THRIVE 305

ACTION PLAN

"We **CAN** bring government closer to the people, and together we **WILL** make sure our residents are heard and that your voices drive our priorities."

- DANIELLA LEVINE CAVA MIAMI-DADE COUNTY MAYOR



The Miami Foundation

DIVISION OF INNOVATION & PERFORMANCE OFFICE OF MAYOR DANIELLA LEVINE CAVA

FROM OUR MAYOR

We've had a year of unlikely challenges and faced multiple once-in-a-generation crises: a pandemic unlike any we've seen since the beginning of the last century; a sudden, deep economic crisis; an epidemic of gun violence fueled in part by the first two crises; and the tragic collapse of the Champlain Towers South building in Surfside. Each of these marked our community, shaped the lives of so many families, and brought a tremendous sense of loss and heartbreak to us all.

In the face of all this tragedy, the story of the last year has also been one of immense hope, and a constant reminder of the power of communities to pull together in mutual support in times of greatest need. We see this in the community aid groups that sprang into action during the worst of our COVID-19 experience, and in the incredible outpouring of support for families affected by the Surfside tragedy from members of our own community and from across the world. We believe it is the job of government, and of our administration, to recognize this power and to do everything that we can to support, amplify, and nurture it.

In concrete terms, this approach to government means first engaging our residents early, often, and with honesty and transparency, and then acting on what we've learned to deliver results. When our administration was installed in November 2020, we set out to put resident voices at the center of our decision-making through deep engagement. Two months later, we launched Thrive305, a historic initiative to listen to our residents' stories and concerns, their hopes and aspirations, and their needs, through a countywide survey and a series of community discussions on topics of greatest importance. When given the opportunity to speak, Miami-Dade steps up, and there's no better proof of this than Thrive305. In February, close to 27,000 of you from every corner of our County shared your priorities through the resident survey. And in April, over 500 residents joined our community discussions, sharing space and ideas with your fellow community members and hundreds of our dedicated County staff. Many more of you joined us as community partners and leaders throughout this process.

What emerged through these conversations and through this partnership was a collective vision for Miami-Dade County. Our community wants quality job opportunities available to residents across the County, and small businesses that thrive in the new post-pandemic economy. We want a more comprehensive approach to public safety that addresses the root causes of insecurity, and that helps every resident feel safe no matter where in the County they find themselves. We want all residents to live in quality housing at a price point that is accessible to them, and we want to move forward quickly to build resilience in all communities. We want clean and beautiful neighborhoods, healthy families, and a government that cares and responds.

This Action Plan translates that community vision into a set of actions that we are embarking on during this term. Each of the 40 actions in this document, which we have grouped under 12 key resident priorities, aims to respond to systemic, structural issues that have been longstanding in our community. Addressing them, and implementing these actions, will take considerable time, effort, and deep collaboration across all sectors and with other elected leaders, including the Board of County Commissioners, the mayors of our County's 34 municipalities, and other local, state, and federal leaders. This Action Plan is a roadmap for addressing the people's priorities. Responding to our community's expressed needs, the complex nature of the issues we are tackling, and the approaches that we are leading with, mean the work of implementing many of these actions will take more than three years to implement. Thrive305 and this Action Plan are the beginning, not the end, of a vital and long-term process. This effort marks the beginning of a new partnership between government and the people that will bring about transformative change for years to come.

As we get to work on implementing this Action Plan, our commitment to you remains the same as it was at the start of our term, and when we launched Thrive305: to always listen, to lead with resident voices at the forefront, and to work each and every day to move the people's agenda forward.

With gratitude,

DANIELLA LEVINE CAVA MIAMI-DADE COUNTY MAYOR

FROM THE FUNDING COLLABORATIVE

Dear Friends and Residents,

Engaged communities are stronger communities. Today, we congratulate Miami-Dade County Mayor Daniella Levine Cava on the launch of the <u>Thrive305 Action Plan</u>, informed by the input of more than 20,000 Miami-Dade residents.

Our organizations came together to support Thrive305 to expand resident participation in defining our community's priorities and aspirations. We believe that an informed and engaged citizenry is essential for our democracy to function effectively. With the challenges communities across our country are facing, it is more important than ever that local government be responsive, listening to the voices of all residents when crafting a vision for community.

While an important milestone, the release of the Action Plan is just the beginning. We look forward to following the Plan's implementation toward a more prosperous, equitable, and engaged Miami-Dade.

















05 **OUR STORY AND PROMISE** Miami-Dade is the future. WHAT IS THRIVE305? A new era of civic engagement in Miami-Dade. STRATEGIC PLANNING OBJECTIVES **27** Environment, Economy, Engagement, Equity **ACTION PLAN AND PRIORITIES** Turning your community input into action 127 **THRIVE305: GOING FORWARD** 132 **ACKNOWLEDGEMENTS**



OURSTORY /AND PROMISE

If you want to see what the future of any American metropolis looks like, look no further than our own County today. Our County's diversity, and the incredible contributions of its migrant populations, which include the more than 50% of our residents who are foreign born and so many others who are just 1-2 generations removed, is our greatest asset as a global cultural and economic capital. We are home to over 1.4 million people who have come to our country in search of opportunity, safety, and a chance to grow roots here.

MIAMI-DADE IS THE FUTURE

Miami-Dade has been a beacon of hope for decades for millions of people seeking refuge from economic and political crisis.

Each time our community has grown stronger by welcoming new generations of immigrants to our shores, and it's an integral part of what makes us so special.

We are on the front lines of the global climate crisis. Sea levels have risen nine inches since 1930, threatening our intricate but delicate water management infrastructure – which was built before climate change was on our collective radar – and our ability to build and sustain thriving communities. We are facing this challenge head-on through engagement and education, by building protective infrastructure, and



by putting in place new policies and programs that are designed to reduce our ongoing climate impacts.

We must, and will, do more, and we will show the rest of the world how a community of 2.8 million people and growing adapts to a rapidly changing environment and survives for generations to come.

South Florida's Gini coefficient, which measures the gap between those with the greatest and least amount of income in a place, was the second worst in the country in 2019. And this was before the COVID-19 pandemic, which we know exacerbated inequities on a global scale. While some of the wealthiest people in the world call Miami-Dade County home, our largest industries, which employ a significant percentage of our community's workforce, are also among the lowest paying. High housing costs burden many families, as do high transportation costs in a County that gets around primarily by car.

Stepping back to look at the full picture, it is not too far-fetched to say that Miami-Dade is effectively living in the future. Where our community goes tomorrow, other places will find themselves in the next few years



and decades, and the lessons learned here will help others face the same challenges. But our own future, our own success in the face of uncertain environmental, economic, and sociopolitical pressures, is not a certainty. Miami-Dade deserves to be here in three, five, 10 generations, but we need to take bold actions and to be a leader among American cities to make our future a reality.

THE NEED FOR A COMMUNITY VISION

It has been said before that greater Miami is "a place of constant change without a solid blueprint." In the short span of a century, we have weathered some of the planet's worst storms (from hurricanes to several once-in-ageneration financial crises), turned a swamp into a metropolis, and become an internationally recognized hub of commerce and culture beloved by tens of millions of annual visitors. We have done this in spite of, not because of, an existing local government model whose fragmentation makes it difficult to bring people together to create and advance a unified vision for our collective future.

Miami-Dade County is made up of 34 municipalities – ranging in size from the City of Miami's 450,000 people across 56 square miles to the Village of Indian Creek, with 44 residents living on a 0.4-square mile island. Each of these cities has its own elected local government that provides municipal services to its residents. Over one million people live in an area outside of these municipalities called the Unincorporated Municipal Service Area (UMSA) in which Miami-Dade County's government

provides all municipal services. This unincorporated area, if declared a city, would form the largest city in Florida and one of the largest in the nation.

The fragmentation of responsibilities, powers, and visions between the elected leaders that represent County residents makes cohesion difficult and collaboration essential. The value of collaboration is easiest to see in times of crisis, especially when the need for support from the state and federal governments requires clear communication and strong, unified leadership. We have seen this come about during the Mariel Boatlift, and in the aftermath of Hurricane Andrew 12 years later. In these instances, the County – with strong intermunicipal collaboration - had no choice but to lead, and state and federal government partners responded.

Residents trying to understand how decisions are made, and how they can participate effectively in the decision-making process, might rightly balk at the complex web of relationships between these actors in what is a highly fragmented local governance structure that makes it difficult to make uniform progress.

This fragmentation can also make long-term planning to meet Miami-Dade's regional challenges, from housing to transportation, more difficult –even more so when you take into account the role of major economic and cultural actors and institutions, from businesses to universities and nonprofits. Residents might rightly struggle to understand how decisions are made, and how they can participate effectively in the decision-making process.

In the 1970s, a group of powerful institutions led by people who were frustrated by this dynamic banded together to use their collective influence to make policy decisions that they felt County government and municipal governments on their own could not make. And they did this in secret.

For over a decade, a group of 38 business leaders, government officials, and heads of local academic institutions – almost entirely white men – who called



themselves "The Non-Group" met regularly to propose, discuss, and advance strategies to move Miami-Dade forward. The Non-Group eventually claimed credit for the outcomes of two crucial referendums – the 1972 Decade of Progress bond that made \$550 million available for parks, libraries, hospitals, and other facilities, and a 1978 referendum that would have canceled the Metrorail project before it ever got off the ground were it not for a campaign funded by Non-Group members. The organization also organized a \$7 million loan fund made up of private contributions to rebuild predominantly Black areas damaged by the 1980 uprising after the killing of Arthur McDuffie.

Regardless of the Non-Group's intentions or successes, the vision that this unelected group worked to advance was their own, not one informed, approved, or even known by the people of our County. In fact, the existence of the group was not widely known until *The Miami Herald* published an article exposing it in 1985. Clearly, this organization's fundamental premise – that progress can only be made by powerful people behind closed doors –



and its activities were the antithesis of a true, equitable representative democracy. The Non-Group understood that our community needed unified local leadership to break the cycle of short-term thinking, to advance a vision for the County that was generations away. The fragmentation of our local decision-making power structure that makes that so hard to achieve still poses challenges today, but the Non-Group model of decision-making is not the antidote, or even an answer, because it is entirely incompatible with the scale and complexity of the issues that our community is facing today, and with our community's diversity, expertise, and needs.

"THE NON-GROUP is the shadow government of metropolitan Dade County. The system of government we have creates a vacuum that's filled by this group. This is the central power in Miami. This is where things are decided."

Maurice Ferre, mayor of Miami

"The Non-Group is the shadow government of metropolitan Dade County. The system of government we have creates a vacuum that's filled by this group. This is the central power in Miami. This is where things are decided." – MAURICE FERRE

What is needed, and what the people of Miami-Dade County are clearly demanding, is a model of local government that works to unite all sectors and brings their voices to the table, and whose center of gravity is without question in the community. In order to tackle the climate crisis and its growing impacts on our County, to build the equity necessary to ensure that all of our residents can thrive for decades to come, and to face every other challenge ahead of us, including ones that we cannot currently imagine, we need to create a community-driven vision for the future and build a unified governance structure that can implement that vision.

To do so, we will need to address a number of systemic challenges as a

County. For starters, our community has historically suffered from low levels of civic engagement, characterized by low turnout in local elections and limited participation in public meetings.

Our convoluted government structure is partially to blame, as this makes it extremely difficult and time-consuming for residents to follow local government and participate in decision-making processes that impact their lives.

These barriers and Miami-Dade's vast and persistent inequities, coupled with these and other barriers, make civic participation more difficult. Removing structural barriers and creating a government that actively invites all to participate – and makes it easy to do so – is essential to bringing a unified vision for our future closer to reality.

SIGNS OF PROMISE

Civic pride can take on many forms – from traditional and formal to creative and energizing. In Miami-Dade, our civic pride is growing, becoming louder and more diverse. In recent years, many in our community have begun to tell our own collective story about what it

means to be from Miami-Dade, and to celebrate it. Our County's story has for decades been told primarily by people who do not reside here, but our appetite for authenticity and growing civic pride have given rise to new influential content creators such as 305 Cafecito and The New Tropic. The 2016 film Moonlight, a story that could only have been written and brought to life by a team of gifted storytellers born and raised in Liberty City, has also shown us that it isn't just us who are interested in the real Miami-Dade, its unique qualities, idiosyncrasies, and beauty.

This energy is particularly strong among our young people, some of whom have in the last few years been responsible for the most remarkable acts of local activism in the history of our County. We see this in the founders of the Transit Alliance and Riders Alliance, who are together building a nationally recognized vision for a future of mobility in a community that for too long has been dominated by the personal car and considered transit riders and cyclists an afterthought. We see this also in the June 2021 story of five Allapattah high school students, who upon hearing that their local County library was going to be demolished to make way for a housing development, mobilized to save their beloved community space, made their voices heard at a City Commission meeting, and received a commitment from the City of Miami that the new development would include a new library to replace the old. These stories are part of a broader movement among young people born and raised in Miami-Dade, and also others who have been drawn to our County and want to be part of its future, a movement that is converting civic pride into a new era of civic engagement.

When we conceived of Thrive305, the first large-scale formal community engagement process of its kind, we knew that we were building on the work of so many individuals and organizations, young and old and from every corner of the County. The work that is being done at the grassroots level is building true power among residents to strengthen our community so that it can be a source of even greater civic pride. We welcome, honor, and celebrate these efforts as signs of a budding civic engagement ecosystem. Governance structure that we will build together, one that puts our community's residents at the center at a time in which the scale of our County's challenges demand this.

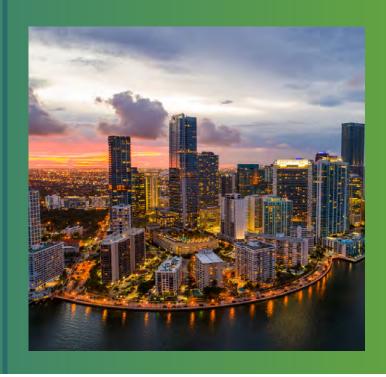
MIAMI-DADE'S NEXT CHAPTER

Our community is energized, and they are speaking. Nearly 27,000 of our residents, a largely representative sample across race, gender, income, and age, participated in the Thrive305 survey. Another 500 spoke to us in a series of community meetings we called Civic Week, where they shared their stories, needs, and visions for a thriving Miami-Dade. While this level of participation made Thrive305 a historic community engagement process, it still touched just about 1% of our County's 2.8 million residents. To bring as many people as we can into the decision-making processes of our local government in the long term, we must double down and continue the work of deep, consistent engagement.

Building a more inclusive civic engagement ecosystem means strengthening relationships between the County and our 34 municipalities and creating partnerships between our government and the private and nonprofit sectors. It means making it easier to understand, collaborate with, and participate in your County's government by leading with the values

of transparency, kindness, respect, humility, inclusion, and a commitment to solutions. It also means delivering results for all residents, especially those in communities that have historically been excluded.

Thrive305 is just the beginning of a Miami-Dade County government that works for all. This Action Plan, which elevates 12 key priorities that we heard from residents over the course of our engagement process and converts them into actions for our administration, is a testament to our government's approach to getting things done. Together, we will build the Miami-Dade that we all deserve, and one that thrives for generations to come.



THRIVE305: A NEW ERA OF CIVIC ENGAGEMENT IN MIAMI-DADE COUNTY

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This initiative leverages Miami-Dade's biggest asset, its residents, through a survey and series of virtual workshops to inform the administration's "Action Plan" -

– a bottom-up, community-driven policy framework with a focus on policies, initiatives, and strategies that center on an equitable recovery and a thriving community.



The actions highlighted in this Action Plan are the product of a seven-month effort called Thrive305, the largest public engagement initiative in Miami-Dade County government history. The guiding principle behind Thrive305 is simple – that government works best when it is driven, informed, and led by the people who it represents. Mayor Daniella Levine Cava's Division of Innovation & Performance undertook this effort, which included a countywide survey to define priorities, a series of large-scale resident discussions to collect ideas, and a set of planning workshops to convert resident ideas into very tangible government actions, all to ensure that the people's priorities are what is shaping the direction of County government during Mayor Levine Cava's term.

THRIVE305 LAUNCHED IN JANUARY 2021 WITH THE FOLLOWING GOALS:

GATHER HARD DATA

With both qualitative and quantitative – on resident priorities across all Miami-Dade County communities around key policy issues, with a focus on the County's most pressing challenges.

EMPOWER RESIDENTS

To inform, inspire, and hold County government accountable to the residents.

STRENGTHEN COMMUNITY PARTNERS

By working on behalf of marginalized communities by creating opportunities for collaboration with County government.

ENSURE THAT RESIDENT PRIORITIES

Ideas identified through the Thrive305 process are meaningfully incorporated into the workings of government, including the County's budget and strategic planning process.

PARTNER COLLABORATION

Thrive305 is a partnership between
Miami-Dade County Mayor Daniella
Levine Cava's Division of Innovation
and Performance, The Miami Foundation
(TMF), and a coalition of philanthropic
organizations that have provided financial
support, including the Ford Foundation,
Knight Foundation, Allegany Franciscan
Ministries, The Health Foundation of
South Florida, Milton Family Foundation,
and Shepard Broad Foundation. This
unprecedented effort could not have
been possible without the deep,



thoughtful contributions of more than 50 civic organizations who helped shape every stage of the Thrive305 process, made sure that their constituencies were engaged and heard, and who helped define the actions included in this plan.

PROGRAM FRAMEWORK

The Thrive305 process was designed to create opportunities for residents and County staff at all levels to directly shape the Levine Cava administration at the very beginning of its term. This unprecedented effort recognizes the value of authentically engaging people before decisions are made. The beginning of a new administration is a uniquely powerful window of opportunity to embed the people's priorities in government, and over a seven-month period, an intensive series of internal and external program activities and engagement opportunities led to an Action Plan that reflects both the people's priorities and the inputs of hundreds of staff members from every County department, from senior leaders to frontline employees, many of whom are also residents of Miami-Dade.

TIMELINE OF KEY ACTIVITIES

DECEMBER Project Initiation



JANUARY Civic Partner Onboarding



FEBRUARY Countywide Survey



MARCH County Staff Ambassadors



APRIL Civic Week



MAY Action Plan Workshop



JUNE Alignment for Strategic Plan



JULY Action Plan



DECEMBER Project Initiation

JANUARY Civic Partner Onboarding

FEBRUARY Countywide Survey

MARCH County Staff Ambassadors

APRIL Civic Week

MAY Action Plan Workshop

JUNE Alignment for Strategic Plan

JULY Action Plan

Project Initiation

In the weeks following Mayor Levine Cava's installation in November 2020, the Mayor's Division of Innovation & Performance and The Miami Foundation collaborated to define the structure of Thrive305 and the key issue areas that the effort would focus on, including initial ideas for topics that would be included in a countywide survey – the first public component of Thrive305.

These discussions took place against the backdrop of the COVID-19 pandemic and the immediate need to protect lives and livelihoods. Newly-installed Mayor Levine Cava's emphasis on responding to the crisis at hand was matched by a focus on also getting to work on the many other urgent, overlapping issues facing residents – especially where County government could have the power to take action to improve people's lives.

IN DECEMBER 2020, THE THRIVE305 TEAM AGREED ON SIX THEMES THAT WOULD GUIDE RESIDENT ENGAGEMENT:

- Combatting COVID-19 and Creating a Healthier Community
- Keeping Miami-Dade County Safe
- Growing an Inclusive and Prosperous Economy
- Housing All Residents
- Building for Sustainability
- Reforming County Hall







Once these themes were identified, discussions expanded to include other senior leaders across County government, including all 13 members of the Miami-Dade Board of County Commissioners. These conversations helped to shape the focus of the initiative and helped identify ways to coordinate Thrive305 activities with other parallel government initiatives. For example, Mayor Levine Cava's Division of Innovation & Performance worked closely with the County's Office of Management and Budget to time engagement efforts in ways that would maximize the extent to which resident priorities identified through Thrive305 could inform the Fiscal Year 2021-2022 budget, which was already being defined internally.

INITIAL CIVIC PARTNER ONBOARDING

As of June 2021, 54 Civic Partner organizations have been onboarded to help steer Thrive305.

A first round of Civic Partners was selected and onboarded in January 2021. The 50+ civic organizations that made up this group were identified as collectively representing the diverse geographies, constituencies, and needs of County residents. In a meeting convened to discuss the goals of the Thrive305 initiative, these Civic Partners workshopped the initiative's approach to inclusion and community outreach with an explicit goal to engage people from all Miami-Dade County communities.

At the suggestion of the Civic Partners the project team created a cohort of "Thrive305" Community Data Partners" whose role would be to make the countywide survey the most inclusive issues-oriented survey in County history.

Six organizations were selected to be Community Data Partners (CDPs) based on their experience and success in helping Miami-Dade County reach a high 2020 Census participation rate by conducting outreach in communities that typically have low participation rates. CDPs were provided grant funding and led a canvassing effort to reach many of the same communities where they had built trust and relationships as part of the Census outreach process, this time to make sure that these communities would be represented in the Thrive305 survey.

At every stage of this process, additional groups of Civic Partners were integrated and onboarded to provide design input, feedback, and tactical support to ensure Thrive305's success. One key outcome of this process for the Civic Partners is the wealth of knowledge that these groups, and by extension the communities they represent, have gained about this administration's approach to planning and development. This network of organizations is now positioned to effectively help track the progress of implementing the Action Plan.

Civic Partners also discussed priority topics and questions for the survey, hosted town hall discussions during Civic Week, and served as experts and advocates in discussions with County leaders on policies, practices, and programs that should be prioritized in the Action Plan.

COUNTYWIDE SURVEY

The Thrive305 survey was the largest, most representative public issues-oriented survey in County history.

