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

Miami-Dade County organizes its strategic plan into seven strategic areas: Public Safety (PS), Transportation and Mobility (TM), Recreation and Culture (RC), Neighborhood and Infrastructure (NI), Health and Society (HS), Economic Development (ED), and General Government (GG). Each strategic area consists of goals and supporting objectives listed here. In all, the strategic plan includes 20 goals expressing a desired outcome and 71 action—oriented objectives that support the goals. For ease of reference, each goal and objective is labeled with a specific code (e.g. PS2, TM3-2, and ED5-1).

The objectives in particular play an important role in our Results-Oriented Governing approach by providing the linkage between departmental objectives shown in the departmental narratives on these volumes and the goals of the strategic plan. These narratives contain performance tables that include the strategic plan objective the department is seeking to support. This provides strategic context to the efforts of the department and ensures that county activities support achievement of strategic plan goals. The list below contains all the goals and objectives in the strategic plan, organized by strategic area. Objectives marked with an asterisk are especially related to mayoral priorities and are referred to as "Featured Objectives". Supporting departments for each of the objectives are also shown below.

Strategic Area: Public Safety (PS)

PS1: Safe community for all

- PS1-1: Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures (Juvenile Services; Police, Community Action and Human Services; Independent Civilian Panel)*

- PS1-2: Solve crimes quickly, accurately, and in an unbiased manner (Medical Examiner; Police)

- PS1-3: Support successful community reintegration for individuals exiting the criminal justice system (Corrections and Rehabilitation; Economic Advocacy Trust; Juvenile Services)*

- PS1-4: Provide safe and secure detention (Corrections and Rehabilitation; Juvenile Services)

PS2: Prevention of avoidable death, injury, and property loss

- PS2-1: Minimize response time (Fire Rescue; Medical Examiner; Police; Transportation and Public Works)*

- PS2-2: Improve effectiveness of public safety response, outreach, and prevention services (Fire Rescue; Police)

PS3: Effective emergency and disaster management

- PS3-1: Increase countywide preparedness and community awareness (Animal Services; Fire Rescue; Emergency Management; Police; Solid Waste Management; Transportation and Public Works)

- PS3-2: Ensure recovery after community and countywide disasters and other emergencies (Emergency Management; Fire Rescue; Solid Waste Management; Transportation and Public Works)

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- PS3-3: Protect key infrastructure and enhance security in large gathering places (Emergency Management; Police)

Strategic Area: Transportation and Mobility (TM)

TM1: Transportation system that facilitates mobility

- TM1-1: Promote efficient traffic flow on Miami-Dade County roadways (Citizen's Independent Transportation Trust; Transportation and Public Works)

- TM1-2: Expand and improve bikeway, greenway, blueway, and sidewalk system (Parks, Recreation and Open Spaces; Transportation and Public Works)

- TM1-3: Provide reliable, accessible and affordable transit service (Transportation and Public Works)*

- TM1-4: Expand and modernize public transportation systems and options while minimizing carbon emissions (Citizen's Independent Transportation Trust; Transportation and Public Works)*

- TM1-5: Facilitate connectivity at major points of interest and throughout the transportation system (Aviation; Seaport; Transportation and Public Works)

TM2: Safe transportation system

- TM2-1: Promote traffic and roadway safety (Police; Transportation and Public Works)

- TM2-2: Improve safety for pedestrians and bicyclists (Police; Transportation and Public Works)

- TM2-3: Ensure the safe operation of public transit (Transportation and Public Works)

TM3: Well-maintained, modern transportation infrastructure and assets

- TM3-1: Harden and maintain roadway infrastructure (Parks, Recreation and Open Spaces; Transportation and Public Works)*

- TM3-2: Provide resilient, well maintained, modern, and comfortable transportation vehicles, facilities and structures (Aviation; Seaport; Transportation and Public Works)*

- TM3-3: Promote clean, attractive roads and rights-of-way (Parks, Recreation and Open Spaces; Transportation and Public Works)

Strategic Area: Recreation and Culture (RC)

RC1: Inviting and accessible recreational and cultural venues
that provide world class enrichment and engagement opportunities

- RC1-1: Ensure parks, libraries, and cultural facilities are accessible and enjoyed by growing numbers of residents and visitors (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces)

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- RC1-2: Provide parks, libraries, and cultural facilities that are expertly managed, attractively designed, and safe (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces)

**RC2: Wide array of outstanding, affordable,
and engaging programs and services for residents and visitors**

- RC2-1: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces)

- RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections (Cultural Affairs; Libraries; Parks, Recreation and Open Spaces)

- RC2-3: Provide conservation education to encourage community stewardship of our natural resources (Parks, Recreation and Open Spaces)

Strategic Area: Neighborhood and Infrastructure (NI)

NI1: Safe, healthy, and attractive neighborhoods and communities

- NI1-1: Promote livable and beautiful neighborhoods (Regulatory and Economic Resources; Solid Waste Management; Transportation and Public Works)

- NI1-2: Ensure buildings are sustainable, safe, and resilient (Regulatory and Economic Resources)*

- NI1-3: Promote the efficient and best use of land (Regulatory and Economic Resources)*

