MIAMI-DADE COUNTY
STRATEGIC PLAN
2020

MIAMI-DADE COUNTY

STRATEGIC PLAN:
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Dear Residents,

As my term as Mayor concludes, I am pleased to present a revised Strategic Plan for Miami-Dade County. Strategic planning keeps all of us who act as your public servants clearly focused during our decision-making and budgeting processes. It helps ensure that funding is allocated in a transparent way with concrete goals, objectives and performance expectations across the full extent of County government to deliver needed services to our community.

This Strategic Plan update is different than past revisions. While addressing everyday service delivery needs in our community, County government is presented with major long-term challenges to our community resilience posed by rapid growth and climate change. With this in mind, Miami-Dade County has implemented the City Resilience Framework developed by the Rockefeller Foundation's 100 Resilient Cities Program. The Resilience Framework encourages jurisdictions to take a holistic look at their organization. These important resilience planning efforts address more than climate change. They strengthen our ability to recover from short-term shocks and long-term stressors posed by events ranging from hurricanes and infrastructure failures to evolving migration patterns. They ensure we focus on the economic viability and vitality of our region well into the future.

By monitoring each County department's performance in meeting the goals and objectives of this revised Strategic Plan through the lens of a first-of-its-kind Resilient Scorecard, we will ensure Miami-Dade County remains focused on meeting the service delivery needs of our community, while keeping a vigilant eye on long-term resilience planning. Synchronizing strategic and resilience planning will provide the direction we need to continue fulfilling your service priorities while strengthening our ability to address our long-term challenges. This helps ensure the implementation of our mission - *Delivering excellent public services that address our community's needs and enhance our quality of life, now and in the future.*
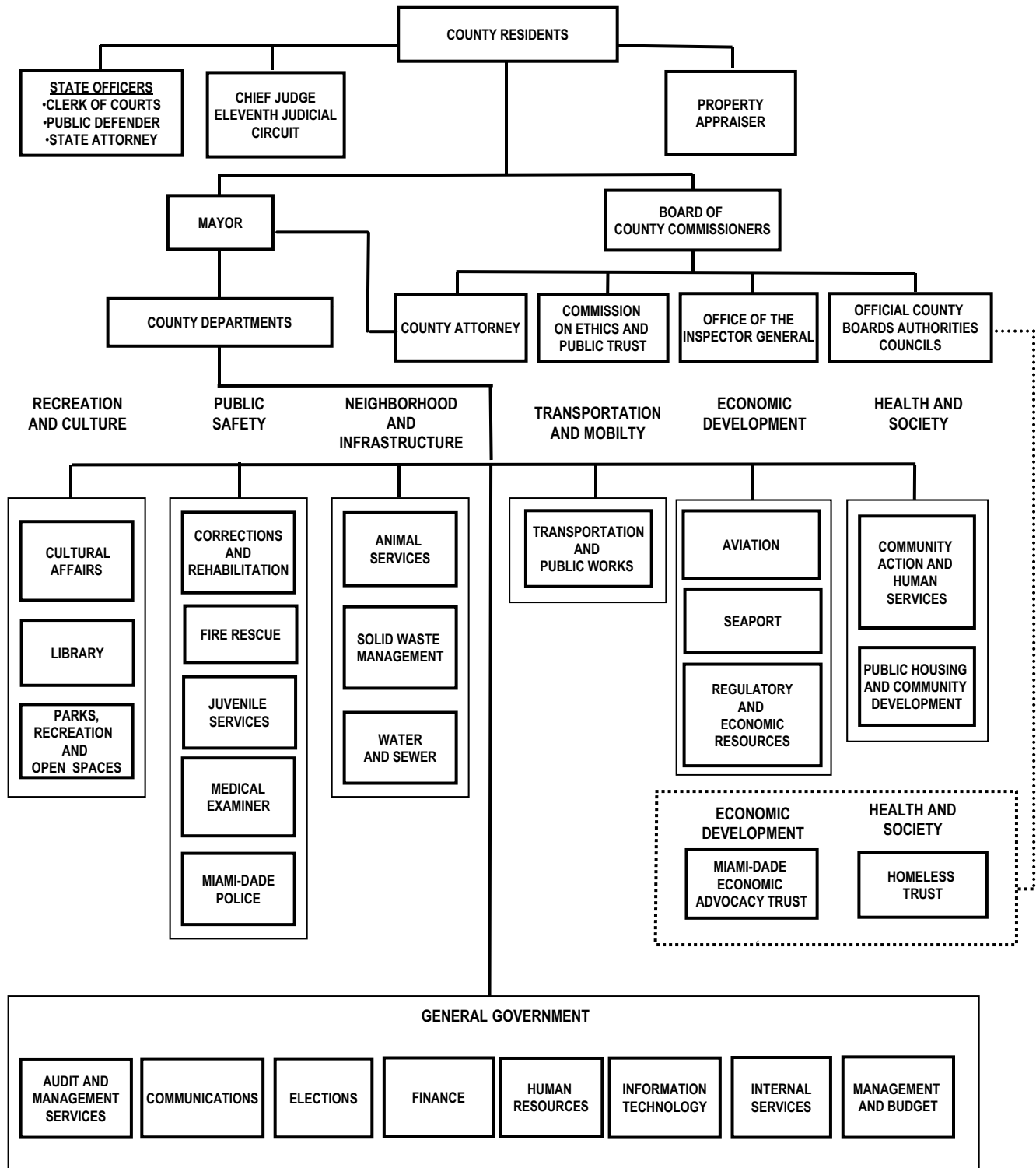
Sincerely,

Carlos A. Gimenez
Mayor

MIAMI-DADE COUNTY
TABLE OF ORGANIZATION
by STRATEGIC AREA
2019-20

COUNTY RESIDENTS

STATE OFFICERS
- CLERK OF COURTS
- PUBLIC DEFENDER
- STATE ATTORNEY

CHIEF JUDGE ELEVENTH JUDICIAL CIRCUIT

PROPERTY APPRAISER

MAYOR

BOARD OF COUNTY COMMISSIONERS

COUNTY DEPARTMENTS

COUNTY ATTORNEY

COMMISSION ON ETHICS AND PUBLIC TRUST

OFFICE OF THE INSPECTOR GENERAL

OFFICIAL COUNTY BOARDS AUTHORITIES COUNCILS

RECREATION AND CULTURE

PUBLIC SAFETY

NEIGHBORHOOD AND INFRASTRUCTURE

TRANSPORTATION AND MOBILTY

ECONOMIC DEVELOPMENT

HEALTH AND SOCIETY

CULTURAL AFFAIRS

LIBRARY

PARKS, RECREATION AND OPEN SPACES

CORRECTIONS AND REHABILITATION

FIRE RESCUE

JUVENILE SERVICES

MEDICAL EXAMINER

MIAMI-DADE POLICE

ANIMAL SERVICES

SOLID WASTE MANAGEMENT

WATER AND SEWER

TRANSPORTATION AND PUBLIC WORKS

AVIATION

SEAPORT

REGULATORY AND ECONOMIC RESOURCES

COMMUNITY ACTION AND HUMAN SERVICES

PUBLIC HOUSING AND COMMUNITY DEVELOPMENT

ECONOMIC DEVELOPMENT

MIAMI-DADE ECONOMIC ADVOCACY TRUST

HEALTH AND SOCIETY

HOMELESS TRUST

GENERAL GOVERNMENT

AUDIT AND MANAGEMENT SERVICES

COMMUNICATIONS

ELECTIONS

FINANCE

HUMAN RESOURCES

INFORMATION TECHNOLOGY

INTERNAL SERVICES

MANAGEMENT AND BUDGET

VISION

This vision statement reflects our community's expectation for Miami-Dade County government. It provides a clear guide for what Miami-Dade County needs to achieve.

• Delivering excellent service today and tomorrow

MISSION

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

• Delivering excellent public services that address our community's needs and enhance our quality of life, now and in the future.

GUIDING PRINCIPLES

These guiding principles are the basic values of every level of Miami-Dade County government. They drive our decision making process and describe how we should carry out our actions every day.

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

• Resilient

• Customer-focused

• Honest, ethical and fair

• Accountable and responsive

• Diverse and sensitive

• Efficient and effective

• Innovative

• Valuing and respectful

• Action-oriented

OUR COUNTY

Miami-Dade County has always existed at a crossroads. Early in our history, our region was a site of conflict between Native Americans and European explorers. In time, Miami-Dade County became an important transportation hub serving as the end point of Henry Flagler's railroad that extended from Jacksonville to the mouth of the Miami River and what later became Downtown Miami. Because we are such a diverse community, we are representative of the American experience, reflecting both the conflict and concord that comes with bringing different people together. Our geographic location has put us squarely at the epicenter of climate change. We stand today at the crossroads of our past and the future.

