

APPENDIX L: MIAMI-DADE COUNTY'S STRATEGIC PLAN OUTCOMES

Miami-Dade County organizes its strategic plan into seven strategic areas: Public Safety (PS), Transportation (TP), Recreation and Culture (RC), Neighborhood and Infrastructure (NI), Health and Human Services (HH), Economic Development (ED), and General Government (GG). Each strategic area consists of a number of goals, each of which consists of a number of outcomes. In all, the strategic plan includes well over 100 outcomes. For ease of reference, each outcome can be referred to by its reference number (e.g. PS2-1, TP6-3, and ED1-4).

These outcomes play an important role in our Results-Oriented Governing approach by providing the linkage between department objectives and the goals of the strategic plan. Department narratives contain performance tables that begin with both the reference number and full text of the strategic plan outcome the department is seeking to support. This provides strategic context to the efforts of the department and ensures that County activities support achievement of strategic plan goals. The list below details all outcomes in the strategic plan, organized by strategic area.

Strategic Area: Public Safety (PS)

- PS1-1: Reduce crimes of public concern (Juvenile Services; Police)
- PS1-2: Solve crimes quickly and accurately (Medical Examiner; Police)
- PS1-3: Support successful re-entry into the community (Corrections and Rehabilitation; Juvenile Services)
- PS1-4: Provide safe and secure detention (Corrections and Rehabilitation; Juvenile Services)
- PS2-1: Reduce response time (Fire Rescue; Medical Examiner; Police)
- PS2-2: Improve effectiveness of outreach and response (Fire Rescue; Police)
- PS3-1: Facilitate short and long-term recovery (Fire Rescue)
- PS3-2: Increase countywide preparedness (Fire Rescue; Police)

Strategic Area: Transportation (TP)

- TP1-1: Minimize traffic congestion (Citizen's Independent Transportation Trust; Metropolitan Planning Organization; Public Works and Waste Management; Transit)
- TP1-2: Expand and improve bikeway, greenway and sidewalk system (Parks, Recreation and Open Spaces; Public Works and Waste Management)
- TP1-3: Provide reliable transit service (Transit)
- TP1-4: Expand public transportation (Citizen's Independent Transportation Trust; Transit)
- TP1-5: Improve mobility of low income individuals, the elderly and disabled (Public Works and Waste Management; Transit)
- TP1-6: Facilitate connections between transportation modes (Aviation; Port of Miami; Transit)

APPENDIX L: MIAMI-DADE COUNTY'S STRATEGIC PLAN OUTCOMES

- TP2-1: Reduce traffic accidents (Public Works and Waste Management; Police)
- TP2-2: Improve safety for bicycles and pedestrians (Public Works and Waste Management; Police)
- TP2-3: Ensure the safe operation of public transit (Transit)
- TP2-4: Ensure security at airports, seaport and on public transit (Aviation, Port of Miami, and Transit)
- TP2-5: Provide easy access to transportation information (Aviation; Port of Miami; Public Works and Waste Management; Transit)
- TP2-6: Ensure excellent customer service for passengers (Aviation; Port of Miami; Transit)
- TP3-1: Maintain roadway infrastructure (Public Works and Waste Management)
- TP3-2: Provide attractive, well-maintained facilities and vehicles (Aviation; Port of Miami; Transit)
- TP3-3: Continually modernize Port of Miami and airports (Aviation; Port of Miami)
- TP3-4: Enhance aesthetics of transportation infrastructure (Parks, Recreation and Open Spaces)

Strategic Area: Recreation and Culture (RC)

