



Department of Regulatory and Economic Resources (RER) Business Plan

Fiscal Years: 2024 and 2025*
(10/1/2023 through 9/30/2025)

Approved by:

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8-14-2024

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Plan Date: July 10, 2024

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DEPARTMENT OVERVIEW

Department Mission

Mission:

Improve and protect our quality of life and our natural resources, by enhancing the community's resilience through visionary planning, land development, regulatory and environmental policies and operations, and economic growth.

Vision:

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

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

- Review permit and licensing applications and conduct code enforcement activities related to compliance with applicable building, zoning, planning, environmental, platting, traffic, and industry-specific codes and regulations;
- Responsible for resilience planning, interdepartmental coordination, and countywide initiative coordination and implementation of a variety of resilience and sustainability strategies;
- Responsible for land use and community planning and policy development;
- Responsible for quality of air, soil, water resources consistent with public health and enjoyment and propagation of wildlife and updating and implementing policies;
- Provide environmental, historic resources, and consumer protection and education;
- Conduct economic research; and
- Develop and implement countywide as well as industry/neighborhood-specific economic development strategies.

Department of Regulatory and Economic Resources (RER) operates through six regulatory divisions, one administrative services division, the Office of Resilience (OOR) and the Office of Innovation and Economic Development (OIED), for which all of their initiatives and day-to-day operations support building a resilient community in Miami-Dade County for the benefit of our community, regulated industries and licensed businesses, and internal users.

The regulatory divisions of RER are generally involved with, but not limited to, the environmental, zoning, public works, and building construction permitting and inspection processes associated with the various Chapters of the Miami-Dade County Code pertaining to the land development process, licensing of construction and regulated contractors, the provision of wage theft, consumer protection and advocacy services, and environmental protection and historic preservation programs, among other things. Those regulatory divisions, as well as the OOR and OEID, are supported by the Administrative Services Division and the Director's Office. RER establishes a connection between maintaining a safe built and natural environment and the public health and safety of Miami-Dade County residents – the overall community. RER underscores the principles of environmental, building and neighborhood justice by addressing challenges in an upstream manner that aims at correcting the misperception that making any changes may slow down the planning, permitting, and building process.

The following are regulatory operations of RER:

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- Planning Division is responsible for the provision of policies for sound growth management, historic preservation, urban planning and transportation development through the administration and implementation of the Comprehensive Development Master Plan and related activities. This requires conducting long and short-range planning activities relating to the social, economic and physical development and growth management of the County; studies promoting smart growth; conducting demographic, economic and geographic research to assist the administration and the Board of County Commissioners in evaluating policy options and administering state and local economic incentives; and administering the Concurrency Management Program. As part of its functions, the Planning Division also supports the Agricultural Practices Board and Historic Preservation Board; coordinates countywide historic preservation activities and implements the requirements of Miami-Dade County's Historic Preservation ordinance; and supports County departments, the Board of County Commissioners, advisory committees and boards and outside local agencies and governments.
- Development Services Division maintains zoning data and implements the zoning code, including the permitted uses for properties in unincorporated Miami-Dade County. This includes the preparation of community-based development plans and implementing ordinances; support to various boards and committees, including the Development Impact Committee (DIC) Executive Council, Community Zoning Appeals Board and the Board of County Commissioners; technical assistance to developers and the public; and the review and evaluation of zoning public hearing applications and land platting.
- Construction, Permitting and Building Code Division is headed by the Building Official for unincorporated Miami-Dade County and enforces the Florida Building Code and other applicable construction regulations through the review of plans, issuance of permits, inspection of structures under construction to ensure compliance with the Florida Building Code. The Construction, Permitting and Building Division also performs certain public works, zoning and environmental plan reviews that are auxiliary to obtaining a construction permit, as well as all development impact fee assessments for the County.
- Division of Environmental Resources Management is responsible for protecting air, water, soils and natural systems that are vital to human health and safety and provide habitat for unique plant and animal communities that occur nowhere else in the world through compliance with Chapter 24 of the Miami-Dade County code as well as state and federal regulations. This is accomplished through countywide environmental regulatory functions including air and water quality monitoring and protection, endangered lands acquisition and restoration, remediation of contaminated sites, protection of vulnerable drinking water supply and water infrastructure, flood control programs, and supporting the Environmental Quality Control Board by reviewing and responding to appeals or requests for variance of Chapter 24. The Division of Environmental Resources Management engages with the public through the investigation of complaints received as well as the coordination of environmental education programs.
- Consumer and Neighborhood Protection Division is the merger in FY 2023-24 of the Code Compliance Division and the Office of Consumer Protection. Consumer and Neighborhood Protection is the code enforcement arm for: 1) the Florida Building Code (FBC), including construction work conducted without a permit, unsafe structures violations; 2) neighborhood code violations, including zoning and owners' maintenance violations; 3) construction contractor licensing enforcement activities, 4) regulated contractors such as locksmith, towing and vehicle immobilization, motor vehicle repair, household moving, motor vehicle title loan, pain management, water re-metering and personal injury protection medical providers businesses. As part of the residential and commercial enforcement activities, the Consumer and Neighborhood Protection Division oversees nuisance abatement, zoning violations and other maintenance regulations, all meant to enhance the safety and aesthetics of the community and built environment through residential outreach and promotion of voluntary compliance.

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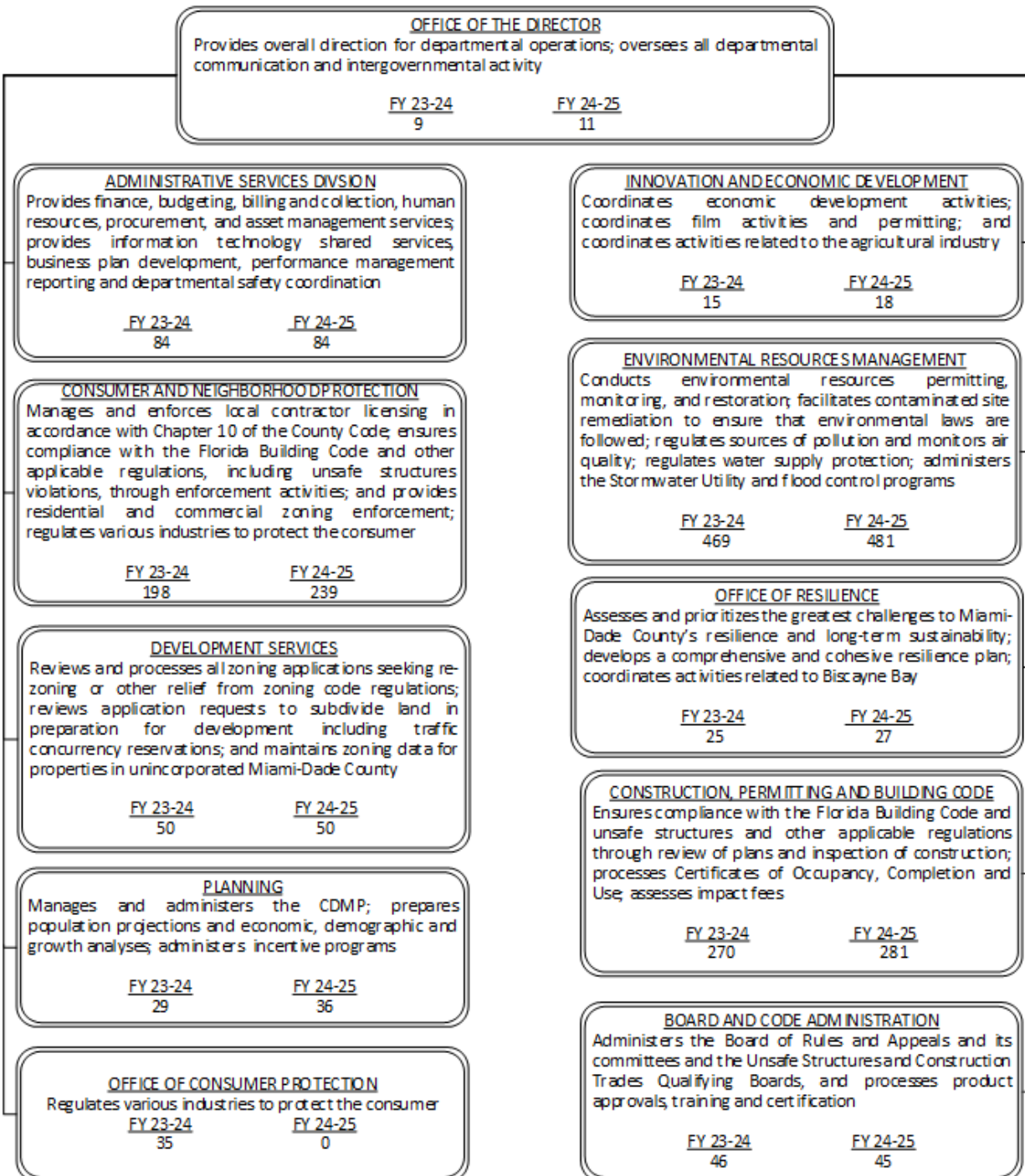
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Consumer and Neighborhood Protection also operates a Consumer Mediation Center that receives and processes consumer complaints, mediates disputes between consumers and businesses and administers the Wage Theft Program to promote economic security for Miami-Dade County residents; and provides educational activities through a wide range of programs including small claims court clinics, consumer services and rights awareness training and topical presentations on consumer scams and frauds. Consumer and Neighborhood Protection also administers the community association, and domestic partnership registries.