Dade County was created in 1836 and encompassed an area from the present-day Palm Beach County to the Florida Keys. Interpretations of the name "Miami" include the Native American words for "very large lake," "sweet waters," and "friends." Major Francis Langhorne Dade, our namesake, was a soldier killed during the Second Seminole War. In 1997, the two names were combined to become the current Miami-Dade County. With an estimated population of 2.8 million people, Miami-Dade County is the most populous county in the southeastern United States and the seventh largest in the nation by population.

Approximately 424 square miles (excluding bay and coastal water) of the County are within the urbanized area, while the total county area currently covers a total of 2,431 square miles, bounded by Biscayne Bay and the Atlantic Ocean to the east, Everglades National Park to the west, the Florida Keys to the south, and Broward County to the north. Miami-Dade County is the only metropolitan area in the United States that borders two national parks: Biscayne National Park and Everglades National Park.

Because of our location, we are considered to be one of the most vulnerable areas to climate change. The impact of sea level rise has been the focus of our resilience efforts from the beginning. In 2009, Miami-
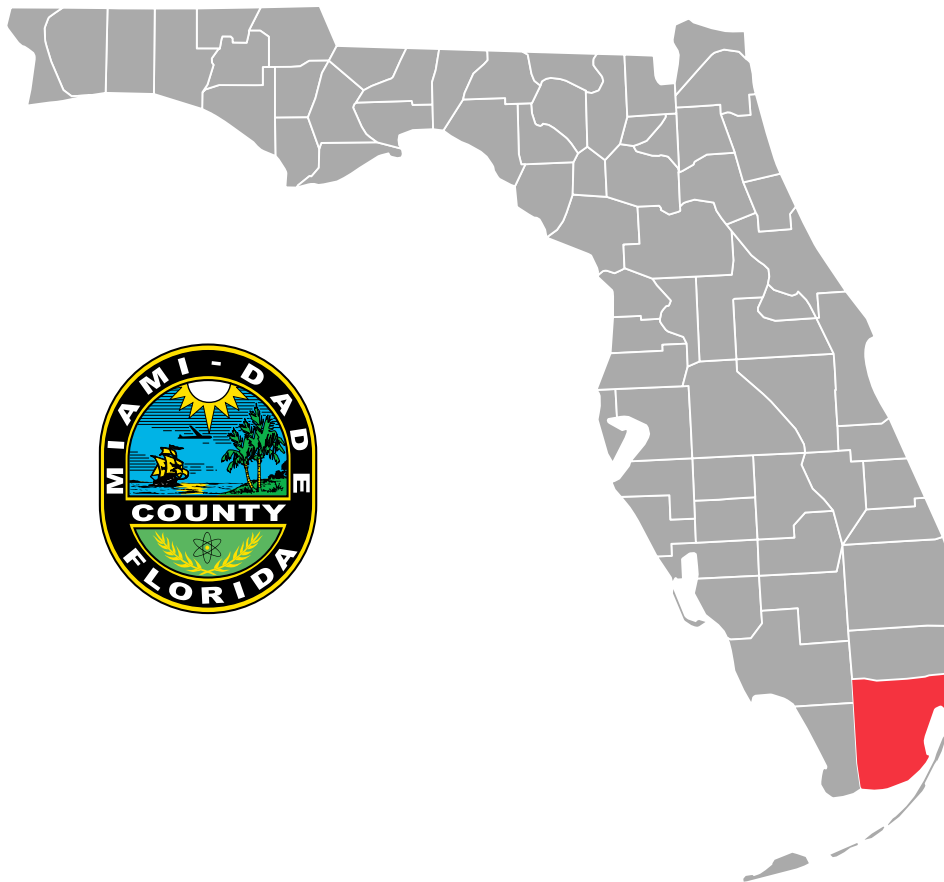
Dade County joined the Southeast Florida Climate Change Compact to collaborate with our neighbors on issues related to climate change mitigation and adaptation. Since its creation, the partners in the Compact have successfully completed a Regional Climate Action Plan, developed a unified sea level rise projection for Southeast Florida, and completed a regional greenhouse gas emissions inventory and a regional vulnerability to sea-level rise analysis. We take into account future climate change impacts, along with other shocks and stresses, in making decisions regarding capital development, operational needs, and land use.

By learning more about the people who comprise our community and the economic realities they face, we can better prepare for the future. Miami-Dade County is a very diverse, international community. More than half of the people living in Miami-Dade County at the beginning of this decade were foreign-born and more than 70 percent of residents spoke a language other than English at home. The chart below illustrates the breakdown of our major racial and ethnic groups, as well as statistics regarding age and gender.

ETHNIC COMPOSITION

- Hispanic — 68.6%
- White — 13.1%
- Black — 15.8%
- Asian — 1.6%
- Other — 0.9%
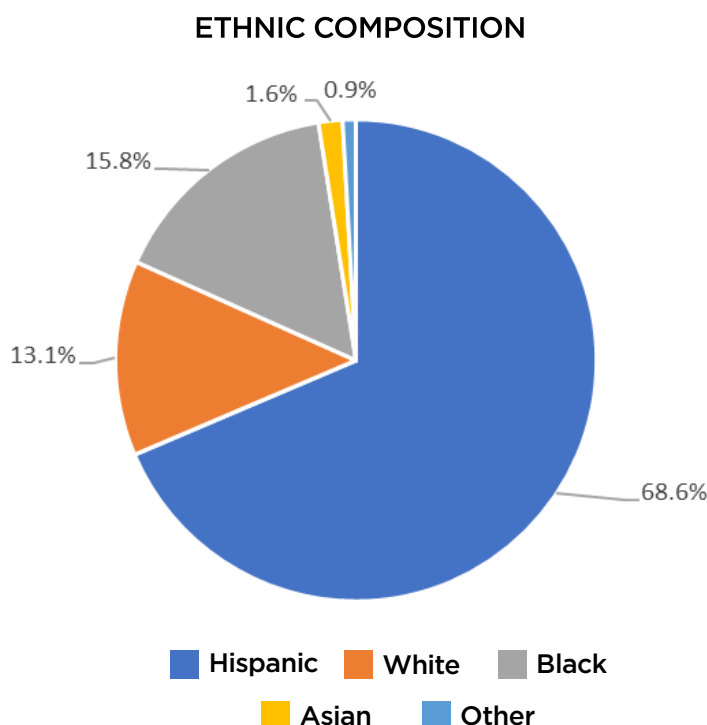
Miami-Dade County faces important economic challenges and has experienced major consequences of the cyclical highs and lows of the past several years with resulting economic quality-of-life indicators being worse than in other parts of the country. For example, the average income of residents in Miami-Dade County is lower than that of the nation as a whole and our rate of poverty is higher than the average for the United States of America. Unfortunately, this trend has worsened with the poverty rate for families increasing from 17 to 19 percent of the local population from 2015 to today. In addition, Miami-Dade County is a region of vast contrasts and has been characterized by high levels of income inequity, with the top five percent of Miami households earning an average salary of more than $200,000 annually, while the lowest 20 percent earn just under $20,000 per year. This disparity makes it difficult for many to own a home in Miami-Dade County. In fact, more than 40 percent of South Florida homeowners and 53 percent of renters are classified as "cost-burdened" because they pay more than 30 percent of their household income on housing, according to a recent report of the FIU Urban Future Initiative.

Although Miami-Dade County has these challenges, there have been some positive economic developments including improved local unemployment rates and increased home sales. For example, since the recession in the late 2000s, local unemployment has fallen from 11.1 percent in 2010 to 3.2 percent by the end of 2017. And more recently there has been some improvement in home sales activity. Miami-Dade County home sales have grown ten percent from 2018 to 2019 with median sales prices for single family homes up almost three percent. This progress in the local housing market however does not minimize the ongoing challenge for families and individuals to find affordable housing locally, and this remains a significant priority for local policymakers.

National and international trade and tourism are the largest drivers of the economy in South Florida. In 2017, Miami's ten largest trading partners accounted for more than $35 billion worth of trade. The chart below reflects their relative activity with Miami.

Largest Trading Partners 2017
$ in millions

As recently as 2018, Greater Miami and the beaches were visited by more than 23 million people with almost 17 million staying overnight. Roughly two thirds of these visitors came from within the United States and one-third were from other parts of the world, with the most coming from South America and Europe. The majority of visitors are here for a family vacation, arrive by air and stay in hotels. International travelers in Miami-Dade County boost the local economy with their spending with annual amounts close to eighteen billion during their stay with average visitors spending more than $1,000 per visit. Popular neighborhoods for visitors include Miami Beach, Downtown Miami, South Dade, Doral, Key Biscayne, Wynwood, Coconut Grove, Little Havana, Aventura and Coral Gables.

