintenance of natural preserves
- In FY 2021-22, PROS will continue to operate the Fit2Play program for 800 to 900 children
- Through the Youth Sports Championship Series, which was created in conjunction with youth sports organizations, schools and municipalities, the Department continues to reach and inspire children throughout the County
- In FY 2020-21, ten positions were added to manage CIIP projects
- Since the approval to convert high-pressure sodium (HPS) streetlights to light-emitting diode (LED) streetlights was granted in FY 2018-19, the Department has converted 82 percent of all streetlights
- In FY 2020-21, Zoo Miami opened the new Conservation Action Center (interior refurbishment of the Dr. Wilde's World building), an interactive, interpretive exhibit that will engage audiences of all ages to take action on behalf of wildlife
- In FY 2020-21, Zoo Miami completed the new treatment and rehabilitation center in support of the PROS Sea Turtle Conservation Program; construction of the center was funded by the Zoo Miami Foundation.
- In FY 2020-21, Zoo Miami continued its partnership with Miami-Dade County Public Schools in hosting the Project Search Program, a business-led transition program designed for students with disabilities whose main goal is employment
- In FY 2020-21, Zoo Miami continued to host the field research station for Miami-Dade County Public Schools' BioTECH @ Richmond Heights 9-12; Miami's exclusive zoology and botany magnet high school, in partnership with Zoo Miami, provides students with an advanced level math and science curriculum focused on conservation biology
- In FY 2020-21, the following CIIP funded infrastructure projects were completed at Zoo Miami: pygmy hippo barn and holding renovation/expansion, lift station pump replacement, wellfield control system replacement and animal enclosure mesh replacement

NEIGHBORHOOD AND INFRASTRUCTURE

Animal Services

- The Department will continue its oversight and expansion of No-Kill initiatives to sustain a minimum 90 percent save rate
- In FY 2021-22, the Department will continue its No-Kill initiatives, such as the Foster, Transport, Adoption and Rescue Programs, with the goal of maintaining a No-Kill shelter status
- In FY 2020-21, the Department will continue to pursue growth of the Foster Program by expanding outreach efforts to private industries to find alternative positive outcomes for shelter pets without the need to have them housed and cared for at the shelter
- In FY 2021-22, the Department will continue its relationship with Miami-Dade Corrections and Rehabilitation's Second Chance Program; the program develops marketable skills for inmate participants to increase their employability upon release and improves the behavior of the dogs to increase their opportunities for rehoming

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

- The FY 2021-22 Adopted Budget continues the Wildlife Rabies Vaccination Effort intended to prevent rabies outbreaks in the County's urban areas
- In FY 2021-22, the Department will continue its partnership with the Humane Society of Greater Miami to provide free income qualified spay/neuter services to the community (\$300,000)
- The FY 2021-22 Adopted Budget funds ASD's agreement with the Miami Veterinary Foundation to provide low cost spay/neuter services via private veterinarians in the community at a value of \$450,000 annually and continues an agreement with the City of Homestead to operate and maintain a low cost spay/neuter clinic in South Dade; the clinic is open five days per week
- In FY 2021-22, the Department will continue to provide free large scale spay/neuter surgeries for at risk populations
- The FY 2021-22 Adopted Budget funds the University of Florida Veterinary Shelter Medicine internship program aimed at improving shelter wellness care (\$125,000)
- In FY 2021-22, the Department of Solid Waste Management will continue to fund three Disposal Technician positions in ASD to collect and dispose of dead animals countywide (\$185,000)