- Board and Code Administration is responsible to ensure uniformity in the enforcement and interpretation of the Florida Building Code unincorporated area and municipal building jurisdictions within geographic Miami-Dade County with the Florida Building code through the administrative and operational activities of administering several boards and the provision of technical information, training and assistance to building departments. Board and Code Administration is also responsible countywide for construction trades contractor licensing and facilitates the associated examinations, as well as reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County. Lastly, Board and Code Administration participates in the Florida Building Commission process to ensure that the requirements for the High Velocity Hurricane Zone are not weakened, and that code modifications are submitted through the Florida Building Commission process to address any identified building code deficiencies through monitoring researching, assessing and analyzing construction system performance.
- Office of Resilience
The Office of Resilience is in RER and works directly with the Mayor's Office, RER divisions and other County departments to raise prominence and accelerate the County's focus on resilience as the threat of climate change becomes reality, Miami-Dade County established the Office of Resilience (OOR) many years ago as the in-house resilience consulting firm. OOR operates within RER and reports to the Office of the Mayor. OOR's portfolio includes, but is not limited to, matters related to climate change mitigation and adaptation, adaptation to sea level rise, resilience strategy implementation, extreme heat management, resilience communications, engagement, and partnerships, advocacy for Biscayne Bay recovery efforts, support staff for the Biscayne Bay Watershed Management Advisory Board, and the transition to a Zero Waste and Circular Economy, and resilience policy/legislation. OOR also leads the implementation team of Resilient305, the County's communitywide resilience Strategy released in 2019 and the recommendations and goals in the Extreme Heat Action Plan; Including to: (1) Inform, prepare, and protect our people; (2) Cool our homes and emergency facilities; and (3) Cool our neighborhoods. OOR's vision is to build a thriving, resilient, and equitable Miami-Dade County for present and future generations by providing a holistic framework to effectively overcome the challenges of climate change and other shocks and stressors.
- Office of Innovation and Economic Development
As stated in the Miami-Dade FutureReady Economic Development Plan, the Office of Innovation and Economic Development catalyzes a FutureReady Miami-Dade where investing in equity, resilience, and innovation cements our position as a global economic hub. Through this function, we build today and invest in tomorrow in partnership with the community we serve knowing that all our people build great technologies and grow economies. The Office of Innovation and Economic Development strengthens the region's global competitiveness by listening to and engaging with our community stakeholders and prioritizing solution-focused people-first policies and programs. Overall, this function aligns private, public, academic, and philanthropic sectors to enable collective action.

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Table of Organization



The FY 2024-25 total number of full-time equivalent positions is 1,276.50

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OUR CUSTOMER

RER has traditionally only been seen as a regulatory department whose role is to “permit” based on compliance with the County, state or federal codes and regulations under its jurisdiction; however, RER through its planning and resulting policy implementation, and ensuring compliance with such policies has an oversized impact on the community.

External Customer - Community

Miami-Dade County is unique in terms of culture and ecological treasures; its natural assets and ever-evolving community attract visitors and entice new residents and businesses from around the world. In fact, Miami-Dade County’s demographics are evolving, and economy is booming in a post-pandemic world. Given our topology, hydrology, and geology, the County is also gaining standing as a community particularly vulnerable to the impacts of sea level rise and climate change. These are all the reasons why RER has become a leader in advancing legislative, policy and administrative changes to become more responsive to the entire community, the County and RER’s primary customer. The community depends on RER to closely coordinate with local policy decision makers, other County departments and municipalities; and engaging residents, department stakeholders, and community-based organizations, college, and university partners to fulfill its mission through planning and policy implementation, via its various operations that do more than simply provide direct services. RER’s unique role in planning for and implementing many of the policies that shape the entire community is meant to decrease social disparity and remove barriers to environmental justice, particularly amongst the most vulnerable. The community is our most precious customer.

A resilient environment and economy, as well as attractive and soundly constructed communities, help promote a sustainable high quality of life in Miami-Dade County and support the County’s social services delivery system by stimulating economic development and growth, protecting the health and safety of residents through equitable and sensible construction regulation, and ensuring air quality and water resources, and beach erosion protection for all Miami-Dade County residents. Key to promoting a sustainable quality of life which includes opportunities for the public requires us to update existing practices and replace them with more resilient options. This is made possible via a robust, tailored, and consistent outreach to residents and visitors.

Below are examples of the work RER has worked on for the benefit of the community:

- Planning to Advance Multi-jurisdictional Climate Adaptation Action Areas: RER is leading a holistic sub-watershed level capacity building and planning process in areas such as Little River and Biscayne Canal basins that are highly vulnerable both from various climate risks such as extreme heat, rainfall and tidal flooding, and storm surge as well as socio-economic pressures such as low-income, low education levels, and others. RER convenes various stakeholders including municipalities, non-governmental organizations, resident groups, businesses, and other regional entities to facilitate climate adaptation planning work that identifies top challenges and funding opportunities for impactful projects and investment.
- Planning for a Resilient Tree Canopy: RER is working on a countywide plan for enhancing our urban tree canopy including recommendations for improving internal protocols for incorporating tree planting and tree preservation considerations early in infrastructure designs and for Code changes to the landscape ordinance and Chapter 24 that will ensure the planting of the right tree types in certain locations to guarantee that they are longer lasting. RER will also continue its popular Adopt-a-Tree Program and is working on enhanced tree planting initiatives to be dedicated to institutional facilities in low-income, low-canopy areas. Additional consideration is given to coastal and upland island tree plantings to promote resiliency and a more diverse tree canopy for the public’s recreational enjoyment and a benefit to threatened and endangered species.

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- Planning for the Restoration of Biscayne Bay: To address numerous impairments of water quality that impact the public's ability to recreate safely, effect fish and wildlife, and risk further economic impacts, RER has committed to develop and implement a Reasonable Assurance Plan in accordance with state and federal guidelines and in concert with municipal and other partners to significantly reduce nutrient loading to Biscayne Bay and its tributaries. DERM staff coordinate with, inform and support the activities of the County's Biscayne Bay Watershed Management Advisory Board and the state's Biscayne Bay Commission. The County's advisory board which was established as part of the recommendations of the Biscayne Bay Task Force, serves to inform the County Commission on issues related to Biscayne Bay health, resilience, and restoration, with the ultimate goal of overseeing development and implementation of a Watershed Plan for the Biscayne Bay watershed that will incorporate not only nutrient reduction efforts but also incorporate other policies and programs as needed to restore the Bay's health and resilience. Through DERM's efforts, Miami-Dade County has been awarded over \$40 million to implement stormwater and wastewater improvement and technologically innovative projects that reduce nutrients as well as conduct biological restoration and water quality characterization of hardest hit areas to be able to better guide policy and decision-making regarding future infrastructure investments. Nearly \$40 million in additional state monies via grants and legislative budget request awards are being invested in biological restoration, stormwater improvements and Environmentally Endangered Lands acquisition that will allow DERM to remain an active partner in both federal and state resilience planning efforts that can bring benefits as well as impacts to Biscayne Bay health. Additionally, RER continues to operate a multi-faceted marine debris removal program that addresses derelict bulky debris items (e.g.: derelict vessels, commercial and recreational traps, illegal dumping, and illegally built structures). The program also addressed smaller debris items, like island debris items through contracting removal efforts on a weekly basis along with shoreline cleanups with multiple partners throughout the year. The Marine Debris Planning Team (a recommendation from the Biscayne Bay Task Force) continues to develop a Comprehensive County-wide Marine Debris Action Plan which will be completed and presented for review and approval in 2024. Additionally, the program is working to reinstate a volunteer cleanup program where people with court-ordered community service hours for environmental violations, can assist and become reeducated on marine debris issues through the involvement in a RER led cleanup event.
- Planning for the Preservation of all Segments of our Economy: RER, in conjunction with the University of Florida, recently completed the Agriculture and Rural Area Study, which collected and analyzed information concerning the long-term economic outlook of Miami-Dade County's agricultural industry, and to formulate recommendations to enhance the industry's economic viability.
- Planning for the upskilling of all residents to Empower the Local Workforce: RER through the Office of Innovation and Economic Development is connecting residents to more education and employment opportunities. In conjunction with Miami-Dade College and CodePath, free education is available including certifications of emerging technologies, through scholarship programs such as FutureReady Scholarship.
- Planning for the Preservation of Treasured Historic and Cultural Resources: RER is completing a comprehensive survey to ensure that historic structures and spaces are protected from gentrification and redevelopment pressure, as well as foster equity in our preservation narrative by recognizing the narrative told by the structures and spaces of underrepresented groups in our cultural history.
- Planning for Resilient and Equitable Living: RER, through administrative and legislative means, is constantly reshaping Miami-Dade County from a bedroom community to a compact, efficient, transit-supportive metropolitan area with forward looking planning and zoning policies that have incentivized the location of market rate, affordable and workforce housing and business

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development opportunities in the right places, such as, but not limited to, our rapid transit zones, urban smart corridors, and urban centers.

- Planning for Growth and Equal Housing Opportunities: RER manages land responsibly by fostering more efficient land use that removes zoning barriers that impede housing development and also diversified housing opportunities by allowing housing development on non-traditional lots, making the use of land inside the Urban Development Boundary even more efficient, inclusive of infill lots whereby RER incentivizes the creation of affordable and workforce housing through density bonuses allowing duplexes and triplexes on traditionally single-family lots.
- Implementing Endangered Lands Protection: RER is seeking funding sources to complete acquisition of all remaining lands on the Board of County Commissioners approved acquisition list for restoration and management under the EEL Program prior to 2030. This will allow for improved water management and increased stages for Biscayne Aquifer protection necessary to prepare for increased sea level rise and protection of potable water supplies. Additionally, if land acquisition can be accomplished in this timeframe, the County will be best positioned to receive the maximum benefits of CERP with billions of dollars of state and federal money through BBCW, BSEER, and other CERP projects to assist in the restoration and management of some of these lands to insure the greatest possible integration between CERP and the County's plans to increase environmental resilience through restoration of the Everglades and Everglades water supply, including Biscayne Bay.
- Planning for and Implementing Regional Stormwater Resilience: RER is also working on further updates to countywide regulations in Chapters 24 and 33 of the code revising development standards and procedures related to drainage, impervious surfaces, and building higher resilience to reduce future risks of flooding and improve surface water quality. These regulatory updates will be presented for Board approval over the coming months, with many of these changes being recommendations stemming from the Biscayne Bay Task Force Report. Stormwater improvements are also critical to achieving Reasonable Assurance of improved water quality for Biscayne Bay as RER – DERM prepares to launch the Reasonable Assurance Plan for the entire Biscayne Bay watershed in the next two years. RER also is a key technical and coordination partner with the South Florida Water Management District who manage the primary canal system through initiatives such as large joint FEMA Building Resilience Infrastructure and Communities (BRIC) grants that improve County-owned infrastructure and integrate Nature-Based Solutions (NBS). Lastly, RER is assessing the future structure of the stormwater utility to establish separate countywide regional and local utilities to more efficiently fund and support stormwater management systems. RER has implemented changes to Chapter 11C of the Code revising flood protection and floodplain regulations and implementing technical changes to achieve higher regulatory standards that reduce future risks from projected sea level rise. RER also implemented updates to the County Flood Criteria and the Water Control Map that were adopted by the Board, which set new standards for construction today to meet conditions forecasted for 2060 with sea level rise. RER led the County through a reclassification in the Federal Emergency Management Agency (FEMA) Community Rating System (CRS) Program, where the County has received approval for a Program rating upgrade from a five to a three Program Class. This improvement in the County's CRS Program classification will result in flood insurance premium discounts to residents and businesses increasing from 25 percent to 35 percent.
- Implementing Surface and Ground Water Protection: RER is involved with the day-to-day operation and transformation of many critical County programs focused on the protection of the County's drinking water supply and our other natural resources, such as regulation of work in wetlands, enforcement on coastal and wetland construction, management and coordination of beach renourishment projects, response to environmental emergencies such as sanitary sewer overflows, algal blooms, and fish kills, acquisition and restoration of our endangered environmentally sensitive lands, pursuing grants with existing funds to leverage more funding for critical infrastructure projects