The chart below shows total employment, average annual wages and total establishments of target industries in Miami-Dade County. The top three employing industries were Hospitality and Tourism, Life Sciences and Health Care, and International Banking and Finance. These three sectors have seen employment compound annual growth rates of 3.3 percent, 1.5 percent and 1.4 percent respectively between 2012 and 2017. The top two industry clusters, Hospitality and Tourism, and Life Sciences and Health Care, captured almost two-thirds of the total target industry employment.
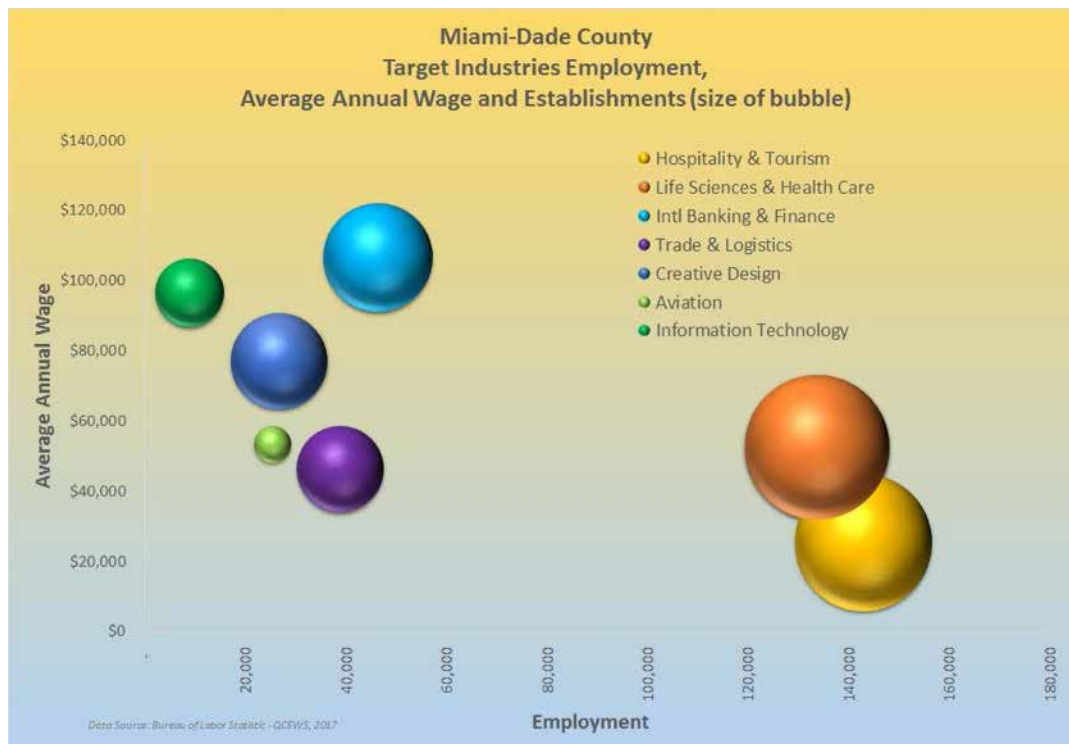
Source: Miami-Dade County Planning Department webpage

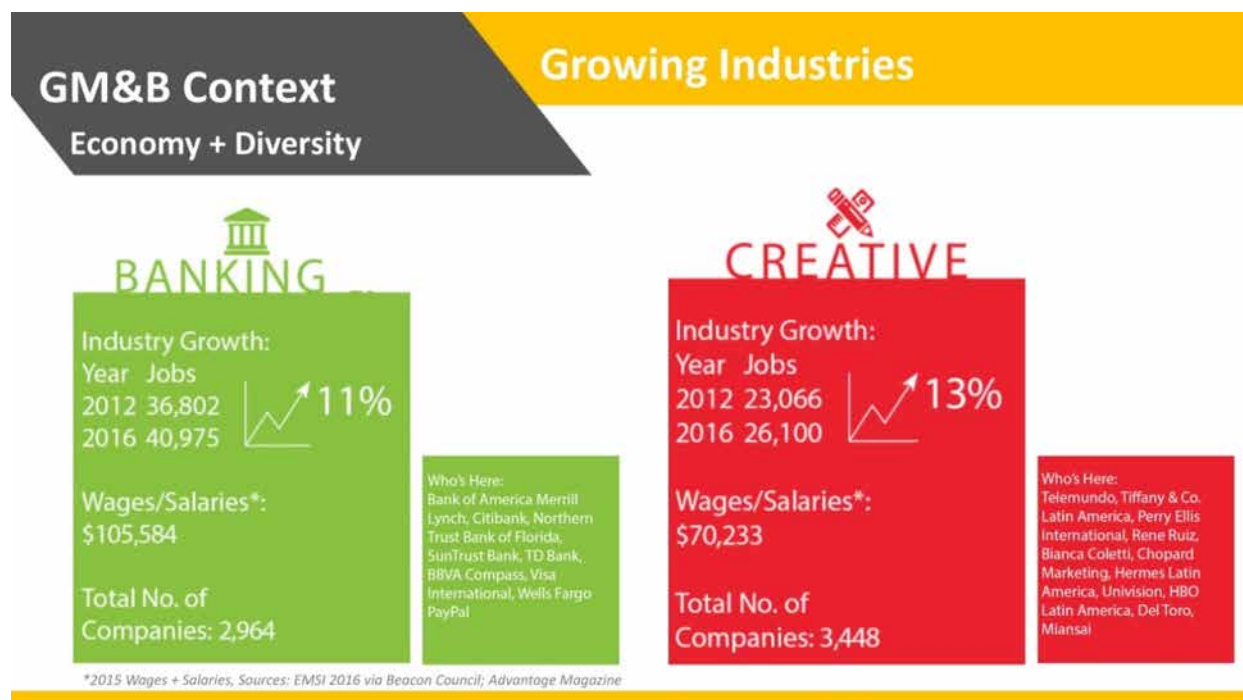The Preliminary Resilience Assessment done to prepare for the Resilient 305 Strategy development provided information regarding the leading growth industries in Miami-Dade County. The following charts illustrate the number of jobs, the average wages, and the representative companies for the top industries, including hospitality, life science and health care, banking, creative, trade, aviation and technology.

GM&B Context
Economy + Diversity

Growing Industries

HOSPITALITY

Industry Growth:
Year	Jobs	
2012	120,894	14%
2016	137,791	

Wages/Salaries*:
$28,919

Total No. of Companies: 6,869

Who's Here:
Royal Caribbean, Carnival Cruise LinesCrystal Cruises, Joe's Stone Crabs, Amadeus North America, Expedia, Fontainebleau Hotel, East, Miami, Big Bus Tours, Faena Hotel, ZooMiami, Perez Art Museum Miami

LIFE SCIENCES HEALTHCARE

Industry Growth:
Year	Jobs	
2012	118,655	8%
2016	128,263	

Wages/Salaries*:
$54,092

Total No. of Companies: 1,581

Who's Here:
BD Biosciences, Beckman Coulter, Cordis, Noven Pharmaceuticals, Teva Pharmaceuticals, Medtronic Latin America, Novartis Latin America, OPKO Health, Baptist Health System, UHealth, Jackson Memorial, Nicklaus Children's, Mount Sinai Medical Center

*2015 Wages + Salaries, Sources: EMSI 2016 via Beacon Council; Advantage Magazine

Source: Resilient Greater Miami & The Beaches

GM&B Context
Economy + Diversity

Growing Industries

BANKING

Industry Growth:
Year	Jobs	
2012	36,802	11%
2016	40,975	

Wages/Salaries*:
$105,584

Total No. of Companies: 2,964

Who's Here:
Bank of America Merrill Lynch, Citibank, Northern Trust Bank of Florida, SunTrust Bank, TD Bank, BBVA Compass, Visa International, Wells Fargo PayPal

CREATIVE

Industry Growth:
Year	Jobs	
2012	23,066	13%
2016	26,100	

Wages/Salaries*:
$70,233

Total No. of Companies: 3,448

Who's Here:
Telemundo, Tiffany & Co. Latin America, Perry Ellis International, Rene Ruiz, Bianca Coletti, Chopard Marketing, Hermes Latin America, Univision, HBO Latin America, Del Toro, Miansai

*2015 Wages + Salaries, Sources: EMSI 2016 via Beacon Council; Advantage Magazine

Source: Resilient Greater Miami & The Beaches

GM&B Context
Economy + Diversity

Growing Industries

🌐 TRADE

Industry Growth:
Year	Jobs	
2012	28,533	📈 21%
2016	34,394	

Wages/Salaries*:
$47,721

Total No. of
Companies: 2,511

Who's Here:
Hellman Worldwide, Ryder, Seaboard Marine, Southeastern Freight Lines, Sysco South Florida, CMA – CGM (Caribbean), DHL Global Forwarding, FedEx Latin America and Caribbean, Kuehne & Nagel, Maersk; UPS Americas, Dependable Packaging Solutions, Floral Logistics, Flagler Global Logistics, Trans-Express, Overseas Cargo

✈ AVIATION

Industry Growth:
Year	Jobs	
2012	21,264	📈 16%
2016	24,670	

Wages/Salaries*:
$62,253

Total No. of
Companies: 482

Total No. of
Companies: 482

Who's Here:
American Airlines, LATAM, KLX Aerospace Solutions, Boeing Flight Services, IATA, Airbus Americas Training Center, HEICO, AAR, Barfield, Satair, FEAM, ATR Americas.

