



Department of Regulatory and Economic Resources (RER) Business Plan

Fiscal Years: 2023 and 2024*

(10/1/2022 through 9/30/2024)

Approved by:

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8/3/2023

Date

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Plan Date: July 5, 2023

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DEPARTMENT OVERVIEW

Department Mission

Mission: *To Enable Sustainable Economic Growth Through Smart Regulatory, Planning, and Resilience Strategies and Business Expansion Initiatives*

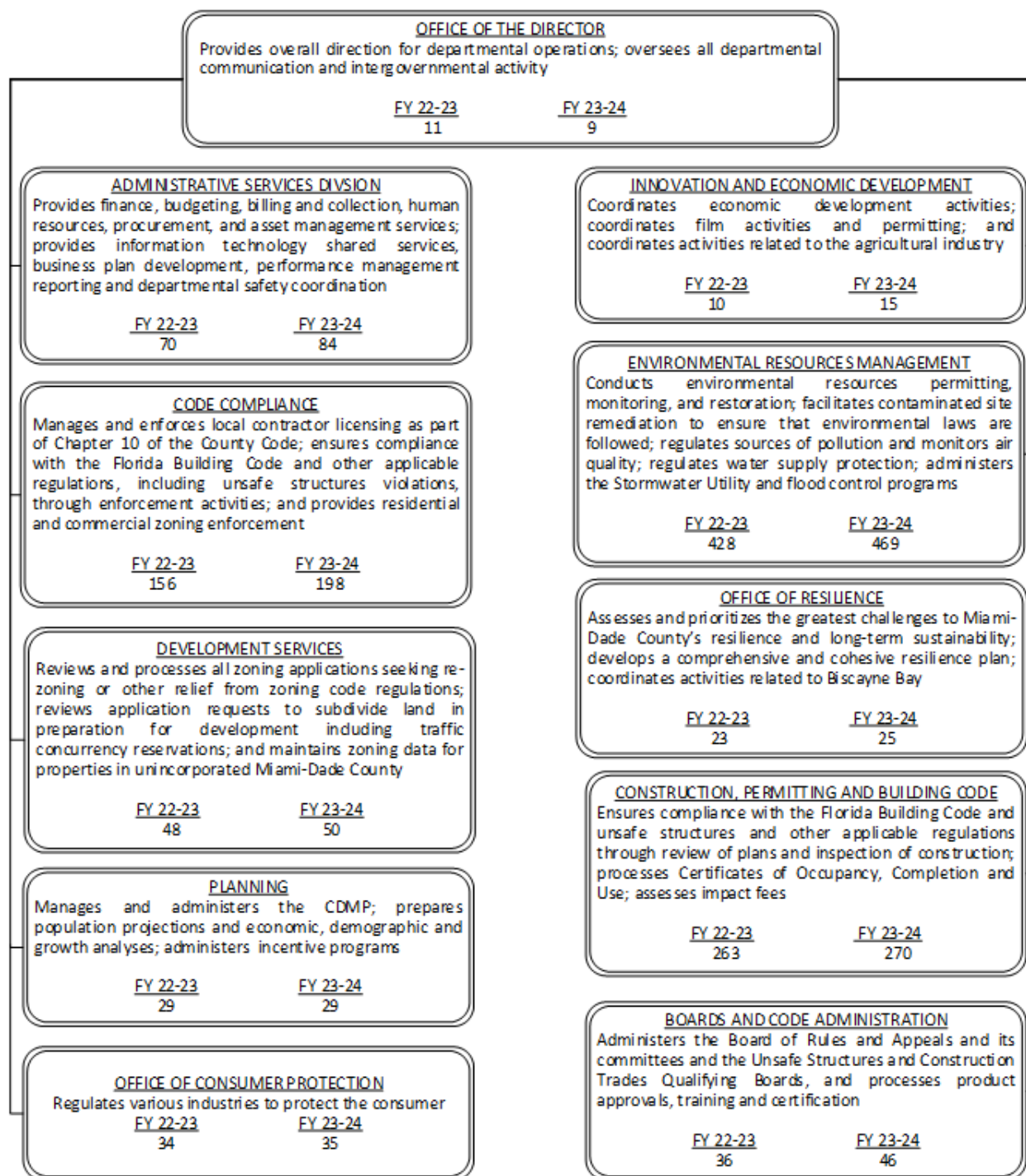
Vision: *A safe and well-planned built environment that protects our natural resources and provides economic opportunities for all residents.*

The Department of Regulatory and Economic Resources (RER) provides a broad portfolio of services to support its mission. These efforts include:

- Review permit and licensing applications and conduct code enforcement activities related to compliance with applicable building, zoning, planning, environmental, platting, traffic, and industry-specific codes and regulations;
- Responsible for resilience planning and countywide initiative coordination and implementation;
- Responsible for land use and community planning and policy development;
- Provide environmental, historic resources, and consumer protection and education;
- Conduct economic research; and
- Develop and implement countywide as well as industry/neighborhood-specific economic development strategies.

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The FY 2023-24 total number of full-time equivalent positions is 1189.5.

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Building a Resilient Future through Policy to Address Key Issues

The mission of the Department of Regulatory and Economic Resources (RER) is supported through seven regulatory divisions, the Office of Resilience and Office of Innovation and Economic Development, for which all of their initiatives and day-to-day operations are interconnected towards building a resilient community in Miami-Dade County. In this respect, Miami-Dade County has been a leader amongst local governments in creating programs that achieve resilience before that word was introduced to the lexicon. More specifically, RER builds community resilience through:

- **Building Regional Stormwater Resilience** – RER implemented changes to Chapter 11C of the Code revising flood protection and floodplain regulations and implementing technical changes to achieve higher regulatory standards that reduce future risks from projected sea level rise. RER also implemented updates to the County Flood Criteria and the Water Control Map that were adopted by the Board, which set new standards for construction today to meet conditions forecasted for 2060 with sea level rise. RER led the County through a reclassification in the Federal Emergency Management Agency (FEMA) Community Rating System (CRS) Program, where the County has received approval for a Program rating upgrade from a five to a three Program Class. This improvement in the County's CRS Program classification will result in flood insurance premium discounts to residents and businesses increasing from 25 percent to 35 percent. RER is also working on further updates to countywide regulations in Chapters 24 and 33 of the code revising development standards and procedures related to drainage, impervious surfaces, and building higher resilience to reduce future risks of flooding and improve surface water quality. These regulatory updates will be presented for Board approval over the coming months. Lastly, RER is assessing the future structure of the stormwater utility to establish separate countywide regional and local utilities to more efficiently fund and support stormwater management systems.
- **Building a Resilient Tree Canopy** – RER continues its popular Adopt-a-Tree Program and is working on enhanced tree planting initiatives will be dedicated to institutional facilities in low-income, low-canopy areas. Additionally, Code changes to the landscaping ordinance as well as RER's tree planting initiatives will better address our community's lack of sufficient tree canopy. The landscaping code change will ensure the planting of right tree types in certain locations to ensure they are longer lasting.
- **Building Environmental Resilience** - RER is involved with the day-to-day operation and transformation of many critical County programs geared towards the protection of our natural resources, such as enforcement on coastal construction, management and coordination of beach renourishment projects, acquisition and restoration of our endangered environmentally sensitive lands, pursuing grants with existing funds to leverage more funding for critical infrastructure projects and ongoing updates to the Comprehensive Master Development Plan to advance adaptation and mitigation initiatives. Additionally, RER is implementing new septic effluent standards for septic tanks and worked with the legislative sponsor on revised feasible distance standards to improve water quality.
- **Building a Resilient Community that Adapts to Climate Change through Construction** - RER will transform our built environment for a resilient future each time it issues a permit for new construction through new flood criteria standards recently adopted into the County Code. Additionally, the impervious surface standards being worked on by RER will require improved retention requirements on individual parcels to achieve water quality improvements and better flood control; will require that alterations to existing properties do not adversely impact their neighbors with respect to stormwater discharge by establishing minimum permeability and other code requirements; encourage green infrastructure as best practice solution to meet new standards; and eliminate debris or sediment from entering surface water bodies to avoid degradation of water quality and ultimately Biscayne Bay.

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- Protecting the Built Environment – RER is responsible for implementing changes to Chapter 8 of the Code pertaining to the recertification of buildings, which program has been strengthened through the acceleration of the recertification cycle from 40 to 30 and 25 years, requiring the use of structural engineers for building over three stories in height, and the expansion of inspection categories covering additional building elements.
- Protecting Consumer Rights - Our Consumer Advocate and the Office of Consumer Protection protect the entire community from unfair business practices.
- Protecting Workers' Rights - The Office of Consumer Protection's wage theft program mediates wage disputes in cases of underpayment or nonpayment of wages.
- Protecting Tenants' Rights - RER enforces the building and the minimum housing code and ensures that dwelling units are safe and free from blight.
- Protecting Treasured Historic and Cultural Resources - RER launched a comprehensive survey to ensure that historic structures and spaces are protected from gentrification and redevelopment pressure, as well as foster equity in our preservation narrative by recognize the narrative told by the structures and spaces of underrepresented groups in our cultural history.
- Protecting all Segments of our Economy - RER launched the Agriculture and Rural Area Study is to collect and analyze information concerning the long-term economic outlook of Miami-Dade County's agricultural industry, and to formulate recommendations to enhance the industry's economic viability.
- Planning for Resilient and Equitable Living - RER, through administrative and legislative means, is constantly reshaping Miami-Dade County from a bedroom community to a compact, efficient, transit-supportive metropolitan area with forward looking planning and zoning policies that have incentivized the location of market rate, affordable and workforce housing and business development opportunities in the right places, such as, but not limited to, our rapid transit zones, urban smart corridors, and urban centers.
- Planning for Growth and Equal Housing Opportunities - RER manages land responsibly by fostering more efficient land use that removes zoning barriers that impede housing development and also diversified housing opportunities by allowing housing development on non-traditional lots, making the use of land inside the Urban Development Boundary even more efficient, inclusive of infill lots whereby RER incentivizes the creation of affordable and workforce housing through density bonuses allowing duplexes and triplexes on traditionally single-family lots.
- Planning for Resilient Mobility - RER has shepherded the evaluation of a mobility fee for Miami-Dade County that has been recognized as key to the transformation of government investment in transit and the diversification of mobility options in traditionally car-centric communities.
- Planning for Responsive and Resilient Land Development Construction Permitting and Enforcement Services - RER is helping businesses and developers through "best in class" County timelines and services for construction permitting that also focuses on expediting the construction of key segments of our community.