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especially related to improving water quality and ongoing updates to the Comprehensive Master Development Plan to advance adaptation and mitigation initiatives.

- Implementing Water Drinking Supply Protection: RER implemented new onsite sewage treatment and disposal system standards (formerly known as septic tanks), new OSTDS effluent standards and worked with the legislative sponsor to revise feasible distance standards to improve water quality.
- Implementing Resilient Mobility: In 2023, RER completed the Mobility Fee Study to replace the Roadway Impact Fee with a Mobility Fee addressing the full range of transportation modes, including transit, first-mile, roadways, bicycle and pedestrian infrastructure. The new Mobility Fee went into effect on January 2, 2024 and will be key to the diversification of mobility options in traditionally car-centric communities.
- Implementing County Code to Protect the Built Environment: RER is responsible for implementing changes to Chapter 8 of the Code pertaining to the recertification of buildings, which program has been strengthened through the acceleration of the recertification cycle from 40 to 30 and 25 years, requiring the use of structural engineers for building over three stories in height, and the expansion of inspection categories covering additional building elements. Through ERM's efforts, RER plays a key role in the US Army Corps of Engineers Coastal Storm Risk Management Study, with the County as the local sponsor to identify and invest in opportunities to protect vulnerable areas from future storm surge damage. Additionally, RER will continue to promote building performance through best energy and water efficiency practices under the Building Efficiency 305 program. Protecting Consumer Rights - Our Consumer Advocate and the Consumer Protection Division protects the entire community from unfair business practices.
- Implement Workers' Rights Protection: The Consumer Protection Division's wage theft program mediates wage disputes in cases of underpayment or nonpayment of wages. Additionally, RER continues to provide education to employers and employees about how to prevent heat related illnesses and deaths.
- Implementing Tenants' Rights Protection: RER enforces the building and the minimum housing code and ensures that dwelling units are safe and free from blight.

External Customer – Direct Customer of Services and Programs

RER's direct external customers include individuals, businesses, and industry stakeholders that require licenses, permits, or other approvals to comply with the various codes and regulations under the purview of RER, as well as those needing to resolve an enforcement action when a violation has occurred. RER's direct external customers also include Stormwater Utility customers within the unincorporated utility service area as well as those seeking our consumer protection and advocacy programs. Our direct external customers need to be treated equitably and in a timely fashion, provided with clear instructions, and able to navigate a process that promotes compliance and minimizes confusion. Our regulated customers need regulations to be clear and easy to comply, and able to accomplish the purposes for which they were formulated. Despite many process and messaging improvements, external customers find some of RER's processes complex. Central to this process is customer feedback which is gathered through both formal and informal engagement mechanisms, including real-time verbal responses, follow up emails, and surveys, as well as through scheduled meetings with the regulated industry, customers, and customer groups.

Other direct external customers include building officials, municipalities and County agencies on whose behalf RER provides regulatory services or technical assistance. This collaboration with policy makers and work with other public agencies is necessary to remain mindful and responsive to our community's immediate and future needs.

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

An important observation regarding our direct customers is the positive correlation between experience with the County's regulatory environment and the ability to navigate it. First-time or infrequent customers (individual homeowners or small business owners) may not know that certain regulations apply to them, or may find the process more complex, time consuming, and expensive than they expected. RER is focusing on a more personalized engagement experience for first-time and infrequent customers by providing one-on-one assistance from initial submittal to outcome by enhancing customer service, communications, technology, and education initiatives. These efforts are challenged by: 1) the difficulty in translating technical, complex regulations into lay terms that are easily understood by all customers, 2) modifications to the building, neighborhood, environmental and business regulatory environment, and 3) the fact that the County only owns a part of the regulatory process (municipalities and the state of Florida each have a role as well). More importantly, regulatory requirements may vary at the granular level, so mass communications or simple road maps will only partially address the issue for any new regulatory customer. Further, RER is invested in continuous quality performance improvement solutions that are customer focused by reviewing and implementing regulatory modifications, process improvements, and performance management initiatives to ensure processes are simplified and turnaround times are reduced for all customers without sacrificing regulatory objectives. The delivery of current and the enhanced aforementioned services resulting from either policy or administrative changes require identifying operational gaps and addressing them through cutting-edge and forward-looking solutions. Change management is always a challenging proposition for any organization. Challenges to improvement-related change particular to RER, would include effecting change within the context of a large organization (the County) with internal policies predicated on stability of operations. This means proposed changes must sometimes be stewarded through significant administrative processes. If the change requires policy, code, or regulatory modifications, those proposed changes must be stewarded through significant legislative processes, which require direct external customer stakeholder engagement, as well. Implementing change while maintaining normal service levels or while responding to legislative/administrative mandates is not an immaterial task, and often requires even greater commitment by RER's dedicated employees.

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

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to maximize its recent technological investments to improve customer service and provide such services more equitably based on continual feedback and improve business operations.

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

- Recertification Portal (GoldKey): This will allow customers to upload their recertification documents, track the status of their recertification, allow for review of recertification documentation and schedule quality control inspections. The benefit of the recertification program is to reduce the risk of structural and electrical failure and mitigate exorbitant maintenance costs in the future by helping owners and property managers understand, prevent, and plan for current and future repair and maintenance costs that prolong the useful service life of the building.
- Customer Submission and Plans Tracking Applications Portal (GoldKey): This provides an improved online customer portal, site login and tracking dashboard including the implementation of Sewer Allocation. This portal allows for transparency in the process by allowing customers to see real-time status of their application.
- Modernization of Construction Product Control Applications and Approvals: This requires the development of an online system to accept and process applications electronically from construction product manufacturers, which involves the transitioning from a paper submittal process to a modernized portal that accepts product approval applications with all technical support documents and drawings via a secure file transfer protocol. The complete digital processing of the submission, review, and publishing of the approvals will streamline several current manual steps, which allows construction product manufacturers to obtain their approval faster so they can sell and install the products that are meant to be used in the built environment and could eventually be more cost-effective for consumers than existing products in the construction of commercial, industrial or residential structures. Product Control's portfolio includes national and international manufacturers with a large presence of local distributors.
- Modernization of Construction Contractor Licensing: Requires the development of an electronic application process for contractor licensing, which requires the transitioning from a paper submittal process to a modernized portal that accepts license applications with all the required support documents via a secure file transfer protocol. This will aid contractors to obtain their license. The complete digital processing of the submission, review, and review by the Construction Trade Qualifying Board will streamline the internal steps by reducing the storage and processing of paper files.
- Expanding Land Development System: Integration of platting processes into the existing land development system (Energov) to provide for better application workflow, tracking and customer experience with planning, zoning, and paving and drainage reviews.
- Modernization and Consolidation of RER Enforcement System: Initiation of the development of a modernized and consolidated system with the Information Technology Department that accommodates enforcement processes throughout RER (multi-year project). This new system will enable information provided to the public to be transparent and consistent when reviewing inquiries on properties, since all relevant code enforcement action will be viewed under the specific

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folio/property address in one database. Additionally, RER is working on enhancing the neighborhood code compliance viewer to include other departmental code violation cases. This initiative will allow the Code Compliance Division's field staff to identify any other ongoing neighborhood concerns/issues that a property may have and more efficiently communicate with other County departments to streamline efforts.

- Discontinuation of Legacy Systems: Requires the continual migration of DERM's legacy systems into GoldKey for plan review, permitting and code enforcement; on-going efforts to support and improve the Water and Sewer Infrastructure permitting process, including eBuilder, to reduce the total time to issue construction permits; as well as improve online services by providing self-service capabilities such as web submittal, status tracking and fee payments for all DERM review processes and permits.
- Streamline of Building Code Officials, Plan Reviewers and Inspectors Certification: Requires the continual improvement to a public online portal, which is a transition from a paper-based process to a modernized web-based portal system to track code officials' certifications, municipalities where they are certified, and track each code official's continuing education. This technology will ensure accountability and transparency on code officials' certifications that ultimately are responsible for protecting the built environment. With private municipal service providers contributing assistance to municipalities on demand, this initiative has the potential for creating more jobs, and overall facilitates accurate and swift access to certification status. Final phase 3 of the project includes deploying the initiating certification application requests via the established online portal. This technological improvement will directly impact over 530 certified code officials.

RER also serves the policy makers who create the regulatory codes. RER ensures the codes are administered equitably and for the greater public purpose intended, and provides feedback to, and is a key stakeholder engaging policy makers regarding the likely impact of proposed new or changes to current regulatory codes under the department's purview.

