



Department of Regulatory and Economic Resources Business Plan

Fiscal Years: 2020 and 2021
(10/1/2019 through 9/30/2021)

Approved by:

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

Jack Osterholt
Deputy Mayor/Department Director

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DEPARTMENT OVERVIEW

Department Mission

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

RER provides a broad portfolio of services in order 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;
- Provide environmental, historic resource, and consumer protection and education;
- Conduct economic research; and
- Develop and implement countywide as well as industry/neighborhood-specific economic development strategies

Our Customer

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

Regulated Community

RER's direct customers include individuals and businesses in the regulated community that require licenses, permits, or other approvals in order to comply with the various codes and regulations under the purview of the Department, as well as those needing to resolve an enforcement action when a violation has occurred. Our regulated customers need to be treated fairly and in a timely fashion, provided clear instructions and a process that enables compliance and minimizes confusion. Our regulated customers also need regulations to be clear, non-conflicting, and necessary to meet the purposes for which they were formulated. Customer feedback is gathered through both formal and informal mechanisms, including real-time verbal responses, follow up emails, and surveys, as well as with scheduled meetings with customers and customer groups.

Customers of our regulatory functions find some of RER's processes complex and in some areas of organization there is no ability for self-service through the use of technological means. For example, there are some RER applications that cannot be completed, submitted, and/or paid for electronically. Other examples include the inability to track the progress of certain applications or submittals online through a customer portal, or easily submit customer feedback. 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, 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 customer expectations.

An important observation regarding our regulatory 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 home owners 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 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, 2) the constant modifications to the 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 continually 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 Regulatory Customers

RER also serves the policy makers who create the regulatory codes the Department administers to ensure the codes are administered fairly and for the purpose intended. The Department also provides feedback to 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 sister agencies on whose behalf the Department provides regulatory services or technical assistance.

Other Non Regulatory Customers

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 the Department provides. These customers need accurate, effective, timely, and useful information and services. Customer feedback is gathered through both formal and informal mechanisms, including real-time verbal responses, follow up emails, and surveys.