*2015 Wages + Salaries, Sources: EMSI 2016 via Beacon Council; Advantage Magazine

Source: Resilient Greater Miami & The Beaches

GM&B Context
Economy + Diversity

Growing Industries

🖥 TECHNOLOGY

Industry Growth:
Year	Jobs	
2012	6,795	📈 28%
2016	8,674	

Wages/Salaries*:
$87,171

Total No. of
Companies: 7,773

Although the Technology Industry has the lowest number of jobs in comparison to other industries, **the Technology Industry is seeing the most job growth** in recent years.

Who's Here:
Oracle, Telefonica Data USA, Verizon Teremark (NAP of the Americas), Apple, Cisco, Google, Twitter, Uber, Lyft, Microsoft, Facebook, Intel, SAP, SapientNitro, Alienware, CareCloud, FPL Fibernet

*2015 Wages + Salaries, Sources: EMSI 2016 via Beacon Council; Advantage Magazine

Source: Resilient Greater Miami & The Beaches

Early in 2019, the Resilient 305 Strategy was officially released. A product of Greater Miami & the Beaches, a partnership of Miami-Dade County, the City of Miami and the City of Miami Beach, the Resilient 305 Strategy addresses resilience challenges prioritized through hundreds of hours of collaborative work with thousands of stakeholders, both governmental agencies and representatives of the private sector and not-for-profit worlds. Greater Miami & the Beaches, originally a part of the 100 Resilient Cities Network pioneered by the Rockefeller Foundation, is now a partner of the Adrienne Arsht-Rockefeller Foundation Resilience Center. The Resilience Center leverages the strengths of the Atlantic Council, one of several voluntary organizations created soon after World War II to promote public understanding of policies and institutions that would build collective security and peace. Global climate change and its impacts on our future resources will perhaps have the most significant impact of any threat on our world in coming years. Supported by a $25 million gift from Adrienne Arsht and a $30 million grant from the Rockefeller Foundation, the goal of the Resilience Center is to reach one billion people with resilience solutions to address climate change, migration and security by 2030 and prepare governments and institutions to better prepare for, navigate and recover from shocks and stresses. Greater Miami & the Beaches is proud to be one of the first communities recognized as a partner of the Adrienne Arsht-Rockefeller Foundation Resilience Center.

The Resilient 305 Strategy is a document created to establish a framework to address priority resilience challenges through intergovernmental and community collaboration. Organized into three goal areas – places, people and pathways – the Resilient 305 Strategy identifies goals based on determined objectives. Implementing each of the actions identified by the Resilient 305 Strategy will require a dedicated team dubbed the PIVOT: Progress, Innovation and Vision for Our Tomorrow. The PIVOT team will oversee the prioritization, implementation and monitoring of progress. The FY 2019-20 Adopted Budget includes $500,000 set aside to begin support for the efforts needed to make the Resilient 305 Strategy a reality, as well as additional funding for other resilience-related activities.

Like many other regions in the world, Miami-Dade County faces a number of current and future challenges including the impacts of climate change, aging facilities and transportation infrastructure, economic disparity, pandemics, cyber-attacks, terrorism and other natural and man-made disasters. A Resilient Strategy addresses these global issues, organizing solutions into six phases as illustrated in the chart below.

Source: Resilient Greater Miami & The Beaches

RESILIENT305 VISION

GM&B has organized the Resilient305 Strategy into three goal areas.

PLACES aims to address place-based challenges by:

◆ Enhancing climate resilience through design and planning;

◆ Creating, connecting, and improving mobility and housing options; and

◆ Safeguarding ecosystems.

PEOPLE aims to improve the lives of our residents everyday by:

◆ Supporting job and wealth creation;

◆ Addressing specific health needs for the most vulnerable; and

◆ Preparing and empowering neighborhoods to anticipate and respond to disruptions.

PATHWAYS aims to enhance collaboration and committed leadership by:

◆ Setting common and equitable goals;

◆ Developing shared resources; and

◆ Working with our neighbors to succeed across boundaries.

Each of the three goals of People, Places, and Pathways, has objectives that help organize actions within the goals. Many of the actions have case studies and spotlights that accompany a specific action to spotlight project examples and action leaders separate of the GM&B partnership.

The actions build on existing efforts or address program and policy gaps to further resilience in the GM&B region.

The Resilient 305 Strategy is organized into three goals areas. "Places" addresses location-based challenges by enhancing climate resilience through design and planning; creating, connecting and improving mobility and housing options; and safeguarding ecosystems. Actions in this goal area include building healthy coral reefs and ecosystems, reducing storm surge vulnerability, developing mobility hubs and connectivity, and redeveloping public housing to make it more resilient.

"People" aims to improve the lives of citizens every day, rain or shine, by supporting job and wealth creation; addressing specific health needs for the most vulnerable; and preparing and empowering neighborhoods and networks to anticipate and respond to disruptions, both large and small. Ensuring representation in the census, breaking the cycle of youth violence, increasing resilience through volunteer emergency training and engaging communities through public art to help enhance the region's social sustainability are all actions in this area.

"Pathways" seeks to bring together governments, businesses, community organizations, and educational institutions by setting common goals and committing to actions, such as utilizing a pre-planning for post-disaster toolkit, creating an actionable science advisory panel (ASAP), and utilizing a collaborative approach to improve coordination and resilience on water issues.

To provide for a safer and stronger community, the resilience strategy promoted by 100 Resilient Cities, we need to continue our focus on infrastructure investment, provision of affordable housing, development of a diverse economy, and public safety. Development of a diverse economy is perhaps the most critical, because a healthy economy can provide the resources needed to fund the other needs.

OUR GOVERNMENT

Miami-Dade County is unique in its structure and has been recognized nationally for our dedication to results-oriented and resilience-focused management. Many of our programs and services have received awards based on our service delivery planning and allocation of resources. The County has operated since 1957 under a unique metropolitan system of government known as a "two-tier federation." This was made possible when Florida voters approved a constitutional amendment in 1956 that allowed the people of the County to enact a Home Rule Charter. At that time, the electors of Miami-Dade County were granted the power to revise and amend the Charter by countywide vote. The most recent amendment was in November 2012.

The County has home rule powers, subject only to the limitations of the Constitution and general laws of the State. We are, in effect, a regional government with certain powers effective throughout the entire county, including 34 municipalities located within the county and a municipal government for the unincorporated area of the county. Unlike a consolidated city-county, where the city and county governments merge into a single entity, these two entities remain separate. Instead there are two "tiers," or levels, of government: city and county. The County can take over particular activities of a city's operations if the services fall below minimum standards set by the Board of County Commissioners (BCC) of Miami-Dade County or with the consent of the governing body of a particular city. The County can also dissolve a city with fewer than 20 electors. Of the county's total population, an estimated 1.2 million or 43 percent live in the unincorporated area, the majority of which is heavily urbanized. For residents living in the Unincorporated Municipal Service Area (UMSA), the County fills the role of both tiers of government. All residents pay a property tax to support regional services, such as transportation, jails, and regional parks. Residents within UMSA pay a property tax for municipal-type services provided by the County such as local police patrol, local parks, and local roads. Residents of municipalities do not pay UMSA tax, but rather pay a property tax to the municipality in which they reside. Each municipality levies taxes against its property tax roll. Municipalities develop and approve their own budgets, which are not part of the County's budget.

The County manages for four separate taxing jurisdictions: Countywide, the Unincorporated Municipal Service Area (UMSA), the Fire Rescue District, and the Library System. Each taxing jurisdiction is responsible for different types of services. The Countywide jurisdiction provides regional services such as public health and social services, transportation, regional parks and county roads, support for the court system, and the regional sheriff services and jails. The UMSA jurisdiction provides the municipal services for the residents of the county who don't live in municipalities. These services include local police patrol, local parks and roads, planning and code enforcement. The Fire Rescue District provides fire rescue service for the entire county, except for the cities of Hialeah, Miami, Miami Beach, Key Biscayne and Coral Gables. The Library System jurisdiction includes all municipalities and UMSA, except for Bal Harbour, Hialeah, Miami Shores, North Miami, North Miami Beach and Surfside.