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

Internal Customer - County Departments

Internal customers include other County departments that are involved in regulatory and land development processes, including DTPW, WASD, and MDRF. Examples of other internal customers include County departments involved in the promotion of affordable and workforce housing (PHCD and CAHSD) and economic development functions such as film permitting (PROS, MDPD, among others), purchasing of development rights on agricultural land (ISD), or departments who are consumers of RER's research, planning and resilience policy and legislation analysis and coordination. In addition, the Office of Resilience (OOR) coordinates across departments for implementation of county policies and frameworks such as the Climate Action Strategy, Seal Level Rise Strategy, Biscayne Bay Task Force report, and the Extreme Heat Action Plan. Additionally, OOR provides resilience-related training for topics such as the County's Sustainable Buildings Program, Leadership in Energy and Environmental Design (LEED), and Envision. As part of the Sustainable Buildings Program and the goal of fostering resilience education and collaboration across departments, OOR also offers personalized one-on-one consultations as needed. OOR also facilitates the Mayor's Resilience Action Team which is comprised of key decision makers from across all County departments. RER, as the County's lead department in the planning and land development process, as well as its support to other

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public agencies in the pursuit of our community's housing, transportation, building and neighborhood safety, environmental, and urban development goals and initiatives, is positioned to have the greatest impact on the future of Miami-Dade County.

- Improving Data, Vulnerability Assessments for Reducing Risk to Critical County Assets: RER is serving in a lead role for multiple studies and assessments that provide up to date information about the vulnerability of the County's critical assets and infrastructure to various types of flooding including stormwater, hurricane storm surge, tidal and more with incorporation of changing future conditions such as sea level rise. These initiatives are being coordinated across departments to ensure that future risk-reduction projections identified and prioritized for state, federal, or other funding opportunities align with individual and collective resilience goals.
- Supporting Sustainable Solid Waste Management: RER is developing programs and planning infrastructure to support waste reduction, reuse, and recycling across Miami-Dade County. RER is involved in efforts to support Zero Waste through reducing waste and improving recycling across County operations, as well as in planning for systems and infrastructure that support sustainable solid waste management and diversion.
- Supporting Energy Resiliency in County Government: RER collaborates closely with other departments on ensuring that new buildings and infrastructure projects follow the latest green building requirements adopted by the Board of County Commissioners (Sustainable Buildings Program) and assisting departments in improving operations by conserving energy and water through benchmarking, energy performance contracts, solar installations, and piloting new solutions. Additionally, RER leads the solarization of County assets and, in collaboration with other departments, explores, tests, and implements new and cutting-edge technologies such as solar + battery storage, floating solar, and others. In addition, RER leads the coordination with electric utilities servicing Miami-Dade County, especially with Florida Power and Light. RER also works very closely with the Water and Sewer Department on water conservation in County facilities as well as community-wide through the BE305 program.

Strategic Alignment, 4E, and Thrive305 Summary

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

Neighborhood and Infrastructure:

NI1 – Safe, healthy and attractive neighborhoods and communities

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

NI2 – Continuity of clean water and community sanitation services

- NI2-1 Provide adequate drinking water supply and wastewater disposal services *
- NI2-2 Mitigate community flood risk
- NI2-3 Provide sustainable solid waste collection and disposal capacity*

NI3 – Protected and restored environmental resources

- NI3-1 Maintain air quality
- NI3-2 Protect and maintain surface and drinking water resources
- NI3-3 Protect, maintain and restore beaches, the coastline, Biscayne Bay, and other bodies

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- of water *
- NI3-4 Preserve and enhance natural areas and green spaces *

Economic Development:

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

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

ED2 – Entrepreneurial development opportunities within Miami-Dade County

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

ED3 – Revitalized Communities

- ED3-2 Increase economic opportunity and access to information technology for Disadvantaged and disinvented communities *

General Government:

GG1 – Accessible, equitable, transparent, and responsible government

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

GG2 – Excellent, engaged and resilient workforce

- GG2-2 Promote employee development and leadership

GG3 – Optimal internal Miami-Dade County operations and services

- GG3-1 Deploy effective and reliable technology solutions that support Miami-Dade County services

GG4 – Effective Leadership and Management Practices

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

PS3 – Effective Emergency and Disaster Management

- PS3-1 Increase countywide preparedness and community awareness
- PS3-2 Ensure recovery after community and countywide disasters and other emergencies

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- PS3-3 Protect key infrastructure and enhance security in large gathering places

Transportation and Mobility:

TM1 – Transportation system that facilitates mobility

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

Health and Society:

HS2 – Self-sufficient and healthy population

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

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

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Number of Trees Planted	Environment	Priority 7 and 8 / Action 7.2
Number of purchase offers for environmentally endangered lands made to land owners	Environment	Priority 7 and 8 / Action 7.2
Acres of environmentally endangered lands acquired	Environment	Priority 7 and 8 / Action 7.2
Cumulative acres of restored or enhanced coastal habitat	Environment	Priority 7 and 8 / Action 7.2
Percentage of wetland areas reviewed annually for unauthorized impacts	Environmental	Priority 8
% of days that are “good” or “moderate” air quality	Environment	Priority 8
Density (# of sites/sq. mi.) of contaminated sites in wellfields	Environment	Priority 8
Density (# of sites/sq. mi) of contaminated sites countywide (excluding wellfield areas) – Annual	Environment	Priority 8
Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard (RFRO)	Environment	Priority 7 and 8 / Action 7.6
Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard	Environment	Priority 7 and 8 / Action 7.6
Percent of contaminated site rehabilitation documents reviewed within the required timeframe (RFRO)	Environment	Priority 8
Percent of County air quality permits issued within 8 days.	Environment	Priority 8
Percent of state air quality permits issued within 60 days	Environment	Priority 8

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Percentage of sanitary nuisance complaints responded to within 24 hours	Environmental	Priority 8
Percentage of Resource Protection Permit applications reviewed within 30 days (Class I – VI permits)	Environmental	Priority 8
Average number of calendar days a residential permit application is under review	Economy	Priority 5 / Action 5.4
Average number of calendar days a commercial permit application is under review	Economy	Priority 5 / Action 5.4
Total Number of Building Permits Issued	Economy	Priority 1
% of commercial plans reviewed within 24 days	Economy	Priority 5 / Action 5.4
% of residential plans reviewed within 20 days	Economy	Priority 5 / Action 5.4
Percentage of field inspections rejected	Environmental	Priority 8
Total Number of Recertified Building Structures	Equity	Priority 5 / Action 5.4
Development activity within the SMART corridors: Industrial (square footage)	Environment	Priority 8
% of Countywide housing units in the urban centers rapid transit zones and along the SMART corridors	Environment	Priority 8
% of Countywide employment in the urban centers rapid transit zones and along the SMART corridors	Environment	Priority 8
Development activity within the SMART corridors: Commercial (square footage)	Environment	Priority 8
Development activity within the SMART corridors: Residential (units)	Environment	Priority 8
% of contractor license applications reviewed within 10 days	Economy	Priority 5 / Action 5.4
Average Days from Junk/Trash/Overgrowth complaint to First Inspection	Environment	Priority 8 / Action 8.3
Average Calendar Days from Zoning Complaint to First Inspection-Chapter 33	Equity	Priority 8 / Action 8.3
Total Liens Recorded	Equity	
% of Voluntary Compliance with Warning Letters Issued	Engagement	Action 2.1
Average Calendar Days from Exterior Property Maintenance Complaint to first Inspection-Chapter 19	Engagement	Action 8.3
Percentage of Zoning application reviews completed within deadlines	Equity	Priority 8
Number of CDMP application reviews completed within deadline	Equity	Priority 8
Dollars Spent Locally (Office of Innovation and Economic Development)	Economy	Priority 5
Filming Permits Issued	Economy	Priority 5
Film Industry Jobs created	Economy	Priority 5 and 7

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CPD Licenses issued per month	Economy	Priority 1
Value of Goods Refunds and/or Service Recovered for Consumers	Equity	Priority 2
Customer satisfaction from consumers that file complaints against businesses	Equity	Priority 12
% of employees satisfied with safety training		Priority 12
% of employees satisfied with OSHA (HAZWOPER) required training		Priority 12
Number of Adaptation/Resiliency Activities in Progress or Completed	Environment	Priority 8
Number of Activities Implemented to Decrease County-wide Energy Consumption	Environment	Priority 8
% of Certificate of Use Applications reviewed within 5 days	Economy	Priority 5 / Action 5.4
Number of agricultural business continuity and expansion projects completed	Economy	Priority 11
Number of jobs created by small businesses in climate sector	Equity	Priority 5
Number of pilots launched successfully with external partners	Economy	Priority 11
Number of small businesses reached through economic development efforts	Economy	Priority 5
Number of residents educated or placed in “good jobs” via county-sponsored programming	Economy	Priority 11
Dollars of new investment in Miami-Dade County business attraction and expansion efforts	Economy	Priority 5
Amount of non-tax revenue generated via marketing partnership’s function	Economy	Priority 11
% of FACE Certifications Completed by Field Staff	Engagement	Priority 12

KEY ISSUES

Continue Post-Merger Department Unification

RER was created in 2012 by merging functions previously housed under 12 separate departments and offices. The main reasons for this merger were to: 1) place as much of the regulatory process under one department to more easily implement cross section process improvements and for organizational efficiencies, 2) uniquely position itself to view its regulatory, planning, and resiliency functions through the lens of economic development and the development of a resilient community that can effectively overcome the challenges of climate change and other shocks and stressors, and to view economic development through the lens of regulatory, planning, and resilience policy objectives. The latter reason is intended to help focus improvement efforts, to the benefit of the department's broader mission. Although the merger occurred several years ago, the merging of 12 former departments into one cohesive department continues as a work in progress. Internal challenges include merging disparate organizational cultures (some of which were decades in the making and to which employees still feel affinity), standardizing customer service, field, and internal procedures standards, and developing an RER organizational culture that connects with all employees. External challenges include external rebranding efforts, as customers continue to use old departmental names to refer to our operational

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divisions. Addressing these challenges will take time and persistence; but with each passing year RER continues to solidify its position as a unified organization. For example, the Department consolidated its intergovernmental and external affairs functions. This consolidation into the Director's Office helps to ensure RER speaks with one voice as a department. Another example includes the establishment of the Code Compliance Division, which is intended to be a single point of responsibility to focus on these customer experience goals, as well as improve the accountability of field inspections, reporting mechanisms of code enforcement violations, and case management functions.