In February 2021, Thrive305 launched a countywide survey to understand

resident needs, concerns, and priorities around six key themes. The survey, which was created in close collaboration with County departments and the Civic Partners, was designed to assess what residents see as the most pressing challenges and to help identify the types of solutions to these challenges with the widest support from County residents.

The survey, which was conducted on Thrive305.org, was available in English, Spanish, and Haitian Creole, the three official languages of Miami-Dade County, and distributed both online as well as in person and over the phone through the canvassing effort led by the Civic Data Partners.

During the three-week survey period, over 26,400 people submitted valid responses, representing nearly 1% of the County's population. This sample size is bigger than various localities in Miami-Dade County, including Miami Shores, Miami Springs, South Miami, and Hialeah Gardens, among others. This was in no small part driven by the work of Thrive305 Civic Data Partners, who jointly reached over 3,600 residents and generated approximately 100 responses each in neighborhoods such

as Allapattah, Little Haiti, Liberty City, Little Havana, Olympia Heights, Homestead, and Opa-Locka. The canvassing operation also generated responses from over 1,000 people who reported not having internet access at home.

Giving the administration a never-before-seen window into the preferences and priorities of Miami-Dade residents whose voices have rarely been heard directly by government. The large number of responses from individual neighborhoods and demographic groups enabled the Thrive305 team to break down results to capture the sentiment of different racial/ethnic groups, generational and gender cohorts, and neighborhood cohorts.

Through both digital outreach and canvassing strategy, the survey reached a largely representative sample of County residents across various demographic characteristics such as race, age, income, and gender as compared to population data from the U.S. Census Bureau's 2015-2019 American Community Survey 5-Year Estimates.

Given the survey's countywide reach and the demographic representation achieved, not only are its findings valid for the purpose of informing County priorities, the results are already informing the work of this administration. This survey helped shape the Mayor's Peace and Prosperity Plan, a \$7.8 million public safety plan, approved by the Board of County Commissioners in June 2021. Data from the survey is also guiding ongoing programs, from housing and parks to transportation and economic development.

COUNTY STAFF AMBASSADORS

Thrive305 put County employees at the center of transforming how the County engages communities.

In March 2021, the Thrive305 team identified and trained a cohort of over 250 County employees from across departments, to actively participate in the initiative as Thrive305 Ambassadors. Nearly all County departments nominated employees to serve as Ambassadors, ranging from frontline workers to management and leadership level staff. These volunteers reflected the diversity of Miami-Dade County in terms of language, race/ethnicity, and gender.

The primary role of Ambassadors was to facilitate, note-take, and actively listen in resident town hall discussions during Civic Week. Having Ambassadors play a leading role in these conversations aligned with the Thrive305 commitment to engage residents in ways that chip away at the distance between residents and their government.

Ambassadors asked residents discussion questions, documented their answers, and listened to their constituents.

THROUGH THE THRIVE305 PROCESS:

- County employees had the chance to better connect with their constituents about the issues that they care about, which reaffirmed the importance of their day-to-day work as public servants.
- Residents were able to put a face to their County government, giving them a better understanding of the diversity, expertise, talent, passion, and commitment of their government employees.
- Ambassadors were able to use the resident engagement training they received through the Thrive305 process to improve the way their department engages residents.

Thrive305 Ambassadors also used the digital platform created for this initiative to submit ideas to the administration that County government could use to help residents of Miami-Dade thrive. Furthermore, Ambassadors also promoted the "ideas boards" to their coworkers for further comment. Ultimately, dozens of staff shared ideas, including bold actions that: 1) the Mayor can pursue to improve the lives of all Miami-Dade residents, and 2) other actions that their own departments could take to improve customer satisfaction, employee development, and the efficiency of their department's budget, and other internal department.



500+ residents from across Miami-Dade joined in conversation to discuss the survey findings and to share stories and ideas to help the Thrive305 team define actions for this plan.

From April 10 – 17, 2021, Civic Week invited residents to join a series of presentations and community conversations to 1) discuss findings from the countywide survey, 2) learn how County government works, and 3) learn how to stay engaged, and 4) to propose solutions and actions the Mayor can advance. Following the countywide survey, Civic Week was the first and most significant opportunity in the Thrive305 process to connect directly with residents and hear their voices in conversation.

To kick off Civic Week, Mayor Levine Cava delivered a public address at the Adrienne Arsht Center for the Performing Arts, which was livestreamed on YouTube and Miami-Dade TV to share key findings from the survey. A diverse panel of local experts provided additional insights and reactions to the survey findings based on their own experience working on these critical issues. The first day of events culminated with Civic Partner organization, Engage Miami, hosting "Civics305," an introductory workshop that explained what County government does, how it works, and how residents can engage with and influence it.

COMMUNITY DISCUSSIONS

The Mayor's Division of Innovation and Performance and Civic Partners hosted evening community discussions in English, Spanish, and Haitian Creole, both online (via Zoom) and in 17 physical locations across all of Miami-Dade, including all 13 Commission districts. Each night focused on one or two topical areas, and featured senior officials in County government who introduced the topic and provided more in-depth survey data and information on existing work being done by County government in this area.

Following the presentations, Thrive305 Ambassadors hosted small group discussions (typically 10-20 people) that provided residents an opportunity to share three key types of insights:

- Stories: Experiences and anecdotes that can help the administration understand challenges that residents are facing and broader community needs that can inspire the Action Plan.
- Ideas: Potential solutions to these challenges that can be included in the Action Plan.
- Questions: Questions that residents might have about the topic at hand and the County's roles, powers, and actions related to it.





Action Plan Workshops brought together local policy experts and County leaders to discuss community priorities from Civic Week and to craft bold and actionable solutions.

In early May 2021, the Mayor's Division of Innovation and Performance facilitated a series of issue-specific Action Plan Workshops that invited participants to work in small groups to define and prioritize ideas for the Action Plan based on the survey data and Civic Week participants included.

- Mayor Daniella Levine Cava
- County department directors, other senior government officials, & budget analysts
- Civic leaders with deep connections to issues and impacted communities
- Subject matter experts, including academics and practitioners

By design, the workshops were facilitated with care to identify areas of consensus between participants. Facilitation of small group discussions focused potential solutions and actions, and asked:

- What is one thing that the County can do right now to make progress on this issue?
- How does this action impact lives? What metrics can we track to know it's working?
- What is possible if the County works in collaboration with partners on this action?

The workshops invited participants to consider how potential actions can be implemented through community partnerships. This process advanced the larger aim of empowering a network of cross-sector organizations in Miami-Dade that have new ways to collaborate with each other and with County government on the implementation of effective and equitable policy solutions and public services.

ALIGNING TO THE STRATEGIC PLAN

The final step in the development of the Action Plan included several rounds of facilitated discussions and internal assignments for senior leaders in the administration to:

- Test and confirm the feasibility of proposed actions emerging out of the Action Plan Workshops
- Identify opportunities to align and amplify the reach of existing County policies and programs
- Help to fill in the gaps in our understanding with additional details to strengthen the proposed actions

To ensure the implementation of the Action Plan, the Office of Management and Budget coordinated with the Mayor's Division of Innovation and Performance to track progress on each of the actions, and match the actions to the objectives in the County's Strategic Plan and provide recommendations for updates.



STRATEGIC PLANNING OBJECTIVES



As part of the administration's effort to lay the groundwork for an update of the County's Strategic Plan, which guides how County government allocates funds responsibly and tracks its progress, the Mayor's Division of Innovation and Performance used Thrive305 data to inform the development of a new set of objectives specific to the Thrive305 ActionPlan.

The objectives below are organized under four overarching goals: the "four E's" introduced by Mayor Levine Cava that have been guiding her administration from the outset.

ENVIRONMENT ENGAGEMENT ECONOMY EQUITY

STRATEGIC PLANNING OBJECTIVES

Environment: A well-managed built and natural environment that is resilient to climate stressors.

- Reduce greenhouse gas emissions in County operations and community-wide.
- Restore Biscayne Bay from land and water-based pollution.
- Prepare for and adapt to sea level rise.
- Increase mobility options that are efficient, affordable, and benefit the environment.
- Protect and restore natural habitat, and prevent pollution of air, water, and land.
- Mitigate extreme heat risks.

Economy: A growing and inclusive economy that creates jobs and invests in local talent, while spurring innovation and investment for the jobs and assets of the future.

- Build back local businesses adversely affected by the coronavirus pandemic.
- Support talent development pipelines for jobs in new and emerging industries.
- Expand and retrofit housing to support workforce needs.
- Attract an innovative tech eco-system that enhances good-paying green jobs.

Equity: Our residents and workforce are fully included in all aspects of life in the County regardless of who they are.

- Advance equitable public & neighborhood safety measures to address community violence.
- Increase economic opportunity for disadvantaged and disinvited communities.
- Operationalize equity through the provision of County services.
- Increase access for small business owners and entrepreneurs through training, engagement, and community building.
- Bolster opportunities for small and local businesses in County contracting.

Engagement: A community that trusts local government and has timely access to data and information in order to obtain services and influence decision-making in the County.

- Build capacity for individuals and nonprofits to navigate County services.
- Increase involvement of local organizations to help address critical socioeconomic needs of our residents.
- Facilitate community engagement within all aspects of County government.
- Enhance accessibility to County government to improve the customer experience.
- Increase participation in the County budgeting process.

EACH OF THE ACTIONS DETAILED IN THIS ACTION PLAN ARE ALIGNED WITH ONE OR MORE OF THE OBJECTIVES ABOVE.





ACTION PLAN TABLE OF CONTENTS

PG 31 / Priority 1: Accessible County Government

PG 42 / Priority 2: Engaged and Empowered Residents

PG 47 / Priority 3: Housing That People Can Afford

PG 53 / Priority 4: Public Safety That Includes Prevention, Early Intervention, Reentry, and Enforcement

PG 66 / Priority 5: Small Businesses That Thrive in the Post-Pandemic Economy

PG 78 / Priority 6: Transportation Options That Work for All

PG 85 / Priority 7: Investment in Blue-Green Jobs That Benefit Our Water and Environment

PG 97 / Priority 8: Resilient Communities Designed By and For Residents

PG 104 / Priority 9: Deepen Partnerships with Businesses and Civic Institutions

PG 109 / Priority 10: Opportunities for Youth

PG 112 / Priority 11: Strengthened Partnerships with Community

PG 118 / Priority 12: Government That Cares and Responds

ACCESSIBLE COUNTY GOVERNMENT

INTRODUCTION

Throughout the COVID-19 pandemic, County services took on an expanded role. We saw increased visitation to our website as residents accessed health and COVID-19 assistance information. During the pandemic, more residents used our parks and open spaces, and many residents sought economic recovery services from the County.

Through the countywide survey, we learned that:

Residents shared during Civic Week that technological, cultural and language barriers hinder residents' abilities to engage and access resources from the County. In the long term, we are building toward a County in which our services help all residents succeed. We will strive to use these lessons, among others, to expand the accessibility of County government to meet all residents where they are.



ACTIONS

- **1.1** Create a "No Wrong Door" approach for County services
- **1.2** Expand "One Stop" service hubs at County facilities
- **1.3** Take comprehensive mobile services to communities

1.1. CREATE A "NO WRONG DOOR" APPROACH FOR COUNTY SERVICES

Issue Statement and Context

Many surveyed residents reported frustration with barriers to access government services. One of the crucial concerns for residents is the lack of clarity regarding the appropriate County department to resolve their issue. The implicit or explicit message: you have arrived at the wrong door, and you need to start over, somewhere else. This breakdown is particularly disadvantageous when it comes to residents who most need the County's supportive services.

The County is taking steps to implement a "No Wrong Door" approach to County services, with the mission and vision to ensure that each person's first point of contact with County government leads to seamless, comprehensive, and compassionate delivery of government services; and to create a network of comprehensive and integrated services that empowers all members of the community. The County is starting with the portfolio of the County's Chief Community Services Officer, who oversees the departments Community Action and Human Services (CAHSD), Public Housing and Community Development (PHCD), Animal Services (ASD), Miami-Dade Public Libraries (MDPLS), Cultural Affairs (CUA), and Juvenile Services (JSD). Working groups from each of these departments have come together to identify opportunities for improvements in services and to better understand how people are connecting and reaching these services, beginning with the most frequent points of contact.

In parallel, in order to ensure that the County's 311 service and the County's main website are always the right door, the County's Communications and Customer

Experience Department (CCED) is currently consolidating

the 311 Knowledge Base into the website's content management system. CCED, in partnership with the

RELATED THRIVE305 OBJECTIVES:

- Operationalize equity through the provision of County services.
- Build capacity for individuals and nonprofits to navigate County services.
- Enhance accessibility to County government to improve the customer experience.

Status of Action:

Previously announced, already underway **Timeframe:** Medium-Term **Lead Department/Agency:**Chief Community Services Officer





Information Technology Department (ITD), is also working on an online "locator" that will function as an interactive directory of County services able to be filtered based on a resident's location and specific needs. This will enable residents to more easily seek support to address specific issues and understand where to find support on issues that are outside of the County's jurisdiction, including Medicare and Medicaid and other federal and state services.

Detailed Action Summary

Create a "No Wrong Door" approach within all County departments and with critical community partners to direct people to services that best meet their needs, regardless of what their first point of contact with the County or its community partners may be.



Detailed Action Summary continued

- Within each of the County's social and community service agencies, establish No Wrong Door Liaison Teams with Department Ambassadors who will serve as frontline leaders who connect clients to services. Create a case manager system at each department to assist clients with accessing services and completing processes.
- Build on the foundation created by the County's social and community service agencies to bring additional departments into the initiative.
- Train all public-facing County staff in the full scope of County government, and the roles and responsibilities of each department, so that every public-facing employee knows where to direct residents seeking services regardless of which department provides these services. This training should include educating County staff to better use the County's own website to find information, including how to use the upcoming "locator" of services that CCED is currently developing and will soon launch. The training can be piloted with new County hires.
- Enhance that curriculum with training on: "culturally competent" communication with residents and how to assess vulnerable populations for critical needs, including households with young people who may be suffering from trauma.
- Develop consistent methods of updating all publicfacing County staff in participating departments with information on new programs and services, such as a quarterly newsletter of new program and program updates. To supplement this, and because not all public-facing staff are required to use computers, offer "refresher trainings" for County staff at regular, reasonable intervals.

- Identify critical community partners vital to the overall mission of this initiative, particularly the organizations that the County is already funding to deliver community services and provide those partners the environment and opportunity to collaborate.
- Establish agreements between the County and willing community partners to onboard them to be part of the No Wrong Door network, so that County departments more consistently provide "warm handoffs" of residents to community partners that are best positioned to deliver the appropriate service, and vice versa. Those agreements can include financial support from the County to build up partners' capacity to meet program requirements, such as sharing data and maintaining updated records.
- Create deeper avenues for collaboration and multidisciplinary staffing among County departments and community partners that provide services to the same clients and populations to ensure that services to residents are delivered in a coordinated way and that everyone is learning from each other's expertise. For example, build on the approach developed by the Juvenile Services Department, which hosts monthly "Multidisciplinary Staffings" for children that have contact with law enforcement, who are 12 years of age and younger. All the agencies (Juvenile Services, the School System, the Department of Juvenile Justice, the Department of Children and Families, etc.) that serve the child are at the table to coordinate and provide a holistic approach and leverage our resources. Another example is the Parks, Recreation and Open Spaces Department's partnership with Juvenile Services and Police to design and deliver the Fit2Lead parks program intervention to the community's youth.

Detailed Action Summary continued

- Host quarterly roundtables for participating community partners and County departments to share lessons and updates on the aggregate needs and issues facing residents, and to introduce improvements to the No Wrong Door approach.
- Enhance the use of technology to increase connectivity. Conduct an inventory of existing systems used across the County and by critical community partners, and where there are opportunities to migrate participating departments and community partners to a new system. Identify an appropriate data architecture, including use of universal intake form, common identifiers across databases, and potentially procure a software platform to integrate a critical mass of partners. Ensure the new systems include all the appropriate privacy and security measures to safeguard resident data and are in compliance with federal regulations such as the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Address all the public records Sunshine Law implications up front.
- Identify cost-effective ways to implement a No Wrong Door approach. Consider leveraging existing data platforms created by the State of Florida and similar initiatives to incur cost savings. Identify opportunities for resource sharing between local governments bound by interlocal agreements.
- Determine the most cost-effective ways of providing training, including creating self-serve training videos on demand. Quantify the cost savings to the County of reduced reliance on satellite offices and travel time for County staff due to the implementation of No Wrong Door. Work with community partners to minimize need for additional funding, after any initial commitment of financial support for capacity-building and data training. Encourage partners to build these capacities and skills into their own hiring and training policies.

POTENTIAL METRICS:

- Percentage of respondents agreeing with statement that they were not referred to several individuals to get a question answered
- Percentage of respondents agreeing that they were able to find what they need online
- Number of frontline leaders serving as liaisons
- Number of customer service staff trained to provide No Wrong Door services
- 311 call volume and speed of answer
- Percentage of 311 calls resolved without referral
- Percentage of 211 calls resolved without referral

1.2. EXPAND "ONE STOP" SERVICE HUBS AT COUNTY FACILITIES

Issue Statement and Context

The pandemic revealed how important it is to "meet residents where they are" with the critical services they need. Communities are more vulnerable when they lack easy access to critical health and human services in their own neighborhoods, in places and community facilities they trust. And too often, at the places where residents are able to access important services, they are leaving with their larger needs unmet. In many cases, residents could benefit from the services of more than one County agency, whether it's in seeking health services, housing assistance, with employment, or emergency and disaster response services.

The County's public spaces, libraries, arts venues, and other community facilities are seen as friendly and welcoming to residents, and the County has an opportunity to realize greater value by using those spaces flexibly to deliver on broader health and human services goals. The County successfully used its parks and activated other County properties and facilities to provide COVID-19 testing, health information, vaccinations, and food during the pandemic. The County's library system has a rich history of hosting a wide array of social services and County resource booths. More recently, libraries became sites for civic engagement, having participated in the Mayor's Civic Week, as part of the broader Thrive305 engagement. The library system is entering a new phase in supporting residents. It is currently in the process of hiring a team of dedicated social workers who will serve clients and manage cases in five libraries.

The Miami-Dade County Community Action and Human Services Department (CAHSD) currently operates 12 community resource centers across the County. Their centers offer a variety of social services to economically disadvantaged individuals and families interested in

RELATED THRIVE305 OBJECTIVES:

- Operationalize equity through the provision of County services.
- Enhance accessibility to County government to improve the customer experience.

Status of Action: Newly announced, already underway **Timeframe:** Long-Term

Lead Department/Agency: Community Action and Human Services Department (CAHSD); Parks, Recreation and Open Spaces Department (PROS); Miami-Dade Public Library System (MDPLS)



achieving self-sufficiency. Most recently, Resilient305 and Miami-Dade County have codesigned Resilience Hubs to build awareness and knowledge of individual and community risks, thus increasing disaster preparedness for neighborhoods. Resilience Hubs will include physical and digital displays, location-specific risks and guidance, resources, and tools. The County should expand on these models coalescing services in one location for the benefit and ease of the community.



Use County facilities that are already embedded within neighborhoods across the County, including parks, libraries, and community centers, to provide a more expansive set of County services within communities that need them most. "One Stop" service hubs will provide a jumping off and coordination point for someone facing issues that could benefit from County resources. These hubs will also serve as a cost-saving measure for community service providers to deliver services to their clients for one to five days a week via low- or no-cost agreements that range from having a dedicated space to using "swing desks/offices."

- Work to define the services offered by the "One-Stop" service hub model and the different ways "One Stop" service hubs can be configured depending on space availability, community needs/culture, and other parameters.
- Identify County facilities in underserved communities with the potential to serve as host sites for "One Stop" service hubs. Incorporate, for instance, libraries and arts venues. Coordinate planning with the Adrienne Arsht-Rockefeller Resilience Center's countywide planning for resilience hubs.
- Build on the existing momentum with COVID-19 health services delivered at County parks and public spaces and create "plug-and-play" opportunities for a broader array of health services, to temporarily use parks and other public spaces as activation sites for health fairs and other similar events.
- Program "One Stop" service hubs in County parks to coincide with distribution of culturally appropriate healthy foods.

- Work with the Public Health Trust to bring community health workers to "One Stop" service hubs in parks in underserved communities through recurring (i.e., monthly) "Community Health Days" to increase participation in preventative health services and mental health programming. In the Thrive305 survey, LGBTQ+ residents in particular selected mental health services as the second-highest priority to improve longterm health.
- In libraries throughout the County, pilot new ways for residents to connect with information on the services they need. Build on the lessons that the now defunct Team Metro learned in programming County resource booths at libraries in the early 2000s. Establish libraries as innovation labs for seamless digital experiences that are designed for people who are not typically comfortable using technology (e.g., intuitive digital kiosks). Link this effort to other digital inclusion resources at the library.

Potential Metrics:

 Residents able to resolve/seek multiple services in a single location



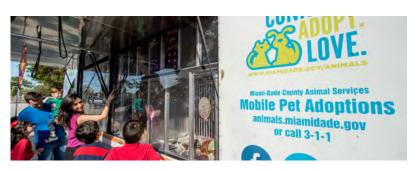
1.3. TAKE COMPREHENSIVE MOBILE SERVICES TO COMMUNITIES



Issue Statement and Context

Homebound older adults, and residents with mobility challenges or other difficulties, sometimes face great challenges in connecting with the services they need. The issue is often aggravated with technology challenges for the older adult population. The best place to reach this population, and many other hard to reach populations, is often at their doorstep.

