Miami-Dade County [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.

Vision

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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	▪ 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	▪ Percent of successful placement of training program participants in employment
Increased number of low-to-moderate income homeowners	▪ 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	▪ 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	▪ Percent of residents satisfied with community involvement process with economic development
Organizations empowered with the technical and management capacity to succeed	▪ 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	▪ 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	▪ Percentage of businesses satisfied or very satisfied with the County's business processes

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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
Reduced rate of uninsured countywide	▪ Reduce percentage rate of uninsured in Miami-Dade County ▪ Percent of children in Miami-Dade County with insurance
Healthier community	▪ Percent of residents with increased access to primary and specialty medical care
Improved public transportation to health and human services facilities throughout Miami-Dade County	▪ Percentage of users of health and human services satisfied or very satisfied with transit access to health care
Increased access to and quality of childcare facilities	▪ 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
Increased access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families Young adults with basic education, skills, and values	▪ Dropout rate of high school students
Increased availability of affordable and special needs housing	▪ Percentage increase in the number of affordable and special needs housing
Improved customer service and care in health and human services	▪ Percentage of customers of the health and human services area satisfied or very satisfied with service delivery and customer care
Reduction of health and human services unmet needs	▪ 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

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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

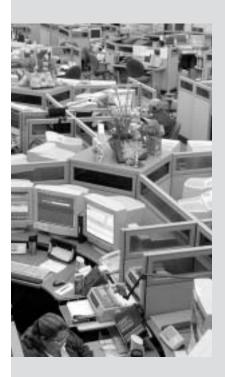Promote responsible stewardship of natural resources and unique community environments

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	▪ Number of infill development and infill housing units and infill redevelopment projects per year (completed)
Protection of viable agriculture and environmentally-sensitive lands	▪ 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	▪ 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 Improved community access to information and services	▪ Percentage of residents satisfied with information delivery systems
Well-trained, customer-friendly Miami-Dade County government workforce	▪ 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	▪ Percentage of residents and businesses aware of critical knowledge factors of code compliance
Timely identification and remediation of nuisances, including unsafe structures	▪ 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	▪ Percentage of roadways and rights-of-way cleaned and well-maintained
Improved neighborhood roadways, sidewalks, drainage, and reduced flooding	▪ 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

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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 Reduced response time (including agricultural areas) Reduction in property loss and destruction	▪ 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 ▪ 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	▪ 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	▪ 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	▪ 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

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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	▢ 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	▢ 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 UMSA Parks)
More cultural, recreational and library programs and services available to address varied community interests and educational needs	▢ 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	▢ 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	▢ Number of cultural, recreational and libraries collaboration projects per year
Cultural, recreational and library places and facilities located where needed throughout Miami-Dade County	▢ 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	▢ 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	▢ Number of attendees at recreational, cultural and library facilities, programs and services

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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	▪ Planned frequency of transit service during peak and non-peak hours
Convenient, clean transit passenger facilities and vehicles	▪ 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	▪ Rate of schedule adherence for bus and rail service
More integrated land-use development to decrease dependence on automobiles	▪ 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	▪ Achievement of all major milestones timelines in the "People's Transportation Plan"
	▪ Percentage of survey respondents that rate the convenience of Miami-Dade County bus routes as good or very good
Expanded rapid transit service along all major corridors	▪ Daily bus and rail boardings
Effective management and oversight of dedicated transit funds	▪ 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	▪ 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	▪ 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	▪ Total number of aviation and cruise passengers

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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	▪ 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)	▪ Negotiated contract savings (dollars saved)
Motivated, dedicated workforce team aligned with organizational priorities	▪ Percentage of employees rating Miami-Dade County as a good place to work
Workforce skills to support Miami-Dade County priorities (e.g. leadership, customer service, fiscal problem-solving, technology, etc.)	
Sound asset management and financial investment strategies	▪ Bond Ratings ▪ Percent of cash reserves
Planned necessary resources to meet current and future operating and capital needs	
Cohesive, standardized countywide financial systems and processes	
Alignment of services provided with community's needs and desires	▪ 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
Achievement of performance targets	
Accountability to the public at every level of the organization	
Continuously improving government	

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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	▪ Satisfaction ratings from service delivery departments
Easily accessible information regarding Miami-Dade County services and programs	▪ 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	▪ 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	▪ Dollars saved through information technology investments
Safe, convenient and accessible facilities planned and built to meet needs	▪ 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	▪ 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	▪ Voter satisfaction with process ▪ Percentage of accuracy between votes cast and votes reported