Continue to Leverage the Merger to Implement Service Improvements

RER continues to find ways for its divisions to work more efficiently together to improve service and turn-around times for our customers. In particular, the Department is well positioned to improve processes regarding our regulatory services since much of the County's regulatory responsibilities were placed under RER's purview. Improvement efforts of current services require change; change management is always a challenging proposition for any organization. Challenges to improvement-related change particular to RER would include effecting change within the context of a large organization (the County) with internal policies predicated on stability of operations. This means proposed changes must sometimes be stewarded through significant administrative processes. If the change requires policy, code, or regulatory modifications, those proposed changes must be stewarded through significant legislative processes as well. Implementing change while maintaining normal service levels or while responding to legislative/administrative mandates is not an immaterial task, and often requires even greater commitment by the Department's dedicated employees. RER leadership recognizes these challenges to improvement, but remains undeterred to ensure our processes are efficient, fair, and effective. In the last year, the Department successfully implemented several improvement efforts that reduced departmental costs and improved service performance. RER will continue to seek out opportunities to leverage our new structure toward improved services, evidenced by minor staffing reorganizations within the Department's divisions based on business process and data analysis. The priority initiatives outlined below provide specific examples of RER's current efforts to improve as well as meet the needs of our customers.

Acquisition of West Dade Government Center and Planned Move

The Miami Dade Board of County Commissioners approved the purchase of a six-story and almost 700,00 square foot building located at 9250 West Flagler to house various County operations in what would be called the West Dade Government Center. The acquisition of this building is a strategic move that promises significant benefits for both the community and Miami-Dade County. The Department's operations and employees and internal and external customers will benefit through a centralized location for all of the Department's land development, permitting, licensing, enforcement and environmental monitoring under one roof. This consolidation will enhance efficiency, reduce redundancy, and expedite approval processes, coupled with the aforementioned planning technological improvements, which are vital for supporting the county's rapid growth and development. By making these services more accessible, businesses and residents will save time and resources, fostering a more conducive environment for economic growth and community development.

However, while the move to 9250 West Flagler promises significant benefits, it also presents several challenges that need to be addressed in the year and a half ahead. Space planning will be a critical task, as we need to ensure that all divisions and departments are efficiently accommodated while allowing room for future growth. Additionally, the transition will require extensive coordination with the Information Technology Department, Internal Services Department, and our internal stakeholders to ensure seamless integration of systems and minimal disruption to services. Preparing the new facility to be fully operational, including the setup of necessary infrastructure and amenities, will require

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meticulous planning and execution. These challenges, while significant, can be managed with careful preparation and collaborative efforts across all involved departments.

Consumer and Neighborhood Protection Services Merger:

With the merger of the Office of Consumer Protection and Code Compliance Division, the Department continues to focus on standardizing its field enforcement activities through consistent and updated standard and uniform operating procedures as well as proactive enforcement methods. This not only includes the recent deployment of body-worn cameras that protect field personnel, but also serve as case management documentation tools. In light of state legislative changes, the Department also seeks technology, particularly artificial intelligence, to identify certain conditions in the areas of jurisdiction, inclusive of building safety, to protect our residents.

Fully Staff Business Architect and Operational Assessment Sections

The aforementioned automation and modernization projects are a product of the work spearheaded by the Department's Business Architect Section in conjunction with the stakeholder operating units and the Information Technology Department. Given the demands to not only continue but move quickly through our modernization efforts, the Business Architect Section received additional staffing through business support positions as well as established a second Business Architect. The successful recruitment and retention of these new positions in FY2023-24 is critical to the successful implementation of these projects, not to mention the ability to take on new modernization challenges.

In FY2023-24, the Operational Assessment Section was approved for implementation and its first staff members should be onboard before the start of FY2024-25. The Operational Assessment Section will be the centralization and further enhancement of how the Department reviews, evaluates, and improves operational processes, systems, and controls. The primary focus is on assessing the efficiency, effectiveness, and reliability of various business functions within RER's divisions to identify areas of non-compliance related to its regulatory functions and managerial responsibilities for enhancement and optimization. OAS will conduct reviews, audits, and analysis of processes and procedures; identify weaknesses or inefficiencies; recommend improvements; and monitor the implementation of corrective actions within specified timeframes.

PRIORITY INITIATIVES

A. Boards and Code Administration Division Initiatives:

1. Assess Florida Building and other code changes needed to address resiliency/mobility objectives through changes to building codes for cool roofs, sea-level rise, and infrastructure for electric vehicle charging stations in order to provide a built environment that is more resilient and efficient while keeping check on affordability.
 - *4E (Environment)*
 - *Priority 3 / Action 3.2 - Housing that People Can Afford / Create and retrofit housing that is good for the environment, safe and builds communities.*
2. Assist with the development and implementation of the Building Safety Ordinance to address building milestone inspections reduced timeframe to 25 years for all buildings, factoring sea-level rise in the design of new buildings, limiting construction vibration to mitigate the impacts on adjacent properties, live load increase on elevated slabs (parking garages) due to concentration of electric vehicles, and requirements for low voltage underwater lighting.
 - *4E (Environment)*
 - *Priority 3 / Action 3.2 – Housing that People Can Afford / Create and retrofit housing that is good for the environment, safe and builds communities.*

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3. Digitizing published Board agendas with hyperlinked support documents to allow interested parties and the public to be able to access information more readily that is being presented to the Board of Rules and Appeals, the Construction Trades Qualifying Board Division A and Division B and the Unsafe Structures Board. This enhancement will complement the virtual Zoom webinar platform access that is provided for the four regulatory Boards.
 - 4E (Engagement)
 - Priority 1 – Accessible County Government
 4. Create and publish a bi-monthly digital Newsletter as well as develop other education and outreach materials to focus on providing timely information to both internal and external customers of the various services of the Board and Code Administration Division
 - 4E (Engagement)
 - Priority 1 – Accessible County Government
 - Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County Government.
 5. Coordinate and rollout a virtual component to the annual continuing education (CE) required for code officials recertifications to engage participants by providing value-added training and instruction using virtual information, education webinars, and online instruction guidance.
 - 4E (Environment)
 - Priority 12 – Government that cares and responds.
 6. Continue the implementation of the Contractor Licensing Continuing Education Providers quality assurance auditing. This effort will ensure a uniform and consistent level of professional continuing education service is provided to the locally licensed contractors of Miami-Dade County and maintains the integrity of the provider approvals issued by the Construction Trades Qualifying Board under the Miami-Dade County Code.
 - 4E (Environment)
 - Priority 12 – Government that cares and responds.
- B. Consumer and Neighborhood Protection Division Initiatives:
1. Reduce response time to 48 hours for neighborhood and building enforcement complaints to ensure accountable and timely responses are provided to constituent concerns that will enable the Code Compliance Division to prevent public welfare and life safety issues.
 - 4Es (Equity)
 - Priority 12 – Government that cares and responds.
 2. Conduct pilot review to determine feasibility of implementing 4-days by 10-hour work schedules, for more operationally efficient field staff coverage. This also includes the continuation of schedules that extend into weekends to ensure more round the week code compliance activities and engagement with stakeholders.
 - 4Es (Equity)
 - Action 11.1 – Strengthen Partnerships with Community groups to deliver critical services.
 3. Ensure all Code Compliance Division field staff achieve certification through the Florida Association of Code Enforcement (F.A.C.E.), which is a professional development program consisting of up to four certifications regarding administrative aspects of code enforcement, fundamentals of code enforcement, legal issues in code enforcement and safety and field applications.
 - 4Es (Equity)
 - Priority 12 / Action 12.1 – Government that Cares and Responds / Improve Communication with the public through messengers and messages that meet people where they are.

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4. Proceed to implement recommendations from the American Association of Code Enforcement (A.A.C.E.) for the Code Compliance Division and resubmit application to achieve a higher rating and become a nationally recognized code enforcement agency. This will ensure a uniform and consistent level of professionalism and service to be provided to the constituents of Miami-Dade County. (Remove from Key Issues and keep under Priorities)
 - *4Es (Equity)*
 - *Priority 12 / Action 12.1 – Government that Cares and Responds / Improve communication with the public through messengers and messages that meet people where they are.*
5. Engage in the Sterling Challenge and begin to prepare and analyze the divisions strengths and weaknesses to successfully apply for the Sterling Award. Continue to strive to streamline processes and implement new initiatives to include clear and concise Standard Operating Procedures in all areas to ensure the successful approval of the Sterling Committee.
 - *4E (Equity)*
 - *Priority 12 / Action 12.1 – Government that Cares and Responds / Improve communication with the public through messengers and messages that meet people where they are.*
6. Continue to utilize available resources and newly established positions under the Building Code compliance Unit to timely address building code violation complaints by reducing the existing backlog of cases by 10%.
 - *4E (Equity)*
 - *Priority 12 / Action 12.1 – Government that Cares and Responds / Improve communication with the public through messengers and messages that meet people where they are.*
7. Continue to engage stakeholders on the online accessible and searchable database for the implementation of the recently adopted Community Association Registration ordinance using virtual information and education webinars, and online instruction guides providing timely access to data and information.
 - *4E (Engagement)*
 - *Priority 1 – Accessible County Government*
8. Coordinate in-person automobile dealership training workshops to train mechanics/technicians how to use the online licensing portal, thereby facilitate further online accessibility to RER services for automobile mechanics/technicians and apprentice mechanics/technicians and assist in their understanding of applicable Code provisions administered by RER.
 - *4Es (Engagement)*
 - *Priority 5 / Action 5.4 – Small Business that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
9. Continue to enhance electronic communications and news to business owners and customers to disseminate information on consumer protection services, including wage theft protection, to increase the awareness of County residents.
 - *4E (Engagement)*
 - *Priority 12 / Action 12.1 – Government that Cares and Responds / Improve communication with the public through messengers and messages that meet people where they are.*
10. Increase utilization of the automated customer satisfaction survey for the Consumer Protection Mediation Center to monitor and assess the customer experience, and to garner information on areas that may need to be improved or reengineered.
 - *4Es (Equity)*

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- *Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government.*
11. Restart litigation activities against chronic non-compliant businesses both with respect to consumer protection license requirements and unfair and deceptive practices to ensure fairness in the marketplace for responsible business owners and consumers.
- *4Es (Equity)*
Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government.