The County operated this way to deliver COVID-19 information and other services (e.g., testing and vaccinations) by deploying outreach teams directly to people's homes in several communities. The Mayor has also hosted "Walking One-Stops" and the Thrive305 survey included a large door-knocking effort that successfully worked with community-based partners to deploy teams of canvassers to increase access to the survey to traditionally underrepresented communities. There are opportunities to learn from those efforts and others, including the Miami-Dade Public Library System's Mobile Libraries and the Community Action and Human Services (CAHSD) Department's support for older adults for the past 20 years via Meals on Wheels, Chore, Homemaking and Home Care, and the Public Housing and Community Development (PHCD) Department's long tradition of engaging residents at their doorsteps.



RELATED THRIVE305 OBJECTIVES:

 Enhance accessibility to County government to improve the customer experience.

Status of Action: Newly announced, already underway Timeframe: Long-Term Lead Department/Agency: Community Action and Human Services Department (CAHSD)





Bring County services and information directly to residents by bringing mobile County No Wrong Door Street Teams or Goodwill Ambassadors of government representatives to people's doorsteps on a regular basis.

- Compile the lessons learned from deployment of COVID-19 testing and vaccination outreach teams to people's doorsteps, and from the Mayor's "Walking One-Stops" to define more precisely who needs to be reached through this model
- Work to incorporate No Wrong Door liaisons into the workflow of mobile service delivery across County departments.
- Work with PHCD to pilot new ways to deliver an expanded set of services to public housing residents at their doorsteps.
- Work with the Miami-Dade Fire Rescue
 Department to pilot new protocols for how
 County staff and social workers follow up the resolution of the emergency incident.
- Use this model of service delivery to additionally engage people civically, informing them about opportunities to become and remain engaged in County civics, and inquiring about their needs to better connect them to a wide range of services.

 Create opportunities to receive feedback from the departments of the services that were delivered, including their timeliness, to increases the public's trust in County services. Capture data from pilots and other deployments to assess program efficiency.

- Number of No Wrong Door liaisons established
- Number of residents contacted during doorknocking campaigns
- Service-specific resident satisfaction survey data related to the quality and timeliness regarding services in general and mobile services in particular

ENGAGED AND EMPOWERED RESIDENTS

INTRODUCTION

Thrive 305 showed that when called to participate, our County will rise to the challenge. The work that is being done at the grassroots level is building participatory power among residents to strengthen our community, and we must work to enable greater participation for all residents. Numerous residents surveyed reported frustration about the barriers they face with government services.

A key survey finding showed that while 45% of residents report understanding the services provided by the County, only 18% think they can influence decision-making. The survey shows that residents are willing to participate in decision-making. This is an overwhelming indication of where this County can be in terms of engaged and empowered residents.



ACTIONS

- **2.1** Educate the public about County government
- **2.2** Create easy pathways for civic engagement in County government



2.1. EDUCATE THE PUBLIC ABOUT COUNTY GOVERNMENT

Issue Statement and Context

Our County includes 34 municipalities and a large unincorporated service area. This governing structure can be confusing to residents. While residents largely report being aware of the services that their County government provides, more can be done to enhance long-term participation in government decision-making.

RELATED THRIVE305 OBJECTIVES:

 Facilitate community engagement within all aspects of County government.

Status of Action:

New action, not yet underway

Timeframe: Short-Term

Lead Department/Agency:

Mayor's Division of Innovation and

Performance



- Provide clear, engaging civics education to residents that focus on the workings of local government to enhance long-term civic participation, particularly among young people.
- Partner with Engage Miami to expand their curriculum and disseminate it to as many young people as possible, all to teach them how local government works and how they can get involved in local decision-making. Young residents are a priority demographic for this Action because civic participation in formative years is an onramp to longer-term deep engagement later in life. Young people engaged as residents today can be tomorrow's homegrown local leaders. Young people are likely to stay engaged if given the right information and tools, and young people civically engaged in their communities are likelier to invest in and stay in Miami-Dade County.
- Work with K-12 education providers (including Miami-Dade County Public Schools, private and parochial schools, and others), institutions of higher learning, Community-Based Organizations that provide youth services and programs, and others to reach young people where they are, particularly those in underserved communities who are least likely to engage in formal civic education and engagement activities.

- Adapt Miami Dade College's <u>Civic Action</u>
 <u>Scorecard</u> to create a similar incentive for
 young people to participate in civic
 engagement activities, meet benchmarks and
 milestones, and help others do the same in
 exchange for awards.
- Provide training workshops on the topic of workings of local government to the County's older adult population through Miami-Dade Parks' Active Older Adults program, Senior Centers, and Age Friendly Miami-Dade program.
- Partners will support content production and dissemination, potential funding for associated programming.

- Resident survey questions regarding understanding of County services
- Resident survey questions regarding their ability to influence decision-making
- Survey of participants in new civic education programs regarding knowledge gained
- Number of youths participating in civic education programs

2.2. CREATE EASY PATHWAYS FOR CIVIC ENGAGEMENT IN COUNTY DECISION-MAKING

Issue Statement and Context

The Board of County Commissioners is responsible for creating local legislation that then becomes policy implemented by the Mayor's Office and the County's 26 departments. Proposals move through the legislative body via a series of Committees that are each tasked with reviewing legislation connected to specific issue areas. Commission meetings are public and transmitted live on Miami-Dade TV and streamed live on the County's web portal.

Progress has been made to improve community information sharing regarding public hearings, including the creation of an automated newsletter that sends residents who opt in direct notices of upcoming Commission meetings and zoning hearings. Recent roundtable activities, in the areas of procurement and transit, and a partnership with community organizations to co-design applications for the Emergency Rental Assistance Program are also examples of the work that the County is doing to incorporate engagement into decision-making. The Mayor is committed to working with the Board of County Commissioners to expand community outreach.



RELATED THRIVE305 OBJECTIVES:

- Facilitate community engagement within all aspects of County government.
- Increase participation in the County budgeting process.

Status of Action:

New action, not yet underway **Timeframe:** Medium-Term/Long-Term

Lead Department/Agency:

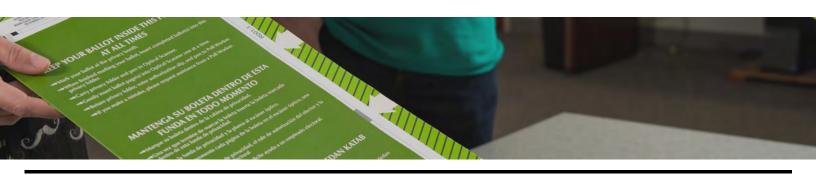
Mayor's Division of Innovation and Performance; Communications and Customer Experience Department (CCED); Information Technology Department (ITD)



Demystify the County decision-making process and expand resident participation by providing clear, digestible, and meaningful updates on upcoming legislative and executive actions, and on decisions that are in progress or have been made.

- Promote opportunities for residents to provide public input and inform County decision-making in ways that meet people where they are, plainly explain potential impacts of decisions, and encourage them to take part in the decisionmaking process.
- Leveraging ongoing work to better announce key public meetings to also expand opportunities for residents to stay informed about outcomes of County proceedings, with a focus on administrative actions but also including legislative decision-making – in partnership with the Board of County Commissioners.
- Use Miami-Dade TV, which is already used to broadcast live Commission meetings, to televise easily digestible summaries of what the Commission has discussed, voted on, and decided.

- Number of residents participating in a budget community meeting / submitting budget input
- Viewership of Miami-Dade TV legislative summaries
- Number of subscribers / web hits related to new legislative summary information



HOUSING THAT PEOPLE CAN AFFORD

INTRODUCTION

To grow an inclusive and prosperous economy, all residents must live in quality housing at a price that is accessible to them. For most residents, housing ranked as the second most important service in the survey. Black, young, and low-income respondents all ranked housing as the service most important to them. During the Thrive305 Action Plan Workshops, advocates and experts shared that the cost of housing has outpaced local incomes.

To serve the current and next generation, our County must expand the supply of affordable housing. Residents reported that housing strategies should focus on building and preserving affordable rental housing, and homeownership.



ACTIONS

- **3.1** Accelerate housing development to meet growing needs
- **3.2** Create and retrofit housing that is good for the environment, safe, and builds communities

3.1. ACCELERATE HOUSING DEVELOPMENT TO MEET GROWING NEEDS

Issue Statement and Context

Greater Miami consistently ranks as one of the least affordable metropolitan areas in the nation, and as one of the most rent-burdened. Surveyed residents regularly cite housing as one of the primary issues they would like their government to address to improve their quality of life and ability to thrive in our community., According to Miami Homes for All's July 2020 Miami-Dade Affordable Housing Framework, approximately 50% of all households in our community are cost-burdened as of 2018, and 250,000 of these households (30% of total households) earn less than \$35,000 per year and pay more than they can afford for their rent or mortgage. Miami-Dade was also ground zero for the 2007 housing bubble, which deeply impacted this community's economy and hampered the ability of many to build generational wealth. Housing affordability has again faced a major shock in the wake of the COVID-19 pandemic.

New affordable housing construction is moving forward at a rapid pace. In 2019, the County projected that it was on track to close on at least 14,000 units by the end of November 2020. Data from the University of Miami's Office of Civic and Community Engagement showed that the County is on track to build twice the number of affordable housing units that were built in the last ten years in almost half the time – 11,000 units between 2020 and 2025, a unit count that previously took ten years to generate.

This accelerated development is due to the use of the federal Rental Assistance Demonstration (RAD) program, which will allow the County to renovate or redevelop its aging public housing sites into new mixed-income, mixed-use communities. Through the program, 6,400 units of existing public housing will be redeveloped, with funding to sustain maintenance for the long-term.



RELATED THRIVE305 OBJECTIVES:

 Expand and retrofit housing to support workforce needs.

Status of Action:

Newly announced, already underway **Timeframe:** Long-Term **Lead Department/Agency:**Public Housing and Community

Development Department (PHCD)

In order to meet the demand for new affordable homes, and to ensure that our County's economy is able to sustain itself and grow, private sector-led development will also be important. Several tools and incentives exist that make such development more feasible. Recent amendments to the federal Low Income Housing Tax Credit program have increased that program's subsidy by at least 25%, boosting its utility to private developers. New modifications to the Section 8 Project-Based Vouchers program, made possible by the 2016 Housing Opportunity Through Modernization Act, allow for greater usage of these vouchers, helping to fill gaps in construction financing.

Issue Statement and Context continued

The County recently lifted an artificial cap on the sales price of the Infill Housing Program, which will allow the Department of Public Housing and Community Development (PHCD) to generate thousands of new affordable homeownership opportunities.

Detailed Action Summary

Boost the supply of affordable housing across the County.

- Establish a new ambitious housing goal to have at least 14,000 affordable rental and homeownership units in financial closing by the end of 2022. PHCD will provide quarterly progress updates on meeting the target goal, including population and income level served. PHCD will also explore expanding the existing Miami-Dade County Housing Affordability Tracker, which displays planned, ongoing, and completed housing development projects by population served.
- Partner with localities, civic institutions, and residents to create a framework for developing
 housing on underused public and institutional-owned land. This cross-sector effort will build upon
 existing collaborations, including the School Board and the faith-based community that are already
 yielding hundreds of new units of housing on land not traditionally used for affordable housing.
- Partner with the nonprofit and private sectors, including major employers, to better leverage innovative funding streams for affordable housing.

- Completion of RAD and non-RAD affordable rentals per year
- Completion of homeownership units per year
- Survey employers regarding the impact of affordable housing on the ability to attract employees

3.2. CREATE AND RETROFIT HOUSING THAT IS GOOD FOR THE ENVIRONMENT, SAFE, AND BUILDS COMMUNITIES

Issue Statement and Context

Surveyed residents also consistently reported that they wanted housing that is good for the environment, safe, and builds communities. Most of the County's public housing units are over 40-years-old and need rehabbing and modernization. Many of these older properties lack central air conditioning and will require substantial upgrades to their elevator, electrical, plumbing, and mechanical systems. In August 2019, the Public Housing and Community Development Department (PHCD) secured a new funding source through its participation in the Rental Assistance Program (RAD) to renovate or redevelop the County's oldest, most distressed public housing units. RAD provides significant safeguards for current residents, including a direct one-for-one replacement of public housing units and a guaranteed right of return for affected tenants. The County is seizing the opportunity to replace these units to also build mixedincome, mixed use communities that are resilient, safe, good for the environment, and positive anchors for the community, with new retail spaces that serve local residents. Additionally, the County is working with civic groups, including the Miami Foundation and Achieve Miami, to enhance broadband Internet access in public housing sites across Miami-Dade. The County also recently launched a new preservation and rehabilitation program that renovates older privately-owned rental housing to provide quality housing opportunities to low-, very low-, and extremely low-income families.

To create more walkable and sustainable communities, the County will continue to encourage the development of affordable housing alongside transit corridors. According to the Center for Neighborhood Technology, moderate-income families in our area spend up to 70% of their income on housing and transportation, which illustrates a need to build additional affordable housing alongside new and existing public transit – something the County has been doing adjacent to Metrorail stations for over a decade.



RELATED THRIVE305 OBJECTIVES:

 Expand and retrofit housing to support workforce needs.

Status of Action:

Newly announced, already underway

Timeframe: Medium-Term

Lead Department/Agency:

Public Housing and Community
Development Department (PHCD);
Department of Regulatory Economic
Resources (RER) - Planning Division; RER Office of Resilience

The County also provides incentives for development alongside community services, parks, and public transit.

The County can also play an important leadership role in mobilizing a private sector commitment to retrofitting existing housing that is safe and good for the environment. A research brief released in August 2020 by the Jorge M. Pérez Metropolitan Center at FIU found an estimated 200,000 residential structures in Miami-Dade County built pre-1992 Florida Building Code are highly vulnerable to the potential damages of a major hurricane. These structures contain an estimated 800,000 residents.

Issue Statement and Context continued

Significantly, the concentrations of older housing structures in Miami-Dade County are found in less affluent communities that are already experiencing the health and economic impacts of the COVID-19 pandemic. These same structures also tend to be highly inefficient, adding to the cost burden of the residents and to greenhouse gas emissions. 27% of electricity year-round is spent on air-conditioning. By making these buildings more efficient we can also make it safer/more affordable to live during times of extreme heat. The implementation of Miami-Dade County's Draft Climate Action Strategy will reduce building electricity consumption by 48 million kWh by 2030 through deep retrofits of properties countywide and install 134,000 kW of solar on residential properties. Through the Sea Level Rise Strategy and Biscayne Bay Task Force recommendations, the County will seek to further mitigate local flood risks and convert 1,900 of the most vulnerable properties from septic to sewer.

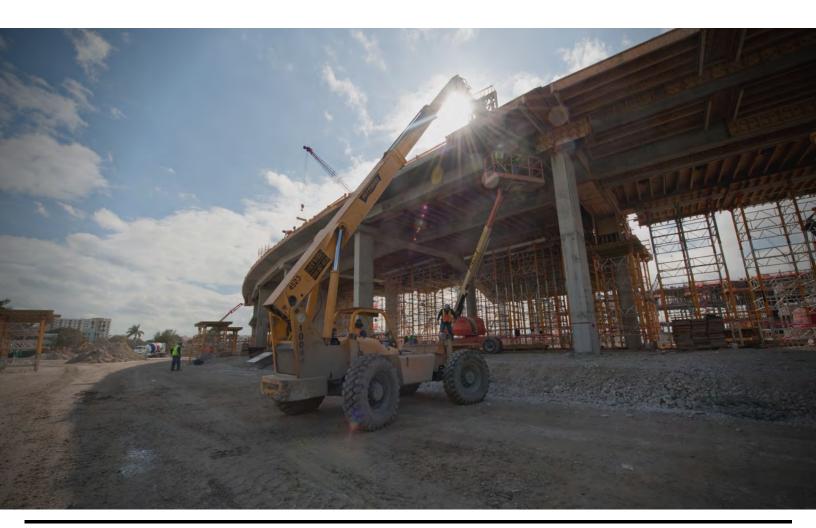
Detailed Action Summary

Implement or improve procurement criteria, design guidelines, and other policy measures to create more quality, resilient affordable opportunities:

- LEED certified, green design and construction, which includes energy-efficient features (e.g., weatherization).
- Compliant with and, if possible, exceeding current codes.
- Create mixed-use developments that provide amenities for residents, meets their needs (e.g., supportive housing for older and disabled adults), and supports neighborhood vibrancy (e.g., affordable commercial spaces and storefronts for local businesses and entrepreneurs).
- Co-locate community services in affordable housing, including County services (e.g., affordable housing built on top of, or connected to, libraries and community centers).
- Promote the development of housing on vacant, derelict sites to promote neighborhood improvements that build public safety.
- Identify, prioritize, and expand retrofits of substandard multifamily affordable housing.



- Generate and track the construction of at least 14,000 units of more resilient affordable housing
- Percentage of County public housing units meeting resilience standards
- Percentage of countywide housing units in the urban centers, rapid transit zones, and along the SMART corridors
- Development activity within the SMART corridors: residential units
- Number of multifamily affordable housing units that are retrofitted for energy/water efficiency and climate resilience



PUBLIC SAFETYINCLUDES PREVENTION AND EARLY INTERVENTION

INTRODUCTION

In the long-term, our County is holistically rethinking what "public safety" means. At the resident level, we heard during Civic Week that residents are keenly aware of the root causes of safety challenges and are looking to the County for support. We heard stories about how trauma affects neighborhoods that experience frequent, ongoing violence, which further contributes to a lack of safety. As we think about comprehensive public safety services, we heard that in some neighborhoods, an overwhelming number of residents have been incarcerated or know someone who has and that these individuals need additional support to thrive once they have left the carceral system.

The countywide resident survey reveals:

- 38% of respondents said they would support deploying community safety volunteers, social workers, and mental health professionals along with first responders.
- 43% of respondents said they would support funding services that support people coming out of jail, including access to housing, job training, apprenticeships, and mental health support.
- 58% of respondents think that investing in neighborhood improvements and social services will improve public safety.



ACTIONS

- **4.1** Expand the adult civil citation program in Miami-Dade County
- **4.2** Expand social services to keep youth out of the justice system
- **4.3** Improve correctional services and prepare incarcerated people for successful re-entry to prevent recidivism
- **4.4** Secure supportive housing and social services for returning citizens
- **4.5** Deploy community safety volunteers, social workers, and mental health professionals along with first responders

As County government, we understand our role as leaders in moving us toward that holistic definition of "public safety." We can continue developing early intervention points and expanding social services. We can work to reduce criminalization by expanding the civil citation program and coordinating a non-911 alternative for first responders when appropriate. And we can build a stronger system of social support for formerly incarcerated individuals, including supportive housing, and work toward preventing recidivism.

4.1. REDUCE ARRESTS THROUGH CIVIL CITATIONS AND OTHER ALTERNATIVES

Issue Statement and Context

Serious long-term consequences often come with arrest records, such as limited employment and wage-growth opportunities, which can lead people with records to further involvement with the criminal justice system. While use of enforcement may at times be necessary, there are also non-punitive alternatives that can be equally, if not more, effective. Given that the majority of arrests are made for non-violent and/or low-level offenses, there are numerous opportunities to implement alternatives, which are often much less expensive than traditional criminal justice responses. These alternatives like diversion programs work to reverse some of the negative collateral consequences associated with enforcement, such as decreased community-police trust, racially disparate outcomes, and the decreased economic opportunities associated with having a criminal record.

One alternative, use of civil citations in lieu of arrest for minor infractions, is gaining prominence as an effective way to promote public safety and decrease the jail population. Civil citations are widely used in Florida as a response for first-time, non-serious juvenile offenders. Miami-Dade's juvenile civil program has been cited as an exemplary model of creating systemic change in how juvenile justice is delivered, for the first, second, and third-time misdemeanor offenders who commit a minor offense, who can attain complete and targeted treatment services without the stigma of an arrest. The program has a recidivism rate of 1% for youth successfully completing the Civil Citation Program, and an 83% Successful Completion Rate.

The Board of County Commissioners (BCC), was one of the first in Florida to authorize its police department, to implement an adult

civil citation program, which also aims to reduce the collateral consequences that can result from arrest records and jail/prison detainment. The adult civil citation initiative and the Miami-Dade County Diversion Program were first implemented in October 2010. At that time, eight arrestable offenses were added to the Miami-Dade County Code as civil citations. The BCC has since expanded the adult civil citation program within Miami-Dade County and added new arrestable violations to the adult civil



RELATED THRIVE305 OBJECTIVES:

 Expand and retrofit housing to support workforce needs.

Status of Action:

Previously announced, already underway

Timeframe: Medium-Term/Long-Term **Lead Department/Agency:**

Miami-Dade Police Department (MDPD); Chief of Public Safety

citation program throughout the years.

Currently, there are 24 arrestable offenses that can be cited as a civil citation. The adult civil citation program has reduced the jail population and the strain on the criminal justice system. In 2021, Miami-Dade Police Department (MDPD) officers issued 1,400 civil citations. Of those cited, 59% had no previous criminal history. The positive results of the issuance of these civil citations are apparent. These civil citations did not clog up the criminal justice system and spared individuals from having an arrest record and all the associated negative collateral consequences.

Issue Statement and Context continued

The BCC is committed to reviewing and expanding the adult civil citation program in Miami-Dade County. However, there is wide variation in the application of civil citations within the County. The variation is in part because not all police agencies within Miami-Dade County are issuing civil citations. Accordingly, for offenses that qualify for a civil citation, a person may still be subject to arrest because the officer in their particular municipal jurisdiction does not have the ability or the discretion to issue a civil citation. The BCC and the MDPD are working with municipal and other police agencies within the County to change that. Thus far, 29 police agencies within Miami-Dade County have signed Interlocal Agreements with the County to allow their officers to issue civil citations in lieu of arrest. This further reduces the jail population, the strain on the criminal justice system, and misdemeanor criminal arrest records within Miami-Dade County. It also puts all of these agencies on the same County civil citation database, which allows officers to check prior issuances of citations. If all police agencies within Miami-Dade County had the ability to issue civil citations, many of the negative collateral consequences associated with enforcement would be reduced.

