



Strategic Plan

Miami-Dade County, Florida
2003-2007



Delivering Excellence Every Day

"Our strategic plan provides an evaluation yardstick of how well we are progressing towards our community's priorities."

Alex Penelas,
Mayor

Strategic Plan

Miami-Dade County 

Alex Penelas
Mayor

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"The strategic planning process provides a unique opportunity for Miami-Dade County to partner with the community in developing consensus on the optimization of scarce resources to address quality of life needs."

Barbara Carey-Shuler, Ed.D.,
Chairperson, Board of
County Commissioners

"I urge us all to focus on the future and build on the strategies and initiatives we have advanced over the last several years ... We can be successful if we all work and think as a team ... Together we can meet the needs of our community."

George M. Burgess,
County Manager





Table of Contents

Strategic Plan

Miami-Dade County 

INTRODUCTION	2
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GLOBAL PLAN—OVERVIEW

Strategic Themes	4
Vision—Mission—Guiding Principles	5
Community Trends	7

STRATEGIC AREA PLANS—OVERVIEW

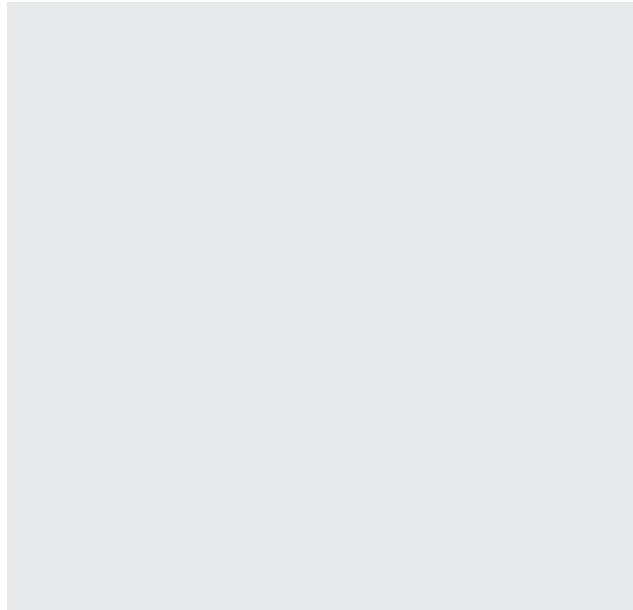
Economic Development	14
Health and Human Services	16
Neighborhood and Unincorporated Area Municipal Services	18
Public Safety	20
Recreation and Culture	22
Transportation	24
Enabling Strategies	26

THE PROCESS—IMPLEMENTATION AND UPDATES	31
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STRATEGIC AREA PLANS—DETAILS

Economic Development	41
Health and Human Services	61
Neighborhood and Unincorporated Area Municipal Services	83
Public Safety	103
Recreation and Culture	121
Transportation	137
Enabling Strategies	157

SOURCES OF ADDITIONAL INFORMATION	188
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Introduction

Miami-Dade County 

WHY A STRATEGIC PLAN?

Miami-Dade County is a rapidly changing and diverse community. With the exception of selected initiatives, prior to Fiscal Year 2004 many of our decisions concerning prioritization and allocation of resources to meet the needs of this dynamic community came from Miami-Dade County management, rather than through a formal process of soliciting the community's input.

Our strategic planning process provides a methodology to achieve a consensus of community wants and needs for the future. As such, the strategic plan provides Miami-Dade County management and employees with a game plan or blueprint that guides decision-making towards our shared priorities. These plan priorities provide the measuring sticks we

need to determine if Miami-Dade County government is fulfilling its responsibilities.

Strategic planning also provides for government accountability and continuous improvement.

MIAMI-DADE COUNTY'S STRATEGIC PLANNING PROCESS

The first phase of our process focused on the development of global planning statements that would form the cornerstones of our strategic plan, describing who we are, where we want to go, and the manner in which we will strive to reach our goals. Our Mission, Guiding Principles and Strategic Themes were developed through an extensive outreach process that included interviews with elected officials, open community workshops and focus groups in Commission Districts. Additionally, we conducted community surveys, as well as employee focus groups and surveys. Together we conducted 60 meetings involving approximately 1,000 participants and completed over 2,000 surveys and interviews.

We used this input to develop Miami-Dade County's first ever Mission Statement, set of

Guiding Principles, and Priority Strategic Themes endorsed by the Board in May 2002, and to develop priorities in six comprehensive areas of service delivered by our government. These six service areas, endorsed by the Board in June 2003, are Economic Development, Health and Human Services, Neighborhood and Unincorporated Area Municipal Services, Public Safety, Recreation and Culture, and Transportation. In April 2004, the Board of County Commissioners approved the County vision statement.

All six service area plans, as well as an "enabling strategies" plan for our internal services, such as finance, employee relations, procurement, fleet and facility maintenance, communications and information technology, together provide a road map for our entire organization to embrace and make a reality. Beginning in Fiscal Year 2003-04 Miami-Dade County departments developed their business plans in support of our Strategic Plan, resulting in a true blueprint for our future that reflects *"The People's Vision: The County's Mission"*.

The first section of this volume provides an overview of Miami-Dade County's Global Plan: our vision, mission, guiding principles, broad priorities expressed as strategic themes, and community trends. The next section provides an overview of the specific goals and key outcomes for each of the six service areas and for our enabling strategies plan. Later in this volume, separate strategic area plans are included to provide details for each of the six service delivery areas and the enabling strategies plan.



Miami-Dade County's Strategic Plan reflects our community's vision for the future and represents our employees' commitment to get us there.



Global Plan Overview

Miami-Dade County 



OUR PRIORITY STRATEGIC THEMES

*These themes guide
Miami-Dade County
government towards
our vision of the future.*

Ensure Miami-Dade County
operates in a fiscally responsible
and stable manner

Improve the quality of life for all
Miami-Dade County residents

Protect the safety and
quality of Miami-Dade
County's neighborhoods

Continuously improve the
performance and capabilities of
Miami-Dade County operations
by maximizing technology,
fostering innovation, and
increasing access to and
information regarding services

Promote responsible and
comprehensive policy
development through
effective planning for land
use, transportation, and
growth management

Promote a healthy economy
through business
development, further
economic diversification based
on key industries, and by
addressing economic
disparities in our community

Develop and maintain an
effective transportation system

Protect and preserve our
unique environment

Promote cooperation and
coordination among all
government services

OUR VISION FOR THE FUTURE

*Delivering
Excellence
Every Day*

*This vision statement
reflects our community's
expectation for Miami-
Dade County government
into the future.*

*Our mission statement
describes our role
in the community
and why our
organization exists.*

OUR MISSION

Delivering excellent public services that address our community's needs and enhance our quality of life

OUR GUIDING PRINCIPLES

In Miami-Dade County government we are committed to being:

Customer-focused and Customer-driven

Honest, Ethical and Fair to All

Accountable and Responsive to the Public

Diverse and Sensitive

Efficient and Effective

Committed to Development of Leadership in Public Service

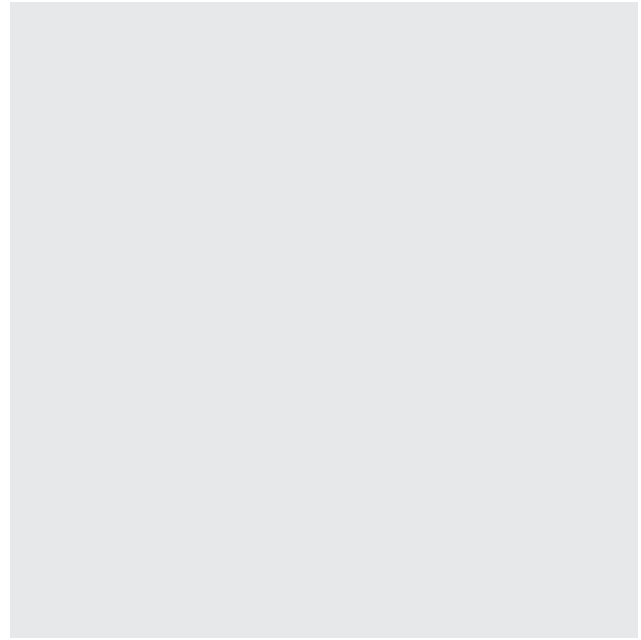
Innovative

Valuing and Respectful of Each Other

Action-Oriented

*These guiding
principles are the basic
values of every level of
Miami-Dade County
government. They
guide the way we make
our decisions and
carry out our actions
every day.*





MIAMI-DADE
COUNTY
Miami-Dade County
**Community
Trends**

We identified the trends and events that may impact our ability to provide or improve services. We also analyzed the strengths and weaknesses of Miami-Dade County government to meet these challenges. The major trends affecting Miami-Dade County are:

Rapid Pace of Growth and
its impact

Diversity of our Community

The Changing Economy

County Government
Financial Trends



RAPID PACE OF GROWTH

One of the defining characteristics of Miami-Dade County over the last half-century has been rapid and significant growth. Through the 1990s, Miami-Dade County grew by 30,000 persons a year, continuing the brisk pace established after World War II. Natural increases in population (i.e., births) accounted for slightly less than half of the total growth in the last decade, while the remainder was due to net migration from abroad. Our growth shows no signs of slowing and is projected to continue through 2020.

This rapid pace of growth has posed considerable challenges for Miami-Dade County. The

resultant large increases in our labor force have led to relatively high rates of unemployment. Closing this gap through job creation, as well as education and training for under-skilled workers, will continue to be a major challenge.

Land supply is another critical issue for our community. As the population has grown, developers have moved quickly to keep pace with the increasing demand for housing and commercial facilities. However, the remaining land available for development is limited. As our population continues to grow, we will be faced with questions of extending the Urban Development Boundary and/or increasing densities.

COMMUNITY DIVERSITY

Miami-Dade County is one of the most racially and ethnically diverse major metropolitan areas in the United States. Hispanics are the largest single ethnic group in our community, accounting for 57 percent of the population.

Hispanics, however, are far from a monolithic group, representing a wide range of nations and ethnic origins. Non-Hispanic blacks, including Haitians and other Caribbean immigrants and their descendents, comprise 20 percent of our population, while non-Hispanic whites and others comprise 23 percent. Our diversity, with its unique challenges and strengths, greatly shapes the cultural, economic, and political life of our community.



THE CHANGING ECONOMY

Twenty years ago, Miami-Dade County's per capita income was above that of the state and nation. Since 1983, however, per capita income has declined and the gap is widening. Equally troubling, of the twenty-five most populous counties in the United States, Miami-Dade County ranks fourth in poverty rates. Miami-Dade County government, the Greater Miami Chamber of Commerce, and other institutions such as the Miami-Dade County School Board, recognize the economic problems and are attempting to find solutions.

COUNTY GOVERNMENT FINANCIAL TRENDS

Revenue streams such as sales tax, revenue sharing, interest and tourist taxes have been affected by the overall economic slowdown. However,

reductions in debt service obligations and tax roll performance will have a mitigating effect in the overall fiscal outlook for Miami-Dade County.

However, there are some areas of concern, that will have to be addressed in the years to come, such as: incorporation of new municipalities, large capital needs for which funding has not been identified, countywide per capita tax roll growth which, in the long-term, is not expected to keep up with inflation, and an extensive list of service needs not currently being met.

COUNTYWIDE GENERAL FUND

Competing needs in the areas of human and health services, judicial administration, and the Miami-Dade County transportation network will continue to place a huge burden on countywide financial resources. On November 3, 1998, Florida voters approved Revision 7 to the Florida Constitution relating to the funding of the State Courts System. As amended by Revision 7, Article V, Section 14 of the Florida Constitution now requires the State to fund all of



the costs of the State Court System, Public Defenders, and the State Attorneys, except as specifically provided in the amendment. Revision 7 further requires that all court-related operations of the Clerk of the Court be funded primarily from filing fees and service charges. Although the transfer of court costs to the State will provide the Countywide General Fund much needed fiscal relief, pressures are created by cost-of-living increases and inflation trends as well as increased elections costs in recent years.

UNINCORPORATED MUNICIPAL SERVICE AREA (UMSA) GENERAL FUND

The biggest challenges facing UMSA are:

- the ever-increasing demand for local police services
- our commitment to improve and expand recreational activities at the local level



- the absorption of lower than projected sales tax revenues from the changes in the economy.

Pursuant to State law, UMSA has its own 10 mill operating cap and therefore has ample room to grow to meet the needs of our citizens.



The incorporation movement in Miami-Dade County raises a multitude of complex public policy issues which fall outside the scope of the Strategic Plan. Our community will continue to tackle these issues as new incorporations proceed. Nevertheless, since Miami-Dade County continues to be a provider of municipal services, service plans for these areas were included in the Strategic Planning process and will be driven by the community's priorities.

MIAMI-DADE FIRE AND RESCUE SERVICE DISTRICT

Of the four taxing jurisdictions, the Fire and Rescue District is forecasted to experience the largest budgetary growth, fueled by the planned addition of

thirteen new stations funded from bond proceeds and impact fees, and the department's obligations originating from labor agreements. The challenge to fund operating expenditures for new stations is compounded by the limitation restricting the Fire and Rescue Service District millage to three mills. Furthermore, any increases in this millage cannot be considered in a vacuum as it is combined with the Countywide General Fund and the Library System in the state-defined 10 mill Miami-Dade County operating cap.

MIAMI-DADE PUBLIC LIBRARY SYSTEM

The Library System millage is also part of the state-defined 10 mill operating cap and therefore, the underlying strategies leading to the adoption of a millage rate for the Library System cannot be considered without analyzing the corresponding impact to the Countywide and Fire and Rescue Service District millages. In September 2001, the Board approved a 0.10 mill increase for the Library System and a subsequent 0.035 mill in September 2002. These adjustments brought necessary relief to a system that was in need of a significant infusion of funds

to construct additional facilities and keep up with service demands. With the additional funds, the library system has embarked in a capital expansion program that includes eight mini-libraries and ten branch library facilities.

PROPRIETARY OPERATIONS

Water and Sewer and Solid Waste fees were raised in FY 2003– 04. Innovative operating procedures and/or fee adjustments in the future may be necessary to ensure we meet bond coverage requirements, cover future operating costs, and maintain adequate reserves.

In light of the events of September 11, 2001 and the reduction of air passengers, tourist tax collections are only now returning the pre-September 11 levels. Agencies dependent on tourist taxes for operating revenues, such as the Department of Cultural Affairs, have adjusted their operations to align expenditures with the actual receipts.



MIAMI-DADE COUNTY'S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

Growing emphasis on strategic management, including strategic planning

Effective use of technology to provide communication and customer service improvements

Diverse workforce

Commitment to environmental protection

Successful crime prevention efforts

OPPORTUNITIES

Technology improvements provide opportunities for customer service improvements

By collaborating with other local governments in South Florida, Miami-Dade County can access additional resources and improve political clout

Local educational institutions are poised to promote economic growth

Coordinated efforts can help Miami-Dade County draw on previously untapped financial resources (federal grants, etc.)

WEAKNESSES

Rapid urban growth and immigration, leading to change in service needs

Tourism-dependent economy; lack of industrial diversity

Traffic congestion and growing transportation needs

Poor public perception of Miami-Dade County government

CHALLENGES

Diminishing supply of developable land

High levels of poverty and unemployment, along with relatively low levels of educational attainment and high numbers of uninsured

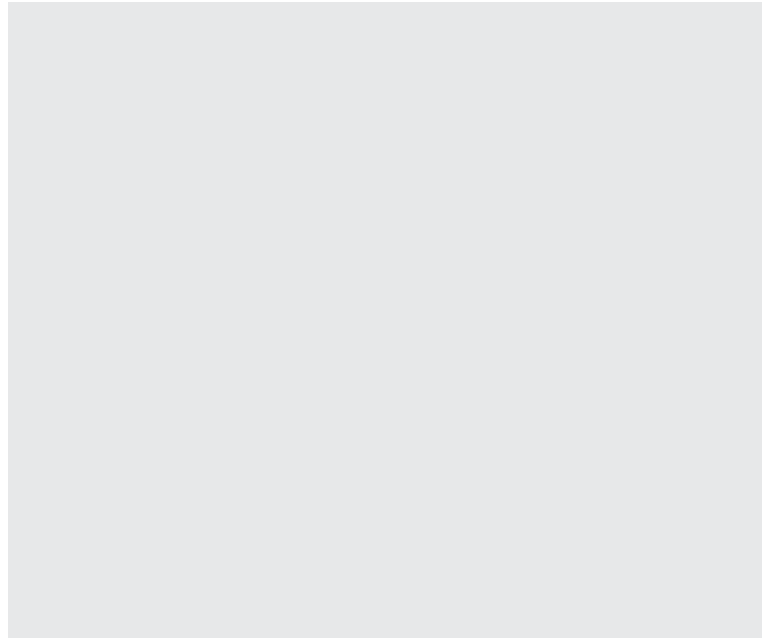
Increasing demand for infrastructure and services, coupled with limited resources and reductions in certain federal and state funding sources



OTHER COUNTY INITIATIVES

There are many ongoing initiatives in Miami-Dade County, many of which are at a level significantly more detailed than Miami-Dade County's Strategic Plan. They include many of the Mayor's and Commissioners' initiatives that are linked to this process (e.g., the People's Transportation Plan, Mayor's Health Care Initiative, Economic Summit, Year of the Child, One Community One

Goal, Community Image, Community Workforce, Countywide Healthcare Planning, Smart Growth, Living Wage, etc.). Many of these initiatives have their own strategic plans (e.g., the Strategic Plan for the Empowerment Trust). The Strategic Plan for Miami-Dade County is a comprehensive, countywide plan that will enhance these initiatives by providing a formal method for linking them to annual department business plans and the resource allocation process.



Miami-Dade County 

Strategic Area Plans Overview

The following pages provide an overview of each of the strategic area plans, including the goals and priority key outcomes. Also included is a section entitled ***“How We Plan To Measure Our Performance”***, which contains performance indicators refined from the preliminary key performance indicators presented to the Board of County Commissioners in June 2003. Those indicators are also contained in the detailed strategic area component plans beginning on page 41.



GOALS ECONOMIC DEVELOPMENT

Allocate Miami-Dade County government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas

Lead the coordination of economic development activities throughout Miami-Dade County

Expand entrepreneurial development opportunities within Miami-Dade County

Create a more business-friendly environment in Miami-Dade County





Economic Development

PRIORITY KEY OUTCOMES	HOW WE PLAN TO MEASURE OUR PERFORMANCE
Increased number of businesses and employment opportunities in higher-paying, targeted industries	<ul style="list-style-type: none"> ■ Unemployment rate in Miami-Dade County ■ Per Capita Income ■ Number of new businesses related to incentives/coordinated efforts to promote growth in targeted industries
Increased number of Miami-Dade County residents with the job skills to achieve economic self-sufficiency	<ul style="list-style-type: none"> ■ Percent of successful placement of training program participants in employment
Increased number of low-to-moderate income homeowners	<ul style="list-style-type: none"> ■ Number of affordable mortgages financed for eligible low and moderate income families in Miami-Dade County ■ Housing affordability index/percent of households that can afford a median priced home
Coordinated and effective economic and community development programs	<ul style="list-style-type: none"> ■ Number of jobs created in the community from economic and community development projects ■ Percentage of survey respondents that agree Miami-Dade County government effectively develops low income/poor areas in Miami-Dade County
Proactive involvement of communities in economic development efforts	<ul style="list-style-type: none"> ■ Percent of residents satisfied with community involvement process with economic development
Organizations empowered with the technical and management capacity to succeed	<ul style="list-style-type: none"> ■ Number of existing and start-up businesses and agencies trained by Miami-Dade County per year that remain in business after two years
Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas	<ul style="list-style-type: none"> ■ Development of countywide infrastructure, land supply and affordable housing plan within one year, plan implementation and schedule adherence thereafter
Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County	<ul style="list-style-type: none"> ■ Percentage of businesses satisfied or very satisfied with the County's business processes



GOALS HEALTH AND HUMAN SERVICES

Eliminate barriers to care

Improve the future of Miami-Dade County's children and youth

Promote independent living through early intervention and support services

Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County

Ensure high quality standard of care and customer service countywide

Ensure universal access to timely and accurate service information and community resources

Develop positive relationships among all groups to promote unity in Miami-Dade County





Health and Human Services

PRIORITY KEY OUTCOMES	HOW WE PLAN TO MEASURE OUR PERFORMANCE
<p>Reduced rate of uninsured countywide</p> <hr/> <p>Healthier community</p>	<ul style="list-style-type: none"> ■ Reduce percentage rate of uninsured in Miami-Dade County ■ Percent of children in Miami-Dade County with insurance ■ Percent of residents with increased access to primary and specialty medical care
<p>Improved public transportation to health and human services facilities throughout Miami-Dade County</p>	<ul style="list-style-type: none"> ■ Percentage of users of health and human services satisfied or very satisfied with transit access to health care
<p>Increased access to and quality of childcare facilities</p>	<ul style="list-style-type: none"> ■ Number of childcare facilities with national accreditation ■ Number of low-income infants, toddlers and preschoolers participating in early childhood development services (versus waiting list) ■ Number of childcare facilities in areas of need
<p>Increased access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families</p> <hr/> <p>Young adults with basic education, skills, and values</p>	<ul style="list-style-type: none"> ■ Dropout rate of high school students
<p>Increased availability of affordable and special needs housing</p>	<ul style="list-style-type: none"> ■ Percentage increase in the number of affordable and special needs housing
<p>Improved customer service and care in health and human services</p> <hr/> <p>Reduction of health and human services unmet needs</p>	<ul style="list-style-type: none"> ■ Percentage of customers of the health and human services area satisfied or very satisfied with service delivery and customer care ■ Percentage of survey respondents earning less than \$25,000 per year that rate Miami-Dade County's health and human services as good or very good



GOALS

NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES



Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services

Empower the community by increasing communication and coordination with local, state, and federal entities

Use consistent, fair and effective means to achieve code compliance

Enact programs to beautify and improve urban and residential areas

Promote responsible stewardship of natural resources and unique community environments

Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP)



Neighborhood and Unincorporated Area Municipal Services

PRIORITY KEY OUTCOMES	HOW WE PLAN TO MEASURE OUR PERFORMANCE
Increased urban infill development and decreased urban sprawl	<ul style="list-style-type: none"> Number of infill development and infill housing units and infill redevelopment projects per year (completed)
Protection of viable agriculture and environmentally-sensitive lands	<ul style="list-style-type: none"> Percent of tree canopy increase No net loss of agricultural designated lands outside the Urban Development Boundary (UDB) or environmentally sensitive lands
Improved community design	<ul style="list-style-type: none"> Percentage of survey respondents that rate the development and land use/zoning in their neighborhood as good or very good
Strengthened bond between the community and Miami-Dade County government	<ul style="list-style-type: none"> Percentage of residents satisfied with information delivery systems
Improved community access to information and services	
Well-trained, customer-friendly Miami-Dade County government workforce	<ul style="list-style-type: none"> Percentage of survey respondents that agree Miami-Dade County employees that helped them went the extra mile to get their issue heard and resolved Secret Shopper rating for employee customer service Percentage of survey respondents that were satisfied with their last contact with Miami-Dade County personnel
Resident and business voluntary compliance with Miami-Dade County codes	<ul style="list-style-type: none"> Percentage of residents and businesses aware of critical knowledge factors of code compliance
Timely identification and remediation of nuisances, including unsafe structures	<ul style="list-style-type: none"> Percentage of general/nuisance complaints responded to within 48 hours Percentage of nuisance incidents remediated within pre-defined timeframes
Neighborhood and rights-of-way aesthetics that foster and enhance quality of life	<ul style="list-style-type: none"> Percentage of roadways and rights-of-way cleaned and well-maintained
Improved neighborhood roadways, sidewalks, drainage, and reduced flooding	<ul style="list-style-type: none"> Percentage of survey respondents that rate the drinking water quality and sewer service as good or very good Percentage of survey respondents that rate the quality of roadways and road signs in Miami-Dade County as good or very good Percentage of survey respondents that rate flooding as a minor or major problem in their neighborhood



GOALS PUBLIC SAFETY

Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future

Provide comprehensive and humane programs for crime prevention, treatment and rehabilitation

Improve the quality of service delivery through commitment to ongoing employee training

Strengthen the bond between the public safety departments and the community

Improve public safety through the use of community planning and the enforcement of quality of life issues





Public Safety

PRIORITY KEY OUTCOMES	HOW WE PLAN TO MEASURE OUR PERFORMANCE
Facilities and resources built and maintained to meet needs	<ul style="list-style-type: none"> Average fire rescue response time from time dispatch receives life-threatening call from 911 (within UDB) and/or percentage of total fire calls with a response time under 8 minutes from call entry to arrival and/or EMS-ALS average response time from Public Safety Answering Point (PSAP) to arrival
Reduced response time (including agricultural areas)	
Reduction in property loss and destruction	<ul style="list-style-type: none"> Police emergency average response time—inside and outside UDB (minutes) Percentage of survey respondents that rate crime in their neighborhood as a minor or major problem
Improved homeland security preparedness	<ul style="list-style-type: none"> Development and implementation of a comprehensive plan for homeland security Number of first responders trained and equipped for an emergency event
Strengthened Juvenile Assessment Center	<ul style="list-style-type: none"> Juvenile crime rates by type Rate of re-institutionalization of offenders processed through the Juvenile Assessment Center
Increased community awareness of information resources and involvement opportunities	<ul style="list-style-type: none"> Percentage of survey respondents that generally find police officers and traffic enforcement officers to be friendly and approachable Level of community customer satisfaction with public safety services



GOALS RECREATION AND CULTURE

Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs

Secure and invest additional public and private resources to improve and expand programs, services and facilities

Increase participation in and awareness of programs, services and facilities

Develop lifelong learning and professional development opportunities through education, outreach and training partnerships





Recreation and Culture

PRIORITY KEY OUTCOMES	HOW WE PLAN TO MEASURE OUR PERFORMANCE
Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork	<ul style="list-style-type: none"> Quality rating of residents and visitors for cultural, recreational, and library facilities and places Resident ratings of the appearance of recreational, cultural, and library facilities
Available and high quality green space throughout Miami-Dade County	<ul style="list-style-type: none"> Number of residents satisfied or very satisfied with availability of open/green spaces Number of acres of natural areas restored and number of acres maintained Park acres per capita (Regional Parks and UMMA Parks)
More cultural, recreational and library programs and services available to address varied community interests and educational needs	<ul style="list-style-type: none"> Percentage of survey respondents that rate Miami-Dade County's library services as good or very good Resident ratings of the range of Parks and Recreation activities Percentage of survey respondents that rate Miami-Dade County's recreational and cultural activities as good or very good
Quality customer service at all cultural, recreational and library facilities	<ul style="list-style-type: none"> Number of cultural, recreational, and library programs available for the elderly and for people with disabilities
Coordination of existing cultural, recreational and library programs and services and comprehensive development of new experiences and opportunities	<ul style="list-style-type: none"> Number of cultural, recreational and libraries collaboration projects per year
Cultural, recreational and library places and facilities located where needed throughout Miami-Dade County	<ul style="list-style-type: none"> Number of residents satisfied or very satisfied with availability of facilities within five years Percent of library district residents within three miles (or 20 minutes) of a library
Reduction in unmet needs	<ul style="list-style-type: none"> Recreation and culture dollars available through all sources of funding, including existing and new sources
Expanded awareness of and access to cultural, recreational and library programs and services	<ul style="list-style-type: none"> Number of attendees at recreational, cultural and library facilities, programs and services



GOALS TRANSPORTATION

Encourage and promote innovative solutions to transportation challenges, including incentive plans

Maximize the use and efficiency of the existing transportation system on a neighborhood, county and regional basis

Improve mass transit along major corridors and between major origin and destination locations

Enhance the ease of movement of people and goods to, from and through the airport, the seaport, and other centers through new and improved inter-modal linkages

Educate the community regarding transportation issues and opportunities

Promote improved mobility of people and commerce to capitalize on South Florida's advantages





Transportation

PRIORITY KEY OUTCOMES	HOW WE PLAN TO MEASURE OUR PERFORMANCE
Minimum wait time for transit passengers	<ul style="list-style-type: none"> Planned frequency of transit service during peak and non-peak hours
Convenient, clean transit passenger facilities and vehicles	<ul style="list-style-type: none"> Number (and percentage) of facilities meeting ADA requirements Percentage of survey respondents that rate the cleanliness of buses and train cars as good or very good
Improved accessibility to transit facilities and bus stops	
Safe and reliable transit facilities and vehicles	<ul style="list-style-type: none"> Rate of schedule adherence for bus and rail service
More integrated land-use development to decrease dependence on automobiles	<ul style="list-style-type: none"> Average commute times to work in minutes Percent of traffic signals synchronized and optimized Percentage of survey respondents that rate the congestion on the roadways in their neighborhood as a minor or major problem
Improved level-of-service on major roadway corridors	
Dramatic improvement in the level of bus service	<ul style="list-style-type: none"> Achievement of all major milestones timelines in the “People’s Transportation Plan”
Expanded rapid transit service along all major corridors	<ul style="list-style-type: none"> Percentage of survey respondents that rate the convenience of Miami-Dade County bus routes as good or very good Daily bus and rail boardings
Effective management and oversight of dedicated transit funds	<ul style="list-style-type: none"> Number of residents satisfied or very satisfied with the implementation of the “People’s Transportation Plan”
Seamless movement of people, baggage and cargo to and from the seaport and airport	<ul style="list-style-type: none"> Percentage of survey respondents that rate the ease of transportation to and from the airport and seaport as good or very good
Enhanced customer service, convenience, and security at every level of contact with the ports	<ul style="list-style-type: none"> National customer satisfaction ranking the airport among the top ten airports for passenger satisfaction by 2007 and customer satisfaction ratings at the seaport
Adequate capacity to meet existing and future demand levels for passengers and cargo at the ports	<ul style="list-style-type: none"> Total number of aviation and cruise passengers