Solid Waste Management

- The FY 2021-22 Adopted Budget includes four additional positions including one Administrative Officer 2 (\$83,000), two Senior Personnel Specialists (\$173,000) and One Information Technology Specialist (\$63,000) to establish the Labor Relations, Safety and Training Section within the Administration Division; functions of this section include employee training as well as ensuring departmental alignment with the County's standardized discipline process
- The FY 2021-22 Adopted Budget includes funding for residential curbside recycling providing more than 350,000 households within the WCSA and nine municipalities with service every other week (\$9.683 million)
- In FY 2021-22, the Department will continue to provide trash collection services (\$50.225 million), which include the UMSA litter program along corridors and at hotspots (\$1.281 million)
- In FY 2021-22, the Department will continue to provide curbside garbage collection services (\$88.879 million) to include commercial garbage collection by contract (\$2.362 million) and waste collection pick-ups at specific non-shelter bus stops (\$912,000)
- The FY 2021-22 Adopted Budget includes the transportation and disposal of waste through roll off operations (\$7.328 million) at the Trash and Recycling Centers (TRC)
- During FY 2020-21, a resolution was adopted, R-452-21, directing the Department to create an illegal dumping pilot program that would continue into FY 2021-22 with the City of Miami Gardens and City of Opa-Locka; under the program, the County would provide these cities training on illegal dumping investigative practices and criteria and enable the collection and disposal of illegal materials for the cities at no cost when using a County facility
- In FY 2021-22, the Department will continue to receive two percent of the Utility Service Fee (USF) of the average retail Water and Sewer customer's bill to fund landfill remediation and other USF eligible projects (\$18.236 million)
- In FY 2021-22, the Department will continue environmental and technical service operations that include facilities maintenance (\$4.228 million) and environmental services (\$3.395 million)
- In FY 2021-22, the Department will continue the operation of two Home Chemical Collection Centers (\$1.028 million)
- In FY 2021-22, DSWM will continue to pursue options to replace the expired power purchase agreement associated with the Resource Recovery plant to obtain long-term energy rates; in June 2017, DSWM entered into an Electric Power Purchase Agreement with the City of Homestead through December 31, 2029 (\$5 million per year); the FY 2021-22 Adopted Budget also includes the continuation of the contract with Covanta Dade Renewable Energy, Ltd. to operate and maintain the County's Resource Recovery facility (\$72.284 million), including other supplemental contracts to support the Resource Recovery operation (\$501,500)
- In FY 2021-22, the Department will provide funding for Environmental Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division (\$100,000)
- In FY 2021-22, DSWM will continue a proactive Mosquito Control program in areas previously impacted by the Zika virus and other areas where residents and visitors are known to congregate (\$5.408 million)

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

Water and Sewer

- In FY 2021-22, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power plan and an employee awareness program, which includes an energy conservation website, newsletter and workshops

HEALTH AND SOCIETY

Community Action and Human Services

- The FY 2021-22 Adopted Budget includes a total of \$578,000 for the Weatherization Assistance Program, which enables 38 low-income families to permanently reduce their energy bills by making their homes more energy efficient
- The FY 2021-22 Adopted Budget includes a reimbursement of expenses of \$117,000 from the General Fund to support the Department's Hurricane Shutter Installation Program
- In FY 2021-22, the Department will continue to provide self-sufficiency services to Community Services Block Grant (CSBG) eligible residents through the Family and Community Services Division by using its network of 13 Community Resource Centers to improve access for low-income residents (\$3.259 million in CSBG and \$3.414 million in Countywide General Fund)
- In FY 2021-22, the Low Income Home Energy Assistance Program (LIHEAP) funding increased by \$1.02 million; it is expected to serve approximately 22,979 residents with financial assistance in paying their electricity bills
- The FY 2021-22 Adopted Budget includes funding of \$101,000 from Public Housing and Community Development (PHCD) Housing and Rehabilitation for painting and landscaping; \$248,000 from AmeriCorps to support member stipends, training, and support services for youth; \$134,000 from the Florida Department of Transportation for beautification and graffiti abatement services; \$105,000 from YouthBuild USA for scholarship awards for youths enrolled in YouthBuild; \$180,000 from the Right Turn Grant Way to support financial literacy training, and \$674,000 from Career Source South Florida for case management, employment, and training and support services for youths
- The FY 2021-22 Adopted Budget includes \$83.496 million from the United States Department of Health and Human Services for Head Start and Early Head Start; other revenues include \$850,000 from the Children's Trust and \$1.617 million from the United States Department of Agriculture for the Summer Meals Program
- The FY 2021-22 Adopted Budget includes \$204,000 from the Jail Based Substance Abuse Trust Fund for support of the DUI Program, which provides correctional-based substance abuse services to DUI offenders
- The FY 2021-22 Adopted Budget includes reimbursement of expenses of \$118,000 from the General Fund to support the Redlands Christian Migrant Association, which is the six percent local match required by the school readiness program, to provide school readiness services to 625 farmworker children
- During FY 2020-21, the Department assumed the management of The Lodge, a domestic violence shelter, resulting in the addition of 16 additional positions funded by Food and Beverage taxes; for FY 2021-22, the annual cost to maintain this level of service is \$1.95 million
- During FY 2020-21, the Department assumed the management of The Empowerment Center, which adds 60 beds and a fourth location to the Safespace Program Certification, resulting in the addition of 24 positions funded by Food and Beverage taxes; for FY 2021-22, the annual cost to maintain this level of service is \$2.22 million
- As required by State Statute, the FY 2021-22 Adopted Budget includes \$4.472 million of required General Fund contribution for the Homeless Shelter Services Maintenance of Effort in excess of \$2.098 million