Internal Customers

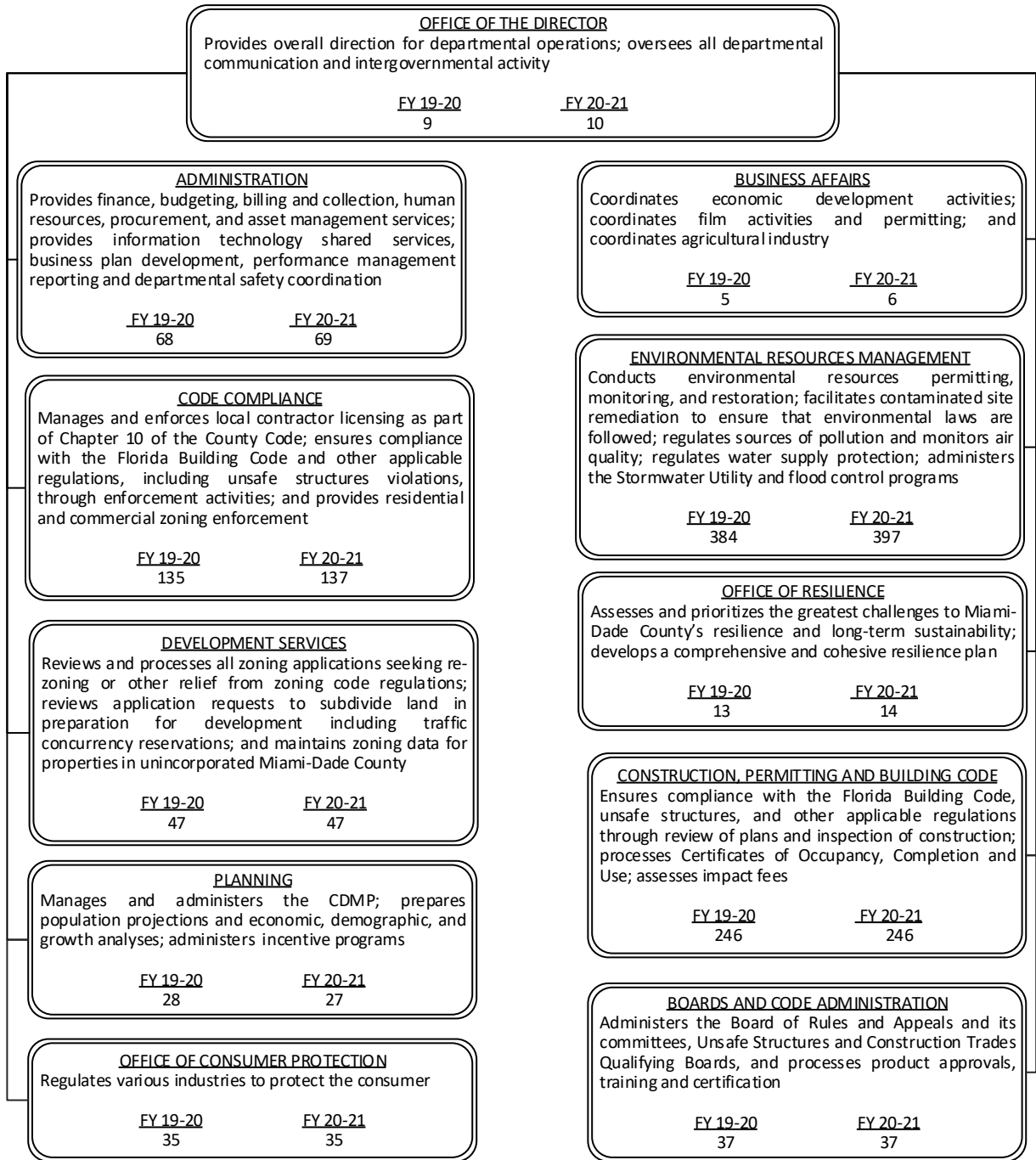
Internal customers include other County departments that are involved in regulatory and land development processes, including DTPW, WASD, and MDRF. Examples of other internal customers include County departments involved in economic development functions such as film permitting (PROS, MDPD, among others), purchasing of development rights on agricultural land (ISD), or departments who are consumers of RER's research, planning and resilience policy analysis and coordination.

Indirect Customers

A resilient environment and economy, as well as attractive and soundly constructed communities, help promote a sustainable high quality of life in Miami-Dade County and benefit all County residents and visitors. These are the Department's indirect customers.



Table of Organization



The FY 2020-21 total number of full-time equivalent positions is 1025.5



Strategic Alignment 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 Provide well maintained drainage to minimize flooding

- 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 waterways, coastline, and beaches
- NI3-4 Preserve and enhance natural areas and green spaces

Economic Development

- ED1 An environment that promotes a growing, resilient and diversified economy
- ED1-1 Promote and support a diverse mix of industries vital to a growing economy
- ED1-2 Create and maintain an environment friendly to businesses, large and small
- ED1-3 Expand job training opportunities aligned with the needs of the local economy

- ED2 Entrepreneurial development opportunities within Miami-Dade County
- ED2-1 Encourage creation of new small businesses

- ED3 Revitalized Communities
- ED3-2 Promote development in distressed communities to ensure long term vitality

General Government

- GG1 Accessible, fair and responsible government
- GG1-1 Provide easy access to information and services
- GG1-2 Support a customer-oriented organization

- GG2 Excellent, engaged and resilient workforce
- GG2-1 Attract and hire new talent
- 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



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- GG4 Effective Leadership and Management Practices
GG4-3 Reduce County government’s greenhouse gas emissions and resources consumption
GG4-4 Lead community sustainability efforts
- PS3 Effective Emergency Management
PS3-1 Increase countywide preparedness
PS3-2 Ensure recovery after community and countywide shocks and stresses