Accelerate Resilience Strategy Coordination and Implementation

Miami-Dade County stands unique in the world as a community in terms of culture and ecological treasures; its natural assets and ever-evolving community attract visitors and entice new residents and businesses from around the world. In fact, Miami-Dade County's demographics are evolving, and economy is booming in a post-pandemic world. With increasing frequency, given our topology, hydrology, and geology, the County is also gaining standing as a community particularly vulnerable to the impacts of sea level rise and climate change. These are all the reasons why RER has become a local leader in advancing legislative, policy and administrative changes to become more responsive to your community's needs.

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The County has been and continues to be proactive in its effort to protect natural and economic resources. To raise the prominence and accelerate these efforts in light of projected impacts from climate change and other threats, Miami Dade County established the Office of Resilience. The Office of Resilience serves as Miami Dade County's in-house resilience consulting firm. Their portfolio includes, but is not limited to, matters related to climate change mitigation and adaptation, adaptation to sea level rise, resilience strategy implementation, extreme heat management, resilience communications and partnerships, Biscayne Bay protection, the transition to a Zero Waste and Circular Economy, and resilience policy/legislation. As a result, we work with the U.S. Army Corps of Engineers to prioritize projects that will address coastal flooding, storm surge and sea level rise vulnerabilities within the County, including protecting critical infrastructure and coordination of beach re-nourishment activities authorized under the Bi-Partisan Budget Act of 2018. Partnership with the U.S. Army Corps of Engineers include the newly authorized Miami-Dade Beach Erosion Control and Hurricane Protection Project (re-authorized for the next 50 years starting in 2025). Additionally, in continued support of preservation of the environment, we continue to provide leadership for the Southeast Florida Regional Climate Change Compact and support regional coordination of best practices as well as medium and long-term guidance on sea level rise risks, climate impacts, policy and action to County government and the community. Lead the planning efforts and is host of the 2023 Southeast Florida Regional Climate Leadership Summit in Miami Beach. It implements the recommendations and goals in the Extreme Heat Action Plan Including to: (1) Inform, prepare, and protect our people; (2) Cool our homes and emergency facilities; and (3) Cool our neighborhoods.

The Office of Resilience (OOR) operates within RER and reports to the Office of the Mayor. OOR is led by the Chief Resilience Officer (CRO) whose charge is to objectively assess and prioritize the greatest shocks and stresses to Miami Dade County's resilience, and to harness the appropriate expertise, and resources to effectively address these threats. Following the creation of the OOR and the CRO position, Chief Bay Officer (CBO) and Chief Heat Officer (CHO) positions were established by the County Mayor. The CBO serves as a liaison between County departments and boards, external agencies, stakeholder groups and local, state, and federal governments on water quality issues, policies and appropriations related to the health and recover of Biscayne Bay. The CBO's team attends the State of Florida's Biscayne Bay Commission meetings and provides the County commissioner – board member with briefings before the meeting and updates post-meeting. Biscayne Bay Commission meeting updates are also offered to Miami-Dade County's Biscayne Bay Watershed Management Advisory Board, which coordinates with the Biscayne Bay Commission. The CHO is responsible for improving coordination and accelerating existing heat protection efforts and initiating new work that reduces the risks and impacts of heat stress and extreme heat for vulnerable communities in Miami Dade County. More recently, a Resilience Planning and Implementation Director position was created to lead all initiatives relating to the future readiness items within the OOR portfolio.

To promote engagement and equity while addressing the resilience issues facing our County, OOR works to maintain and further expand stakeholder engagement. To this effect, the OOR provides leadership in both the Southeast Florida Regional Climate Change Compact and the implementation team of the Resilient305 Strategy to create synergy across South Florida's resilience efforts. Additionally, OOR works across departments to unify County resilience through planning and coordination, grows and maintains momentum to effect changes through effective communications and outreach strategies, and capitalizes on opportunities from local and international leaders eager to support Miami Dade County's resilience goals. For example, one of the campaigns OOR continues to develop and implement is the yearly Heat Season Awareness Raising Campaign for the general public, which targets vulnerable populations and health care practitioners. In addition to these efforts, OOR also works to engage leadership at all levels of government, as well as external interested parties such as Greater Miami and the Beaches Partners, the municipalities of Miami and Miami Beach, The Miami

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Foundation, 34 local municipalities within the County along with universities and multiple community partners to successfully create the funding mechanism necessary to address the County's resilience efforts outside of currently budgeted resources. Moreover, it leads the enterprise-wide energy/water use reporting and use reduction through the County's utility management software, EnergyCAP and the federal Energy Star Portfolio Manager platform to meet the Comprehensive Development Master Plan (CDMP) goal of reducing electricity usage for County facilities by 20% from the baseline year of 2009 by 2025 as well as reducing associated costs and climate pollution. Continues to lead deployment and provides guidance to departments for onsite solar photovoltaic systems for County facilities to increase the amount of renewable energy used by the County and leads and provides guidance to departments on Building Energy Performance contracting for County departments/facilities.

The Office of Innovation and Economic Development has been revamped to better meet our economic development challenges with a focus on small business development and capacity building that is not solely dependent on County contracting, the expansion of blue- and green-technology businesses to further diversify our economy, workforce development to ensure our local residents are skilled to obtain the types of jobs we seek to create through the aforementioned economic development innovation and expansion initiatives. As stated in the Miami-Dade Future Ready Economic Development Plan, the Office of Innovation and Economic Development is tasked with further developing sustainable and reliable economic development opportunities to current and future generations of Miami-Dade County residents in a trailblazing fashion that sets the model for other dynamic metropolitan communities around the globe.

Continue Post-Merger Unification and Continual Evolution to Meet Community Needs

RER continues to find ways for its divisions to work more efficiently together as a means to improve service and turn-around times to our customers. In particular, RER is well positioned to improve processes regarding our regulatory services since much of the County's regulatory responsibilities were placed under RER's purview to be more accessible and equitable through technological and business improvement solutions aimed at addressing the ever-evolving needs of our residents. RER was created in 2012 by merging functions previously housed under 12 separate departments and offices. The main reasons for this merger were to: 1) place as much of the land development and business regulatory process under one department to more easily implement cross section process improvements and for organizational efficiencies in a standard and equitable fashion, 2) uniquely position itself to view its regulatory, planning, and resiliency functions through the lens of economic development, and to view economic development through the lens of regulatory, planning, and resilience policy objectives. Today, RER is comprised of seven regulatory divisions that are involved in land development, permitting and business licensing activities, the Office of Resilience and the Office of Innovation and Economic Development, all supported by one administrative services division. The latter reason is intended to help focus improvement efforts, to the benefit of the department's broader mission.

Although the merger occurred several years ago, the merger continues as a work in progress to form one cohesive department. Internal challenges include merging disparate organizational cultures (some of which were decades in the making and to which employees still feel affinity) and developing an RER organizational culture that connects with all employees and further standardizes equitable customer service and engagement to our residents and regulated communities. Aside, RER is currently operating out of four different work locations, which does not allow for the full maximization of the merger and has led to certain services being fragmented due to their location in more than one location. This is being addressed by RER maximizing its hybrid remote/office work environment to provide virtual services that allows additional methods of engagement by the community for the equitable provision of services, whether it is in-person or virtual. Moreover, the Department is improving coordination between

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Permitting and Inspection Center and Downtown zoning staff through more cross-training that increase the human capital bandwidth of existing resources to be more flexible for timely reviews and customer services. However, RER is working with the Internal Services Department to identify a site that could co-locate all our regulatory, administrative and policy operations to permanently maximize further efficiencies and provide a true on-stop-shop experience for all our customers, inclusive of the permitting services offered by other government agencies at the Permitting and Inspections Center today.

External challenges include making our stakeholders, customers and municipal partners understand RER's role and services. Educating the media is a challenge as well. Addressing these challenges will take time and persistence; but with each passing year RER continues to solidify its position as a unified organization.

Other actions RER has undertaken is the consolidation of functions and activities and rollout of key services that work to improve business operations, advance our policy goals, as well as the customer experience, such as:

- **Stormwater Planning and Policy Changes:** RER is our community's key stakeholder in implementing policy changes that are meant to ensure we have a fully functional and sustainable stormwater management system to mitigate against the effects of climate change. Recently, the County enacted Code changes to implement new flood criteria standards that will force new construction and redeveloping properties to elevate to meet projections for sea level rise. The flood criteria will dictate the standard to which our roadways are rebuilt and elevated, the hardening of our canal banks and drainage infrastructure that will protect our community from storm surge and sea level rise and are critical to water management for flood events and even king tides. Additionally, RER is implementing impervious surface standards that require existing systems to be complemented by improved retention requirements on individual parcels to address water quality, and flood control; require alterations to existing properties do not adversely impact their neighbors with respect to stormwater discharge by establishing minimum permeability requirements; encourage green infrastructure a best practice solution to meet new standards; and mitigate debris or sediment into any stormwater systems with direct discharge to surface water bodies to avoid degradation of water quality and ultimately Biscayne Bay. Ongoing efforts will focus on restructuring the Stormwater Utility Fee and program to better align with regional and local-impact stormwater management capital projects and ongoing maintenance operations, the use of technology to improve stormwater retention and flow, pursuing of grant opportunities to accelerate resilient investments such as raising of canal banks in low-lying areas and subject to repetitive flooding, eventually enhance countywide resilience efforts through further improved flood protection and water quality protection.
- **Water Quality Protection:** RER is responsible for implementing the County's new septic effluent standards to allow for the more responsible and affordable redevelopment on parcels with septic tanks, which can better eliminate harmful bacteria, while the County funds the total build out of its sewer system in an effort to fully convert from septic to sewer. While the County builds sewer infrastructure, lack of access to sewer lines makes development of infill parcels even more challenging. RER is also responsible for the protection of our surface water quality through among other things, enforcement on coastal construction sweeps to ensure on work adjacent to tidal water bodies are managing their drainage and stormwater on site and that sediment is not moving off site and into storm drains, canals and ultimately Biscayne Bay.
- **Protection of our Natural Resources:** The Division of Environmental Resources Management's Water Management Division is the County's lead in coordinating of our beach renourishment programs with the US Army Corps of Engineers that not only protect our most valued tourist attraction, but the greater region's economic wellbeing supported by our beaches as well as our built environment on our beaches. The Division of Environmental Resources Management is also taking

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measures to protect water quality through the aforementioned stormwater management practices as well as education and public engagement, particularly as it pertains to the health of Biscayne Bay. Among the ways to enhance the protection of our natural resources is through the acquisition and restoration of environmentally endangered lands, now that the Environmentally Endangered Lands (EEL) Program has a multi-year, one-time \$24 million infusion, to further protect native plant and animal species and also expands the acres of pervious land for stormwater retention. These funds can also be used to leverage grant funds to accelerate or expand restoration and maintenance projects. Additionally, Code changes to the landscaping ordinance as well as RER's tree planting initiatives will better address our community's lack of sufficient tree canopy. The landscaping code change will ensure the planting of right tree types in certain locations to ensure they are longer lasting while the enhanced tree planting initiatives will be dedicated to institutional facilities in low-income, low-canopy areas.

