

# MEMORANDUM

Agenda Item No. 8(N)(3)

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**TO:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**DATE:** July 6, 2023

**FROM:** Geri Bonzon-Keenan  
County Attorney

**SUBJECT:** Resolution authorizing the implementation of the bus service adjustments set forth in the revised Better Bus Network as detailed in the accompanying memorandum and attachments to be implemented on or after November 2023

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The accompanying resolution was prepared by the Transportation and Public Works Department and placed on the agenda at the request of Prime Sponsor Commissioner Eileen Higgins.

  
Geri Bonzon-Keenan  
County Attorney


GBK/ks

# Memorandum



**Date:** July 6, 2023

**To:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**From:** Daniella Levine Cava  
Mayor 

**Subject:** Better Bus Network Implementation – Update and Service Changes

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## Executive Summary

The Better Bus Network (BBN) is a precisely honed service plan that will provide the largest increase in accessibility for Miami-Dade County residents in nearly 40 years. It was created through a community-driven process in one of the most significant public outreach campaigns in the history of Miami-Dade County. This item is an update on the progress towards implementation, and a request to the Board of County Commissioners (Board) to approve bus service adjustments that are required to implement the BBN this year.

The benefits of the revised network include large increases in access to jobs and services, especially for the most vulnerable populations. At midday on a weekday, access countywide increases by more than 30 percent within a 60-minute travel time. Under the current bus routes, 20 percent of people in poverty can access high-frequent bus routes within a half-mile of their homes. In the new network over 40 percent will have access. The BBN was unanimously approved by the Board on October 21, 2021, with direction to implement on or after April 2022.

However, the BBN, as approved, necessitated hiring nearly 100 additional bus operators for the expanded service required in the plan. Despite robust and creative recruitment campaigns, including new signing bonuses, economic conditions have made it challenging for the Department of Transportation and Public Works (DTPW) to maintain existing operator levels, let alone increase numbers to the increased BBN levels. As such, staff have not been able to implement the network within the timeline directed. This memo proposes a new pathway to implementation.

If approved, Phase 1 implementation will take place this July and focus on increasing frequency on three corridors: Key Biscayne, NW 62nd St and the South Dade TransitWay. These changes do not require additional operators. However, the remainder of the network implementation requires either additional operators or an adjustment to lower the operator requirement. This memo proposes the latter, by adjusting service in areas where there will be minimal passenger impact. This will build out the network as detailed in Exhibit 1.

Proposed changes consist of a small service adjustment of six percent of service hours, affecting only approximately two percent of the existing 175,000 daily passengers. This will allow for the implementation of 94 percent of the original plan's anticipated service hours, using the existing workforce, by November 2023.

Due to the COVID-19 pandemic and subsequent impact on the operator workforce, five percent of pre-pandemic service remains suspended. The service change proposed in this item essentially formalizes some of these existing service suspensions as permanent, while right-sizing the service based on changes in passenger demand observed since the pandemic. Board approval of these proposed adjustments is required following a public hearing pursuant to Miami-Dade County Code. Once the Department increases operator numbers, service needs will be re-evaluated and service may be resumed at one of the three regular calendared service changes, which occur in March, July and November each year.

### **Recommendation**

DTPW recommends this Board's approval of the service changes to the BBN as outlined below. Even with these plan modifications, the new network will significantly increase access to jobs and services and provides a more equitable service for minority and low-income residents to reach more than 32 percent more jobs and services within 60 minutes as compared to the existing network. The BBN transforms the bus network of Miami-Dade County from one that provides a basic service to every corner of the County to one that provides more reliable and frequent service for a greater number of riders. The BBN plan also better leverages taxpayer funds and County resources by reducing the number of duplicative and low ridership routes and focusing more service in areas of high demand, with the anticipation of increasing ridership.

### **Scope**

These proposed changes affect the entirety of the bus network countywide.

### **Delegation of Authority**

The resolution does not delegate any authority.

### **Fiscal Impact/Funding Source**

Per the October 5, 2021, Amended Mayor's Memorandum, the original BBN proposed an enhanced bus service network that required additional operating funds for an amount not to exceed \$27,527,907. This current memo's proposed plan will delay the implementation of any *additional* service, and therefore these operating costs until such time DTPW can hire enough operators to expand the service. Meanwhile, DTPW staff have created scheduling and operational efficiencies with the existing labor force, making the service plan for November 2023 cost neutral. The only anticipated budgeted items expended in Fiscal Year 2023 will be for marketing and communications efforts, bus stop information, and bus stop accessibility improvements in line with the new network. These were budgeted at \$1.6 million for Fiscal Year 2023 as part of the department's operating costs.

### **Track Record/Monitor**

The Project Manager is Linda Morris, AICP, DTPW Chief of Service Planning and Scheduling.

### **Background**

### **Key Benefits**

The approved BBN from October 2021 will greatly improve accessibility across the County with large benefits in four key areas:

*Job Access* – The plan increases access to jobs and services by more than 30 percent within 60 minutes at midday on a weekday. Exhibit 2 describes the increased access by Commission District, and all 13 districts show positive increases in access.

*Consistent high frequency service* – The high frequency service lines operate generally from 6am to 10pm with more consistent service on weekends. This allows those who have jobs with irregular shift times access to the same quality bus service as someone who works a 9am to 5pm job. The new network accentuates the role transit plays as part of the economic recovery by making sure workers have a quicker and more reliable commute.

*Greater access to frequent routes* – The plan provides frequent service within a half mile of 23 percent of residents compared with only 10 percent today.

*Uses resources efficiently* – The existing network has duplicative routes along certain corridors, and some routes serve very few passengers. The new network maximizes the efficiency of each taxpayer dollar by allocating more service in areas of high demand and less service in areas where it is sparsely used.

*Creates more equitable service* – Minority and low-income residents can reach 32 percent more jobs and services within 60 minutes than in the existing network. This is a greater increase than non-minority and non-low-income residents.

#### Public Outreach

Local advocacy group, the Transit Alliance, led the original public outreach from the plan's inception in 2018 through 2020. They engaged nearly 3,000 people at dozens of in-person workshops and presentations across the County and received 5,000 survey responses. DTPW staff continued public engagement in 2021, in coordination with the Transit Alliance, and again received thousands of survey responses, with 90 percent of respondents wanting to see the plan implemented. As staff work to implement the BBN, DTPW are once again collaborating with the Transit Alliance to conduct the critical in-person engagement and education of the new network. The group fully supports the changes required to implement the network this year.

As an example of public input received during the in-person engagement, one key improvement added back into the plan is maintaining Route 150, the Airport/South Beach Express. The original plan removed this service due to its duplicative nature; however, after much public comment DTPW have retained the route in the proposed plan for implementation (See Exhibit 1).



Phased Implementation and Service Changes

DTPW has been challenged to hire enough operators to implement the expanded BBN since its Board adoption in October 2021. However, staff developed a plan to implement most of the plan benefits by reducing the operator requirement and adjusting service in areas where there will be minimal passenger impact. The plan has two phases:

*Phase 1 – July 2023, three, cost neutral, high-frequency transit corridor improvements*

- Key Biscayne Route 26 - 10-minute service in the PM peak
- NW 62nd Street – 15-minute service all day east of Martin Luther King Jr. Station
- South Dade TransitWay - Improved midday frequencies from 20 to 15 minutes

*Phase 2 – November 2023, full BBN minus the service adjustments in Table 1*

Exhibit 1 details the entire network to be implemented in November including the service adjustments in Table 1 below. The proposed adjustments amount to formalizing the existing service suspensions remaining from the pandemic, many of which already have an alternative service provision. For other service adjustments, DTPW is collaborating with regional partners to provide a transportation alternative, and for the remaining proposals, the route ridership is very low. The proposed changes set forth in this item affect only two percent of existing ridership allowing the implementation of 94 percent of the original plan's service hours using the existing workforce, creating nearly all associated benefits. If approved, the revised BBN as shown in Exhibit 1 will launch in November 2023.

Per Article XIX Section 2-150(b) of the County Code, the changes detailed in Table 1 below require a public hearing before adoption by the Board of County Commissioners. Maps and service specifications of the affected BBN routes are in Exhibit 3. A Title VI analysis was conducted on this final plan, finding no disparate impact to minority and low-income groups.

**Table 1 – Proposed Service Changes** (\*pre-pandemic numbers)

ROUTES CURRENTLY SUSPENDED						
Route	Proposal	Alternative Service/ Passenger Impact	Farebox Recovery	Passengers Per Revenue Hour	Annual Revenue Hours	Average Weekday Ridership
195	Eliminate due to post-pandemic passenger demand changes and alternative transit service on Tri-Rail.	Tri-Rail/Metrorail. Work with FDOT to provide demand-appropriate alternative service.	7%*	11*	11,620.35	372
196	Eliminate due to post-pandemic passenger demand changes and alternative transit service on Tri-Rail.	Tri-Rail/Metrorail. Work with FDOT to provide demand-appropriate alternative service.	10%*	14*	9,697.65	383
295	Eliminate due to post-pandemic passenger demand changes and alternative transit service on Tri-Rail.	Tri-Rail/Metrorail. Work with FDOT to provide demand-appropriate alternative service.	7%*	9*	11,620.35	233
296	Eliminate due to post-pandemic passenger demand changes and alternative transit service on Tri-Rail.	Tri-Rail/Metrorail. Work with FDOT to provide demand-appropriate alternative service.	6%*	8*	9,697.65	215
175	Eliminate due to low ridership.	None. Work with FDOT to provide demand-appropriate alternative service.	1%*	1*	11,760.60	33

EXISTING SERVICE ADJUSTMENTS AND ROUTE ELIMINATIONS						
Route	Proposal	Alternative Service/ Passenger Impact	Farebox Recovery	Passengers Per Revenue Hour	Annual Revenue Hours	Average Weekday Ridership
95	Currently reduced frequencies: Peak from 5 to 15 minutes	Reduced service frequency	15%	25	21,759.15	1,388
836	Currently reduced frequencies: Peak from 10 to 40 minutes, Off Peak from 30 to 60 minutes.	Reduced service frequency	6%	9	12,418.50	346
288	Remove branch to 127 Av Park and Ride, and reduce frequency from 15 to 30 minutes, similar to existing pandemic service frequency.	Increased walk less than 800ft from 127 Av Park and Ride. Reduced service frequency	12%	27	25,046.10	909
241	Eliminate due to duplicative service and low ridership.	Route 36 transfer to Rt 14/Miami Beach Trolley at Alton Rd & 41st St.	3%	8	13,125.50	280
582	Eliminate due to low ridership, service duplication, and/or less than 0.25 mile walk to existing service.	Routes 107,24, 87, 40, 8 are less than 0.25 mile walk. Consider new On-Demand Go Connect Service for the area	0%	3	5,990.56	58
ELIMINATION OF PROPOSED BBN ROUTES						
47	Eliminate due to anticipated low ridership.	The City of Hialeah on demand service, which covers the majority of the service area.	N/A New Route	N/A New Route	4,412.96	N/A New Route
112	Eliminate due to anticipated low ridership.	Modify Kendall Go Connect on demand service to accommodate the area demand.	NA/ New Route	NA/ New Route	10,028.25	NA/ New Route

Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners  
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Jimmy Morales  
Chief Operations Officer

# EXHIBIT 1

# MIAMI-DADE COUNTY Draft Better Bus Network

## Routes by Weekday Peak Hour Frequency

- 1 7.5 minutes or less / 8 buses per hour
- 1 12-10 minutes / 5-6 buses per hour
- 1 15 minutes / 4 buses per hour
- 1 20 minutes / 3 buses per hour
- 1 30 minutes / 2 buses per hour
- 1 60-40 minutes / 1 bus per hour

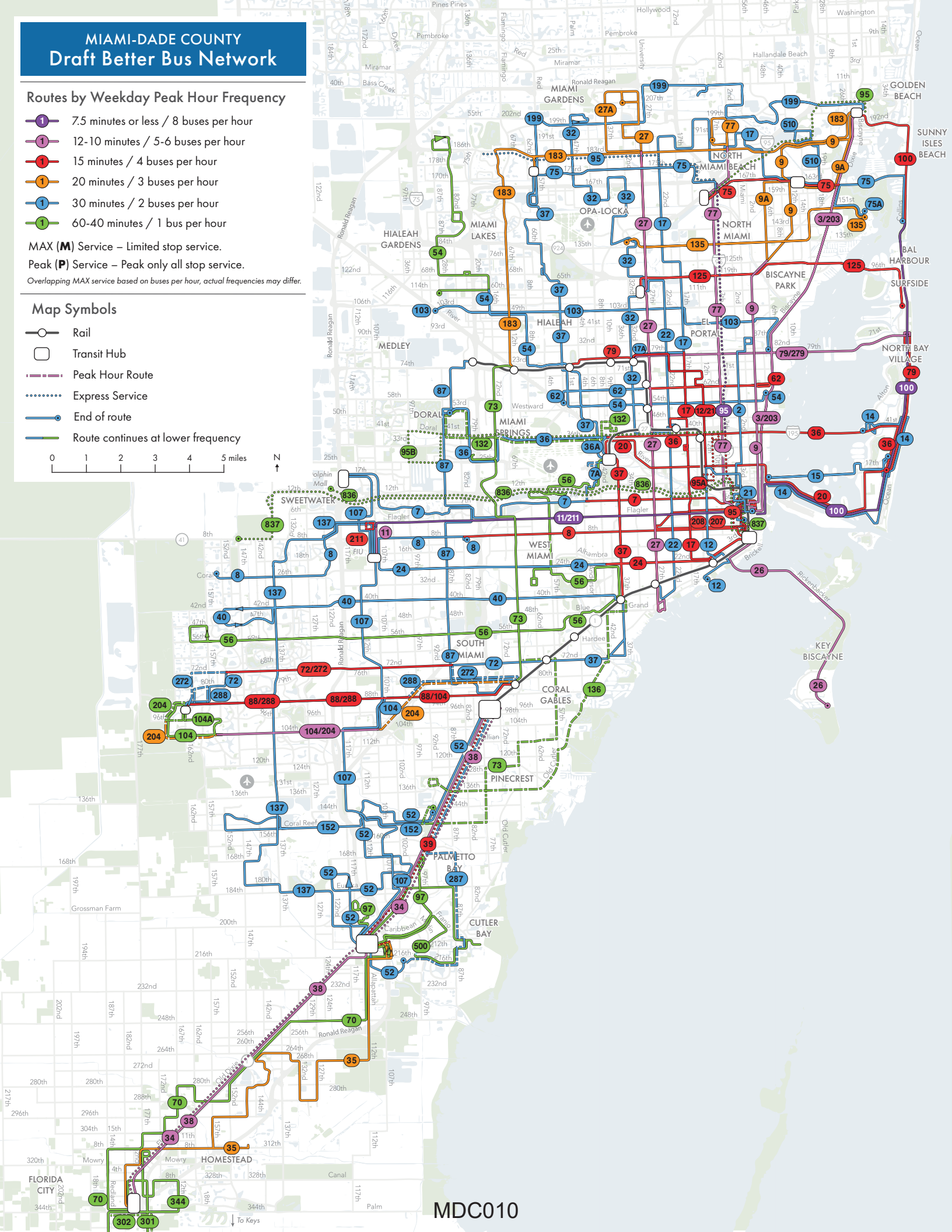
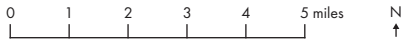
MAX (**M**) Service – Limited stop service.

Peak (**P**) Service – Peak only all stop service.

Overlapping MAX service based on buses per hour, actual frequencies may differ.

## Map Symbols

- Rail
- Transit Hub
- - - Peak Hour Route
- - - Express Service
- End of route
- Route continues at lower frequency





# MIAMI-DADE COUNTY

## Draft Better Bus Network

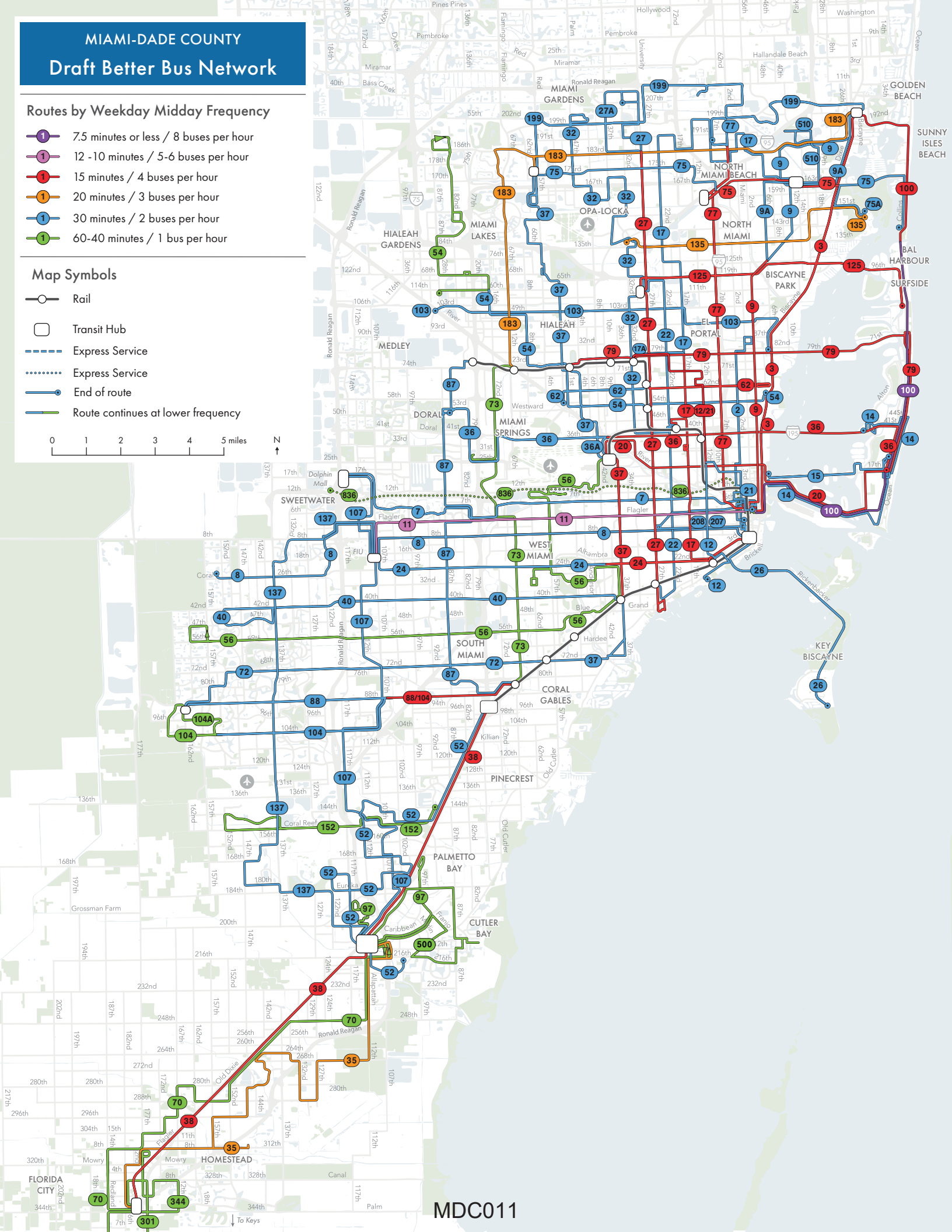
### Routes by Weekday Midday Frequency

- 1 7.5 minutes or less / 8 buses per hour
- 1 12 -10 minutes / 5-6 buses per hour
- 1 15 minutes / 4 buses per hour
- 1 20 minutes / 3 buses per hour
- 1 30 minutes / 2 buses per hour
- 1 60-40 minutes / 1 bus per hour

### Map Symbols

- Rail
- Transit Hub
- Express Service
- Express Service
- End of route
- Route continues at lower frequency