Alignment of Selected Scorecard Measures to Resilience

Scorecard Measure	Resilience Driver
Film Jobs Created	ES3: Foster Economic Prosperity
Value of Goods, Refunds and/or Service Recovered for Consumers	HW2: Supports Livelihoods and Employment
Miami River surface water quality: percent of samples for bacterial indicator of sewage noncompliance with State standard	IE1: Provide and Enhances Protective Natural and Man-Made Assets
Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage noncompliance with State standard	IE1: Provide and Enhances Protective Natural and Man-Made Assets
Cumulative acres of restored or enhanced coastal habitat	IE1: Provide and Enhances Protective Natural and Man-Made Assets
Responsible Building Permit and Enforcement Services	IE2: Ensure Continuity of Critical Services
Number of purchase offers for environmentally endangered lands made to land owners	IE1: Provide and Enhances Protective Natural and Man-Made Assets
Business and economic development expansion efforts	ES3: Foster Economic Prosperity
% of CDMP applications reviews completed within deadline	LS3: Foster Long-Term and Integrated Planning
% of Countywide employment in urban centers, rapid transit zones and along SMART corridors	LS3: Foster Long-Term and Integrated Planning HW2: Supports Livelihoods and Employment IE3: Provide reliable communication and mobility
% of Countywide housing units in urban centers, rapid transit zones and along SMART corridors	LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs IE3: Provide reliable communication and mobility
Number of Adaptation/Resilience Activities in Progress or Completed	IE2: Ensure Continuity of Critical Services LS3: Foster Long-Term and Integrated Planning



KEY ISSUES

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 from around the 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.

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 within RER and a Chief Resilience Officer (CRO) position to lead the Office of Resilience. The CRO's charge is to objectively assess and prioritize the greatest threats to Miami-Dade County's resilience, and to harness the appropriate expertise, resources and stakeholders to effectively address these threats.

There are several critical issues to effectively address this mission. The CRO must engage diverse leaders from within and external to County government and bring them to act, perhaps in spite of proprietary agendas, to address the most pressing threats to Miami-Dade County. Further, prioritizing resilience requires efforts that extend over a significant period of time. Therefore, the Office of Resilience must implement strategies, including Resilient305, to ensure the long-term resilience goals of the County are not overwhelmed by competing short-term priorities. Maintaining/growing momentum to address resilience priorities will be particularly challenged if: 1) the priorities carry significant funding obligations, 2) the, priorities frequently change due to refined information regarding threats, and/or 3) if the policy window to impact resilience priorities closes or becomes susceptible to factors such as exogenous economic trends, etc.

To address these issues, the Office of Resilience works to grow and maintain stakeholder engagement to ensure active and inclusive input provides leadership in the Southeast Florida Regional Climate Change Compact and Resilient305 Strategy to create synergy across South Florida's resilience efforts, 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 keen to support Miami-Dade County's resilience goals. Finally, the CRO must engage leadership at all levels of government, as well as external interested parties, to successfully create the funding mechanisms necessary to address the County's resilience efforts outside of current budgeted resources.

Continue Post-Merger Department Unification

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 regulatory process under one department in order to more easily implement cross section process improvements and for organizational efficiencies, 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. 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 merging of 12 former departments into one cohesive department continues as a work in progress. 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. External challenges include external rebranding efforts, as customers and the media continue to use old departmental names to refer to our operational divisions. Addressing these challenges will take time and persistence; but with each passing year RER continues to solidify its position as a unified organization. For example, the Department consolidated its intergovernmental and external affairs functions. This consolidation into the Director's Office helps to ensure RER speaks with one voice as a Department. Another example includes the establishment of the Code Compliance Division, which is 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.

Continue to Leverage the Merger to Implement Service Improvements

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, the Department is well positioned to improve processes regarding our regulatory services since much of the County's regulatory responsibilities were placed under RER's purview.

Improvement efforts of current services require change; 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 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 the Department's dedicated employees.

RER leadership recognizes these challenges to improvement, but remains undeterred to ensure our processes are efficient, fair, and effective. In the last year, the Department 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 the Department's divisions based on business process and data analysis. The priority initiatives outlined below provide specific examples of RER's current efforts to improve.