- NI1-4: Protect the community from public nuisances and events that threaten public health (Regulatory and Economic Resources; Solid Waste Management; Animal Services)

- NI1-5: Ensure animal health and welfare (Animal Services)

NI2: Continuity of clean water and community sanitation services

- NI2-1: Provide sustainable drinking water supply and wastewater disposal services (Water and Sewer)*

- NI2-2: Mitigate community flood risk (Regulatory and Economic Resources; Transportation and Public Works)

- NI2-3: Provide sustainable solid waste collection and disposal capacity (Solid Waste Management)*

NI3: Protected and restored environmental resources

- NI3-1: Maintain air quality (Regulatory and Economic Resources)

- NI3-2: Protect and maintain surface and drinking water sources (Regulatory and Economic Resources)*

- NI3-3: Protect, maintain, and restore beaches, the coastline, Biscayne Bay, and other bodies of water (Parks, Recreation and Open Spaces; Regulatory and Economic Resources)*

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- NI3-4: Preserve and enhance natural areas and green spaces (Parks, Recreation and Open Spaces; Regulatory and Economic Resources)*

Strategic Area: Health and Society (HS)

HS1: Basic needs of vulnerable Miami-Dade County residents are met

- HS1-1: Reduce homelessness throughout Miami-Dade County (Community Action and Human Services; Homeless Trust)

- HS1-2: Assist residents at risk of being hungry (Community Action and Human Services)

- HS1-3: Promote the independence and wellbeing of the elderly (Community Action and Human Services; Parks, Recreation and Open Spaces)

- HS1-4: Improve access to substance abuse prevention, intervention, and support services (Community Action and Human Services; Corrections and Rehabilitation; Juvenile Services; Police)

- HS1-5: Provide services to survivors of domestic violence, intimate partner violence, and human trafficking, as well as to other victims of crime and their families (Community Action and Human Services, Police)

HS2: Self-sufficient and healthy population

- HS2-1: Provide the necessary support services for vulnerable residents and special populations (Community Action and Human Services; Homeless Trust; Juvenile Services, Management and Budget; Public Housing and Community Development)

- HS2-2: Support families and promote positive educational and developmental outcomes in children (Community Action and Human Services)

- HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs (Public Housing and Community Development)*

- HS2-4: Foster healthy living and ensure access to vital health services (Community Action and Human Services; Management and Budget; Parks, Recreation and Open Spaces)

Strategic Area: Economic Development (ED)

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

- ED1-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy (Economic Advocacy Trust; Regulatory and Economic Resources)*

- ED1-2: Create and maintain an environment attractive and welcoming to large and small businesses and their workforce (Regulatory and Economic Resources)

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- ED1-3: Expand business and job training opportunities aligned with the needs of the local economy (Community Action and Human Services; Economic Advocacy Trust; Regulatory and Economic Resources)*

- ED1-4: Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions (Aviation; Parks, Recreation and Open Spaces; Seaport; Transportation and Public Works)

- ED1-5: Provide world-class airport and seaport facilities (Aviation; Seaport)

ED2: Entrepreneurial development opportunities within Miami-Dade County

- ED2-1: Encourage a dynamic and healthy small business community that reflects our diversity (Internal Services; Procurement Management; Regulatory and Economic Resources)*

- ED2-2: Bolster opportunities for small and local businesses to participate in County contracting (Internal Services; Procurement Management; Regulatory and Economic Resources)*

ED3: Revitalized communities

- ED3-1: Foster stable homeownership to promote personal and economic security (Community Action and Human Services; Economic Advocacy Trust; Public Housing and Community Development)

- ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinvited communities (Information Technology; Management and Budget; Public Housing and Community Development)*

Strategic Area: General Government (GG)

GG1: Accessible, equitable, transparent, and responsible government

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate (Communications and Customer Experience; All Departments)*

- GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government (Communications and Customer Experience; All Departments)*

- GG1-3: Ensure involvement of local organizations to help address priority needs of our residents (Office of Management and Budget; all departments)*

- GG1-4: Promote equity in the planning and delivery of County services (All Departments)*

- GG1-5: Ensure fair, accurate, transparent and accessible elections for all voters (Elections)

GG2: Excellent, engaged and resilient County workforce

- GG2-1: Attract and hire new talent to support operations (Human Resources; All Departments)

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- GG2-2: Promote employee development and leadership (Human Resources; All Departments)

- GG2-3: Ensure an inclusive and diverse workforce (Human Resources; All Departments)

GG3: Optimal internal Miami-Dade County operations and service delivery

- GG3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services (Information Technology)

- GG3-2: Ensure security of systems and data (Information Technology)

- GG3-3: Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent manner (Procurement Management)

- GG3-4: Effectively utilize and maintain facilities and assets (Internal Services)

GG4: Effective leadership and management practices

- GG4-1: Provide sound financial and risk management (Audit and Management; Finance; Internal Services; Management and Budget; Tax Collector)

- GG4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents (Management and Budget; All Departments)*

- GG4-3: Reduce County government's greenhouse gas emissions and resource consumption (Regulatory and Economic Resources; All Departments)*

- GG4-4: Lead community sustainability efforts and climate change mitigation and adaptation strategies (Regulatory and Economic Resources; All Departments)*