GOALS ENABLING STRATEGIES: BUDGET & FINANCE



Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion

Attract, develop and retain an effective, diverse and dedicated team of employees

Ensure the financial viability of Miami-Dade County through sound financial management practices

Deliver on promises and be accountable for performance



Enabling Strategies: Budget & Finance

PRIORITY KEY OUTCOMES	HOW WE PLAN TO MEASURE OUR PERFORMANCE
Streamlined and responsive procurement process	<ul style="list-style-type: none"> Calendar days from requisition to purchase order Percentage of internal users satisfied with procurement timeliness, quality, and overall service
“Best-value” goods and services (price, quality, terms and conditions)	<ul style="list-style-type: none"> Negotiated contract savings (dollars saved)
<p>Motivated, dedicated workforce team aligned with organizational priorities</p> <p>Workforce skills to support Miami-Dade County priorities (e.g. leadership, customer service, fiscal problem-solving, technology, etc.)</p>	<ul style="list-style-type: none"> Percentage of employees rating Miami-Dade County as a good place to work
<p>Sound asset management and financial investment strategies</p> <p>Planned necessary resources to meet current and future operating and capital needs</p> <p>Cohesive, standardized countywide financial systems and processes</p>	<ul style="list-style-type: none"> Bond Ratings Percent of cash reserves
<p>Alignment of services provided with community's needs and desires</p> <p>Achievement of performance targets</p> <p>Accountability to the public at every level of the organization</p> <p>Continuously improving government</p>	<ul style="list-style-type: none"> Percentage of community satisfied with value of Miami-Dade County services for tax dollars paid Cost of government: dollars per capita and per capita by category



GOALS ENABLING STRATEGIES: GOVERNMENT OPERATIONS



Enable Miami-Dade County departments and their service partners to deliver quality customer service

Enhance community access to reliable information regarding services and Miami-Dade County government issues

Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange

Plan, construct and maintain well-designed Miami-Dade County facilities in time to meet the needs of Miami-Dade County

Provide quality, sufficient and well-maintained vehicles to Miami-Dade County departments

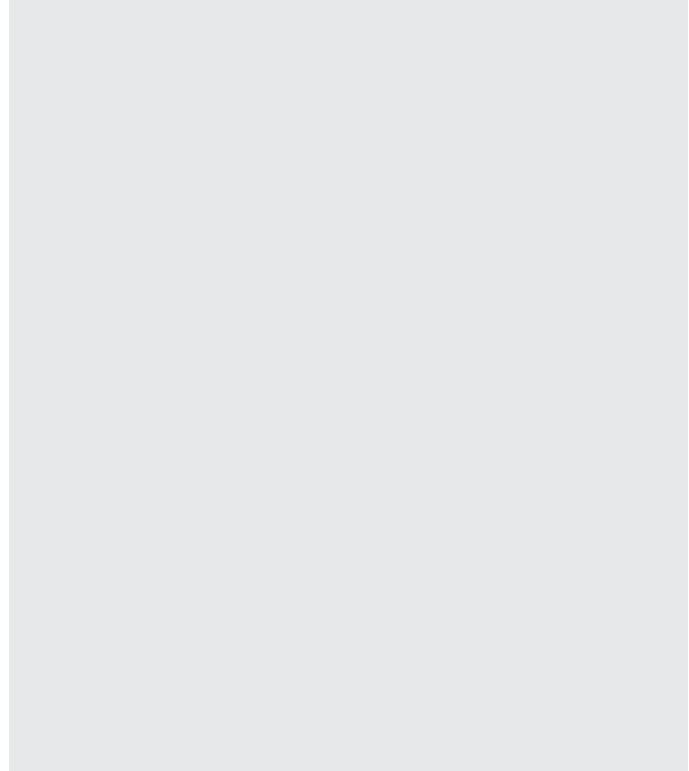
Ensure that elections are open, error free, convenient and accessible to all eligible voters



Enabling Strategies: Government Operations

PRIORITY KEY OUTCOMES	HOW WE PLAN TO MEASURE OUR PERFORMANCE
Clearly-defined performance expectations and standards	<ul style="list-style-type: none"> Satisfaction ratings from service delivery departments
Easily accessible information regarding Miami-Dade County services and programs	<ul style="list-style-type: none"> Percentage of residents with a positive image of Miami-Dade County government Percentage of customers familiar with Miami-Dade County sources of information (MDTV, County Citizens, Miami-Dade County website, answer center)
User friendly e-government sharing information and providing expanded hours and services	<ul style="list-style-type: none"> Percentage of users (residents, visitors, employees, etc.) satisfied with electronic access to services and information, and percentage of survey respondents that agree that it is easy to find what they need or want on the Miami-Dade County website
Miami-Dade County processes improved through information technology	<ul style="list-style-type: none"> Dollars saved through information technology investments
Safe, convenient and accessible facilities planned and built to meet needs	<ul style="list-style-type: none"> Percentage of (facility) projects completed within budget and on time Percentage of internal customers and residents satisfied with aesthetics of county facilities
Safe and reliable vehicles ready to meet needs	<ul style="list-style-type: none"> Fleet costs (acquisition, operating, resale value) within prescribed industry standards and percent of department users satisfied with quality and timeliness of fleet management services
Opportunities for every registered voter to conveniently cast a vote	<ul style="list-style-type: none"> Voter satisfaction with process Percentage of accuracy between votes cast and votes reported





Miami-Dade County 

The Process— Implementation and Updates

The first phase of our process focused on the development of global planning statements that are the cornerstones of our strategic plan, describing who we are, where we want to go, and the manner in which we will strive for our goals. Our Vision, Mission, Guiding Principles and Strategic Themes were developed through an extensive outreach process that included interviews with elected officials, open community workshops, focus groups in Commission Districts, and community surveys, as well as employee focus groups and surveys (60 meetings, approximately 1,000 participants, and over 2,000 surveys and interviews).

Community Consensus

The Miami-Dade County community represents a great diversity of opinions and perspectives. Nevertheless, significant consensus emerged, and shared concerns about issues such as quality of life, the role of government, and our natural resources are reflected in the statements.



In addition, we internally identified the strengths and weaknesses of Miami-Dade County government, as well as opportunities and challenges we face, and identified future trends that may impact our ability to provide services.

The process also included the participation of a Core Community Planning Team that worked with Miami-Dade County executives in guiding the project through completion. Members of this team included the following individuals:

Marleine Bastien,
President,
Haitian Women of Miami

T. Willard Fair,
President/CEO
The Urban League of Greater Miami

Ray Goode,
Vice President, Public Affairs,
Ryder System, Inc.

Marta Gutierrez,
Vice President,
The Gutierrez Group

Adolfo Henriques,
President/CEO,
Union Planters Bank

Modesto Maidique,
President
Florida International University

Fred Messing,
Chief Operating Officer,
Baptist Health Systems of South Florida

Harve Mogul,
President & CEO,
United Way of Miami-Dade

Otis Pitts, Jr.,
President,
Peninsula Developers Inc.

Rev. Walter Richardson,
Sweet Home Missionary
Baptist Church

Donna Shalala,
President,
University of Miami

Rosa Sugranes,
Chairperson,
Iberia Tiles Corporation

Daniel S. Tantleff,
President
Miami-Dade County
League of Cities,
Vice Mayor,
Bal Harbor Village

Arthur Teitelbaum,
Southern Area Director,
Anti-Defamation League

Our effort was supplemented by a group of concerned citizens who have championed a year-long process called **“One Community: One Vision”**, meeting with community leaders to design a visioning process for the whole community. Miami-Dade County government’s statements link to these broader community statements.

Concurrent with developing these broader statements, we reached into our community to hear the recommendations regarding our six comprehensive areas of service delivery:

Economic Development

Health and Human Services

Neighborhood and Unincorporated Area Municipal Services

Public Safety

Recreation and Culture

Transportation

The development of the six strategic area master plans was guided by the Assistant County Manager responsible for that functional area, the applicable Department Directors, and a Strategic Area Community Planning Team. Over 100 members of Strategic Area Community Planning Teams provided the leadership and community expertise needed to make each Strategic Area Master Plan a success by:

- Providing communications linkages to the organizations they work with every day and with members of their community
- Interacting with the strategic planning teams composed of Miami-Dade County staff and with the planning and communications consultants for the project
- Providing necessary input throughout the strategic planning process, and working together with staff to develop specific goals, strategies, and objectives within each strategic area

Working in partnerships, these teams developed draft mission statements for each of the six

strategic areas and preliminary strategic goals.

Critical to the process were existing plans and initiatives. In some of the service delivery areas, much work had already been accomplished. For example:

- The Mayor's Economic Summit
- Miami-Dade County Comprehensive Development Master Plan
- The draft Comprehensive Development Master Plan Economic Element
- The Regional Transportation Summit
- The district meetings and summits related to a dedicated funding source for transportation in Miami-Dade County
- The Alliance for Human Services Master Plan
- Public Health Trust Strategic Plan
- Departmental Plans
- Community and Economic Development Consolidated Plan citizen meetings

On June 19, 2002, we held a communitywide event to gather input from the community on their recommendations in each of these six service delivery areas. The event included break-out sessions for the six comprehensive areas of service delivery. We briefly reviewed the input received and asked the participants to provide their ideas as to what actions Miami-Dade County should take to best achieve the goals identified so far. We also asked the participants to provide input for any additional goals needed. Finally, we asked them to

identify their top priorities in each of the strategic areas. Subsequent to the event, each strategic area planning group comprised of key Miami-Dade County staff refined the goals based on the input received. They developed a five year strategy, with measurable objectives, to accomplish each goal. On June 3, 2003, Miami-Dade County Board of Commissioners adopted resolution R-664-03, Miami-Dade County's first ever Strategic Plan community goals and key strategic outcomes as summarized in the following chart.



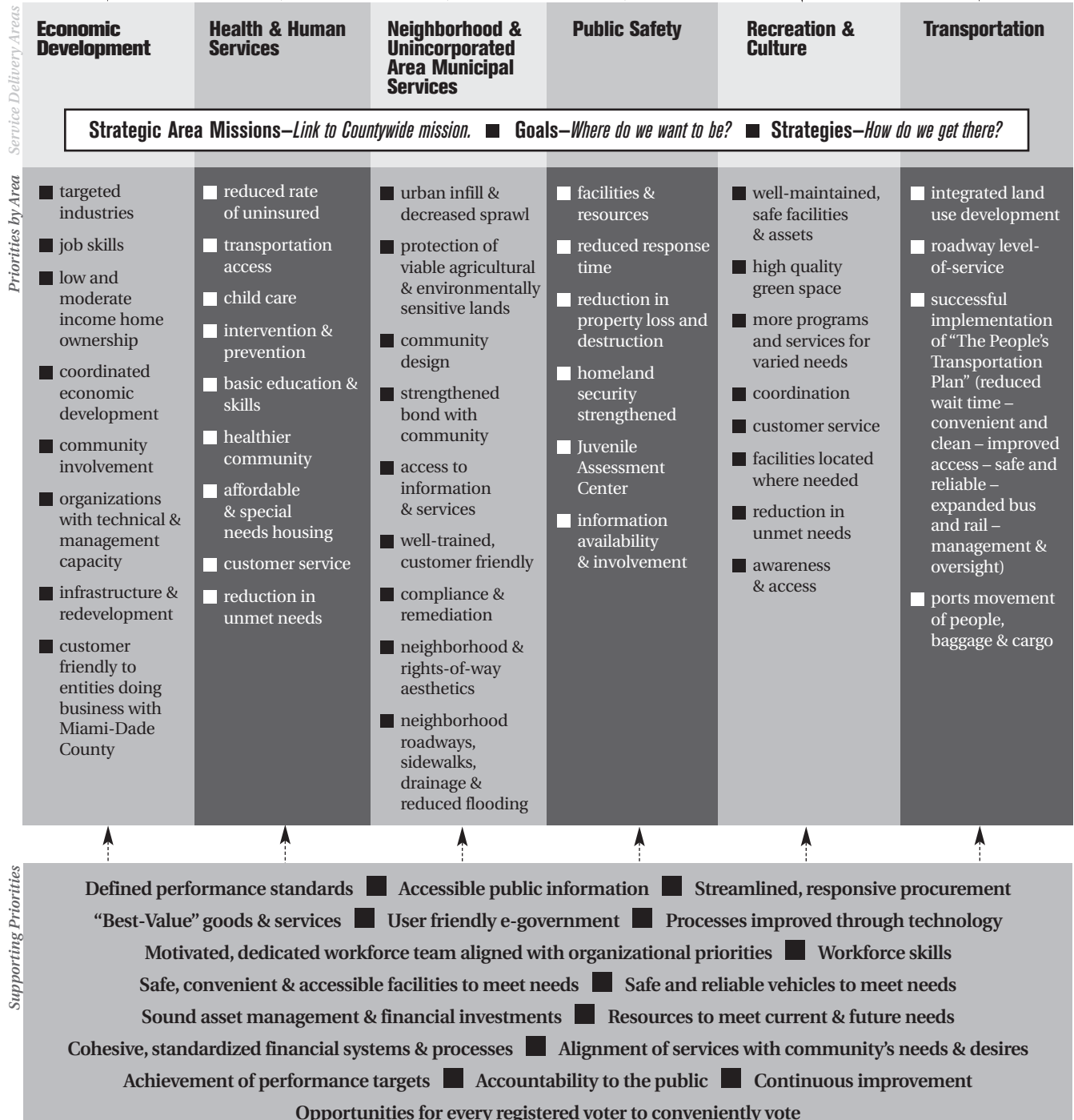
MIAMI-DADE COUNTY STRATEGIC PLAN SUMMARY

MISSION

Delivering excellent public services that address our community's needs and enhance our quality of life

COUNTYWIDE PRIORITIES

Fiscally responsible and stable ■ Quality of life for all ■ Safety and quality of neighborhoods
Technology, innovation, access and information ■ Planning for land use, transportation and growth
A healthy economy ■ Transportation ■ Environment ■ Cooperation and coordination



Fiscal Year 2003 – 04 marked the first year that Miami-Dade County had a multi-year strategic plan in place. This framework provides countywide priorities with measurable performance objectives to which departments can align their annual operational plans (business plans). Miami-Dade County departments have recently begun this process. Departments are refining their specific operational initiatives and how they link with our organizational strategies. In some cases current initiatives may not be sufficient to achieve all strategic plan objectives. The Strategic Plan, however, is a five year plan; performance objectives contained therein may not be achieved until 2008, whereas departmental business plan objectives are updated at least annually. Priorities established in the Strategic Plan and reflected in departmental business plans will be the basis for the County's resource allocation process.

As this results-oriented approach matures, greater alignment between the

Strategic Plan and departmental business plans will be achieved. Departments will continue to include the implementation of these goals, strategies and key objectives in their annual business plans and their budgets. By linking to the annual departmental business plan process, each department becomes accountable for achieving its component of the overall plan. Managers will be evaluated based on achievement of their departmental goals. Each department continues to create and refine their operational performance measures to track progress towards achieving the intended outcomes contained in the strategic plan.

The strategic planning initiative is constantly evolving. Progress towards achieving strategic plan objectives will be continuously monitored and the supporting strategies will be re-evaluated every two years. As shown on the following chart summarizing Miami-Dade County's strategic planning process, full updates of the plan will be conducted every five years.

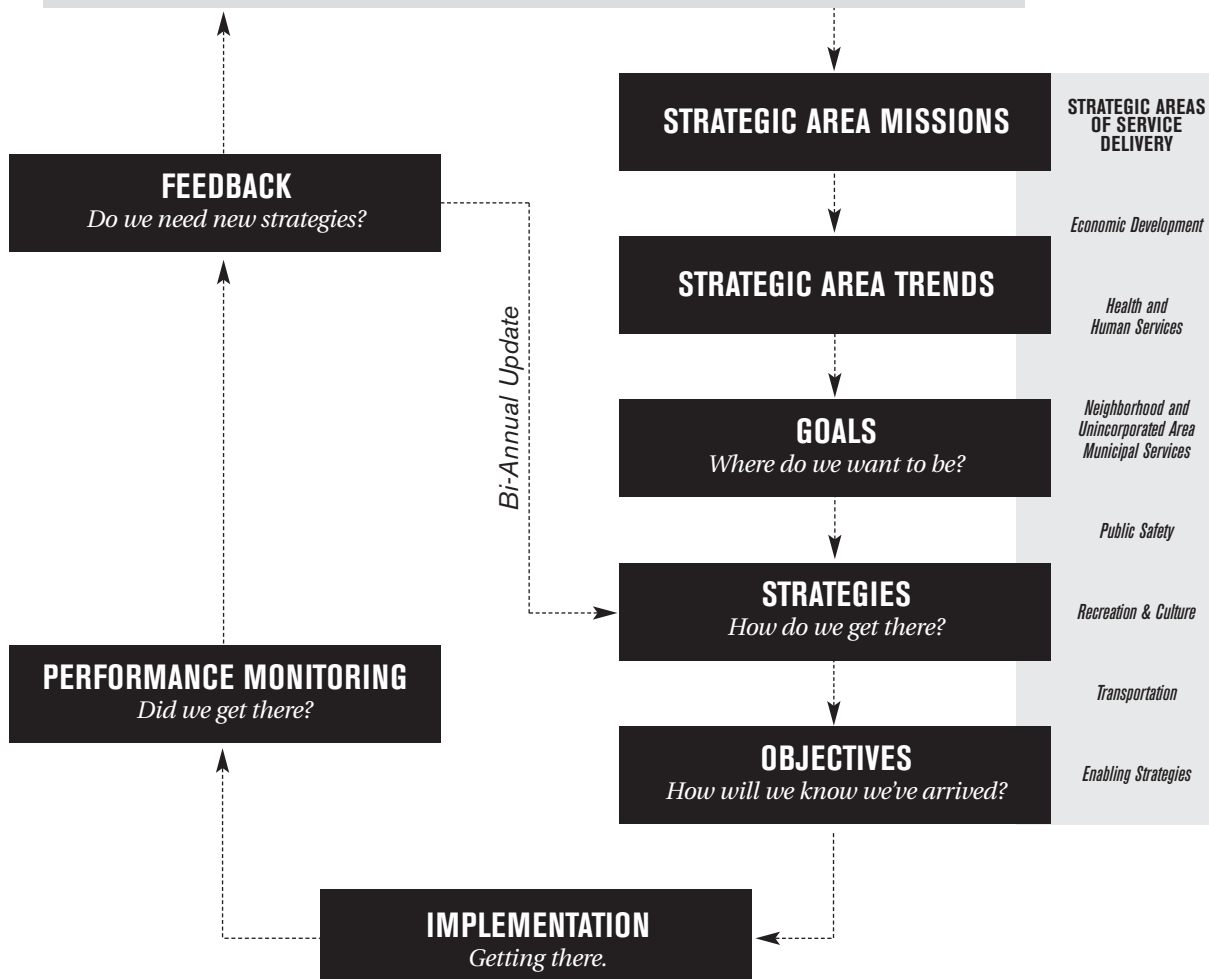
OUR VISION
What is our best possible future?
Delivering Excellence Every Day

OUR MISSION
Why are we in business?
Delivering excellent public services that address our community's needs and enhance our quality of life.

GUIDING PRINCIPLES
How do we do business? What are our values?

COUNTYWIDE COMMUNITY TRENDS

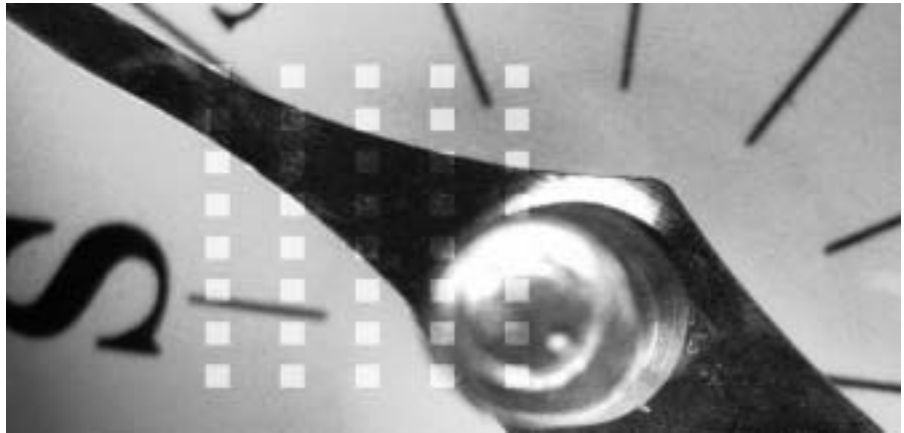
PRIORITY STRATEGIC THEMES



Strategic Plan

Miami-Dade County 





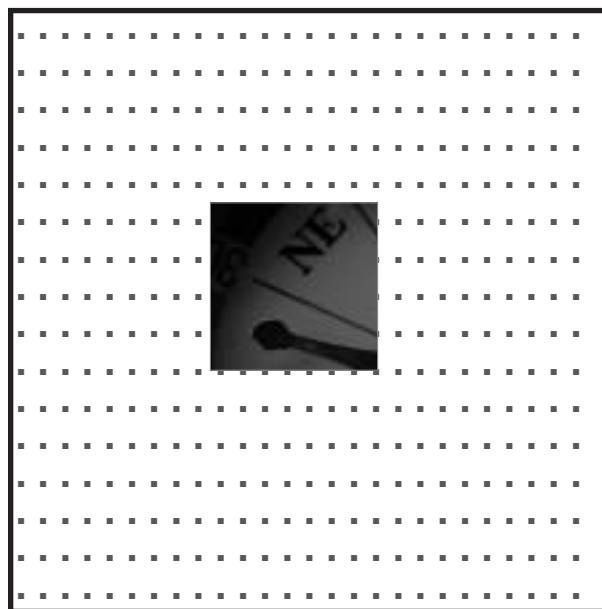
Economic Development *Component*

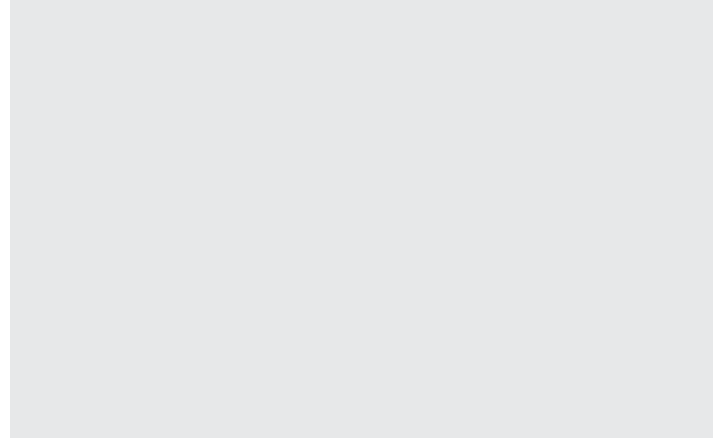
MIAMI-DADE COUNTY STRATEGIC PLAN



ECONOMIC DEVELOPMENT

“To expand and further diversify Miami-Dade County’s economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents.”





Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction

The Economic Development Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Economic Development Strategic Area component of the Miami-Dade County Strategic Plan.

Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends



We identified the trends and events that may impact our ability to provide or improve economic development services as well as the strengths and weakness of our County government to meet these challenges.

The Miami-Dade County economy has experienced considerable growth in recent years, with expansion in key industries. The economy has

become further diversified as well; of particular note is the steady growth in knowledge-based sectors. Increasing growth throughout the entire South Florida region has also led to increasing economic integration with Broward and Palm Beach Counties.

Miami-Dade County's rapid population growth and widespread poverty pose significant challenges,

including an ongoing need for job creation. Among economic development practitioners, there is a perception that the persistent gap between "haves" and "have nots" has led to increasing polarization in the community.

Finally, concerns have been raised over a decline in locally-based financial companies.

ECONOMIC DEVELOPMENT STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

The County has well-developed programs for gathering community input on economic development initiatives. The County also has a sound plan for addressing the impact of incorporation on economic development programs.

CHALLENGES

Given past difficulties with implementation, the County continues to face skepticism from portions of the community. Additionally, continuing population growth and persistent low skill levels among residents will remain major challenges.

The goals, desired outcomes and strategies developed by the community and County staff in the Economic Development Strategic Area Plan build upon our strengths, address our weaknesses, and take advantage of the opportunities identified.

WEAKNESSES

Although a multitude of County departments and programs are devoted to economic development, cross-departmental coordination has traditionally been weak. Similarly, implementation of economic development plans has tended to lag, though there has been no shortage of planning efforts over the past twenty years.

OPPORTUNITIES

The County may be able to develop greater public support for economic initiatives, particularly by focusing on neighborhood-based needs. The use of new information technologies can provide increasing access to economic development information and resources. Finally, educational programs will lead to enhanced employment opportunities for residents.

Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Goals



GOAL

**ALLOCATE
MIAMI-DADE COUNTY
GOVERNMENT
RESOURCES IN
SUPPORT OF
ACTIVITIES THAT
INCREASE AND
DIVERSIFY JOBS
AND INCOMES
WHILE ELIMINATING
SOCIO-ECONOMIC
DISPARITIES IN
UNDERSERVED AREAS**

Several County departments offer programs aimed at attracting jobs in a diverse range of industries.

Departmental initiatives, largely dependent upon federal funding, include micro-loan and other financing programs, tax incentives, infrastructure projects, trade missions and trade development seminars, for example. The County's Community Workforce Program,

adopted in January 2003, requires County construction contractors to hire a minimum of 10% of their labor force from the Designated Target Areas (DTA) in which the construction project is located. Further aiding the County's efforts are partnerships with organizations such as the Beacon Council and local Chambers of Commerce. Additionally, the



County's Department of Planning and Zoning has prepared an Economic Element to the Comprehensive Development Master Plan, which establishes broad principles and guidelines for industrial and commercial development.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate Miami-Dade County as a place to work?</i> (All Respondents)	42% Good 34% So-So 24% Poor
<i>How do you rate Miami-Dade County as a place to work?</i> (Respondents making less than \$25,000 per year)	32% Good 37% So-So 31% Poor
<i>How do you rate Miami-Dade County as having quality job opportunities?</i>	26% Good 32% So-So 42% Poor
<i>Miami-Dade County Government effectively promotes growth of business in the County</i>	35% Agree 32% Neither agree nor disagree 33% Disagree

Poverty, however, remains a major concern. Low educational and skill levels among significant segments of the population hamper the County's efforts to attract higher paying jobs to the area. Other factors limiting the ability of the County in this area include the decline in locally based financial companies and lengthy timelines and extensive federal requirements for community and economic development projects.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Miami-Dade County Government encourages healthy and repeated tourism</i>	58% Agree 25% Neither agree nor disagree 17% Disagree
<i>Miami-Dade County Government attracts community enhancing companies to the County</i>	36% Agree 32% Neither agree nor disagree 32% Disagree
<i>Do you consider the lack of access to affordable housing a major problem, minor problem, or not a problem?</i> (Respondents making less than \$25,000 per year)	45% Major problem 22% Minor problem 33% Not a problem

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	<ul style="list-style-type: none"> ■ Provide and enhance performance-based incentives to local targeted industries. ■ Provide relief from impact and permit fees and postpone fee payment until loan closing for those projects that meet job creation, business development, and industry selective criteria as specified by the County. ■ Coordinate with the Beacon Council and other agencies to promote growth in targeted industries (including coordination with Greater Miami Convention and Visitors Bureau on updating the tourism master plan) 	<ul style="list-style-type: none"> ■ New businesses and jobs related to incentives/ coordinated effort to promote growth in targeted industries

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased number of county residents with the job skills to achieve economic self-sufficiency (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Coordinate with Health and Human Services Strategic Area to expand community employment training programs, including effective training programs for youth ■ Expand community employment training programs ■ Enhance services to low income residents seeking to achieve economic self-sufficiency ■ Compile comprehensive report on all youth employment and entrepreneurship programs for annual distribution at Miami-Dade County Public Schools ■ Establish County links to online job banks ■ Coordinate with private enterprise to maximize opportunities in the private sector 	<ul style="list-style-type: none"> ■ 75% successful placement of training program participants in employment within three years ■ 500 more youths participating in employment and entrepreneurship programs within two years ■ 10% of low income residents seeking to achieve economic self-sufficiency remaining self-sufficient, in accordance with Community Service Block Grant (CSBG) guidelines, after five years
Increased number of low to moderate income homeowners (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Continue providing low interest loans, down payments and closing cost assistance to low and moderate income home buyers ■ Continue to provide low interest construction financing and incentives to developers of affordable housing ■ Continue partnerships with local lenders and intermediaries to facilitate homeownership opportunities for low and moderate income homebuyers and protect these buyers against predatory lending practices ■ Pursue additional revenue sources to fund the County's affordable housing programs 	<ul style="list-style-type: none"> ■ 500 new loans to low and moderate income persons closed per year

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased international commerce	<ul style="list-style-type: none"> ■ Enhance and maintain the physical infrastructure to facilitate increased cargo movements through our ports (Coordinate with Transportation Strategic Area) ■ Coordinate with Airport and Seaport to promote international commerce through Sister Cities programs, etc. ■ Coordinate promotional strategies for Miami-Dade County with the Beacon Council ■ Provide incentives to businesses to pursue international commerce 	■ 20% increase in international cargo tonnage over 4 years
Identification of emerging targeted industries	<ul style="list-style-type: none"> ■ Conduct periodic reviews to identify additional appropriate targeted industries ■ Coordinate with state and federal agencies to develop assistance/programs to access jobs related to Everglades restoration 	■ Increase in number of jobs related to the Everglades and other environmental restoration projects
Greater cultural appeal of Miami-Dade County for businesses	<ul style="list-style-type: none"> ■ Create a capacity to attract national and international recreational and cultural events ■ Identify and promote cultural and recreational events and programs that make an area attractive to businesses 	■ 80% of businesses rating Miami-Dade County as a culturally attractive area within three years
Resource maximization based on leveraging federal, state and other funds	<ul style="list-style-type: none"> ■ Better coordinate economic development grant writing and appropriations across County departments to leverage resources ■ Coordinate communication with and education of elected officials at all levels 	■ 5% annual increase in number of new dollars generated for economic development programs

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Enhanced public reporting regarding funded activities	<ul style="list-style-type: none"> ■ Improve communication to the public regarding all economic development target area/focus area programs ■ Strengthen performance standards and monitoring for funded activities 	<ul style="list-style-type: none"> ■ 100% of programs with published evaluation systems within three years
Improved access to capital for small and minority businesses linked to meaningful technical assistance	<ul style="list-style-type: none"> ■ Establish comprehensive approach to link training and technical assistance to financing for small and minority businesses ■ Coordinate loan and venture capital programs that are structured to address requirements of small and medium size businesses, with emphasis on equity ■ Establish micro and small business mentorship program linked to the Greater Miami Chamber of Commerce 	<ul style="list-style-type: none"> ■ 40% of businesses trained subsequently receiving funding within three years



GOAL

LEAD THE COORDINATION OF ECONOMIC DEVELOPMENT ACTIVITIES THROUGHOUT MIAMI-DADE COUNTY

Since 1997, the County has exercised leadership in developing multiple economic development plans, studies and initiatives including, for example, the Mayor's Economic Summit I & II. Strong citizen participation policies and structures are in place for multiple economic development programs, notably the Community Development Block Grant program administered by the Office of



Community and Economic Development. A key initiative setting the example for other communities throughout the State was the passage of legislation in 1999 requiring that all County contractors pay their employees a living wage.