C. Construction, Permitting and Building Code Division Initiatives:

1. Develop and implement the Structural Glazing Recertification Program for Miami-Dade County's Unincorporated Municipal Service Area (UMSA) requiring inspection for structural glazing of curtain wall systems at six-month intervals for the first year after installation and subsequent inspections shall be performed at every five years at regular intervals for structurally glazed curtain wall systems installed on threshold buildings and help owners and property managers understand, prevent, and plan for current and future repair and maintenance costs that prolong the useful service life of the building.
 - *4E (Engagement)*
 - *Priority 4 - Public Safety that includes prevention, early intervention, and enforcement.*
 - *Priority 5 / Action 5.4 – Small Business that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
2. Continue to discuss and improve the building permitting process and certificate of use process for municipal customers seeking County approvals via the Municipal Permitting Roundtables in order to collaborate on making the County approval process seamless between the municipalities and County. Continue to create, promote, expand, and foster a more efficient, holistic, customer friendly, and coordinated permitting process with the expansion of presentation, pre-submittal and reworking to our municipal partners on large projects within municipal boundaries and for permits ancillary to the building permit process. Create a visual dashboard on all plan review in order to verify compliance with local and state mandated plan review timeframes.
 - *4E (Engagement)*
 - *Priority 1 - Accessible County Government*
 - *Priority 5 / Action 5.4 – Small Business that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
3. Modernize the Microfilm and Plans Library by eliminating the need for microfilming documents and begin scanning all inspection documents received in the field. The electronic conversion of this process is the last remnant of paper in the County's building permitting process and will allow for easier accessibility of building permit records.
 - *4Es (Engagement)*
 - *Priority 1 – Accessible County Government*
4. Expand On-Demand Virtual Inspection Program to include creation of a new On-Demand Inspection Unit. This is the evolution of our current virtual inspection program. The program allows contractors the convenience of requesting and having same day inspections for the next day. The Department next plans to expand the On-Demand Inspection program to include all other building trades for residential projects such as AC changeouts, pool piping, and changeouts water heaters, window replacements and roofing projects. The program utilizes a powerful combination of technology and process improvement that results in enhanced

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customer service and supports, reduction in gas-emission, and expediting our economic development initiatives.

- *4Es (Economy)*
- *Priority 1- Accessible County Government*
- *Priority 5 / Action 5.4 – Small Business that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*

D. Development Services Division Initiatives:

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

E. Environmental Resources Management Division Initiatives:

1. Improve water resources protection through greater integration of ground water and surface water data collection, better evaluate water quality monitoring efforts and guide policy and management decisions, while integrating principles of Biscayne Bay restoration and resilience, including implementation of Biscayne Bay Task Force Recommendations and Comprehensive Everglades Restoration Plan Initiatives and Projects (i.e. Biscayne Bay Coastal Wetlands Project). Development and initiation of a continuous monitoring program will provide greater data gathering in priority areas.
 - *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our resident, and stimulate our economy.*
 - *Priority 8 / Action 8.2 – Hire Locally to protect and rebuild our environment and infrastructure.*
2. Improve coastal and submerged habitat resources protection through greater integration of benthic community coverage data collection and integration of databases, including those from Biscayne Bay and offshore areas, to better evaluate restoration and protection efforts and guide policy and management decisions.
 - *NI3-3 Protect, maintain and restore beaches, the coastline, Biscayne Bay, and other bodies of water*
 - *NI3-4 Preserve and enhance natural areas and green spaces*

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- *Priority 8 / Action 8.2. Hire locally to protect and rebuild our environment and infrastructure*
3. Develop and implement a Reasonable Assurance Plan to restore the health and resilience of Biscayne Bay and its tributaries through nutrient load reduction policies and projects.
 - *4E (Environment)*
 - *Priority 7 / Action 7.4 –. Update regulations to protect the environment and promote resilient growth*
 - *Priority 7/ Action 7.6 - Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy*
 4. Participate as the Local Sponsor in United States Army Corps of Engineers (USACE) coastal storm risk management studies (e.g.: the New Start Feasibility Study for the Village of Key Biscayne and Miami-Dade Back Bay), partnering with the USACE to cooperatively investigate shoreline erosion and the benefits of implementing hurricane and storm damage reduction features along the shorelines of Key Biscayne and the back bay areas.
 - *4Es (Environment and Engagement)*
 - *Priority 7 / Action 7.5 — Investment in Blue-Green Jobs that Benefit our Water and Environment / Coordinate across jurisdiction and agencies to address climate risk and achieve bold resilience and economic recovery goals.*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions.*
 5. Improve existing air monitoring infrastructure by upgrading aging air monitoring shelters and enhance continuous ambient air monitoring consistent with environmental justice communities that track health disparities and other socioeconomic indicators.
 - *4Es (Environment)*
 - *Priority 12 – Government that Cares and Responds*
 6. Continue DERM education and outreach with new initiatives to focus on technology tools such as Story Maps, social media, email newsletters, and participating in various public events to inform both internal and external customers of DERM's role in the community.
 - *4E (Engagement)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 12 – Government that Cares and Responds*
 7. Implement the recommendations of the County's Urban Tree Canopy Plan to Include planting on EEL managed properties and other public lands that prioritize low canopy and low income areas and finalize the GIS Urban Tree Inventory application.
 - *4E (Environment)*
 - *Priority 2 – Engaged and Empowered Residents.*
 - *Priority 7 – Investment in Blue-Green Jobs that Benefit our Water and Environment.*
 - *Priority 12 – Government that Cares and Responds.*
 8. Continue the multi-year water quality sampling plan associated with the Fertilizer Ordinance, which was developed by selecting a representative group of both golf courses and parks and athletic fields where groundwater and surface water quality would be characterized using parameters to determine how these sites have an impact on ground and surface water.
 - *4Es (Environment)*
 - *Priority 4 – Public Safety that Includes Prevention, Early Intervention, Reentry and Enforcement.*
 - *Priority 12 – Government that Cares and Responds*
 9. Perform pre-Wet Season Sweeps of stormwater systems with connections to Biscayne Bay to support functional outfall structures to reduce the unnecessary flow of stormwater pollution.
 - *4Es (Environment)*

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- *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
10. Bring code changes to Chapter 24 and related sections of the Code for public comment and Board approval to enhance and refine regulatory requirements pertaining to environmental resources permitting, to enhance tree, coastal and wetlands projections as well as changes that would result in water quality improvements to ground and surface water that would further streamline the regulatory process and improve the County's tree canopy, coastal resilience, drinking water supply and further protect Biscayne Bay.
 - *4Es (Environment)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Update regulations to protect the environment and protect resilient growth.*
 - *Priority 12 – Government that Cares and Responds*
 11. Implementation of Phase II of the Sanitary Sewer Overflow Prediction and Prevention Pilot Program (SSOP4). Phase II will expand the pilot area and the pilot duration. The project areas will focus primarily on sanitary sewer nodes within basins that can impact the C6, C7, C8, basins and secondarily, on abutting basins. The SSOP4 Expansion will include an additional 150 to 288 new smart cover sensors that will be deployed and monitored for a period of twelve months to allow for prevention or minimization of Sanitary Sewer Overflows, thereby improving water quality to the health of Biscayne Bay as well as meeting the provisions of the federal Consent Decree.
 - *4E (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
 12. Review and development of recommendations for any proposed updates to Well Field Protection Areas in Miami-Dade County that focus on ensuring the long-term viability and protection of our local water drinking supply.
 - *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
 13. Planned stormwater capital improvements of \$1 billion are estimated for implementation over the next 30 years to upgrade infrastructure to future conditions with Sea Level Rise. Over the next two years these improvements include projects in the secondary and tertiary canal systems under County responsibility and will be prioritized based on funding, flood protection and stormwater quality enhancements.
 - *4E (Environment)*
 - *Priority 7 – Investment in Blue-Green Jobs that Benefit our Water and Environment.*
- F. Office of Economic Development Initiatives:
1. Small Business – Support the small business ecosystem by promoting programs across the county that provide education, networking, and capital opportunities to small business owners reaching 75% of the ecosystem by 2025.
 - *4Es (Engagement)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*

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- *Priority 5 / Action 5.5 – Small Businesses that Thrive in the Post-Pandemic Economy / Help small businesses get access to capital.*
- 2. Small Business – Accelerate access to capital to small businesses in Miami-Dade through county- run grant programs and partnerships that facilitate financing from capital providers.
 - *4Es (Economy)*
 - *Priority 5 / Action 5.5 – Small Businesses that Thrive in the Post-Pandemic Economy / Help small businesses get access to capital.*
- 3. Workforce Development –Operationalize workforce site (Workforce Miami) that connects job seekers and employers in a local and relevant way and enables meaningful tracking of workforce partnerships.
 - *4E (Economy)*
 - *Priority 11 – Strengthened Partnership with Community.*
- 4. Workforce Development – Fund and support upscaling and educational opportunities through partnerships (i.e. Miami-Dade College).
 - *4Es (Engagement)*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions.*
- 5. Film and Entertainment –Deploy a new local film incentive program, High Impact Film Fund Program (HIFFP), designed to attract high economic impact TV series and major motion picture productions to Miami-Dade for a greater Return on Investment (ROI).
 - *4E (Economy)*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions*
- 6. Expand on County’s Agricultural Economic Study to quantify the impact of the Agricultural Industry on our local economy and educate the community about Agriculture’s role in it.
 - *4E (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
- 7. Support international businesses and their expansion to Miami-Dade and collaborate with international government to facilitate greater trade and commerce between our county and international destinations.
 - *4E (Economy)*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions*
- 8. Generate non-tax revenue through marketing partnerships projects with businesses to increase revenue that will be re-invested back into community programs and services.*4E (Economy)*
 - *4E (Economy)*
 - *Priority 9 – Deepen Partnership with Business and Major Civic Institutions*
- 9. Drive region-wide collective climate action via Tech Hubs designation including equity-driven workforce development of blue-green ‘good jobs’ and commercialization of globally competitive technologies developed locally
 - *4E (Environment)*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
- 10. Attract and strengthen businesses in Miami-Dade County through economic development incentives.
 - *4E (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*