PRIORITY INITIATIVES

RER's improvement initiatives center on the following Director priorities and corresponding Strategic Plan Goals:

- Enhance Customer Service Efforts Across the Department
 - GG1-2 - Support a customer-oriented organization
- Design for Simplicity (Both Communications & Process)
 - GG1-1 - Provide easy access to information and services
 - GG1-2 - Support a customer-oriented organization
- Service Enhancements through Technology
 - GG3 - Deploy effective and reliable technology solutions that support Miami-Dade County services
- Think 30 Years Out! Re: Policy Outcomes
 - GG4-3 Reduce County government's greenhouse gas emissions and resources consumption
 - GG4-4 Lead community sustainability efforts

These Department and Countywide priorities are or will be translated into the following Department-wide and Division-specific initiatives over the next several fiscal years.

Department-Wide/Multi-Division Initiatives:

- Continue refreshing aging and/or implementing new solutions for plan review, permitting, licensing and code enforcement processes prior to key County retirements (multi-year effort).
- Continue to implement an enterprise IT solution for all document imaging and records management needs of RER (multi-year effort).
- Assess and improve performance reporting department-wide (multi-year effort).
- Review code enforcement processes department-wide (multi-year effort).
- Improve Certificate of Use processing.
- Identify ways to expedite affordable and workforce housing projects through the permitting and land development processes under RER's jurisdiction and coordinate with other County departments.
- Review funding structures and fee schedules department-wide (multi-year effort):
 - Beach Re-nourishment and EEL long-term funding;
 - Storm Water Utility fee restructure;
 - Building, planning, and zoning fees; and
 - Office of Resilience cost allocation funding.
- Review succession planning and recruitment retention issues.

Division-Specific Initiatives:

Construction, Permitting and Building Code Division

- Continue the Homeowner and Small Business Assistance Team as an effort to continue improve first-time and infrequent customer experience.
- Continue to enhance the Concierge Program for large commercial developments.
- Maintain the Customer Service Training program (Permitting and Inspection Center frontline and administrative support staff) and refresher courses. Add additional courses for supervisory leadership and team-building.
- Assess and implement improved wayfinding efforts at the Permit and Inspection Center.
- Implement an electronic review of municipal Certificates of Use or business licenses.



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- Expand Electronic Review of Municipal permit applications interface to new municipalities based on their readiness.
- Assess benefit of Permitting Roundtables for all permit disciplines.
- Finalize process improvements in the Microfilm Section.
- Implement and continue to enhance virtual services, including inspections conducted on devices and meetings for design professional appointments.
- Continue to enhance the recently implemented Tracking Applications and Plans system, which provides an improved online customer portal and now includes environmental specialty reviews.
- Modernize the current appointment system to track patrons at the Permit and Inspections Center for enhanced customer service.
- Modernize existing voice response system and implement a chatbox feature online using IBM Watson technology.
- Continue to update the current ePermitting System for roofing, storm panels and accordion shutters to comply with upcoming changes to the Florida Building Code. Expand the programmatic review feature to include other permit types such as windows and doors resulting in reduced staff workload.

Boards and Code Administration

- Assess Florida Building and other code changes needed to address resiliency/mobility objectives.
- Use technology to streamline Building Code Plan Reviewers and Officials Certification through a portal

Code Compliance

- Reduce response time to 48 hours for neighborhood and building enforcement complaints.
- Initiate the acquisition of technology resources with the Information Technology Department and analyze the modernization and consolidation of enforcement systems throughout RER (multi-year project).
- Refresh field hardware for neighborhood, building and contractor enforcement staff.
- Continue the alternative work schedule for more efficient field staff coverage on weekends.
- Evaluate the feasibility of implementing a professional certification program for code compliance staff that benefits the County through the use of best practices and also enhances customer service.
- Enhance neighborhood code compliance viewer to include other departmental code violation cases.

Development Services

- Further reduce hearing application review timelines to ensure majority of completed applications are going to hearing within five months.
- Monitor the recent implementation of optional expedited reviews in order to ensure reduction of other application review timeframes.
- Improve coordination between Permitting and Inspection Center and Downtown zoning staff through more cross-training.
- Analyze 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.
- Prepare legislative amendments to the Zoning Code that: 1) reduce the need for zoning hearings, 2) develop standards for more flexible mixed-use zoning categories regarding, 3) develop a



comprehensive access management and infrastructure improvement regulation, and 4) simplify and expand the scope of administrative adjustments for minor lot variances, and 5) modernize and improve subdivision regulation.