Detailed Action Summary

Revise and expand MDPD's existing civil citation program to reduce detentions, arrests, and recidivism. Change expectations of MDPD officers and the way they are trained and assessed as it relates to the use of civil citations.

- Evaluate the existing civil citation effort being led by MDPD to identify weaknesses and inequities in the application of the policy.
- Encourage other police agencies within the County to sign the Interlocal Agreement with Miami-Dade County to give their officers the ability to issue civil citations in lieu of arrest.
- Issue clear guidance that, though officers are not mandated, they are <u>encouraged</u> to issue civil citations for qualifying offenses and violators. That guidance, in clearly emphasizing what is expected of officers in applying this program, should strive to balance preserving the discretion that officers have to use civil citations on a voluntary basis with the need for the application of civil citations to be equitable across race, class, and geographic boundaries.

Detailed Action Summary continued

- Revise the training offered to MDPD officers on the use of civil citations, to instruct them on the new guidance, but also engage them in authentic discussion on the evolution of this program so it is not just about new administrative procedures, but about ways that MDPD can continue to build community trust. Build on the training model developed by the Juvenile Services Department (JSD), which deploys a trainer to meet with law enforcement to train them on the necessary paperwork and the benefits of the program. Build the training into the curriculum at the Police Academy as well as into the on-the-job training provided by Field Training Officers. Work with Field Training Officers to develop a strong understanding of the benefits of the program, and the importance of reducing racial disparities in its application toward the work of strengthening community trust in law enforcement.
- Revise the monthly performance reviews that MDPD offers by integrating data on their use of civil citations.
- Develop new ways to educate and engage residents in discussions about the evolution of the program, so there is a shared vision among residents and law enforcement about how the program should continue to evolve in a way that balances a variety of goals and concerns.

- Number of civil citations issued to adults for eligible offenses by selected demographics
- Number and percentage of police officers trained in amended civil citation protocols



4.2. EXPAND SOCIAL SERVICES TO KEEP YOUTH OUT OF THE JUSTICE SYSTEM

Issue Statement and Context

Low-income young people who are particularly at risk of being victims and perpetrators of crime, or who may have already been traumatized by violence, are often not getting the preventative programs and services they and their families need early enough. The social service organizations and schools that serve them frequently struggle to identify early intervention points for those young people who are most at risk. Opportunities to intervene are at times missed and too often families experience poor coordination of services.

The County's Juvenile Services Department (JSD), which serves many of our youth and their families through its facilities, programs, and services, has been an early pioneer of approaches that recognize the challenge of intervening with the right service at the earliest moment possible. JSD manages a series of prevention programs and front-end services that are informed by assessments of early risk behaviors. The department's Civil Citation program also works to identify points for early intervention for youth.

To improve coordination of services, JSD operates a "juvenile justice continuum" that includes law enforcement agencies, public schools, courts, state attorneys and departments of Juvenile Justice and Children and Families that work together to ensure that services to residents are delivered in a coordinated, timely way, and that everyone is learning from each other's expertise. JSD hosts monthly "Multidisciplinary Staffings" for children that have contact with law enforcement. All the agencies that serve the child are at the table to coordinate and provide a holistic approach and leverage shared resources. To expand its reach, JSD is currently researching the feasibility of implementing across its continuum of care the Adverse Childhood Experiences (ACE) tool, to assess young people for traumatic stress and create integrated care experiences informed by that assessment.



RELATED THRIVE305 OBJECTIVES:

- Advance equitable public and neighborhood safety measures to address community violence.
- Operationalize equity through the provision of County services.

Status of Action:

Previously announced, already underway **Timeframe:** Medium-Term/Long-Term **Lead Department/Agency:**

Juvenile Services Department (JSD); Chief Community Services Officer, Community Action, and Human Services Department (CAHSD) - Office of Neighborhood Safety.

Detailed Action Summary

Provide trauma-informed care and associated services for young people and families known to be at high risk of entering the criminal justice system to meet their needs and prevent justice involvement. Implement new ways for the County to understand the well-being of young people in Miami-Dade and identify points for early intervention for youth.

- Partner with Miami-Dade County Public Schools and other organizations that provide services and
 programs for youth to provide Adverse Childhood Experiences (ACE) assessments to as many young
 residents as possible, with a focus on middle school-age children, to identify youth in need of
 support. Connect these young people to services that address specific needs and risks identified via
 the assessment and if possible track progress over time.
- Use data from the Corrections and Rehabilitation Department to identify family members of
 incarcerated people and similarly provide assessments to connect these individuals and particularly
 young family members who are at highest risk of becoming justice-involved to wraparound services
 provided by the County and/or community partners.
- Work to incorporate No Wrong Door liaisons into the workflow of the JSD's prevention programs and equip liaisons to provide ACE assessments.
- Work with JSD to pilot "early warning systems" that leverage new sources of data that could help
 programs and schools identify risk earlier, more accurately, and more equitably. Ensure the new
 systems include all the appropriate privacy and security measures to safeguard resident data and are
 in compliance with federal regulations such as the Health Insurance Portability and Accountability Act
 of 1996 (HIPAA). Address all the public records Sunshine Law implications up front.

- Number of youth and families identified
- Percentage of youth and families identified who are connected to services
- Percentage of youth receiving services that offend/re-offend within six months
- Satisfaction rate data for youth and families receiving services

4.3. IMPROVE CORRECTIONAL SERVICES AND PREPARE INCARCERATED PEOPLE FOR SUCCESSFUL RE-ENTRY TO PREVENT RECIDIVISM

Issue Statement and Context

We know that our County is safer when people exiting our correctional facilities can re-enter their communities and rebuild their futures. But re-entry needs are complex. And though programs exist that serve the re-entry community – on matters of education, employment, housing, health, and accessing childcare and other benefits – there are still far too many people that are falling through the cracks of this system. Services need to be targeted earlier and be more tailored. As a whole, the system of social supports available to this population requires significant growth and transformation.

One of the crucial early opportunities the County has is in how we match people in jail to services and programs that prepare them for a successful transition back into their communities. To build toward that vision, the Miami-Dade Corrections and Rehabilitation Department (MDCR) created "Transition Fairs," quarterly events modeled after similar programs in the federal correctional system that bring together providers to offer an array of services to residents. Transition Fairs typically include CareerSource of South Florida, housing agencies, and information on benefits. Another notable County program is the multi-session employability skills program for 14-24-year-olds. The outcomes of that program have been promising and new opportunities are opening for the County to enhance how job training and placement services are delivered in jails.



RELATED THRIVE305 OBJECTIVES:

- Advance equitable public and neighborhood safety measures to address community violence.
- Operationalize equity through the provision of County services.

Status of Action:

Newly announced, already underway **Timeframe:** Long-Term

Lead Department/Agency:

Chief Public Safety Officer, Chief Community Services Officer, Miami-Dade Corrections and Rehabilitation Department (MDCR); Community Action and Human Services Department (CAHSD) - Office of Neighborhood Safety (ONS)

The Juvenile Services Department's Anti-Violence Initiative also provides job re-entry fairs within federal and state prisons in Miami-Dade County for soon-to-be-released inmates. Inmates within six months of being released are assessed to gauge the social and economic services they will need to ensure their successful re-entry. Re-entry fairs give returning residents the opportunity to begin their coming home strategy months before they leave the system by connecting with a supportive network of providers and employers prior to release.

Detailed Action Summary

The County can build on these models to provide true wraparound services to all incarcerated people before their release. Provide all people exiting the criminal justice system with the tools and resources they need to have their basic needs met and to reduce recidivism. Identify ways to establish creative new partnerships with providers to enhance existing programs and create more tailored matching of programs to resident needs.

- Enhance training for County staff that work with incarcerated individuals to include trauma-informed care and on the full scope of services available to those individuals to re-enter communities. Leverage MDCR's existing certified trauma-informed instructors.
- Engage formerly incarcerated people who have successfully reintegrated in defining how social services can be more effectively delivered to soon-to-be-released inmates.
- Develop assessments to better match people to re-entry programs and services. Take a strength-based approach to assessments to help residents match with programs that build upon individual skills, experiences, and support systems.
- Enhance Transition Fairs so they provide more tailored experiences for residents. Use the information from the assessments to curate services and actively match people to those services. Incorporate the No Wrong Door liaisons and "One-Stop" service hubs programming into Transition Fairs to support residents in shoring up family and community support networks.
- Work closely with service providers to identify resources that can help them enhance programming and use assessment data to deliver individually tailored engagement and support, not just presentation
- Partner with Miami Dade College (MDC) to create an "Employment Lab" with robust, multi-session programs teaching employability skills and actively matching residents with employers. Partnering with MDC is a strong way to have residents start building credit toward a degree on the outside. Enhance partnership with Miami-Dade County Public Schools by leveraging existing technical and vocational schools to expand opportunities for justice-involved people for gainful long-term employment.



Detailed Action Summary continued

- In partnership with CareerSource, expand commitments from employers that already have programs for ex-offenders to participate in a job placement partnership.
- Work with the Courts to establish new ways to use the court reporting process to motivate people who have recently re-entered to connect with services.
- Facilitate ongoing mental health and drug abuse rehab services.

- Number of County staff trained in trauma-informed care and related services
- Number of job placements provided by partners of individuals exiting the criminal justice system



4.4. SECURE SUPPORTIVE HOUSING AND SOCIAL SERVICES FOR RETURNING CITIZENS

Issue Statement and Context

Many of our residents returning home to Miami-Dade from jail or prison have difficulties finding a safe stable place to live, especially the kind of supportive housing that can makes it easy to access services for mental health or substance use disorders. Instead, they are ending up in our shelters, streets, and substandard housing.

The County has made significant progress in its efforts to break that cycle through numerous diversion programs and training for our first responders and is already achieving transformative reductions in our jail population. The lesson we are learning is that to continue to pursue this transformation it is essential to ensure that quality supportive housing is accessible to our returning citizens.

RELATED THRIVE305 OBJECTIVES:

- Advance equitable public and neighborhood safety measures to address community violence.
- Increase economic opportunity for disadvantaged and disinvited communities.
- Operationalize equity through the provision of County services.

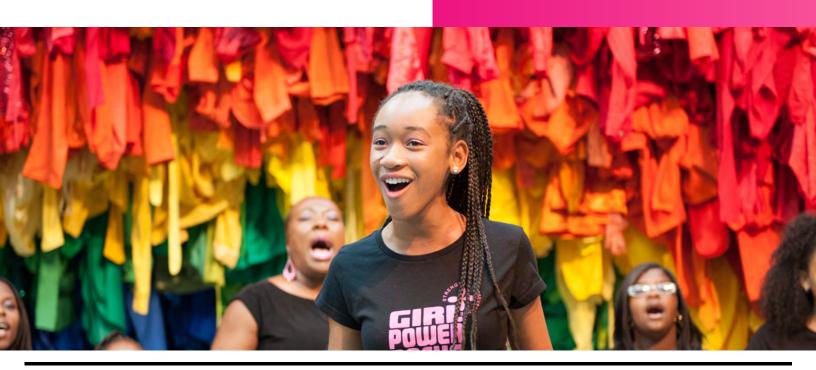
Status of Action:

New action, not yet underway

Timeframe: Long-Term

Lead Department/Agency:

Public Housing and Community Development Department (PHCD); Community Action and Human Services Department (CAHSD) - Office of Neighborhood Safety (ONS)



Detailed Action Summary

Provide long-term supportive housing for people returning from the criminal justice system so that they can reintegrate seamlessly back into the community.

- Incentivize development of new housing that caters to the specific needs of returning citizens, integrated into broader housing developments. Consider using County-owned land to achieve this.
- Partner with community-based organizations that can scale up their existing supportive housing
 models by helping these organizations acquire properties and amplify their social service offerings
 for justice-involved residents.
- Expand the role of community partners that can help returning residents navigate housing assistance, including helping people apply for rental assistance and search for housing.
- Create incentives for landlords to accept and house justice-involved tenants and help to mitigate concerns from landlords that tenants may fail to pay rent.

- Number of exiting individuals placed in housing or provided services by the County
- Percentage of placed individuals that maintain housing for six months or more



4.5. DEPLOY COMMUNITY SAFETY VOLUNTEERS, SOCIAL WORKERS, AND MENTAL HEALTH PROFESSIONALS ALONG WITH FIRST RESPONDERS

Issue Statement and Context

According to Judge Steve Leifman of the Eleventh Judicial Circuit of Florida, Miami-Dade County's jails are collectively the largest psychiatric facility in Florida, containing roughly as many beds for people with mental illnesses as all state civil and forensic mental health treatment facilities combined. According to Judge Leifman, an estimated 11,000 people with serious mental illnesses requiring immediate treatment are booked into the County jail annually, mostly for low-level non-violent offenses. The County spends \$636,000 per day – or \$232 million per year – to house an average daily population of 2,400 individuals (57% of the overall jail population) with mental illnesses.

There is an opportunity to break the cycle of treating acute mental health challenges through the County jail system by expanding diversion programs, such as Judge Leifman's Criminal Mental Health Project, and also by prioritizing treatment over arrests in the first place.

Several years ago, the City of Denver launched Support Team Assisted Response (STAR), a program that dispatches paramedics and mental health clinicians to mental health and substance userelated calls without police, prioritizing treating the people they are responding to and connecting them to services. A six-month evaluation of the program showed that the team had responded to just under 750 calls during that period and none of those calls ended with police involvement or an arrest. Implementing a similar program in Miami-Dade is possible and could be an effective part of a broader continuum of care that includes the ongoing development of the Miami Center for Mental Health and Recovery, a new diversion facility being built by the County and Jackson Health System to provide those who pass through the facility with a comprehensive array of services and supports in a one-stop shop format, along with re-entry assistance upon discharge.

An opportunity may exist with the 9-8-8 national mental health hotline that is anticipated to come online next year.



RELATED THRIVE305 OBJECTIVES:

 Operationalize equity through the provision of County services.

Status of Action:

Newly announced, already underway

Timeframe: Long-Term

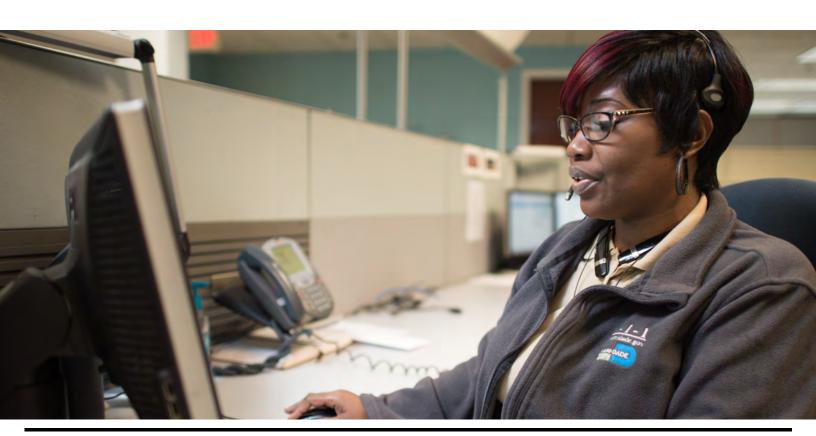
Lead Department/Agency:
Chief Community Services
Officer; Communications and
Customer Experience
Department (CCED); Information
Technology Department (ITD)

Detailed Action Summary

Coordinate with the soon-to-be launched national 9-8-8 mental health hotline or explore ways to create an alternative to 9-1-1 that is designed for non-police response to mental health emergencies.

- Once established, the new mental health hotline will connect callers to operators with crisis intervention training (CIT) who can determine the most appropriate category of response to address the emergency.
- Advertise the hotline as a standalone service on par with 9-1-1, 3-1-1, and 2-1-1. Track the usage of the new hotline to ensure that it is meeting resident needs and adjust our approach accordingly.
- Partners will support developing and piloting the system. Partners may also contribute by funding, hosting, and publicizing the system, pending a feasibility analysis for creating it within the County communications infrastructure.

- 9-1-1 calls routed to mental health and social service professionals
- Clients assisted through hotline
- Residents needs met through the hotline



SMALL BUSINESSES THAT THRIVE IN THE POST-PANDEMIC ECONOMY

INTRODUCTION

Economic development in Miami-Dade County cannot be done properly without assisting small businesses. According to FIU's Metropolitan Center, prior to COVID-19 small businesses accounted for 53% of the County's workforce, with 80% of small businesses employing nine people or less. For this reason, our long-term economic plan is centered around small businesses, the backbone of Miami-Dade's economy.

Residents elevated this priority through the countywide survey, showing overwhelming support for our small business network. In fact, the top response to the question, "What could your County government do to help small businesses succeed economically?" was to "Support small and minority-owned businesses through loans and business mentorship/accelerator programs." This answer was the top choice across nearly all age, income, and racial/ethnic groups.



ACTIONS

- 5.1. Increase equitable local small business contracting and procurement at the County
- 5.2. Support start-up and scale-up businesses through training and coaching
- 5.3. Create physical and virtual workspace, resource and learning hubs countywide
- 5.4. Train and support small businesses to navigate government processes and streamline their experience
- 5.5. Help small businesses get access to capital

Within this economic network, however, challenges exist. Residents shared that the current economy does not provide enough opportunities for equal employment, particularly for Black Miami-Dade residents. According to the Thrive305 survey, LGBTQ+ residents were more likely to sustain income loss during the pandemic. Small business owners are finding unequal opportunities based on geographies and, in particular, not enough services provided in south Miami-Dade.

SMALL BUSINESSES THAT THRIVE IN THE POST-PANDEMIC ECONOMY

At the same time, our residents and small business owners are ready to work with us to provide more equitable opportunities. We heard that it is too difficult for small businesses to qualify for funding due to the necessary paperwork and knowledge of the system. Small businesses and technical assistance partners have shown early enthusiasm for our new program Strive305, which is providing more resources for small business owners by creating an environment where they can access technical assistance, collaborate, and learn. Our long-term economic plan continues these relationships. Supporting and growing our small businesses will create homegrown economic success, develop local talent, and create wealth for our residents.

5.1. DEPLOY COMMUNITY SAFETY VOLUNTEERS, SOCIAL WORKERS, AND MENTAL HEALTH PROFESSIONALS ALONG WITH FIRST RESPONDERS

Issue Statement and Context

According to Jorge M. Pérez FIU's Metropolitan Center, 96% of businesses in our region have 49 employees or less. Small firms, and minority or womenowned firms, are not equitably represented when it comes to business opportunities with the County. A disproportionate amount of the County contracts are going to a consolidated group of large businesses, many from outside of the County, in which case profits and economic benefits are leaving our region altogether.

The inequities are rooted in how procurement systems are designed to favor size (and financial capacity) and narrowly defined "return on investment." But there are likely biases in our processes that are compounding on minority-owned small businesses, in particular. One estimate by Miami-Dade County's Economic Advocacy Trust (MDEAT) suggests that less than 2% of the County's procurement contracts are with Black-owned businesses.

RELATED THRIVE305 OBJECTIVES:

- Increase access for small business owners and entrepreneurs through training, engagement, and community building.
- Bolster opportunities for small and local businesses in County contracting.

Status of Action:

Newly announced, already underway

Timeframe: Short-Term

Lead Department/Agency:

Internal Services Department (ISD); Mayor's

Office of Equity & Inclusion



Issue Statement and Context continued

The impact of inequitable distribution of procurement opportunities extends beyond the businesses that are left out, it affects the economic well-being of communities where those small businesses are located. In contrast, the benefit of contracting more equitably is that the County can advance broader economic and community development goals.

The County is actively working on procurement reform along with developing a Values-Based Procurement Plan, informed by a rigorous study of racial and gender disparities in procurement outcomes, that may lead to a leveling of the playing field in contracting with women and minority-owned small businesses. The Mayor established the Office of Equity and Inclusion in the Division of Innovation and Performance and tasked it with leading these efforts alongside the County's procurement agencies: the County Attorney's Office (CAO), Internal Services Department (ISD), and Small Business Development (SBD) Division.

Detailed Action Summary

Increase the participation of local small businesses in contracting and procurement by reforming how the County evaluates businesses, partners to build capacity for underrepresented communities, and helps those businesses succeed as County contractors.

- Review procurement schedules to ensure equitable participation.
- Advance a "values-based" approach to procurement that expands how contract bids are evaluated to include criteria for equity, resilience, worker conditions, and community development.
- Provide capacity-building support to prepare firms to do business with the County.
- Address the absence of contract financing in the marketplace, tap capital partners including Community Development Finance Institutions, grants and forgivable loans to lend support to small businesses.

Detailed Action Summary continued

- Develop a Mentor-Protégé program to assist small businesses in gaining a better understanding of the procurement process, especially on large, complex contracts.
- Develop a formal vendor academy to provide regular communications, outreach, and training to County vendors on processes and changes.

- Average number of local small businesses bidding for County contracts
- Percentage of County contracts with local small business participation goals
- Total value of awards to all local small business enterprises
- Total certified firms in Small Business Enterprise and Disadvantaged Business Enterprise Programs
- Percentage of small business goals achieved



5.2. SUPPORT START-UP AND SCALE-UP BUSINESSES THROUGH TRAINING AND COACHING

Issue Statement and Context

Miami-Dade has a historically high rate of entrepreneurship, consistently ranking among the top metropolitan areas in the U.S. for number of new business startups. But we also consistently rank near the bottom in terms of the growth and survival of new businesses. Given the devastating impact of the pandemic on our small businesses and entrepreneurs, more than ever, our entrepreneurs need the tools, resources, and knowledge to succeed, particularly in our underserved communities.