Historically, however, implementation has lagged

behind planning efforts, and there is widespread perception among the community that “nothing has happened.” Critical to success in this area will be improving coordination across County departments, including the development of shared technology resources to better track plan implementation and facilitate funding decisions.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Miami-Dade County Government effectively develops low income/poor areas of the County</i>	23% Agree 32% Neither agree nor disagree 46% Disagree
<i>It is easy to express my opinion to the County government on matters that affect me</i>	28% Agree 34% Neither agree nor disagree 38% Disagree
<i>Miami-Dade County Government Communicates to residents on a timely basis regarding matters affecting them</i>	27% Agree 30% Neither agree nor disagree 43% Disagree

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Coordinated and effective economic and community development programs (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Consolidate economic development planning into one unified, proactive structure ■ Establish system to track economic development plan implementation ■ Establish public-private partnerships to promote economic development ■ Coordinate and streamline internal fund distribution system ■ Maximizing coordination with all municipalities, identify areas and industries where the County's assistance should be directed through a yearly review ■ Distribute County funds based on pre-established criteria including agency performance 	<ul style="list-style-type: none"> ■ Annual increase in number of economic and community development projects completed ■ Annual increase in number of jobs created in the community from economic and community development projects ■ 100% of funds distributed within programmatic budget cycle, within three years
Proactive involvement of communities in economic development efforts (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Liaise with local Community Development Coalitions ■ Liaise with local municipal economic development departments ■ Determine current and future potential business opportunities in neighborhoods and communities throughout the County ■ Match identified needs with available resources ■ Determine gaps that provide potential for business development 	<ul style="list-style-type: none"> ■ 80% of residents satisfied with community involvement process within two years ■ 100% of projects/programs having mechanism for community involvement within three years

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Better informed clients served by various assistance programs	<ul style="list-style-type: none"> ■ Require Community Development Corporations to provide consumer and credit education ■ Provide consumer and credit education information on County television and web site ■ Expand existing consumer education programs in County departments 	<ul style="list-style-type: none"> ■ 20% increase in clients reached by consumer/credit education programs within three years

Maximization of living wage opportunities for all Miami-Dade County residents

- Advocate among state, federal and municipal entities operating in Miami-Dade County for living wage standards, etc.
- Promote the benefits of living wages, etc., to the business community at large

- Increase in percentage of individuals earning a living wage in Miami-Dade County



**EXPAND
ENTREPRENEURIAL
DEVELOPMENT
OPPORTUNITIES WITHIN
MIAMI-DADE COUNTY**

The County recognizes that job growth occurs not only as a result of large-scale corporate relocations, but also through the development of local small and medium-sized businesses. Numerous County departments currently offer training and technical support programs for entrepreneurs. In particular, the Enterprise Community Center is uniquely positioned to be a single point of contact for business development and support; programs offered through the Center include the Entrepreneurial Training Institute.

As noted above, the greatest challenge facing the County in this area is persistent poverty along with low educational and skill levels among large segments of the population. Concerns have also been expressed regarding the availability of credit.



2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Miami-Dade County Government effectively promotes growth of business in the County</i>	35% Agree 32% Neither agree nor disagree 33% Disagree

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Organizations empowered with the technical and management capacity to succeed (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Increase education, training and technical assistance programs to business organizations by enhancing the capacity of the Enterprise Community Center to support the required education and training ■ Develop the Enterprise Community Center as a single point of contact for all business development and support ■ Provide regular, ongoing workshops throughout the community ■ Evaluate, rank and enhance the ability of County-funded agencies to meet education and training needs ■ Promote the availability of education, training and technical assistance programs for business organizations ■ Define minimum program requirements to provide basic entrepreneurial skills 	<ul style="list-style-type: none"> ■ 20 existing and start-up businesses and agencies trained by the County per year that remain in business after two years
Increase in start-ups of new businesses	<ul style="list-style-type: none"> ■ Evaluate new business incubator needs and determine criteria for promotion out of the program ■ Promote incubators for new business development (space, management, etc.) regionally throughout the County 	<ul style="list-style-type: none"> ■ 10 new incubated businesses that survive at least two years
Higher leveraging of County programs' financial resources with private sector financing	<ul style="list-style-type: none"> ■ Enhance and promote County-driven loan guarantee programs that would contribute to reducing the financial risk to private sector financing entities 	<ul style="list-style-type: none"> ■ 10% increase in the number and dollar amount of mortgage and business loans in minority and other at-risk communities



GOAL

CREATE A MORE BUSINESS-FRIENDLY ENVIRONMENT IN MIAMI-DADE COUNTY



Creation of a business-friendly environment entails both infrastructure improvements, particularly in underserved areas of the County, and enhanced customer service for regulated firms and other business customers of the County. Although the Comprehensive Development Master Plan contains significant information regarding necessary infrastructure

improvements, resident survey respondents expressed a high degree of dissatisfaction with the County's efforts to develop low-income areas. Satisfaction levels with the County's customer service were mixed, though it must be noted that representatives of the business community were not specifically targeted in the survey.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate development and land use/zoning in your neighborhood?</i> (Respondents making less than \$25,000 per year)	46% <i>Good</i> 27% <i>So-So</i> 26% <i>Poor</i>
<i>Do you consider the amount of run-down houses and buildings in your neighborhood a major problem, minor problem, or not a problem?</i> (Respondents making less than \$25,000 per year)	14% <i>Major Problem</i> 27% <i>Minor Problem</i> 59% <i>Not a Problem</i>
<i>Do you consider the amount of vacant lots or abandoned properties in your neighborhood a major problem, minor problem, or not a problem?</i> (Respondents making less than \$25,000 per year)	17% <i>Major Problem</i> 28% <i>Minor Problem</i> 54% <i>Not a Problem</i>
<i>When I contacted the County, the employees went the extra mile to get my issue heard and resolved</i>	33% <i>Agree</i> 20% <i>Neither agree nor disagree</i> 47% <i>Disagree</i>
<i>When I contacted the County, the employees that assisted me were courteous and professional</i>	52% <i>Agree</i> 19% <i>Neither agree nor disagree</i> 29% <i>Disagree</i>
<i>Overall, my level of satisfaction with this interaction with the County was...</i>	47% <i>Satisfied</i> 20% <i>Neither satisfied nor dissatisfied</i> 33% <i>Dissatisfied</i>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Develop a Countywide infrastructure plan, including streets and highways, water and sewer capacity, drainage, fire flow and high technology with a focus on existing, identified economic development areas ■ Identify necessary funding strategy to fully implement the plan ■ Facilitate adequate supplies of residential, commercial and industrial land ■ Identify and improve aesthetics in neglected areas (Coordinate with Neighborhood and Unincorporated Area Municipal Services Strategic Area) 	<ul style="list-style-type: none"> ■ Development of Countywide infrastructure, land supply and affordable housing plan within one year
Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Use technology to provide ease of access ■ Review existing regulations for bottlenecks ■ Provide information and benchmarks to the community regarding the performance of County regulatory processes as compared to other jurisdictions ■ Facilitate entities doing business with Miami-Dade County ■ Implement customer service training for County economic development agencies ■ Enhance access to business development services (e.g. certification, registration, licensing, etc.) at government facilities including Team Metro offices 	<ul style="list-style-type: none"> ■ 80% of businesses satisfied or very satisfied with the County's business processes within two years

Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

The Development Process



The development of the Strategic Area Plan for Economic Development included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

Ronald Berkman,
Dean
Florida International
University

Elaine Black
Executive Director
Tools for Change

Ringo Cayard
Executive Director
Haitian American
Foundation

Ron Frazier
Chairman,
Business Assistance Center
Funding Corporation

Kathleen Gordon
President
Micro Business USA

Frank Hall, Jr.
Chairman
North Dade Federal
Credit Union

John Hall
President/CEO
Peoples Bank of Commerce

John Ise
Coordinator
South Florida Community
Development Coalition

Ann Kashmer
First Vice President
Washington Mutual Bank

Jerry Kolo, Ph.D.
Florida Atlantic University

Peter McDougal
Florida Director
Center for Community
Development Enterprise,
Citigroup

Frank Nero
President & CEO
Beacon Council

Peter Roulhac
Vice President and Director
of Community
Development,
First Union National Bank

William D. Talbert III
President
Greater Miami Convention
& Visitors Bureau

Melvin Wolf
Town Attorney
Town of Medley



These individuals provided the leadership and community expertise needed to make the Economic Development Strategic Area Plan a success by:

- Providing communications linkages to the organizations they worked with every day and with members of their community
- Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project

- Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Economic Development Strategic Area

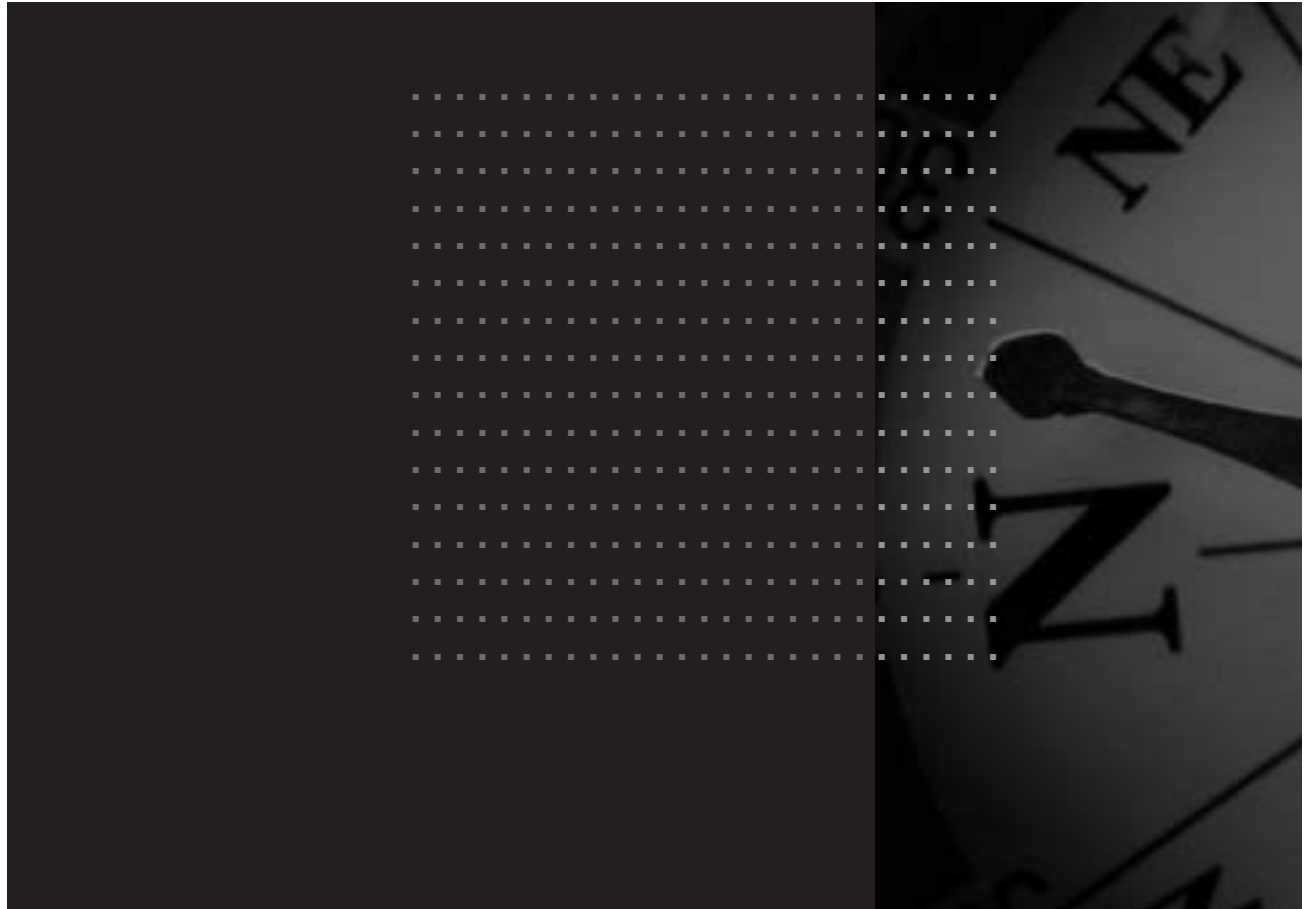
Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting economic development in Miami-Dade County, drafted an Economic Development mission statement, and drafted preliminary strategic goals. Also

critical to the process were the existing plans and initiatives within the County, as much work had already been accomplished in the Economic Development Strategic Area, including for example:

- The Mayor's Economic Summit
- Urban Economic Revitalization Plan for Designated Targeted Urban Areas
- Miami-Dade County Consolidated Plans and Annual Action Plans, Office of Community and Economic Development

Economic Development *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN





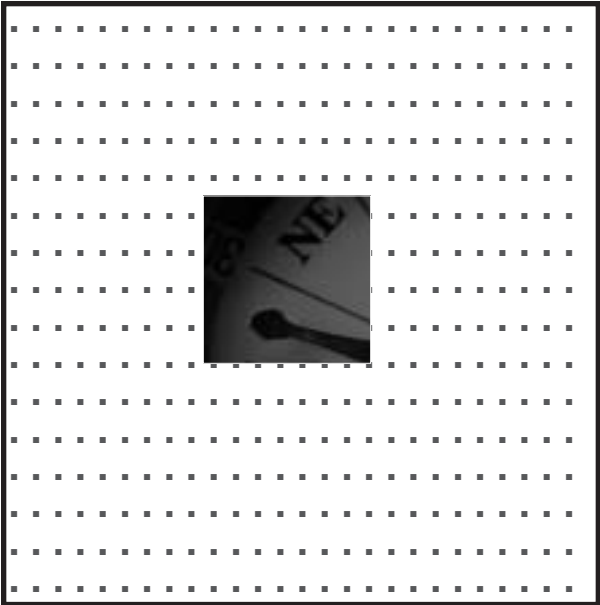
Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



HEALTH AND HUMAN SERVICES MISSION STATEMENT

“To improve the quality of life
and promote maximum
independence through the
provision of health care,
housing, and social and human
services to those in need.”





Health and Human Services *Component*

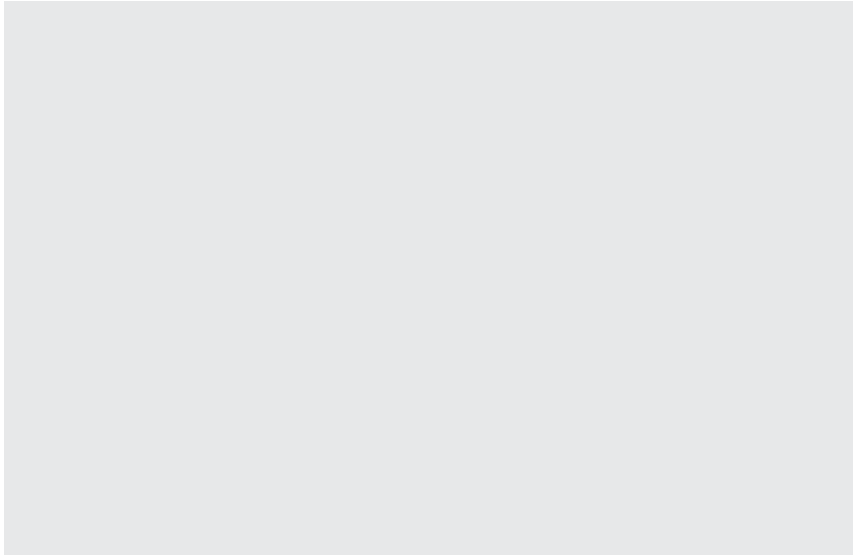
MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction



The Health and Human Services Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Health and Human Services Strategic Area component of the Miami-Dade County Strategic Plan.



Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends

We identified the trends and events that may impact our ability to provide or improve health and human services as well as the strengths and weakness of our County government to meet these challenges.

Population growth, particularly growth in the number of low income residents, has led to a significant demand for services

in Miami-Dade County. Related social concerns, such as unemployment and the large number of residents without health insurance, have further stressed the health and human services delivery system. At the same time, immigration and the rapid diversification of the immigrant community continue to alter Miami-Dade County's customer base.

Land use issues have also arisen as major concerns in recent years. The real estate boom has contributed to a shortage of affordable housing in Miami-Dade County, as well as a lack of available developable land, and the relative capacity of the surface transportation system to link customers to services has become a significant driver of the County's ability to effectively deliver services.

**HEALTH AND
HUMAN SERVICES
STRENGTHS,
WEAKNESSES,
OPPORTUNITIES
AND CHALLENGES
IDENTIFIED**

The goals, desired outcomes and strategies developed by the community and County staff in the Health and Human Services Strategic Area Plan build upon our strengths, address our weaknesses, and take advantage of the opportunities identified.

STRENGTHS

The County has many years of experience in providing a wide range of health and human services and has the help of a large, diverse group of employees. The Miami-Dade County community has a strong social conscience, and private, nonprofit organizations such as the Human Services Coalition and the Alliance for Human Services offer valuable support.

CHALLENGES

A large number of County residents currently lack health insurance, and poverty is widespread. Traffic congestion and lack of transit linkages limit residents' access to services. Additionally, social service dollars are often the first to be cut at the federal and state level. Finally, a lack of trust of County government may limit the County's effectiveness as a direct service provider.

WEAKNESSES

The County faces the constant challenge of securing adequate resources in the face of extensive community need, and has not always been able to maintain its capital facilities or take advantage of new technologies. Additionally, shortcomings in planning and program management were cited.

OPPORTUNITIES

Services can be improved by expanding communication and education efforts to the community and elected officials, as well as by continuing efforts to build coalitions and public-private partnerships. The County can also take better advantage of the County's e-government resources and identify potential service delivery efficiencies.

Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Goals



GOAL

ELIMINATE BARRIERS TO CARE

Since 1991, a one-half penny sales tax has funded the provision of health care through Jackson Memorial Hospital and the Jackson Health System, which currently provides almost \$400 million in unreimbursed care each year. Nonetheless, the high number of uninsured County residents (estimated at 450,000, of which 100,000 are children)

continues to pose significant challenges for the County.

Although a number of state and federal programs provide insurance coverage to low income children and adults, not all eligible residents are aware of these programs. To address this issue, the County can expand its outreach efforts, despite the difficulty of reaching immigrant families who may be fearful of deportation. The County can also support efforts to lobby for the expansion of these programs,

though the availability of dollars may be limited.

The lack of public transportation to health and human service sites, and the County's heavy traffic congestion, is another frequently cited barrier to care. The recent passage of the People's Transportation Plan can improve accessibility, given adequate coordination between transportation staff and the human services departments.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES AMONG RESIDENTS THAT MAKE LESS THAN \$25,000	RESPONSES AMONG RESIDENTS AGE 65 AND OLDER
<i>To what extent do you agree that Miami-Dade County Government has an effective transportation system?</i>	35% Agree 22% Neither agree or disagree 43% Disagree	28% Agree 25% Neither agree or disagree 46% Disagree

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Reduced rate of uninsured Countywide <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Continue to develop communitywide outreach campaigns to target areas with large uninsured populations and continue enrolling eligible persons in existing programs ■ Encourage other providers to provide outreach dollars and insurance through Health Flex Plans ■ Encourage state and local governments to expand eligibility for Medicaid ■ Encourage expansion of Title XII to include families and immigrant children ■ Expand outreach to enroll residents in existing programs 	<ul style="list-style-type: none"> ■ 20% reduction in rate of uninsured in Miami-Dade County within two years
Improved public transportation to health and human services facilities throughout Miami-Dade County <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Utilize recently-approved transit tax to fund expansion of transportation system with links to health care and social service facilities, particularly in South Miami-Dade County and to low income residents ■ Ensure ADA compliance on transit routes ■ Waive/reduce co-pay requirement for Special Transportation Services (STS) and address current service gaps 	<ul style="list-style-type: none"> ■ 90% of users of health and human services satisfied or very satisfied with transit access to health care



GOAL

IMPROVE THE FUTURE OF MIAMI-DADE COUNTY'S CHILDREN AND YOUTH

Close to 600,000 children and youth under the age of 18 currently reside in Miami-Dade County. These children need

access to services-including quality childcare and after-school programs in order to achieve their future potential. Unfortunately, today, despite great progress starting from just 17 accredited facilities in 1998, only 214 of more than 1,200 licensed childcare centers in our community have national accreditation.

Despite the challenges, Miami-Dade County has a long history of providing services to children and families. The Department of Human Services and Community Action Agency provide or fund a wide range of child and youth services including subsidized childcare, Head Start, job training and criminal justice intervention and mediation programs. The Parks and Recreation Department and Public Library System offer a variety of extracurricular programs for children and youth of all ages. Additionally, voters have recognized that early investment in the well-being of our young people is directly related to our future quality of life, and in September 2002 established The Children's Trust and approved the levying of up to one-half mill of property taxes to fund improvements in children's health, safety, and development. These resources will be needed to address the multiple needs of childcare providers, particularly those serving low-income areas. Also critical to meeting the needs of our community's children will be coordination among the various County departments, the Children's Trust, and private community based organizations.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES AMONG RESIDENTS THAT MAKE LESS THAN \$25,000		
	GOOD	SO-SO	POOR
<i>How do you rate Miami-Dade County as a place to raise children?</i>	44%	35%	21%
<i>How do you rate Miami-Dade County's recreation programs and facilities?</i>	54%	33%	13%
<i>How do you rate Miami-Dade County's Health and Human Services?</i>	48%	28%	24%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased access to and quality of childcare facilities <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Expand the number of childcare facilities ■ Geographically distribute childcare facilities in areas of need (with participation by the Children's Trust) ■ Expand the number of nationally accredited childcare facilities ■ Improve training and expertise of teachers/staff involved in childcare ■ Educate parents/caregivers on the benefits of quality care and education 	<ul style="list-style-type: none"> ■ Increase in number of childcare facilities in areas of need within three years ■ 40% increase in number of childcare facilities with national accreditation within three years
<p>Increased access to culturally sensitive outreach/ prevention and intervention services for Miami-Dade County children, youth and their families <i>(priority outcome)</i></p> <p>Young adults with basic education, skills, and values <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Coordinate with Recreation and Culture and Public Safety Strategic Areas to expand access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families ■ Provide parenting classes for parents/caregivers ■ Expand resources for parents (counseling, extra-curricular activities, etc.) ■ Coordinate with the Children's Trust, Miami-Dade County Public Schools, etc., to enhance awareness of available services (relative caregiver programs, parent hotline, etc.) ■ Coordinate with Public Safety Strategic Area in expanding network of programs serving troubled youth by advocating for funding and ensuring non-duplication of services for this population 	<ul style="list-style-type: none"> ■ 90% of users satisfied with accessibility to intervention/ prevention services within three years ■ 90% of users satisfied with available parenting/caregiver services within three years. ■ 30% increase in graduation rates



GOAL

PROMOTE INDEPENDENT LIVING THROUGH EARLY INTERVENTION AND SUPPORT SERVICES



There is broad consensus among the community that early investment to address health and human services needs, particularly health care and elder care, will result in a higher quality of life for residents and long term cost savings. Additionally, there is recognition that a number of special needs populations require access to a full continuum of support services. These include people with disabilities, refugees and new entrants, the homeless, substance abusers and

survivors of domestic violence and sexual assault.

Although widespread poverty and funding limitations are serious challenges, several County departments have extensive experience providing needed services, and services could be improved further by increasing coordination between the departments. Community based organizations funded through the Public Health Trust, the Alliance for Human Services and the Homeless Trust are also key partners in these efforts.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	GOOD	SO-SO	POOR
<i>Overall, how would you rate services provided by Miami-Dade County Government? (Respondents 65 years or older only)</i>	48%	41%	11%
<i>How do you rate the ease of finding out which trains and buses to take? (Respondents 65 years or older only)</i>	50%	26%	23%
<i>To what extent do you believe that Miami-Dade County has an effective transportation system? (Respondents 65 years or older only)</i>	28%	25%	46%
	NOT A PROBLEM	MINOR PROBLEM	MAJOR PROBLEM
<i>Do you believe that homelessness in your area/neighborhood is a major problem, minor problem, or not a problem?</i>	67%	18%	15%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Healthier community (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Expand disease management at primary care centers ■ Expand health education through outreach, with information linking residents to services and facilities ■ Expand outreach efforts to educate the population regarding preventive care ■ Pursue expansion of school based health care 	<ul style="list-style-type: none"> ■ Community health status
Increased access to full continuum of support services for people with disabilities	<ul style="list-style-type: none"> ■ Maintain and expand support services for people with disabilities through Jackson Health System, federally qualified health centers, Department of Health and community providers ■ Coordinate with Transportation Strategic Area to improve access to and customer service for public and special transportation services for people with disabilities 	<ul style="list-style-type: none"> ■ 90% of people with disabilities satisfied or very satisfied with service access within three years.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services</p>	<ul style="list-style-type: none"> ■ Increase priority level in the allocation of funding to targeted special populations ■ Develop specialized treatment facilities for dually diagnosed individuals, including housing options ■ Expand mental health services at Locktowns facilities operated by Jackson Health System ■ Pursue Crisis Intervention Team certification for all police officers ■ Expand outreach efforts to immigrants and new entrants regarding available health and human services 	<ul style="list-style-type: none"> ■ 5% reduction in re-institutionalization rates for the mentally ill, substance abusers, homeless and recently-released inmates over the next three years ■ 90% of immigrants and new entrant service users satisfied with services provided within three years ■ 90% of sexual assault and domestic violence victims/survivors satisfied or very satisfied with service access within three years
<p>Greater number of elders able to live on their own</p>	<ul style="list-style-type: none"> ■ Expand home support services for elders ■ Expand access to adult day care and other senior programs (e.g., case management, financial assistance, food programs, mental health services, etc.) for all geographic areas and ethnic groups ■ Coordinate with Transportation Strategic Area to improve access to public and special transportation services for elders ■ Coordinate with Economic Development and Public Safety Strategic Areas to provide consumer fraud protections for elders 	<ul style="list-style-type: none"> ■ 80% of users very satisfied with access to elder services/services provided within three years



GOAL

ENSURE UNIVERSAL ACCESS TO TIMELY AND ACCURATE SERVICE INFORMATION AND COMMUNITY RESOURCES

Participants in the Strategic Planning process agreed that adequate access to information and services at the neighborhood level is essential to meeting the community health and human services needs. Although some information regarding services is available on the County's web site, the Internet is not a primary source of information for low income or elderly residents. The County can improve awareness by

increasing outreach efforts through more traditional media and ensuring that call center staff as well as staff at neighborhood facilities have a thorough knowledge of available resources. Enhancing the existing network of neighborhood facilities, increasing the use of mobile units, and continuing to fund local community organizations, meanwhile, can expand neighborhood access to services.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)		RESPONSES AMONG RESIDENTS THAT MAKE LESS THAN \$25,000	RESPONSES AMONG RESIDENTS AGE 65 AND OLDER
<i>When you need to contact the County Government, what is the primary resource you use to find out where to call or visit?</i>	Blue Pages	45%	66%
	MDTV	3%	2%
	MDC Answer Center	11%	9%
	Call 411	27%	15%
	Website	5%	3%
	Other	8%	5%
<i>How often have you visited the County Government website in the past 6 months?</i>	Never	78%	83%
	Once or twice	10%	9%
	Several times	8%	6%
	About once a month	2%	1%
	About once a week	2%	2%
<i>Do you believe that Miami-Dade County communicates to residents on a timely basis regarding matters that affect them?</i>	Agree	35%	29%
	Neither agree nor disagree	27%	31%
	Disagree	38%	40%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved information accessibility regarding available health and human services	<ul style="list-style-type: none"> ■ Create community-wide directory of resources/services for mass distribution ■ Link County web pages to community resources web pages ■ Create communications workgroup involving all County department public relations directors to develop coordinated media campaign ■ Enhance countywide information dissemination system to include service costs and funding allocations ■ Expand direct linkages to vital services/resources information through a user friendly computer network 	<ul style="list-style-type: none"> ■ 90% of residents expressing an opinion satisfied or very satisfied with information availability and accessibility within three years
Increased utilization of available health and human services across all neighborhood facilities	<ul style="list-style-type: none"> ■ Enhance existing network of neighborhood based facilities such as Neighborhood Service Centers (DHS), Community Enrichment Centers (CAA) and One Stop Centers (MDHA) ■ Expand use of mobile units ■ Continue providing care at primary care centers, introducing specialty services at neighborhood clinics ■ Ensure distribution of resources and service delivery availability in areas of greatest need as identified by neighborhood indicators in social service documents such as the Social Services Master Plan 	<ul style="list-style-type: none"> ■ 10% increase in utilization of services across all neighborhood facilities within three years



GOAL

PROVIDE ADEQUATE, QUALITY, AND AFFORDABLE HOUSING EQUITABLY THROUGHOUT MIAMI-DADE COUNTY

The 2003 Resident Satisfaction Survey identified the lack of affordable housing as one of the three greatest areas of concern (neighborhood issues) among UMSA residents, and close to half of survey respondents making less than \$25,000 per year consider the lack of quality affordable housing to be a major problem in the community. The real estate boom of recent years and the decreasing



supply of developable land have exacerbated the problem.