- Platting Bonds Initiative – Phase 2 (inspecting for evaluation of compliance with County Code).
- Assess if legislative amendments to the Zoning Code are needed to address housing, resiliency, and mobility (SMART Corridors) objectives.
- Establish and implement the Platting and Paving & Drainage processes into the existing Land Development system, which currently supports Planning and Zoning thereby offering an improved customer experience by providing online submittal and tracking.
- Integrate platting processes into the existing land development system to provide for better application workflow, tracking and customer experience.

Environmental Resources Management

- Improve water resources protection through greater integration and alignment of water quality monitoring and evaluation efforts.
- Develop a GIS web-based application to integrate and provide access to all the Miami-Dade County groundwater and surface water quality data, which shall be able to integrate applicable and relevant water quality data from other agencies such as the U.S. Geological Survey and municipalities, to allow for spatial and temporal analysis.
- Prioritize and implement projects and activities that promote improved water quality and ecological restoration of Biscayne Bay.
- Coordinate with the US Army Corps of Engineers the implementation of beach re-nourishment activities authorized under the Bi-Partisan Budget Act of 2018 and further promote long-term beach re-nourishment through collaboration with the US Army Corps of Engineers on the feasibility study for reauthorization of the federal Shoreline Protection Project in Miami-Dade County.
- Restructure the Stormwater Utility Fee to better align with regional and local-impact services to enhance resilience efforts.
- Continue improvements to the tree program including turn-around times, code revisions, enforcement, improved outreach/education, and further delegations to municipalities
- Continue the environmental core/and specialty reviews optional plan review process that allows patrons to obtain an expedited plan review for a fee.
- Continue implementing new federal and state mandates for water and wastewater regulations including code revisions, inspections, and enforcement.
- Continue complying with the Consent Decree between the United States of America, State of Florida, the Florida Department of Environmental Protection and the County as it related to policies that address eliminating sanitary sewer overflows and prohibited bypasses of fats, oils, and grease.
- Continue enhancing the electronic waste manifesting system for liquid waste hauler, food service establishments, and disposal facilities.
- Continue implementation of *DERM Mobile* in additional programmatic areas.
- Continue refreshing aging software by implementing new solutions for plan review, permitting and code enforcement.
- Improve online services by providing self-service capabilities such as web submittal, status tracking and fee payments for all DERM review processes and permits.
- Streamline the DERM Code review process; implement code revisions to eliminate EQCB cases that are environmentally approvable.



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- Promote implementation of the Comprehensive Everglades Restoration Plan Initiatives and Projects (including Biscayne Bay Coastal Wetlands Project).
- Conduct a comprehensive review of the Miami-Dade County Water Control Plan; identify needs and viable funding sources to construct necessary canal infrastructure.
- Ensure Building and Environmental Plan Review conform to the Water Control Plan by implementing necessary process improvements.
- Continue the review and development of recommendations for any proposed updates to Well Field Protection Areas in Miami-Dade County.
- Continue to participate in FEMA Community Rating System to preserve savings to County residents on flood insurance premiums.
- Continue to manage the County's National Pollutant Discharge Elimination System MS4 permit program to maintain and improve the County's water quality.
- Continue to acquire, restore, and preserve threatened natural forest and wetland communities through the EEL program, and identify necessary structural or legislative strategies necessary to continue the viability of the program.
- Develop action plans to address the impact of Sea Level Rise on water supply, including private wells, and on gravity systems (i.e., septic and drainage systems); and integrate into DERM approval processes.
- Continue on-going efforts to support the implementation of Water and Sewer's eBuilder project that allows for electronic submittal and review of Water and Sewer Extension projects and permits.
- Upgrade existing software used for Stormwater Utility billing and implement a self-service portal for customer to receive electronic bills and make payments online.
- Provide an application to make Department of Health wells part of a GIS layer.