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G. Office of Resilience Initiatives:

1. Lead the County's interaction, strategy, policy, and contractual negotiations with FPL, Homestead Electric and other utilities so that the County has a coordinated strategic approach for reducing electricity and associated costs and carbon emissions.
 - *4Es (Environment)*
 - *Priority 7 – Investment in Blue-Green Jobs that benefit our Water and Environment*
2. Continue to implement Miami-Dade County's Climate Action Strategy in collaboration with County departments, municipalities, and community partners, including production of periodic Greenhouse Gas (GHG) Inventories, implementation of measures to reduce GHG including but not limited to energy efficiency, renewable energy, zero waste and electrification of the county's fleet, and the regional implementation and coordination of the Climate Pollution Reduction Grant (CPRG).
 - *4Es (Environment)*
 - *Priority 7 / Action 7.4 – Investment in Blue0Green Jobs that Benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
3. Continue to implement the County's Sea Level Rise Strategy in collaboration with County Departments, municipalities, regional entities, non-governmental organizations, and community-based groups that seek to advance key actions (programs, policy changes, etc.) including the Adaptation Action Area planning initiative as well as key County and regional projects such as the US Army Corps of Engineers – Project Delivery Team (PDT) for the Biscayne Bay Southeastern Everglades Ecosystem Restoration (BBSEER) project.
 - *4Es (Environment)*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water, and stormwater systems to protect the health of our Bay, our residents, and stimulate our economy.*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
4. Coordinate implementation of the County's Sustainable Buildings Program that would ultimately serve to conserve natural resources and reduce waste at County facilities.
 - *4Es (Economy)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post Pandemic Economy / Train and support small businesses to navigate government processes and streamline experience.*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 12 – Government that Cares and Responds*
5. Continue implementation of the Building Efficiency 305 program to reduce building energy and water consumption in large existing private and public sector buildings.
 - *4Es (Equity)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post Pandemic Economy / Train and support small businesses to navigate government processes and streamline experience.*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth.*
 - *Priority 12 – Government that Cares and Responds*

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6. Continue to implement the recommendations in the Biscayne Bay Task Force report. The Office of Resilience through the Chief Bay Officer works on implementing the Biscayne Bay Task Force recommendations via (1) policy through the Board of County Commissioners and/or the Biscayne Watershed Management Advisory Board, (2) administratively with the Mayor's Office and County Departments; (3) coordination with State and Federal agencies on the development of a Reasonable Assurance Plan / Alternative Restoration Plan for Biscayne Bay including collaboration with municipal partners; (4) supporting the planning and work product of the Biscayne Bay Watershed management Advisory Board (BBWMAB) as well as the Biscayne Bay commission that serve to focus on the health and restoration of Biscayne Bay; and (5) implementing the Biscayne Bay Friendly campaign developed by CBO and CCED to engage the public in simple acts to protect Biscayne Bay and improve water quality..
 - *4Es (Environment)*
 - *Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government*
 - *Priority 7 / Action 7.6 – Investment in Blue-Green Jobs that Benefit our Water and Environment / Improve our sewer, water and stormwater systems to protect the health of our Bay, our residents, and stimulate the economy.*
 - *Priority 8 / Action 8.3 – Resilient Communities Designed By and For Residents / Launch a countywide initiative to educate and engage residents to protect and clean our environment*
7. Support the accelerated purchase and deployment of electric vehicles and chargers for internal operations and lead planning and installation of community-wide public EV charging stations.
 - *4Es (Environment)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post Pandemic Economy / Train and support small businesses to navigate government processes and streamline experience.*
 - *Priority 8 / Action 8.2 – Resilient Communities Designed By and For Residents / Hire locally to protect and rebuild our environment and infrastructure*
8. Continue to lead the implementation of the Extreme Heat Action Plan in collaboration with County departments, municipalities, National and State agencies, community based organizations and university partners.
 - *4Es (Equity)*
 - *Priority 3 / Action 3.2 – Create and retrofit housing that is good for the environment, safe and builds communities*
 - *Priority 6 / Action 6.2 – Improve streets and bus stops for bike and pedestrian safety.*
 - *Priority 7 / Action 7.2 – Expand tree canopy program to address urban heat islands and disparities.*
 - *Priority 7 / Action 7.3 – Educate public about urban heat islands, necessary greening improvements and career opportunities in the sector.*
 - *Priority 7 / Action 7.4 – Update regulations to protect the environment and promote resilient growth.*
9. Continue to support the South Florida Water Management District and the U.S. Army Corps of Engineers in evaluating Coastal Storm and Flood Risk Management and to prioritize projects that will address highly vulnerable critical infrastructure, residential and commercial property in neighborhoods of greatest need, and nature-based solutions that can reduce flood risks and address water quality impacts.
 - *4Es (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*

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10. Continue development of the Flood and Sea Level Rise Vulnerability Assessment and continue to update the Flood Vulnerability Viewer GIS tool.
 - *4Es (Economy)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 11. Lead and collaborate for a holistic approach to water resource and risk management which emphasizes the perspective that all water has value, and the benefit of every drop should be maximized within the water system.
 - *4Es (Environment)*
 - *Priority 7 – Investment in Blue-Green Jobs that benefit our Water and Environment*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 12. Continue to provide heat and health risk and response training and provide heat response tool kits to Community Emergency Response Team (CERT) volunteers.
 - *4Es (Engagement)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 10 / Action 10.1 – Opportunities for Youth / Create jobs and internships within County government for youth*
 13. Lead the development of a County and Community-wide Zero Waste Strategy to inform, empower and enable the transition to a Circular Economy including but not limited to Plastic Free 305, composting, and approaches delineated in the 2021 Miami-Dade County Climate Action Strategy.
 - *4Es (Environment)*
 - *Priority 2 – Engaged and Empowered Residents*
 - *Priority 5 – Small Businesses that Thrive in the Post Pandemic Economy*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 14. Lead the development and integration of resilience messaging and policy development and implementation across all county departments and divisions. This includes the identification and maximization of resilience related Federal and State Financial Benefits such as tax credits, direct/elective pay, grants, and other forms of financial benefit from federal and state sources, including but not limited to, the federal Inflation Reduction Act (IRA) and Bipartisan Infrastructure Law/Infrastructure Investment and Jobs Act (BIL/IJJA).
 - *4Es (Environment)*
 - *Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government*
 - *Priority 12 – Government that Cares and Responds*
 15. Continue coordination of Resilient305 project implementation team and lead development of 5-year anniversary report.
 - *4Es (Engagement)*
 - *Priority 2 – Engaged and Empowered Residents*
- H. Planning Division Initiatives:
1. Continue to prepare Comprehensive Development Master Plan (CDMP) staff amendments to address major planning issues, including amendments to better align the CDMP's goals, objectives and policies with the Mayor's 4Es.
 - *4Es (Equity)*
 - *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth*
 2. Update CDMP and conduct other initiatives to better address resiliency/mobility objectives
 - *4Es (Economy)*

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- *Priority 7 / Action 7.4 – Investment in Blue-Green Jobs that benefit our Water and Environment / Update regulations to protect the environment and promote resilient growth*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
3. Continue to manage and implement additional phases of the Countywide Historic Resources Survey project, with a focus on designating properties and resources that are associated with communities that have been historically excluded from preservation effort. These projects include extensive community outreach efforts. FY 23-24 includes a State-funded grant to undertake an in-depth heritage resource survey in the Goulds neighborhood, which will engage the community and document a minimum of 250 resources.
 - *4Es (Equity)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 4. The Office of Historic Preservation is requesting \$500,000 to undertake an additional phase of the Countywide Heritage Survey, a multi-phase project that continues to inventory previously un-surveyed resources built between 1941 and 1981. Funding for this additional phase would support the identification of historic resources in communities navigating the intersection of housing affordability and development pressure, to identify historic resources that are potentially suitable, through preservation, to meet projected housing needs.
 - *4Es (Equity)*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 5. Pursue funding from the State Division of Historical Resources, National Park Service and other State and Federal grant programs at no cost to the County, to undertake additional phases of the survey and historic context studies as recommended in the Phase I survey, completed in 2023.
 - *4Es (Equity)*
 - *Priority 2 / Action 2.1 – Engaged and Empowered Residents / Educate the public about County government.*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 6. Continue to analyze the causes of income inequality and lack of affordable housing, identifying the needs of the economic and housing development entities in the county and adjusting the Research Section reports to help address these needs.
 - *4Es (Equity)*
 - *Priority 3 – Housing that People Can Afford*
 7. Collaborate with ITD to deploy interactive thematic maps of emerging trends in land use, housing, employment, economic activity, and other development and planning issues to the county website.
 - *4Es (Economy)*
 - *Priority 1 – Accessible County Government*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
 - *Priority 8 – Resilient Communities Designed By and For Residents*
 8. Refine online customer access points such as the CDMP application filing system, the published “Land Management Viewer” that provides a range of planning information and zoning related data, and the “Reports Portal” that provides key economic, real estate, and trade data to the public.
 - *4Es (Economy)*
 - *Priority 1 / Action 1.3 – Accessible County Government / Take comprehensive mobile services to communities.*

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- *Priority 2 / Action 2.2 – Engaged and Empowered Residents / Create easy pathways for civic engagement in County government.*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*
9. Continue to analyze and support stewardship of agricultural and environmentally sensitive lands to facilitate economic development and population growth while protecting sensitive areas of the County.
- *4Es (Economy)*
 - *Priority 5 / Action 5.4 – Small Businesses that Thrive in the Post-Pandemic Economy / Train and support small businesses to navigate government processes and streamline their experience.*