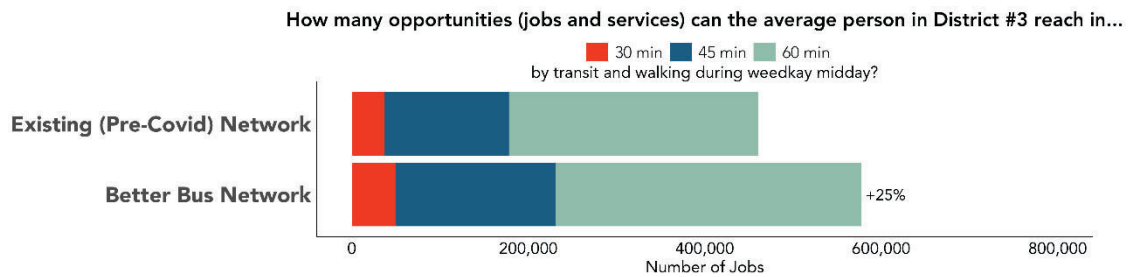
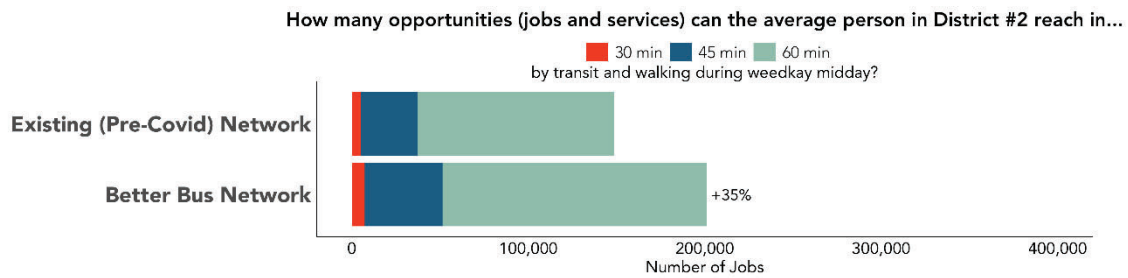
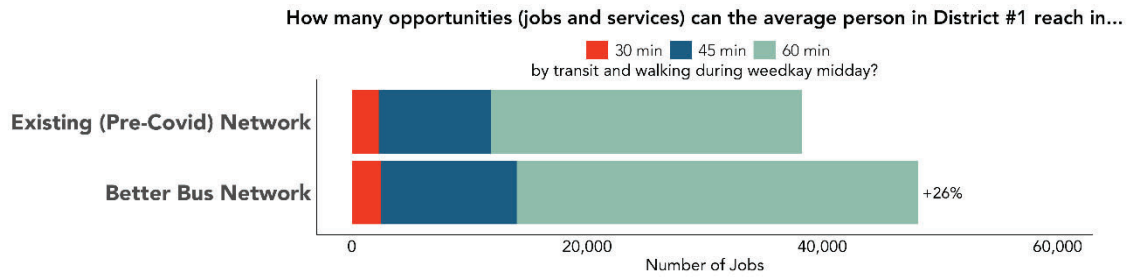
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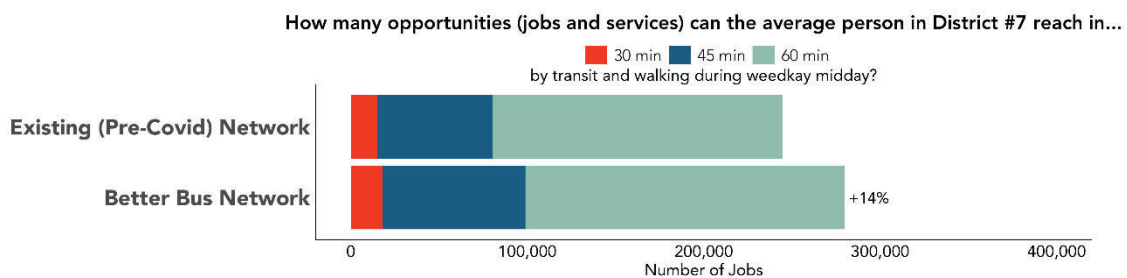
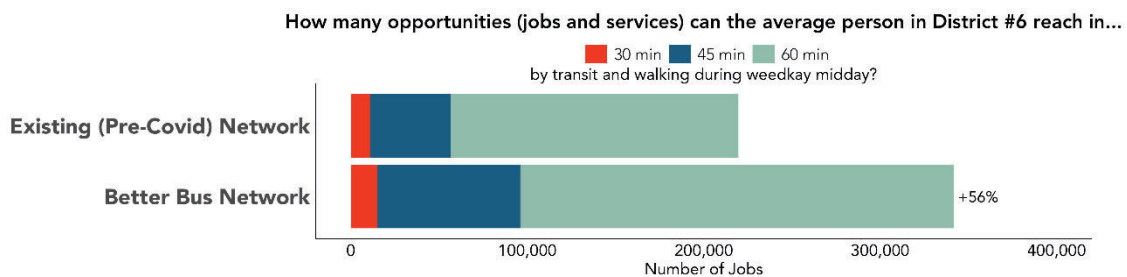
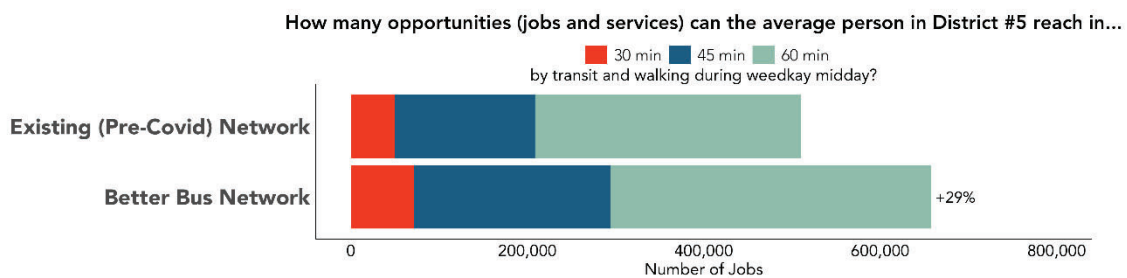
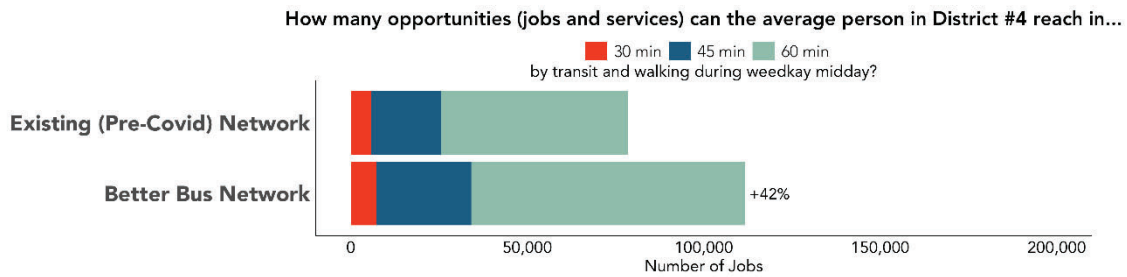


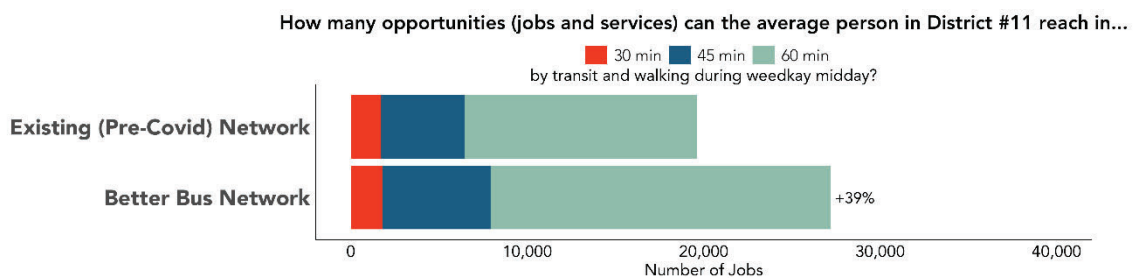
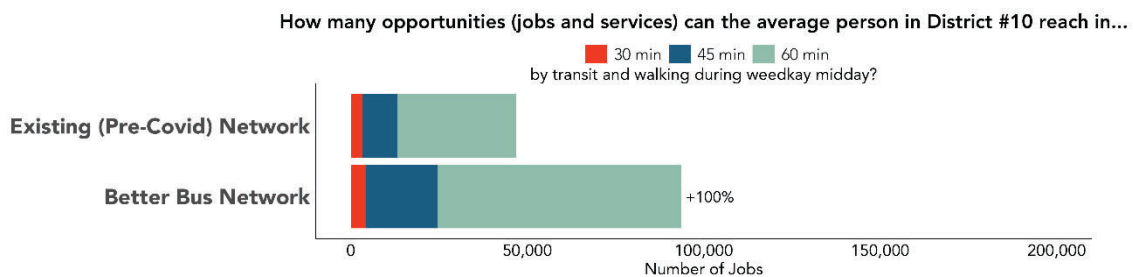
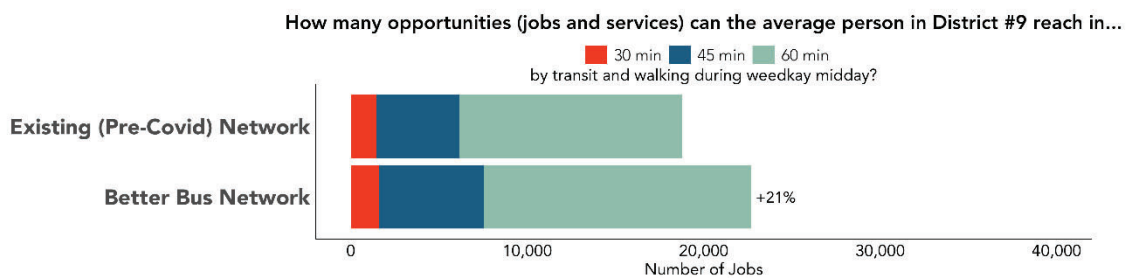
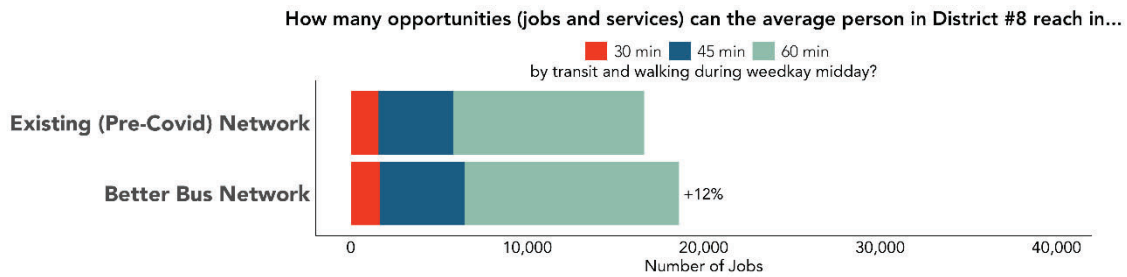