Planning

- Increase the efficiency and financial viability of the Planning Division.
- Continue to prepare Comprehensive Development Master Plan (CDMP) staff amendments to implement Evaluation and Appraisal Report (EAR) recommendations and address major planning issues.
- Continue the process of making the CDMP more readable and user-friendly, increase the use of graphics, and better align it with resilience and economic development goals and the County's long-range vision for development, redevelopment, and conservation.
- Continue to monitor and enhance the recently implemented standard and expedited CDMP amendment cycle, expedited letters of interpretation, and other strategies to improve customer service.
- Update CDMP and conduct other initiatives to better address new resiliency/mobility objectives (e.g., mobility fee study).

Business Affairs - Consumer Protection

- Improve online services by providing self-service capabilities such as applying, renewing and making payments for various types of business licenses. Continue refreshing aging software by implementing new solutions for licensing, enforcement and inspections.
- Increase the number of educational and outreach programs on consumer protection laws, including Wage Theft and small claims court clinics.
- Coordinate workshops for members of regulated industries to facilitate further accessibility and understanding of Code provisions administered by RER.
- Revisit and enhance various policies and procedures, including ordinance language interpretations to ensure efficiency and effectiveness.



Business Affairs – Economic Development

- Film and Entertainment – Monitor the progress of the local film incentives program.
- Film and Entertainment – Partner with various local stakeholders to attract a Film Festival to elevate Miami-Dade County’s status with emerging filmmakers as a reputable destination for productions.
- Film and Entertainment – Work with non-for-profit entities to create more after school programs that would interest youth in filmmaking and partner with local institutions of higher learning to provide students with internship and employment opportunities.
- Film and Entertainment – Create an interactive map of recording studios, music videos, as well as live music venues and festivals.
- Film and Entertainment – Update local entertainment industry database.
- Film and Entertainment – Partner with the Information Technology Department to analyze and replace the existing Film Permitting software.
- Agriculture Manager – Capitalize on viable opportunities to purchase development rights on additional acreage.
- Agriculture Manager – Capitalize on USDA grant opportunities that benefit Miami-Dade County.

Office of Resilience

- Work with Greater Miami and the Beaches Partners, the municipalities of Miami and Miami Beach and the Miami Foundation, to implement Resilient305, the community wide resilience strategy adopted in 2019, in coordination with all local municipalities, universities, and community partners in order to reduce the impact of shocks and stresses.
- Work with the U.S. Army Corps of Engineers to prioritize projects that will address coastal flooding and sea level rise vulnerabilities within the County, including protecting critical infrastructure.
- Complete and begin implementation of the sea level rise strategy in an effort to address medium and long-term sea level rise risks to County government and the community, and evaluate financial feasibility of various solutions.
- Continue to manage interlocal agreements and collect and track data for the four Board-approved Property Assessment Clean Energy providers in the unincorporated area.
- Continue implementation of the Building Efficiency 305 program to reduce building energy and water consumption in large existing private and public sector buildings.
- Continue to provide leadership for the Southeast Florida Climate Change Compact in order to support regional coordination of best practices and long-term guidance on climate action and impacts, including sea level rise.
- Increase stakeholder/community education, engagement and outreach with enhanced emphasis on municipalities.

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, hiring and retaining the highly technical and skilled staff that is required to effectively provide the broad portfolio of services of the Department will become increasingly challenged. This is especially true for management level



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positions where salary increases for current employees have been on hold for many years and the Department's ability to true up salaries compared to the private sector is highly restricted.

- 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 the Department's ability to provide certain improved services that are only affordable for a particular scale of efforts would be diminished or no longer viable.
- There are several key retirements throughout the Department that the organization must prepare for now in order to ensure continuity of services. Furthermore, key individuals at the county and regional level with whom the Office of Resilience relies for technical and public support may be retiring or leaving office, requiring the development of new working relationships and support structure.
- 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 greater collaboration across departments and between government partners.



Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag		Actual	Target	Current Year Annualized Target	Next Year Annualized Target		
Customer	Protect and Restore Environmental Resources (GG6-2, N13-1, N13-2)(RER BP)	N13: Protected and restored environmental resources. GG4: Effective leadership and management practices	N13-3: Protect, maintain, and restore waterways, coastline and beaches GG4-4: Lead community sustainability efforts	Cumulative acres of restored or enhanced coastal habitat	☐	IE1: Provide and Enhances Protective Natural and Man-Made Assets	2018 FY			611	n/a	n/a	n/a		
			N11-4: Protect the community from public nuisance and incidents that threaten public health GG4-4: Lead community sustainability efforts	Sanitary Nuisance Complaint Response: Percent Responded to within 24 hours (RFRO) (DERM)	📈	HW1: Meets Basic Needs	Dec '19		📈	95%	92%	92%	92%		
			N11-4: Protect the community from public nuisance and incidents that threaten public health GG4-4: Lead community sustainability efforts	General Complaint Response: Percent Responded to within 48 hours (RFRO)	📈	HW1: Meets Basic Needs	Dec '19		📈	95%	90%	90%	90%		
			N13-2: Protect and maintain surface and drinking water sources GG4-4: Lead community sustainability efforts	Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard (RFRO)	☐	IE1: Provide and Enhances Protective Natural and Man-Made Assets	'19 FQ3		📉	91%	95%	95%	95%		
			N13-2: Protect and maintain surface and drinking water sources GG4-4: Lead community sustainability efforts	Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard (RFRO)	☐	IE1: Provide and Enhances Protective Natural and Man-Made Assets	'19 FQ3		📉	67%	95%	95%	95%		
			N11-4: Protect the community from public nuisance and incidents that threaten public health GG4-4: Lead community sustainability efforts	Density (# of sites/sq. mi.) of contaminated sites countywide (excluding wellfield areas) - Annual	☐	IE1: Provide and Enhances Protective Natural and Man-Made Assets	2018		📈	5.56	6.20	6.2	6.2		
			N11-4: Protect the community from public nuisance and incidents that threaten public health GG4-4: Lead community sustainability efforts	Density (# of sites/sq. mi.) of contaminated sites in wellfields	☐	IE1: Provide and Enhances Protective Natural and Man-Made Assets	2018			0.96	n/a	n/a	n/a		
			Increase opportunities for economic and business development	ED1: An environment that promotes a growing, resilient and diversified economy ED2: Entrepreneurial development opportunities within Miami-Dade County	ED1-1: Promote and support a diverse mix of industries vital to a growing economy	Business and Economic Development Expansion Efforts	📈	ES3: Foster Economic Prosperity	Sep '19		📈	5	n/a	n/a	n/a
					ED2-1: Encourage creation of new small businesses										
			Responsive Building Code Administration Services (N14-1)(RER BP)	N11: Safe, healthy and attractive neighborhoods and communities	N11-2: Ensure buildings are sustainable, safe, and resilient	Perform review of Contractor License Applications in 10 days (ED4)	☐	HW2: Supports Livelihoods and Employment	'20 FQ1		📈	100%	100%	100%	100%
Improve Neighborhood Code Compliance (N14-2)(RER BP)	N11: Safe, healthy and attractive neighborhoods and communities	N11-1: Promote livable and beautiful neighborhoods	Total Liens Recorded	☐	ES2: Ensure Sobial Stability, Security and Justice	Mar '20		📈	266	225	225	225			
			Average Days from Junk/Trash/Overgrowth Complaint to First Inspection	📈	ES2: Ensure Sobial Stability, Security and Justice	Jan '20		📈	2	3	3	3			
			Average Calendar Days from Zoning Complaint to First Inspection-Chapter 33	📈	ES2: Ensure Sobial Stability, Security and Justice	Jan '20		📈	2	3	3	3			
			% of Voluntary Compliance with Warning Letters Issued	📈	ES2: Ensure Sobial Stability, Security and Justice	Jan '20		📈	65%	65%	65%	65%			
			Average Calendar Days from Exterior Property Maintenance Complaint to First Inspection-Chapter 19	📈	ES2: Ensure Sobial Stability, Security and Justice	Jan '20		📈	2	3	3	3			
Financial	Meet Budget Targets (RER)	GG4: Effective Leadership and Management Practices	GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs	Revenue: Total (RER)	📈	LS1: Promote Leadership and Effective Management	'20 FQ1		📈	\$248,257K	\$91,240K	91,240	91,240		
			Expen: Total (RER)	📈	LS1: Promote Leadership and Effective Management	'20 FQ1		📈	\$38,873K	\$91,240K	91,240	91,240			
			Positions: Full-time Filled (RER)	☐	LS1: Promote Leadership and Effective Management	'20 FQ1			944	n/a	977	1,003			