The Mayor's Office of Equity and Inclusion in the Division of Innovation and Performance has launched Strive305, a new program to provide more resources for small business owners by creating an environment where they can access technical assistance, collaborate, and learn. Strive305 will supports the small business community through an online small business and entrepreneurship hub that will inform, educate, and connect small businesses to the resources offered by the County and its partners, and will include a virtual small business incubator that will feature a full educational curriculum, coaching, and mentorship opportunities for companies of all types and stages of growth, from start-ups that are just getting off the ground, to scale-ups that are looking to reach their next stage of growth and maturity.





RELATED THRIVE305 OBJECTIVES:

- Build back local businesses adversely affected by the coronavirus pandemic.
- Increase access for small business owners and entrepreneurs through training, engagement, and community building.

Status of Action:

Newly announced, already underway **Timeframe:** Medium-Term **Lead Department/Agency:**

Internal Services Department (ISD); Mayor's Office of Equity & Inclusion

Detailed Action Summary

Grow and promote small business training and coaching programs throughout the County that support start-up and scale-up businesses with the resources and networks they need to succeed.

- Partner with business support organizations to amplify their offerings to reach more entrepreneurs and to develop and deliver new programs, including industry-specific training and resources.
- Work with partners to develop a spectrum of training offerings: webinars, in-person workshops, cohort training programs, and one-on-one assistance that helps business owners create an action plan with goals and concrete strategies for clearing hurdles.
- Identify and support experienced and well-connected local entrepreneurs to provide on-demand coaching services and expand inclusion, particularly focusing on Spanish- and Creole- speaking individuals.
- Commit to providing deep and long-term coaching opportunities that include developing milestones until the business reaches sustainability.
- Boost venture capital investment in local startups and scale-up through public-private partnership
 models. Identify opportunities to align investments to advance County goals for resilience and
 promote Miami-Dade as a diverse, equitable, and inclusive global technology hub.
- Create networking and mentorship opportunities that pair start-ups with scale-ups, and scale-ups with C-suite leaders.

- Average number of County-certified small businesses annually
- Number of firms assisted with small business loan applications
- Number of businesses provided compliance training for small business programs
- Number of training opportunities (webinars, in-person workshops, cohort training programs) for start-ups
- Number of partnerships with local business organizations to provide on-demand coaching services for new and emerging small local businesses

5.3. CREATE PHYSICAL AND VIRTUAL WORKSPACE, RESOURCE AND LEARNING HUBS COUNTYWIDE

Issue Statement and Context

Real estate in Miami is becoming increasingly unaffordable for many small businesses in Miami-Dade. Pandemic-related closures led to the permanent loss of commercial and office space for an exceedingly large number of businesses that were already struggling with space issues.

Even as Miami-Dade is seeing an increasing number of "co-working" spaces, "shared retail" spaces, and "maker studios" that can make it easier for entrepreneurs and small business owners to secure flexible spaces that are easier to share, maintain, and afford, those options are still out of reach for too many of our entrepreneurs and small businesses. Most communities outside of affluent, high-density areas are lacking these kinds of flexible real estate options for their local small business community. This limits how many businesses are started in low-income communities by young people and Black and Hispanic entrepreneurs. They are not able to access new possibilities to thrive.



RELATED THRIVE305 OBJECTIVES:

- Build back local businesses adversely affected by the coronavirus pandemic.
- Increase access for small business owners and entrepreneurs through training, engagement, and community building.

Status of Action:

Newly announced, already underway

Timeframe: Medium-Term

Lead Department/Agency:

Internal Services Department (ISD);

Mayor's Office of Equity & Inclusion

Detailed Action Summary

Develop partnerships that support the creation of a countywide network of physical incubators, coworking spaces and maker studios that can provide the tools and networks that entrepreneurs need to launch new ventures.

- Identify partners that manage and operate affordable business incubators, co-working spaces, and maker studios.
- Facilitate how these partners secure affordable real estate, including matching them with Countycontrolled sites and new developments or redevelopments where the County has leverage.
- Identify County facilities that can host physical incubators, co-working spaces, maker studios, and business education programs.
- Work with partners to develop and deliver hybrid, virtual, and physical service and resource
- Ensure programming supports legacy businesses to succeed in an economy in transition, including matchmaking and partnerships with digital technology startups.
- Ensure programs deliver culturally accessible, affordable entrepreneurship training for Spanish- and Creole-speaking residents.
- Libraries have a large countywide footprint and can be leveraged to reach underserved areas with business support programs. Match libraries with programs (resource fair, small business workshop, or one-to-one assistance) according to size and location.

- Number of physical incubators, co-working spaces and studios hosted in County facilities
- Number of community partnerships created to manage and operate affordable business incubators, co-working spaces and maker studios
- Number of County facilities that provide physical incubators and co-working spaces for startup
- Number of business support programs (and participants) funded by the County to provide critical services in underserved areas and neighborhoods

5.4. TRAIN AND SUPPORT SMALL BUSINESSES TO NAVIGATE GOVERNMENT PROCESSES AND STREAMLINE THEIR EXPERIENCE



RELATED THRIVE305 OBJECTIVES:

- Increase access for small business owners and entrepreneurs through training, engagement, and community building.
- Bolster opportunities for small and local businesses in County contracting.

Status of Action: New action, not yet underway

Timeframe: Long-Term

Lead Department/Agency: Regulatory and Economic

Resources Department (RER); Internal Services Division (ISD)

Issue Statement and Context

Many small businesses in Miami-Dade are not properly registered, and therefore did not qualify for resources and aid throughout COVID-19. At the same time, the process to register a business, request permits, or otherwise transact with local government can often be overly complicated and time-consuming. Much of the bureaucracy is tied to outdated forms of data collection. The County recognizes the urgent need to modernize its small business services and has begun to adopt new ways to streamline and simplify permitting and licensing processes so that small businesses can easily open and comply with necessary regulations.

The Department of Regulatory and Economic Resources (RER) invested in improving the user experience for those looking to file permits by implementing an electronic review process for municipal Certificates of Use (CUs) in August 2020. This new system replaced a paper-based linear process that exacerbated difficulties that filers were facing in applying for CUs and Business Tax Licenses at the municipal level. The new process speeds up reviews by RER's Division of Environmental Resources Management, Miami-Dade Fire Rescue (MDFR), and the Water and Sewer Department (WASD). Later this year, the system will also integrate applications and reviews for CUs across Unincorporated Miami-Dade County (UMSA) to provide a more seamless CU and licensing process for both existing and new businesses in this area.

Assist small businesses with navigating bureaucracy by providing training and clear information on business licensing and permitting, and streamlining regulatory processes.

- Review permitting and licensing processes by creating "process maps" that are vetted by small
 businesses that have previously transacted with the County. Identify ways to reduce procedural steps
 and to reduce the timeline and cost for completion of each step of the process, including
 streamlining data collection.
- Develop workshops and "one-stop" service hubs (physical and virtual) that provide assistance to small businesses to navigate licensing, permitting, and other business services by providing easy access to services and more information.
- Increase the number of staff that are focused on guiding small businesses through regulatory processes, advocate on behalf of small business when problems arise, and ensure small business recommendations and feedback are incorporated into the development and implementation process of regulatory reforms.
- Identify opportunities to pilot new services or improvements to regulation by starting with a subset of impacted businesses and later expanding implementation as successive iterations yield feedback that leads to its refinement.
- Create a plan to identify the government modernization efforts required to help Miami-Dade's diverse small businesses thrive in a 21st century economy.

- Number of certified small businesses
- Number of businesses provided compliance training for small business programs (new)
- Number of County facilities with a "one stop service hub" that provide assistance for small businesses to navigate licensing, permitting, and other business services
- Number of firms graduated from the County's small business program (existing)
- Survey data from small businesses regarding experience with doing business with the County (new)

5.5. HELP SMALL BUSINESSES GET ACCESS TO CAPITAL



RELATED THRIVE305 OBJECTIVES:

- Increase access for small business owners and entrepreneurs through training, engagement, and community building.
- Bolster opportunities for small and local businesses in County contracting.

Status of Action:

New action, not yet underway

Timeframe: Medium-Term

Lead Department/Agency:

Mayor's Division of Innovation and

Performance; Internal Services Division (ISD);

Information Technology Department (ITD)

Issue Statement and Context

Small businesses and entrepreneurs rely on access to loans, investment capital, and other forms of financing to build and grow their businesses, but many of our region's small businesses struggle to obtain the capital they need.

Some of the hurdles are individualized, like issues with credit scores, debt aversion, or a business knowledge gap, while others are more systemic, like limited sources of funding. Banking consolidation and the decline of local financial institutions, including community banks, has translated into financial access barriers that are especially acute for minority- and women-owned small businesses, who are disproportionately denied the funding they need from banks.

One of the lessons of the pandemic is understanding the opportunity that the County has to be a lender of last resort for struggling small businesses. The RISE Miami-Dade Fund, seeded with \$25 million of CARES Act funds, offered loans of up to \$30,000 to Miami-Dade micro and small businesses impacted by the COVID-19 pandemic through the Dade County Federal Credit Union, in partnership with three Community **Development Financial Institutions** (CDFIs). CDFIs provide an alternative to traditional banking institutions as mission-driven nonprofits focused on providing capital and guidance for small and micro, community-based businesses.

Make it easier for small businesses to access capital, particularly women- and minority-owned businesses.

- Prepare small businesses for funding and capital by supporting expansion of training and peer coaching that includes business financing and accounting.
- Strengthen and support expansion of CDFIs in Miami-Dade.
- Leverage federal recovery dollars and CDFI partners to lend low-cost, government-backed capital to Hispanic- and Black-owned businesses.
- Expand small business grant programs such as Miami-Dade's Mom & Pop Small Business Grants.
- Establish a one-stop, single-application portal for local entrepreneurs seeking loans.

- Number of small businesses participating in loan assistance programs
- Number of firms assisted with small business loan applications
- Number of trainings provided to small businesses to learn about financing and loan program opportunities



TRANSPORTATION OPTIONS THAT WORK FOR ALL

INTRODUCTION

For a County of our size, transit is central to our daily life. We heard in the survey that many residents travel by car because they do not find the public transit system comprehensive or reliable. However, through the survey, we learned that 42% of respondents would use public transit more often if it went where they need or want to go.

Many of our residents already take public transit, either by choice or necessity, and we will work toward creating a system with transit options that works for all residents.

There are many challenges to overcome. During Civic Week, residents shared that existing transit infrastructure is perceived as uncomfortable, poorly designed and maintained, and inaccessible for differently abled residents. Furthermore, residents who walk, bike, and take public transit in our County do not feel safe or dignified using existing transit infrastructure. By improving the reliability, safety, and comfort of the system, we can bring more dignity into our transit system for current and future riders.



ACTIONS

- 6.1. Improve bus network with reduced wait and travel times, protection from elements, and increased comfort
- 6.2. Improve streets and bus stops for bike and pedestrian safety
- 6.3. Give transit riders and workers a greater voice in transit decisions
- 6.4 Seek funding to expand rail along key corridors

6.1. IMPROVE BUS NETWORK WITH REDUCED WAIT AND TRAVEL TIMES, PROTECTION FROM ELEMENTS, AND INCREASED COMFORT

Issue Statement and Context

Many residents in our community do not consider using the bus because it does not efficiently take them where they want or need to go. Bus-dependent residents can face variable transit times, which generates mistrust with the transit system. Creating a higher frequency network will increase the reliability of service, therefore allowing more people to go where they want and need to go.

The **Better Bus Network** will:

- Connect residents to more opportunities, including jobs and services.
- Increase access to our main job centers, government and health services, and community and education centers.
- Create a more affordable community by delivering frequent and reliable bus lines that may allow a family to reduce their dependence on cars.
- Deliver more equitable service to communities.
- Increase our community's resilience and reduce congestion by improving the usability of the bus system and increasing transit ridership.
- Create a more efficient system that is easier to use to make the best possible use of taxpayer dollars.



RELATED THRIVE305 OBJECTIVES:

 Increase mobility options that are efficient, affordable, and benefit the environment.

Status of Action:

Previously announced, already underway

Timeframe: Short-Term

Lead Department/Agency:

Department of Transportation and Public Works (DTPW)

Implement the Better Bus Network plan to reduce transit wait times and improve bus service efficiency and reliability.

Promote the Better Bus Network as the first advocacy-led and community-driven bus network redesign in the country.

- Codify the relationship between this community-driven transit design process and the Department of Transportation and Public Works (DTPW).
- Designate a staffer who will be responsible for incorporating community-driven guidance into County transit plans.

- On-time performance (bus, rail, STS)
- Complaints per 100,000 boardings (bus, rail, STS)
- Number of National Transit Database reportable crimes (serious and petty)
- Number of incidents at Miami-Dade Transit parking facilities
- Resident survey questions regarding comfort, safety, travel time
- Comparison of transit trip time vs. drive time on selected sample routes at peak times



6.2 IMPROVE STREETS AND BUS STOPS FOR BIKE AND PEDESTRIAN SAFETY

Issue Statement and Context

By prioritizing capacity on our streets, we are faced with potentially dangerous conditions for both walkers and bikers. In addition to safety concerns, this decreases equity throughout our community. In many cases, our infrastructure is not sufficiently serving members of our disability community. Studies show that "older adults, people of color, and people walking in low-income communities are disproportionately represented in fatal crashes involving people walking – even after controlling for differences in population size and walking rates" (Dangerous by Design, 2021). Improving safety and comfort for walkers and bikers is a top priority, including those waiting for public transit. These deaths and injuries are unacceptable and preventable.

Miami-Dade was identified as the fourth most dangerous metropolitan area in the nation for pedestrians in 2016. Since then, we have been working to increase infrastructure for pedestrians and cyclists as part of the U.S. Department of Transportation (USDOT) Mayors Challenge for Safer People, Safer Streets. Improvements to transit infrastructure are outlined in our Complete Streets Design Guidelines, including better bus stops, protected bike lanes, and wide, elevated sidewalks. Relatedly, the Parks, Recreation and Open Spaces Department's (PROS) Growing Green Bus Stop program aims to shade unsheltered bus stops in line with the Safer People, Safer Streets initiative and Vision Zero, a plan that includes the development of infrastructure that prioritizes cyclists and pedestrians over cars and aims to eliminate all traffic-related deaths and serious injuries by the year 2030.



RELATED THRIVE305 OBJECTIVES:

 Increase mobility options that are efficient, affordable, and benefit the environment.

Status of Action:

New action, not yet underway **Timeframe:** Short-Term **Lead Department/Agency:**Department

of Transportation and Public

Works (DTPW)

Change the Complete Streets Design Guidelines to better accommodate pedestrians.

Ensure design guideline changes are embedded into the Department of Transportation and Public Works' (DTPW) 5-year plan.

- Empanel an Action Committee to review the guidelines and make recommendations.
- Include protected bike lanes where feasible.
- Institute regular polling and surveying of bike riders and pedestrians to gauge satisfaction with current infrastructure and success of projects once implemented.

- Number of pedestrian and bicycle injuries/fatalities
- Miles of sidewalks added/rehabilitated
- Miles of marked bike lanes
- Resident survey questions regarding feelings of safety when walking or biking



6.3. GIVE TRANSIT RIDERS AND WORKERS GREATER VOICE IN TRANSIT DECISIONS

Issue Statement and Context

Too frequently, transit plans are driven by data without insight from riders. While our County has plans to make significant transit investments, we want to make the right investments, and we want to hear from our residents about how and where to expand and improve transit services. We also know that not all residents experience transit the same. Members of our disability community have unique insight into equitable transit design, while women and residents under 18 are more likely to experience safety concerns while riding and have ideas for improvements.

We are encouraging all mobility organizations ensure representation on their boards, particularly focusing on those who use transit most. This includes various levels of government and volunteer positions. In addition, we are focused on elevating the voice of transit riders and workers in public forums, providing more frequent and more responsive opportunities for feedback.

Detailed Action Summary

RELATED THRIVE305 OBJECTIVES:

 Increase mobility options that are efficient, affordable, and benefit the environment.

Status of Action:

New action, not yet underway **Timeframe:** Short-Term **Lead Department/Agency:** Department of Transportation and Public Works

(DTPW)



Potential Metrics:

 Percentage of survey respondents satisfied with opportunities for input.

Ensure Transit boards have better representation of transit-dependent residents, mobility advocates, and frontline transit workers.

- Direct or encourage organizations tasked with influencing, setting, and implementing mobility policies across the County to ensure that their boards are representative through new appointments or other processes. This strategy should include:
 - Miami-Dade Transportation Planning Organization (TPO)
 Citizens' Independent Transportation Trust (CITT)

 Neat Streets Miami

6.4. SEEK FUNDING TO EXPAND RAIL ALONG KEY CORRIDORS

Issue Statement and Context

The backbone of our local transit system is undoubtedly our County's extensive bus network. Between 2018 and 2019, there were 50 million Metrobus boardings, 18 million Metrorail boardings, and 8 million Metromover boardings.

Buses' share of total transit ridership in our County is even larger when we include bus systems that are operated by municipalities and other non-County operators. Rail, however, is a vital part of our regional transit infrastructure, including Tri-Rail and Brightline, both of which connect our County to Broward and Palm Beach counties to the north. These services are currently being expanded to reach more customers in our County and connect them to more destinations, including as far away as Orlando in the coming years.

Planning for Metrorail, Miami-Dade Transit's urban heavy rail system, began in 1958. Originally intended to be an over 50-mile system that would carry hundreds of thousands of riders across several lines – not unlike similar systems later built in Atlanta and Washington, D.C. - Metrorail was delivered in 1984 as a much smaller single-line, mostly elevated system. Most recently, Metrorail was expanded to reach Miami International Airport in 2012 via a new Orange Line that runs from that station to Dadeland South. While no other Metrorail expansions have been made since then, Miami-Dade Transit has continued to invest in the system by replacing all original rail cars from its 1984 opening with modern, more comfortable, and efficient vehicles, and has made other infrastructure improvements along the line. Metromover's vehicles were similarly replaced in 2014.

RELATED THRIVE305 OBJECTIVES:

 Increase mobility options that are efficient, affordable, and benefit the environment.

Status of Action:

Previously announced, already underway

Timeframe: Short-Term/Medium-Term

Lead Department/Agency: Department of

Transportation and Public Works (DTPW)



TRANSPORTATION OPTIONS THAT WORK FOR ALL | 6...4. SEEK FUNDING TO EXPAND RAIL ALONG KEY CORRIDORS

In 2002, Miami-Dade County voters approved a one-half percent local surtax with the purpose of improving, among other things, rapid transit corridors within the County through a People's Transportation Plan (PTP). The Citizens Independent Transportation Trust (CITT), which administers surtax funds, and the Miami-Dade Transportation Planning Organization (TPO) are committed to implementing the PTP, including advancing as "highest priority" the development of rapid transit corridors and transit supportive projects for the County. In April 2016, the TPO Governing Board officially adopted and endorsed the Strategic Miami Area Rapid Transit (SMART) Plan. The SMART Plan advances six of the PTP's rapid transit corridors, along with a network system of Bus Express Rapid Transit (BERT) service.

These corridors, which could feature rail service, are:

- Beach Corridor, running from Midtown Miami to the Miami Beach Convention Center
- East-West Corridor, running from the Miami Intermodal Center at Miami International Airport to Florida International University's main campus in Sweetwater
- Kendall Corridor, running from Dadeland-area Metrorail stations to Krome Avenue
- North Corridor, running from the Martin Luther King Jr. Plaza Metrorail station to NW 215 Street
- Northeast Corridor, running from Downtown Miami to Aventura
- South Dade TransitWay, running from the Dadeland South Metrorail station to the SW 334 Street Transit Terminal in Florida City

SMART Plan implementation includes evaluating the costs and benefits of bringing different modes (e.g., bus-rapid transit, light rail such as Metromovers and monorails, and heavy rail such as our existing Metrorail) to these corridors. We are committed to continuing to advocate for a system that brings rapid transit to each of the six SMART Plan corridors, including rail, where this is the most favorable option that brings the greatest amount of benefit to residents and businesses in these communities in the long term.



Seek additional funding for SMART Plan implementation, with a focus on bringing rail to corridors where this is the most favorable option as expeditiously as possible.

- Leverage the current federal administration's deep interest in rail expansion, transit investment, and resilience-building mobility infrastructure to secure funding for rail projects in Miami-Dade.
- In collaboration with our local Congressional delegation, ensure that funding for Miami-Dade transit projects is included in negotiations around infrastructure, transportation, and climate allocations.

Potential Metrics:

• Local, state, and federal dollars secured and allocated for rail planning and construction.



INVESTMENT IN BLUE-GREEN JOBS THAT BENEFIT OUR WATER AND ENVIRONMENT INTRODUCTION

Our County is rapidly building toward resilience, and with that comes new job opportunities in the bluegreen economy. "Blue-green" jobs loosely refer to new jobs like solar panel installation and wind turbine maintenance, but also include many traditional jobs applied to green and blue technologies, like contractors building with low-carbon materials and retrofitting homes, and plumbers working on septic-to-sewer conversions and water management systems.

It also includes jobs in parks and recreation departments supporting conservation, natural areas management, resilient design, and conservation education. In general, blue-green jobs are "high road" jobs, meaning they are more likely to pay above the minimum wage, have health insurance, provide opportunities for career growth, and have higher standards for workforce conditions.

Through our survey, 29% of respondents said increasing training for "green jobs" would help them or someone they know succeed economically. In particular, the survey found that there is a strong interest in green job training among younger residents.

ACTIONS

- **7.1.** Expand youth work program to focus on conservation and urban greening
- **7.2.** Expand tree canopy program to address urban heat islands and disparities
- **7.3.** Educate the public about urban heat islands, necessary greening improvements, and career opportunities in this new sector
- **7.4.** Update regulations to protect the environment and promote resilient growth
- **7.5.** Coordinate across jurisdictions and agencies to address climate risk and achieve bold resilience and economic recovery goals
- **7.6** Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.