Several County departments, most notably the Miami-Dade Housing Agency, currently offer programs to address the issue by providing subsidized housing and assistance to

homebuyers. Existing resources can be better leveraged through partnerships with private sector organizations and by enhancing the availability of information on existing programs throughout the community.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)		RESPONSES AMONG RESIDENTS THAT MAKE LESS THAN \$25,000	RESPONSES AMONG RESIDENTS AGE 65 AND OLDER
<i>Do you believe that lack of affordable housing is a major problem, minor problem, or not a problem in your neighborhood?</i>	Not a problem	33%	51%
	Minor problem	22%	24%
	Major problem	45%	26%
<i>Do you consider the amount of run-down houses and buildings a major problem, minor problem, or not a problem in your neighborhood?</i>	Not a problem	59%	76%
	Minor problem	27%	17%
	Major problem	14%	7%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased availability of affordable and special needs housing (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Assess existing land use policies and building codes and identify affordable and special needs housing barriers ■ Coordinate with affordable and special needs housing providers and County Planning and Zoning staff to review potential changes and their impact (e.g., land use density increases impact on the surrounding community, schools, etc.) ■ Develop and implement a countywide policy for the equitable geographic distribution of affordable housing ■ Ensure the habitability of existing housing for very-low, low and moderate income residents 	<ul style="list-style-type: none"> ■ 10% increase in the number of affordable and special needs housing over the next five years
Greater portion of elderly residents able to stay in their homes and maintenance of existing housing units in Miami-Dade County	<ul style="list-style-type: none"> ■ Continue providing low interest rehabilitation loans to elderly homeowners ■ Identify and market programs that assist the elderly with housing maintenance ■ Provide resources to assist the elderly in accessing programs ■ Expand the availability of assisted living facilities in low income public housing 	<ul style="list-style-type: none"> ■ 10% increase in the number of elderly homeowners served in one year ■ 10% increase in the number of elderly users remaining in their homes within one year



GOAL

ENSURE HIGH QUALITY STANDARD OF CARE AND CUSTOMER SERVICE COUNTYWIDE

Forty-three percent of respondents to the 2003 Resident Satisfaction Survey rated the County's health and human services as either "good" or "very good", with slightly higher levels of satisfaction among low income and elderly respondents. The survey also revealed that, in general, customer service satisfaction depends upon the ability to get the issue resolved, the impression that staff "go the extra mile", and the relative professionalism and courteousness of staff.

Customer service and service quality are high priorities for County government in all service delivery areas.

Of particular note is the Department of Human Services' accreditation by the Council on Accreditation. The County can improve its efforts in this area through closer departmental coordination and attention to the increasing need for linguistic and cultural competence and sensitivity, given the diversity of the County's population.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
<i>How do you rate Miami-Dade County's Health and Human Services?</i>	GOOD	SO-SO	POOR
ALL RESPONDENTS	43%	32%	26%
RESPONSE AMONG RESIDENTS THAT MAKE LESS THAN \$25,000	48%	28%	24%
RESPONSE AMONG RESIDENTS AGE 65 AND OLDER	47%	32%	21%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved customer service and care in health and human services (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Develop and implement a training curriculum that addresses issues of professionalism, customer services, cultural and linguistic competence, etc. ■ Establish uniform standards for service delivery including wait times, telephone responses, cleanliness of facilities, etc. ■ Develop and implement uniform tools for customer service measurement, including promoting performance standards for all positions 	<ul style="list-style-type: none"> ■ 90% of customers of the health and human services area satisfied or very satisfied with service delivery and customer care within three years
Reduction of health and human service unmet needs (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Enhance and expand interface and coordination between the County and other social services planning groups (such as the Alliance for Human Services, the Human Services Coalition, Youth Crime Task Force, etc.) to include: <ul style="list-style-type: none"> ■ joint prioritization of service needs and revenue development from County, federal, state, and private sources ■ decisions in the funding/decision-making process ■ priorities for CBO funding ■ Continue to advocate at the state and federal level for additional health and human services funding ■ Utilize a centralized planning approach to identify gaps in services and prioritize services that need dedicated sources of funding 	<ul style="list-style-type: none"> ■ 90% of residents satisfied or very satisfied with availability of health and human services ■ Dollars in unfunded needs met over a five year timeframe



GOAL

DEVELOP POSITIVE RELATIONSHIPS AMONG ALL GROUPS TO PROMOTE UNITY IN MIAMI-DADE COUNTY

In a community as diverse as Miami-Dade County, it is perhaps not surprising that tensions between different ethnic,

linguistic and cultural groups sometimes arise. Only 29% of Resident Satisfaction Survey respondents feel that the County has a good “sense of community”, and when asked the open-ended question, 'If there are one or two quick actions that Miami-Dade County government could take now to improve your area/quality of life, what would they be?', several respondents expressed

views related to discord among community groups.

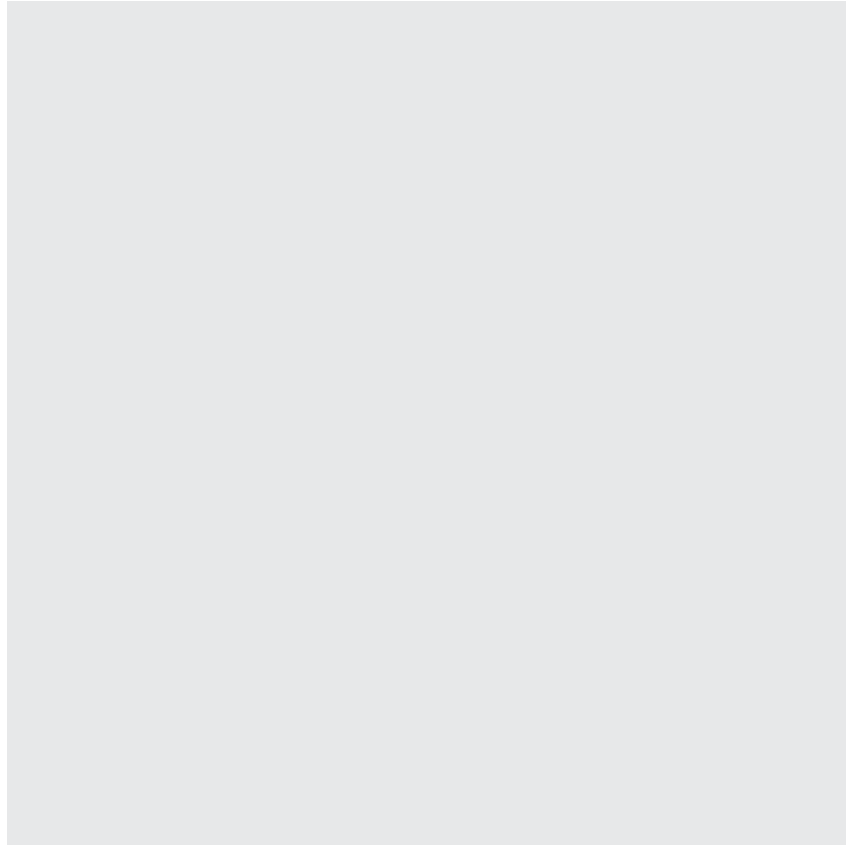
The Office of Community Relations strives to improve relations between all groups by providing opportunities for meaningful inter-group dialogue, developing an efficient crisis prevention and response system, and conducting regular surveys regarding community relations.



2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	GOOD	SO-SO	POOR
<i>How would you rate Miami-Dade County as having a sense of community?</i>	29%	36%	35%
	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE
	20%	30%	50%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved community relations in Miami-Dade County	<ul style="list-style-type: none"> ■ Develop, adopt and implement a comprehensive and coordinated plan for improving community relations (including educational programs, community events, programs for youth, and ensuring all communities have access to resources/services) ■ Promote community relations activities to ensure greater participation 	<ul style="list-style-type: none"> ■ 80% of residents and businesses satisfied with Miami-Dade County's efforts to improve community relations within 5 years



Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

The Development Process

The development of the Strategic Area Plan for Health and Human Services included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:



Fernando Colon
*Director of Youth
 Leadership
 Development/Outreach*
 Aspira of Florida

Alexandria Douglas
Executive Director
 Alliance for Human
 Services

Kametra Driver
 We Care of South Dade

Martin Fine
 Holland & Knight

Yvonne Greene
President
 Overall Tenant
 Advisory Council

Jose Greer, M.D.

Edith Humes-Newbold
Executive Director
 South Florida Employment
 and Training Consortium

**James J. James, M.D.,
 Ph.D, MBA**
Director
 Miami-Dade County
 Health Department

Dr. George Koonce
*Associate Superintendent
 for School Operations*
 Miami-Dade County
 Schools

David Lawrence
 Childrens Services Council

Daniella Levine
Executive Director
 Human Services Coalition
 of Dade County

Emilio Lopez
C.E.O.
 Borinquen Health
 Care Center

Judith Rosenbaum
Field Office Manager
 Agency for Health Care
 Administration

Max Rothman
Executive Director
 The Center on Aging,
 Florida International
 University

Ruth Shack
President
 Dade Community
 Foundation

Sarah Tompkins
 CAA Citizen Participation
 Director

Dr. J.C. Wise
 African-American
 Christian Clergy

These individuals provided the leadership and community expertise needed to make the Health and Human Services Strategic Area Plan a success by:

- Providing communications linkages to the organizations they worked with every day and with members of their community
- Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project

- Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Health and Human Services Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting health and human services in Miami-Dade County, drafted a Health and Human Services mission statement, and drafted preliminary strategic

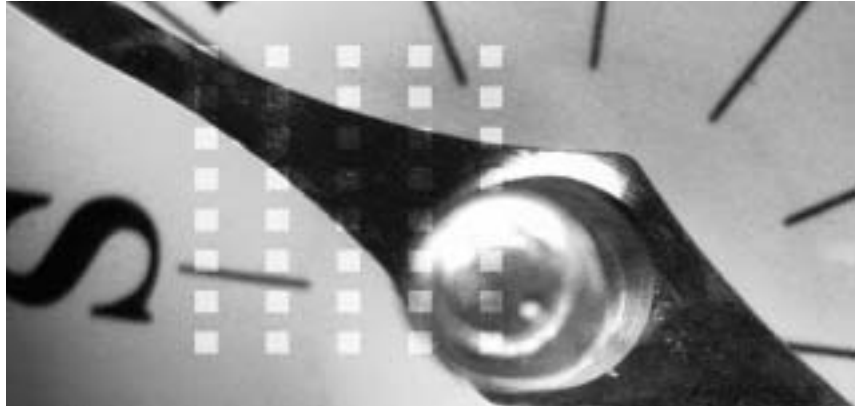
goals. Also critical to the process were the existing plans and initiatives within the County as much work had already been accomplished in the Health and Human Services Strategic Area, including for example:

- The Mayor's Health Care Initiative
- The Alliance for Human Services Comprehensive Health and Social Services Master Plan
- Jackson Health System Strategic Plan

Health and Human Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN





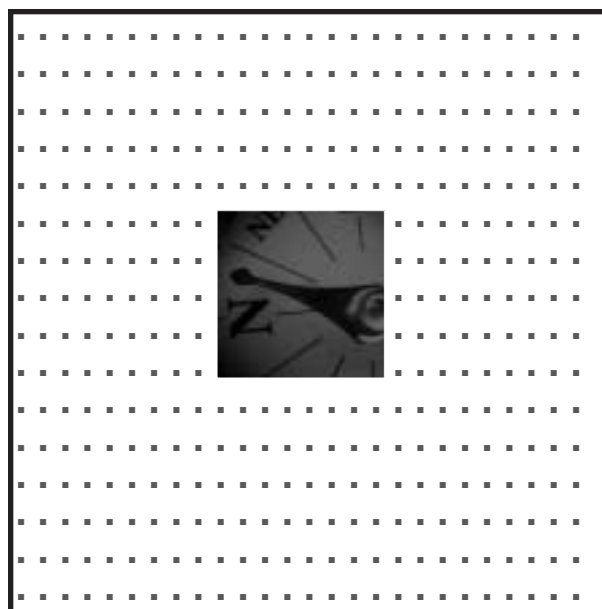
Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES MISSION STATEMENT

“To provide efficient, accountable, accessible, and courteous neighborhood services that enhance quality of life and involve the community.”






Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction



The Neighborhood and Unincorporated Area Municipal Services Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.


This section provides detailed information on the County's Neighborhood and Unincorporated Area Municipal Services Strategic Area component of the Miami-Dade County Strategic Plan.



Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends



We identified several events that have or may impact Miami-Dade County's ability to provide or improve services that impact neighborhoods throughout Miami-Dade County (e.g., water and sewer, waste collection and disposal, environmental protections, etc.) and municipal service delivery in unincorporated Miami-Dade County. The strengths and weaknesses of our County government to meet these challenges were also identified.

The most significant trend related to the Neighborhood and Unincorporated Area Municipal Services Strategic Area is the recent incorporations and the potential for other ones under review. Since a moratorium on new incorporations was lifted in 1990, eight cities were created and today there are eight more proposed cities in various stages of the incorporation process. Interest in incorporation is due to many interrelated factors. First, the population in

unincorporated Miami-Dade County has grown from 980,000 in 1990 to 1.2 million in 2000, an increase of more than 20%. Such a high rate of growth has brought with it an increased demand for high quality municipal services, such as community planning, neighborhood parks, roadway aesthetics, and code compliance in the unincorporated area. Other reasons for the growing interest in incorporation include a desire for governments closer to home and greater neighborhood identity.

NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

Strengths identified include the technologies now available to Miami-Dade County employees. State-of-the-art tools can make Miami-Dade County employees more productive and competitive when compared to municipalities for delivering key services. In addition, Miami-Dade County government's long history of comprehensive planning is an important strength. With population growth beginning to place pressure on Miami-Dade County's urban boundaries, the use of sound planning principles takes on greater importance.

WEAKNESSES

Results from the 2003 Resident Satisfaction Survey showing high levels of distrust in Miami-Dade County government encourage further incorporation and make it more difficult for Miami-Dade County government to build community consensus for programs and for delivering services.

CHALLENGES

A significant challenge is the potential threat posed by community fragmentation and parochialism. Miami-Dade County government's ability to deliver services to all of its diverse communities depends a great deal on a shared understanding of the greater community's goals and aspirations.

OPPORTUNITIES

The incorporation movement has brought with it the opportunity to compete with new municipalities and established cities to deliver municipal services. Increased competition will require Miami-Dade County government to be more proactive in identifying the services that matter most to residents and help foster improved quality of life.

The goals, desired outcomes and strategies developed by the community and Miami-Dade County staff in the Neighborhood and Unincorporated Area Municipal Services Strategic Area Plan build upon our strengths, address our weaknesses, and take advantage of the opportunities identified.

Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



Goals



GOALS

PROVIDE EFFICIENT, CONSISTENT, AND APPROPRIATE GROWTH MANAGEMENT, URBAN PLANNING, AND TRANSPORTATION DEVELOPMENT SERVICES

Miami-Dade County continues to experience growth of approximately 30,000 new residents each year. During most public outreach activities held in conjunction with the strategic planning process, residents expressed their concern about unplanned growth and urban sprawl. Initiatives such as “Eastward-Ho” have focused on promoting urban infill and mixed use developments, maximizing

utilization of resources in providing the necessary infrastructure and services to the community while, at the same time, protecting environmentally sensitive lands and agricultural lands outside the urban development boundary. However, successful urban infill

can only be accomplished with the involvement of impacted communities. In recent years, the County has expanded the use of charrettes, working with the community to improve urban design in targeted areas, including infill areas.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate the development of land use & zoning across the County?</i>	36% Good 32% So-So 32% Poor
<i>How would you rate the development and land use/zoning in your neighborhood?</i>	46% Good 27% So-So 26% Poor
<i>Land development/zoning would improve after incorporating?</i>	50% Agree 31% Neither Agree nor Disagree 20% Disagree
<i>How would you rate the overall appearance of Miami-Dade County?</i>	50% Good 34% So-So 15% Poor

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased urban infill development and decreased urban sprawl <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas ■ Promote infill inside the urban development boundary, including promotion and cooperation with municipalities 	<ul style="list-style-type: none"> ■ Two suitable locations per year identified for mixed-use development ■ New infill development and infill redevelopment projects per year
Protection of viable agriculture and environmentally-sensitive lands <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Work with the agricultural industry and the community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land 	<ul style="list-style-type: none"> ■ No net loss of agricultural or environmentally sensitive lands
Improved community design <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Identify strategic areas and neighborhoods in need of improved urban design within each commission district ■ Target better planning and urban design to these areas through charrettes, integrated infrastructure development, and promotion of mixed-use developments ■ Identify and promote areas with maximum potential for urban infill, including areas for increased density as appropriate ■ Identify infrastructure needs in infill areas ■ Prioritize recommended improvements to these areas ■ Ensure that infrastructure improvements are implemented in compliance with these locally-developed plans ■ Provide ongoing neighborhood assistance 	<ul style="list-style-type: none"> ■ 80% of residents satisfied with urban planning and design in their neighborhoods ■ 90% of residents satisfied with urban planning and design in neighborhoods with planned improvements in urban design



GOAL

EMPOWER THE COMMUNITY BY INCREASING COMMUNICATION AND COORDINATION WITH LOCAL, STATE, AND FEDERAL ENTITIES

As Miami-Dade County continues to grow, it becomes more challenging for residents to feel involved with decisions that directly impact their lives. Initiatives such as a centralized call center with access to a knowledge base of all County services and the web portal are designed to enhance communication with the community.

Strategies to alleviate these concerns include increasing the number of tools available to foster additional interaction between County government and customers.



2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>It is easy to express my opinion to the County government on matters that affect me</i>	28% Agree 34% Neither Agree nor Disagree 38% Disagree
<i>County government communicates to residents on a timely basis regarding matters affecting them</i>	27% Agree 30% Neither Agree nor Disagree 43% Disagree
<i>Overall, how satisfied were you with your latest contact with the County?</i>	47% Satisfied 20% Neither Satisfied nor Dissatisfied 33% Dissatisfied
<i>The employees that assisted me were courteous and professional</i>	52% Agree 19% Neither Agree nor Disagree 29% Disagree
<i>The employees that assisted me went the extra mile to get my issue heard and resolved</i>	33% Agree 20% Neither Agree nor Disagree 47% Disagree
<i>I was able to get my question/ concern resolved</i>	50% Agree 13% Neither Agree nor Disagree 37% Disagree

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Strengthened bond between the community and Miami-Dade County government <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Establish listening posts and focus groups to obtain community input and feedback on relevant community issues and provide timely response to issues raised ■ Expand the local community presence of the Board of County Commissioners and other local officials through outreach and technology 	<ul style="list-style-type: none"> ■ 80% of residents satisfied with available mechanisms for community involvement
Improved community access to information and services <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Provide more information through the answer center and County web portal site ■ Utilize the County's digital branding project to encourage the use of all County electronic channels 	<ul style="list-style-type: none"> ■ 80% of residents satisfied with information delivery systems
Well-trained, customer-friendly County government workforce <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Enhance customer service training by expanding interagency training within County government and with federal and state agencies 	<ul style="list-style-type: none"> ■ A quality rating of at least four out of five for employee customer service



GOAL

USE CONSISTENT, FAIR AND EFFECTIVE MEANS TO ACHIEVE CODE COMPLIANCE

Miami-Dade County is responsible for code enforcement throughout the unincorporated area. Sound neighborhood codes foster safety and help beautify neighborhoods, particularly building and unsafe structure codes. However, strategic planning participants believed it is critical to foster code compliance instead of reactive

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate the Building Code Enforcement and Permit Process?</i>	33% Good 30% So-So 37% Poor
<i>How do you rate the amount of run-down houses and buildings in your neighborhood?</i>	62% Not a Problem 24% Minor Problem 14% Major Problem
<i>How do you rate the Police regarding their enforcement of basic standards of conduct (e.g. traffic, noise, loitering)?</i>	55% Good 25% So-So 20% Poor

code enforcement. The County's ability to act proactively would result in greater awareness of the code and higher levels of compliance.



DESIRED OUTCOMES

Resident and business voluntary compliance with County codes
(*priority outcome*)

STRATEGIES

- Expand community education sessions (including citizens' academy, outreach sessions, etc.)
- Provide enhanced information with warning notices to facilitate compliance with tickets as well as knowledge and understanding to enhance compliance in the future
- Review and re-evaluate codes to ensure appropriate first actions for a code violation

PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)

- 80% of residents aware of critical knowledge factors of code compliance

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Timely identification and remediation of nuisances, including unsafe structures (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Provide timely and consistent remediation services for nuisances ■ Focus pro-active enforcement of unsafe structures in older areas of the County ■ Utilize expedited process for demolition of residential structures under Chapter 17B of the existing code ■ Establish a uniform integrated complaint system to avoid duplication of unsafe structure cases between departments 	<ul style="list-style-type: none"> ■ 90% of unsafe structure cases opened during the last 24 month have been closed ■ 80% of nuisances remediated within pre-defined timeframe

Consistent interpretation and application of enforcement practices	<ul style="list-style-type: none"> ■ Develop and maintain educated code compliance staff ■ Ensure adequate and equitable distribution of enforcement staffing and resources ■ Periodically review code regulations 	<ul style="list-style-type: none"> ■ 80% of customers satisfied with services provided in each district
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GOAL

ENACT PROGRAMS TO BEAUTIFY AND IMPROVE URBAN AND RESIDENTIAL AREAS

Throughout the strategic planning process, the importance of improved neighborhood aesthetics was a recurring theme. In recent years, initiatives such as Image 2000 and the Community Image Advisory Board, increased mowing cycles, and increased litter pick-up at bus stops and on major arterials have been implemented to improve the aesthetics of the community. Results from Miami-Dade County's 2003 Resident Satisfaction Survey show that the County is fairly well perceived in this area. However, the survey also showed that well-maintained roads and medians, landscaped public space, and removal of litter and graffiti directly correlate to how people are satisfied with Miami-Dade County overall.



2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How would you rate the overall appearance of Miami-Dade County?</i>	50% Good 34% So-So 15% Poor
<i>Street cleanliness/smoothness</i>	38% Good 35% So-So 26% Poor
<i>Litter, debris, abandoned cars</i>	58% Not a Problem 28% Minor Problem 14% Major Problem
<i>Vacant lots or abandoned properties</i>	63% Not a Problem 24% Minor Problem 13% Major Problem
<i>Road and street maintenance would improve if we incorporate</i>	59% Probably Improve 27% Stay the Same 13% Probably get Worse

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Neighborhood and rights-of-way aesthetics that foster and enhance quality of life (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Enhance roadway and rights-of-way landscape maintenance by expanding to arterials and increasing the frequency of existing maintenance ■ Incorporate native/drought-tolerant species in landscaping to facilitate future maintenance ■ Increase public, private and partnership participation in adopting portions of the County roadways, natural areas, etc. ■ Increase litter pick-up and removal between routine maintenance cycles ■ Increase enforcement coordination among County departments to reduce illegal dumping and littering ■ Pursue local and state incentives and other initiatives to reduce litter through recycling, biodegradable materials, etc. ■ Educate the public to reduce litter and illegal dumping 	<ul style="list-style-type: none"> ■ 90% of roadways and rights of way clean and well-maintained ■ 80% of residents and visitors rating County neighborhoods as aesthetically pleasing
Timely repair and replacement of damaged property	<ul style="list-style-type: none"> ■ Review, revise and enforce all landscape-related County code (landscape, roadway widths, medians, tree canopy, etc.) to enhance neighborhood beauty (consistent with safety, environmental regulations, etc.) ■ Work with local communities to identify opportunities for beautification ■ Ensure sufficient resources to meet demand for replacement of damaged property ■ Improve the process to deploy replacement inventory in compliance with replacement time standards by type of property being replaced 	<ul style="list-style-type: none"> ■ 80% compliance with replacement and repair time standards



PROMOTE RESPONSIBLE STEWARDSHIP OF NATURAL RESOURCES AND UNIQUE COMMUNITY ENVIRONMENTS

Ensuring the preservation of our community's natural resources and unique environmental qualities is critical to future generations. There is a strong

desire in the community that Miami-Dade County government must be proactive in protecting the environment. A vibrant local environment

including clean beaches, preserved wetlands, and abundant agricultural and green spaces are important for ensuring a high quality of life.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate Miami-Dade County's Water Service and Treatment?</i>	59% <i>Good</i> 28% <i>So-So</i> 13% <i>Poor</i>
<i>How do you rate environmental protection within Miami-Dade County?</i>	47% <i>Good</i> 36% <i>So-So</i> 17% <i>Poor</i>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Continuing supplies of quality drinking water to meet demand	<ul style="list-style-type: none"> ■ Protect existing public water supply well and well fields ■ Provide public education regarding water conservation and pollution control ■ Evaluate and implement options to increase water availability (including reuse, aquifer storage and recovery, and other alternative water supply sources) ■ Ensure that treatment and delivery meets or exceeds existing water standards 	<ul style="list-style-type: none"> ■ 100% compliance with water quality standards ■ Reduction in average water use per capita ■ Water and sewer infrastructure capacity that exceeds 102% of maximum daily flow for the preceding year ■ Increase in the acreage retained or created to enhance aquifer recharge/ water storage capacity

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Restoration of County construction project site areas to original conditions in a timely manner	<ul style="list-style-type: none"> ■ Improve clean-up after County construction projects to reduce pollution 	<ul style="list-style-type: none"> ■ 95% of County site areas restored to original condition within stated contract period
Preservation of wetlands and environmentally valuable uplands	<ul style="list-style-type: none"> ■ Acquire and maintain environmentally endangered lands from willing sellers ■ Provide incentives for landowners to preserve and maintain environmentally valuable land ■ Regulate land use to minimize loss of wetlands and other environmentally important lands 	<ul style="list-style-type: none"> ■ 95% acquisition of the remaining 34,000+ acres of potentially available environmentally endangered lands by 2015
Reduced noise levels for residents within the vicinity of Miami-Dade Aviation Department airports	<ul style="list-style-type: none"> ■ Evaluate and modify existing arrival and departure procedures ■ Coordinate with land use planning efforts to maximize compatibility of surrounding land uses ■ Do not increase the number of flight tracks over residential areas 	<ul style="list-style-type: none"> ■ Reduction in the number of flight tracks over residential areas



GOAL

PROVIDE TIMELY AND RELIABLE PUBLIC INFRASTRUCTURE SERVICES INCLUDING ROAD MAINTENANCE, STORM WATER, SOLID WASTE AND WASTEWATER MANAGEMENT, AND A SAFE AND CLEAN WATER DELIVERY SYSTEM CONSISTENT WITH THE COMPREHENSIVE DEVELOPMENT MASTER PLAN (CDMP)

As the County continues to grow, sidewalks, roadways, sewage systems, and drainage systems need to be built or enhanced where they already exist and existing infrastructure must be proactively maintained. In addition, strategic planning participants believe that this goal is closely related to other goals in the County's strategic plan. For example, building traffic-calming devices enhances neighborhood aesthetics and encouraging safe water and sewage systems helps protect our environmental assets and other natural resources. Finally improved infrastructure policies require more input and communication with residents and community organizations.