- **Boards and Code Administration:** Continue efforts to harmonize County Code Chapter 8 with updates made to the Florida Building Code that requires the adoption of new Florida Building Code appendixes and development of amendments unique to Miami-Dade County through local technical amendments to the Miami-Dade County Code. These include water conservation and electric vehicle charging building infrastructure as elements requiring this form of adoption.
- **Community Engagement:** This consolidation into the Director's Office helps to ensure RER speaks with one voice as a department for matters related to public and media relations, enhances and expands divisional community engagement and educational efforts and events, and provides one focal point for all community and regulated industries engagement in RER.
- **Code Compliance :** This was the creation of one separate division intended to be a single point of responsibility to focus on these customer experience goals, as well as improve the accountability of field inspections, reporting mechanisms of code enforcement violations, and case management functions. The creation of the Code Compliance Division in FY2017-18 is an ongoing part of RER's efforts to better engage and educate community groups, residents, and property and business owners and encourage compliance with our local building, neighborhood/zoning, and contractor regulations. By engaging communities and focusing on particular issues of interest, the County seeks to reduce recidivism with violation notices and citations in pocket areas, leading to the improved quality of life in our neighborhoods and the regulated built environment, among other things.
- **Small Business and Homeowners Assistance Team:** While not necessarily the consolidation of functions from other parts of RER into one unit, the Small Business and Homeowners Assistance Team is the consolidation of services into one key group in the Construction, Permitting and Building Code Division. This team assists stakeholders with navigating through the permitting process, regardless of if it is for a home renovation or the starting or expanding of a small business, at no additional cost. This service makes permitting more accessible and equitable, while ensuring the safety and quality of life of our community through our stakeholders' engagement to become compliant with our building, environmental, and zoning codes resulting in the continued expansion of the Concierge Program services to promote and improve Affordable and Workforce Housing Expedited Plan Review and Green Building Expedited Plan Review to assist developers of affordable and workforce housing and continue to build for a resilient environment protecting our natural resources. Furthermore, RER continues with the Homeowner and Small Business Assistance Team as an effort to improve first-time and infrequent customer experience, assist customers to resolve building code violations, and help small business through the building permitting process. This would include the development of a Small Business Start-up guideline initiative campaign.
- **On-Line Permitting Services:** As a result of the COVID-19 pandemic, RER rolled out online construction permitting services that are permanent feature of our business operations and expanding to other areas of the department. This saves design professionals time and money

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through our virtual permit services whereby RER offers fully electronic permitting that allows for submittal, plan review, appointments with professionals, inspection requests and payments online.

- **Recertification Unit and Plans Tracking Transparency:** In light of the Surfside tragedy, RER improved building recertification process at the Permitting and Inspections Center by consolidating and enhancing staffing and technology resources. As a result of the Grand Jury Report dated December 2021 and the Chapter 8 recertification recommendations, the recertification process has been strengthened through the acceleration of the recertification cycle from 40 to 30 and 25 years, requiring the use of structural engineers for building over three stories in height, and the expansion of inspection categories covering additional building elements, among other changes. Accelerating the recertification cycle has created a compressed timeframe for buildings built between 1983 through 1997, which must be recertified by December 31, 2024. These procedural and policy changes require the addition of qualified intake and processing staff and technical reviewers to ensure the structural and electrical integrity of the subject structures in concert with established regulations. Online submission and tracking capabilities have also been enhanced to automate for operational efficiency, customer convenience and transparency.
- **Comprehensive Development Master Plan and Zoning Code Changes to Develop Blueprint for Resiliency:** RER continues formulating and establishing land use zoning practices that encourages the development and redevelopment of single-family housing units within the Urban Development Boundary; encourages the efficient use of older commercial properties for mixed use and residential opportunities as well as development along our rapid transit zones; works with stakeholders to develop and implement inclusionary zoning policies, such as the 12.5 percent minimum workforce housing requirement along the Smart Corridors; constantly amends subdivision regulations to provide expedited development processes for infill and affordable housing development; and is analyzing the Community Council structure and process to find practical efficiencies for both the public and the department that lead to more effective community engagement that drive action and feedback on key policy decisions pertaining to our planning and land development processes. One of the most significant changes to the Comprehensive Master Development Plan is the forthcoming inclusion of adaptation and mitigation policies based on the most recent Stormwater Master Plan that apply standards to vulnerable, coastal, and high flood risk areas as well as setting parameters for designing future Adaptation Action Areas. All these are examples of continuing the process of making the CDMP better aligned with resilience, community health and design, economic development and affordable housing goals and with the County's long-range vision for development, redevelopment, and conservation, while at the same time making it more readable and user-friendly to the public through an increase in the use of graphics. This also requires the

Continue to Improve through Technological and Virtual Service Improvements

The delivery of current and the enhanced aforementioned services resulting from either policy or administrative changes require identifying operational gaps and addressing them through cutting-edge and forward-looking solutions. Change management is always a challenging proposition for any organization. Challenges to improvement-related change particular to RER, would include effecting change within the context of a large organization (the County) with internal policies predicated on stability of operations. This means proposed changes must sometimes be stewarded through significant administrative processes. If the change requires policy, code, or regulatory modifications, those proposed changes must be stewarded through significant legislative processes, which require stakeholder engagement, as well. Implementing change while maintaining normal service levels or while responding to legislative/administrative mandates is not an immaterial task, and often requires even greater commitment by RER's dedicated employees.

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RER invested in the expansion of the aforementioned pending online tracking and payment features as well as the rollout of virtual services for activities such as professional-and-customer meetings and inspections as measures to reduce in person interactions during COVID-19. This effort, which in a way was a leap forward in time with respect to the implementation of technological resources available to maintain business operations, opened the door for lines of virtual communication between and among business units and customers that were unimaginable at one point in time, and opportunities to further maximize the merger through potential consolidations that could co-locate certain fragmented services in a smaller footprint. The latter which can lead to the more efficient use of staffing resources, but the effort must be dynamic and evolving as RER continues to readjust to a work environment post-COVID that continues to maximize its recent technological investments to improve customer service and provide such services more equitably based on continual feedback and improve business operations.

RER leadership recognizes these challenges to improvement, but remains undeterred to ensure our processes are efficient, equitably, and effective through proper stakeholder engagement that ultimately protects our natural resources, build a resilient environment, and enhances our economy. In the last year, RER successfully implemented several improvement efforts that reduced departmental costs and improved service performance. RER will continue to seek out opportunities to leverage our new structure toward improved services, evidenced by minor staffing reorganizations within RER's divisions based on business process and data analysis. To keep up with the demands and needs the department is facing, additional resources are being provided in the Business Architect Section to assist in essential process and technological improvements. Some of the targeted process improvements being coordinated are the following:

- Improvement to the Recertification Portal (GoldKey) that will allow customers to upload their recertification documents, track the status of their recertification, allow for review of recertification documentation and schedule quality control inspections. Begin back scanning of old recertification files to make these documents available for the public. The benefit of the recertification program is to reduce the risk of structural and electrical failure and mitigate exorbitant maintenance costs in the future by helping owners and property managers understand, prevent, and plan for current and future repair and maintenance costs that prolong the useful service life of the building.
- Enhancement of Customer Submission and Plans Tracking Applications Portal (GoldKey), which provides an improved online customer portal, site login and tracking dashboard including the implementation of Sewer Allocation. This portal allows for transparency in the process by allowing customers to see real-time status of their application.
- Continue review of permitting process and implement new procedures to expedite the issuance of minor permits such as windows and doors and reduced staff workload thus providing continue process improvement and efficiency.
- Streamline of Building Code Officials, Plan Reviewers and Inspectors Certification through a public online portal, which is a transition from a paper-based process to a modernized web-based portal system to track code officials' certifications, municipalities where they are certified, and track each code official's continuing education. This technology will ensure accountability and transparency on code officials' certifications that ultimately are responsible for protecting the built environment. With private municipal service providers contributing assistance to municipalities on demand, this initiative has the potential for creating more jobs, and overall facilitates accurate and swift access to certification status.
- Modernization of the product control system to accept and process applications electronically, which involves the transitioning from a paper submittal process to a modernized portal that accepts product approval applications with all technical support documents and drawings via a secure file transfer protocol. The complete digital processing of the submission, review, and

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publishing of the approvals will streamline several current manual steps, which allows product manufacturers to obtain their approval faster so they can sell and install the products that are meant to be used in the built environment and could eventually be more cost-effective for consumers than existing products in the construction of commercial, industrial or residential structures. Product Control's portfolio includes national and international manufacturers with a large presence of local distributors.

- Development of an electronic application process for contractor licensing, which requires the transitioning from a paper submittal process to a modernized portal that accepts license applications with all the required support documents via a secure file transfer protocol will aid contractors to obtain their license. The complete digital processing of the submission, review, and review by the Construction Trade Qualifying Board will streamline the internal steps by reducing the storage and processing of paper files.
- Analysis of customer service improvements at counters and on website, such as refining the recently published "Land Management Viewer," which provides a range of zoning and planning related data, as well as the main interface to all zoning-related public records.
- Integration of platting processes into the existing land development system (Energov) to provide for better application workflow, tracking and customer experience with planning, zoning, and paving and drainage reviews.
- Continuation of migration of DERM's legacy systems into Goldkey for plan review, permitting and code enforcement; on-going efforts to support and improve the Water and Sewer Infrastructure permitting process, including eBuilder, to reduce the total time to issue construction permits; as well as improve online services by providing self-service capabilities such as web submittal, status tracking and fee payments for all DERM review processes and permits.
- Initiation of the development of a modernized and consolidated Enforcement System with the Information Technology Department that accommodates enforcement processes throughout RER (multi-year project). This new system will enable information provided to the public to be transparent and consistent when reviewing inquiries on properties, since all relevant code enforcement action will be viewed under the specific folio/property address in one database.
- Enhancement of neighborhood code compliance viewer to include other departmental code violation cases. This initiative will allow the Code Compliance Division's field staff to identify any other ongoing neighborhood concerns/issues that a property may have and more efficiently communicate with other County departments to streamline efforts.
- Reduction to zoning hearing application review timelines to ensure majority of completed applications are going to hearing within five months as part of effort to streamline the process for homeowners and businesses.