The County has a strong foundation for creating economic opportunity for young people in the emerging resilience economy. The County can expand on our park-based youth development program, Fit2Lead, as we make significant investments to expand the urban tree canopy and other nature-based infrastructure as part of the County's strategies to mitigate extreme heat.

INVESTMENT IN BLUE-GREEN JOBS THAT BENEFIT OUR WATER AND ENVIRONMENT 7.1. EXPAND YOUTH WORK PROGRAM TO FOCUS ON CONSERVATION AND URBAN GREENING

Thrive305 outreach elevated strong public support for youth and workforce development opportunities focused on tree planting and blue-green jobs. During Civic Week, we heard from residents about the health threats from extreme heat to older adults, the disability community, and lower income populations, all of whom are disproportionately exposed to the heat because of their dependence on public transit.

During the Action Plan Workshops, there was strong consensus around setting a bold goal for urban greening: achieve 30% overall tree canopy countywide by 2030, and prioritizing areas that are currently well below our current countywide average of 19%. Consensus emerged that the County can be proactive about our resilience challenges and approach them as opportunities for job creation.

7.1. EXPAND YOUTH WORK PROGRAM TO FOCUS ON CONSERVATION AND URBAN GREENING

Issue Statement and Context

One of the biggest questions facing our County is: can our resilience challenges be opportunities to expand prosperity through green and blue jobs? In order to make our County resilient in every sense, including our economy, we must identify opportunities to accelerate resilience actions that strengthen economic mobility pathways for underinvested communities, in particular.

The County has a strong foundation for creating economic opportunity for young people in the emerging resilience economy. The Miami-Dade County Department of Parks, Recreation and Open Spaces (PROS), in collaboration with the Juvenile Services Department, among others, offers the Fit2Lead program, an evidence-based, nationally recognized, award-winning parks program for 15- to 19-year-olds designed to provide opportunities to achieve academic excellence, develop leadership abilities, be inspired to attend college, learn a trade, and pursue careers. A study conducted in 2017 found a 31% reduction in the number of juvenile arrests in ZIP codes where Fit2Lead was offered as compared to ZIP codes where the program was not offered (even when other factors were identified and controlled for).

RELATED THRIVE305 OBJECTIVES:

- Reduce greenhouse gas emissions in County operations and community-wide.
- Mitigate extreme heat risks.
- Attract an innovative tech ecosystem that enhances blue and green jobs.
- Advance equitable public and neighborhood safety measures to address community violence.

Status of Action:

Newly announced, already underway Timeframe: Medium-Term
Lead Department/Agency: Parks,
Recreation and Open Spaces (PROS)
Department; Department of
Regulatory and Economic Resources
(RER); RER-Division of Environmental
Resources Management (DERM).

INVESTMENT IN BLUE-GREEN JOBS THAT BENEFIT OUR WATER AND ENVIRONMENT 7.1. EXPAND YOUTH WORK PROGRAM TO FOCUS ON CONSERVATION AND URBAN GREENING

There is growing interest by all Resilient305 partners in expanding the shade canopy in Miami-Dade County as a major resilience initiative under the County's new Chief Heat Officer. Preserving, planting and promoting trees advances our carbon mitigation and adaptation priorities through carbon sequestration, absorbing stormwater, and providing much needed cooling to our streets, homes, and parks. As we make significant investments to expand the urban tree canopy and other nature-based infrastructure as part of the County's heat mitigation strategies, the County can find creative ways to align and expand our park-based youth development program, Fit2Lead.

Detailed Action Summary

Expand the Fit2Lead workforce development program around urban greening and accelerate tree planting, preservation, and promotion.

- Expand Fit2Lead to include vocational training that can lead to jobs in conservation.
- Expand youth and community-based outreach of Adopt-a-Tree and Million Trees Miami initiatives.
- Explore potential community partnerships around Fit2Lead. One area of need is to assist lower income, elderly, and/or disabled residents with access to shade and fruit trees. Adopt-a-Tree has partnered with community-based organizations (CBO) in the past. This could be expanded through grants provided by the tree trust fund. The County Environmental Education CBO program could be restarted with a focus on youth-oriented jobs, resident education about proper tree care, and identification of property owners willing to welcome new trees. Youth would be trained to provide the education and outreach as well as assist with proper planting techniques.
- Partner with nonprofits on tree conservation, planting education, and outreach efforts. The Greater Miami Service Corps could also be invited to provide expanded assistance on tree planting and outreach services.
- Identify federal funding for a "civilian conservation corps." This is the right time to initiate the design of a green jobs program that can go along with the County's goals for greening by 2030.
- Launch this program alongside a marketing and education effort around what a "green job" is and what career opportunities there are throughout the County.

- Total number of participants in Fit2Lead programs
- Number of "green jobs" created by the Fit2Lead initiative
- Number of partnerships with local businesses to promote the "green jobs" initiative

7.2. EXPAND TREE CANOPY PROGRAM TO ADDRESS HEAT ISLANDS AND DISPARITIES

Issue Statement and Context

In Miami-Dade County, historical disparities in neighborhood investment mean that our tree canopy is not spread equitably: wealthier neighborhoods have more trees, while disinvested neighborhoods have little to none. We are committing to increasing our tree canopy equitably by focusing investment on the areas that need it most.

In 2016, our tree canopy study led by Neat Streets Miami found that "tree canopy is positively correlated with median income, but negatively correlated with percentage of African American and Hispanic residents. Therefore, strategically planting trees in diverse racial, ethnic, and lower income communities can support environmental equity" (Neat Streets Miami, 2016). The study also noted that "it is possible that property in high-income areas have more available land area for planting trees. In turn, these owners may have more financial means to plant trees than homeowners in poorer neighborhoods."

The Department of Regulatory and Economic Resources' (RER) Adopt-a-Tree program is one way that the County has worked over the years to increase our community's tree canopy by providing interested Miami-Dade single-family and duplex homeowners with two free trees every year. More than 200,000 trees have been adopted since the program's inception in 2001. Although Adopt-a-Tree events were interrupted in 2020 because of the COVID-19 pandemic, trees were safely donated to County schools and hospitals to increase the canopy in those areas. The Million Trees Miami Campaign is a community-wide effort to plant one million trees to achieve a 30% tree canopy cover for our County.

RELATED THRIVE305 OBJECTIVES:

- Reduce greenhouse gas emissions in County operations and community-wide.
- Mitigate extreme heat risks.

Status of Action:

New action, not yet underway

Timeframe: Medium-Term

Lead Department/Agency: Parks, Recreation
and Open Spaces Department (PROS);

Department of Regulatory and Economic

Resources (RER)



County government can set ambitious goals to increase our tree canopy countywide and assess where tree investments are needed most. In addition to directly expanding the tree canopy in the Unincorporated Municipal Service Area (UMSA), County government can work more closely with municipalities to set and meet tree canopy goals.

Build an equitable tree canopy countywide.

- Set a bold goal: to achieve 30% overall tree canopy countywide by 2030, prioritizing areas that are currently well below our current countywide average of 19%.
- Expand the capacity of Adopt-a-Tree and the Million Trees
 Miami Campaign to deliver on their ambitious goals by
 connecting them to resources and facilitating their reach
 into every community across Miami-Dade.
- Leverage the ongoing Urban Tree Canopy Assessment update, due to be released in late 2021, to identify areas of the County where tree canopy is most needed.
- Take steps to make the County a Tree City USA and commit
 a meaningful amount of the County's budget to making this
 possible.
- Incorporate key equity goals, including making meaningful progress greening neighborhoods with significant heatrelated public health challenges.

- Overall County tree canopy
- Percentage of County land (for example ZIP codes) not meeting tree canopy standards (standards to be established should distinguish among urban centers, suburbs, and rural areas)
- Actual square feet of tree canopy replaced for previously permitted sites
- Number of trees planted in targeted areas
- Resident survey data regarding satisfaction with tree canopy in neighborhoods and along streets



7.3. EDUCATE PUBLIC ABOUT URBAN HEAT ISLANDS, NECESSARY GREENING IMPROVEMENTS, AND CAREER OPPORTUNITIES IN THIS NEW SECTOR

Issue Statement and Context

In Miami-Dade, while many residents appreciate the beauty of trees in nature, there can be considerable resistance to efforts to increase the urban tree canopy, especially when the possibility exists that planting more trees in a neighborhood could come at the expense of something else that people value, like space for parking.

It is clear that residents need to be engaged around the important health and environmental benefits of increasing and maintaining a healthy urban tree canopy, especially in mitigating extreme heat. The number of extremely hot days is projected to continue increasing and so are the serious public health hazards from extreme heat, including dehydration, fatigue, and even deaths. Certain communities are more vulnerable to these impacts due to what's called an "urban heat island" - concrete holds on to more heat, so neighborhoods with more concrete (and less grass, trees, and vegetation) will be hotter and more dangerous for residents. Some residents may not be aware of and fully appreciate the value of our natural green infrastructure, including our trees, as an important source of good jobs.

The growth of the local tech ecosystem also presents a set of exciting opportunities for growth in blue-green jobs. The County and its regional economic development partners will continue to grow the local innovation economy with a focus on blue-green jobs, which can both work to address our County's existential climate-related challenges and also serve as a unique focus that sets our community's tech economy apart from other regions with specialized focuses.

RELATED THRIVE305 OBJECTIVES:

- Reduce greenhouse gas emissions in county operations and community wide.
- Mitigate extreme heat risks.

Status of Action:

Newly announced, already underway

Timeframe: Medium-Term

Lead Department/Agency:

Department of Regulatory and Economic Resources (RER)-Office of Resilience; Parks, Recreation and Open Spaces Department (PROS)



Develop a community education campaign for residents to understand the role of increasing the urban tree canopy in mitigating extreme heat issues, protecting health, promoting environmental resilience, and as a source of good green jobs.

- Educate residents on the details of how historical redlining created the conditions for heat islands to exist; draw the connections between the tree canopy, social equity, and environmental justice. Focus on how Miami-Dade's distribution of green space and trees came to be and why the County is making up for disinvestment in certain areas (i.e., what the County is doing to rectify the inequities in tree canopy).
- Work to overcome resistance from communities focused on the costs of urban greening (e.g., loss of parking space) by promoting the benefits (e.g., health, energy bill savings, etc.).
- Raise community awareness of the value of parks in an urban environment to combat climate change while providing multiple health benefits to people, the environment, and the economy.
- Use creative tactics like community walks with residents to identify greening opportunities as part of an overall education campaign.
- Partner with Miami-Dade County Public Schools to involve youth in urban greening efforts. Expand K12 environmental education and field study trips in County parks and parks facilities for the
 community's youth (including Zoo Miami, Deering Estate, Fruit and Spice Park, and Biscayne Nature
 Center, among others). This programming will teach students about ecological services using
 technology tools such as GIS and computer modeling, and will strengthen interest in the environment
 and STEM-related career pathways at an early age.
- Partner with workforce development organizations to strengthen coordination of the "talent pipeline" for urban greening jobs within the County and with municipal and private sector partners. Work to jointly promote those job opportunities through workforce partners and Community-Based Organizations.

- Number of outreach events to educate residents on the role of urban greening, environmental resilience, public health, and decreasing heat islands
- Satisfaction survey data regarding residents' understanding of environmental hazards
- Total dollars allocated for urban greening initiative and education campaigns

7.4. UPDATE REGULATIONS TO PROTECT THE ENVIRONMENT AND PROMOTE RESILIENT GROWTH

Issue Statement and Context

Miami-Dade needs to build greener, cooler, and more pedestrian-friendly communities – supporting increased density, transit connectivity, public health, and blue-green jobs – and we need our code and planning guidelines to match these goals. Research shows the importance of green areas for mitigating extreme heat and also to alleviate flooding and improve water quality before it is introduced into the environment. Natural stormwater management systems (or "bioswales") are crucial year-round, not just during hurricanes.

However, a general drive toward higher-density, pedestrian-friendly development can sometimes come at the expense of planning for open space for trees and green areas. For example, our Complete Streets guide calls for wider sidewalks, which often leave less room for trees. And the fact is that in the urban core of Miami-Dade, we are running out of adequate spaces to plant trees. That makes long-term planning and policies to incorporate parks, green areas, and other nature-based infrastructure in our communities more important than ever.

RELATED THRIVE305 OBJECTIVES:

- Reduce greenhouse gas emissions in county operations and community wide.
- Prepare for and adapt to sea level rise.
- Mitigate extreme heat risks.

Status of Action:

Previously announced, already underway

Timeframe: Medium/Long

Lead Department/Agency:

Department of Regulatory and Economic Resources (RER)-Office of Resilience; Parks, Recreation and Open Spaces Department (PROS); Department of Transportation and Public Works (DTPW)



INVESTMENT IN BLUE-GREEN JOBS THAT BENEFIT OUR WATER AND ENVIRONMENT 7.4. UPDATE REGULATIONS TO PROTECT THE ENVIRONMENT AND PROMOTE RESILIENT GROWTH

One measure the County has been advancing is an ordinance to regulate the amount of impervious surface area that is allowed in new developments. The County can do more to promote thoughtful community planning and land use policies that balance the need for denser, more walkable neighborhoods – which can reduce car dependency and lower our emissions – with the need for space for parks and natural vegetation that make our communities, particularly those already experiencing extreme heat, that much more livable.

Detailed Action Summary

Update County's land use codes and planning guidelines to promote urban greening and resilient growth measures.

- Establish minimum tree canopy requirements through an update to the Street Tree Master Plan and Aesthetic Master Plan; update Complete Streets Design Guidelines.
- Identify opportunities to revise planning guidelines to facilitate tree planting.
- Update the County Public Works Manual to incorporate usage of bioswales and to promote elimination of impervious surfaces as part of stormwater management guidance.
- Revise land use code and planning guidelines to facilitate more adequate spaces for planting, less density of concrete and the use of cooler pavements, building materials, and roofs. Explore a bonus allowance of gentle density increases in current single family/duplex zoning with a covenant for increasing green areas and/or affordable housing in redeveloped properties. Develop a recommended zoning overlay for each participating jurisdiction.
- Create incentives for compliance with zoning policies, improve enforcement of non-compliance, and clearly articulate those processes for developers. This can include incorporating energy code compliance reviews in initial construction documents. And, for major buildings, requiring an update as part of 40-year recertification.
- Streamline tree planting permitting process to increase resident participation in urban greening.

- Number of updates/revisions to County land use code and planning guidelines that promote urban greening and cooling initiatives
- Number of incentives to businesses and residents for incorporating green initiatives
- Number of adaptation/resiliency activities in progress or completed
- Linear feet of permeable swales and green space acreage in areas sensitive to flooding





7.5. COORDINATE ACROSS JURISDICTIONS AND AGENCIES TO ADDRESS CLIMATE RISK AND ACHIEVE BOLD RESILIENCE AND ECONOMIC RECOVERY GOALS

Issue Statement and Context

Miami-Dade County has more assets at-risk to the impacts of sea level rise than any other major metropolitan area in the world. The risks associated with climate change will present increasing shocks and stresses to human health, quality of life, and economic prosperity. As such, the County must accelerate its leadership in building more resilient and adaptive communities and infrastructure, and in addressing the root causes of climate change through robust and accelerated transition to a low-carbon economy.

Resilient305, its related Climate Action and Sea Level Rise Strategies, and the Biscayne Bay Task Force recommendations have helped to highlight that these priorities require a shift in the County's organizational culture, operations, and capital investments across all departments. It is imperative that the County finds new ways to think about interagency and intergovernmental coordination that can accelerate commitments to robust climate adaptation, carbon mitigation, and sustainability goals.

RELATED THRIVE305 OBJECTIVES:

- Reduce greenhouse gas emissions in county operations and community wide.
- Prepare for and adapt to sea level rise.

Status of Action:

Newly announced, already underway

Timeframe: Short-Term

Lead Department/Agency:

Department of Regulatory Economic Resources (RER) - Planning Division; RER - Office of Resilience

Through the Office of Resilience, the administration has taken steps to drive for internal accelerated action, cooperation, and innovation for initiatives related to Resilient305, and increasingly connecting resilience with internal initiatives to support economic recovery goals. Similarly, the Board of County Commissioners in July 2021 created a Clean Technology Task Force which is studying the use of clean technology and a transition to a low-carbon County economy. We will work together in collaboration with our partners to implement plans in a coordinated way to ensure that Miami-Dade thrives for generations to come.



Create a Resilience Council of executive leaders within the administration that support the design and implementation of resilience strategies that require a shift in the County's operations, capital investment strategy, and significant interagency and intergovernmental coordination.

- Convene and task executive leaders in the Resilience Council to lead implementation of priority resilience
 initiatives, including Thrive305 resilience actions, by coordinating a set of task forces that include relevant
 County departments and leaders from other jurisdictions and sectors. Establish the recommended
 structure, purpose, deliverables, and timeline of those task forces. Determine how each County
 department will advance the shared goals and provide a recommended process for all departments to
 submit how their budget priorities will advance the goals, actions they plan to take, and how they will
 measure results.
- Convene an advisory task force focused on accelerating the highest priority actions from the perspective of a green, resilient, and equitable economic recovery, with the goal of building the capacity of our local workforce to take advantage of the blue-green and resilient job opportunities of the future.
- Embed designated Resilience Liaisons in all County departments to serve as a go-to resource for the
 Office of Resilience and the departments, for the resilience and sustainability initiatives of consequence
 to that department. Establish Resilience Liaisons as a point of contact for internal capacity building
 efforts.
- Incorporate a new position, Planning Director, within the Mayor's Office to coordinate the work of Resilience Liaisons and the advisory taskforce.
- Explore avenues for Miami-Dade County to have a greater voice in the urgent need for federal and
 international action and investment in clean energy and climate resilience. These will also involve
 pathways to attracting international expertise and resources to contribute to Miami-Dade's climate
 solutions. Establish partnerships to drive innovation and attract private and public funding and financing.

- Number of Resilient Council events conducted on an annual basis
- Total funding allocated for the Resilient305, Climate Action Plan and Sea Level Rise action in the County
- Total number of Resilience Liaisons trained

7.6. IMPROVE OUR SEWER, WATER, AND STORMWATER SYSTEMS TO PROTECT THE HEALTH OF OUR BAY AND RESIDENTS, AND STIMULATE OUR ECONOMY

Issue Statement and Context

In Miami-Dade, we have an aging and underfunded water infrastructure that leaves many of our communities vulnerable to extreme weather, floods, and water contamination – a situation that is exacerbated by the need to manage sea level rise and improve the water quality of our Bay.

Approximately 120,000 properties, both in residential and commercial areas, are served by septic systems and are not connected to the County's sanitary sewer system. Given the impacts of climate change on rising groundwaters and the frequency of floods, many of these septic systems are increasingly failing. This situation could cause property damage and also create health risks and environmental contamination to our, underground aquifer, which is the County's primary source of drinking water.





RELATED THRIVE305 OBJECTIVES:

- Restore Biscayne Bay from land and waterbased pollution.
- Prepare for and adapt to sea level rise.
- Protect and restore natural habitat, and prevent pollution of air, water, and land.

Status of Action:

Previously announced, already underway **Timeframe:** Medium-Term/Long-Term **Lead Department/Agency:**

Chief Bay Officer; Water and Sewer Department (WASD)

INVESTMENT IN BLUE-GREEN JOBS THAT BENEFIT OUR WATER AND ENVIRONMENT

7.6. IMPROVE OUR SEWER, WATER, AND STORMWATER SYSTEMS TO PROTECT THE HEALTH OF OUR BAY AND RESIDENTS, AND STIMULATE OUR ECONOMY.

Failing septic systems and challenges with stormwater runoff are also increasingly affecting the health of the Bay, which supports industries in Miami-Dade County such as tourism, commercial, and recreational fishing, and other water-based recreational activities. The health of Biscayne Bay is inextricably linked to the environmental and economic well-being of Miami-Dade County.

The County has taken steps to improve our sewer, water, and stormwater systems. The Board created the Biscayne Bay Task Force, which issued a report in 2020 that identified problem areas, prioritized projects, and provided recommendations regarding state and federal legislation, activities, and appropriations. Following recommendations from the Task Force, the Mayor appointed a Chief Bay Officer, who has so far launched and/or helped to advance a series of initiatives and policy efforts focused on the health of the Bay. These initiatives include ongoing public education campaigns, working on greater coordination with municipalities, academic institutions, and environmental organizations, as well as reviewing potential funding sources to allocate to Biscayne Bay restoration.

The Chief Bay Officer and the Task Force are exploring collaborations with other governments and partner agencies. These collaborations include public-private financing arrangements that center community-based partnerships and increase economic opportunities for local businesses and workers. The County also adopted a series of resolutions, including one to update the Biscayne Bay Economic Study, which will assist with developing future initiatives of preserving the Bay. The purpose of this study is to estimate the economic contribution of the Bay to real estate development, recreation, shipping, cruising, and commercial fishing.

Going forward, given anticipated state and federal investment in infrastructure, Miami-Dade has an opportunity to equitably address water challenges that have been creating public health risks and impeding local development and overall economic growth in communities across the County.

Detailed Action Summary

Expand septic-to-sewer conversion and other water infrastructure upgrades to generate equitable economic opportunities for local small businesses and residents. These public infrastructure improvements will support enterprises with the potential to help position Miami-Dade at the center of a global industry for "blue" technology and innovation.