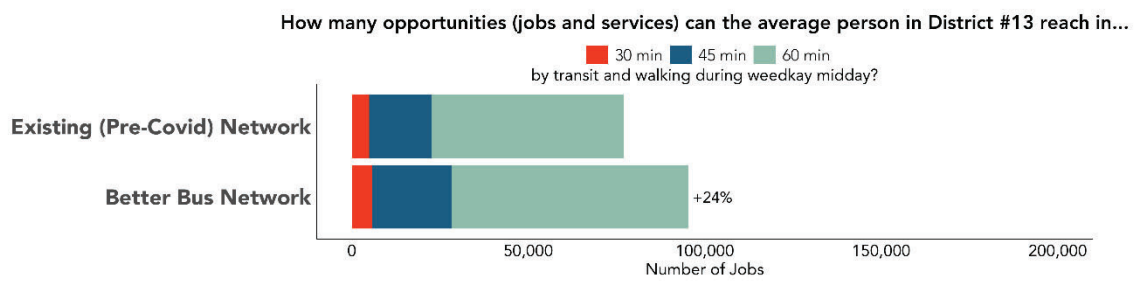
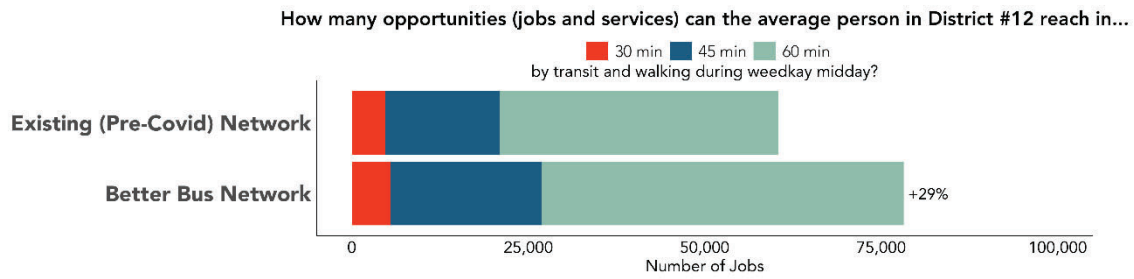
# EXHIBIT 2

## Better Bus Network – Increased Access to Jobs and Services by Commission District









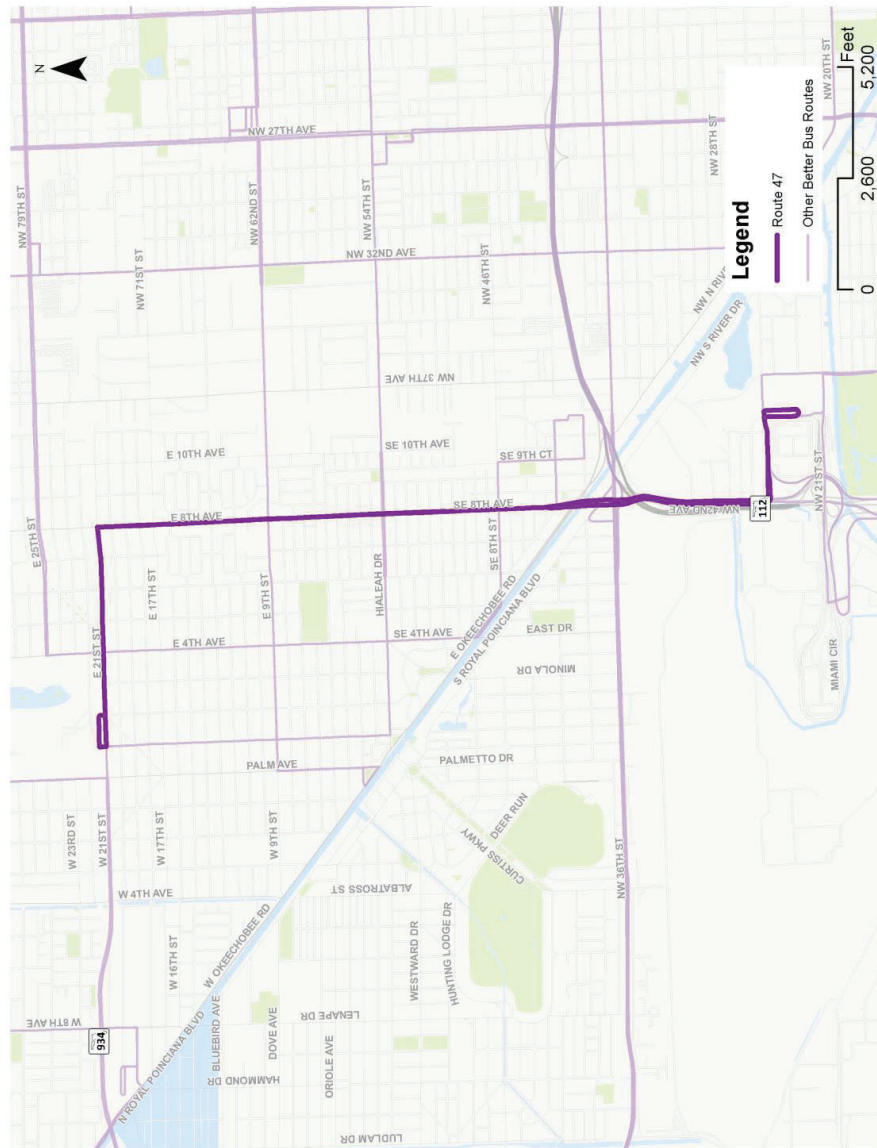
# EXHIBIT 3

## Better Bus Route 47 – Airport-Hialeah Station

**Key Destinations:** Hialeah Metrorail station, Miami International Airport Metrorail station.

	Weekdays	Weekends
Peak Frequency	60	60 Sat No service Sun
Off Peak Frequency	60	
Span of Service	6:00 AM to 8:00 PM	8:00 AM to 8:00 PM Sat No service Sun

**Proposal:** Eliminate due to low ridership. Alternative service with the City of Hialeah on demand service, which covers the majority of the service area.



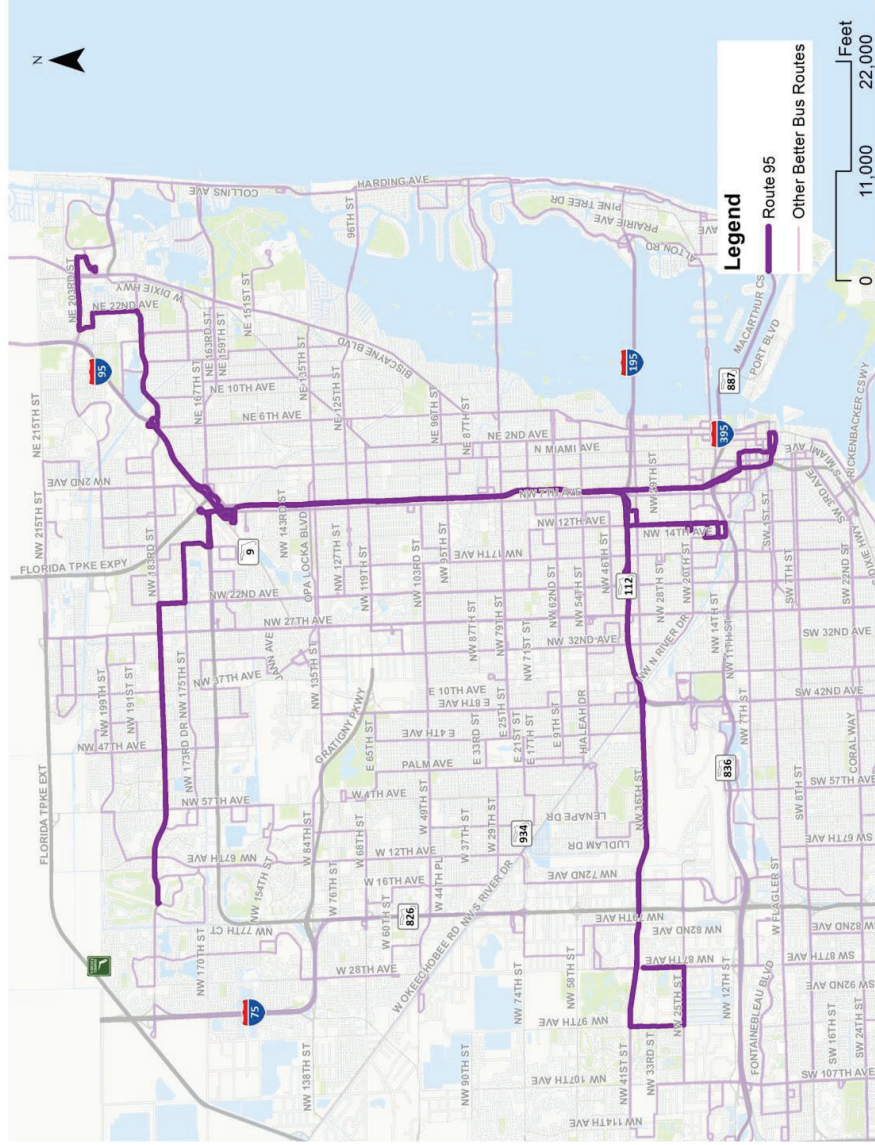


## Better Bus Route Peak 95 – I-95 Golden Glades Express

Key Destinations: Aventura/Carol City/Doral - Golden Glades Park & Ride Lot, Civic Center, Veterans Hospital, Jackson Memorial Hospital, Norwood, Earlington Heights Metrorail station, Downtown Miami, Brickell.