Homeless Trust

- COVID-19 continues to impact the homeless Continuum of Care; measures remain in place to protect and support both sheltered and unsheltered populations in congregate emergency shelter facilities and on the streets; homeless prevention efforts remain in demand as renters and property owners face pre- and post-COVID hardships

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

- The FY 2021-22 Adopted Budget includes an allocation in the General Fund Health and Society Community-based Organizations to the Sundari Foundation, Inc. operators of the Lotus House Women's Shelter, for emergency shelter to provide evidence-based, trauma informed housing and services for homeless women, youth and children with special needs (\$520,000)
- A slow recovery is expected for FY 2021-22; Food and Beverage Tax revenues suffered unprecedented impacts in FY 2019-20 and into FY 2020-21; in FY 2021-22, revenues of \$28.103 million are projected; these projections are commensurate with FY 2015-16 actuals
- The American Rescue Plan and Coronavirus Aid, Relief, and Economic Security Act has provided new resources beginning in July 2020 to support homeless and at-risk households, including Emergency Solutions Grants (ESG) funding and Emergency Housing Vouchers, as well as additional HOME Investment Partnerships and Community Development Block Grant funds; the Trust has worked with entitlement jurisdictions and the state of Florida to coordinate use of these funds to best serve vulnerable persons experiencing homelessness; the Trust was directly awarded nearly \$8.7 million in ESG directly from the Department of Children and Families' Office on Homelessness; these funds are being used to provide rental assistance and enhance street outreach, with an emphasis on persons in encampments and those on the streets with Substance Use Disorders (SUD)
- In January 2021, U.S. HUD announced it was renewing funding for all homeless Continuum of Care projects totaling \$35.33 million; funded projects include street outreach, rapid rehousing, permanent supportive housing and joint transitional housing/rapid rehousing, as well as a planning grant
- During the 2021 State Legislative Session, the Homeless Trust secured a special appropriation of \$562,000 for low barrier, single-site permanent supportive housing allowing for quick placement of individuals coming directly from the streets who would likely not do well in a congregate living facility, such as an emergency shelter; this new housing serves as a bridge to other permanent housing within the homeless continuum
- The Homeless Trust continues to partner and leverage the resources of area public housing agencies to provide housing to homeless households; preferences and set-asides are providing housing to extremely vulnerable clients experiencing homelessness; programs essential to preventing and ending homelessness include newly leveraged Tenant and Project Based Rental Assistance Programs, including Section 8, Mainstream, Family Unification and Foster Youth to Independence vouchers; Section 202/811 supportive housing programs, public housing, the HOME Investment Partnerships Program, the Emergency Solutions Grants Program and Community Development Block Grants; nearly half of the Homeless Trust's budget relies on direct federal funding, not including indirect partnerships with housing authorities, HUD-assisted property owners and entitlement jurisdictions
- In FY 2021-22, Homeless Trust Capital Reserves for future infrastructure acquisition and renovations are \$4.838 million; Tax Equalization Reserves which are essential to maintaining service levels and adding needed capacity have been reduced to \$1.226 million as a result of the pandemic; the Trust is working to replenish these reserves to offset declines in Food and Beverage revenues and manage unbudgeted emergency events