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag	Actual	Target	Current Year Annualized Target	Next Year Annualized Target
Internal	Prevent unsafe work practices	GG1: Accessible, fair and responsible government	GG1-1: Provide easy access to information and services	% of employees satisfied with safety training		LS1: Promote Leadership and Effective Management	'20 FQ2		100%	n/a	100%	100%
				% of employees satisfied with OSHA (HAZWOPER) required training		LS1: Promote Leadership and Effective Management	'20 FQ2		n/a	n/a	n/a	n/a
				Total Workers' Compensation Injuries Per 100 Employees (calendar year)		LS1: Promote Leadership and Effective Management	2018		3.34	n/a	n/a	n/a
				Lost Workdays (calendar year)		LS1: Promote Leadership and Effective Management	2017		164	n/a	n/a	n/a
				Total Reportable Injuries (calendar year)		LS1: Promote Leadership and Effective Management	2018		32	n/a	n/a	n/a
Learning and Growth	Develop and retain excellent employees and leaders	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Number of employees trained for performance evaluations		IE2: Ensure Continuity of Critical Services	'20 FQ2		23	n/a	n/a	n/a
		GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Number of total recruitments		IE2: Ensure Continuity of Critical Services	'20 FQ2		63	n/a	n/a	n/a
Sustainability	Support Sustainability and Climate Change Adaptation and Mitigation (GG6-2, NI1-2)	NI1: Safe, healthy and attractive neighborhoods and communities	NI1-1: Promote livable and beautiful neighborhoods	Number of Activities Implemented to Decrease County-wide Energy Consumption		IE2: Ensure Continuity of Critical Services	2019 FY		49	45	45	45
				Number of Adaptation/Resiliency Activities in Progress or Completed		IE2: Ensure Continuity of Critical Services	2019 FY		12	12	12	12

Initiatives for Objectives

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Secure Regulated Businesses Satisfaction and Trust (Consumer Protection)	Provide self-service capabilities such as applying, renewing and making payments for various types of business licenses.	4/30/2020	In Progress			undefined	undefined		Baker, Gregory (RER); Romito, Donna (RER)
Provide Stewardship to the Planning and CDMF Processes (NI1-1; GG1-1) (RER BP)	Implement a self-service, online Planning Reports Subscription website to provide customers with information relating to economic and planning research data.	1/14/2020	Complete			undefined	undefined	undefined	Armada, Manuel (RER); Romito, Donna (RER)
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.	4/30/2020	In Progress			undefined	undefined	undefined	Romito, Donna (RER)
	Refresh desktop hardware, software and technology for plan review staff.	2/10/2020	Complete			undefined	undefined	undefined	Romito, Donna (RER)
	Reorganize the Development Services Division in order to increase process and workload efficiencies to meet division-wide needs and organizational gaps.	9/23/2019	Complete			undefined	undefined	undefined	Kogon, Nathan (RER); Romito, Donna (RER)
	Implement modernization of plans tracking and concurrent plans processing systems.	6/24/2019	Complete			undefined	undefined	undefined	Oliva, Arianne (RER); Romito, Donna (RER)
	Establish and implement the Platting and Paving & Drainage processes into the existing Land Development system and provide online submittal and tracking.	4/30/2020	In Progress			undefined	undefined	undefined	Kogon, Nathan (RER); Romito, Donna (RER)
Protect and Restore Environmental Resources (GG6-2, NI3-1, NI3-2) (RER BP)	Develop a GIS web-based application to integrate and provide access to all the Miami-Dade County groundwater and surface water quality data.	4/30/2020	In Progress			undefined	undefined	undefined	Mayorga, Wilbur (RER); Romito, Donna (RER); Sweeney, Pamela (RER)

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