- RC1-1: Ensure parks, libraries, and cultural facilities are accessible to residents and visitors (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces; Vizcaya)
- RC1-2: Acquire new and conserve existing open lands and natural areas (Parks, Recreation and Open Spaces)
- RC2-1: Increase attendance at recreational and cultural venues (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces; Vizcaya)
- RC2-2: Ensure facilities are safe, clean and well-run (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces; Vizcaya)
- RC2-3: Keep parks and green spaces beautiful (Parks, Recreation and Open Spaces)
- RC3-1: Provide vibrant and diverse programming opportunities and services that reflect the community's interests (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces; Vizcaya)
- RC3-2: Strengthen and conserve local historic and cultural resources and collections (Cultural Affairs; Parks, Recreation and Open Spaces; Vizcaya)

Strategic Area: Neighborhood and Infrastructure (NI)

- NI1-1: Promote mixed-use, multi-modal, well designed, and sustainable communities (Sustainability, Planning, and Economic Enhancement)

APPENDIX L: MIAMI-DADE COUNTY'S STRATEGIC PLAN OUTCOMES

- NI1-2: Promote sustainable green buildings (Sustainability, Planning, and Economic Enhancement)
- NI1-3: Enhance the viability of agriculture (Sustainability, Planning, and Economic Enhancement)
- NI2-1: Provide adequate potable water supply and wastewater disposal (Water and Sewer)
- NI2-2: Provide functional and well maintained drainage to minimize flooding (Permitting, Environment, and Regulatory Affairs; Public Works and Waste Management)
- NI2-3: Provide adequate solid waste disposal capacity that meet adopted level-of-service standard (Public Works and Waste Management)
- NI2-4: Provide adequate local roadway capacity (Public Works and Waste Management)
- NI3-1: Maintain air quality (Permitting, Environment, and Regulatory Affairs)
- NI3-2: Maintain surface water quality (Permitting, Environment, and Regulatory Affairs)
- NI3-3: Protect groundwater and drinking water wellfield areas (Permitting, Environment, and Regulatory Affairs)
- NI3-4: Achieve healthy tree canopy (Parks, Recreation and Open Spaces; Sustainability, Planning, and Economic Enhancement)
- NI3-5: Maintain and restore waterways and beaches (Parks, Recreation and Open Spaces; Permitting, Environment, and Regulatory Affairs)
- NI3-6: Preserve and enhance natural areas (Parks, Recreation and Open Spaces; Permitting, Environment, and Regulatory Affairs)
- NI4-1: Ensure buildings are safer (Permitting, Environment, and Regulatory Affairs; Internal Services)
- NI4-2: Promote livable and beautiful neighborhoods (Animal Services; Permitting, Environment, and Regulatory Affairs; Public Works and Waste Management)
- NI4-3: Preserve and enhance well maintained public streets and rights of way (Parks, Recreation and Open Spaces; Public Works and Waste Management)

Strategic Area: Health and Human Services (HH)

- HH1-1: Improve individuals' health status (Jackson Memorial Hospital; Management and Budget)
- HH1-2: Increase access to health services and ensure that MDC residents have a primary care medical home (Management and Budget)
- HH2-1: End homelessness (Homeless Trust)
- HH2-2: Stabilize home occupancy (Community Action and Human Services; Economic Advocacy Trust; Housing Finance Authority; Public Housing and Community Development)

APPENDIX L: MIAMI-DADE COUNTY'S STRATEGIC PLAN OUTCOMES

- HH2-3: Minimize hunger for Miami-Dade County residents (Community Action and Human Services)
- HH2-4: Reduce the need for institutionalization for the elderly (Community Action and Human Services)
- HH2-5: Improve access to abuse prevention, intervention and support services (Community Action and Human Services)
- HH3-1: Ensure that all individuals 18 years and older (including foster care and juvenile justice youths) are work ready (Community Action and Human Services)
- HH3-2: Ensure that all children are school ready (Community Action and Human Services)
- HH3-3: Create, maintain and preserve affordable housing (Public Housing and Community Development)
- HH3-4: Increase the self sufficiency of vulnerable residents/special populations (Community Action and Human Services; Management and Budget; Public Housing and Community Development)

Strategic Area: Economic Development (ED)