Public Housing and Community Development

- PHCD continues to explore ways to effectively manage federal budgetary shortfalls through the use of HUD's Rental Assistance Demonstration (RAD) program; all funds that are obtained by PHCD through the RAD program are subject to HUD approval and availability of funding from both federal and private sector resources and, in past years, the RAD program maintained a hard limit on the number of units nationally that were eligible for redevelopment; Congress increased the number of units eligible for redevelopment that may qualify for funds under the program from 225,000 to 455,000; this increase in the eligible unit limit serves as the basis for the comprehensive redevelopment of all of HUD's public housing inventory
- For the fiscal year ending September 30, 2020, the preliminary score of 145 points for Section 8 met the requirements for the SEMAP High Performer designation; this score translates to 100 percent of the total 145 obtainable points; High Performers have a score above 90 percent
- In FY 2021-22, the Development Division, with HUD and Board approval, will continue the implementation of the Rental Assistance Demonstration (RAD) program
- In FY 2021-22, the Infill Housing Program will continue to be administered by one Chief Real Estate Officer position and one PHCD Facilities & Development Contracts Coordinator to be reimbursed from the Countywide General Fund (\$310,000)

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

- In FY 2021-22, the Division will continue the planning and administration of the public housing redevelopment program, including Liberty Square, Senior Campus, Culmer Place, Culmer Gardens, Rainbow Village, Gwen Cherry 23, Modello, Lincoln Gardens, Arthur Mays, Naranja, Homestead Gardens, Perrine Gardens, Perrine Villas, Heritage Village 1 and 2, Moody Gardens, Moody Village, Palm Courts, Palm Towers, Opa-Locka Elderly, Venetian Gardens, Palmetto Gardens, Jose Marti Plaza, Little Havana Homes, Falk Turnkey, Grove Homes, Stirrup Plaza Family, Annie Coleman 14, Annie Coleman 16 and South Miami Gardens development projects
- The FY 2021-22 Surtax revenue is budgeted at \$30 million; the FY 2021-22 Surtax carryover of \$195.855 million is allocated as follows: \$136.710 million to on-going multi-family rental projects and \$50 million for Homeownership Programs; total funding budgeted for affordable housing, including Surtax is \$260.282 million
- During FY 2021-22 PHCD will continue to pursue an electronic submission process for the annual Request for Applications; administering the competitive process online will result in better quality submissions from community-based organizations and housing development entities applying for County funds, achievement of paper reduction goals and processing efficiencies

ECONOMIC DEVELOPMENT

Regulatory and Economic Resources

- The FY 2021-22 Adopted Budget includes an enhanced recertification initiative to ensure structural and electrical safety of 40/50 year old buildings; a total of five positions will be added to the Construction, Permitting and Building Code Division including two Structural Plan Reviewers (\$272,000), one Electrical Plan Reviewer (\$106,000), one Special Projects Administrator 2 (\$104,000) and one Administrator Officer 1 (\$59,000)
- The FY 2021-22 Adopted Budget includes the addition of six positions (\$541,000, funded by Utility Service Fee) to assist with water quality investigations and grant administration that includes a Senior Scientist position to serve as the lead surface water technical expert, four support staff positions for data management and mapping of the groundwater and surface water components of investigations, and a permanent grant administrator and support position for management of potential and future grants
- The FY 2021-22 Adopted Budget includes the addition of 16 positions (\$1.351 million, funded by Utility Service Fee) to assist with consolidation and enhancement of the Sanitary Sewer Overflow Response, Sanitary Sewer Prediction and Prevention and Septic to Sewer Conversion programs
- The FY 2021-22 Adopted Budget includes the addition of two positions (\$220,000 funded by Utility Service Fee) to support groundwater technical analysis for investigations
- The FY 2021-22 Adopted Budget includes the addition of one Environmental Resources Project Supervisor (\$97,000 funded by Stormwater Utility Fee) to manage innovative approaches to stormwater management on the County's watershed
- The FY 2021-22 Adopted Budget includes the addition of an Environmental Code Enforcement Officer 2 (\$100,000 funded by Utility Service and Enforcement Fees) to support the enforcement of Notices of Required Connections (NORC) issued in connection with the Septic to Sewer Conversion Program
- The FY 2021-22 Adopted Budget includes the addition of two positions (Engineer 1 and Pollution Control Inspector 2), approved as overages in FY 2020-21, to assist with air quality permit and asbestos reviews
- The FY 2021-22 Adopted Budget includes \$100,000 funded by General Fund for the removal and disposal of decomposed fish and other marine life in areas Biscayne Bay
- The FY 2021-22 Adopted Budget includes \$20,000 in General Fund for Biscayne Bay fish kill and algal bloom community coordination activities with the Miami Waterkeepers
- In FY 2021-22, the Parks, Recreation and Open Spaces Department will continue managing land in the Environmentally Endangered Lands (EEL) Program, with funding support from the EEL Program (\$3 million); additionally, the FY 2021-22 Adopted Budget includes a \$2.7 million transfer from the Environmentally Endangered Lands (EEL) Acquisition Trust Fund to the EEL Management Trust Fund for continued maintenance of previously purchased properties