Our Customer

RER serves many customer groups through our broad portfolio of services.

Direct External Customers

RER's direct external customers include individuals and businesses that require licenses, permits, or other approvals to comply with the various codes and regulations under the purview of RER, as well as those needing to resolve an enforcement action when a violation has occurred. Our direct external customers need to be treated equitably, in a timely fashion, provided clear instructions, and able to navigate a process that promotes compliance and minimizes confusion. Our regulated customers need regulations to be clear and easy to comply with non-conflicting, and able to accomplish the purposes for which they were formulated, as still to today, despite many process and messaging improvements, external customers find some of RER's processes complex. Central to this process is customer feedback

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which is gathered through both formal and informal engagement mechanisms, including real-time verbal responses, follow up emails, and surveys, as well as through scheduled meetings with the regulated industry, customers, and customer groups.

However, the RER continues to invest significant resources to improve the ability for self-service through the use of technological means, which has improved over time. However, there are some RER applications that cannot be submitted and/or completed electronically. Additionally, the inability to track the progress of certain applications or submittals online through a customer portal, or easily submit customer feedback, is a priority for the department throughout modernization efforts. As customers become more accustomed to initiating, self-servicing, and managing many services on the web or via their mobile devices, that expectation is translated over to the Department's processes as well. Responding to this trend requires analysis, feedback through engagement from affected communities, project planning, and the prioritization and alignment of resources and funding for these multi-year projects that move the department towards new solutions to meet the customer's ever-increasing demands for accessible services.

An important observation regarding our direct external customers is the positive correlation between experience with the County's regulatory environment and the ability to navigate it. First-time or infrequent customers (individual homeowners or small business owners) may not know that certain regulations apply to them, or may find the process more complex, time consuming, and expensive than they expected. RER is focusing on a more personalized engagement experience for first-time and infrequent customers by providing one-on-one assistance from initial submittal to final outcome by enhancing customer service, communications, technology, and education initiatives. These efforts are challenged by: 1) the difficulty in translating technical, complex regulations into lay terms that are easily understood by all customers, 2) the constant modifications to the building, neighborhood, environmental and business regulatory environment, and 3) the fact that the County only owns a part of the regulatory process (municipalities and the state of Florida each have a role as well). More importantly, regulatory requirements may vary at the granular level, so mass communications or simple road maps will only partially address the issue for any new regulatory customer. Further, RER is invested in continuous quality performance improvement solutions that are customer focused by reviewing and implementing regulatory modifications, process improvements, and performance management initiatives to ensure processes are simplified and turnaround times are reduced for all customers without sacrificing regulatory objectives.

Other External Customers

RER also serves the policy makers who create the regulatory codes. RER ensures the codes are administered equitably and for the greater public purpose intended, and also provides feedback to, and is a key stakeholder engaging policy makers regarding the likely impact of proposed new or changes to current regulatory codes under the department's purview. Finally, other direct regulatory customers include municipalities and County agencies on whose behalf RER provides regulatory services or technical assistance. This collaboration with policy makers and work with other public agencies is necessary to remain mindful and responsive to our community's immediate and future needs.

Other external customers include businesses that benefit from our economic development initiatives, policy makers and leaders who utilize RER's research, planning, and resilience functions for informed decision making and policy formation, and individuals who seek mediation or education programs that RER provides. These customers need accurate, effective, timely, and useful information and services. Customer feedback is gathered through both formal and informal engagement mechanisms, including real-time verbal responses, follow up emails, and surveys.

Internal Customers

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Internal customers include other County departments that are involved in regulatory and land development processes, including DTPW, WASD, and MDFR. Examples of other internal customers include County departments involved in the promotion of affordable and workforce housing (PHCD and CAHSD) and economic development functions such as film permitting (PROS, MDPD, among others), purchasing of development rights on agricultural land (ISD), or departments who are consumers of RER's research, planning and resilience policy and legislation analysis and coordination. In addition, the Office of Resilience coordinates across departments for implementation of county policies and frameworks such as the Climate Action Strategy, Seal Level Rise Strategy, Biscayne Bay Task Force report, and the Extreme Heat Action Plan. RER, as the County's lead department in the planning and land development process, as well as its support to other public agencies in the pursuit of our community's housing, transportation, building and neighborhood safety, environmental, and urban development goals and initiatives, is positioned to have the greatest impact on the future of Miami-Dade County.

Indirect Customers

A resilient environment and economy, as well as attractive and soundly constructed communities, through RER's services, help promote a sustainable high quality of life in Miami-Dade County and support the County's social services delivery system by stimulating economic development and growth, protecting the health and safety of residents through equitable and sensible construction regulation, and ensuring air quality and water resources protection for all Miami-Dade County residents. RER's service delivery model, propelled by many of the policy changes germinated within the department, aims at decreasing social disparity and removing barriers to environmental justice particularly, amongst the most vulnerable.

Strategic Alignment, 4E, and Thrive305 Summary

RER priority activities support the following Strategic Area Goals and Objectives from the Miami-Dade Strategic Plan:

Neighborhood and Infrastructure:

NI1 - Safe, healthy and attractive neighborhoods and communities

- NI1-1 Promote livable and beautiful neighborhoods
- NI1-2 Ensure buildings are sustainable, safe and resilient *
- NI1-3 Promote the efficient and best use of land *
- NI1-4 Protect the community from public nuisances and incidents that threaten public health

NI2 - Continuity of clean water and community sanitation services

- NI2-1 Provide adequate drinking water supply and wastewater disposal services *
- NI2-2 Mitigate community flood risk

NI3 - Protected and restored environmental resources

- NI3-1 Maintain air quality
- NI3-2 Protect and maintain surface and drinking water resources
- NI3-3 Protect, maintain and restore beaches, the coastline, Biscayne Bay, and other bodies of water *
- NI3-4 Preserve and enhance natural areas and green spaces *

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Economic Development:

ED1 - An environment that promotes a growing, resilient and diversified economy

- ED1-1 Promote and support a diverse mix of current and emerging industries vital to a growing economy *
- ED1-2 Create and maintain an environment attractive and welcoming to large and small businesses and their workforce
- ED1-3 Expand business and job training opportunities aligned with the needs of the local economy *

ED2 - Entrepreneurial development opportunities within Miami-Dade County

- ED2-1 Encourage a dynamic and healthy small business community that reflects our diversity *
- ED2-2 Bolster opportunities for small and local businesses to participate in County contracting *

ED3 - Revitalized Communities

- ED3-2 Increase economic opportunity and access to information technology for disadvantaged and disinclined communities *

General Government:

GG1 - Accessible, equitable, transparent, and responsible government

- GG1-1 Support a customer-focused organization by providing convenient access to information and services, by ensuring processes are easy to navigate *
- GG1-2 Facilitate community outreach and engagement to promote better decision-making in County government *
- GG1-3 Ensure involvement of local organizations to help address priority needs of our residents *
- GG1-4 Promote equity in the planning and delivery of County services *

GG2 - Excellent, engaged and resilient workforce

- GG2-1 Attract and hire new talent to support operations
- GG2-2 Promote employee development and leadership
- GG2-3 Ensure an inclusive and diverse workforce

GG3 - Optimal internal Miami-Dade County operations and services

- GG3-1 Deploy effective and reliable technology solutions that support Miami-Dade County services
- GG3-4 Effectively utilize and maintain facilities and assets

GG4 - Effective Leadership and Management Practices

- GG4-2 Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents *
- GG4-3 Reduce County government's greenhouse gas emissions and resources consumption *
- GG4-4 Lead community sustainability efforts and climate change mitigation and adaptation * Strategies *

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PS3 - Effective Emergency and Disaster Management

- PS3-1 Increase countywide preparedness and community awareness
- PS3-2 Ensure recovery after community and countywide disasters and other emergencies
- PS3-3 Protect key infrastructure and enhance security in large gathering places

Transportation and Mobility:

TM1 - Transportation system that facilitates mobility

- TM1-4 Expand and modernize public transportation systems and options while minimizing carbon emissions *

TM3 – Well-maintained, modern transportation infrastructure and assets

- TM3-3 Promote clean, attractive roads and rights-of-way

Health and Society:

HS2 – Self-sufficient and healthy population

- HS2-3 Create, preserve, and maintain affordable housing to support vulnerable residents and workforce needs *

Strategic Alignment, 4E, and Thrive305 Summary (continued)

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Number of Trees Planted	Environment	Priority 7 and 8 / Action 7.2
Number of purchase offers for environmentally endangered lands made to land owners	Environment	Priority 7 and 8 / Action 7.2
Acres of environmentally endangered lands acquired	Environment	Priority 7 and 8 / Action 7.2
Cumulative acres of restored or enhanced coastal habitat	Environment	Priority 7 and 8 / Action 7.2
Percentage of wetland acres reviewed for unauthorized impacts	Environmental	Priority 8
% of days that are "good" or "moderate" air quality	Environment	Priority 8
Density (# of sites/sq. mi.) of contaminated sites in wellfields	Environment	Priority 8
Density (# of sites/sq. mi.) of contaminated sites countywide (excluding wellfield areas) – Annual	Environment	Priority 8
Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard (RFRO)	Environment	Priority 7 and 8 / Action 7.6
Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard	Environment	Priority 7 and 8 / Action 7.6