- ED1-1: Reduce income disparity by increasing per capita income (Economic Advocacy Trust; Sustainability, Planning, and Economic Enhancement)
- ED1-2: Attract industries that have high wage jobs and high growth potential (Beacon Council; Sustainability, Planning, and Economic Enhancement)
- ED1-3: Enhance and expand job training opportunities and education programs to ensure they are aligned with the needs of emerging and growth industries (Economic Advocacy Trust; South Florida Workforce; Sustainability, Planning, and Economic Enhancement)
- ED2-1: Attract more visitors, meetings and conventions (Aviation; Beacon Council; Greater Miami Convention and Visitors Bureau; Parks, Recreation and Open Spaces; Port of Miami; Sustainability, Planning, and Economic Enhancement)
- ED2-2: Improve customer service at airports, hotels and other service providers that support travel and tourism (Aviation; Community Information and Outreach; Greater Miami Convention and Visitors Bureau; Port of Miami; Transit)
- ED3-1: Attract and increase foreign direct investments and international trade from targeted countries (Aviation; Port of Miami; Sustainability, Planning, and Economic Enhancement)
- ED3-2: Support international banking and other financial services (Sustainability, Planning, and Economic Enhancement)
- ED4-1: Encourage creation of new businesses (Sustainability, Planning, and Economic Enhancement)
- ED4-2: Create a business friendly environment (Permitting, Environment, and Regulatory Affairs; Sustainability, Planning, and Economic Enhancement)

APPENDIX L: MIAMI-DADE COUNTY'S STRATEGIC PLAN OUTCOMES

- ED4-3: Expand opportunities for small business to compete for County contracts (Sustainability, Planning, and Economic Enhancement)
- ED5-1: Provide adequate public infrastructure that is supportive of new and existing businesses (Aviation, Management and Budget; Sustainability, Planning, and Economic Enhancement)
- ED5-2 Develop urban corridors (TUAs, CRAs and Enterprise Zones, NRSAs) as destination centers (Management and Budget; Public Housing and Community Development)

Strategic Area: General Government (GG)

- GG1-1: Provide easy access to information and services (Community Information and Outreach; all departments)
- GG1-2: Develop a customer-oriented organization (Community Information and Outreach; Internal Services; all departments)
- GG1-3: Foster a positive image of County government (Commission on Ethics; Community Information and Outreach; Inspector General; Management and Budget; all departments)
- GG1-4: Improve relations between communities and governments (Internal Services; all departments)
- GG2-1: Attract and hire new talent (Internal Services; all departments)
- GG2-2: Develop and retain excellent employees and leaders (Internal Services; all departments)
- GG2-3: Ensure an inclusive workforce that reflects diversity (Community Action and Human Services; Internal Services; all departments)
- GG2-4: Provide customer-friendly human resources services (Internal Services; Information Technology)
- GG3-1: Ensure available and reliable systems (Information Technology)
- GG3-2: Effectively deploy technology solutions (Information Technology)
- GG3-3: Improve information security (Finance; Information Technology)
- GG4-1: Provide sound financial and risk management (Audit and Management; Finance; Internal Services; Management and Budget; Property Appraiser)
- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs (management and Budget; all departments)
- GG5-1 Acquire "best value" goods and services in a timely manner (Internal Services)
- GG5-2: Provide well maintained, accessible facilities and assets (Internal Services)
- GG5-3: Utilize assets efficiently (Internal Services; Information Technology)

APPENDIX L: MIAMI-DADE COUNTY'S STRATEGIC PLAN OUTCOMES

- GG6-1: Reduce County government's greenhouse gas emissions and resource consumption (Sustainability, Planning, and Economic Enhancement; all departments)
- GG6-2: Lead community sustainability efforts (Sustainability, Planning, and Economic Enhancement)
- GG7-1: Provide eligible voters with convenient opportunities to vote (Elections)
- GG7-2: Maintain the integrity and availability of election results and other public records (Elections)
- GG7-3: Qualify candidates and petitions in accordance with the law (Elections)