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

- In FY 2021-22, the Environmental Resources Management Division will continue to support a sustainable environment by offering free trees to plant in the community through the Adopt-a-Tree Program funded by donations and operating funds (\$151,000) and funding for Environmental Protection and Education grant programs administered by the Office of Management and Budget's Grants Coordination Division (\$430,000)
- The FY 2021-22 Adopted Budget includes a transfer of \$140,000 to the Miami River Commission for debris removal and water purification activities along the portion of the Miami River west of NW 27th Avenue that lies within the Unincorporated Municipal Service Area (UMSA)
- The FY 2021-22 Adopted Budget includes \$500,000 to fund an Agricultural Retention Study that will evaluate the amount of agricultural land needed for retention to maintain a viable agricultural industry in Miami-Dade County
- The FY 2021-22 Adopted Budget includes \$500,000 of General Fund to update the listing of historical properties within the County's historical preservation jurisdiction; the last update was completed in 1980 and approximately 200,000 structures and properties have been added since that require surveying for historical preservation value
- The FY 2021-22 Adopted Budget includes \$200,000 in General Fund to the South Dade Economic Development Council (EDC) with the primary goal of providing operational support for additional collaboration with private, municipal, state and federal agencies to acquire funding for and implement economic development efforts in South Miami-Dade
- To mitigate storm surges that lead to regional flooding, the U.S. Army Corps of Engineers will continue its comprehensive multi-year Back Bay Study efforts in FY 2021-22; a local cost share of \$300,000 in General Fund will be required to update the feasibility plan in anticipation of authorization by the federal government
- The FY 2021-22 Adopted Budget includes \$200,000 in General Fund as a cost share partnership with the South Florida Water Management District to update the Biscayne Bay Economic Study that was last performed in 2005; this initiative will provide for current economic comparisons of Biscayne Bay over the previous study to assist with developing future initiatives of preserving Biscayne Bay
- The FY 2021-22 Adopted Budget includes \$100,000 to fund a full-time Chief Heat Officer in partnership with the Resilient305 Network; the goal of the Chief Heat Officer is to develop and implement initiatives to combat extreme heat in Miami-Dade County
- The FY 2021-22 Adopted Budget includes funding (\$100,000) for the Solar and Energy Loan Fund (SELF) program to establish a physical presence in Miami-Dade County; SELF is a 501(c) non-profit organization that offers financing programs for residents to make energy improvements at their residence
- The FY 2021-22 Adopted Budget includes \$500,000 to support efforts relating to the Resilient305 Strategy, a partnership between Miami-Dade County, the City of Miami and Miami Beach created to address resilience challenges in our communities that include sea level rise, an insufficient transportation system, the lack of affordable housing and infrastructure failures; this strategy will also address other priority shocks and stresses in a collaborative and synergistic process
- The FY 2021-22 Adopted Budget includes the addition of six Compliance Officers (\$483,000), one Electrical Inspector (\$102,000) and one Service Representative (\$60,000) added in FY 2020-21 as overages to effectively and timely address complaints and enhance customer service levels by addressing the backlog of work without permit cases, pending Notice of Violation compliance inspections and overdue Civil Violation Notice compliance inspections
- The FY 2021-22 Adopted Budget for Code Compliance includes the addition of five positions including three Special Project Administrators (\$354,000), a Paralegal Specialist (\$102,000) and an Administrative Officer 3 (\$89,000), to address increased workloads related to recently enacted neighborhood code enforcement ordinances
- The FY 2021-22 Adopted Budget includes an enhanced recertification initiative to ensure structural and electrical safety of 40/50 year old buildings; a total of three positions will be added to the Code Compliance Division including two Building Inspectors (\$218,000) and one Structural Engineer (\$128,000)
- The FY 2021-22 Adopted Budget includes funding for demolishing unsafe structures that create safety, physical and potential health threats \$500,000; also included is \$10,000 for the removal of abandoned vehicles from public and private properties and \$200,000 to secure abandoned buildings that engender unsafe environments