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Selected Measure Name (Continued)	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Percent of contaminated site rehabilitation documents reviewed within the required timeframe (RFRO)	Environment	Priority 8
Percent of County air quality permits issued within 8 days.	Equity and Environment	Priority 8
Percent of state air quality permits issued within 60 days	Environment	Priority 8
Percentage of sanitary nuisance complaints responded to within 24 hours	Environmental	Priority 8
Percentage of Resource Protection Permit applications reviewed within 30 days (Class I – VI permits)	Environmental	Priority 8
Average number of calendar days a residential permit application is under review	Economy	Priority 5 / Action 5.4
Average number of calendar days a commercial permit application is under review	Economy	Priority 5 / Action 5.4
Total Number of Building Permits Issued	Economy	Priority 1
% of commercial plans reviewed within 24 days	Economy	Priority 5 / Action 5.4
% of residential plans reviewed within 20 days	Economy	Priority 5 / Action 5.4
Percentage of [construction] field inspections rejected	Environmental	Priority 8
Total Number of Recertified Building Structures	Equity	Priority 5 / Action 5.4
Development activity within the SMART corridors: Industrial (square footage)	Environment	Priority 8
% of Countywide housing units in the urban centers rapid transit zones and along the SMART corridors	Environment	Priority 8
% of Countywide employment in the urban centers rapid transit zones and along the SMART corridors	Environment	Priority 8
Development activity within the SMART corridors: Commercial (square footage)	Environment	Priority 8
Development activity within the SMART corridors: Residential (units)	Environment	Priority 8
% of contractor license applications reviewed within 10 days	Economy	Priority 5 / Action 5.4
Average Days from Junk/Trash/Overgrowth complaint to First Inspection	Environment	Priority 8 / Action 8.3
Average Calendar Days from Zoning Complaint to First Inspection-Chapter 33	Equity	Priority 8 / Action 8.3
Total Liens Recorded	Equity	
% of Voluntary Compliance with Warning Letters Issued	Engagement	Action 2.1
Average Calendar Days from Exterior Property Maintenance Complaint to first Inspection-Chapter 19	Engagement	Action 8.3
Percentage of Zoning application reviews completed within deadlines	Equity	Priority 8

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Selected Measure Name (Continued)	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Number of CDMP application reviews completed within deadline	Equity	Priority 8
Dollars Spent Locally (Office of Innovation and Economic Development)	Economy	Priority 5
Filming Permits Issued	Economy	Priority 5
Film Industry Jobs created	Economy	Priority 5 and 7
Business and Economic Development Expansion Efforts	Economy	Priority 5
CPD Licenses issued per month	Economy	Priority 1
Value of Goods Refunds and/or Service Recovered for Consumers	Equity	Priority 2
Customer satisfaction from consumers that file complaints against businesses	Equity	Priority 12
% of employees satisfied with safety training	Equity	Priority 12
% of employees satisfied with OSHA (HAZWOPER) required training	Equity	Priority 12
Number of Adaptation/Resiliency Activities in Progress or Completed	Environment	Priority 8
Number of Activities Implemented to Decrease County-wide Energy Consumption	Environment	Priority 8

PRIORITY INITIATIVES

A. Boards and Code Administration Division Initiatives:

1. Assess Florida Building and other code changes needed to address resiliency/mobility objectives through changes to building codes for cool roofs and infrastructure for electric vehicle charging stations in order to provide a built environment that is more resilient and efficient while keeping check on affordability.
 - *4E (Environment)*
 - *Priority 3 / Action 3.2 - Housing that People Can Afford / Create and retrofit housing that is good for the environment, safe and builds communities.*

B. Code Compliance Division Initiatives:

1. Reduce response time to 48 hours for neighborhood and building enforcement complaints to ensure accountable and timely responses are provided to constituent concerns that will enable the Code Compliance Division to prevent public welfare and life safety issues.
 - *4Es (Equity)*
 - *Priority 12 – Government that cares and responds.*

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2. Continue reviewing alternative work schedule options for weekends and evenings, including the feasibility of implementing 4-days by 10-hour work schedules, for more operationally efficient field staff coverage. This also includes the continuation of schedules that extend into weekends to ensure more round the week code compliance activities and engagement with stakeholders.
 - *4Es (Equity)*
 - *Action 11.1 – Strengthen Partnerships with Community groups to deliver critical services.*
3. Ensure all Code Compliance Division field staff achieve certification through the Florida Association of Code Enforcement (F.A.C.E.), which is a professional development program consisting of up to four certifications regarding administrative aspects of code enforcement, fundamentals of code enforcement, legal issues in code enforcement and safety and field applications.
 - *4Es (Equity)*
 - *Priority 12 / Action 12.1 – Government that Cares and Responds / Improve Communication with the public through messengers and messages that meet people where they are.*
4. Obtain Certificate of Accreditation from the American Association of Code Enforcement (A.A.C.E.) for the Code Compliance Division and become a nationally recognized code enforcement agency. This will ensure a uniform and consistent level of professionalism and service to be provided to the constituents of Miami-Dade County. (Remove from Key Issues and keep under Priorities)
 - *4Es (Equity)*
 - *Priority 12 / Action 12.1 – Government that Cares and Responds / Improve communication with the public through messengers and messages that meet people where they are.*
5. Implementation of Body Cameras for all Code Compliance field staff that is meant to protect the safety of such field staff, as well as properly and accurately document information relevant for case files.
 - *4E (Engagement)*
 - *Priority 12 / Action 12.1 – Government that Cares and Responds / Improve communication with the public through messengers and messages that meet people where they are.*

C. Construction, Permitting and Building Code Division Initiatives:

1. Develop and implement the Structural Glazing Recertification Program for Miami-Dade County's Unincorporated Municipal Service Area (UMSA) requiring inspection for structural glazing of curtain wall systems at six-month intervals for the first year after installation and subsequent inspections shall be performed at every five years at regular intervals for structurally glazed curtain wall systems installed on threshold buildings and help owners and property managers understand, prevent, and plan for current and future repair and maintenance costs that prolong the useful service life of the building.
 - *4E (Engagement)*
 - *Priority 4 - Public Safety that includes prevention, early intervention, and enforcement*
 - *Priority 5 / Action 5.4 – Small Business that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
2. Continue to discuss and improve the building permitting process and certificate of use process for municipal customers seeking County approvals via the Municipal Permitting Roundtables in order to collaborate on making the County approval process seamless between the municipalities and County.

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- *4E (Engagement)*
 - *Priority 1 - Accessible County Government*
 - *Priority 5 / Action 5.4 – Small Business that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
3. Begin discussions to implement a chatbox feature online on the building website so that customers can speak live to a customer service representative. This feature will allow staff to be more assessable to customers in a modern environment thus reducing visits to the Permitting and Inspection Center.
- *4E (Engagement)*
 - *Priority 12 - Government that Cares and Responds*
4. Develop a virtual building-trades inspections program including piloting an on-demand virtual inspection for certain permit types. The program utilizes a powerful combination of technology and process improvement that results in enhanced customer service and supports expediting our economic development initiatives.
- *4Es (Economy)*
 - *Priority 1- Accessible County Government*
 - *Priority 5 / Action 5.4 – Small Business that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*

D. Consumer Protection Division Initiatives:

1. Utilize the one-time Miami-Dade Rescue Plan support to conduct an awareness campaign directed at residents and workforce, and to set the framework to be utilized in future periods for an increased number of educational and outreach programs on consumer protection laws, including Wage Theft and small claims court clinics.
- *4E (Engagement)*
 - *Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government.*
2. Rollout and engage stakeholders on the online accessible and searchable database for the implementation of the recently adopted Community Association Registration ordinance using virtual information and education webinars, and online instruction guides providing timely access to data and information.
- *4E (Engagement)*
 - *Priority 1 – Accessible County Government*
3. Coordinate in-person automobile dealership training workshops to train mechanics/technicians how to use the online licensing portal, thereby facilitate further online accessibility to RER services for automobile mechanics/technicians and apprentice mechanics/technicians and assist in their understanding of applicable Code provisions administered by RER.
- *4Es (Engagement)*
 - *Priority 5 / Action 5.4 – Small Business that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
4. Continue to enhance electronic communications and news to business owners and customers to disseminate information on consumer protection services, including wage theft protection, to increase the awareness of County residents.
- *4E (Engagement)*

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- *Priority 12 / Action 12.1 – Government that Cares and Responds / Improve communication with the public through messengers and messages that meet people where they are.*
- 5. Increase utilization of the automated customer satisfaction survey for the Consumer Protection Mediation Center to monitor and assess the customer experience, and to garner information on areas that may need to be improved or reengineered.
 - *4Es (Equity)*
Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government.
- 6. Restart litigation activities against chronic non-compliant businesses both with respect to consumer protection license requirements and unfair and deceptive practices to ensure fairness in the marketplace for responsible business owners and consumers.
 - *4Es (Equity)*
Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government.

E. Development Services Division Initiatives:

1. Monitor the recent implementation of optional zoning expedited reviews to ensure reduction of other application review timeframes, which ultimately give customers the option to expedite further reviews that streamline the development process.
 - *4Es (Equity and Economy)*
 - *Priority 5 / Action 5.4 Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
 - *Priority 12 – Government that Cares and Responds*
2. Maintain the five (5) business day zoning expedite review for all applications that provide for affordable housing at no additional cost to the applicant as part of the County's larger effort to address a major issue that affects quality of life for the overall community.
 - *4Es (Equity)*
 - *Priority 3 / Action 3.1 – Housing that People Can Afford / Accelerate housing development to meet growing need.*
Priority 5 / Action 5.4 Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.

F. Environmental Resources Management Division Initiatives:

1. Continue improving water resources protection through greater integration of ground water and surface water data collection, including Biscayne Bay, obtained from various operating units to better evaluate water quality monitoring efforts and guide policy and management decisions.
 - *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our resident, and stimulate our economy.*
2. Continue participation as the Local Sponsor for the New Start Feasibility Study for the Village of Key Biscayne, partnering with the USACE to cooperatively investigate shoreline erosion and the benefits of implementing hurricane and storm damage reduction features along the shorelines of Key Biscayne.
 - *4Es (Environment and Engagement)*

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- *Priority 7 / Action 7.5 — Investment in Blue-Green Jobs that Benefit our Water and Environment / Coordinate across jurisdiction and agencies to address climate risk and achieve bold resilience and economic recovery goals.*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions.*
3. Continue bringing code changes for public comment and Board approval to enhance regulatory requirements that help improve stormwater quantity and quality countywide through stormwater design criteria on roads via the Public Works manual and Chapter 24 for stormwater operating permits and compliance.
 - *4Es (Environment and Engagement)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Update regulations to protect the environment and protect resilient growth.*
 - *Priority 12 – Government that Cares and Responds*
 4. Continue the multi-year enhancement of the electronic waste manifesting system for liquid waste hauler, food service establishments, and disposal facilities to minimize illegal dumping of fat, oils and grease hauled waste.
 - *4Es (Environment)*
 - *Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government.*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post Pandemic Economy / Train and support small businesses to navigate government processes and streamline experience.*
 - *Priority 7 – Investment in Blue-Green Jobs that Benefit our Water and Environment*
 5. Continue implementation of DERM Mobile to include the remaining operational programmatic areas (Air Quality Management and Environmental Complaints) for the use by field staff to assign facilities for inspections, reports and referrals of escalated enforcement.
 - *4Es (Environment)*
 - *Priority 1 – Accessible County Government*
 - *Priority 4 – Public Safety that Includes Prevention, Early Intervention, Reentry and Enforcement*
 6. Continue streamlining the DERM Code review process by implementing code revisions to eliminate Environmental Quality Control Board (EQCB) cases that are environmentally approvable to expedite approvals in a fashion that does not endanger natural resources, residents and adjacent properties; as well as streamline EQCB application process to include ordinance changes to require minimum application items and to facilitate movement of enforcement cases through the process.
 - *4Es (Equity)*
 - *Priority 1 – Engaged County Government*
 - *Priority 12 – Government that Cares and Responds*
 7. Continue implementation of the Comprehensive Everglades Restoration Plan Initiatives and Projects (including Biscayne Bay Coastal Wetlands Project) through engagement with other public stakeholders to complete various projects that are grant or locally funded.
 - *4Es (Environment)*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions*
 8. Continue to manage the County's Brownfields Redevelopment Program, which encourages voluntary cleanup and redevelopment of contaminated sites through financial and regulatory

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incentives, to reduce public health and environmental hazards on sites that are abandoned or underused due to these hazards, create new jobs and provide the opportunity for community member engagement, environmental equity and justice.