2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Quality of roadways and road signs</i>	51% Good 31% So-So 18% Poor
<i>How do you rate the following service, program, or attribute? —Storm Drainage</i>	30% Good 30% So-So 40% Poor
<i>How do you rate the following as an issue in your neighborhood? —Flooding</i>	32% Not a Problem 31% Minor Problem 37% Major Problem
<i>To what extent do you agree that the County is pedestrian friendly?</i>	34% Agree 29% Neither Agree nor Disagree 38% Disagree

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)	<ul style="list-style-type: none"> ■ Develop inventory of existing roadway, sidewalk, and drainage maintenance needs ■ Improve outreach efforts for timely identification of problem areas, including facilitation of identification of jurisdictional responsibilities ■ Develop and implement process to inspect roadway, sidewalk, and drainage infrastructure for preventive maintenance ■ Implement management information system to prioritize service requirements and to identify funding sources ■ Allocate necessary resources to provide level-of-service desired by the public ■ Enhance drainage systems pursuant to the storm water master plan and by increasing canal dredging, including secondary canals 	<ul style="list-style-type: none"> ■ 80% of roadway, sidewalk, and drainage infrastructure surveyed in satisfactory condition ■ Reduce by 75% the number of repetitive flood damage claims at the same location
Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors; protection of water quality and improved water pressure	<ul style="list-style-type: none"> ■ Prioritize water and sewer improvements, including areas needing sewer service connections ■ Educate the community on costs of the improvements ■ Pursue funding for identified improvements, including alternative funding sources 	<ul style="list-style-type: none"> ■ No reportable overflows resulting in warning letters from the Florida Department of Environmental Protection or the Miami-Dade County Department of Environmental Resource Management ■ Reduction in response time for sewage system overflows ■ 100% of the water system primary distribution points maintained at least 20 lbs per square inch of pressure 100% of the time

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved public infrastructure level-of-service standards and policies	<ul style="list-style-type: none"> ■ Maintain a dialogue with residents and the development industry to identify strengths and weaknesses of existing level-of-service and impact fees standards and policies ■ Improve land acquisition processes for public infrastructure ■ Enhance coordination between impact fees and level-of-service infrastructure improvements ■ Maximize communication between agencies involved in the process 	<ul style="list-style-type: none"> ■ 100% compliance with level-of service standards contained in the CDMP ■ 80% of residents satisfied with infrastructure level-of-service provided
Integrated traffic calming in neighborhoods	<ul style="list-style-type: none"> ■ Review and enhance County standards to provide for traffic calming in new developments ■ Analyze, revise and enforce laws for speeding in local neighborhoods 	<ul style="list-style-type: none"> ■ 100% compliance with regulatory speeds on neighborhood roads
Safe, comfortable and convenient pedestrian rights-of-way	<ul style="list-style-type: none"> ■ Develop pedestrian-friendly standards for sidewalks and other pedestrian rights-of-way ■ Ensure safe pedestrian routes to schools ■ Maximize safe pedestrian access to parks, government facilities and high traffic area 	<ul style="list-style-type: none"> ■ 90% of residents satisfied with pedestrian rights-of-way in Miami-Dade County

Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

The Development Process

The development of the Strategic Area Plan for the Neighborhood and Unincorporated Area Municipal Services included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

Kenneth Bluh

John Bolton

President

Florida Engineering Society

Mike Brazlavsky

American Institute of Architects

Bertha Carswell

Community Council 8

Rosa Davis

William Delgado

Latin Builders Association

Victor Dover

Dover, Kohl & Partners

Kenneth Freidman

Community Council 2

Mike Hatcher

Tim Hyman

Jesse Jones

President

Doral Colony

Timothy Keegan

Community Council 7

Lynda Kompelien

Executive Director

Community Redevelopment Agency

Michael Miller

Executive Editor

Community Newspapers

Stanley Price

Bilzin, Sumberg, Dunn, Baena, Price & Axelrod

Sharon Pritchett

Community Council 3

Wayne Slaton

Mayor

Town of Miami Lakes

Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project; and

Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Neighborhood and Unincorporated Area Municipal Services Strategic Area.

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting neighborhood and unincorporated area municipal services in Miami-Dade County, drafted a strategic area mission statement, and drafted preliminary strategic goals. Also critical to the process were the existing plans and initiatives within the County, as much work had already been accomplished, including for example:

Community Council priorities

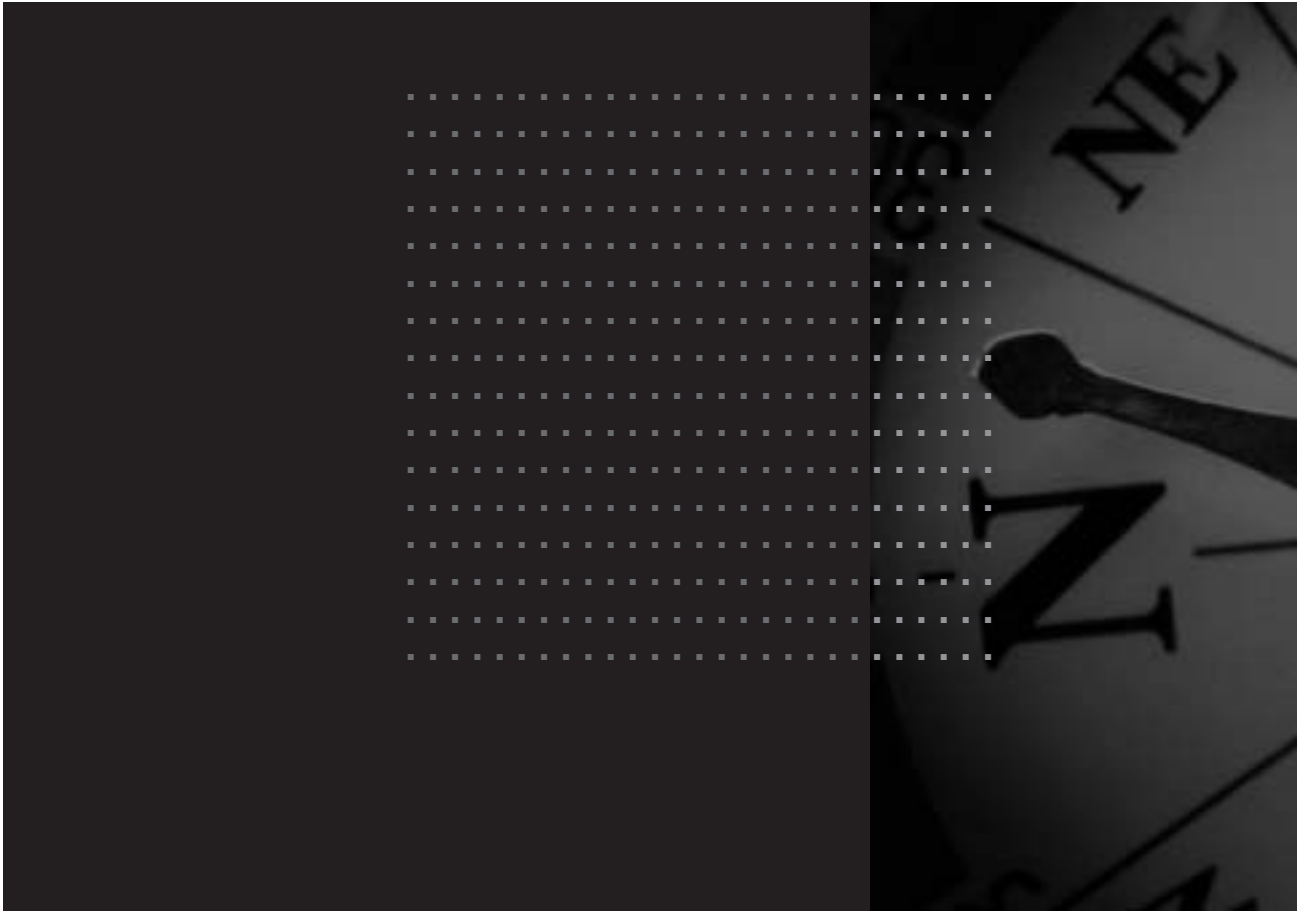
The Comprehensive Development Master Plan

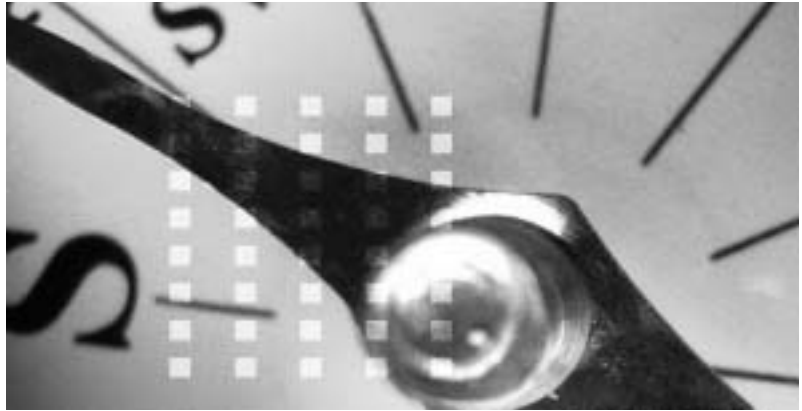
These individuals provided the leadership and community expertise needed to make the Neighborhood and Unincorporated Area Municipal Services Strategic Area Plan a success by:

Providing communications linkages to the organizations they worked with every day and with members of their community;

Neighborhood and
Unincorporated Area
Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN





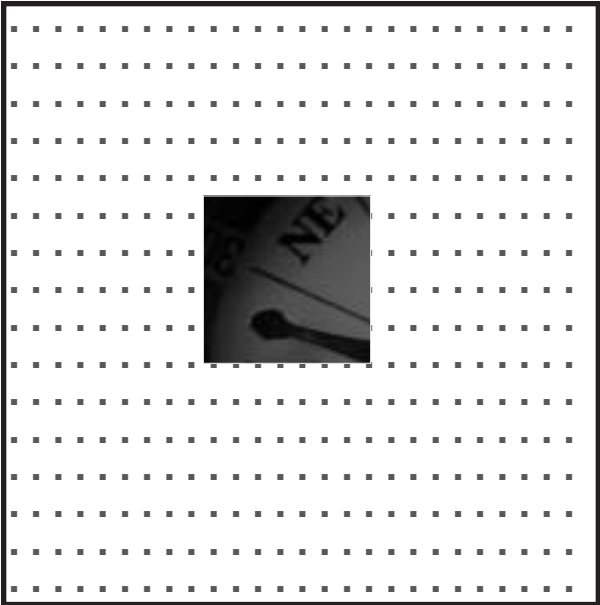
Public Safety *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



PUBLIC SAFETY MISSION STATEMENT

“To provide a safe and secure community through coordinated, efficient and effective, professional, courteous, public safety services.”



Public Safety *Component*

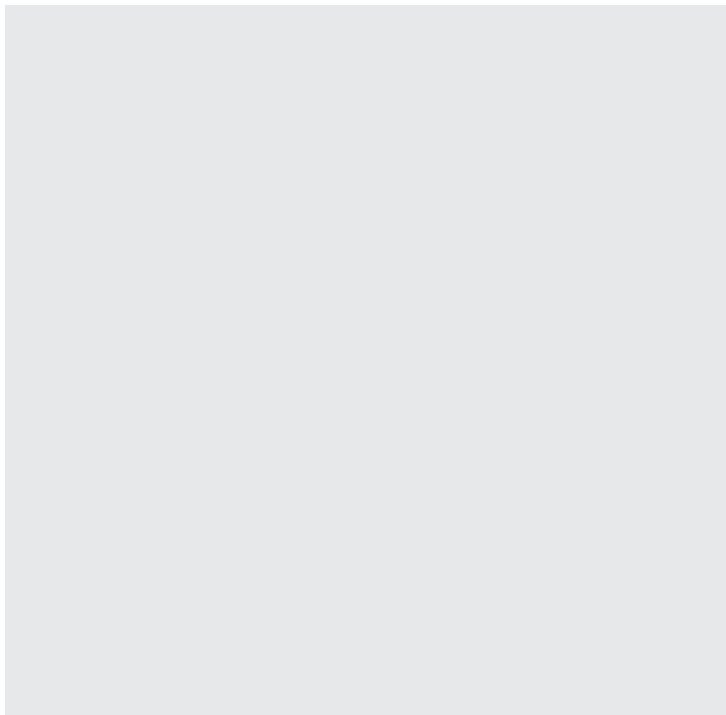
MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction



The Public Safety Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Public Safety Strategic Area component of the Miami-Dade County Strategic Plan.



Public Safety *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends



We identified several events that have or may impact Miami-Dade County's ability to provide or improve public safety service delivery as well as the strengths and weaknesses of our County government to meet these challenges. The most significant public safety trend has been the decline in the crime rate in recent years. Over the period 1996—2002:

- Larceny decreased 33 percent
- Violent crimes decreased 44%
- Youth gun deaths decreased 48%
- Burglary cases decreased 42%

Public safety services have also been impacted by the consistent growth in the region's population. This has been one factor in the growing number of emergency and non-emergency calls to the

911 system. Finally, the issue of homeland security has emerged as a major issue since the terrorist attacks on September 11, 2001. Local, state and federal government collaboration has grown to address threats to homeland security given Miami-Dade County's large airport and seaport, and proximity to the ocean.

PUBLIC SAFETY STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

A major strength is the emphasis on professionalism in Miami-Dade County's public safety departments. Specific examples include an executive development program in the Corrections and Rehabilitation Department, highly defined procedures and protocols at the Miami-Dade Police Department, and a nationally recognized Medical Examiner's Office. Public safety departments also have a positive image in the community and utilize innovative technologies to accomplish their missions.

CHALLENGES

There is concern regarding some internally focused challenges such as the coming retirement of several key leaders and other employees currently enrolled in the Deferred Retirement Option Program (DROP). In addition, recent legislation which calls for state control of the court system, creates uncertainties for Miami-Dade County employees as well as challenges for budgeting and resource allocation.

In addition, crime trends may be influenced by Miami-Dade County's increasing level of poverty. Since 1983 Miami-Dade County per capita income has been lower than the state and national averages and the gap is growing. Miami-Dade

County ranks number 5 in total poverty among large counties nationwide and the rate has increased steadily over the last 30 years.

Public safety departments also have to plan for natural disasters and the growing threat of terrorism. The impact on our community of Hurricane Andrew in 1992 as well as the overall impact across the nation after the terrorist attacks on the World Trade Center in 2001 have increased the importance of planning for such events in the future to ensure residents needs are addressed and are protected from harm.

WEAKNESSES

The poor condition of facilities across Miami-Dade County, especially correctional facilities, was identified as a major weakness. Some jails are out of compliance with several building safety codes and the space available for administrative personnel often is not sufficient.

OPPORTUNITIES

With growing populations in Miami-Dade, Broward, and Palm Beach Counties, there are substantial opportunities to collaborate in several public safety matters, particularly in homeland security. In addition, with incorporation taking place within Miami-Dade County, public safety departments have an opportunity to market their services to new municipalities.



Public Safety Component

MIAMI-DADE COUNTY STRATEGIC PLAN

Goals



GOAL

**EFFECTIVELY
PROVIDE THE
NECESSARY AND
APPROPRIATE
TECHNOLOGY,
BUILDINGS,
EQUIPMENT AND
PEOPLE FOR
DELIVERY OF
QUALITY SERVICES
NOW AND IN
THE FUTURE**

Planned enhancements to computer-aided dispatching are anticipated to decrease response times for police, fire fighters and other first responders to

emergencies. While Miami-Dade police maintains an average response time of less than 5 minutes for emergency calls, fire response times have tended to be higher. Additional information sharing and improved data reporting mechanisms generated by new technologies will improve decision-making and inter-

more important than ever as communities across the nation focus on homeland security.

As our community continues to grow, it is important to ensure that infrastructure for our public safety agencies are sufficient and timely, especially in the developing areas.



2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>How do you rate UMSA's emergency response time?</i>	64%	Good
	22%	So-So
	14%	Poor
<i>How do you rate the UMSA police at preventing property crimes?</i>	46%	Good
	34%	So-So
	20%	Poor

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Public safety facilities and resources built and maintained to meet needs <i>(priority outcome)</i></p> <p>Reduced response time <i>(priority outcome—includes reduced response time in agricultural areas)</i></p> <p>Reduction in property loss and destruction <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Plan for and provide appropriate and necessary facilities to meet demand, including additional facilities in agricultural areas ■ Offset loss of personnel due to the Deferred Retirement Option Program (DROP) and increase qualified applicants for recruitment by increasing contact with citizens and increasing advertising through various media ■ Coordinate planning among and between public safety agencies to enhance the effectiveness of existing facilities and infrastructure plans ■ Develop and implement an integrated public safety information technology plan ■ Use computer-aided technology-enhanced dispatching and mobile computers on public safety vehicles with geographical positioning system capability to reduce response time ■ Update existing 911 computer-aided-dispatching hardware and software including cellular call technology 	<ul style="list-style-type: none"> ■ 80% of capital program improvement milestones met on schedule ■ 5% reduction in police response time within two years ■ Achievement of police response time of under 10 minutes 80% of the time in agricultural areas ■ Within the Urban Development Boundary (UDB), from time dispatch receives life threatening calls from 911, reduce average fire rescue response time to arrive within six minutes 80% of the time ■ Outside the UDB, from time dispatch receives life threatening calls from 911, reduce average fire rescue response time to arrive within eight minutes 80% of the time ■ 10% reduction in property loss rate ■ 100% compliance with national standards for 911 located callers in the next two years

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Improved Homeland Security Preparedness (priority outcome)</p> <p>Expanded ability to shelter the public in response to large scale public emergency events</p>	<ul style="list-style-type: none"> ■ Coordinate terrorism planning and preparedness ■ Train and equip first responders for a terrorist attack ■ Protect critical infrastructure including cyber infrastructure from acts of terrorism ■ Continually maintain an inventory of all facilities in the County with the potential for dual use in providing emergency event shelter, including identification of required infrastructure upgrades ■ Increase the number and capacity of shelters by establishing additional neighborhood shelters, including infrastructure upgrades required for dual use as an emergency event shelter 	<ul style="list-style-type: none"> ■ Development of a comprehensive plan for homeland security ■ Increased number of public emergency shelter spaces from 72,000 to 82,000 in 3 years
<p>Easy and coordinated access to information by Departments and service delivery partners to promote more effective programs and results</p>	<ul style="list-style-type: none"> ■ Enhance systems and technology for management reporting and to share information among agencies 	<ul style="list-style-type: none"> ■ 90% of internal users and service delivery partners satisfied or very satisfied with information availability



PROVIDE COMPREHENSIVE AND HUMANE PROGRAMS FOR CRIME PREVENTION, TREATMENT AND REHABILITATION

Investment in anti-drug programs, aggressive intervention with juvenile offenders, and anti-recidivism programs are valuable, proactive tools being used to reduce crime throughout the County. The Miami-Dade County Juvenile Assessment Center, that became operational in September 1997, and serves as central intake, assessment and referral site for arrested juveniles; as well as a central repository for finger print and other juvenile arrest data. In addition,

Miami-Dade County has implemented a number of other programs, including:

- Juvenile Curfew Ordinance program as well as anti-truancy programs
- Enrolling students in elementary and middle schools in the Drug Abuse Resistance Education Program (DARE)
- Gang Resistance Education and Training provided to 7th graders

■ The Police Explorer Program, which introduces youths aged 14 through 18 to law enforcement; program activities are designed to build character, promote fitness, and provide citizenship training

■ The Police Athletic League (PAL) Program, which provides youth an opportunity to interact with police officers in the context of healthy athletic competition

■ The “Jail is Hell” program targeting grades 5 through 12, provided by the Corrections Department

■ The Drug Court program, administered by Judicial Administration

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>How do you rate the UMSA police at preventing violent crimes?</i>	58%	Good
	26%	So-So
	17%	Poor
<i>How safe do you feel walking alone in your neighborhood during the evening?</i>	32%	Quite Safe
	34%	Safe
	33%	Unsafe

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Strengthened Juvenile Assessment Center (priority outcome)	<ul style="list-style-type: none"> ■ Improve coordination and number of contacts with schools, recreation programs, etc., to educate youth on self worth and the consequences of negative behavior, focusing on programs with built-in evaluation measures or research-based measures of success ■ Increase information availability regarding the Juvenile Assessment Center and available juvenile support services ■ Increase access to information for juvenile treatment and assessment providers 	<ul style="list-style-type: none"> ■ 10% reduction in juvenile crime rates ■ Reduction in rate of re-institutionalization of offenders processed through the Juvenile Assessment Center
Reduced number of people revolving through the court system/recidivism	<ul style="list-style-type: none"> ■ Provide programs and services targeted to reduce recidivism, including offender transitioning, drug-rehabilitation, mental health treatment facilities, etc. (Coordinate with Health and Human Services) 	<ul style="list-style-type: none"> ■ 3% reduction in Murder, Robbery, Forcible Sex Offenses, Aggravated Assault, Burglary, Larceny, and Auto Theft crimes ■ 5% reduction in rate of re-institutionalization
Reduced substance-abuse related incidents	<ul style="list-style-type: none"> ■ Expand current anti-drug programs in schools and provide drug rehabilitation assistance/programs in targeted schools (Coordinate with Health and Human Services) ■ Expand adult drug education program ■ Enhance drug court program 	<ul style="list-style-type: none"> ■ Reduction in drug-related incidents
Quicker deployment of information to recover missing and abducted children and enhanced community awareness for prevention of child abuse and abduction	<ul style="list-style-type: none"> ■ Expand education and outreach for prevention of child abuse ■ Improve distribution of information/images regarding missing children 	<ul style="list-style-type: none"> ■ 80% of residents aware of child identification program ■ Deployment of information to major set of criteria-based pre-defined recipients within 60 minutes of a reported missing and abducted child



GOAL

IMPROVE THE QUALITY OF SERVICE DELIVERY THROUGH COMMITMENT TO ONGOING EMPLOYEE TRAINING

The County's sworn officers and civilian personnel are the primary resources for fighting crime and protecting the public from harm. To maintain high levels of excellence, public safety agencies must aggressively train employees in ethics and work with other Miami-Dade County departments to ensure that

available training programs meet their needs.

The Miami-Dade Police Department is internationally accredited since 1993, with the latest re-accreditation in 2004. The Fire Rescue and Corrections Departments are currently pursuing accreditation.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Professional and ethical public safety staff; minimal occurrence of public safety corruption incidents	<ul style="list-style-type: none">■ Coordinate with Employee Relations Department to provide ethics training throughout public safety departments on an ongoing basis■ Ensure close supervisory oversight to reduce incidents of public safety corruption■ Ensure that all public safety departments are accredited	<ul style="list-style-type: none">■ 100% compliance with applicable accreditation standards, including ethics standards
Reduction in the use of lethal technology where appropriate	<ul style="list-style-type: none">■ Update research and training on use of non-lethal technology	<ul style="list-style-type: none">■ Increase in the use of non-lethal technology over the next two years



STRENGTHEN THE BOND BETWEEN THE PUBLIC SAFETY DEPARTMENTS AND THE COMMUNITY

Miami-Dade County's ability to cooperate with community organizations is an important ingredient for ensuring the public's safety. Expanding outreach and educational programs could strengthen community awareness of crime information resources and increase the number of residents volunteering in anti-crime initiatives like neighborhood watch programs. Empowering citizens to assist, especially during time of disasters, reduces demand on critical County resources.

While the diversity of Miami-Dade County's population presents many communication challenges, several outreach initiatives have been implemented. Community Policing Units have been established in every police district to further promote the community oriented policing philosophy. The Miami-Dade Police Department also provides a 12-week citizens educational program through the Citizen Police Academy.



2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>How do you rate the ease of access to UMSA police?</i>	64%	Good
	24%	So-So
	11%	Poor
<i>How do you rate the courtesy of the UMSA police officers?</i>	56%	Good
	28%	So-So
	16%	Poor

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased community awareness of information resources and involvement opportunities (priority outcome)	<ul style="list-style-type: none"> Continually solicit coordinated community input and feedback through public safety or Miami-Dade County outreach events and forums Determine and evaluate types of information desired by the public Review existing information forums to coordinate dissemination Enhance existing sources of information and input including web access, etc Educate the public regarding existing and enhanced sources of information and input Enhance public access to information on individuals in custody of the public safety system Improve dissemination of information regarding victims rights and the court's processes 	<ul style="list-style-type: none"> 80% of community aware of available information sources Increase in amount of coordinated and formalized community input and feedback Increased level of community customer satisfaction with public safety services Within 3 to 5 years, 80% of community aware of resources for individuals in custody
Increased involvement of individuals who want to give back to the community	<ul style="list-style-type: none"> Identify and match volunteers to appropriate opportunities Promote Community Oriented Policing concepts countywide Incorporate the services of the County's Community Relations Board with grass-root initiatives concerning public safety Increase involvement of Neighborhood Crime Watch groups 	<ul style="list-style-type: none"> 25% increase in the number of volunteers over 3 years

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Resident and visitor safety awareness and preparedness for all segments of the community	<ul style="list-style-type: none"> ■ Target fire and life safety programs to culturally diverse audiences by offering all programs in English, Spanish and Creole ■ Maximize partnerships in community to perform outreach through billboards, advertisements, media to promote current services and educate public ■ Provide Community Emergency Response Team training (CERT) for employees and the public, including terrorism response 	<ul style="list-style-type: none"> ■ 80% of community aware of major safety prevention initiatives and approaches
Increased awareness of appropriate 911 usage	<ul style="list-style-type: none"> ■ Improve community knowledge of 911 in concert with the implementation of the 311 Answer Center and through outreach education, including defining “emergency” versus “non-emergency” 	<ul style="list-style-type: none"> ■ 5% reduction in the number of non-emergency calls dialed into the 911 system



GOAL

IMPROVE PUBLIC SAFETY THROUGH THE USE OF COMMUNITY PLANNING AND THE ENFORCEMENT OF QUALITY OF LIFE ISSUES

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Miami-Dade County provides a safe, quality neighborhood</i>	45% Agree 35% Neither Agree nor Disagree 20% Disagree

Neighborhood aesthetics and the use of certain community design principles could help reduce crime. Combatting graffiti and aggressive litter control enhance a community's image and thus discourage petty crime. In

addition, the use of *Community Planning Through Environmental Design Standards* in planning new residential communities can create environments that naturally discourage crime.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Safer communities through planning, design, maintenance and enforcement	<ul style="list-style-type: none">■ Coordinate with Building and Planning and Zoning Departments regarding community design as communities are planned (Coordinate with Neighborhood and Unincorporated Municipal Area Services)■ Work with communities and industry groups to improve designs to reduce crime■ Proactive calls by County employees for situations that need abatement	<ul style="list-style-type: none">■ 80% of new homes and developments developed using CPTED (Community Planning Through Environmental Design) standards within 10 years
Eradication of unwanted animals from public streets	<ul style="list-style-type: none">■ Increase voluntary compliance with animal control regulations through education and canvassing initiatives and the promotion of low cost neutering, etc.■ Remove nuisance and dead animals from neighborhoods, including feral cats, dogs, etc., in a timely manner	<ul style="list-style-type: none">■ 5% increase in the number of dogs licensed per year



Public Safety *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Development Process



The development of the Strategic Area Plan for this strategic area included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

Carmen Caldwell
Executive Director
Citizen's Crimewatch of
Miami-Dade County

Caesar Carbana

Stan Hills
Miami-Dade County
Association of Firefighters

Frank Irizarry

Monique Kennedy

Patricia Lightfoot
Citizens Advisory Council

J. Porter McClean

Rafael Marques

John Rivera
President
Police Benevolent
Association

Alfred Toussaint

Barry White

Nathaniel Wilcox
Executive Director
P.U.L.S.E.