Detailed Action Summary continued

- Launch mitigating actions to counter septic system impacts, including prohibiting construction/installation of new septic systems, and promoting proper septic system maintenance.
- Update stormwater designs to improve effectiveness.
- Review, develop (as needed), implement, and enforce local ordinances and policies to reduce the cumulative effect of excess nutrient runoff entering Biscayne Bay; attain goals set forth in Watershed Restoration Plan.
- Articulate funding and financing strategies– such as bonds, grants, and loans–to facilitate the conversion of septic to sewer conversion across Miami-Dade.
- Invest in septic-to-sewer conversion and stormwater demonstration programs.
- Strengthen County requests for funding from federal and state partners related to Biscayne Bay; conduct analysis to support how the County can maximize investment of the 40% of federal funds that are to be dedicated to disadvantaged communities, according to federal guidance.
- Develop a plan that prioritizes the retrofit of stormwater infrastructure with commitments to utilization of local, small, and minorityowned businesses, and align with mentorprotégé, workforce development, and local revitalization programs.



Detailed Action Summary continued

- Support research to bolster social equity in public-private water infrastructure investment and explore community-based approaches to public-private financing models. Engage philanthropy on the potential to leverage program-related investments to experiment with equity-centered infrastructure investment strategies and provide proofs of concept to other investors.
- Engage and explore partnerships with organizations that incubate "blue tech" entrepreneurs and develop innovation pipelines that diversify the industry.

POTENTIAL METRICS:

- Number of septic systems in use
- Number of parcels lacking sewer per .01 square mile



RESILIENT COMMUNITIES DESIGNED BY AND FOR RESIDENTS

INTRODUCTION

Across the County, Miami-Dade residents are extremely concerned about climate impacts. Regardless of income, 70% to 80% of residents reported being concerned or extremely concerned about climate impacts. For instance, 78% of respondents are moderately or very concerned about keeping their homes and families safe from natural disasters or hazards. To keep all our communities safe, we need to take early steps now to prepare our County for long-term resilience.

We can begin this process at the neighborhood level. The survey revealed: 58% of respondents said they would support making neighborhood infrastructure improvements, including cleaning public spaces, to improve public safety. We heard during Civic Week that residents are ready for resources to improve their neighborhoods and empower their neighbors to do the same. We can use the Adaptation Area Action Plans process to engage in actionable neighborhood planning and maintenance efforts and use these plans to create local jobs that build and maintain the identified neighborhood improvements.



ACTIONS

- **8.1.** Expand "Adaptation Action Areas" to build resilience in our communities most vulnerable to climate risk
- **8.2.** Hire locally to protect and rebuild our environment and infrastructure
- **8.3.** Launch a countywide initiative to educate and engage residents to protect and clean our environment





Issue Statement and Context

While many communities in our County are already experiencing the effects of higher sea levels and more frequent flooding, the effects are not evenly distributed throughout the County. Further, residents throughout the County have different concerns about future climate impacts, including access to safe drinking water, keeping their home safe, and protecting the natural environment. Neighborhood planning works to localize investments by centering residents in each community and tailoring the approach to climate resilience.

As defined by the Florida Legislature, Adaptation Action Area means a designation in the coastal management element of a local government's comprehensive plan that identifies one or more areas that experience coastal flooding due to extreme high tides and storm surge, and that are vulnerable to the related impacts of rising sea levels for the purpose of prioritizing funding for infrastructure needs and adaptation planning. Local governments that adopt an Adaptation Action Area may consider policies within the coastal management element to improve resilience to coastal flooding resulting from high-tide events, storm surge, flash floods, stormwater runoff, and related impacts of sea level rise.

This process has been recommended because it allows challenges to be addressed on a more manageable scale, creates an environment for testing and development of best practices, fosters collective learning, and facilitates infrastructure investments and prioritization of capital improvement projects. The precise form and purpose of Adaptation Action Areas can be adjusted to the needs of each community.



RELATED THRIVE305 OBJECTIVES:

- Prepare for and adapt to sea level rise.
- Protect and restore natural habitat, and prevent pollution of air, water, and land.

Status of Action:

New action, not yet underway

Timeframe: Medium-Term **Lead Department/Agency:**

Department of Regulatory and Economic Resources (RER) - Office of Resilience



Use the Adaptation Area Action Plans process to engage in actionable neighborhood planning efforts in communities with urgent climate-related needs, with the goal of engaging residents and funneling resilience-focused infrastructure investments that meet the needs of these communities.

- Expand on the model of the Little River
 Adaptation Area Action Plan, which saw
 collaboration between the County, Village of El
 Portal, and residents of the Little River area who
 are jurisdictionally split between El Portal and
 UMSA to create a specific plan to address current
 and coming climate impacts.
- Expand the model to include identification of a broad array of resilience challenges and opportunities in the Adaptation Area, including flood mitigation, urban greening and heat mitigation, weatherization, solar power, septic-tosewer conversions, transit and mobility upgrades, and community health infrastructure.
- Pilot a coordinated response to building retrofits.
- Identify high-risk communities countywide where this model would make sense to expand first.

 When devising Adaptation Action Area Plans, explore acquiring properties that are in a Special Flood Hazard area, and in high-risk flood areas, to reduce the impact of future disasters. Assist property owners in relocating outside areas that are threatened by flooding. Once acquired by the County, these properties can be transformed into parks and open spaces that can provide multiple benefits, including stormwater management.

- Percentage of County land assessed for significant flood risk
- Number of possible Adaptation Areas identified
- Percentage completion of specific actions and infrastructure projects such as septic-tosewer conversions within Adaptation Areas



Issue Statement and Context

Building our County for resilience will cost billions of dollars. Miami-Dade County's 2019 budget included a multi-year projection of resiliency costs that topped \$20 billion, although with a broader definition of "resilience" that includes improved public safety, economic support, and healthy housing, not just sea level rise-related projects. These dollars must be spent wisely and locally, helping to create local jobs and teaching residents skills to excel in the blue-green economy.

Work already underway in Little River shows the opportunities for job creation. Potential resilience strategies include 1) building like the Florida Keys by elevating structures on pilings, 2) expanding waterfront parks, 3) making room for canals in the most flood-prone neighborhoods, and 4) creating a network of small spaces for water in yards, streets, and parks. Each of these strategies is associated with design, construction, operations, and administrative positions. As much as possible, this pilot program should create job training opportunities for local youth and increase the number of green jobs within our community.

RELATED THRIVE305 OBJECTIVES:

- Prepare for and adapt to sea level rise.
- Protect and restore natural habitat, and prevent pollution of air, water, and land.
- Attract an innovative tech eco-system that enhances blue and green jobs.

Status of Action:

New action, not yet underway **Timeframe:** Short-Medium-Long-Term

Lead Department/Agency:

Department of Regulatory and Economic Resources (RER) - Office of Resilience





Identify near-term opportunities to create jobs for local residents in the Adaptation Areas to build and maintain the identified neighborhood improvements.

- Use Adaptation Area Action Plan findings to prioritize infrastructure investments that create jobs building and maintaining resilience infrastructure, whether that is building new greenspaces, installing solar arrays, upgrading community clinics, or retrofitting housing.
- Develop and incorporate high standards for quality design in resilience planning, ranging from buildings, transportation, and public spaces to urban planning.
- Create a pathway for funding green jobs, and job training programs, through the Biden Administration's American Jobs Plan.
- Identify relevant jobs training programs, including green jobs training like the one provided by IBEW 349; work with providers to update curricula, scale to meet the needs of the County and the communities in which resilience infrastructure investments are being made.

- Prepare for and adapt to sea level rise.
- Protect and restore natural habitat, and prevent pollution of air, water, and land.
- Attract an innovative tech eco-system that enhances blue and green jobs.

8.3. LAUNCH A COUNTYWIDE INITIATIVE TO EDUCATE AND ENGAGE RESIDENTS TO PROTECT AND CLEAN OUR ENVIRONMENT

Issue Statement and Context

Residents know that beautifying our neighborhoods increases their quality of life, but it can also be an important safety and environmental cause as well. Our community struggles with illegal dumping, which is a serious crime that can harm the environment and negatively impact neighborhood aesthetics. Dumping things like tires, debris, old furniture, and hazardous materials not only harms the environment and lowers property values, but also results in millions of dollars spent on enforcement and cleanup costs.

This action aims to positively inform and engage residents to take action against illegal dumping by building off the "Let's Clean Things Up" campaign and bolstering existing County initiatives such as Keep Miami-Dade County Beautiful, Adopt-a-Road, and Sponsor-a-Road. The "Let's Clean Things Up" campaign highlighted the negative implications of litter, tying debris to environmental damage, lowering property values, and possible penalties for illegal dumping.

Other existing County initiatives in this area include Miami-Dade Parks' P.L.A.C.E. program, which addresses the issues of litter and trash in County parks. This program coordinates events such as regularly scheduled coastal cleanups that engage volunteers to clean up the County's shores and coastlines. The County's Natural Areas Management (N.A.M.) community cleanups focus on cleaning debris and litter in the County's natural preserves. These programs also drive the message about the impact of litter and debris on the environment. By strengthening resident involvement and volunteer teams, including community groups and school clubs, we can better empower our communities to hold each other accountable to higher standards of cleanliness.

Environment-based learning, both formal and informal, also takes place in our County parks. Immersive field study trips for children K-12 in parks focus on topics such as bay conservation, urban ecology, local culture, and history. Using Geographic s Information Systems (GIS) and computer modeling, these activities introduce technology and understanding of environmental stewardship at early ages.

RELATED THRIVE305 OBJECTIVES:

- Reduce greenhouse gas emissions in County operations and community-wide.
- Prepare for and adapt to sea level rise.
- Protect and restore natural habitat, and prevent pollution of air, water, and land.

Status of Action: New action, not yet underway

Timeframe: Short/Medium

Lead Department/Agency: Department of Solid Waste Management (DSWM); Communications and Customer

Experience Department (CCED); Chief Operations Officer; Mayor's Division of Innovation and Performance

Develop a robust public service campaign that empowers residents and neighborhoods to address litter and illegal dumping.

- Educate residents on penalties for illegal dumping (e.g., arrest, fine, vehicle impounded).
- Empower neighborhoods to educate, equip, and if needed report fellow residents.
- Build on "Let's Clean Things Up" campaign, which includes programs that emphasize litter education and outreach to neighborhoods and neighborhood cleaning efforts.
- Fund local nonprofit organizations and create placebased initiatives where community members have ownership of the broader project.
- Provide incentives to residents to beautify or improve their neighborhoods on their own (e.g., environmental education grants, Safe in the 305 grants).

- Number of days to address illegal dumping after notification
- Number of illegal dumping complaints/tonnage collected
- Percentage change in the number of illegal dumping incidents and/or tonnage collected
- Resident satisfaction survey measures regarding the cleanliness of neighborhoods and of the local environment in general



DEEPEN PARTNERSHIPS WITHBUSINESSES AND CIVIC INSTITUTIONS

INTRODUCTION

It is clear to County residents that in addition to supporting our small businesses, as laid out in Priority 6, we must continue to grow the number of large employers in emerging industries that relocate to our region.

In the survey, 38% of respondents said attracting more major employers to the region would help them or someone they know succeed economically. Our survey shows that residents also want newcomers to our region to bring good quality jobs and to demonstrate a commitment to the long-term success of our communities and our environment. This is good for our residents and simultaneously makes us more attractive as a place to establish roots. Business leaders thinking of moving to Miami are now asking about the quality of schools, not just about the tax breaks.



ACTIONS

9.1. Promote corporate social responsibility practices that bolster our local workforce

9.2. Work with local businesses and institutions to create community wealth through local procurement, hiring, and training

9.1. PROMOTE CORPORATE SOCIAL RESPONSIBILITY PRACTICES THAT BOLSTER OUR LOCAL WORKFORCE

Issue Statement and Context

Miami-Dade is experiencing growing interest from companies that are seeking to relocate to our growing metropolitan area. We have long been attractive to businesses because of low taxes, good weather, an attractive real estate market, and high quality of life. But more recently, corporate migration to Miami has gained steam as finance and technology firms seek a foothold here, recognizing our region's diversity, commitment to entrepreneurship and innovation, and increasing ability to prepare local talent and attract skilled talent from around the globe.

The rise in remote work has given skilled workers the freedom to choose where they want to live, and Miami in particular is becoming a top destination for these workers. An analysis by LinkedIn of where tech workers are moving this year shows that Miami's technical workforce was up 3% in 2020. With our "talent pipeline" expected to grow, we are now aiming to compete with peer tech regions like Silicon Valley, Austin, and Atlanta.

Miami-Dade is positioned at this moment to shape a new vision for how we attract and support businesses to ensure that our economic growth is sustained and distributed. It is important the County is intentional about how we target the kinds of industries that complement and leverage our economic base, and the kinds of companies that see the value of our residents, build on our skills, and contribute to make our region one of opportunity. On the growth of the technology sector in particular, we have an opportunity to grow our innovation economy in a way that does not create the deep income inequalities it has created in other places.



RELATED THRIVE305 OBJECTIVES:

 Increase involvement of local organizations to help address critical socioeconomic needs of our residents.

Status of Action:

Newly announced, already underway

Timeframe: Medium-Term Lead Department/Agency:

Mayor's Division of Innovation &

Performance; Mayor's Division of Policy

and Planning

DEEPEN PARTNERSHIP WITH BUSINESS AND MAJOR CIVIC INSTITUTIONS (E.G., UNIVERSITIES AND HOSPITALS) 9.1. PROMOTE CORPORATE SOCIAL RESPONSIBILITY PRACTICES THAT BOLSTER OUR LOCAL WORKFORCE

The administration launched the Renew305 "CEO Ambassador" program to boost business relocations to the region by working closely with Miami business leaders. This program engages industry leaders around the country to consider Miami as a place to grow their business. The Beacon Council, as the County's official economic development organization, has long been focused on attracting businesses to relocate here, including working with companies in target industries and offering incentive packages.

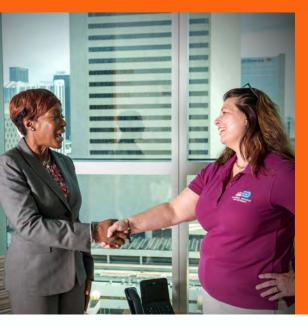
In most cases, these packages include goals around job quality and other social responsibility commitments by the companies receiving incentives, though the Beacon Council needs resources to more consistently follow up with recipient companies to ensure commitments have been met. Collaboration with the Greater Miami Chamber of Commerce and all our local chambers are also essential in this effort. On the tech sector front, the administration is increasingly participating in and convening discussions with public and private sector leaders on the issue of equity in tech.

Detailed Action Summary

- Work with the Beacon Council to follow up with companies that made social equity commitments as part of their relocation packages to assess level of follow-through and impact of those commitments.
- Create additional relocation incentives for incoming businesses that commit to achieving benchmarks for equitable jobs and community investment. Work to create tailored incentive packages for socially responsible businesses that layer existing programs, such as Opportunity Zones, and the Community Contribution Tax Credit program.
- Ensure there is a countywide approach to this action by coordinating investments in all 13 Commission Districts.
- Implement new economic development tools and industry attraction strategies that center job creation and innovation in climate resilience, including energy sustainability, green infrastructure, and "blue tech" (water systems).
- Serve as a leader within the South Florida Anchor Alliance.
- Provide easy access Corporate Social Responsibility opportunities for new Miami-Dade County businesses to learn how to be introduced and fully engage in the community.

- Percentage of large companies that have met social equity commitments made as part of their relocation incentive package
- Amount invested by new employers in local neighborhoods/Commission District
- Number of local jobs created, including jobs in climate resilience, energy sustainability, and in green and water-related infrastructure
- Percentage of local jobs created that exceed the median Miami-Dade County wage rate

9.2. WORK WITH LOCAL BUSINESSES AND INSTITUTIONS TO CREATE COMMUNITY WEALTH THROUGH LOCAL PROCUREMENT, HIRING, AND TRAINING



RELATED THRIVE305 OBJECTIVES:

• Increase involvement of local organizations to help address critical socioeconomic needs of our residents.

Status of Action: Newly announced, already underway

Timeframe: Medium-Term

Lead Department/Agency: Mayor's Division of Innovation &

Performance, Mayor's Division of Policy and Planning; Internal Services

Department (ISD)-Procurement, ISD-Small Business Division (SBD)

Issue Statement and Context

It is not a given that all of Miami-Dade's communities will succeed in our rapidly changing economy. Even as Miami-Dade's economy heats up post-pandemic, many working-class residents are feeling more economically insecure. The impact of our unequal recovery is that community wealth, built up over decades in County's lower-income communities, is being lost at an accelerating pace.

The pandemic revealed that local businesses and large institutions can do more to advance the economic security of our working-class communities. Local business leaders have an opportunity to make commitments that strategically strengthen our workforce, are long-term, and build wealth in all of our communities.

The South Florida Anchor Alliance, organized by the Health Foundation of South Florida, has successfully convened procurement and human relations managers from 16 anchor institutions in South Florida with the aim of identifying high impact actions to catalyze "buy and hire local" actions in the region. These working groups have also played an essential role in ongoing pandemic recovery efforts.

The administration launched Renew305 as a way to work more closely with local business leaders on a range of economic recovery initiatives, including to develop pathways for ongoing corporate engagement in our region's social and economic issues. The Administration is currently exploring ways to formalize a corporate engagement program out of the Mayor's Office. Those efforts will be informed by a range of corporate partnerships in the County's recent history. For example, the County's partnership with FTX, a cryptocurrency exchange, around the naming rights of the Miami Heat arena generated an additional \$5 million in contributions to the Miami-Dade community beyond the scope of the naming rights, creating a new partnership to help Miami-Dade residents thrive with support for technology education, financial wellness for residents, and other programs.

Detailed Action Summary continued

Grow and facilitate corporate social responsibility efforts focused on building community wealth through local procurement, hiring, and training.

- Create a "Corporate Engagement Council" that can facilitate how Miami's business leaders make meaningful community investments that are aligned with each other, nonprofit sector needs with philanthropy, and with the County's goals for local procurement, hiring, and training.
- Work with business leaders to adopt a voluntary living wage and good working standards for all employees, including direct and indirect employees.
- Work with businesses and with local chambers of commerce to create internship and apprenticeship opportunities accessible in low-income communities.
- Strengthen coordination of hiring partnerships with employers in target sectors like tech and resilience.
- Recognize businesses that for adopt standards for corporate procurement that prioritize small, women- and minority-owned businesses.
- Accelerate the County's role as a leader within the South Florida Anchor Alliance in developing a coordinated continuum of support for local, small-, women- and minority-owned businesses; ensuring procurement guidelines and procedures foster innovation and collaboration; and sharing best practices, policies, and procedures with other anchor institutions.
- Create mentorship opportunities by matching Miami's corporate leaders to small business owners and entrepreneurs.

- Number of partner employers committing to pay employees a living wage
- Number of employees of these partner companies benefiting from a living wage or higher
- Number of internship/apprenticeship opportunities generated in low-income communities
- Number of small businesses engaged in an active mentorship program



OPPORTUNITIESFOR YOUTH



The Miami-Dade region is the ninth-largest college town in the nation, with over 340,000 students in colleges and universities. Despite this, there is a fear that Miami-Dade's economy, historically focused on tourism, logistics, and agriculture, will be left behind in a 21st century economy. The region suffers from a relatively low share of college graduates and the region's share of the adult population with a bachelor's degree or higher is just 32%.

All youth should have ample opportunities to grow and succeed within our County. During Civic Week, we heard the perception that there are unequal opportunities for young people based on their geography, race, ethnicity, language, and ability. Experts and advocates shared during Action Plan Workshops that there is a skills gap that needs to be addressed so that companies can hire local, regardless of the industry.

We need to continue creating opportunities for youth. In the countywide survey, 24% of respondents said expanding the County government summer job program for youth would help them or someone they know succeed economically. Another 29% of respondents said working with local employers to create paid apprenticeships would help them or someone they know succeed economically. Civic Week participants focused on ways to support high school students by adding vocational education, "realworld" skills, and job readiness courses in high school. These ideas, and more, will help create and expand educational services that prepare our youth to succeed here in Miami-Dade County.

ACTIONS

10.1. Create jobs and internships within County government for youth



Issue Statement and Context

County government can be a home for young people looking to learn about their community and become more engaged in its success. It is also an institution in which youth can pick up key career-building skills through applied learning. There are existing examples of this, including two programs run by Miami-Dade Fire Rescue (MDFR) that introduce young adults to careers in emergency medical service (EMS) and firefighting. Those programs are: the 14-week Junior Cadet Program for 14-18-year-olds to learn about firefighting at the County, and the EMT Academy, which provides EMT certificates to high school graduates who complete the training. Both are designed to build interest in these career paths. Every County department should consider the benefits of adapting this sort of program to encourage young people to embed and learn alongside staff.

The County's Peace and Prosperity Plan, approved in June 2021, includes funding to hire hundreds of young people through the Fit2Lead Fellowship Program (Fit2Lead) each year for the next two years.

Fit2Lead will provide paid positions for youth to acquire and practice skills through recreation activities and workshops that promote social, emotional, and mental health, and foster long-term academic and behavior improvement. Placements will be primarily in government, hospitality, and construction.



RELATED THRIVE305 OBJECTIVES:

- Support talent development pipelines for jobs in new and emerging industries.
- Advance equitable public and neighborhood safety measures to address community violence.

Status of Action:

Newly announced, already underway **Timeframe:** Medium-Term **Lead Department/Agency:**

Human Resources Department; CareerSource of South Florida; Parks, Recreation and Open Spaces Department (PROS)

Detailed Action Summary continued

Create paid work opportunities for youth to learn about County services and facilitate career pathways in County government.