GOVERNANCE

On January 23, 2007, the Miami-Dade County Charter was amended to create a Strong Mayor form of government, with further charter amendments approved on November 2, 2010. The Mayor is

elected countywide to serve a four-year term and is limited to two terms in office. The Mayor, who is not a member of the BCC, serves as the elected head of County government. In this role, the Mayor is responsible for the management of all administrative departments and for carrying out policies adopted by the Commission. The Mayor has, within ten days of final adoption by the BCC, veto authority over most legislative, quasi-judicial, zoning and master plan or land use decisions of the BCC, including the budget or any particular component, and the right to appoint all department directors unless disapproved by a two-thirds majority of those Commissioners then in office at the next regularly scheduled BCC meeting.

The BCC is the legislative body, consisting of 13 members elected from single-member districts. Members may be elected to serve two consecutive four-year terms and elections of the membership are staggered. The full BCC chooses a Chairperson, who presides over the BCC, as well as appoints the members of its legislative committees. The BCC has a wide array of powers to enact legislation, establish service standards, and regulate businesses operating within the County. It also has the power to override the Mayor's veto with a two-thirds vote.

Florida's Constitution provides for five elected officials to oversee executive and administrative functions for each county: Sheriff, Supervisor of Elections, Tax Collector, Property Appraiser and Clerk. Through the Home Rule Charter, the first three of these offices were reorganized and became subordinate County Departments. Currently, Miami-Dade County is the only county in Florida that does not have an elected sheriff, or an agency titled "Sheriff's Office." Instead, the equivalent agency is known as the Miami-Dade Police Department and its chief executive is known as the Director of the Miami-Dade Police Department. The Property Appraiser is elected to a four-year term, with no term limits. The Clerk of the Board is a separate, duly elected constitutional officer as mandated by Article V, Section 16 of the Constitution of the State of Florida. The Clerk is elected to a four-year term by the electorate of Miami-Dade County. In this capacity, the Clerk serves as the Clerk of the Board of County Commissioners, County Recorder, County Auditor, custodian of all County funds, and custodian of all records filed with the Court.

In November 2018, Amendment 10 to the Florida Constitution was adopted calling for, among other things, the election of these five offices in all counties by removing the counties' charters ability to abolish, change the term, transfer the duties or eliminate the election of these offices. The election for these offices under this amendment will take place in November 2024 and the newly elected officials will take office at the beginning of January 2025. To prepare for this reorganization, the duties of the current offices are under legal and process reviews so that the transition to the newly elected offices will be as seamless as possible so as to avoid impacting the services delivered to our community. Personnel, procurement, financial management, budgeting and other legal issues must be analyzed and recommendations regarding the implementation of the new officers will be provided to the Board of County Commissioners in the coming years.

ORGANIZATIONAL STRUCTURE

Since 2003, Miami-Dade County has been a leader in the implementation of strategic planning and results-oriented management. Our organizational strategic plan supports efforts in our community, even as priorities and goals evolve and change. Strong leadership and the ability to adjust to shocks and stresses are vital to the success of a resilient community.
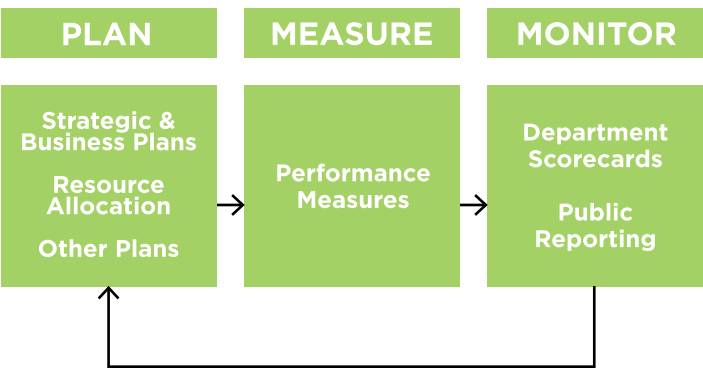
Miami-Dade County departments and entities are divided into policy formation, six strategic service delivery areas and general government functions.

- *Policy Formulation:* provides the leadership for the County as whole; the Office of the Mayor, the Board of County Commissioners and the County Attorney

- *Public Safety:* provides comprehensive and humane programs for crime prevention, treatment and rehabilitation and improves public safety through the use of community planning and enforcement of quality of life issues; Corrections and Rehabilitation, Fire Rescue, Juvenile Services, Medical Examiner and Police; funding for the County obligations and local requirements for the Eleventh Judicial Circuit (State Attorney, Public Defender and Administrative Office of the Courts) and the Office of the Clerk is included in this strategic area

- *Transportation and Mobility:* promotes innovative solutions to transportation challenges by maximizing the use of transportation systems on a neighborhood, county and regional basis; Transportation and Public Works

- *Recreation and Culture:* develops, promotes and preserves cultural, recreational, library and natural experiences and opportunities for residents and visitors; Cultural Affairs, Library and Parks, Recreation and Open Spaces

- *Neighborhood and Infrastructure:* provides efficient, consistent and appropriate growth management and urban planning services and also promotes responsible stewardship of natural resources and provides timely and reliable public

infrastructure services including animal care and control, stormwater, mosquito control, solid waste and wastewater management and a safe and clean water delivery system; Animal Services, Solid Waste Management and Water and Sewer

- *Health and Society:* improves the quality of life and promotes maximum independence through the provision of health care, housing and social and human services to those in need; Community Action and Human Services, Homeless Trust and Public Housing and Community Development; the maintenance of effort funding for the Public Health Trust is also included in this strategic area

- *Economic Development:* supports activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas and lead the coordination of economic development activities, expand entrepreneurial opportunities and create a more business friendly environment in Miami-Dade County; Aviation, Regulatory and Economic Resources and funding for the Miami-Dade Economic Advocacy Trust and Seaport are included in this strategic area

- *General Government:* provides the internal support functions that ensure the successful implementation of the six other strategic areas; Audit and Management Services, Elections, Information Technology, Human Resources, Finance, Internal Services, Communications and Office of Management and Budget along with funding to support the Commission on Ethics and Public Trust, the Office of the Inspector General and the Property Appraiser are included in this strategic area

RESULTS-ORIENTED AND RESILIENCE-FOCUSED GOVERNING

For many years, Miami-Dade County has been recognized internationally for our achievements in implementing a result-oriented government culture and embracing the concepts of resilient communities. Guided by a Strategic Plan – developed with significant input from the community in setting priorities – each year County departments update their Business Plans. The annual budget provides the funding needed for that fiscal year to support the activities of the departments to meet the goals and objectives of the Strategic Plan. Using a balanced scorecard approach, we monitor performance results and produce quarterly performance and financial reports for the community. The management of our organization is data driven and flexible so that we may react to changes in our community. We have also incorporated the concepts of resilience decision making into the management of our organization, supporting the development and implementation of the Resilient 305 Strategy.

Through the adoption of the "Governing for Results" Ordinance (05-136), the Board of County Commissioners (BCC) committed the County to revitalizing and strengthening its public services through a series of management processes: strategic planning, business planning, aligned resource allocation, accountability, measurement, monitoring, and review. To communicate this management approach and to enhance its understanding among all our employees, the Governing for Results framework is often expressed in terms of "Plan, Measure, Monitor."

PLAN	MEASURE	MONITOR
Strategic & Business Plans Resource Allocation Other Plans	Performance Measures	Department Scorecards Public Reporting

The Strategic Plan is the foundation for the management of our organization. It defines the County's vision, mission, guiding principles, goals, objectives, and key performance indicators. It is also intended to be complementary to community strategies, as well as supportive of community priorities such as improving transportation, expanding the availability of affordable housing, and enhancing community resilience. It is a strategic roadmap – one that articulates where we want to be, how we will get there, and how we will know when we have arrived.

All our Strategic Areas contain high level goals and, for each of these, specific objectives needed to achieve the goals. Our goals are aspirational and support the County's mission and vision. Objectives are action-oriented and aimed at the goal. To determine whether we have achieved the goals and objectives, we use performance measures that are monitored closely throughout the year.

Every year departments prepare business plans that explain how they support the County's Strategic Plan. The business plans are specific in nature; they include the performance measures and targets that are necessary to meet the Strategic Plan's Goals and Objectives. These measures are occasionally updated when better indicators of performance are identified or when more detailed data becomes available. The department business plans kick off our budget development process and are the important ingredient helping to make sure that our funding decisions support the community's priorities as expressed in the Strategic Plan.