Bill Wilson
American Red Cross



These individuals provided the leadership and community expertise needed to make the Public Safety Strategic Area Plan a success by:

- Providing communications linkages to the organizations they worked with every day and with members of their community
- Interacting with the strategic planning team composed of

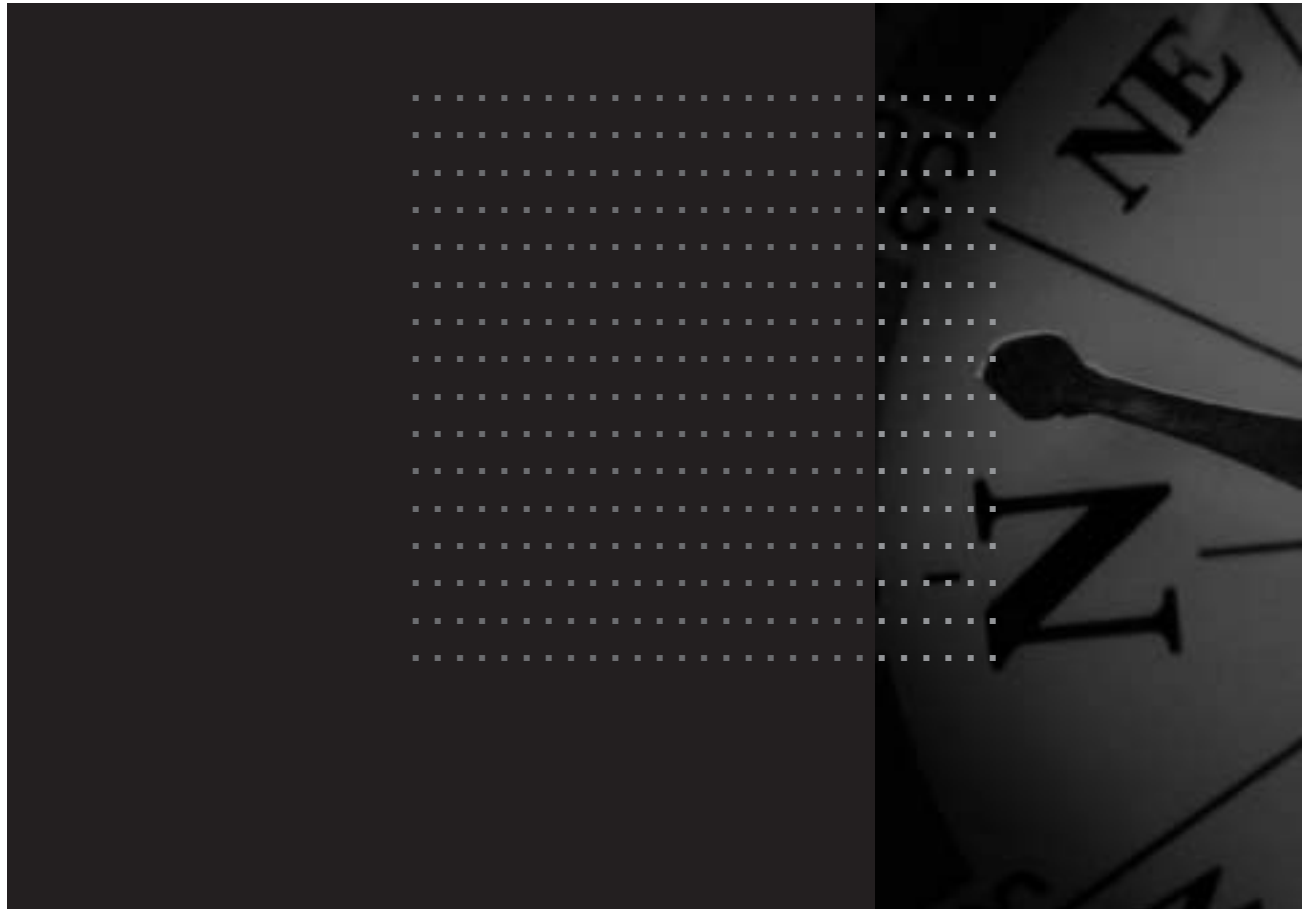
County staff and with the planning and communications consultants for the project

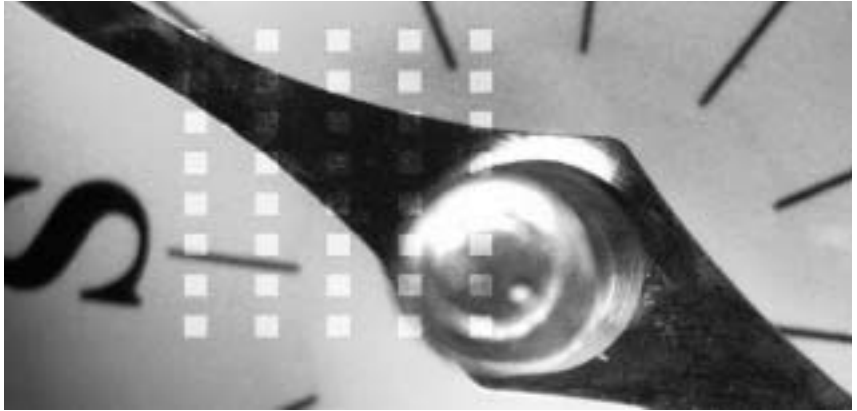
- Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Public Safety Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting public safety in Miami-Dade County, drafted a strategic area mission statement, and drafted preliminary strategic goals. Also critical to the process were the existing department business plans.

Public Safety *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN





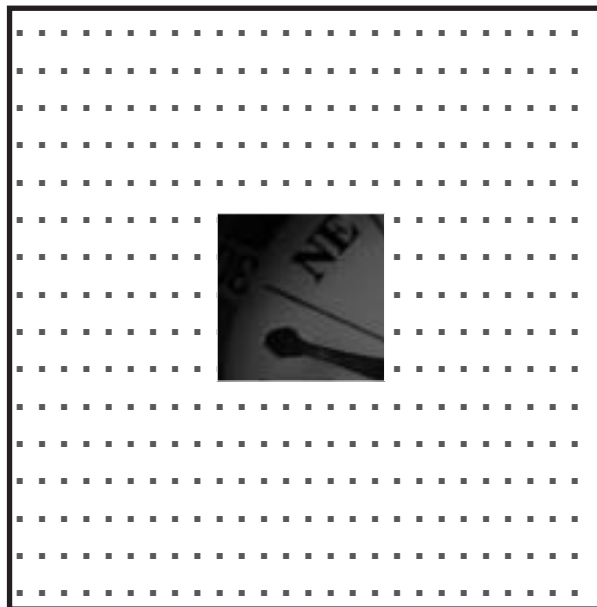
Recreation and Culture *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



RECREATION AND CULTURE MISSION STATEMENT

“To develop, promote and preserve outstanding cultural, recreational, library, and natural experiences and opportunities for residents and visitors of this and future generations.”





Recreation and Culture *Component*

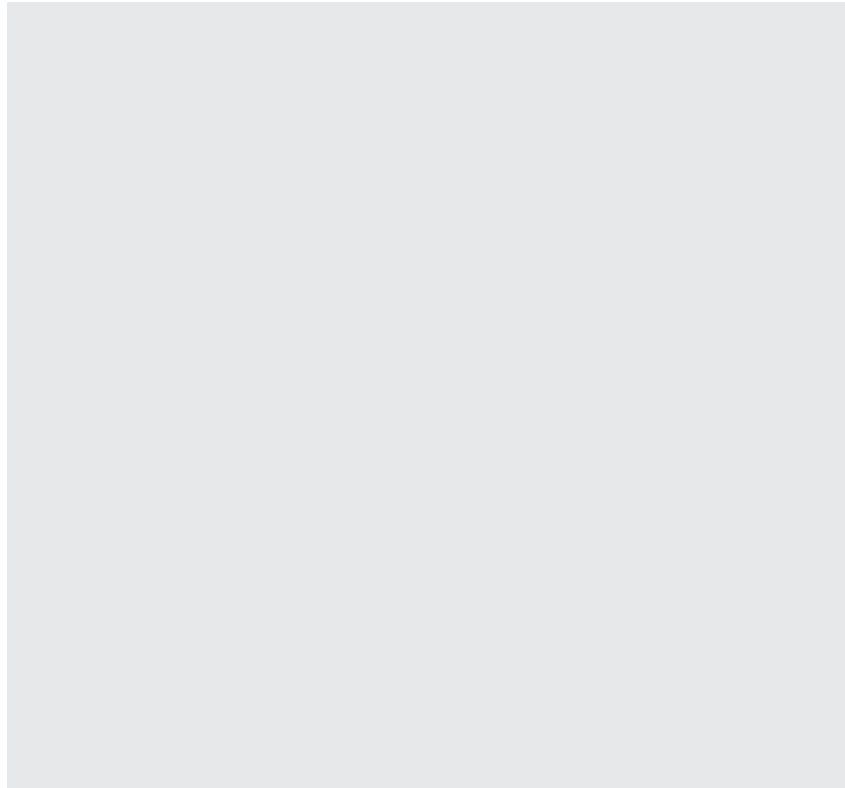
MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction



The Recreation and Culture Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Recreation and Culture Strategic Area component of the Miami-Dade County Strategic Plan.



Recreation and Culture *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends



We identified several events that have or may impact Miami-Dade County's ability to provide or improve recreation and culture services as well as the strengths and weaknesses of Miami-Dade County government to meet these challenges. Significant among these trends have been the

consistent growth in the region's population and the increasing diversity in Miami-Dade County. This has led to an increased need for additional facilities and services as well as a greater demand in the diversity of programs offered.

At the same time, there have been decreases in availability of funds from the State and Federal levels. Increasing partnerships with community groups and others have helped to reduce the growing gap between demands and available resources.

RECREATION AND CULTURE STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

Miami-Dade County has been responsive in developing a wide variety of programs and services in response to our diverse community and taking advantage of Miami-Dade County's unique geography. The workforce is recognized for its professionalism and its diversity is reflective of the community.

Another major strength has been the involvement of the private sector. Public recognition of the need for additional recreation and culture activities throughout Miami-Dade County remains strong.

WEAKNESSES

At the same time, Miami-Dade County services have been hindered by poor communication between the various service providers.

Coordination between Miami-Dade County departments and offices in particular needs to be strengthened.

As with other government entities, Miami-Dade County falls short generally in the area of market research although recent inroads have been made in this area through focus groups and surveys.

Finally, the recreation and culture area generally lags in terms of endowments. The lack of positive media regarding recreation and culture activities, and Miami-Dade County in general, helps contribute to negative perception and creates a drawback in this area.

CHALLENGES

The rapid growth and ever-changing diversity of Miami-Dade County creates additional challenges in terms of programming and keeping pace as new communities are developed. In the 2003 Resident Satisfaction Survey respondents generally felt that the County has a good "sense of community", but several respondents expressed views related to discord among community groups. Further, the growth in the number of low income residents has led to a significant demand for all services in Miami-Dade County, including recreation and culture, while at the same time resulting in fewer available resources.

In addition, the shortage of readily-available, developable land continues to create difficulties in siting new facilities.

OPPORTUNITIES

Recreation and culture activities are well-perceived and supported in Miami-Dade County. Expanded use of technology, continuing to expand collaborative efforts between service providers, and enhancing partnerships with private organizations provide opportunities to improve and expand recreation and culture programs, activities, and facilities in Miami-Dade County. In addition, there are opportunities to leverage successes in the recreation and culture area (fund raising, private partnerships, etc.)

Recreation and Culture *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Goals



GOAL

ESTABLISH EASILY ACCESSIBLE, DIVERSE AND ENJOYABLE PROGRAMS, SERVICES, PLACES AND FACILITIES TO MEET OUR COMMUNITY'S UNIQUE AND GROWING NEEDS

The County provides an array of recreation and culture facilities and programs. Facilities range from small neighborhood parks and libraries to large regional parks, the main library downtown, Vizcaya, Historical Museum, the Miami Art Museum, and the Museum of Science. The parks include golf courses, marinas, beach parks, sports parks, nature preserves, historic sites, and the Miami Metrozoo. In addition, the County provides funding for a vast array of cultural

organizations and Fairchild Tropical Garden. In the 2003 Resident Satisfaction Survey, satisfaction with the County as a place to raise children and to retire were key drivers of overall satisfaction with Miami-Dade County as a place to live.

Miami-Dade County's cultural community is the fastest growing cultural community in the United States, now home to more than 1,200 non-profit cultural

organizations - up from 110 groups in 1982. This rapid growth in cultural organizations over just two decades has provided Miami-Dade with a cultural profile similar to major American cities that have had generations to establish their support systems (e.g., individual giving traditions, bequests, endowments, etc.) and loyalties (e.g., memberships, subscriptions, etc.) that form the basis of financial stability.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate Miami-Dade County as a place that offers recreational and cultural activities?</i>	60% <i>Good</i> 25% <i>So-So</i> 15% <i>Poor</i>
<i>How do you rate the County's Library Services?</i>	75% <i>Good</i> 19% <i>So-So</i> 6% <i>Poor</i>
<i>How do you rate the County's Parks ground maintenance?</i>	65% <i>Good</i> 25% <i>So-So</i> 10% <i>Poor</i>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Develop and implement comprehensive programs for improved maintenance of facilities, landscaped natural areas, and county-owned vacant lots (coordinate with Neighborhood and Unincorporated Area Municipal Services strategic area) ■ Develop and implement comprehensive plans for improved security for cultural, recreational and library facilities 	<ul style="list-style-type: none"> ■ Quality rating of at least 4 out of 5 by users, residents and visitors for cultural, recreational and library facilities and places
Available and high quality green space throughout the County <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Develop and implement comprehensive plan to preserve green and open space that is responsive to community needs 	<ul style="list-style-type: none"> ■ 90% of residents satisfied or very satisfied with availability of open/green space
More cultural, recreational and library programs and services available to address varied community interests and educational needs	<ul style="list-style-type: none"> ■ Develop and implement a comprehensive and coordinated plan for existing and expanded programs and services 	<ul style="list-style-type: none"> ■ 90% of residents and visitors satisfied or very satisfied with programs and services provided by the County within five years
Quality customer service at all cultural, recreational and library places and facilities <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Expand and promote technical assistance programs for organizations and artists seeking grants ■ Periodically review the feasibility of recommendations and ideas to streamline the grants process further ■ Continue to educate partner organizations regarding the availability of other public and private funding sources ■ Enhance customer service training and professional development opportunities for all cultural, recreational and library employees 	<ul style="list-style-type: none"> ■ 90% of organizations and artists satisfied or very satisfied with the County grant application process

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Coordination of existing cultural, recreational and library programs and services and comprehensive development of new experiences and opportunities <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Maximize coordination of County cultural, recreational and library programs and services through joint training, program development, etc. 	<ul style="list-style-type: none"> ■ Minimum of two cultural, recreational and libraries collaboration projects per year
<p>Recreational, cultural and library facilities located where needed throughout the County <i>(priority outcome)</i></p>	<ul style="list-style-type: none"> ■ Prepare and maintain ongoing, regular assessments of community needs and desires regarding facilities ■ Assess underutilized facilities across all County departments and outside of County government for cultural, recreational and library programs and services (e.g., school facilities) ■ Develop and maintain capital plan reflecting the community's needs and desires ■ Improve and build facilities in concert with needs and desires 	<ul style="list-style-type: none"> ■ 90% of residents satisfied or very satisfied with availability of facilities within five years



GOAL
SECURE AND INVEST ADDITIONAL PUBLIC AND PRIVATE RESOURCES TO IMPROVE AND EXPAND PROGRAMS, SERVICES AND FACILITIES



In 1996, the citizens of Miami-Dade County voted to approve the expenditure of Safe Neighborhood Parks Bond program (SNP), authorizing the County to issue up to \$200 million in municipal bonds to fund park and recreation capital improvements throughout County and municipal facilities. Primarily as a result of the SNP program, County park and recreation land inventory expanded dramatically between 1990 and 2000 with the addition of 50 properties and 1,300 acres to meet long-standing needs. However as several new cities incorporated, the overall number of parks was reduced from 314 to 283. Unfunded capital development needs for parks and recreation remain. Approximately \$1.2 million in

unfunded needs have been identified over the next several years for development of recently acquired land, repair of older park facilities, infrastructure repairs at our beaches and marinas, as well as the acquisition of new facilities.

The last major expansion of the library system occurred with the Decade of Progress General Obligation Bond Program and there is a need to address areas of the County that developed post 1970s.

Over the next seven years, the Library Capital Plan will fund the opening and operating of eight leased facilities and eight facilities. However, many of the existing facilities are aging and are in need of repairs.

A simultaneous investment in upgrading cultural infrastructure (facilities) and in supporting operations (programming, education, marketing) is essential to sustain the remarkable growth in cultural organization beyond the first generation.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate Miami-Dade County recreation programs and facilities?</i>	<div>53% <i>Good</i></div> <div>30% <i>So-So</i></div> <div>17% <i>Poor</i></div>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Reduction in unmet cultural, recreational and library needs	<ul style="list-style-type: none"> ■ Continue to pursue additional funding to strengthen and enhance programs ■ Continue to cooperate with cities to establish municipal art councils to dedicate more funding and services to local cultural development ■ Advocate for increased leadership, funding and program development at the State and Federal levels ■ Work with community grass roots efforts to develop a general obligation bond program, including enhanced community awareness and development of a community-based capital plan ■ Pursue dedicated funding sources while maximizing funding levels from existing sources ■ Pursue resources to strengthen and create endowment funds within cultural organizations ■ Develop and strengthen partnerships with non-profit entities, private sector partners and volunteer groups ■ Pursue corporate sponsorships and other forms of corporate support ■ Diversify earned revenues 	<ul style="list-style-type: none"> ■ 25% reduction in unfunded needs over a two–five year timeframe ■ Increases in dollars available through all sources of funding, including existing and new sources



GOAL INCREASE PARTICIPATION IN AND AWARENESS OF PROGRAMS, SERVICES AND FACILITIES

In recent years the County has undertaken several initiatives to enhance participation in recreational and cultural

programs and activities, including partnering with community groups, private sector organizations, etc., and developing relationships with print media for development and dissemination of information and increased dissemination of information through countywide media. In particular, the County's award-winning web portal provides easy access to an increased number of cultural and recreational attractions, programs

and services. In addition, many of the museums offer "free days" to low income groups, the disabled, etc. and "High Five Miami", a new program designed to provide \$5 tickets to cultural events to youths in high school and college. However, there is an additional need to continue to expand access to the various activities offered, including additional dissemination of information regarding available recreational and cultural opportunities.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Expanded awareness of and access to cultural, recreational and library programs and services (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Expand partnerships with major civic organizations to promote the quality and diversity of the cultural community as a primary, key community image development strategy ■ Redesign and expand county websites to provide one stop access to cultural, recreational and library activities and organizations ■ Use existing high access county facilities/venues to provide information on all cultural, recreational and library services and programs ■ Provide coordinated public transportation to cultural, recreational and library events and facilities ■ Strengthen, fund and coordinate cultural, recreational and library marketing plans including proactively engaging the media locally, nationally and internationally ■ Enhance convenience and availability of existing facilities and programs 	<ul style="list-style-type: none"> ■ Increase attendance at recreational, cultural and library facilities, programs and services ■ 90% of residents and visitors familiar with existing means of information dissemination regarding recreational, cultural and library facilities, programs and services over five years ■ 90% of those accessing information satisfied or very satisfied with information provided regarding cultural, recreational and library programs and services over five years



GOAL

DEVELOP LIFELONG LEARNING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES THROUGH EDUCATION, OUTREACH AND TRAINING PARTNERSHIPS

Park and Recreation programs target all age groups and abilities. Youth programs include after-school, sports development programs, and summer camps. Summer programs often stress the arts, aquatics and the natural environment as special areas of interest. Programs for senior citizens, physically challenged and developmentally disabled,

as well as cultural arts programs and performances are also offered.

Miami-Dade Public Library System provides learning opportunities for residents of all ages. Making available a collection of over 4.5 million books and audiovisual materials, the Library System is the primary free educational resource for lifelong learning in a non-educational setting. Some of the services offered include hands-on computer training in two state-of-the art computer training labs; one-on-one tutoring for adults through Project LEAD (Literacy for Every Adult in Dade County), Science, Math and Reading Tutoring (SMART) at all libraries; and

providing access to free research databases, the Internet, government resources, and e-mail.

The Department of Cultural Affairs has established innovative education and outreach programming initiatives. These include Arts for Learning Miami, a collaboration with Miami-Dade County Public Schools and Young Audiences (a national arts education organization) to develop and promote curriculum-based programs presented by 40 community cultural groups in schools or through field trips; the creation and continued support of the Children's Cultural Coalition, an alliance of 200 cultural groups and artists specializing in arts education programming, including after-school, weekend and summer activities; the permanent relocation to South Florida in FY 2003 of the University of Massachusetts' Arts Extension Service, providing an annual cultural training series, focusing on skill building for cultural organizations and administrators; and an alliance with Florida International University to establish certificate and degree programs providing



training for educators in arts-infused curriculum and for cultural organizations and artists committed to working in community settings (this will be the first Community Arts Institute in the U.S.).

In addition the various museums provide a variety of educational activities such as school group visits, 4th grade History Mysteries program; seniors programs;

summer camps; and teacher workshops and collaborations.

Available resources include existing partnerships and collaborations with Miami-Dade County Public Schools; partnerships with colleges and universities; and collaborations with the Children's Trust on the development of new pre-K programs that are devoted to providing quality learning experiences.



DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased availability of and participation in life-long learning programs for artists, program developers and the public	<ul style="list-style-type: none"> ■ Work with Miami-Dade County Public Schools and other educational institutions to develop joint, complementary educational programs 	<ul style="list-style-type: none"> ■ Increase the number of collaborative programs and participants with educational institutions ■ 90% of program participants satisfied or very satisfied with availability of quality life-long learning programs in five years



Recreation and Culture *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

The Development Process

The development of the Strategic Area Plan for this strategic area included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

Joe Abel
Florida Recreation and Park Association

Tony Brunson
Carol City Community Center

Greg Bush
Chairman
City of Miami Park Advisory Board
President
Urban Environment League
Director
Institute of Public History, University of Miami

Lilia Garcia
Miami-Dade County Public Schools, Division of Life Skills

Vince Garcia
Optimists Club

Bruce Greer
President Board of Trustees
Fairchild Tropical Garden

Robert Heuer
General Director
Florida Grand Opera

William Ho
Chairman Board of Trustees
Historical Association of South Florida

Susana Ibarguen
President
Miami Art Museum

Florene Littcut Nichols
Executive Director
Inner City Children's Touring Dance Company

Brenda Marshall
Trust for Public Lands

George Neary
Cultural Tourism Director
Greater Miami Convention & Visitors Bureau



Arva Moore Parks
Chair
Vizcaya Museum and
Gardens Trust

Mario Ernesto Sanchez
Teatro Avante

Steve Simon, M.D.
Park and Recreation
Advisory Board

Parker Thomson
President
Performing Arts Center Trust

LuiSe Valdes-Fauli
Chair
Miami Museum of Science &
Space Transit Planetarium

Dwayne A. Wynn
President
Cultural Affairs Council

These individuals provided the leadership and community expertise needed to make the

Recreation and Culture Strategic Area Plan a success by:

■ Providing communications linkages to the organizations they worked with every day and with members of their community

■ Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project

■ Providing necessary input throughout the strategic planning process, and

interfacing with staff to help develop specific goals, strategies, and objectives within the Recreation and Culture Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting recreation and culture in Miami-Dade County, drafted a strategic area mission statement, and drafted preliminary strategic goals. Also critical to the process were the existing department business plans.

Recreation and Culture *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN





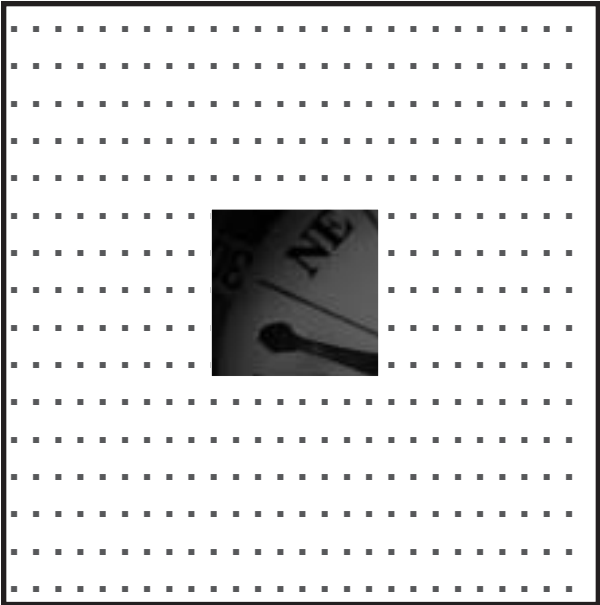
Transportation *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



TRANSPORTATION MISSION STATEMENT

“To provide a seamless, efficient, intermodal transportation system that enhances mobility throughout our neighborhoods and region, and expedites domestic and international commerce.”






Transportation *Component*

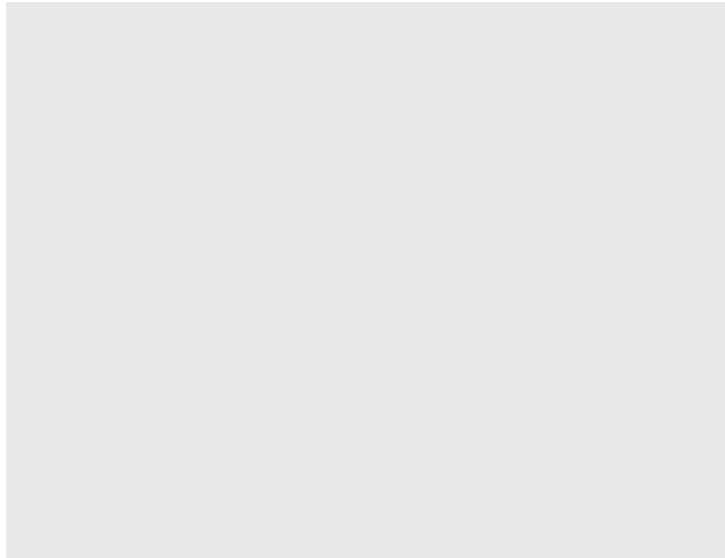
MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction



The Transportation Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides detailed information on the Miami-Dade County Transportation Component of the Miami-Dade County Strategic Plan.



Transportation *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends

We identified the trends and events that may impact our ability to provide or improve transportation services as well as the strengths and weakness of our County government to meet these challenges.

Without question, Miami-Dade County is facing a major transportation challenge. Our ability to sustain future economic growth and a high quality of life will, in part, be determined by how successfully the community is able to address transportation

issues. At present, we lack the ability to effectively move people or goods throughout the County. Without major transportation improvements and with projected population increases, the County be facing total gridlock within the next twenty years.

Public support for a dedicated transportation funding source has grown along with the traffic congestion. In November 2002 voters approved the levying of a .5% sales tax dedicated exclusively to transportation,

primarily public transit (*"The People's Transportation Plan"*). This increased funding should greatly enhance Miami-Dade County's ability to address the transportation challenge.

Another emerging issue in recent years has been the importance of regional cooperation on transportation issues. The regular movement of people and goods move throughout the tri-County area necessitates a joint problem-solving approach.

TRANSPORTATION STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

STRENGTHS

Several existing plans and studies, in addition to strong professional staff, are available to expedite the implementation of transportation improvements. In recent years, community outreach and involvement in transit issues has improved, and the Metropolitan Planning Organization process provides an existing forum for cross-agency and cross-regional collaboration. Finally, the central locations of the airport and seaport and existing heavy rail and automated guideway systems are infrastructure strengths on which Miami-Dade County can build.

WEAKNESSES

The ability to recruit, retain and train skilled individuals to develop, operate and maintain Miami-Dade County's transportation system have been a continuing concern.

CHALLENGES

With continued growth anticipated, it is critical that the County implement *The People's Transportation Plan* mandated by the community as expeditiously as possible. However, difficulties will continue to be faced in nurturing champions for transportation plans because the implementation timeline is so far off, and elected officials often have more urgent local needs.

OPPORTUNITIES

In addition to the community's recognition that if they want better services they need to pay for them, there is also recognition and support for the need to integrate transportation planning and growth. Organizationally, County government has strengthened its transportation functions by creating a single Surface Transportation Manager within the County Manager's office, responsible for the oversight of the implementation of *The People's Transportation Plan*. Finally, private sector involvement (van pools, shuttles to Metrorail, etc.) provides opportunities on which Miami-Dade County can build.

The goals, desired outcomes and strategies developed by the community and Miami-Dade County staff in the Transportation Strategic Area Plan build upon our strengths, address our weaknesses and take advantage of the opportunities identified.

Transportation Component

MIAMI-DADE COUNTY STRATEGIC PLAN

Goals



GOAL ENCOURAGE AND PROMOTE INNOVATIVE SOLUTIONS TO TRANSPORTATION CHALLENGES, INCLUDING INCENTIVE PLANS

Miami-Dade County's population density, and relatively low public transit use have led to rising congestion levels and commute times that exceed national averages. Only six percent of work trips and peak period trips are taken using transit and average automobile occupancy for work trips is just 1.09. Major roadways are currently approaching or exceeding capacity. Addressing the capacity issues will be a formidable challenge as the County's population is expected to grow by almost 40% by the year 2025 and,

despite congestion levels, almost three-quarters of our residents use public transportation less than once a month (see survey information below). To address these challenges Miami-Dade County will have to do more than just expand public transportation services, the most important of which is better integration of land use and transportation planning.