- *4Es (Environment)*
 - *Priority 7 – Investment in Blue-Green Jobs that Benefit our Water and Environment.*
 - *Priority 2 – engaged and Empowered Residents*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions*
9. Continue to integrate Sea Level Rise review criteria into DERM's various permitting approval processes to support protection of water supplies, septic systems, sanitary sewer infrastructure, and drainage facilities.
- *4Es (Economy)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
10. Continue to improve on the Department's GIS layers for potable wells and septic systems to support public health and environmental protection, primarily through the identification of areas with public system water and sewer needs as well as septic to sewer projects.
- *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
11. Continue to implement existing and new regulations and policies that facilitate greater connection of properties and businesses to the centralized sanitary sewer system.
- *4Es (Equity)*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
12. Continue inter-agency enforcement task force meetings and coordination as well as improve coordination with municipalities to ensure greater compliance with the environmental requirements of Chapter 24 for County review of municipal permits/plan, which is being enhanced through the addition of one additional staffing resource to the division's compliance section.
- *4Es (Equity)*
 - *Priority 4 – Public Safety that Includes Prevention, Early Intervention, Reentry and Enforcement*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
13. Improve existing air monitoring infrastructure by upgrading aging air monitoring shelters and enhance continuous ambient air monitoring consistent with environmental justice communities that track health disparities and other socioeconomic indicators.
- *4Es (Environment)*
 - *Priority 12 – Government that Cares and Responds*
14. Continue DERM education and outreach with new initiatives to focus on technology tools such as Story Maps, social media, email newsletters, and participating in various public events to inform both internal and external customers of DERM's role in the community.
- *4E (Engagement)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 12 – Government that Cares and Responds*

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15. Establish a mandatory DERM cross-training program to improve coordination between DERM staff in the various environmental programs and operating units through knowledge-based sharing and a continuing education approach.
 - *4E (Engagement)*
 - *Priority 12 – Government that Cares and Responds*
16. Seek additional delegation of the Environmental Resources Permit (ERP) from the State to provide higher protection to localized wetland communities.
 - *4E (Environment)*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 12 – Government that Cares and Responds*
17. Identify a third-party, through the procurement process, to assist the EEL Program with obtaining a Habitat Conservation Plan and thereby meeting the requirements of the federal government as well as obtaining wildlife monitoring on DERM managed lands (over 28,037 acres including but not limited to EEL managed lands).
 - *4E (Environment)*
 - *Priority 5 – Small Businesses that Thrive in the Post-Pandemic Economy*
 - *Priority 7 – Investment in Blue-Green Jobs that Benefit our Water and Environment.*
18. Develop and implement an education and outreach plan to improve County staff and public awareness of the site-specific boundaries of the over 28,000 acres of EEL Program managed areas, and increase general awareness of the resource preservation requirements, goals and objectives of the EEL program.
 - *4Es (Engagement)*
 - *Priority 7 – Investment in Blue-Green Jobs that Benefit our Water and Environment.*
 - *Priority 12 – Government that Cares and Responds*
19. Enter into an operating/support agreement with the Adrienne Arsht resiliency center/ the Atlantic council to further DERM initiatives in the community.
 - *4Es (Engagement)*
 - *Priority 2 / Action 2.2 – Engaged and Empowered Residents / Create easy pathways for civic engagement in County government.*
 - *Priority 11 / Action 11.2 – Strengthened Partnership with Community / Support community organizations to increase their impact.*
20. Continue the multi-year water quality sampling plan associated with the Fertilizer Ordinance, which was developed by selecting a representative group of both golf courses and parks and athletic fields where groundwater and surface water quality would be characterized using parameters to determine how these sites have an impact on ground and surface water.
 - *4Es (Environment)*
 - *Priority 4 – Public Safety that Includes Prevention, Early Intervention, Reentry and Enforcement.*
 - *Priority 12 – Government that Cares and Responds*
21. Continue to manage the County's National Pollutant Discharge Elimination System MS4 permit program, obtained from the State of Florida, to ensure storm water discharges do not have a negative impact on water quality and the surrounding built environment.
 - *4Es (Environment)*
22. *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.* Continue to implement pre-Wet Season Sweeps of

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stormwater systems with connections to Biscayne Bay to support functional outfall structures to reduce the unnecessary flow of stormwater pollution.

- *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
23. Continue improvements to the tree program including turn-around times, code revisions, enforcement, improved outreach/education, and evaluating existing and new delegations to municipalities for compliance and appropriateness, respectively, that are ultimately meant to improve our community's tree canopy.
- *4Es (Environment)*
 - *Priority 7 / Action 7.2 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Expand tree canopy program to address urban heat islands and disparities.*
24. *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.* Continue implementing federal and state mandates for water and wastewater regulations including code revisions, inspections, and enforcement, including those under the Federal Consent Decree between the United States of America, State of Florida, the Florida Department of Environmental Protection and the County.
- *4Es (Environment)*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
25. *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.* Support water quality improvements and Biscayne Bay restoration through the implementation of Capacity, Management, Operation, and Maintenance (CMOM) provisions of Chapter 24 to support the sixteen public Water and/or Sewer Utilities improve system operations and reduce sanitary sewer overflows; reduction of rain derived inflow and infiltration to improve sanitary sewer system operations; implementation of Septic to Sewer projects through the implementation of a Global Opportunity for Abutting Sewer Tie-in (GoFAST) program; and implementation of Performance Based Onsite Sewage Treatment and Disposal System regulations.
- *4E (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
26. Continue the review and development of recommendations for any proposed updates to Well Field Protection Areas in Miami-Dade County that focus on ensuring the long-term viability and protection of our local water drinking supply.
- *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
27. Continue to participate in FEMA Community Rating System to preserve savings to County residents on flood insurance premiums, which to date in the aggregate has saved local property owners millions of dollars and serves a testament to the resilience of our infrastructure while also providing relief to cost burdened property owners.

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Department Name: Regulatory and Economic Resources

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- *4Es (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents.*
28. Continue education, training programs, premier outreach events such as Baynanza and Adopt-a-Tree, and implement customer technology solutions for PlasticFree 305, Florida friendly fertilizer use, water well care, septic tank maintenance education, septic tank (OSTDS) online registration, all of which are meant to protect our natural resources and improve our community quality of life and resilience.
- *4Es (Engagement)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 12 – Government that Cares and Responds*
29. Expand coverage of the Environmental Complaint Desk through the recent addition of staffing resources that will allow the division to respond to complaints after hours and weekends and holidays.
- *4E (Engagement)*
 - *Priority 1 - Accessible County Government*
30. Continue conducting comprehensive reviews of the Miami-Dade County Water Control Plan to identify needs and viable funding sources to construct necessary canal infrastructure that enhance our community's resilience through flood protection.
- *4E (Environment)*
 - *Priority 7 – Investment in Blue-Green Jobs that Benefit our Water and Environment.*

G. Office of Economic Development Initiatives:

1. Small Business – Enhance and increase the marketing of the Re-Investing in our Small Business Economy (RISE) fund and make sure it reaches all of the diverse businesses across the county. Recapitalize the Rise fund with \$1.5million.
- *4Es (Economy)*
 - *Priority 5 / Action 5.5 – Small Businesses that Thrive in the Post-Pandemic Economy / Help small businesses get access to capital.*
2. Small Business – Promote and enhance classes, workshops, and other content on the Strive305 virtual incubator to support our small business community. Work with our economic development partners (Greater Miami Convention and Visitors Bureau, Miami-Dade Beacon Council, Miami Chambers of Commerce, etc.) to create Strive305 virtual incubator content geared to help businesses access markets, opportunities, and programs.
- *4Es (Engagement)*
 - *Priority 5 / Action 5.3 - Small Businesses that Thrive in the Post-Pandemic Economy / Create physical and virtual workspace, resource and learning hubs countywide.*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
 - *Priority 9 / Action 9.2 – Deepen Partnership with Business and Major Civic Institutions / Work with local businesses and institutions to create community wealth through local procurement, hiring, and training.*
3. Small Business – Support the small business ecosystem by using our networks, relationships, and access to promote programs across the county that provide education, networking, and capital opportunities to small business owners.
- *4Es (Engagement)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*