	Weekdays	Weekends
Peak Frequency	5/30	
Off Peak Frequency	No service	No service
Span of Service	5:30 AM to 9:30 AM; 2:30 PM to 6:15 PM	

**Proposal:** Reduce frequencies from Golden Glades in line with the pandemic service: Peak = 15 minutes

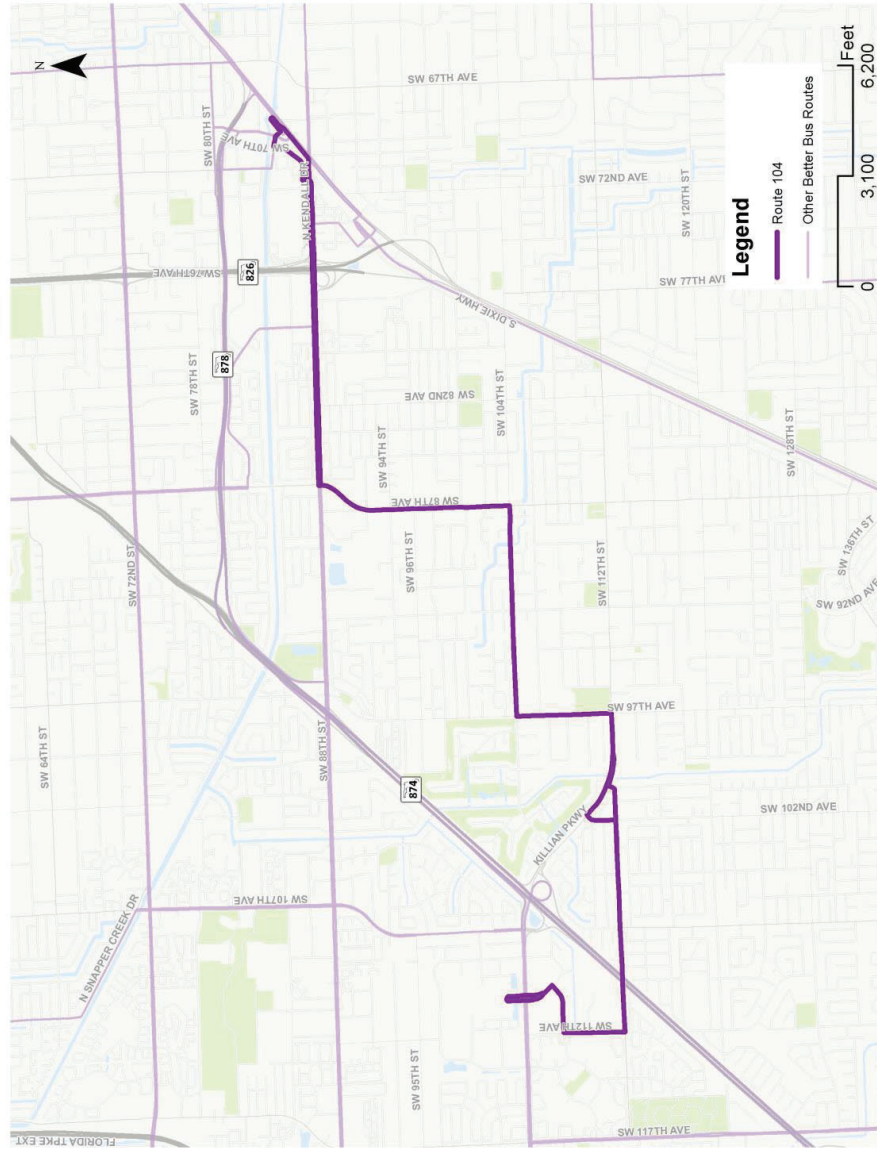


## Better Bus Route 112 – MDC Kendall-Dadeland North Station

Key Destinations: Miami Dade College Kendall campus, Dadeland North Metrorail station.

	Weekdays	Weekends
Peak Frequency	60	60
Off Peak Frequency	60	
Span of Service	6:00 AM to 8:00 PM	8:00 AM to 8:00 PM

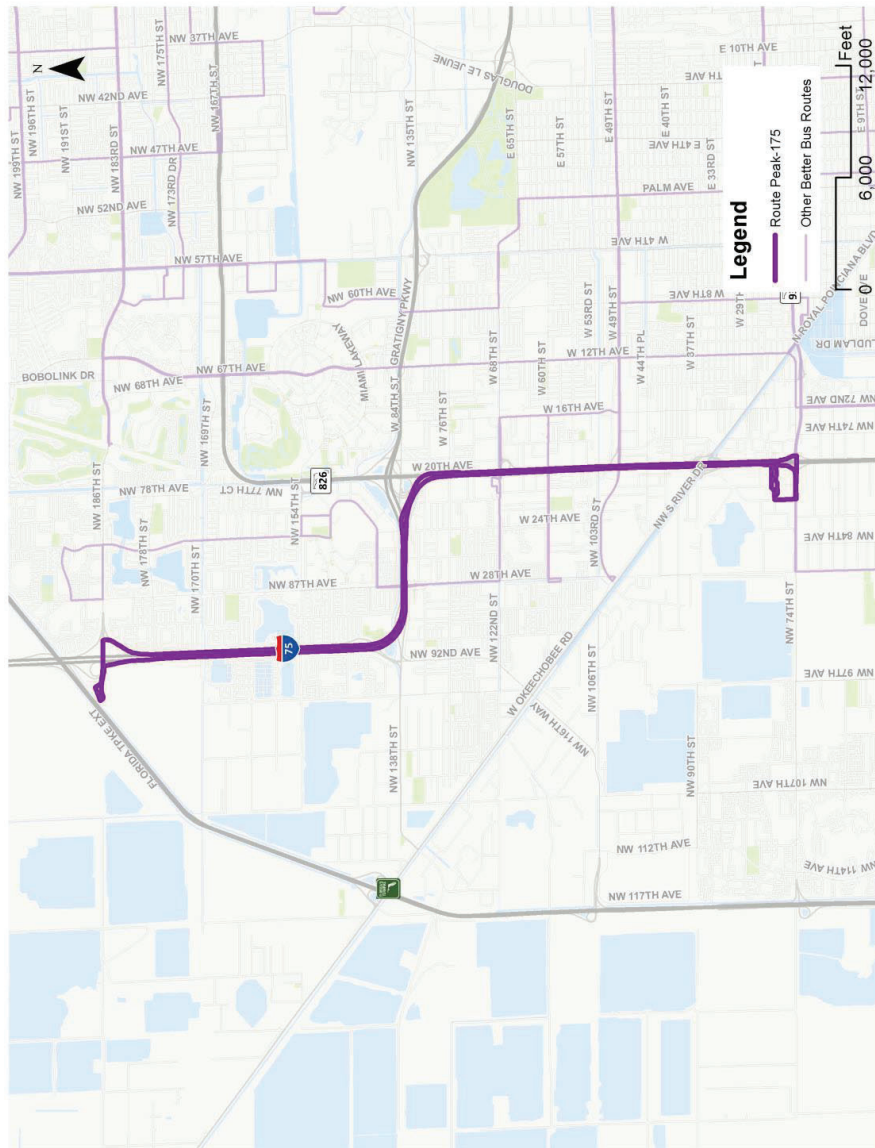
**Proposal:** Eliminate due to low ridership.  
Modify Kendall Go Connect on demand service to accommodate the area demand.



**Key Destinations:** Park and Ride Lot at I-75 and Miami Gardens Dr (by the Florida Turnpike), Palmetto Metrorail station.

	Weekdays	Weekends
Peak Frequency	15	No service
Off Peak Frequency	No service	
Span of Service	5:30 AM to 9:30 AM; 4:00 PM to 7:30 PM	

**Proposal:** Eliminate due to low ridership.  
Work with FDOT to provide demand-appropriate alternative service.



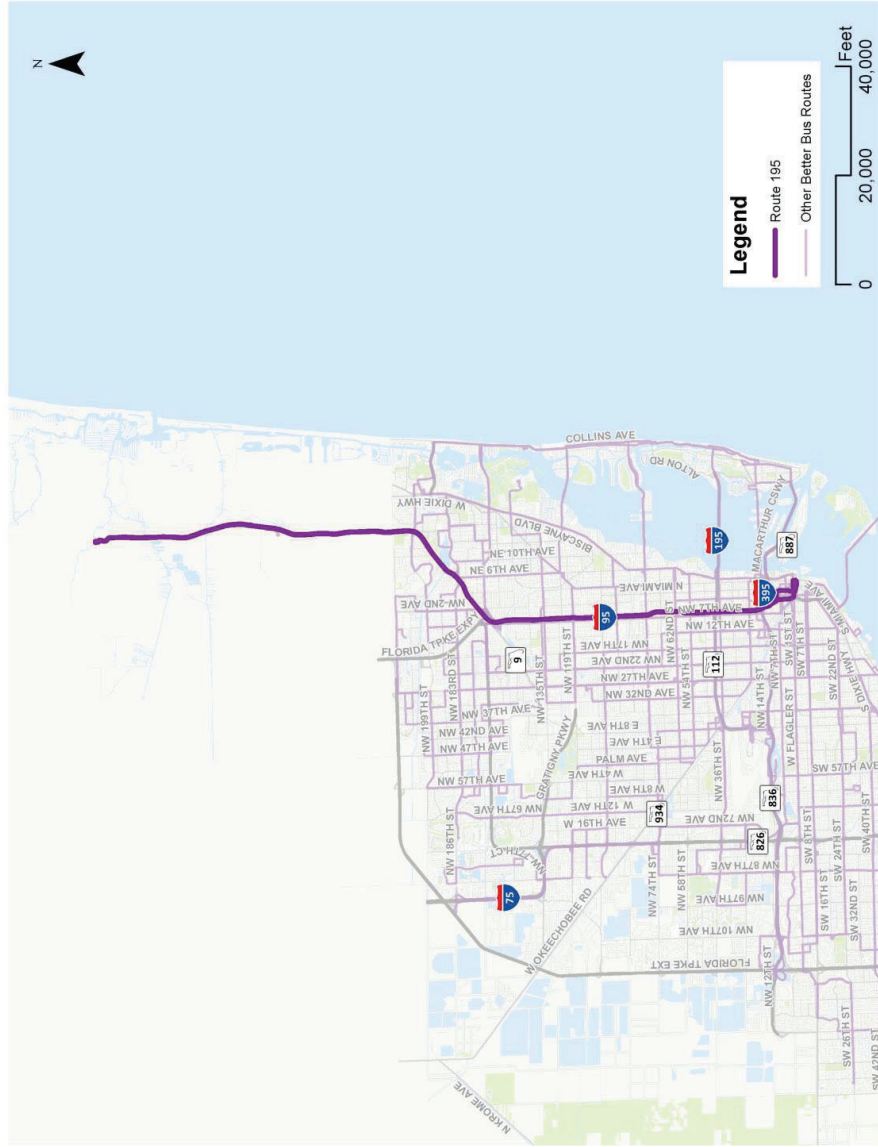


## Better Bus Route 195 – Dade-Broward Express (Broward Blvd)

Key Destinations: Broward Blvd Tri-Rail station, Government Center Metrorail and Metromover stations, Historic Overtown / Lyric Theatre Metrorail station, Wilkie D. Ferguson, Jr Metromover Station, and Miami Central Brightline station.