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

- The FY 2021-22 Adopted Budget provides funding for a Housing Advocate Section within the Consumer Protection Division and includes the Housing Advocate (\$175,000) as well as two support staff positions (\$160,000) funded from the General Fund

GENERAL GOVERNMENT

Audit and Management Services

- The FY 2021-22 Adopted Budget includes \$2.2 million for direct audit services provided for County departments such as Aviation, Water and Sewer, Seaport, Public Housing and Community Development, Solid Waste Management, Transportation and Public Works, Office of the Citizens' Independent Transportation Trust, Regulatory and Economic Resources, Corrections and Rehabilitation, Parks, Recreation and Open Spaces, and others

Commission on Ethics and Public Trust

- The FY 2021-22 Adopted Budget includes a transfer of \$70,000, as required under Ordinance 10-56, from the Office of the Clerk Lobbyist Trust Fund to support ethics training and conference expenditures including, but not limited to, educational materials, food and non-alcoholic beverages and personnel expenditures

Elections

- The FY 2021-22 Adopted Budget includes continued funding for the department's Poll Worker Recruitment Campaign; the campaign will assist the department in maintaining its database of poll workers and provide consistent succession planning in advance for the Gubernatorial Election Cycle in 2022 (\$100,000)
- The FY 2021-22 Adopted Budget includes funding for a total of twenty-three early voting sites, open for eight hours per day for early voting days fourteen hours a day, for the 2022 Primary Election
- The FY 2021-22 Adopted Budget includes the utilization of temporary employees hired through contracted employment agencies to provide extensive support for early voting, vote by mail processing, and Election Day assistance
- The FY 2021-22 Adopted Budget includes funding for the redistricting of county boundaries as mandated by the State of Florida every ten (10) years; these efforts include the expenditures associated with the printing and postage of mailing new voter identification cards to registered voters, temporary staff for the processing of various tasks involved with the requirement, and the necessary advertising designed to provide information to voters regarding redistricting (\$912,000)

Finance

- During FY 2020-21, the Department facilitated the collection and reporting of COVID-19 expenditures and is working with the state and federal governments on establishing procedures for potential reimbursements

Human Resources

- The FY 2021-22 Adopted Budget includes reimbursements for conducting compensation review studies from Solid Waste Management (\$47,900), Aviation (\$47,900), Regulatory and Economic Resources (\$46,600), and Internal Services (\$46,600)
- In FY 2020-21, a Personnel-Payroll Technician position was added to ensure accurate and timely processing of payroll transactions related to workers' compensation/disability funded by the Insurance Trust Fund (\$21,400)
- In FY 2020-21, five temporary overages of two Shared Services Specialist positions (\$178,000) and three Shared Services Analysts positions (\$350,000) were added to backfill resources assigned to the INFORMS project to ensure continuity of HR operations
- In FY 2021-22, the Human Resources Department, in addition to the Information Technology Department and the Office of Management and Budget, will continue the implementation of the ERP system; the Personnel, Time and Attendance Division will be heavily involved in the rollout of Phase 2
- In FY 2020-21, a departmental reorganization resulted in the transfer of one position to the Personnel, Time and Attendance Division