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- *Priority 5 / Action 5.5 – Small Businesses that Thrive in the Post-Pandemic Economy / Help small businesses get access to capital.*
- 4. Small Business – Continue to provide meaningful grants to small businesses in Miami-Dade through the BizUp Grant Program.
 - *4Es (Economy)*
 - *Priority 5 / Action 5.5 – Small Businesses that Thrive in the Post-Pandemic Economy / Help small businesses get access to capital.*
- 5. Workforce Development – Creation of a workforce site that provides employment information to the community job seekers and employers.
 - *4E (Economy)*
 - *Priority 11 – Strengthened Partnership with Community.*
- 6. Workforce Development – Fund and support upscaling and educational opportunities through partnerships.
 - *4Es (Engagement)*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions.*
- 7. Workforce Development – Track and report on impact of workforce partnerships.
 - *4Es (Economy)*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions.*
- 8. Workforce Development – Collaborate with CareerSource and local colleges and universities to support programs across the county.
 - *4Es (Engagement)*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions*
- 9. Workforce Development – Create and facilitate internship, mentorship, and apprenticeship opportunity both inside the county and with the private sector.
 - *4Es (Engagement)*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions*
- 10. Film and Entertainment – Revamp and develop a new local film incentive program designed to attract high economic impact TV series and major motion picture productions to Miami-Dade for a greater Return on Investment (ROI).
 - *4E (Economy)*
 - *Priority 9 - Deepen Partnership with Business and Major Civic Institutions*
- 11. Film and Entertainment – Launch the Miami-Dade County Office of Film and Entertainment Education Initiative in partnership with Miami-Dade County Public Schools and our local colleges and universities including FIU, Miami Dade College, and the University of Miami to plan learning enhancements for students at the college level who are seeking career opportunities in the industry. Plan to roll out with the next 5 years as part of our industry sustainability plan.
 - *4E (Economy)*
 - *Priority 9 - Deepen Partnership with Business and Major Civic Institutions*
- 12. Film and Entertainment – Rebrand and enhance all marketing of Miami-Dade's Film Office, positioning the County as global destination for film and TV production.
 - *4E (Economy)*
 - *Priority 5 – Strategic Business that Thrive in the Post-Pandemic Economy*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions*
- 13. Film and Entertainment – Strategic alliances with the private sector, The Beacon Council, the Greater Miami Convention and Visitors and other local economic organizations
 - *4Es (Economy)*
 - *Priority 1 – Accessible County Government*
 - *Priority 5 – Small Business that Thrive in the Post-Pandemic Economy*

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14. Film and Entertainment – Launching a new FilMiami permitting system using an industry standard software. Amplifying our one-stop-shop initiative to support our local film productions with Miami-Dade's 34 municipalities.
 - *4Es (Economy)*
 - *Priority 1 – Accessible County Government*
 - *Priority 5 – Small Business that Thrive in the Post-Pandemic Economy*
15. Capitalize on U.S. Department of Agriculture (USDA) grant opportunities that benefit Miami-Dade County.
 - *4E (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Resident*
16. Assist in the completion of Miami-Dade County's Agricultural Economic Study to develop programs based on the outcome of the study.
 - *4E (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
17. Capitalize on viable opportunities to purchase development rights on additional acreage and investigate opportunities to alter and expand the program to increase options for farmland preservation.
 - *4E (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*

H. Office of Resilience Initiatives:

1. Lead the County's interaction, strategy, policy, and contractual negotiations with FPL, Homestead Electric and other utilities so that the County has a coordinated strategic approach for reducing electricity and associated costs and carbon emissions.
 - *4Es (Environment)*
 - *Priority 7 – Investment in Blue-Green Jobs that benefit our Water and Environment*
2. Continue to implement Miami-Dade County's climate Action Strategy in collaboration with County departments, municipalities, and community partners, including production of periodic Green Gas Inventories.
 - *4Es (Environment)*
 - *Priority 7 / Action 7.4 – Investment in Blue0Green Jobs that Benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
3. Coordinate implementation of the County's Sustainable Buildings Program that would ultimately serve to conserve natural resources and reduce waste at County facilities.
 - *4Es (Economy)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post Pandemic Economy / Train and support small businesses to navigate government processes and streamline experience.*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 12 – Government that Cares and Responds*
4. Continue implementation of the Building Efficiency 305 program to reduce building energy and water consumption in large existing private and public sector buildings.
 - *4Es (Equity)*

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- *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post Pandemic Economy / Train and support small businesses to navigate government processes and streamline experience.*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 12 – Government that Cares and Responds*
5. Continue to implement the recommendations in the Biscayne Bay Task Force report. The Office of Resilience through the Chief Bay Officer works on implementing the Biscayne Bay Task Force recommendations via (1) policy through the Board of County Commissioners and/or the Biscayne Watershed Management Advisory Board, (2) administratively with the Mayor's Office and County Departments; and (3) implementation of the Reasonable Assurance Plan.
- *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water and stormwater systems to protect the health of our Bay, our residents, and stimulate the economy.*
6. Support the accelerated purchase and deployment of electric vehicles and chargers for internal operations and lead planning and installation of community-wide public EV charging stations.
- *4Es (Environment)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post Pandemic Economy / Train and support small businesses to navigate government processes and streamline experience.*
 - *Priority 8 / Action 8.2 – Resilient Communities Designed By and For Residents / Hire locally to protect and rebuild our environment and infrastructure*
7. Continue to support the planning and work product of the Biscayne Bay Watershed Management Advisory Board (BBWMAB) that serves to focus on the health and restoration of Biscayne Bay.
- *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
8. Continue participation in the US Army Corps of Engineers – Project Delivery Team (PDT) for the Biscayne Bay Southeastern Everglades Ecosystem Restoration (BBSEER) project.
- *4Es (Economy)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
9. Continue to coordinate with State and Federal agencies on the development of a Reasonable Assurance Plan / Alternative Restoration Plan for Biscayne Bay including collaboration with municipal partners.
- *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
10. Implement a multi-media multi-lingual educational campaign to increase Biscayne Bay awareness.
- *4Es (Engagement)*
 - *Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government*

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- *Priority 8 / Action 8.3 – Resilient Communities Designed By and For Residents / Launch a countywide initiative to educate and engage residents to protect and clean our environment*
- 11. Continue to update the climate and heat health vulnerability assessment and communicate findings through an ArcGIS story map.
 - *4Es (Equity)*
 - *Priority 1 – Accessible County Government*
 - *Priority 7 / Action 7.2 – Investment in Blue-Green Jobs that benefit our Water and Environment / Expand tree canopy program to address urban heat islands and disparities.*
- 12. Continue to support the South Florida Water Management District and the U.S. Army Corps of Engineers in evaluating Flood Risk Management and to prioritize projects that will address highly vulnerable infrastructure that can reduce flood risks and address water quality impacts.
 - *4Es (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
- 13. Continue development of the Flood and Sea Level Rise Vulnerability Assessment and continue to update the Flood Vulnerability Viewer GIS tool.
 - *4Es (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
- 14. Support One Water Framework Implementation. One Water is a holistic approach to water management which emphasizes the perspective that all water has value, and the benefit of every drop should be maximized within the water system.
 - *4Es (Environment)*
 - *Priority 7 – Investment in Blue-Green Jobs that benefit our Water and Environment*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
- 15. Continue to provide heat and health risk and response training and provide heat response tool kits to Community Emergency Response Team (CERT) volunteers.
 - *4Es (Engagement)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 10 / Action 10.1 – Opportunities for Youth / Create jobs and internships within County government for youth*
- 16. Lead the development of a County and Community-wide Zero Waste Strategy to inform, empower and enable the transition to a Circular Economy including but not limited to Plastic Free 305 and approaches delineated in the 2021 Miami-Dade County Climate Action Strategy.
 - *4Es (Environment)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 5 – Small Businesses that Thrive in the Post Pandemic Economy*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
- 17. Lead the development and integration of resilience messaging across all county departments and divisions.
 - *4Es (Equity)*
 - *Priority 12 – Government that Cares and Responds*

I. Planning Division Initiatives:

1. Continue to prepare Comprehensive Development Master Plan (CDMP) staff amendments to address major planning issues, including amendments to better align the CDMP's goals, objectives and policies with the Mayor's 4Es.

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- *4Es (Equity)*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth*
2. Update CDMP and conduct other initiatives to better address resiliency/mobility objectives (e.g., mobility fee study).
 - *4Es (Economy)*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 3. Manage the Countywide Historic Resources Survey project, the first phase of which will be completed in Summer 2023, with a focus on designating properties and resources that are particularly vulnerable to redevelopment and/or that are associated with communities that have been historically excluded from preservation effort and extensive community outreach efforts.
 - *4Es (Equity)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 4. The Office of Historic Preservation is requesting \$500,000 to undertake an additional phase of the Countywide Heritage Survey, a multi-phase project that continues to inventory previously unsurveyed resources built between 1941 and 1981, prioritizing neighborhoods based on identified issues, such as historically excluded communities, redevelopment, flooding, etc.
 - *4Es (Equity)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 5. Pursue funding from the National Endowment of the Humanities Cultural and Community Resilience grant program, at no cost to the County, to undertake an in-depth heritage resource survey in the Goulds neighborhood that will engage the community and include oral histories with residents.
 - *4Es (Equity)*
 - *Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 6. Continue to analyze the causes of income inequality and lack of affordable housing, identifying the needs of the economic and housing development entities in the county and adjusting the Research Section reports to help address these needs.
 - *4Es (Equity)*
 - *Priority 3 – Housing that People Can Afford*
 7. Collaborate with ITD to deploy interactive thematic maps of emerging trends in land use, housing, employment, economic activity, and other development and planning issues to the county website.
 - *4Es (Economy)*
 - *Priority 1 – Accessible County Government*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 8. Refine online customer access points such as the CDMP application filing system, the published “Land Management Viewer” that provides a range of planning information and zoning related data, and the “Reports Portal” that provides key economic, real estate, and trade data to the public.

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- *4Es (Economy)*
 - *Priority 1 / Action 1.3 – Accessible County Government / Take comprehensive mobile services to communities*
 - *Priority 2 / Action 2.2 – Engaged and Empowered Residents / Create easy pathways for civic engagement in County government.*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience*
9. Continue to analyze and support stewardship of agricultural and environmentally sensitive lands to facilitate economic development and population growth while protecting sensitive areas of the County, through such efforts as the Agricultural Lands Study targeted for completion by Fall 2023 and preparing CDMP amendments to advance resilience planning efforts.
- *4Es (Economy)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*

FUTURE OUTLOOK

Significant factors that may impact overall RER operations or that of specific Divisions or Section in the future include:

- As the land development/construction industry improves, recruiting and retaining the highly technical and skilled staff that is required to effectively provide the broad portfolio of services of RER will become increasingly challenged. This is especially true since management level position salary increases for current employees had been on hold for many years and the RER's ability to true up salaries compared to the private sector is highly restricted. The department was successful in the last year in establishing a pay supplement to recruit and retain individuals in the structural engineering discipline and is currently working on compensation issues related to building-trade inspectors and plan reviewers, as well as for environmental-related classifications. Additionally, there are several key retirements throughout RER that the organization must prepare for now to ensure continuity of services.
- Several of RER's high-volume regulatory services are provided only in the Unincorporated Municipal Services Area. These include review of land development and construction permit applications for compliance with applicable building, zoning, and public works codes, and with the County's Comprehensive Development Master Plan. Trends towards further incorporations and annexations would reduce demand for these services, and RER's ability to provide certain improved services that are only affordable for a particular scale of efforts would be diminished or no longer viable.
- Adapting to rising sea levels over the long-term will require thorough assessment of the social, economic, and environmental implications of various adaptation measures. The County will need to continually re-evaluate the appropriate measures to meet the broader goals of the County in concert with regional partners such as the South Florida Water Management District, neighboring counties, and private entities.
- To maintain continuity of service through shocks, such as pandemics, hurricanes, and economic downturns, and stresses, such as sea level rise, technological change, and transition to dramatically reduced greenhouse gas emissions, the County will need to continue to identify and employ new tools including online and remote services that support customers evolving needs and facilitate

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greater collaboration across departments and between government partners. In the aftermath of the COVID-19 pandemic, the effort must be dynamic and evolving as RER continues to readjust to a work environment that continues to maximize its recent technological investments to improve customer service and equity in the provision of services based on continual engagement feedback.