- Reinstate a government-wide internship program geared to young residents to embed within County departments and learn about the workings of local government in an applied way. This will create a pipeline of young, engaged local talent that can grow and lead within County government.
- Reimagine the Summer Jobs program to include work readiness professional developmental
 opportunities connected to the County's investments in parks, green/blue infrastructure,
 community health initiatives, civic engagement, and neighborhood improvement efforts that
 promote community safety.
- Include a minimum wage guarantee.
- Work with County departments to identify job placements for interns, building on the Fit2lead model.
- Identify paid work opportunities for young people to participate in public engagement roles. Identify opportunities to expand public safety programming and simultaneously create new job opportunities for young people. Increase and promote skills training certificate programs that allow students to earn while they learn, as well as certificate programs that can help reskill people from one career path to another.
- Prioritize growing opportunities and access to young residents in emerging industries such as green energy, energy efficiency, and sustainability.

- Number of youths participating in County-sponsored employment and internship programs (inclusive of County-funded Community-Based Organizations agreements).
- Number of young adults placed in unsubsidized employment and/or post-secondary education through the Greater Miami Service Corps.
- Number of youths participating in civic education programs.



STRENGTHENEDPARTNERSHIP WITH COMMUNITY

INTRODUCTION

Our network of advocates, civic leaders, and community-based organizations (CBO) is strong and growing. As we educate our residents, we want to work to better engage and empower our CBOs through strengthened partnerships. During Action Plan workshops, experts and organizational leaders shared some of the challenges of working with the County: difficulty with CBO contracting, lack of understanding of County government, and a lack of clarity for best ways to engage County government.

The future of our County is one in which partnerships, allow us to bring our best skills to the table and help others to do the same. County government can start this work by providing orientation opportunities for CBOs seeking to better understand local government.



ACTIONS

- 11.1 Strengthen partnerships with community groups to deliver critical services
- 11.2 Support community organizations to increase their impact

11.1. STRENGTHEN PARTNERSHIPS WITH COMMUNITY GROUPS TO DELIVER CRITICAL SERVICES

Issue Statement and Context

There are over 10,000 active nonprofits in Miami-Dade, ranging in size and scope, employing more than 8% of the County's workforce. The County partners with thousands of organizations for service delivery and outreach. However, smaller organizations experience difficulty participating in the formal grants program.

Recent examples include a variety of collaborations between the County and community groups during the COVID-19 pandemic to distribute food and personal protective equipment (PPE), raise awareness about employment assistance and rent relief, and to deliver testing and vaccination services to communities most impacted by the pandemic. We will strengthen these partnerships by reducing barriers for smaller organizations to collaborate with the County.



RELATED THRIVE305 OBJECTIVES:

Operationalize equity through the provision of County services.

Status of Action:

Budget

Previously announced, already underway

Timeframe: Long-Term

Lead Department/Agency:

Mayor's Division of Innovation and

Performance; Office of Management and

Detailed Action Summary

Update the County's nonprofit grants program to reduce barriers that prevent or limit smaller organizations from receiving County grants to deliver critical services to residents, particularly within marginalized communities.

- Perform a needs assessment of smaller organizations that are currently facing, or have historically faced, challenges in contracting with the County due to limited organizational capacity and/or burdensome rules (e.g., onerous reporting requirements, inflexible payment schedules).
- Use the needs assessment findings to revise contracting practices with nonprofits and institute an
 equity lens that recognizes the specific needs of smaller, grassroots organizations. The needs
 assessment will also be used to better communicate to such organizations the limitations and
 restrictions that dictate how the County can contract with nonprofits, where these restrictions are
 relevant.
- Work with partners to support outreach to small organizations to ensure that a needs assessment is representative of the needs of all groups.

- Total dollars allocated to Community-Based Organizations
- Number of Community-Based Organizations that partner with the County to provide critical services
- Number of partnerships with Community-Based Organizations
- Resident satisfaction with services provided by Community-Based Organizations
- Residents served through Community-Based Organizations



11.2. SUPPORT COMMUNITY ORGANIZATIONS TO INCREASE THEIR IMPACT

Issue Statement and Context

Miami-Dade's nonprofit infrastructure has weathered two major crises in the last 15 years: the Great Recession of the mid-2000s, and the economic impacts of the COVID-19 pandemic. According to a 2020 survey of local nonprofit organizations by FIU's Jorge M. Pérez Metropolitan Center, 39% of surveyed organizations noted that they had added COVID-related services, stretching their capacity, while only 45% reported having accessed mostly short-term government loans and/or funding. More than 50% reported having to cancel or consider canceling or postponing fundraising events, a major source of revenue for them.

The nonprofit sector needs support, with a particular focus on smaller organizations that already had limited resources before the pandemic. These organizations are doing vital work at the neighborhood and community level. Their work multiplies the efforts of our local government and delivers critical services to residents across our County. We will work to strengthen the capacity of these organizations so they can recover from the pandemic, have the resources they need to weather future crises, and help the communities they serve do the same.





RELATED THRIVE305 OBJECTIVES:

- Operationalize equity through the provision of County services.
- Build capacity for individuals and nonprofits to navigate County services.

Status of Action:

Previously announced, already underway

Timeframe: Long-Term **Lead Department/Agency:**Mayor's Division of Innovation and

Performance; Office of Management
and Budget

Detailed Action Summary

Provide direct support to build the capacity of smaller Community-Based Organizations (CBO)s looking to partner with the County to deliver critical services.

- Invest financially in capacity-building and "accelerator" programs that can increase organizational effectiveness and provide support to these organizations in their basic functions as they partner with the County, including managing data and handling reporting.
- Partner with larger nonprofits to provide mentorship and training in nonprofit management to these smaller organizations.
- Encourage department directors to engage directly
 with CBOs to connect their learning to real-world
 applications. We will do this to enable CBOs to
 partner more efficiently with government and
 engage their own constituents in a way that
 accurately represents the ways in which government
 can create or revise policies and practices that
 benefit them.
- Engage CBOs in opportunities to partner with the County on the implementation of Thrive305 actions and convene groups to reflect on the implementation and impact of new plans, policies, and practices
- Create opportunities for County staff who are subject matter experts to train and collaborate with CBOs and help to build their expertise.
- Strengthen partnerships with and support nonprofits that provide new opportunities throughout the County for families and children to experience and learn about diverse arts, cultural, and recreational activities.



- Number of training programs or engagement events (including number of participants) conducted on an annual basis that provide orientation on how to better understand the inner workings of legislative matters and policy making in the County
- Rating of the ease of navigating County processes (by CBOs)

GOVERNMENT THAT CARES AND RESPONDS

INTRODUCTION

County residents want and deserve a government they can trust, and a government that leads and delivers services with compassion and understanding. We recognize that there are many years of skepticism and that relationships cannot be rebuilt in short timelines. At the same time, we know that supporting a caring relationship between the government and the next generation must start now. A cornerstone of this Administration is building trust by being responsive to the people we serve - every single resident of this community.

According to our survey data, 54% of respondents said they were satisfied or very satisfied with their experience with the County government. However, Thrive305 brought diverse resident voices to the table and the survey revealed that residents have different experiences accessing County services. The survey data also showed that Black residents (both American and non-Hispanic Caribbean) feel the least welcomed and respected by fellow residents of Miami-Dade County.

We are leading the way to a communitydriven communications strategy that meets residents where they are and enables us to serve with care. Thrive305 began the process of partnering with community leaders to develop outreach, language, and messaging of services that are responsive to that community. This ongoing public engagement, both internal and external to the County, will begin shifting the culture of County government and center responsiveness.

ACTIONS

12.1 Improve communication with the public through messengers and messages that meet people where they are

ORT/AA/A WELCOMES

- **12.2** Create an internal Innovation Academy to improve performance and empower employees to deliver customer-focused solutions within County departments
- **12.3** Expand the Thrive305 Ambassador program to increase community engagement across all County departments

12.1. IMPROVE COMMUNICATION WITH THE PUBLIC THROUGH MESSENGERS AND MESSAGES THAT MEET PEOPLE WHERE THEY ARE

Issue Statement and Context

Physical, cultural, and language barriers hinder residents' abilities to engage and access resources from the County. Over 50% of the population in Miami-Dade are immigrants, 6% are disabled, and many older adults may have diminished mobility, hearing, and/or vision; yet the County struggles to communicate/engage with equal effectiveness with members of Haitian, Indigenous, disabled, and older adult communities. Many of the County's residents have migrated from countries in Latin America and the Caribbean with deep and generational mistrust of government, as well as state-sanctioned violence against those who speak out against the government. These cultural experiences have not been factored into current or past Miami-Dade engagement approaches.



RELATED THRIVE305 OBJECTIVES:

 Facilitate community engagement within all aspects of County government.

Status of Action:

Previously announced, already underway **Timeframe:** Short-Term/Medium-Term Lead Department/Agency: Mayor's Communications Office; Communications and Customer Experience Department (CCED)

Detailed Action Summary

Improve County/resident communications through partnerships with trusted messengers and more intentional strategies and practices.

Evaluate existing communication gaps to identify specific actions that should be taken to reach every member of the community. Conduct a social network analysis to understand how information is currently shared between and within communities to identify pathways for improvements through partnerships with trusted community leaders (radio hosts, church leaders).

Detailed Action Summary continued

Communicate with residents in a way that meets them where they are:

- Build cultural competence in communications with cultural leaders and other local community-level influencers to message proposals, existing initiatives, and other information in a way that reaches communities and generates trust in government.
- Develop a list of cultural surrogates/influencers for marginalized communities that can share County resources.
- Distribute a monthly County newsletter that shares all available resources to local surrogates/influencers for dissemination. This newsletter should include events taking place that month and be short, concise, and in an informative bulletin style that media outlets can use.
- Develop a "diverse culture" County communications plan that leverages insights from community leaders and organizations to incorporate culturally competent language in all messaging.
- Develop a communication policy that emphasizes the importance of treating all County residents with respect and compassion despite languages, ASL or other cultural needs.

Ensure language access across all communications:

Fund sensitivity training sessions for all County staff to communicate with all residents with respect and compassion:

• Train staff on working with and for people with disabilities, diminished vision, or hearing. Include cultural competence training throughout County government to better service all the unique communities that make up Miami-Dade.

- Number of outreach attempts (including email, mail, in-person outreach events) conducted annually.
- Number of County employees attending training to better communicate with residents with compassion and respect.
- Resident survey on satisfaction with communication efforts provided by the County.

12.2. CREATE AN INTERNAL INNOVATION ACADEMY TO IMPROVE PERFORMANCE AND EMPOWER EMPLOYEES TO DELIVER CUSTOMER-FOCUSED SOLUTIONS WITHIN COUNTY DEPARTMENTS

Issue Statement and Context

Technological and structural barriers hinder residents' abilities to engage and access resources from the County. Residents find it very difficult to navigate between departments and find the resources they need in an efficient manner. There are also certain types of complaints that, due to their nature, cannot be addressed quickly, such as traffic modification, consumer protection issues, and numerous others, which residents often perceive as being unresponsive. Providing accurate timelines to address concerns and complaints would go a long way to improve County service. County government is also viewed as being very decentralized such that it's hard for even County staff to see all their departments as a member of a whole, operating to a singular goal of serving the public.





RELATED THRIVE305 OBJECTIVES:

 Enhance accessibility to the County government to improve the customer experience.

Status of Action:

New action, not yet underway

Timeframe: Short-Term/Medium-Term

Lead Department/Agency:

Mayor's Office of Communications;

Communications and Customer Experience

Department (CCED); Information Technology

Department (ITD)-Innovation Division

GOVERNMENT THAT CARES AND RESPONDS 12.2 CREATE AN INTERNAL INNOVATION ACADEMY TO IMPROVE PERFORMANCE AND EMPOWER EMPLOYEES TO DELIVER CUSTOMER-FOCUSED SOLUTIONS WITHIN COUNTY DEPARTMENTS]



The County will improve the customer experience across all County departments by creating a customer-focused continuous improvement program that trains employees to improve their work by adopting proven methods and strategies.

Launch an Innovation Academy (Academy) that incorporates the following components:

- Makes continuous improvement training available to all employees, with a focus on performance improvement, leveraging a model adopted in Kansas City, San Jose, and the City of Miami in recent years.
- Teach employees how to develop "process maps," identify waste in their processes, identify the value of their processes to the customer, calculate metrics around processes, and prioritize the steps needed to be taken to solve problems.
- Pilot the Academy across specific high-priority processes to be identified by the Mayor's Office.



GOVERNMENT THAT CARES AND RESPONDS 12.2 CREATE AN INTERNAL INNOVATION ACADEMY TO IMPROVE PERFORMANCE AND EMPOWER EMPLOYEES TO DELIVER CUSTOMER-FOCUSED SOLUTIONS WITHIN COUNTY DEPARTMENTS]

In addition, implement the following strategies to improve customer service across County government:

- Conduct an analysis of 3-1-1 data to identify patterns in service requests.
- Work with every agency that directly interfaces with residents to "process map" customer service delivery and identify the major "pain points" that residents experience with County services.
- For each major "pain point," create a plan to improve customer service. Research best practice customer service models.
- Adopt accountability measures to ensure solutions are working and celebrate successes to advance a
 culture of customer service across departments. Build on and expand the Communications and
 Customer Experience Department (CCED)'s YourEXP program, which asks residents for feedback after
 directly engaging with County services. Expanding this program to departments that do not currently
 make use of it would allow for bidirectional, personalized feedback that in the long-term results in
 better customer service and helps convert our residents from County service users to County service
 advocates.
- Expand customer service hours for customer-facing departments (e.g., libraries) and shift the perception that "the County stops working at 5 p.m."

- Resident survey for customer satisfaction with services provided by the County
- Resident survey for services provided by 311 Call Center
- 3-1-1 abandoned call rate
- 3-1-1 average speed of answer
- 3-1-1 Service Center walk-ins
- Percentage of customer complaints resolved to their satisfaction



12.3. EXPAND THE THRIVE305 AMBASSADOR PROGRAM TO INCREASE COMMUNITY ENGAGEMENT ACROSS ALL COUNTY DEPARTMENTS

Issue Statement and Context

There is value in a workforce that communicates and collaborates across silos and disciplines. Thrive305 Ambassadors have bridged barriers across County departments to support the ambitious goals of the Thrive305 process. In doing so, they have set themselves up as leaders who have forged relationships and created lines of communication throughout the County that need to be maintained to bring County staff closer together.



The County will support and elevate Thrive305 Ambassadors (Ambassadors) to continue embedding civic engagement and centering the value of community voice in all County departments.

- Create opportunities for County employees to participate in other civic engagement initiatives on behalf of their departments or the County at large.
- Develop specific opportunities for Ambassadors to share progress on the actions within the Thrive305 Action Plan and to develop opportunities for continued learning from residents on the implementation of those ideas.
- Work with the Thrive305 Ambassadors in developing training workshops within their departments to share the Thrive305 methodologies and engagement principles with colleagues, and to grow the pool of Thrive305 Ambassadors.



RELATED THRIVE305 OBJECTIVES:

- Facilitate community engagement within all aspects of County government.
- Enhance accessibility to County government to improve the customer experience.
- Increase participation in the County budgeting process.

Status of Action: New action, not yet

underway

Timeframe: Short-Term **Lead Department/Agency:**

Mayor's Division of Innovation and

Performance

- Number of civic engagement events conducted by the County on an annual basis
- Number of County employees participating as Thrive305 Ambassadors
- Resident survey for satisfaction with civic engagement events conducted by County



THRIVE305 GOING FORWARD

THRIVE305, AS AN AGENDA OF COMMUNITY-DRIVEN PRIORITIES FOR THE ADMINISTRATION, HAS THE POTENTIAL TO CATALYZE A LONG-TERM TRANSFORMATION IN THE WAYS THAT MIAMI-DADE GOVERNMENT WORKS.

In order to maximize that potential, the following measures will help to ensure that the actions continue to advance within the systems of Miami-Dade County government.

Engage the community in annual budget hearings to implement multi-year Thrive305 actions. The administration will continue to collaborate with community partners, constituents, and businesses to boost engagement in the annual budget hearings to implement multi-year Thrive305 actions.

Update the County's Strategic Plan with objectives that align with Thrive305 actions.

The administration is taking steps to update the Strategic Plan in partnership with the Board of County Commissioners. Updates will incorporate a new set of objectives and metrics informed by Thrive305. That will facilitate how County agencies adopt Thrive305 actions in their yearly business plans, budgets, and performance measurement systems.

Leverage staff to advance cross-departmental Thrive305 initiatives. Senior leaders in the administration will assign liaisons in key areas (i.e. Equity, Engagement, Customer Service, Innovation) to help prioritize their work over the next few years to support implementation of Thrive305 actions.

Leverage the County's new Resilience Council to advance Thrive305 actions that require complex partnerships and coordination. The administration is in the process of forming a council of executive leaders within the County government that supports the implementation of Resilient305 strategies that require coordinating multiple agencies, municipalities, and levels of government. Going forward, the Resilience Council will also lend its support to advance some of the more complex actions in the Thrive305 Action Plan, particularly those requiring significant interagency and/or intergovernmental coordination.

THRIVE305 GOING FORWARD



Launch Thrive305 Govtech innovation challenges. The administration, through its Information Technology Department, will develop a series of innovation challenges to pilot novel, tech-enabled solutions responsive to the resident needs and priorities elevated in the Thrive305 Action Plan. The innovation challenges will be a front door for diverse teams of local innovators to partner with County agencies to work in a rapid-cycle process to generate promising ideas, build "proofs of concept," and work with the County and partners to scale promising solutions.

Continue to convene Thrive305 Civic Partners, institutions, and residents to collaboratively implement Thrive305 actions, measure impact, and make the Action Plan a "living document." The administration will establish regular Thrive305 convenings to create a forum for opportunities for partnership, to report back on progress and impact.









MIAMI-DADE DEPARTMENT DIRECTORS

Department	Abbreviation	Name	Title
Animal Services	ASD	Lorna Mejia	Director
Audit and Management Services	AMS	Cathy Jackson	Director
Aviation (Miami International Airport)	Aviation	Ralph Cutié	Interim Director
Communications and Customer Experience	CCED	Inson Kim	Director
Community Action and Human Services	CAHSD	Sonia Grice	Director
Corrections and Rehabilitation	MDCR	Daniel Junior	Director
Cultural Affairs	Cultural Affairs	Michael Spring	Director
Elections	Elections	Christina White	Supervisor of Elections
Finance	Finance	Edward Marquez	Deputy Mayor
Fire Rescue	MDFR	Alan Cominsky	Director
Human Resources	HR	Arleene Cuellar	Director
Information Technology	ITD	Margaret Brisbane	Director
Internal Services	ISD	Alex Muñoz	Director
Juvenile Services	JSD	Cathy Burgos	Director
Libraries	MDPLS	Ray Baker	Director
Management and Budget	ОМВ	David Clodfelter	Director
Medical Examiner	ME	Dr. Kenneth D. Hutchins	Chief Med Examiner
Miami-Dade Police Department	MDPD	Alfredo Ramirez III	Director
Parks, Recreation and Open Spaces	PROS	Maria I. Nardi	Director
Public Housing & Community Development	PHCD	Michael Liu	Director
Regulatory and Economic Resources	RER	Lourdes M. Gomez	Director
Seaport	Port	Juan Kuryla	Director
Solid Waste Management	DSWM	Michael J. Fernandez	Director
Transportation and Public Works	DTPW	Eulois Cleckley	Interim Director
Water and Sewer	WASD	Roy Coley	Director

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The 2021 Thrive305 initiative was brought to life by a group of passionate community leaders, including representatives from organizations listed here. We honor and appreciate the labor and partnership brought to the Thrive305 process by these parties, without whose contributions, this effort would not have been possible.

Inclusion on this list does not indicate an endorsement of this Action Plan.

Funders

Allegany Franciscan Ministries Ford Foundation Health Foundation of South Florida José Milton Foundation **Knight Foundation** The Miami Foundation The Shepard Broad Foundation

Community Data Partners

Catalyst Miami Engage Miami Faith in Florida Florida Immigrant Coalition Florida Rising **MUIER** WeCount!

Civic Week Audience Builders

Branches Florida City Year Florida Rising Miami Children's Initiative Miami Workers' Center Opa-locka CDC SantLA The CLEO Institute United Way Miami WeCount! **YWCA**

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A special acknowledgement to HR&A Advisors, the founders of Talking Transition - the nationwide initiative which deeply inspired our Thrive305 process.



Civic Partner Organizations

Act-2

Adrienne Arsht Center

American Friends Service Committee

ASPCA

Bridge to Hope

Catalyst Miami

Center for Independent Living

Coalition of South Florida Muslim

Organizations

Code Fever (Center for Black

Innovation)

Community Justice Project

Disability Independence Group

Engage Miami

Exchange for Change

Faith in Florida

Family Action Network Movement

(FANM)

FIU Metropolitan Center

FIU Small Business Development

Center (SBDC)

Florida Foster Care Review

Florida Rising

Girl Scout Council of Tropical Florida

Health Foundation of South Florida

Humane Society

LEAP

Legal Services of Greater Miami

Miami Dade Branch of NAACP

Miami Dade College - Institute for

Civic Engagement and Democracy

Miami Homes for All

Miami Waterkeeper

Miami Workers Center

MUJER (Mujeres, Unidas, en Justicia,

Educacion, y Reforma)

National Council of Jewish Women

Neighborhood Housing Services of

South Florida

Office of New Americans

Opa-Locka CDC

People Acting for Community

Together (PACT)

Prospera

SantLA

SAVE

SEIU Local 1991

Self Help Credit Union

Surfrider Foundation

The Children's Movement of Florida

The Children's Trust

The CLEO Institute

The Smile Trust

The Underline

Transit Alliance Miami

TransSocial, Inc.

Tropical Audubon Society

Unite Here Local 355

United Way of Miami-Dade

Urban Health Partnerships

WeCount!

YWCA

Thrive305

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Andria Muniz-Amador - Port

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