Achieving specific results that matter is important to Miami-Dade County. To support achieving our strategy, Miami-Dade County has systems in place to monitor performance measures at all levels of the organization. Housed in a performance management system available to all County employees, our departmental scorecards contain abundant strategic planning and performance data that help determine if we are being successful and making good decisions.
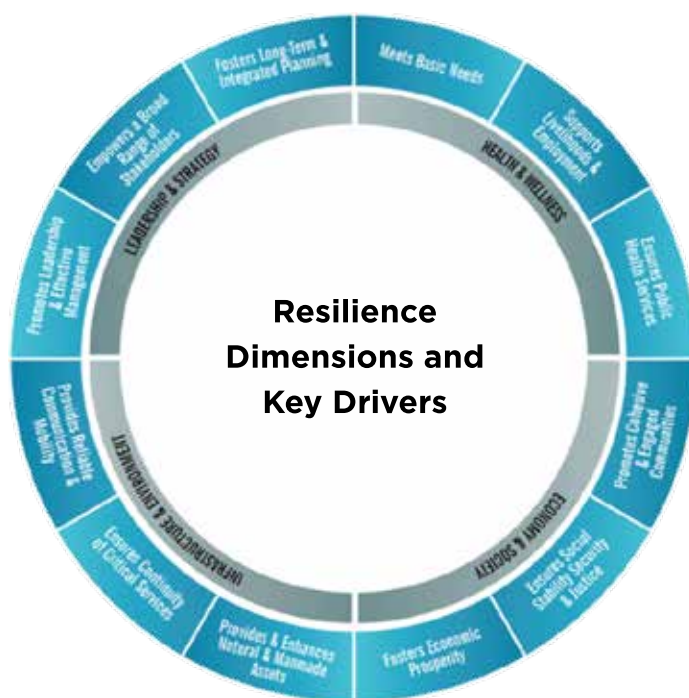
In addition, the County employs a balanced scorecard approach to track departmental performance. A

balanced scorecard is a framework that combines strategic non-financial performance measures with traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance. Our traditional scorecards include measures from four perspectives: learning and growth, business process, customer service, and financial.

Resilience Dimensions and Key Drivers

By monitoring progress from a Strategic Plan level and as well as from a countywide resilience perspective, we can be sure we are delivering on our service delivery processes while taking important steps towards developing a resilient community for future generations.

To monitor the important progress that we are making in developing a resilient community, we are implementing "Resilience Scorecards." These scorecards will group performance measures by the four resilience dimensions developed by the Rockefeller 100 Resilient Cities:

• Leadership and Strategy

• Health and Wellness

• Infrastructure and Environment

• Economy and Society

STRATEGIC AREA:
PUBLIC SAFETY

STRATEGIC AREA: PUBLIC SAFETY

Safety is essential to the quality of life of our community, and to the achievement of many of our County's goals. We cannot experience economic prosperity, enjoy recreational and cultural opportunities, or travel without ensuring a basic expectation of safety. The County aims to reduce crime by providing essential police and correctional services, as well as by effectively intervening with arrested youth. We provide fire and rescue services to ensure that help is available quickly in the event of an emergency. We partner with our local court system to attain justice for all residents through the rule of law. Finally, we stand ready to respond in the event of a hurricane or other natural disaster.

What's new in 2019 and beyond?

• Added priority given to protecting key infrastructure and enhancing security in large gathering places

• Enhanced focus on solving crimes in a fair manner

Miami-Dade County resilience efforts include:

• Miami-Dade Police supports social stability and security by adding real-time crime fighting tools such as Shotspotter and license plate readers.

• Replacing aging infrastructure such as fire stations will strengthen Miami-Dade County's ability to prepare for and respond to emergencies.

Some of our performance expectations are:

• Reduced violent and non-violent crimes

• Improved response to emergency police, fire and rescue calls

• Prompt closure of Medical Examiner investigations

• Sufficient shelter spaces during emergencies such as hurricanes

goals and objectives:

PS1: Safe community for all

• PS1-1: Reduce crimes throughout Miami-Dade County

• PS1-2: Solve crimes quickly, accurately, and in a fair manner

• PS1-3: Support successful re-entry into the community

• PS1-4: Provide safe and secure detention

PS2: Reductions in preventable death, injury and property loss

• PS2-1: Reduce response time

• PS2-2: Improve effectiveness of outreach and response

PS3: Effective emergency and disaster management

• PS3-1: Increase countywide preparedness

• PS3-2: Ensure recovery after community and countywide shocks and stresses

• PS3-3: Protect key infrastructure and enhance security in large gathering places

911 Calls Answered Within 10 Seconds
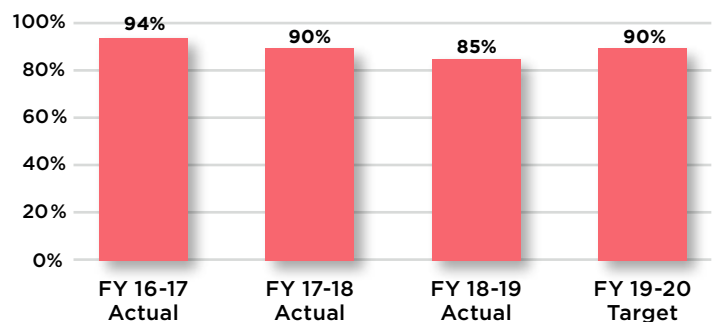
Period	Value
FY 16-17 Actual	94%
FY 17-18 Actual	90%
FY 18-19 Actual	85%
FY 19-20 Target	90%

STRATEGIC AREA:
RECREATION & CULTURE

STRATEGIC AREA:
RECREATION & CULTURE

Great communities have great spaces. Parks, greenways, libraries, theaters and museums enrich the lives of residents and visitors and create a shared sense of pride in the community. Miami-Dade County oversees over 270 parks and 50 libraries throughout the county, and maintains many of our treasured beaches and marinas. We operate or provide support to many area attractions and cultural facilities. We provide a wide range of programs and services for individuals and families, including free Internet access at libraries and summer camps for children. We provide direct support to diverse cultural organizations and individual artists, and promote our vibrant arts and culture scene to the entire community.

What's new in 2019 and beyond?

- Enhanced emphasis on affordability of programs and services

Miami-Dade County resilience efforts include:

- Miami-Dade County seeks to promote cohesive and engaged communities by offering a variety of parks, recreational, cultural and library programs.

- Beach maintenance activities provided by the Parks, Recreation and Open Spaces Department help enhance our natural assets.

Some of our performance expectations are:

- Increased attendance at Miami-Dade County parks, recreational and cultural venues such as ZooMiami and the South Dade Cultural Arts Center

- Greater diversity of and participation in programs offered by the Parks, Recreation and Open Spaces Department and the Miami-Dade Public Library System

- Continued availability of grants for local artists and performers

goals and objectives:

RC1: Inviting recreational and cultural venues that provide world-class enrichment opportunities throughout Miami-Dade County

- RC1-1: Ensure parks, libraries, cultural facilities, programs and services are accessible to growing numbers of residents and visitors

- RC1-2: Ensure parks, libraries, cultural venues are compelling destinations that are expertly programmed and operated, attractively designed, and safe

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

- RC2-1: Provide inspiring, diverse and affordable programs and services that create a vibrant space to live and visit

- RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections

Parks and Recreation
After School Program Registrations

FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
1,194	1,719	1,605	1,500
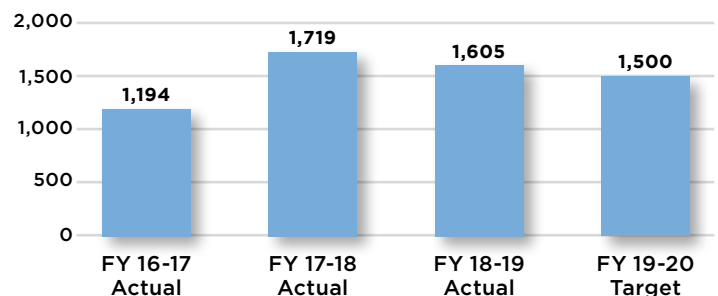
STRATEGIC AREA: TRANSPORTATION & MOBILITY

STRATEGIC AREA:
TRANSPORTATION & MOBILITY

An effective transportation system is necessary for the safe and efficient daily movement of people and goods throughout our county, and is an essential ingredient for economic growth and a high quality of life. Miami-Dade County builds and maintains roadways, bridges, sidewalks and bike paths. We provide public transit services, including bus, rail and special transportation services for the disabled. We regulate the taxicab and limousine industries, which often form a visitor's first impression of our community. We work with partners including the Florida Department of Transportation, the Miami-Dade Expressway Authority and the Federal Transportation Administration to implement system improvements.

What's new in 2019 and beyond?

• New focus on hardening roadway infrastructure

• Added emphasis on affordability of public transit

• Added emphasis on connectivity between public and private transportation providers

Miami-Dade County resilience efforts include:

• Miami-Dade County seeks to improve reliable mobility in many ways including making progress on the SMART Plan and by implementing the Advanced Traffic Management System to improve traffic flow countywide.

• The addition of buses to the fleet fueled by compressed natural gas will help reduce the County's carbon footprint.