	Weekdays	Weekends
Peak Frequency	15	
Off Peak Frequency	No service	No service
Span of Service	5:45 AM to 8:45 AM; 3:45 PM to 6:00 PM	

**Proposal:** Eliminate due to post-pandemic passenger demand changes and alternative transit service on Tri-Rail. Work with FDOT to provide demand-appropriate alternative service.

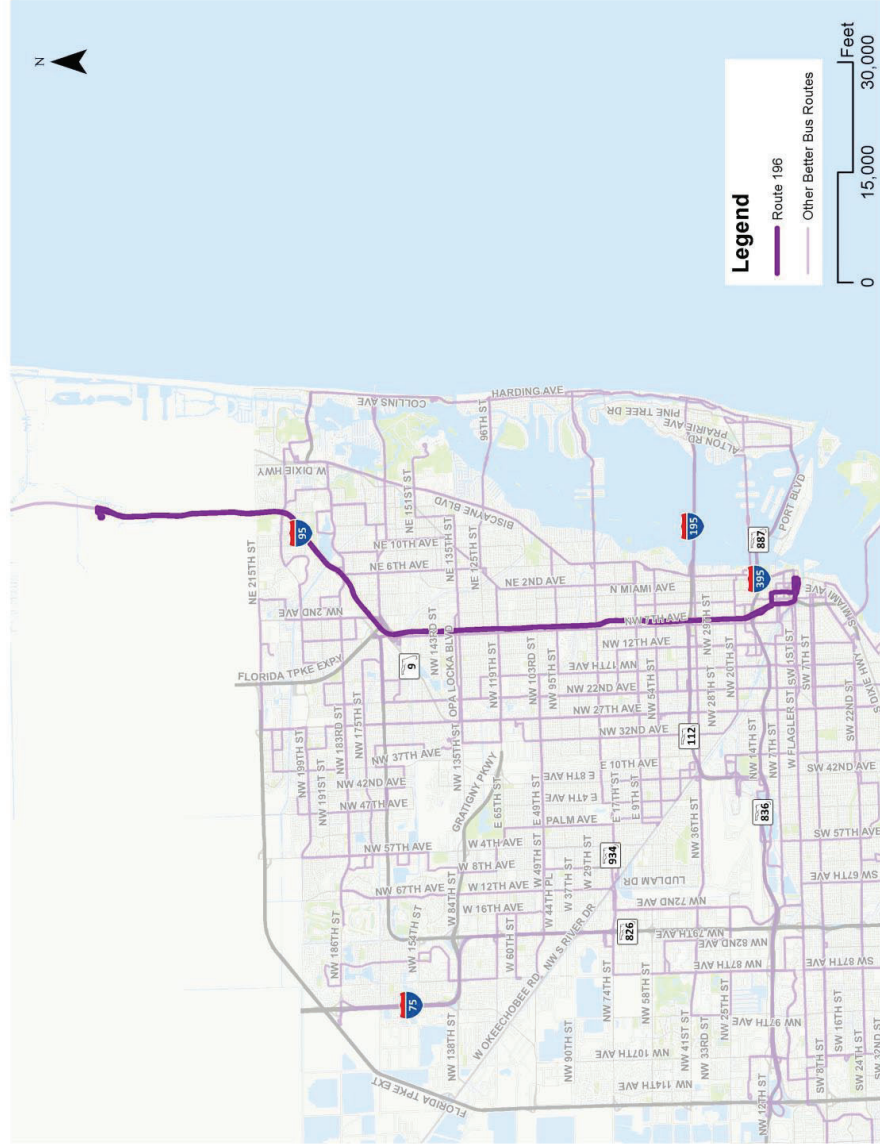


## Better Bus Route Peak 196 – Dade-Broward Express (Sheridan St)

Key Destinations: Sheridan St Tri-Rail station, Government Center Metrorail and Metromover stations, Historic Overtown / Lyric Theatre Metrorail station, Wilkie D. Ferguson, Jr Metromover Station, and Miami Central Brightline station.

	Weekdays	Weekends
Peak Frequency	15	
Off Peak Frequency	No service	
Span of Service	5:45 AM to 8:45 AM, 3:35 PM to 6:05 PM	No service

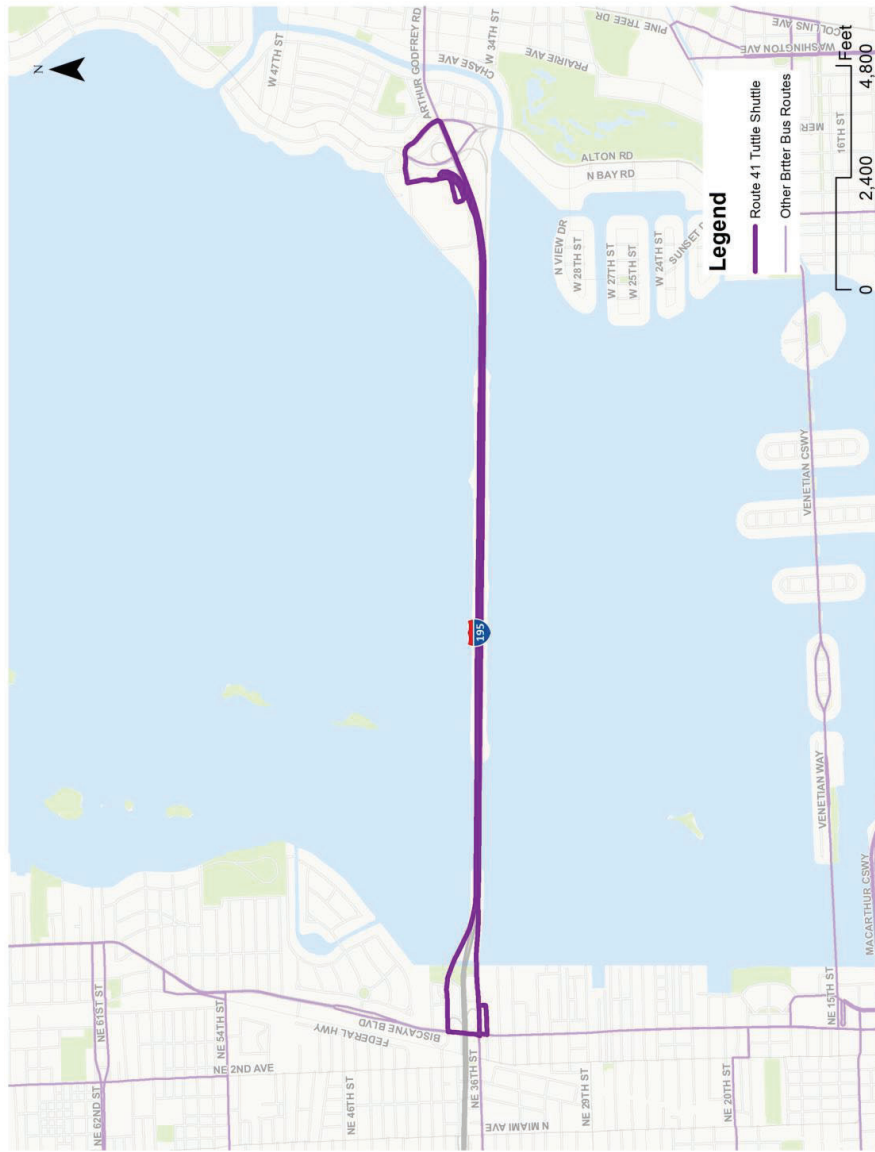
**Proposal:** Eliminate due to post-pandemic passenger demand changes and alternative transit service on Tri-Rail. Work with FDOT to provide demand-appropriate alternative service.



Key Destinations: Mt. Sinai Hospital.

	Weekdays	Weekends
Peak Frequency	15	15 Sat 15 Sun
Off Peak Frequency	15	
Span of Service	5:00 AM to 12:00 AM	5:00 AM to 12:00 AM Sat 5:00 AM to 12:00 AM Sun

**Proposal:** Eliminate due to duplicative service and low ridership.

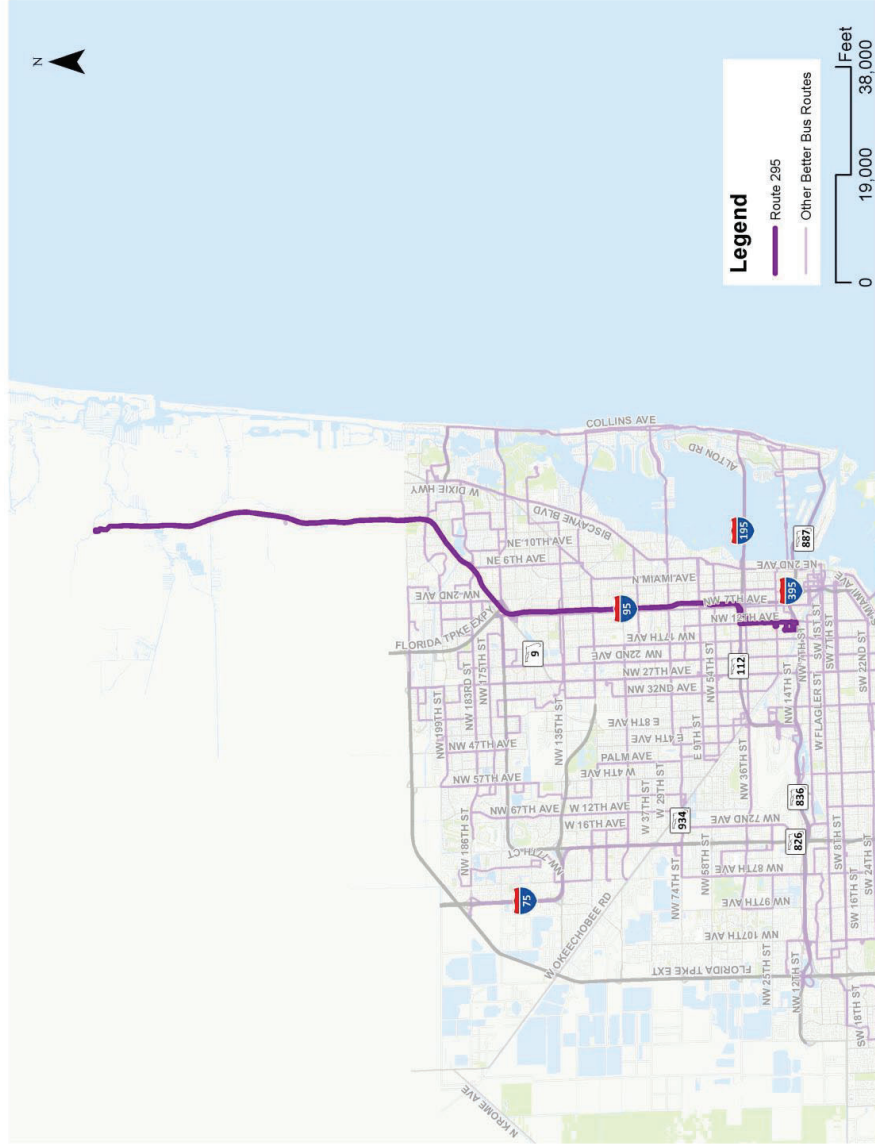


## Better Bus Route 295 – I-95 Ft Laud-Civic Center Express

Key Destinations: Broward Blvd Tri-Rail station, Health District in Miami, Civic Center Metrorail station and Santa Clara Metrorail station.