With the exception of limited areas in Miami-Dade County, the land

use pattern established by years of development supports the dependence on the automobile. With few opportunities for people to live and work in close proximity, the use of public transportation and other alternative modes is effectively discouraged. However, available resources for addressing these problems include existing transit zoning and railroad rights-of-way throughout the County, as well as current tax laws which permit pre-tax transportation benefits.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How frequently do you use Mass transportation?</i>	15% Almost every day 4% One to three times a week 7% One to three times a month 74% Less than once a month
<i>How do you rate the ease of travel by car?</i>	23% Good 24% So-So 53% Poor
<i>How do you rate the congestion on the roadways?</i>	28% Not a problem 29% Minor Problem 43% Major Problem

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)								
More integrated land-use development to decrease dependence on automobiles <i>(priority outcome)</i>	<ul style="list-style-type: none">■ Develop formalized processes and structures including development incentives to encourage higher-density, mixed use and transit-oriented development at or near existing and future transit stations and corridors. (Coordinate with Neighborhood and Unincorporated Area Municipal Services Strategic Area)■ Develop and implement new and innovative incentive plans to reduce automobile usage	<ul style="list-style-type: none">■ Increase in percentage of transit trips taken at and near transit stations at least 80 percent commensurate with increases in transit levels								
Improved level-of-service on major roadway corridors <i>(priority outcome)</i>	<ul style="list-style-type: none">■ Expand existing carpool and vanpool programs■ Encourage employer-based transit subsidy programs	<ul style="list-style-type: none">■ Decrease 24-hour volume-to-capacity ratios on major highways as follows:<table><tr><td>I-95</td><td>0.87</td></tr><tr><td>US1</td><td>0.95</td></tr><tr><td>SR 826</td><td>0.99</td></tr><tr><td>SR 836/I-395</td><td>0.99</td></tr></table>	I-95	0.87	US1	0.95	SR 826	0.99	SR 836/I-395	0.99
I-95	0.87									
US1	0.95									
SR 826	0.99									
SR 836/I-395	0.99									
Increased vehicle occupancy	<ul style="list-style-type: none">■ Identify and evaluate alternative exclusive right-of-way corridors and modes	<ul style="list-style-type: none">■ Increase average work trip vehicle occupancy from an estimated 1.09 persons per vehicle to 1.12 persons per vehicle								



GOAL

MAXIMIZE THE USE AND EFFICIENCY OF THE EXISTING TRANSPORTATION SYSTEM ON A NEIGHBORHOOD, COUNTY AND REGIONAL BASIS



Miami-Dade Transit operates a unified public transportation system that is one of the largest in the nation and carries over 45 percent of all transit trips in Florida. While there is a need to expand the existing transportation system to address existing congestion levels and future growth, the existing system must also be improved. Surveys of both users of the system and residents countywide show that frequency of service, reliability, comfort, and convenience are all factors of concern. Generally, Metrorail performs better in

these areas than Metrobus service, at least in part due to the separation of the guideway from congested streets.

Traffic signalization is another area to be improved in our existing system. While the majority of downed traffic signals are responded to within a couple of hours, over 600 countywide traffic signals are not part of the computerized signalization system. As a result, only 38% of residents rate traffic signalization during peak times as good.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES					
	BUS			RAIL		
	GOOD	SO-SO	POOR	GOOD	SO-SO	POOR
<i>How do you rate the frequency of Metrobus and Metrorail service?</i>	28%	31%	41%	65%	25%	10%
<i>How do you rate the reliability of Metrobus and Metrorail service?</i>	33%	33%	33%	71%	21%	8%
	BUS AND RAIL					
	GOOD	SO-SO	POOR			
<i>How would you rate the cleanliness of buses and train cars?</i>	47%	30%	22%			
<i>How would you rate the convenience of Metrobus routes?</i>	33%	26%	41%			

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Minimum wait time for transit passengers (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Increase fleet size for both bus and rail ■ Recruit and train personnel ■ Work with the community to review and revise routes and schedules and coordinate routes at major transfer points for optimal connections 	<p>Within three to five years, achieve the following minimum headways for all transit service provided by the County:</p> <ul style="list-style-type: none"> ■ No more than 15 minutes peak bus service and 30 minutes non-peak bus service ■ No more than 6 minutes peak rail service and 15 minutes non-peak rail service ■ No more than one hour for night owl bus service ■ Implementation of 24-hour bus and rail operations
Convenient, clean transit passenger facilities and vehicles (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Provide additional amenities for passengers, including bathrooms, concessions, etc. ■ Review and revise facility and vehicle cleaning programs, supervision and quality measures 	<ul style="list-style-type: none"> ■ Increase in passenger satisfaction with vehicles and facility cleanliness and comfort from 75% of customers mostly satisfied or very satisfied to 95% within two years
Improved accessibility to transit facilities and bus stops (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Expand and improve bus shelter programs, including bus shelter design. ■ Continue implementation of joint development programs ■ Improve access to stations and bus stops for pedestrians, bicyclists and people with disabilities ■ Increase park and ride availability ■ Improve existing and design new transit facilities to offer increased protection of passengers from the elements. 	

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Safe and reliable transit facilities and transit vehicles (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Replace and rehabilitate vehicles systematically ■ Improve material management systems to make parts available for timely repairs ■ Use available technologies for automated scheduling and monitoring of maintenance ■ Increase maintenance capacity in locations that reduce deadhead time (facilities, personnel, etc.) ■ Enhance existing transit service monitoring system 	<ul style="list-style-type: none"> ■ Improvement in rate of schedule adherence from 97% and 71% in FY 2002 to 99% and 85% for rail and bus service respectively, by 2004 ■ Decrease in rate of missed trips to less than 0.1 percent for all County transit service within two years
Optimum signalized traffic flow	<ul style="list-style-type: none"> ■ Upgrade computerized traffic signalization system to handle all signals countywide ■ Conduct regular, systematic field reviews and evaluations of all traffic signals and intersections over time to improve traffic signalization and traffic signal model calibration and identify areas in need of traffic enforcement for referral to the Police Department ■ Improve response and repair time for traffic signal trouble calls ■ Pursue innovative approaches to minimizing traffic signal downtime 	<ul style="list-style-type: none"> ■ 99% of all traffic signals operational in five years ■ 99% of all operating traffic signals synchronized and optimized in five years



GOAL IMPROVE MASS TRANSIT ALONG MAJOR CORRIDORS AND BETWEEN MAJOR ORIGIN AND DESTINATION LOCATIONS



Miami-Dade County has had success in shifting trips from congested highways to rapid transit. For example, 30 percent of trips on US1 corridor between Vizcaya and Kendall Drive are on Metrorail. Further existing public transportation plans for all major corridors will help expedite implementation of “*The People’s Transportation Plan*”. However, procurement of buses in a timely manner and completing projects ahead of anticipated growth and within projected budgets are challenges

that must be met. In addition, the County will need to be successful in using the funds generated by “*The People’s Transportation Plan*”^{1/2} penny sales tax to leverage additional available federal funds or bonds. Based on the 2003 resident survey, many Miami-Dade County residents do not agree that the County uses their tax dollars wisely. County government must ensure that the community is satisfied with the use of their People’s Transportation Plan tax dollars.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Expanded rapid transit service along all major corridors (priority outcome)	<ul style="list-style-type: none"> ■ Maximize leveraging of local funding to obtain federal, state and non-traditional funding ■ Provide a program of rapid transit projects within the Long Range Transportation Plan framework as driven by “<i>The People’s Transportation Plan</i>” ■ Identify and examine potential use of existing highway rights of way for transit and potential alternative uses for existing and abandoned rail corridors and integrate, where possible, into existing transportation corridor studies ■ Advance right-of-way acquisition for rapid transit corridors 	<ul style="list-style-type: none"> ■ 100% achievement of all major milestone timelines in “<i>The People’s Transportation Plan</i>”

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Effective management and oversight of dedicated transit funds (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Implement management structure for administration of transit funds and development projects ■ Establish the Citizens' Independent Transportation Trust to oversee ongoing management of transit funds 	<ul style="list-style-type: none"> ■ 90% of the community satisfied or very satisfied with the implementation of <i>"The People's Transportation Plan"</i>
Dramatic improvement in the level of bus service (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Implement bus service improvements identified in the <i>"The People's Transportation Plan"</i> ■ Implement a grid system for north-south and east-west corridors for major streets and avenues with circulator services feeding main bus and rapid transit lines ■ Enhance existing and develop new transit hubs through planning coordination, joint development, and development incentives (Coordinate with Neighborhood and Unincorporated Area Municipal Services) ■ Streamline bus procurement process to increase the bus fleet from 700 to 1335 buses in the next five years ■ Expand usage of smaller (less than 31 feet), neighborhood friendly buses ■ Expand training programs for additional bus operators and mechanics ■ Expand on successful municipal circulator programs 	<ul style="list-style-type: none"> ■ Increase in bus service miles from 27 million to 44 million miles in five years ■ Increase in bus operating hours from 1.9 million hours to 3.3 million hours over five years ■ Increase in daily bus boardings from 240,000 to 400,000 within five years



GOAL

ENHANCE THE EASE OF MOVEMENT OF PEOPLE AND GOODS TO, FROM AND THROUGH THE AIRPORT, THE SEAPORT, AND OTHER CENTERS THROUGH NEW AND IMPROVED INTER-MODAL LINKAGES



Miami Dade County Aviation Department system of airports and the Seaport are major economic engines for Miami-Dade County. Miami International Airport is number one for international freight in the nation and third in the nation for international passengers. The Seaport is the largest cruise port in the world, ranks in the top ten ports nationally, and is one of the top five container ports serving the Caribbean and Latin America. 3.6 million passenger boardings per year are handled by the Seaport, with an estimated 30 percent traveling to and from the Airport. Our residents rate the Airport well, but are less positive regarding

transportation to and from the airport.

Demand at both facilities continues to increase, with a projected demand of 39 million Miami International Airport passengers by 2015. While funding and long range facilities development plans are in place, the nature of Aviation Department and Seaport capital improvement projects require careful phasing to minimize departmental impacts which complicates the project scheduling. Further, as a result of the September 11th terrorist attacks, security projects have increased dramatically, impacting the timing and funding of other projects.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	GOOD	SO-SO	POOR
<i>How do you rate the Seaport?</i>	68%	20%	11%
<i>How do you rate the Airport?</i>	60%	23%	16%
<i>How do you rate the transportation to and from the airport?</i>	31%	29%	39%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Seamless movement of people, baggage and cargo between Seaport and Airport <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Coordinate efforts to relieve bottlenecks for passengers moving on/off or between ports ■ Work in close concert with industries and regulatory agencies to re-evaluate the feasibility of the Airport and Seaport East-West Corridor connection 	<ul style="list-style-type: none"> ■ Improved passenger satisfaction with travel between ports
Enhanced customer service, convenience, and security at every level of contact with the ports <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Plan, design and construct passenger parking garages sufficient to meet demand ■ Plan, design and construct traffic circulation improvements to provide safer and faster access to destinations ■ Plan, design and construct more customer-friendly terminals ■ Ensure compliance with Homeland Security requirements 	<ul style="list-style-type: none"> ■ Improved national customer satisfaction ranking for the airport to one of the top ten ranked airports for passenger satisfaction by 2007
Meet existing and future demand levels for passengers and cargo at the ports <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Implement existing capital improvement plans at both ports on schedule ■ Find innovative solutions for future cargo and intermodal facilities to serve the airport and seaport 	<ul style="list-style-type: none"> ■ 100% compliance with Homeland Security requirements ■ Increase in the number of seaport parking spaces of 3,600 more spaces by 2010 ■ 80% of capital improvement project milestones completed on schedule

EDUCATE THE COMMUNITY REGARDING TRANSPORTATION ISSUES AND OPPORTUNITIES



Critical to the successful implementation of an expanded and improved transportation system is public understanding of the benefits of using public transportation services as well as easy access to information on available transportation services. For example, a 2000 survey conducted by Miami-Dade transit concluded that a comprehensive scheduling and route information system would raise transit usage. Miami-Dade County has significant existing resources to

address public education, including the extensive community involvement program developed through *The People's Transportation Plan*, and internet and telephone customer information services providing websites, maps and schedules, press releases, etc. In addition, there is a new transit customer information system under development and plans are underway for real time information displays for Metrorail.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased public knowledge and understanding of public transportation alternatives and benefits	<ul style="list-style-type: none"> ■ Continue public involvement activities, including meetings, websites, public service announcements, and Maps-By-Mail ■ Advertise and promote new and improved services ■ Pursue innovative strategies for public involvement 	<ul style="list-style-type: none"> ■ Increased daily bus and rail boardings from 50,000 and 240,000 to 60,000 and 300,000, respectively, within three years ■ 90% of customers aware of key items related to services available and benefits of public transportation
Improved customer access to transit trip planning information	<ul style="list-style-type: none"> ■ Develop automated multi-modal information thru various media such as electronic kiosks ■ Implement regional customer information network 	<ul style="list-style-type: none"> ■ Increased number of visitors to County transit websites ■ 85% of community mostly satisfied or very satisfied with transit trip information availability

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Clear and informative transit and transportation signage</p>	<ul style="list-style-type: none"> ■ Plan and implement comprehensive signage for all transit facilities, including: <ul style="list-style-type: none"> ■ Review and revision of criteria and standards for signage ■ Compliance with the American Disabilities Act ■ Use of automated signs ■ Implementation of transit signage plan ■ Coordinate with all transportation entities to review and revise, as appropriate, standards for highway and arterial road signage placement 	<ul style="list-style-type: none"> ■ 100% compliance with signage criteria at transit facilities and within transit vehicles ■ 85% of community mostly satisfied or very satisfied with transportation signage overall ■ Increase in the percentage of the community mostly satisfied or very satisfied with transit signage from 85% to 95%



**PROMOTE IMPROVED
MOBILITY OF PEOPLE
AND COMMERCE TO
CAPITALIZE ON SOUTH
FLORIDA’S ADVANTAGE**



Southeast Florida has developed into an increasingly inter-related area. The ability to travel seamlessly between three counties (Miami-Dade, Broward and Palm Beach) is essential to the future of each of the counties. However, the use of public transportation is only about one percent of all trips between the three counties and schedule data from various transit agencies is

not yet standardized to enable seamless integration between and among systems. In 2003, the legislature approved the creation of the South Florida Regional Transportation Authority to develop mass transportation programs aimed at easing traffic congestion throughout the region. In addition, many of *“The People’s Transportation Plan”* programmed improvements will help address inter-County travel.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved transportation connectivity for inter-county movements	<ul style="list-style-type: none">■ Enhance coordination between the Regional Transit Organization (RTO), Metropolitan Planning Organizations (MPOs) in the region and Transit operating entities■ Support funding source for regional projects■ Coordinate fare policies, fare media and information dissemination between all transit entities in the region■ Develop equitable resource allocation measures, increase public awareness and solicit public input into the decision-making process	<ul style="list-style-type: none">■ 100% increase in transit usage for inter-county travel in three years

Transportation *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

The Development Process



The development of the Strategic Area Plan for Transportation included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

Jose Abreu
Secretary,
Florida Department of
Transportation, District 6

Bruce Brecheisen
Senior Vice President,
Seaboard Marine Ltd.

Brendan Corrigan
Senior Vice President
Cruise Operations,
Carnival Cruise Lines

Peter Fernandez
Inter-modal Manager
Seaboard Marine Ltd

Daniel Fils-Aime
Citizens' Transportation
Advisory Committee

Joseph Giulietti
Executive Director
TRI-RAIL

Allen Harper
Chief Executive Officer
Esslinger Wooten
Maxwell, Inc.
Greater Miami Chamber of
Commerce Transportation
Working Group

Frank Hernandez
Chair
Citizens Transportation
Advisory Committee

David Kaufman
Bicycle Pedestrian
Advisory Committee

Dr. George Koonce
Associate Superintendent
for School Operations
Miami-Dade County
Schools

Jose Padilla
St. Augustine Real
Estate Advisors
Greater Miami Chamber of
Commerce Transportation
Working Group

Servando Parapar
Executive Director
Miami-Dade Expressway
Authority

Carline Paul
Citizens' Transportation
Advisory Committee



Daniel Perez-Zarraga
Chair
 Transportation Aesthetics
 Review Committee

Steve Petterson
General Manager
 Advance Cargo

Emma Pringle
 Citizens' Transportation
 Advisory Committee

Walter Revell
 H.J. Ross Associates, Inc.

Rafael Rodon
President
 Codina Consulting

Guillermo Rodriguez
 Citizens' Transportation
 Advisory Committee

Michael Ronan
*Director—Destination
 Development*
 Royal Caribbean
 International

Jorge P. Rovirosa
Executive Vice President
 Florida Stevedoring Inc.

George Siggins
 Airline Consultant to the
 MIA Affairs Committee

These individuals provided the leadership and community expertise needed to make the Transportation Strategic Area Plan a success by:

- Providing communications linkages to the organizations they worked with every day and with members of their community
- Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project
- Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives

within the Transportation Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting transportation in Miami-Dade County, drafted a Transportation mission statement, and drafted preliminary strategic goals. Also critical to the process were the existing plans and initiatives within the County as much work had already been accomplished in the Transportation Strategic Area, including for example:

- The Regional Transportation Summit
- The district meetings and summits related to a dedicated funding source for transportation in Miami-Dade County

Transportation *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN





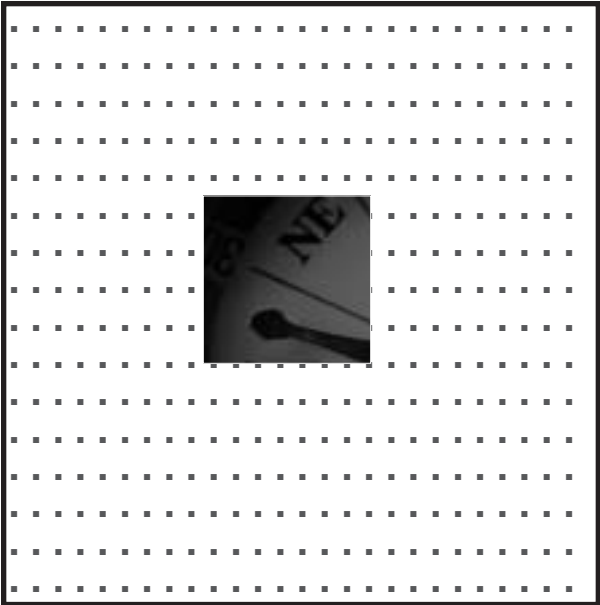
Enabling Strategies *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



ENABLING STRATEGIES MISSION STATEMENT

“To provide expertise and resources to support and facilitate excellent public service delivery.”



Enabling Strategies *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Introduction

The Enabling Strategies Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Enabling Strategies component of the Miami-Dade County Strategic Plan. The Enabling Strategies component of the plan addresses our internal services, such as finance, employee relations, procurement, fleet and facility maintenance, communications and information technology.

Enabling Strategies *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Background & Trends

We identified the trends and events that may impact our ability to provide or improve internal support services as well as the strengths and weakness of Miami-Dade County government to meet these challenges.

As Miami-Dade County has grown, so too have the services it provides to the community. The Enabling Strategies Strategic Area focuses on the mission, goals, objectives, and strategies for internal support functions required to ensure the successful implementation of the other six strategic areas delivering service directly to the community.

Overall, there is an increasing commitment to customer service, an increased use of technology and a focus on re-engineering and efficiencies. These efforts are improving the services provided by all departments.

**ENABLING
STRATEGIES
STRENGTHS,
WEAKNESSES,
OPPORTUNITIES
AND CHALLENGES
IDENTIFIED**

The goals, desired outcomes and strategies developed by the community and Miami-Dade County staff in the Enabling Strategies Strategic Area Plan build upon our strengths, address our weaknesses, and take advantage of the opportunities identified.

STRENGTHS

Miami-Dade County has benefited from being a large and diverse employer, providing many opportunities for advancement and attracting experienced management and leadership throughout Miami-Dade County government. In addition, Miami-Dade County has maintained a solid financial base with a strong bond rating.

WEAKNESSES

Further cooperation is needed between departments to reach and execute shared goals and achieve a common direction. Increased collaboration is necessary to further enhance service improvements. Similarly, methods should be implemented to improve the retention of skilled and dedicated staff and the overall County procurement process. In addition, while Miami-Dade County has made significant strides in the technology area, there remain difficulties in keeping up with technology countywide.

CHALLENGES

As service enhancements are greatly advocated, the critical issue of economic conditions provides significant concern over how improvements will be made. Availability of resources is decreasing as costs and demands increase. Extenuating circumstances may also further exacerbate the funding issue as they take precedence over established plans. Increased incorporation efforts and annexation provide added challenges as service areas become smaller and more fragmented, impacting County funding. Moreover, public attitude and perception may also be influenced if the County cannot effectively provide required services.

OPPORTUNITIES

Service enhancement can further be achieved by increased cooperation and coordination between departments. Additionally, optimizing technology usage could enhance existing services and customer service techniques. An integral part of which includes changes to the procurement process, via the applicable policies and laws. Added efficiencies may also be achieved through other alternatives such as managed competition and outsourcing.

Enabling Strategies *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

Goals



GOAL

ENABLE COUNTY DEPARTMENTS AND THEIR SERVICE PARTNERS TO DELIVER QUALITY CUSTOMER SERVICE

The County has long been dedicated to providing customer service to the all parties it serves. Established under the Customer Service Improvement model issued in 2001, the Secret Shopper Program monitors department performance in this area through telephone shopping, “in-person” visits and exit interviews of customers. Since its inception all departments have been shopped; the County’s average score was a 3.4 rating in 2001, on a 1 (poor) to 5 (exceptional) scale, and

SECRET SHOPPER SURVEY RESULTS

	2001	AVERAGE SCORE 2002	2003
<i>Overall average for all departments</i>	3.4	3.4	3.8

improved to a 3.8 score by 2003 (weighted scores based on number of shopping experiences). Additionally, the Countywide and UMSA Customer Satisfaction Survey was conducted to assess resident satisfaction with County services.

In 2003, the County Manager initiated a customer service program to improve customer satisfaction including countywide customer service standards. The County is also working to educate the public on the services the County offers.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	GOOD	SO-SO	POOR
<i>Overall, how would you rate the services provided by Miami-Dade County government?</i>	37%	45%	18%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Clearly-defined performance expectations and standards (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Develop clearly defined customer service performance standards and expectations ■ Develop standardized set of customer service tools, including data collection, for department use (e.g. develop inventory of data collection resources) ■ Best practice review of data collection practices ■ Conduct review of internal and external communications tools used by the County departments to ensure that the theme of providing excellent services is effectively promoted ■ Provide in-house support to departments to promote excellent or superb customer service 	<ul style="list-style-type: none"> ■ Satisfaction ratings from service delivery departments ■ Comprehension and application of customer service performance standards ■ 100% of departments with customer service performance measures and standards
Conveniently accessed and easy-to-use services Unity of County service delivery Satisfied customers	<ul style="list-style-type: none"> ■ Develop and implement standardized customer service training across all County departments ■ Build competencies within departments ■ Create and realign recognition and incentive systems for good customer service ■ Monitor customer service (e.g., secret shopper program, customer request system, etc.) ■ Provide feedback to departments using performance-based standards ■ Develop and implement department corrective action plans to address identified problems ■ Create opportunities for the community to provide input for future customer service enhancements (e.g., focus groups, surveys, etc.) 	<ul style="list-style-type: none"> ■ Overall quality ratings for County services - minimum four score out of five scale ■ Resident and visitor satisfaction ratings with County services ■ Overall and comparative quality ratings—results from surveys



GOAL

ENHANCE COMMUNITY ACCESS TO RELIABLE INFORMATION REGARDING SERVICES AND COUNTY GOVERNMENT ISSUES

The County possesses multiple information sources to communicate to its customers. Miami-Dade TV, the County Citizen, Team Metro Answer Center, the County website and others all serve to bridge the gap between departments and the

community. Limitations arise in the public and media's reception to positive information from the County government. Results from the 2003 Resident Satisfaction Survey revealed opportunities for enhancing access to information.

2003 ENABLING STRATEGIES SURVEY RESULTS—COMMUNICATIONS

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/ GOOD	FAIR/POOR
<i>Overall satisfaction with Communications—Advertising & Media</i>	92%	8%
<i>Overall satisfaction with Communications—Miami-Dade TV</i>	93%	7%
<i>Overall satisfaction with Communications—Public Relations</i>	92%	8%
<i>Overall satisfaction with Communications—Photography/Graphic/Translation</i>	95%	5%
<i>Overall satisfaction with Communications—Special Events</i>	98%	2%
<i>Overall satisfaction with Communications—Team Metro</i>	85%	15%
<i>Overall satisfaction with Communications—Team Metro Citizen Outreach</i>	90%	10%
<i>Overall satisfaction with Communications—GSA Print/Copy Shop</i>	92%	8%

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>Miami-Dade County government communicates to residents on a timely basis regarding matters affecting them</i>	Agree	27%
	Neither agree nor disagree . . .	30%
	Disagree	43%
<i>When you need to contact the County government directly, what is the primary resource you use to find out where to call or visit?</i>	Blue Pages	45%
	MDTV	2%
	311 Answer Center	5%
	Call 411	27%
	Website	18%
<i>Where do you usually get your “news” about the County government?</i>	Neighbors/Friends	5%
	Radio	11%
	Television	46%
	Newspaper	32%
	Website	4%
<i>How much do you know about the services provided by Miami-Dade County government?</i>	Quite a bit	31%
	Some	42%
	Little	27%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Easily accessible information regarding County services and programs (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Develop a countywide communications plan to utilize County owned and controlled resources to inform the community about County services, programs and events, issues and general information ■ Cross promote County services using various channels with a common brand ■ Provide a multi-channel access point for all government services through the phone and the internet ■ Develop a Countywide Speakers Bureau ■ Create a cross-departmental communications initiative to encourage the writing of user-friendly documents 	<ul style="list-style-type: none"> ■ Percent of customers familiar with County sources of information (MDTV County Citizen, County website, answer center) ■ Percent of community satisfied with information availability ■ Percent of customers aware of services provided by Miami-Dade County government
Responsive communications services (advertising, marketing, public relations, publications, etc.) for other County departments	<ul style="list-style-type: none"> ■ Establish working groups with departments 	<ul style="list-style-type: none"> ■ 95% of department users satisfied with responsiveness for communications services
Positive image of County government	<ul style="list-style-type: none"> ■ Improve market and public relations of Miami-Dade County government 	<ul style="list-style-type: none"> ■ Percent of residents with a positive image of Miami-Dade County government



GOAL

**ENSURE
THE TIMELY
ACQUISITION OF
“BEST VALUE”
GOODS AND
SERVICES WHILE
MAINTAINING
INTEGRITY
AND INCLUSION**

Miami-Dade County's improvements in the procurement process have saved over \$35 million as well as resulted in improved contract terms and conditions between 2002 and 2003. Additional changes are also planned to increase competition amongst vendors for County contracts. Customer departments also report an overall satisfaction of 48% or more with the various

procurement processes. The expert staff and knowledge base has lent itself to creating the positive changes thus far in the procurement process.

However, existing procurement legislature provides an unnecessary barrier to the process flow, further delaying the progress of contract awards and impacting the timeliness of County services.



2003 ENABLING STRATEGIES SURVEY RESULTS—PROCUREMENT

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
<i>Overall satisfaction with Procurement—Goods & Services Invitations to Bid</i>	56%	44%
<i>Overall satisfaction with Procurement—Construction Contract Coordination & Expedition</i>	57%	43%
<i>Overall satisfaction with Procurement—Construction Requests for Qualifications & Proposals</i>	60%	40%
<i>Timeliness of service for Procurement—Technical Assistance</i>	64%	36%
<i>Timeliness of service for Procurement - Minority Business Certification & Contract</i>	63%	37%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Streamlined and responsive procurement process (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Build and strengthen competencies among procurement professionals and management ■ Reduce processing time and steps ■ Maximize automation 	<ul style="list-style-type: none"> ■ 85% of internal users satisfied with overall service by FY 2005-2006. ■ 90% of internal users satisfied with quality by FY 2005-2006 ■ 80% of internal users satisfied with timeliness by FY 2005-2006.

