

APPENDIX W: MIAMI-DADE COUNTY'S STRATEGIC PLAN OBJECTIVES

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 objectives. In all, the strategic plan includes nearly 100 objectives. For ease of reference, each objective can be referred to by its reference number (e.g. PS2-1, TP3-2, and ED5-1).

These objectives play an important role in our Results-Oriented Governing approach by providing the linkage between departmental 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 objective 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 objectives 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; Transportation and Public Works)
- TP1-2: Expand and improve bikeway, greenway and sidewalk system (Parks, Recreation and Open Spaces; Transportation and Public Works)
- TP1-3: Provide reliable transit service (Transportation and Public Works)
- TP1-4: Expand public transportation (Citizen's Independent Transportation Trust; Transportation and Public Works)
- TP1-5: Improve mobility of low income individuals, the elderly and disabled (Transportation and Public Works)
- TP1-6: Facilitate connections between transportation modes (Aviation; Seaport; Transportation and Public Works)
- TP2-1: Reduce traffic accidents (Transportation and Public Works; Police)
- TP2-2: Improve safety for bicycles and pedestrians (Transportation and Public Works; Police)
- TP2-3: Ensure the safe operation of public transit (Transportation and Public Works)

- TP2-4: Ensure security at airports, seaport and on public transit (Aviation, Seaport, and Transportation and Public Works)
- TP2-5: Provide easy access to transportation information (Aviation; Seaport; Transportation and Public Works)
- TP2-6: Ensure excellent customer service for passengers (Aviation; Seaport; Transportation and Public Works)
- TP3-1: Maintain roadway infrastructure (Transportation and Public Works)
- TP3-2: Provide attractive, well-maintained facilities and vehicles (Aviation; Seaport; Transportation and Public Works)
- TP3-3: Continually modernize Port of Miami and airports (Aviation; Seaport)
- TP3-4: Enhance aesthetics of transportation infrastructure (Transportation and Public Works; 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)
- 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)
- RC2-2: Ensure facilities are safe, clean and well-run (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces)
- 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)
- RC3-2: Strengthen and conserve local historic and cultural resources and collections (Cultural Affairs; Parks, Recreation and Open Spaces)

Strategic Area: Neighborhood and Infrastructure (NI)

- NI1-1: Promote mixed-use, multi-modal, well designed, and sustainable communities (Regulatory and Economic Resources)
- NI1-2: Promote sustainable green buildings (Regulatory and Economic Resources)
- NI1-3: Enhance the viability of agriculture (Regulatory and Economic Resources)
- NI2-1: Provide adequate potable water supply and wastewater disposal (Water and Sewer)
- NI2-2: Provide functional and well maintained drainage to minimize flooding (Regulatory and Economic Resources; Transportation and Public Works)
- NI2-3: Provide adequate solid waste disposal capacity that meets adopted level-of-service standard (Solid Waste Management)

- NI2-4: Provide adequate local roadway capacity (Transportation and Public Works)
- NI3-1: Maintain air quality (Regulatory and Economic Resources)
- NI3-2: Maintain surface water quality (Regulatory and Economic Resources)
- NI3-3: Protect groundwater and drinking water wellfield areas (Regulatory and Economic Resources)
- NI3-4: Achieve healthy tree canopy (Parks, Recreation and Open Spaces; Regulatory and Economic Resources)
- NI3-5: Maintain and restore waterways and beaches (Parks, Recreation and Open Spaces; Regulatory and Economic Resources)
- NI3-6: Preserve and enhance natural areas (Parks, Recreation and Open Spaces; Regulatory and Economic Resources)
- NI4-1: Ensure buildings are safer (Regulatory and Economic Resources; Internal Services)
- NI4-2: Promote livable and beautiful neighborhoods (Animal Services; Regulatory and Economic Resources; Solid Waste Management; Transportation and Public Works)
- NI4-3: Preserve and enhance well maintained public streets and rights of way (Parks, Recreation and Open Spaces; Transportation and Public Works)

Strategic Area: Health and Human Services (HH)

- HH1-1: Improve individuals' health status (Public Health Trust)
- HH1-2: Increase access to health services and ensure that MDC residents have a primary care medical home (Public Health Trust)
- HH2-1: End homelessness (Homeless Trust)
- HH2-2: Stabilize home occupancy (Community Action and Human Services; Economic Advocacy Trust; Public Housing and Community Development)
- 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; Regulatory and Economic Resources)
- ED1-2: Attract industries that have high wage jobs and high growth potential (Regulatory and Economic Resources)
- 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; Regulatory and Economic Resources)
- ED2-1: Attract more visitors, meetings and conventions (Aviation; Parks, Recreation and Open Spaces; Seaport; Regulatory and Economic Resources)
- ED2-2: Improve customer service at airports, hotels and other service providers that support travel and tourism (Aviation; Communications; Seaport; Transportation and Public Works)
- ED3-1: Attract and increase foreign direct investments and international trade from targeted countries (Aviation; Seaport; Regulatory and Economic Resources)
- ED3-2: Support international banking and other financial services (Regulatory and Economic Resources)
- ED4-1: Encourage creation of new small businesses (Regulatory and Economic Resources)
- ED4-2: Create a business friendly environment (Regulatory and Economic Resources)
- ED4-3: Expand opportunities for small businesses to compete for County contracts (Regulatory and Economic Resources)
- ED5-1: Provide adequate public infrastructure that is supportive of new and existing businesses (Aviation, Management and Budget; Regulatory and Economic Resources)
- 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 (Communications; all departments)
- GG1-2: Develop a customer-oriented organization (Communications; Internal Services; all departments)
- GG1-3: Foster a positive image of County government (Commission on Ethics; Communications; Inspector General; all departments)
- GG1-4: Improve relations between communities and governments (Human Resources; all departments)
- GG2-1: Attract and hire new talent (Human Resources; all departments)
- GG2-2: Develop and retain excellent employees and leaders (Human Resources; all departments)
- GG2-3: Ensure an inclusive workforce that reflects diversity (Community Action and Human Services; Human Resources; all departments)
- GG2-4: Provide customer-friendly human resources services (Human Resources)

- GG3-1: Ensure available and reliable systems (Information Technology)
- GG3-2: Effectively deploy technology solutions (Information Technology)
- GG3-3: Improve information security (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)
- GG6-1: Reduce County government’s greenhouse gas emissions and resource consumption (Regulatory and Economic Resources; all departments)
- GG6-2: Lead community sustainability efforts (Regulatory and Economic Resources)
- 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)