	Weekdays	Weekends
Peak Frequency	30	No service
Off Peak Frequency	No service	
Span of Service	5:30 AM to 9:00 AM, 4:00 PM to 8:00 PM	

**Proposal:** Eliminate due to post-pandemic passenger demand changes and alternative transit service on Tri-Rail.  
Work with FDOT to provide demand-appropriate alternative service.



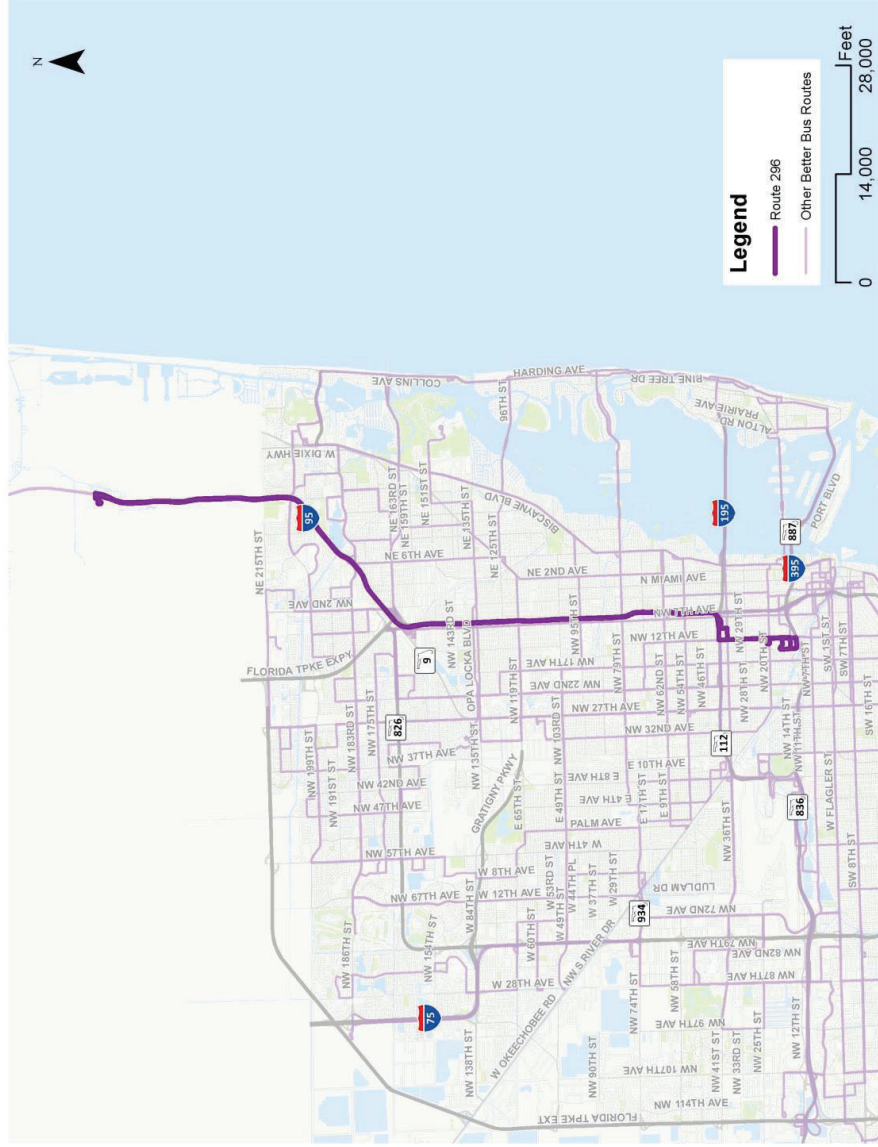


## Better Bus Route Peak 296 – I-95 Sheridan-Civic Center Express

Key Destinations: Sheridan St Tri-Rail station, Health District in Miami, Civic Center Metrorail station, Santa Clara Metrorail station.

	Weekdays	Weekends
Peak Frequency	30	No service
Off Peak Frequency	No service	
Span of Service	5:20 AM to 8:50 AM, 3:10 PM to 8:10 PM	

**Proposal:** Eliminate due to post-pandemic passenger demand changes and alternative transit service on Tri-Rail. Work with FDOT to provide demand-appropriate alternative service.



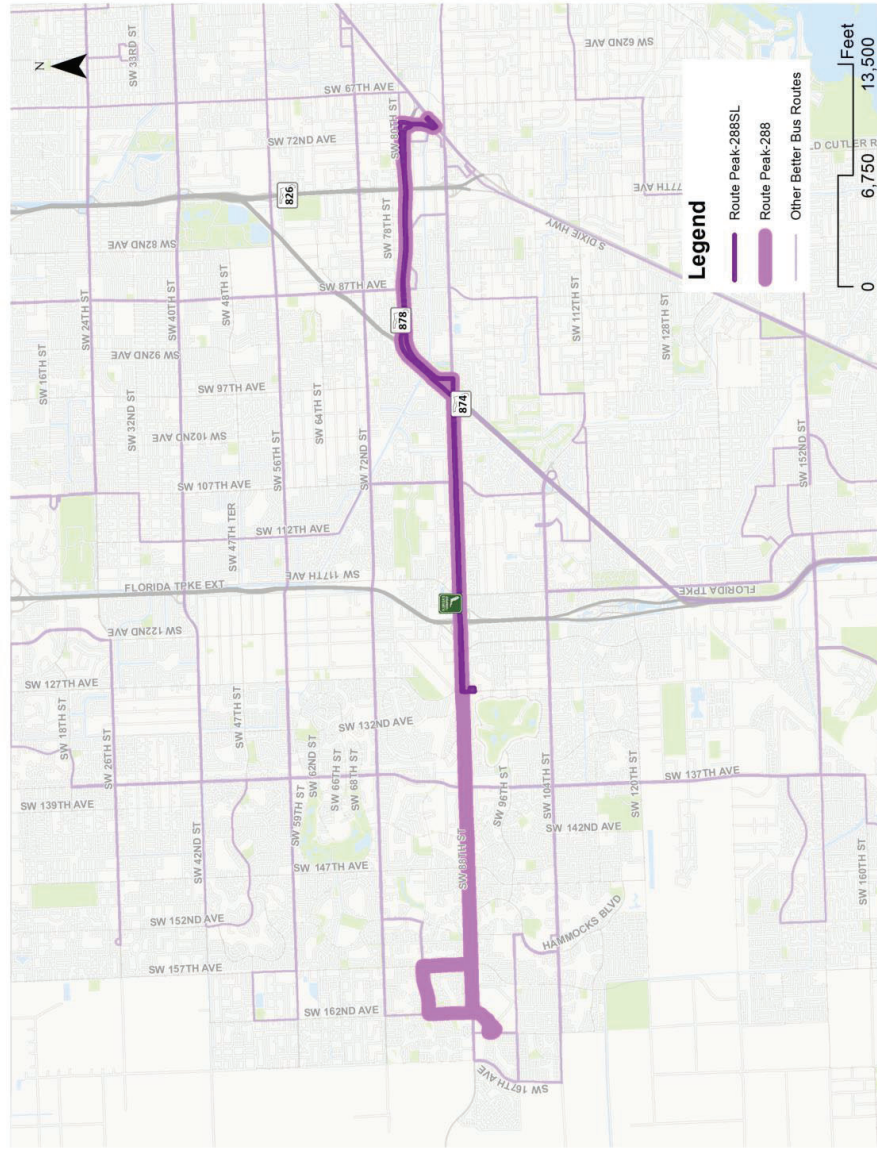
**Better Bus Route Peak 288 – Kendall Cruiser**

**Key Destinations:** West Kendall Terminal Park and Ride at SW 162 Ave, Dadeland North Metrorail station, 127 Avenue Park and Ride.

**Key Destinations:** West Kendall Terminal Park and Ride at SW 162 Ave, Dadeland North Metrorail station, 127 Avenue Park and Ride.