- Continue to build the capacity of Miami-Dade County's underserved communities to share their experience and integrate their input in the successful planning and implementation of operating initiatives that underscore customer service delivery excellence.
- Continue to work at reversing the adverse impact of COVID-19 pandemic in building stronger communities and economic growth. The effects of COVID-19 have resulted in increased socio-economic disparity, business closures and unemployment. Small businesses are in peril, threatening not only individual families and livelihoods, but the very fabric of our communities. RER's role is not only to support capacity and workforce development through the Office of Innovation and Economic Development, but the business, construction, zoning, and environmental regulatory process.
- Establish and maintain partnerships with local universities to promote a pathway for students interested in starting a career in the environmental and building-trade classifications within RER. Joining the RER team will offer students ample opportunities to understand what is like working in the different areas of RER's business model. The Internship program will offer students the chance to put what they are learning into action, in a real-world environment. This aims at creating the next generation of professionals that will join the cadre of RER Engineers, Plans Processors, Chemists, and beyond. Draft and promote legislation that supports funding (including but not limited to dedicated funding and grants) for water resources restoration and protection initiatives, upland and forest resources restoration and protection initiatives; and implementing habitat adaptation methods, prevention of extinction of species due to climate impacts, and overall protection of environmentally sensitive lands and environmental resources to address multiple community goals, including water quality protection, flood protection, critical habitat (plant and animal wildlife) protection, which ensure our overall community's resilience. This includes the acquisition, restoration, and preservation of threatened natural forest and wetland communities through the EEL program and identify necessary structural or legislative strategies necessary to continue the financial and operational viability of the program.
- Continue to promote our research and analysis capacity to other county departments and agencies in order to provide the requisite data to support various County efforts, particularly through the leads of the Mayor's 4Es

As Of <= 08/03/2023

REGULATORY and ECONOMIC RESOURCES (RER) Department

Mission: To Enable Sustainable Economic Growth Through Smart Regulatory Strategies and Business Expansion Initiatives

Owner: Gomez, Lourdes (RER)

Department: RER

Perspective Name	Objective Name	Measure Name	Last Period Updated		Actual	Target	Actual FYTD	FYTD Goal	
Customer	Protect and Restore Environmental Resources (Natural Areas and Green Spaces)	Number of purchase offers for environmentally endangered lands made to land owners	'23 FQ2		1	2	2	4	
		Acres of environmentally endangered lands acquired (RFRO)	'23 FQ2		5	n/a	163	n/a	
		Number of trees distributed through the Adopt-a-Tree Program (RFRO)	Nov '22		28	n/a	216	n/a	
		Percent of wetland areas reviewed annually for unauthorized impacts (RFRO)	2022 FY		52%	50%	52%	50%	
	Protect and Restore Environmental Resources (Coastal)	Number of Trees Planted (RFRO)	2022 FY		4,850	5,000	4,850	5,000	
		Cumulative acres of restored or enhanced coastal habitat	2022 FY		617	600	617	600	
		% of County air quality permits issued within 8 days (RFRO)	Jun '23		100%	85%	100%	85%	
	Protect and Restore Environmental Resources (Air Quality)	% of state air quality permits issued within 60 days (RFRO)	Jun '23		100%	100%	100%	100%	
		"% of days that are ""good"" or ""moderate"" air quality"	Jun '23		100%	98%	99%	98%	
		Percent of contaminated site rehabilitation documents reviewed within the required timeframe (RFRO)	Jun '23		81%	90%	88%	90%	
	Protect and Restore Environmental Resources (Water and Well-fields)	% of sanitary nuisance complaints receiving inspection within 24 hours (RER) (RFRO)	Jun '23		90%	90%	93%	90%	
		Percent of initial responses completed on time for Resource Protection Permit Reviews (Class I-VI) (RFRO)	May '23		93%	95%	92%	95%	
		Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard (RFRO)	'23 FQ2		96%	95%	96%	95%	
		Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard	'23 FQ2		93%	95%	95%	95%	
	Protect and Restore Environmental Resources (Enforcement)	Density (# of sites/sq. mi.) of contaminated sites countywide (excluding wellfield areas) - Annual	2022 FY		7.28	6.20	7.28	6.20	
		Density (# of sites/sq. mi.) of contaminated sites in wellfields	2022 FY		1.12	1.00	1.12	1.00	
		Percent of contaminated site rehabilitation documents reviewed within the required timeframe (RFRO)	Jun '23		81%	90%	88%	90%	
		% of General Complaint Responded within 48 hours (RFRO)	May '23		91%	90%	87%	90%	
	Responsive Building Permit and Enforcement Services (N11-2, 4-1, 4-2; GG2-2)(RER BP)	% of residential plans reviewed within 20 days	Jun '23		100.00%	100.00%	100.00%	100.00%	
		% of commercial plans reviewed within 24 days	Jun '23		100.00%	100.00%	99.97%	100.00%	
		Average number of calendar days a commercial permit application is under review (RFRO)	Jun '23		24	21	21	21	
		Average number of calendar days a residential permit application is under review (RFRO)	Jun '23		10	9	10	10	
	Promote the efficient and best use of land	% of Field Inspection Rejected (RFRO)	Jun '23		19	20	173	180	
		Total Number of Building Permits Issued	Jun '23		5,291	5,000	44,025	45,000	
		% of Countywide employment in the urban centers rapid transit zones and along the SMART corridors	2022 FY		45%	47%	n/a	n/a	
		% of Countywide housing units in the urban centers rapid transit zones and along the SMART corridors	2022 FY		37%	40%	37%	40%	
		Development activity within the SMART corridors: Residential (units)	2022 FY		1,430	6,500	1,430	6,500	







Perspective Name	Objective Name	Measure Name	Last Period Updated		Actual	Target	Actual FYTD	FYTD Goal	
Customer	Promote the efficient and best use of land	Development activity within the SMART corridors: Commercial (square footage)	2022 FY		0	1,065,000	0	1,065,000	
		Development activity within the SMART corridors: Industrial (square footage)	2022 FY		315,535	780,000	315,535	780,000	
	Responsive Building Code Administration Services (NI4-1)(RER BP)	% of contractor license applications reviewed within 10 days (RFRO)	'23 FQ3		100%	100%	100%	100%	
		Total Number of Recertified Building Structures	Jun '23		51	n/a	497	n/a	
	Improve Neighborhood Code Compliance (NI4-2)(RER BP)	Total Liens Recorded	Jul '23		193	225	1,864	2,250	
		Average Days from Junk/Trash/Overgrowth Complaint to First Inspection (RFRO)	Jun '23		2	3	2	3	
		Average Calendar Days from Zoning Complaint to First Inspection-Chapter 33 (RFRO)	Jun '23		2	3	2	3	
		% of Voluntary Compliance with Warning Letters Issued (RFRO)	Apr '23		53%	65%	58%	65%	
		Average Calendar Days from Exterior Property Maintenance Complaint to First Inspection-Chapter 19	Jun '23		2	3	2	3	
		Percentage of Zoning application reviews completed within deadlines	'23 FQ2		63	90	68	90	
	Responsive Zoning/Development Services (NI1-1, 4-2) (RER BP)	Number of CDMP application reviews completed within deadline	'23 FQ3		0	3	6	9	
		Filming Permits Issued	'23 FQ3		172	195	393	585	
	Provide Stewardship to the Planning and CDMP Processes (NI1-1; GG1-1) (RER BP)	Film Industry Jobs created (RFRO)	2022 FY		12,049	12,500	12,049	12,500	
		Dollars Spent Locally	2022 FY		192,000,000	120,000,000	192,000,000	120,000,000	
	Increase the Amount of Film and Television Production in Miami-Dade County	Business and Economic Development Expansion Efforts	Dec '21		19	4	58	12	
		CPD Licenses issued per month	Jun '23		914	350	8,570	3,150	
	Increase opportunities for economic and business development	Customer satisfaction from consumers that file complaints against businesses	Apr '23		4.00	4.00	4.45	4.00	
		Value of Goods Refunds and/or Service Recovered for Consumers (RFRO)	Jun '23		\$18,446	\$80,000	\$477,726	\$720,000	
	Secure Regulated Businesses Satisfaction and Trust (Consumer Protection)								
	Resolve Disputes between Consumers and Businesses								
Financial	Meet Budget Targets (RER)	Revenue: Total (RER)	'23 FQ2		\$46,254K	\$108,583K	\$393,699K	\$217,166K	
		Expen: Total (RER)	'23 FQ2		\$45,202K	\$108,583K	\$81,849K	\$217,166K	
		Positions: Full-time Filled (RER)	'23 FQ2		963	1,108	963	1,108	
Internal	Prevent unsafe work practices	% of employees satisfied with safety training	'23 FQ3		100%	85%	100%	85%	
		% of employees satisfied with OSHA (HAZWOPER) required training	'23 FQ3		100%	85%	100%	85%	
Sustainability	Support Sustainability and Climate Change Adaptation and Mitigation (GG4-4, NI1-1)	Number of Activities Implemented to Decrease County-wide Energy Consumption (RFRO)	2021 FY		82	39	82	39	
		Number of Adaptation/Resiliency Activities in Progress or Completed (RFRO)	2021 FY		14	11	14	11	

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Key: - Initiative - Featured Objective

Initiatives for Objectives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Increase Efficiency and Best Practices (GG4)	Upgrade existing software used for Stormwater Utility billing and implement a self-service portal for customer to receive electronic bills and make payments online.	1/28/2022	In Progress						Oliva, Arianne (RER)
	Refresh hardware and technology for Enforcement and Inspection field staff.	1/28/2022	In Progress			undefined			Oliva, Arianne (RER)
	Establish and implement the Platting processes into the existing Land Development system and provide online submittal and tracking.	1/31/2022	In Progress						Oliva, Arianne (RER); Kogon, Nathan (RER)