APPENDIX X: RESILIENCE INITIATIVES

The following is a sample of the resilience initiatives included in the FY 2021-22 Adopted Budget. Throughout the document, programs, projects and functions which support the 100 Resilient Cities Resilience Framework currently under the auspices of the Adrienne Arsht-Rockefeller Foundation Resilience Center are identified. The framework uses four broad dimensions of resilience including health and wellbeing, economy and society, infrastructure and environment, and leadership and strategy. Below, the resilience initiatives are organized by Strategic Area and Department. Within the individual department narratives, they are delineated with a leaf emoji (🍃).

- In FY 2021-22, the Department is budgeted to receive \$400,000 from various departments for training classes including Supervisory Certification, the Frontline Leadership Development Program and New Employee Orientation (including \$93,000 from Aviation)
- The FY 2021-22 Adopted Budget includes the addition of an HR Clinical Support Services Counselor position (\$97,500)
- In FY 2021-22, the Benefits Division will continue to review ways (including Employee Recognition platforms) in which the County can promote employee engagement to highlight all professions and recognize employees for their contributions to Miami-Dade County's residents and fellow employees
- In FY 2021-22, the Division will continue the development and implementation of the "Know Your Rights" public outreach and education campaign to increase residents' awareness of their rights under federal, state, and local anti-discrimination laws and the services provided by the Human Rights and Fair Employment Division
- In FY 2021-22, the Division will develop and launch mandatory Countywide diversity refresher e-learning courses; the Division will also develop and launch specialized training courses, including, but not limited to, disability etiquette training, bystander training, and religious discrimination training

Information Technology

- During FY 2021-22, the Division will be managing the FIU Apprenticeship Program (\$350,000) and the Axis Help Program (\$350,000), as adopted in the Miami-Dade Rescue Plan

Management and Budget

- In FY 2021-22 will continue the implementation of the Countywide Infrastructure Investment Program (CIIP); staff of the Management and Budget Division will facilitate the program, coordinating contracting efforts, developing reporting requirements and communicating program progress; staff will be funded with CIIP proceeds (\$738,000)
- The FY 2021-22 Adopted Budget allocates \$13.3 million for community-based organizations (CBOs), providing funding for organizations via a motion that was adopted by the Board of County Commissioners on November 19, 2019 which extends the contracts through September 2022; the next triennial competitive process must be held during the upcoming fiscal year or Board action to extend existing contracts will be required; the annual competitive solicitation process to allocate \$730,000 for environmental protection and educational programs funded by the Regulatory and Economic Resources Department (\$430,000), Water and Sewer Department (\$200,000) and Department of Solid Waste Management (\$100,000) will be facilitated; the total funding for allocation to CBOs for district specific needs is \$3.9 million (\$300,000 per Commission District) and in-kind funding for allocation remains at \$10,000 per Commission District and \$25,000 for the Office of the Chair; the FY 2021-22 Adopted Budget also includes \$1.044 million to fund the Mom and Pop Small Business Grant Program
- In FY 2020-21, SBM will continue to support the phased implementation and post Go Live support of the INFORMS; Phase 1, General Ledger, Accounts Payables, Billing, Accounts Receivable, Project Costing, Grants, and Supply Chain applications went live in April 2021 and Strategic Sourcing is expected to go-live in the last quarter of FY 2020-21; Phase 2, Payroll, Time and Absence management, Employee Learning management, Performance management, Employee Self Service and Manager Self-Service modules are planned to go live early in 2022; Phase 3, Budget and Scorecard modules went live in January 2021; Phases 4 and 5, Finance, Supply Chain and Human Capital Management Business Intelligence and Analytics reporting applications, are planned to go live in the second quarter of FY 2021-22
- During FY 2020-21 a new division, Program Management Administration, was created to support and maximize reimbursement opportunities to the County for emergency situations, including COVID-19, hurricanes, and other disasters
- The Program Management Division is comprised of eight new positions, which are funded by FEMA and other grants (\$929,000)