FUTURE OUTLOOK

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

- As land development/construction in the County continues to expand, recruiting and retaining the highly technical and skilled staff that is required to effectively provide the broad portfolio of services of RER will become increasingly challenged. This is especially true since management level position salary increases for current employees had been on hold for many years and RER's ability to true up salaries compared to the private sector is highly restricted. The department was successful last year in establishing a pay supplement to recruit and retain individuals in the structural engineering discipline and is currently working on compensation issues related to building-trade inspectors and plan reviewers, as well as for environmental-related classifications. Additionally, there are several key retirements throughout RER that the organization must prepare for in terms of succession planning to ensure continuity of services.
- Several of RER's high-volume regulatory services are provided only in the Unincorporated Municipal Services Area. These include review of land development and construction permit applications for compliance with applicable building, zoning, and public works codes, and with the County's Comprehensive Development Master Plan. Trends towards further incorporations and annexations would reduce demand for these services, and RER's ability to provide certain improved services that are only affordable for a particular scale of efforts would be diminished or no longer viable.
- Adapting to rising sea levels over the long-term will require thorough assessment of the social, economic, and environmental implications of various adaptation measures. The County will need to continually re-evaluate the appropriate measures to meet the broader goals of the County in concert with regional partners such as the South Florida Water Management District, neighboring counties, and private entities.
- To maintain continuity of service through shocks (such as pandemics, hurricanes, and economic downturns) and stresses (such as sea level rise, technological change, and transition to dramatically reduced greenhouse gas emissions), the County will need to continue to identify and employ new tools including online and remote services that support customers evolving needs and facilitate greater collaboration across departments and between government partners. In the aftermath of the COVID-19 pandemic, the effort must be dynamic and evolving as RER continues to readjust to a work environment that continues to maximize its recent technological investments to improve customer service and equity in the provision of services based on continual engagement feedback.

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

Regulatory and Economic Resources (RER) Department

Mission: Improve and protect our quality of life and our natural resources, by enhancing the community's resilience through visionary planning, land development, regulatory and environmental policies and operations, and economic growth. Vision: A safe, well-planned, and resilient built environment that protects our natural resources and provides economic opportunities for all residents.

Owner: Gomez, Lourdes (RER); Hurtado, Amalia (RER)
Department: Regulatory and Economic Resources

Perspective Name	Objective Name	Measure Name	Last Period Updated	Actual	Target	Actual FYTD	FYTD Goal		
Customer	Protect and Restore Environmental Resources (Natural Areas and Green Spaces)	Number of purchase offers for environmentally endangered lands made to land owners	'24 FQ2	▲ 18	2	20	4	▲	
		Acres of environmentally endangered lands acquired (RFRO)	'24 FQ3	0	n/a	5	n/a		
		Number of trees distributed through the Adopt-a-Tree Program (RFRO)	Aug '24	▲ 0	0	4,500	4,500	▲	
		Percent of wetland areas reviewed annually for unauthorized impacts (RFRO)	2023 FY	▲ 50%	50%	50%	50%	▲	
		Number of Trees Planted (RFRO)	2023 FY	▲ 10,525	10,400	10,525	10,400	▲	
	Protect and Restore Environmental Resources (Coastal)	Cumulative acres of restored or enhanced coastal habitat	2022 FY	▲ 617	600	617	600	▲	
	Protect and Restore Environmental Resources (Air Quality)	% of County air quality permits issued within 8 days (RFRO)	Jul '24	▲ 99%	85%	86%	85%	▲	
		% of state air quality permits issued within 60 days (RFRO)	Jul '24	▲ 100%	100%	97%	100%	▼	
		% of days that are "good" or "moderate" air quality	Jul '24	▲ 100%	98%	99%	98%	▲	
	Protect and Restore Environmental Resources (Water and Well-fields)	% of sanitary nuisance complaints receiving inspection within 24 hours (RER) (RFRO)	Jun '24	▲ 96%	92%	85%	92%	▲	
		Percentage of Resource Protection Permit applications reviewed within 30 days (Class I - VI Permits) (RFRO)	May '24	▲ 100%	95%	97%	95%	▲	
		Biscayne Bay surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard (RFRO)	'24 FQ1	▲ 96%	95%	96%	95%	▲	
		Miami River surface water quality: percent of samples for bacterial indicator of sewage in compliance with State standard	'23 FQ2	▼ 93%	95%	95%	95%	▲	
		% of high priority inspections completed	Jun '24	▼ 31%	100%	41%	100%	▼	
		Density (# of sites/sq. mi.) of contaminated sites countywide (excluding wellfield areas) - Annual	2023 FY	▲ 7.33	7.50	7.33	7.50	▲	
		Density (# of sites/sq. mi.) of contaminated sites in wellfields	2023 FY	▲ 1.09	1.20	1.09	1.20	▲	
		% of Industrial Waste Pre-Treatment Inspections completed on-time	Jun '24	▼ 57	90	81	90	▼	
		Protect and Restore Environmental Resources (Enforcement)	Percent of contaminated site rehabilitation documents reviewed within the required timeframe (RFRO)	Jun '24	▲ 90%	90%	89%	90%	▲
			% of General Complaint Responded within 48 hours (RFRO)	Jun '24	▲ 97%	90%	92%	90%	▲
	Responsive Building Permit and Enforcement Services (N1-2, 4-1, 4-2; GG2-2)(RER BP)	Conduct annual quality assurance audits of manufacturers and testing labs (NU4-3)	'24 FQ3	▲ 106.42%	100.00%	94.18%	100.00%	▲	
		Perform review of code official Certification Applications in 10 days (ED4)	'24 FQ3	▲ 100%	100%	100%	100%	▲	
		% of residential plans reviewed within 20 days	Jun '24	▲ 100.00%	100.00%	98.85%	100.00%	▲	
		% of commercial plans reviewed within 24 days	Jun '24	▲ 100.00%	100.00%	99.03%	100.00%	▲	
		Perform technical review of Product Control Applications in 30 days (ED4)	'24 FQ3	▼ 61.04%	100.00%	68.05%	100.00%	▼	
		Average number of calendar days a commercial permit application is under review (RFRO)	Jun '24	▼ 25	21	23	21	▲	

Customer	Responsive Building Permit and Enforcement Services (N11-2, 4-1, 4-2; GG2-2)(RER BP)	Average number of calendar days a residential permit application is under review (RFRO)	Jun '24		15	9	14	9		
		% of Certificate of Use Applications reviewed within 5 days	Jun '24		79	95	701	855		
		% of Field Inspection Rejected (RFRO)	Jun '24		18	20	18	20		
		Total Number of Building Permits Issued	Jun '24		4,650	n/a	43,065	n/a		
	Promote the efficient and best use of land	% of Countywide employment in the urban centers rapid transit zones and along the SMART corridors	2023 FY		45%	47%	n/a	n/a		
		% of Countywide housing units in the urban centers rapid transit zones and along the SMART corridors	2023 FY		53%	40%	53%	40%		
		Development activity within the SMART corridors: Residential (units)	2023 FY		5,772	6,500	5,772	6,500		
		Development activity within the SMART corridors: Commercial (square footage)	2023 FY		4,454,117	1,065,000	4,454,117	1,065,000		
		Development activity within the SMART corridors: Industrial (square footage)	2023 FY		650,208	780,000	650,208	780,000		
		Responsive Building Code Administration Services (N11-2)(RER BP)	% of contractor license applications reviewed within 10 days (RFRO)	'24 FQ3		100%	100%	100%	100%	
			Total Number of Recertified Building Structures	Jun '24		102	n/a	735	n/a	
	Improve Neighborhood Code Compliance (N11-2)(RER BP)		Total Liens Recorded	Jun '24		282	225	2,480	2,025	
		Average Days from Junk/Trash/Overgrowth Complaint to First Inspection (RFRO)	Jul '24		3	3	3	3		
		Average Calendar Days from Zoning Complaint to First Inspection-Chapter 33 (RFRO)	Jul '24		3	3	4	3		
		% of Voluntary Compliance with Warning Letters Issued (RFRO)	Jul '24		54%	65%	59%	65%		
		Average Calendar Days from Exterior Property Maintenance Complaint to First Inspection-Chapter 19	Jul '24		3	3	3	3		
		Responsive Zoning/Development Services (N11-1, 4-2) (RER BP)	Percentage of Zoning application reviews completed within deadlines	'24 FQ2		61%	80%	62%	80%	
	Provide Stewardship to the Planning and CDMP Processes (N11-1; GG1-1) (RER BP)		Number of CDMP application reviews completed within deadline	'23 FQ4		2	3	8	12	
		Increase the Amount of Film and Television Production in Miami-Dade County	Filming Permits Issued	'24 FQ3		153	195	362	585	
	Film Industry Jobs created (RFRO)		2023 FY		11,935	11,000	11,935	11,000		
	Dollars Spent Locally through Film Activity		2023 FY		123,905,733	120,000,000	123,905,733	120,000,000		
	Secure Regulated Businesses Satisfaction and Trust (Consumer Protection)	CPD Licenses issued per month	Jul '24		1,050	350	9,857	3,500		
		Resolve Disputes between Consumers and Businesses	Customer satisfaction from consumers that file complaints against businesses	Jul '24		4.40	4.00	4.31	4.00	
	Value of Goods Refunds and/or Service Recovered for Consumers (RFRO)		Jul '24		\$67,226	\$66,666	\$548,658	\$666,660		
Financial	Meet Budget Targets (RER)	Revenue: Total (RER)	'24 FQ2		\$45,788K	\$135,333K	\$427,994K	\$270,666K		
		Expen: Total (RER)	'24 FQ2		\$57,893K	\$135,333K	\$102,735K	\$270,666K		
		Positions: Full-time Filled (RER)	'24 FQ2		1,091	1,230	1,091	1,230		
Internal	Prevent unsafe work practices	% of employees satisfied with safety training	'23 FQ3		100%	85%	100%	85%		
		% of employees satisfied with OSHA (HAZWOPER) required training	'23 FQ3		100%	85%	100%	85%		
Sustainability	Support Sustainability and Climate Change Adaptation and Mitigation (GG4-4, N11-1)	Number of Activities Implemented to Decrease County-wide Energy Consumption (RFRO)	2023 FY		109	87	109	87		
		Number of Adaptation/Resiliency Activities in Progress or Completed (RFRO)	2023 FY		16	15	16	15		