	Weekdays	Weekends
Peak Frequency	15	No service
Off Peak Frequency	No service	
Span of Service	5:30 AM to 9:30 AM, 4:00 PM to 7:30 PM	

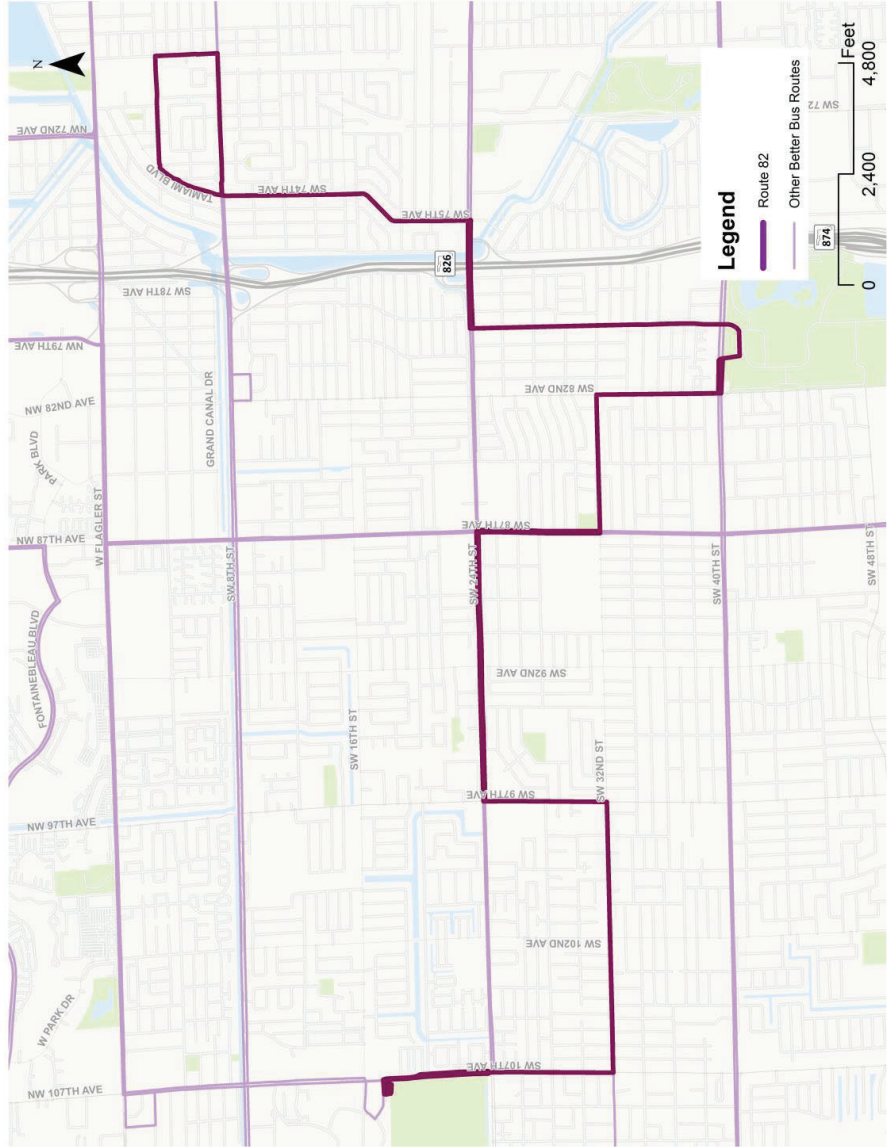
**Proposal:** Eliminate 288 branch to 127 Ave Park and Ride and provide a 30-minute service – similar to the amended pandemic service.



**Route 582 – Westchester Circulator**  
Key Destinations: FIU Maidique Campus  
Metrobus terminal, SW 8 St & 69 Ave,  
Westchester, Flagami, Tropical Park.

	Weekdays	Weekends
Peak Frequency	50	50 Sat.
Off Peak Frequency	50	
Span of Service	8:00 AM to 5:54 PM	8 AM to 6 PM Sat.

**Proposal:** Eliminate due to low ridership, duplication of underlying service, and/or less than 0.25 mile walk to existing service.





**Better Bus Route 836 – Express to Downtown Miami**

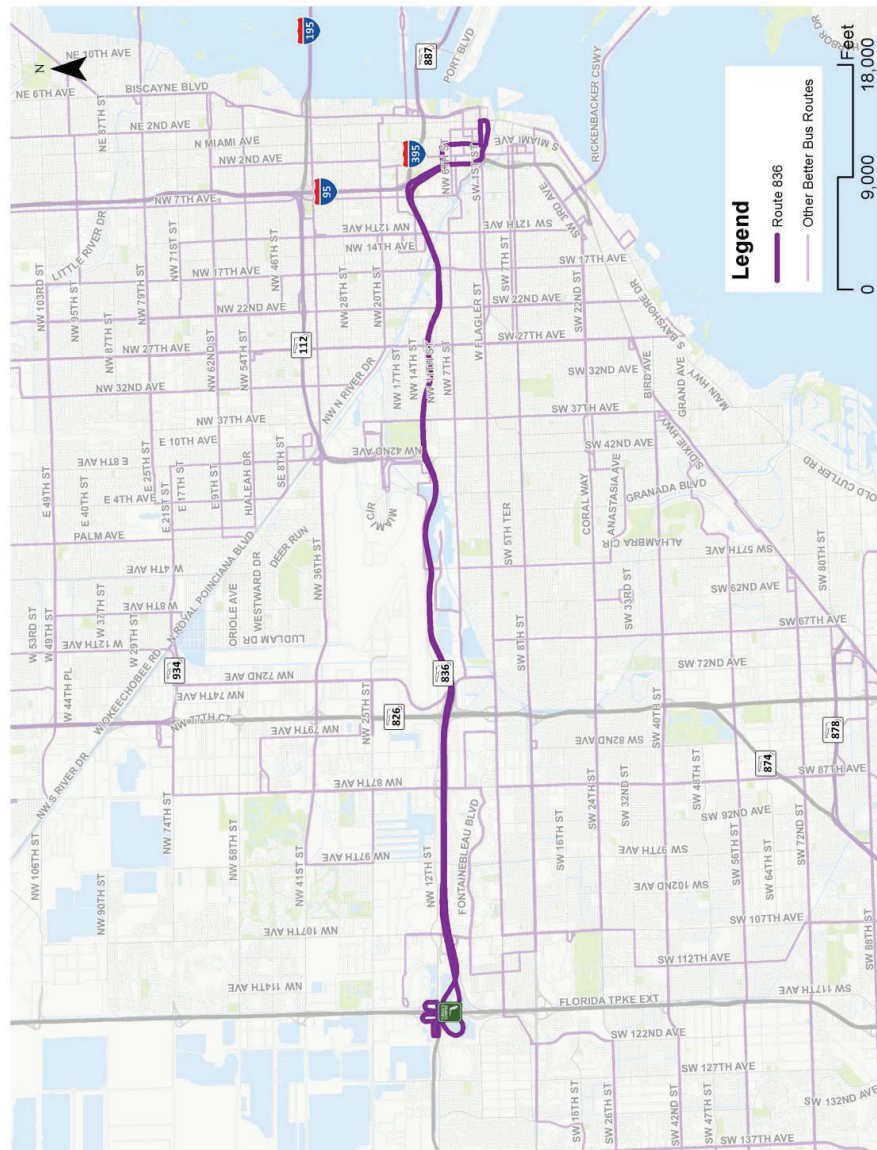
Key Destinations: Dolphin Station Park and Ride Lot, Downtown Miami, Historic Overtown/Lyric Theatre Metrorail station, Brightline MiamiCentral station, Wilkie D. Ferguson Jr. Metromover station, Government Center Metrorail and Metromover station, Downtown Metrobus Terminal.

**Better Bus Route 836 – Express to Downtown Miami**

Key Destinations: Dolphin Station Park and Ride Lot, Downtown Miami, Historic Overtown/Lyric Theatre Metrorail station, Brightline MiamiCentral station, Wilkie D. Ferguson Jr. Metromover station, Government Center Metrorail and Metromover station, Downtown Metrobus Terminal.

		Weekdays	Weekends
Peak Frequency		10	No service
Off Peak Frequency		30	
Span of Service		6:00 AM to 7:00 PM	

**Proposal:** Reduce frequencies in line with the pandemic service – Peak = 40 minutes, Off Peak = 60 minutes.





## MEMORANDUM

(Revised)

**TO:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**DATE:** July 6, 2023

**FROM:**   
Gen Bonzon-Keenan  
County Attorney

**SUBJECT:** Agenda Item No. 8(N)(3)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Statement of social equity required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☐ No committee review
- ☐ Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_ to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 8(N)(3)  
7-6-23

RESOLUTION NO. \_\_\_\_\_

RESOLUTION AUTHORIZING THE IMPLEMENTATION OF  
THE BUS SERVICE ADJUSTMENTS SET FORTH IN THE  
REVISED BETTER BUS NETWORK AS DETAILED IN THE  
ACCOMPANYING MEMORANDUM AND ATTACHMENTS  
TO BE IMPLEMENTED ON OR AFTER NOVEMBER 2023

**WHEREAS**, on May 7, 2019, this Board adopted Resolution No. R-509-19, expressing unanimous support for the “Better Bus Project,” a project redesigning the County bus network; and

**WHEREAS**, on October 20, 2020, this Board adopted Resolution No. R-1100-20, expressing its support of the final Better Bus Network, with certain exceptions, and directing the County Mayor or County Mayor’s designee to take all actions necessary, including but not limited to the coordination with Transit Alliance Miami and preparation of the appropriate agenda item for this Board’s consideration, to implement the Better Bus Network; and

**WHEREAS**, the Miami-Dade County Department of Transportation and Public Works (DTPW) has taken the steps necessary to revise the Better Bus Network plan consistent with Resolution No. R-1100-20 and public feedback; and

**WHEREAS**, on October 5, 2021, this Board voted unanimously to adopt Resolution No. R-920-21 which authorized the implementation of the bus service adjustments set forth in the amended Better Bus Network, including service enhancements of an estimated annual cost of \$27,527,907.00 to improve and expand service, to be implemented on or after April 2022; and

**WHEREAS**, despite aggressive recruitment campaigns, DTPW was not able to grow operator numbers to implement the enhanced network plan as directed, and so has proposed a series of service adjustments set forth in the accompanying memorandum and attachments to reduce the operator requirement and implement the majority of the network in or after November 2023; and

**WHEREAS**, a public hearing was held prior to final Commission action; and

**WHEREAS**, this Board desires to accomplish the purposes outlined in the accompanying memorandum and attachments, a copy of which is incorporated herein by reference,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that this Board authorizes the implementation of the bus service adjustments set forth in the revised Better Bus Network as detailed in the accompanying memorandum and attachments to be implemented on or after November 2023.

The foregoing resolution was offered by Commissioner \_\_\_\_\_ ,  
who moved its adoption. The motion was seconded by Commissioner \_\_\_\_\_  
and upon being put to a vote, the vote was as follows:

Oliver G. Gilbert, III, Chairman	
Anthony Rodríguez, Vice Chairman	
Marleine Bastien	Juan Carlos Bermudez
Kevin Marino Cabrera	Sen. René García
Roberto J. Gonzalez	Keon Hardemon
Danielle Cohen Higgins	Eileen Higgins
Kionne L. McGhee	Raquel A. Regalado
Micky Steinberg	



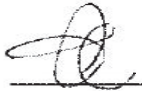
The Chairperson thereupon declared this resolution duly passed and adopted this 6<sup>th</sup> day of July, 2023. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA  
BY ITS BOARD OF  
COUNTY COMMISSIONERS

JUAN FERNANDEZ-BARQUIN, CLERK

By: \_\_\_\_\_  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency.



Annery Pulgar Alfonso