Full and open competition
“Best-value” goods and services (price, quality, terms and conditions)
(*priority outcome*)

- Maintain and strengthen communications and ongoing training regarding procurement with users and vendors
- Continue to enhance our negotiating capacities
- Maximize enterprise options for solicitations
- Maximize advance acquisition planning

- Approximately \$30 million between FY 2004-2006 value or % of cost savings from prior contracts and/or results of market research



GOAL
CAPITALIZE ON TECHNOLOGY TO IMPROVE SERVICE, INCREASE EFFICIENCY AND PROVIDE GREATER INFORMATION ACCESS AND EXCHANGE

A strong technology base is one of the most important goals of Miami-Dade County. Significant improvements have been made to revamp and update the County's website as a tool for both the public and employees. Several departments now

provide services online as a means of extending County availability beyond the standard "9 to 5" day. Future information technology plans include using more websites and a better infrastructure for departments.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>Are you aware that Miami-Dade County Government has a web site?</i>	Yes	70%
	No	30%
<i>How often have you visited the Miami-Dade County Government website in the last 6 months?</i>	Never/none	55%
	Once or twice	20%
	Several times	15%
	Once a month	3%
	Once a week	6%
<i>How do you rate your experience with the Miami-Dade County website compared to other websites you have visited (either government or private)?</i>	Good	72%
	So-So	26%
	Poor	2%
<i>Miami-Dade County is innovative in how it operates and uses new methods and technologies</i>	Agree	30%
	Neither	39%
	agree nor disagree	
	Disagree	31%

2003 ENABLING STRATEGIES SURVEY RESULTS—TECHNOLOGY

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/ GOOD	GOOD/FAIR
<i>Overall satisfaction with Information Technology—Technical Direction & Standards</i>	62%	38%
<i>Overall satisfaction with Information Technology—Radio Services</i>	75%	25%
<i>Overall satisfaction with Information Technology—Telephone Services</i>	80%	20%
<i>Overall satisfaction with Information Technology—Network Services</i>	84%	16%
<i>Overall satisfaction with Information Technology—Desktop Services</i>	90%	10%
<i>Quality of service for Information Technology—E-Gov Applications</i>	91%	9%
<i>Overall satisfaction with Information Technology—Other Applications</i>	87%	13%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
User friendly e-government sharing information and providing expanded hours and services (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Give community a single point of contact ■ Provide community with web and telephone access ■ Make appropriate information and services available 24 hours per day electronically by working with departments to identify similar opportunities for service delivery improvements and establish key common service for integration into automation efforts ■ Expand employee availability to community via voice mail ■ Provide Community Access Network through libraries, parks, kiosks, etc. ■ Implement systems to allow public access to County Commission information 	<ul style="list-style-type: none"> ■ Percent of users (residents, visitors, employees, etc.) satisfied with electronic/ technology access to services and information (percent of users from survey) ■ Percent of operations, services and programs available through website access by FY 2008-2009
Available, reliable systems	<ul style="list-style-type: none"> ■ Modernize County computer network ■ Interconnect all departments ■ Implement network management processes and tools ■ Ensure network reliability ■ Create a central technology call center ■ Develop a countywide security and infrastructure architecture ■ Enhance computer system reliability 	<ul style="list-style-type: none"> ■ 99% of end-to-end systems availability

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Responsive service deployment and resolution of technology problems	<ul style="list-style-type: none"> ■ Establish a standards process ■ Publish and maintain technical standards ■ Establish a building code for IT architecture ■ Initiate a data warehouse effort ■ Simplify computer configurations ■ Train staff in standardized core competencies 	<ul style="list-style-type: none"> ■ 50% of IT routine problems resolved within 24 hours ■ 75% of IT critical problems resolved within 4 hours
Smart, Coordinated IT Investments	<ul style="list-style-type: none"> ■ Select appropriate sources for IT services ■ Apply managed competition and outsourcing to gain efficiencies and effectiveness ■ Coordinate major IT purchases to achieve economies 	<ul style="list-style-type: none"> ■ Dollar value of cost reductions (total cost of ownership)

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Technology projects completed as planned	<ul style="list-style-type: none"> ■ Improve management of IT resources ■ Create broader IT classification structure requiring broader and more flexible skill sets 	<ul style="list-style-type: none"> ■ 70% of projects completed as planned (on-time, on-budget)
County processes improved through information technology (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Implement imaging and electronic document management ■ Create and process County forms online ■ Produce reports on-line ■ Improve integration of department and Countywide systems ■ Develop, pilot and implement mobile computing projects ■ Work with departments to identify priorities to improve department-specific processes 	<ul style="list-style-type: none"> ■ Dollars saved through information technology investments



GOAL ATTRACT, DEVELOP AND RETAIN AN EFFECTIVE, DIVERSE AND DEDICATED TEAM OF EMPLOYEES

One of Miami-Dade County's strengths has been its ability to attract a large, diverse and talented pool of employees. Customer departments report a 58% or higher approval rating with the various human resources services provided to them. Payroll



services, employee benefits, labor relations and fair employment practices all were ranked as “standout” services when surveyed by other departments. Key challenges to the human

resource process could lie in customizing services to fit the needs of an ever-diversifying population, if the County is to keep and attract the best employees.

2003 ENABLING STRATEGIES SURVEY RESULTS—HUMAN RESOURCES

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
<i>Timeliness of service for Human Resources—Recruitment Services</i>	74%	26%
<i>Overall satisfaction with Human Resources—Classification and Compensation</i>	58%	42%
<i>Overall satisfaction with Human Resources—Payroll Services</i>	74%	26%
<i>Overall satisfaction with Human Resources—Employee Benefits</i>	94%	6%
<i>Overall satisfaction with Human Resources—Training Services</i>	86%	14%
<i>Overall satisfaction with Human Resources—Labor Relations</i>	90%	10%
<i>Overall satisfaction with Human Resources—Fair Employment Practices</i>	92%	8%
<i>Overall satisfaction with Human Resources—Employee Recognition</i>	82%	18%

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>Thinking about your most recent experience with a Miami-Dade County employee, how would you rate the following: "The employees that assisted me were courteous and professional."</i>	Agree	52%
	Neither agree nor disagree	19%
	Disagree	29%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Expediently provide departments with qualified personnel	<ul style="list-style-type: none"> ■ Develop and refine efficient, standardized recruitment procedures 	<ul style="list-style-type: none"> ■ Number of working days for end-to-end recruitment (review department component) ■ Number of working days for reclassification ■ Percent of applicants satisfied with recruitment process

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Retention of excellent employees Motivated, dedicated workforce team aligned with organizational priorities <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Maximize technology to provide access to and delivery of human resources services ■ Develop and refine employee assessment tools that motivate employees and recognize and reward excellent job performance ■ Develop and implement recognition systems beyond regular compensation ■ Involve leadership in demonstrating commitment to employees success ■ Offer employees greater access to information and input in decisions regarding benefits, training and career opportunities (Compensation Benefits Packages and Career Paths) ■ Enhance countywide approaches for increased employee input in decisions regarding improving workplace health, safety, security and ergonomics ■ Develop a systematic approach to improving employee satisfaction including, monitoring across diverse groups and classifications, and developing corrective action plans for improving the work environment and employee support climate ■ Develop a succession planning approach providing for organizational skillset depth and flexibility 	<ul style="list-style-type: none"> ■ Lower staff turnover ■ Percent of employees rating Miami-Dade County as a good place to work ■ Percent employee satisfaction (management versus non-management) ■ Percent of department users satisfied with Human Resources functions

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving, technology, etc.) <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Develop training opportunities that provide employees and managers with the competencies that result in increased proficiencies, including a countywide training approach that includes: <ul style="list-style-type: none"> ■ Incorporating training as part of daily work ■ Training at personal, work unit, department and countywide levels ■ Resulting in solving problems at their source (“root cause”) ■ Resulting in creating opportunities to effect significant change and do better ■ Enhancing organizational performance in fulfilling societal responsibilities and service to the community ■ Develop leadership training programs ■ Develop internship/mentoring programs ■ Develop team-building approaches ■ Develop a training program to share knowledge throughout the organization 	<ul style="list-style-type: none"> ■ Percent of employees who believe that training received in the last 4 months will help improve job performance ■ Number of inter-agency collaborative initiatives to enhance workforce learning opportunities
Workforce that reflects the diversity of Miami-Dade County	<ul style="list-style-type: none"> ■ Work with local educational institutions, community groups, etc., to maximize diversity of applicant pools 	<ul style="list-style-type: none"> ■ Diversity in composition of Miami-Dade County employees



GOAL

PLAN, CONSTRUCT AND MAINTAIN WELL- DESIGNED COUNTY FACILITIES IN TIME TO MEET THE NEEDS OF MIAMI-DADE COUNTY

County facilities and structures dot the landscape of South Florida. Maintenance of these structures is a large undertaking and a continuous need. The County utilizes several methods to measure performance and satisfaction levels, such as tracking the percent of construction projects completed within thirty days of the estimated completion date. Recent calculations showed a rating of 83% of construction projects completed within 30 days of the estimated completion date.

2003 ENABLING STRATEGIES SURVEY RESULTS—ASSET MANAGEMENT

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
<i>Overall satisfaction with Asset Management—Custodial Cleaning</i>	54%	46%
<i>Overall satisfaction with Asset Management—Repair & Maintenance</i>	55%	45%
<i>Overall satisfaction with Asset Management—Lease Negotiation/Management/Renewal</i>	72%	28%
<i>Overall satisfaction with Asset Management—Major Renovation</i>	51%	49%
<i>Overall satisfaction with Asset Management—Service Tickets</i>	62%	38%
<i>Overall satisfaction with Asset Management—Property Acquisition</i>	71%	29%
<i>Overall satisfaction with Asset Management—Surplus Property Disposition</i>	77%	23%
<i>Overall satisfaction with Asset Management—Assets</i>	88%	12%
<i>Overall satisfaction with Asset Management—Material Management Service</i>	81%	18%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Safe, convenient and accessible facilities planned and built ready to meet needs <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Work with internal users to develop plans of future facility needs 	<ul style="list-style-type: none"> ■ Office space utilization index
Facilities aesthetically pleasing to the community	<ul style="list-style-type: none"> ■ Pursue timely acquisition of land needed for future facilities 	<ul style="list-style-type: none"> ■ Percent of milestones met ■ Percent of projects completed within budget
Worker-friendly and worker-functional facilities	<ul style="list-style-type: none"> ■ Design and construct facilities consistent with scope, budget and schedules 	<ul style="list-style-type: none"> ■ 100% of facilities meeting ADA requirements
Well-maintained facilities	<ul style="list-style-type: none"> ■ Maintain an up-to-date space plan through regular reviews of space needs and work with users for small scale reconfigurations ■ Work with internal users and the community to incorporate necessary design elements to ensure facility safety, accessibility, and aesthetics ■ Develop and implement a comprehensive preventative maintenance program for all County facilities ■ Develop and implement specifications/standards and training programs for in-house and contracted maintenance operations for County facilities ■ Develop an effective service ticket process for emergency and unanticipated/extraordinary service needs 	<ul style="list-style-type: none"> ■ 90% of internal customers and residents satisfied with aesthetics of County facilities ■ 90% of internal customers and residents satisfied with functionality of County facilities ■ Reduction in average wait time/wait list for additional space ■ Facility condition index ■ 90% of department users satisfied with quality and timeliness of facility management services



GOAL

**PROVIDE QUALITY,
SUFFICIENT AND WELL-
MAINTAINED COUNTY
VEHICLES TO COUNTY
DEPARTMENTS**

County operations are not limited to an office or building but are also on the go. The County's vehicle fleet takes employees to and from

2003 ENABLING STRATEGIES SURVEY RESULTS—ASSET MANAGEMENT

SURVEY QUESTION (INTERNAL COUNT USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
<i>Overall Satisfaction with Asset Management—Vehicle Maintenance</i>	75%	25%

locations to service the community. A large number of mechanics and technicians keep this fleet operating on a day-to-day basis. As vehicles are retired, newer

models are featuring more technological enhancements making the need for increased training available to the technical staff.



DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Safe and reliable vehicles ready to meet needs <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Develop and implement standard maintenance programs to ensure the safe and efficient operation of County vehicles ■ Work with internal users to develop plans for future vehicle needs ■ Conduct regular departmental vehicle assessments, including vehicle utilization rates 	<ul style="list-style-type: none"> ■ 80% of department users satisfied with the quality and timeliness of fleet management services ■ Ratios of vehicles to personnel by classification

Worker-friendly and functional vehicles

Cost-effective vehicles

Fuel-efficient/ environmentally-friendly vehicles

- Develop and incorporate standards balancing quality, cost, and environmental criteria in purchasing decisions
- Work with internal users to develop department-specific specifications for the purchase of County vehicles
- Leverage County's buying power to negotiate/result in improved terms and pricing
- Pursue cooperative purchases with other governmental entities

- Cost (acquisition, operating, resale value) within prescribed industry standards
- 90% of internal customers satisfied with County vehicles



GOAL

**ENSURE THE
FINANCIAL
VIABILITY OF
THE COUNTY
THROUGH
SOUND FINANCIAL
MANAGEMENT
PRACTICES**



Focuses on reserves and effective internal control practices have kept the County operating with a sound financial base. The 2003 management survey of internal support functions of County departments revealed an approval of 82% or higher of County financial and accounting practices. The longer-term concerns for

Miami-Dade's finances are demonstrated by the loss of revenue to increased incorporation efforts. New and innovative ways to recapture lost funding are being explored to address the issue, such as taking advantage of economies of scale by establishing mechanisms to provide services to municipalities.

2003 ENABLING STRATEGIES SURVEY RESULTS—FINANCE

SURVEY QUESTION (INTERNAL COUNTY USERS)	RESPONSES	
	EXCELLENT/GOOD	FAIR/POOR
<i>Overall satisfaction with Finance - Compliance/Audits</i>	82%	18%
<i>Overall satisfaction with Finance - Budgeting Services</i>	85%	15%
<i>Overall satisfaction with Finance - Accounting Services</i>	87%	13%
<i>Overall satisfaction with Finance - Cash Investment/Debt Management</i>	98%	2%
<i>Overall satisfaction with Finance - Strategic Management/Best Practices</i>	83%	17%

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>Which of the following best represents your view of incorporation?</i>	Prefer to remain unincorporated	27%
	Prefer to incorporate	24%
	Prefer annexation	2%
	Not sure/need more information	44%
	Other	4%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Sound asset management and financial investment strategies <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Establish system for measuring and monitoring County financial condition regularly ■ Conduct regular external audits and periodic internal audits ■ Establish and implement sound debt management practices 	<ul style="list-style-type: none"> ■ Bond ratings ■ Debt coverage ratios ■ Return on investments
Planned necessary resources to meet current and future operating and capital needs <i>(priority outcome)</i>	<ul style="list-style-type: none"> ■ Ensure adequate revenue streams ■ Ensure adherence to required reserve levels ■ Ensure a capital plan to assure adequate financial resources for replacement, repair and maintenance of critical assets ■ Ensure effective budgeting and cost accounting practices ■ Ensure effective chargeback mechanisms for internal service costs ■ Develop an effective incorporation strategy 	<ul style="list-style-type: none"> ■ 7% Cash reserves

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Compliance with financial laws and generally accepted accounting principles, etc.	<ul style="list-style-type: none"> ■ Ensure standardized financial procedures countywide 	<ul style="list-style-type: none"> ■ Government Financial Officers Association awards
Cohesive, standardized countywide financial systems and processes (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Upgrade and modernize countywide general ledger system 	<ul style="list-style-type: none"> ■ Above average ranking in national financial publications (e.g. Financial World Magazine)
Effective County tax collection and property appraisal process	<ul style="list-style-type: none"> ■ Improve accuracy and integrity of the tax appraisal process (e.g., field inspections, electronic documentation, implementation of the Computer Aided Mass Appraisal system, etc.) ■ Improve public service including: <ul style="list-style-type: none"> ■ Responsiveness of property appraisal process (e.g., response time for database corrections, information availability, etc.) ■ Comfort and convenience of tax collection process ■ Public outreach, education and awareness concerning local taxes ■ Improve accuracy and efficiency of County tax collection process 	<ul style="list-style-type: none"> ■ Complete submission of certified roll by July 1 to the State of Florida Department of Revenue with subsequent approval ■ Increase compliance with local tax collection by 10% over 5 years



GOAL

**DELIVER ON PROMISES
AND BE ACCOUNTABLE
FOR PERFORMANCE**



Since the late 1990's, the County has been continually enhancing its approaches to ensure accountability to the community. Strategic planning and performance measurements provide guidance to departments on operation and development. However, the process of communicating shared organizational priorities to the County's entire workforce takes time. The County's senior

management staff have established individual objectives in support of their individual department business plans which in turn support the Countywide Strategic Plan. Each employee is undergoing training to understand their individual importance in achieving the community's desired outcomes outlined in the County's Strategic Plan. However more needs to be done, and this philosophy must be continually reinforced.

2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES		
	Agree	Neutral	Disagree
<i>Miami-Dade County Government delivers excellent public services that address community needs and enhance quality of life</i>	27%	33%	40%
<i>Miami-Dade County Government represents the needs of all its residents</i>	20%	30%	50%
<i>The value of services received for our tax dollars would be better if we incorporate</i>	53%	23%	24%
<i>Taxes would increase if we incorporate</i>	66%	22%	12%
<i>Miami-Dade County Government uses your tax dollars wisely</i>	16%	27%	57%
<i>Miami-Dade County Government takes accountability for its actions</i>	30%	30%	40%
<i>Miami-Dade County Government continuously improves services</i>	25%	34%	42%

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Alignment of services provided with community's needs and desires (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Implementation and periodic update of County Strategic Plan 	<ul style="list-style-type: none"> ■ Percent of strategic plan outcomes with appropriate performance indicators ■ Percent of strategic plan outcomes/strategies supported by Business Plans ■ Percent of community satisfied with value of County services for tax dollars paid

Alignment of priorities throughout the organization

- Utilize senior leadership to systematically deploy County's values, priorities and performance expectations throughout the organization
- Develop approach to involve elected officials (Mayor, Board of County Commissioners, Clerk) in deploying County's values and priorities throughout the organization
- Educate and communicate performance accountability expectations throughout all levels of Miami-Dade County government
- Implement effective organizational and management practices

- Percent of employees aware of their component of performance targets
- Percent of employees aware of their importance to County's values and priorities

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Achievement of performance targets (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Complete performance measures development and establish a continuous monitoring program ■ Develop mechanisms to ensure integrity of all performance data reported 	<ul style="list-style-type: none"> ■ Percent of County achievement of performance targets ■ Overall rating of County service delivery based on percentage of departmental functions meeting annual performance goals
Accountability to the public at every level of the organization (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Upgrade and integrate operating and financial management systems (technology) to permit timely and continuous performance monitoring 	<ul style="list-style-type: none"> ■ Above average agency rating nationally e.g. in Governing Magazine “Managing for Results”
Continuously improving government (<i>priority outcome</i>)	<ul style="list-style-type: none"> ■ Communicate performance results to the community ■ Establish performance improvement program based on performance results ■ Identify potential key innovations for further improvement of County processes ■ Ensure efficient operation of County processes 	



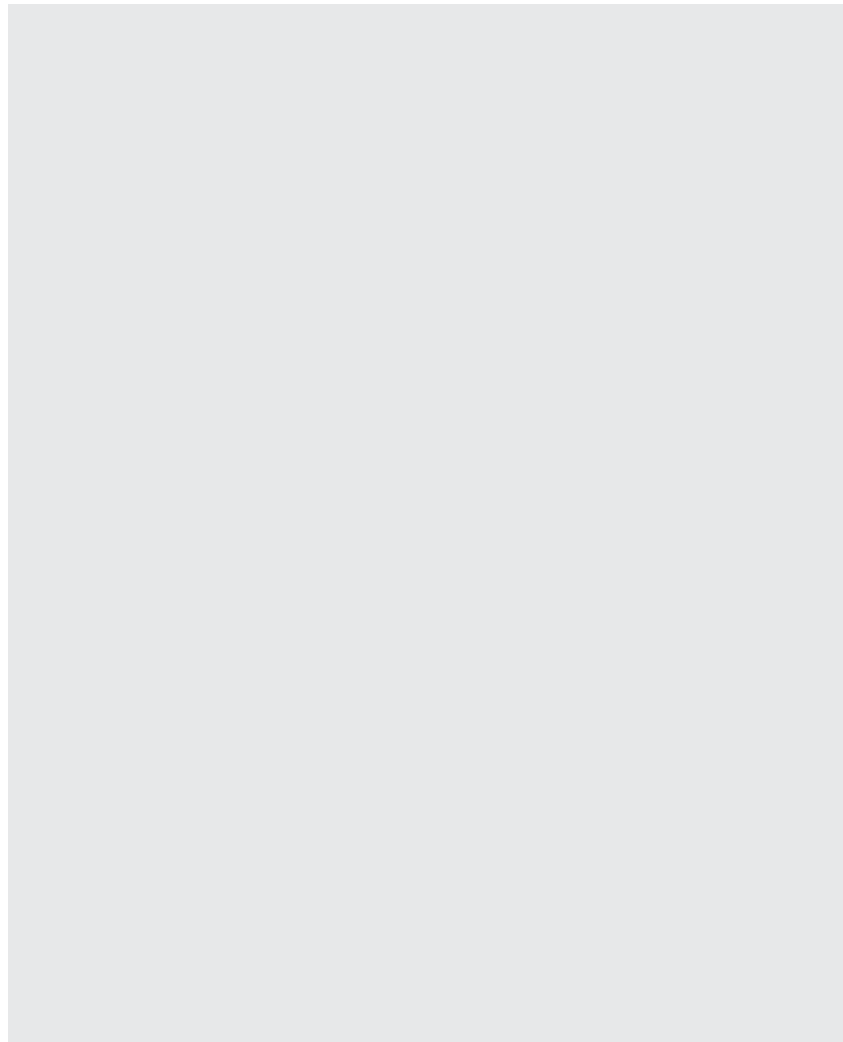
GOAL

ENSURE THAT ELECTIONS ARE OPEN, ERROR FREE, CONVENIENT AND ACCESSIBLE TO ALL ELIGIBLE VOTERS

Miami-Dade County made significant strides in improving the elections process, revamping the process to fit the need for quick and accurate results. New, user-friendly voting machines are now utilized, providing better voting

records and an easier voting process for voters. Constant voter education and outreach can assist new and older voters on the “touch screen” process, decreasing any errors or miscounts in final tabulations.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Educated voters	<ul style="list-style-type: none"> ■ Improve outreach to underserved communities for voter education ■ Improve community relations through special events and media efforts 	<ul style="list-style-type: none"> ■ Percent of registered voters out of eligible voters
<p>Opportunities for every registered voter to conveniently cast a vote (<i>priority outcome</i>)</p> <p>Votes counted and reported accurately and quickly</p> <p>Integrity of voter records maintained</p>	<ul style="list-style-type: none"> ■ Aggressively pursue the continued implementation and compliance with the Help America Vote Act (HAVA) ■ Streamline Elections Systems Technology ■ Enhance new warehouse layout to centralize and streamline Elections logistics and support ■ Develop and maintain effective departmental policies and procedures ■ Aggressive outreach, recruitment, training & retention of pollworkers throughout the community ■ Improve and coordinate early voting locations ■ Improve accuracy and integrity of voter registration files 	<ul style="list-style-type: none"> ■ 99% of polls opening on time ■ Voter satisfaction with process ■ 99% of precinct votes counted and reported within 6 hours after poll closing ■ 100% accuracy between votes cast and votes reported ■ Percent of provisional votes cast ■ Percent of discrepancies of voter roll to voter registration files
Integrity of candidate and public officials public records maintained	<ul style="list-style-type: none"> ■ Monitor federal and state legislation, ensuring compliance with elections-related laws ■ Minimize campaign finance violations 	<ul style="list-style-type: none"> ■ 100% of all financial reports filed accurately and timely in compliance with the law



Enabling Strategies *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

The Development Process



The Strategic Area Plan for Enabling Strategies was developed by staff of the internal support departments based on needs identified in support of the six service delivery areas. These individuals provided the leadership needed to make the Enabling Strategies Strategic Area Plan a success by:

■ Providing communications linkages to the organizations they worked with every day and with members of their community

■ Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project

■ Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Enabling Strategies Strategic Area

Working together these teams identified strengths and

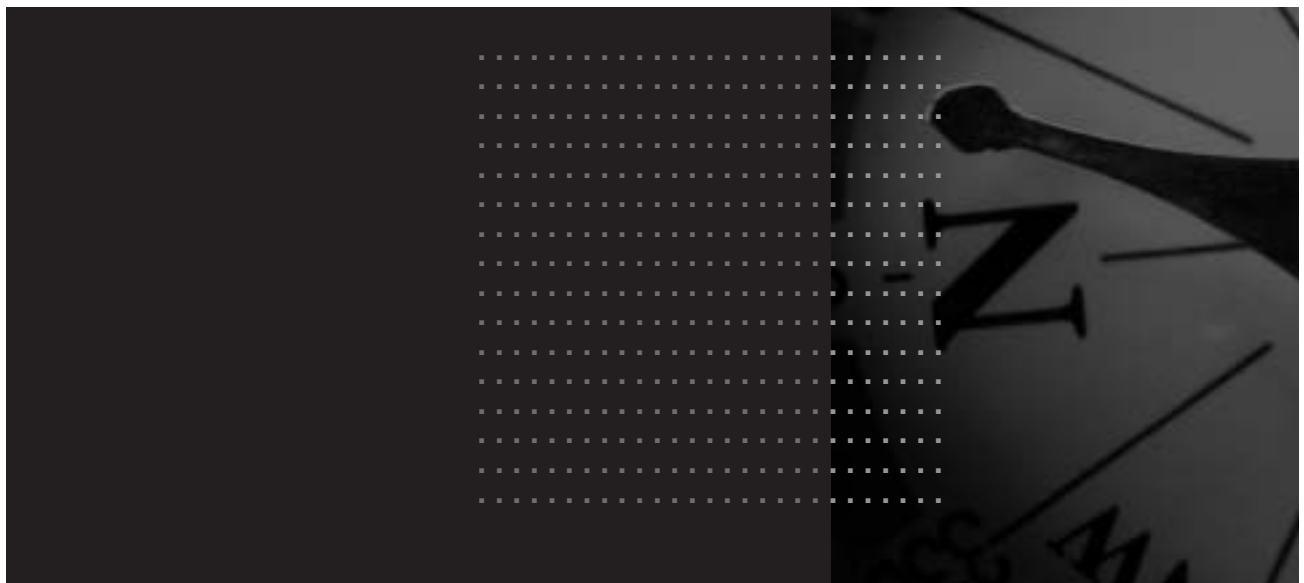
weaknesses, opportunities, challenges and future trends affecting internal support functions in Miami-Dade County, drafted an Enabling Strategies mission statement, and drafted preliminary

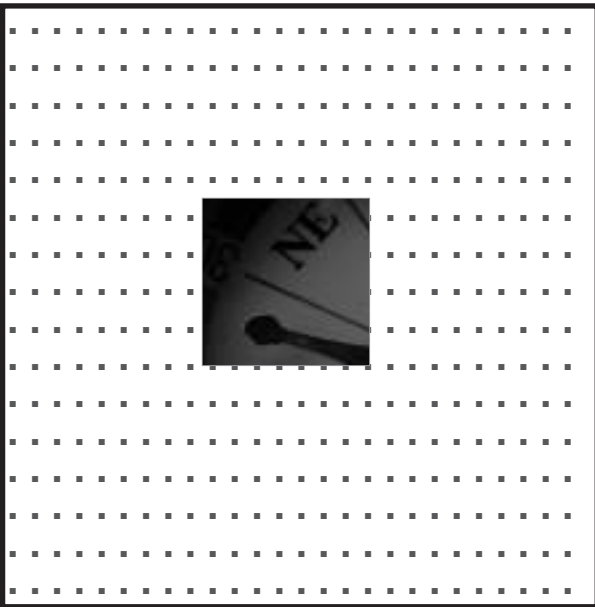
strategic goals and desired outcomes, and developed specific strategies to be undertaken over the next five years to accomplish the goals, with measurable objectives in each of these areas.



Enabling Strategies *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN





SOURCES OF ADDITIONAL INFORMATION



- Miami-Dade County People's Transportation Plan (available online at www.trafficrelief.com)
- Miami-Dade County Long Range Transportation Plan (available online at www.co.miami-dade.fl.us/mpo/)
- Miami-Dade County Proposed Budget and Multi-Year Capital Plan (available on line at www.miamidade.gov/manager/budget/budget_home.asp)
- Miami-Dade County Business Plan, Adopted Budget and Five-Year Financial Outlook (available on line at www.miamidade.gov/manager/budget/)
- Various Transit Publications (available online at www.co.miami-dade.fl.us/transit/welcome/publications.htm)
- Alliance for Human Services Comprehensive Health and Social Services Master Plan (highlights available on line at www.allianceforhumanservices.org)

■ Mayor's Health Care Initiative - Health Care Access Task Force
Final Report and Recommendations (available on line at
[www.miamidade.gov/healthcare2002/
healthcare_final_report_03-05-10.asp](http://www.miamidade.gov/healthcare2002/healthcare_final_report_03-05-10.asp))

■ Miami-Dade Housing Agency Public Housing Agency (PHA)
Plan and other housing-related publications (available on line at
www.miamidade.gov/housing/)

■ Miami-Dade County departmental business plans and quarterly
reports (available on line at www.miamidade.gov/excellence/)

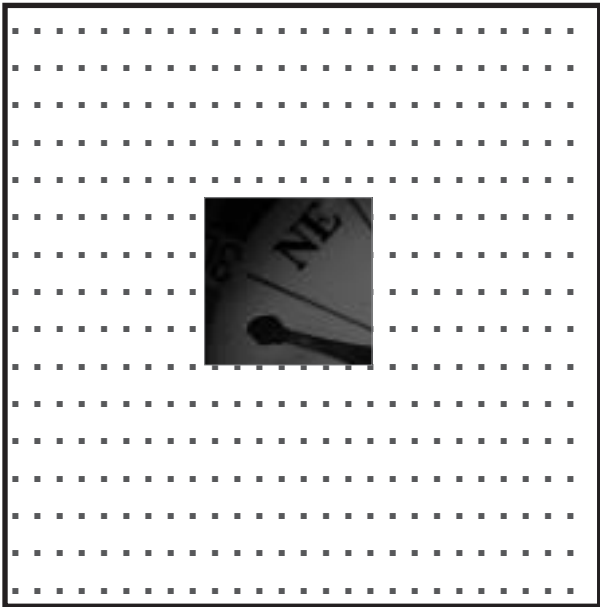
■ Miami-Dade County Annual Comprehensive Financial Report



Strategic Plan

Miami-Dade County 







Miami-Dade County Office of Strategic Business Management
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