• Addressing aging infrastructure of key bridges will ensure safe and secure travel over our waterways.

Some of our performance expectations are:

• Improved bus and rail on-time performance and ridership

• Greater access to and availability of bicycle lanes and sidewalks

• Timely response for service requests such as for pothole repairs and sidewalk inspections

goals and objectives:

TM1: Transportation system that facilitates mobility

• TM1-1: Promote efficient traffic flow on Miami-Dade County roadways

• TM1-2: Expand and improve bikeway, greenway and sidewalk system

• TM1-3: Provide reliable, accessible and affordable transit service

• TM1-4: Expand public transportation

• TM1-5: Facilitate connectivity between transportation systems and providers

TM2: Safe transportation system

• TM2-1: Promote traffic and roadway safety

• TM2-2: Improve safety for pedestrians and bicyclists

• TM2-3: Ensure the safe operation of public transit

TM3: Well-maintained, modern transportation infrastructure and assets

• TM3-1: Harden and maintain roadway infrastructure

• TM3-2: Provide well-maintained, attractive and modern transportation facilities and vehicles

• TM3-3: Promote clean, attractive roads and rights-of-way

STRATEGIC AREA:
NEIGHBORHOOD & INFRASTRUCTURE

STRATEGIC AREA:
NEIGHBORHOOD & INFRASTRUCTURE

Vibrant neighborhoods are well planned, with plenty of green space and opportunities to walk and bike, and with easy access to services and businesses frequented by its residents. Homes are properly built using safe and effective products. When we turn on the tap, safe, clean water comes out. The air we breathe doesn't make us sick. The garbage is picked up regularly. The streets are free of potholes and drain after a downpour. The community appears attractive and inviting.

These things don't just "happen." County employees are hard at work every day of the week to provide the basic services that we all count on, including planning, permitting, water and sewer service, environmental resources management, solid waste management, roadway maintenance, code enforcement and beautification. Our County also plays a critical role in preserving South Florida's beaches and other environmental treasures. Additionally, we care for our neighborhoods' most vulnerable residents: animals that have been lost, mistreated or abandoned.

What's new in 2019 and beyond?

- Clearer focus on ensuring animal health and welfare

- Added focus on promoting the efficient and best use of land

- New priority given to protecting the community from public nuisances and incidents that threaten public health

- Greater emphasis on the importance of minimizing future disruptions to clean water and community sanitation services

Miami-Dade County resilience efforts include:

- The Water and Sewer Department will continue repairing and replacing key infrastructure to ensure clean and safe drinking water for future generations.

- Mosquito control and animal services help ensure public health services by reducing the risk of animal borne disease and injury.

- Enforcement of the building code and environmental regulations help provide and enhance protective natural and man-made assets.

Some of our performance expectations are:

- Continued protection of drinking water sources and air quality

- Fewer garbage, recycling and bulky waste collection complaints

- Greater numbers of stray animals saved

- Increased tree plantings throughout Miami-Dade County

- Protected and restored natural areas, including wetlands and coastal areas

goals and objectives:

NI1: Safe, healthy and attractive neighborhoods and communities

- NI1-1: Promote livable and beautiful neighborhoods

- NI1-2: Ensure buildings are sustainable, safe, and resilient

- NI1-3: Promote the efficient and best use of land

- NI1-4: Protect the community from public nuisances and incidents that threaten public health

- NI1-5: Ensure animal health and welfare

NI2: Continuity of clean water and community sanitation services

- NI2-1: Provide adequate drinking water supply and wastewater disposal services

- NI2-2: Provide well maintained drainage to minimize flooding

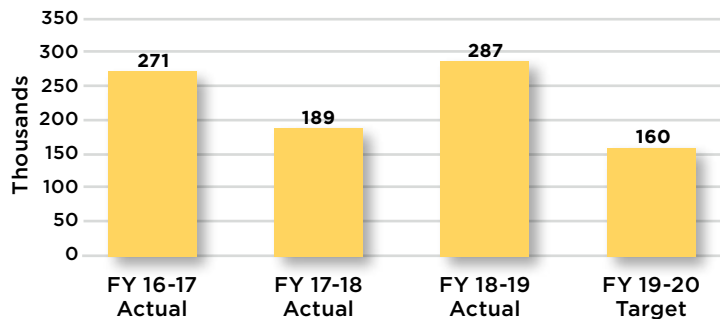- NI2-3: Provide adequate and sustainable solid waste collection and disposal capacity

NI3: Protected and restored environment resources

- NI3-1: Maintain air quality

- NI3-2: Protect and maintain surface and drinking water sources

- NI3-3: Protect, maintain, and restore waterways, coastline, and beaches

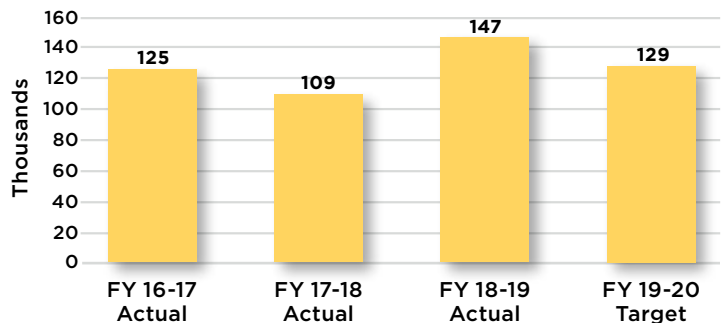- NI3-4: Preserve and enhance natural areas and green spaces
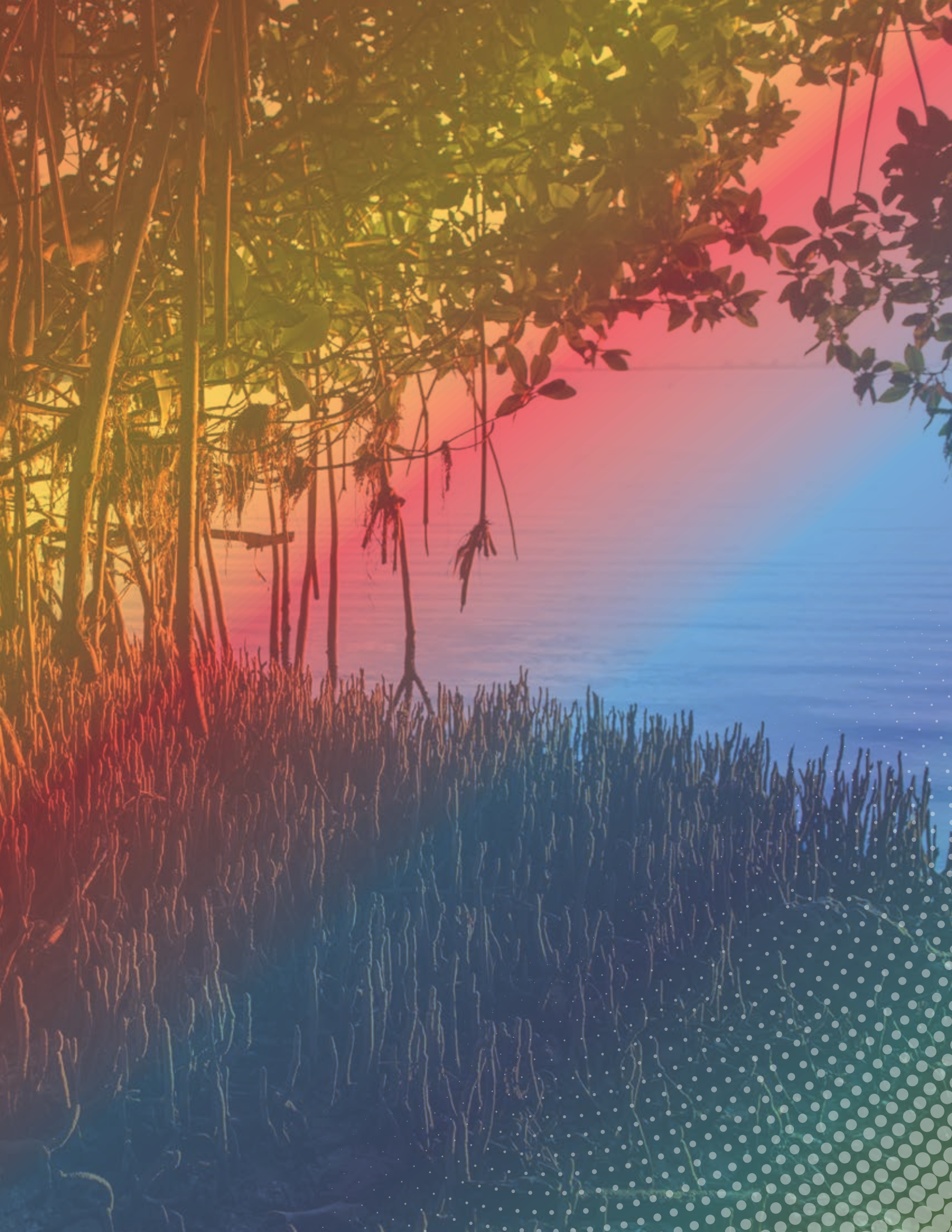
Animal Services Save Rate

FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
89%	90%	91%	90%
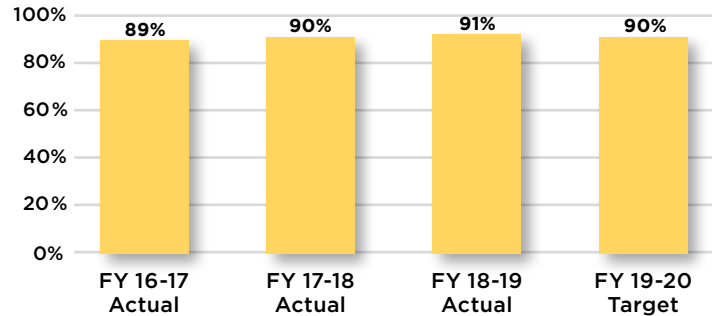
Estimated Gallons of Water Saved Daily
Water Use Efficiency Program

(Thousands)

FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
271	189	287	160

Tons Collected at Trash and Recycling Centers

(Thousands)

FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
125	109	147	129

STRATEGIC AREA:
HEALTH & SOCIETY

STRATEGIC AREA: HEALTH & SOCIETY

Miami-Dade County is there to lend a hand when our residents need help taking care of themselves and their families. We facilitate Head Start and Early Head Start instruction to preschool age children, and help working families obtain quality child care. We provide affordable and subsidized housing to eligible residents. We provide job training to youth and adults. We coordinate a comprehensive system of services for homeless individuals and families. We provide a wide range of services to residents with special needs, from the elderly to people with disabilities to domestic violence survivors.

What's new in 2019 and beyond?

• Clearer delineation of the County's role as a supportive service provider

Miami-Dade County resilience efforts include:

• Emergency shelter, housing assistance and support services such as meals delivered to the elderly or energy assistance for low income families help meet basic needs of vulnerable residents in our community

• The Community Action and Human Services Department will help prepare our children for the future by partnering with outside agencies offering Head Start and Early Head Start educational services.

Some of our performance expectations are:

• Reduced numbers of homeless families and individuals

• Greater number of meals served to the needy

• Increased participation in social and health programs designed for senior citizens

• Expanded affordable housing options

goals and objectives:

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

• HS1-1: Reduce homelessness throughout Miami-Dade County

• HS1-2: Assist residents at risk of being hungry

• HS1-3: Promote the independence and wellbeing of the elderly

• HS1-4: Improve access to abuse prevention, intervention and support services

HS2: Self-sufficient and healthy population

• HS2-1: Provide the necessary support services for vulnerable residents and special populations

• HS2-2: Ensure that all children are school ready

• HS2-3: Create, maintain and preserve affordable housing

• HS2-4: Foster healthy living and access to vital health services

Total Number of Homeless

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
	3,721	3,516	3,472	3,450
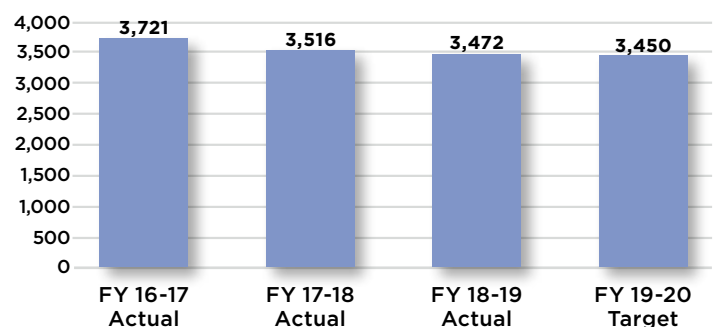
STRATEGIC AREA:
ECONOMIC DEVELOPMENT

STRATEGIC AREA:
ECONOMIC DEVELOPMENT

A strong economy creates jobs and opportunity for the entire community. It helps create vibrant, attractive urban centers and neighborhoods, where inviting shops and quality services are available. It improves property values and lifts incomes.

Our County government partners with the private sector and municipalities to promote economic growth and generate jobs throughout the community. We operate Miami International Airport and the Port of Miami, two major economic engines. We fund and develop affordable housing and help families purchase homes. We promote Miami-Dade as a global gateway for international trade and tourism and as a filming destination and a production center for the entertainment industry. We provide opportunities for small businesses to compete for County contracts.

What's new in 2019 and beyond?

- Enhanced emphasis given to our economic engines, the Airport and Seaport

- Clearer delineation of the County's role as a supportive partner in the local economy

Miami-Dade County resilience efforts include:

- Services delivered for travelers and freight and cargo customers by Miami International Airport and Port Miami provide reliable mobility and foster economic prosperity in our community

- Miami-Dade County helps meet basic needs by providing housing assistance services for needy families

Some of our performance expectations are:

- Increasing numbers of cruise and air passengers traveling through our ports

- Greater availability of affordable housing and other homebuyer assistance programs

- Growing number of small businesses participating in County contracts

goals and objectives:

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

- ED1-1: Promote and support a diverse mix of industries vital to a growing economy

- ED1-2: Create and maintain an environment friendly to businesses, large and small

- ED1-3: Expand job training opportunities aligned with the needs of the local economy

- ED1-4: Continue to leverage Miami-Dade County's strengths in tourism and international commerce

- ED1-5: Provide world-class airport and seaport facilities

ED2: Entrepreneurial development opportunities within Miami-Dade County

- ED2-1: Encourage creation of new small businesses

- ED2-2: Expand opportunities for small business to compete for Miami-Dade County contracts

ED3: Revitalized communities

- ED3-1: Foster stable homeownership throughout Miami-Dade County

- ED3-2: Promote development in distressed communities to ensure long-term vitality

Miami International Airport Passengers

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
Millions	43.8	44.9	45.8	46.0
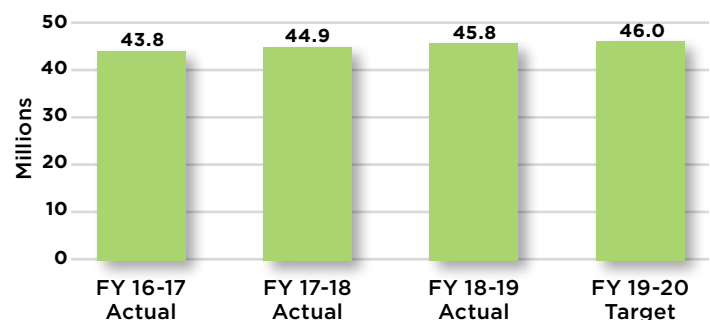
STRATEGIC AREA:
GENERAL GOVERNMENT

STRATEGIC AREA: GENERAL GOVERNMENT

In order to deliver excellent public services, our County relies on internal support services such as human resources, finance, strategic management and budgeting, grants coordination, auditing, information technology, procurement, and fleet and facilities management. These services take place behind the scenes, but are essential to our success.

Other services are inextricably tied to the overall functioning of government. We provide information on all County services through channels such as the 311 Answer Center and our web portal. We facilitate the democratic process by administering elections. We promote sustainability and resilience concepts throughout County government and the entire community.

What's new in 2019 and beyond?

- New emphasis on the resilience of the County workforce

Miami-Dade County resilience efforts include:

- Miami-Dade County supports long-term and integrated planning by implementing a strategic management framework and resilience strategy. This includes working with local municipalities such as the City of Miami and Miami Beach to develop the Resilient 305 Strategy.

- The Office of Management and Budget sets aside emergency contingency reserves to ensure funding availability for unforeseen events or emergencies

- The Communications and Elections departments empower a broad range of stakeholders by informing the community and by ensuring the right of every citizen to vote

- The Information Technology Department ensures continuity of critical services such as 911 and provides reliable communication for County government

- The Internal Services Department provides and enhances man-made assets such as government facilities and vehicles

Some of our performance expectations are:

- Improved average speed of answer at our 311 Contact Center

- High bond ratings maintained across Miami-Dade County

- Successful implementation of the Countywide Infrastructure Investment Program

- Lower levels of greenhouse gas emissions resulting from Miami-Dade County operations

goals and objectives:

GG1: Accessible, fair and responsible government

- GG1-1: Provide easy access to information and services

- GG1-2: Support a customer-focused organization

- GG1-3: Ensure fair, convenient and accurate Election services

GG2: Excellent, engaged and resilient workforce

- GG2-1: Attract and hire new talent

- GG2-2: Promote employee development and leadership

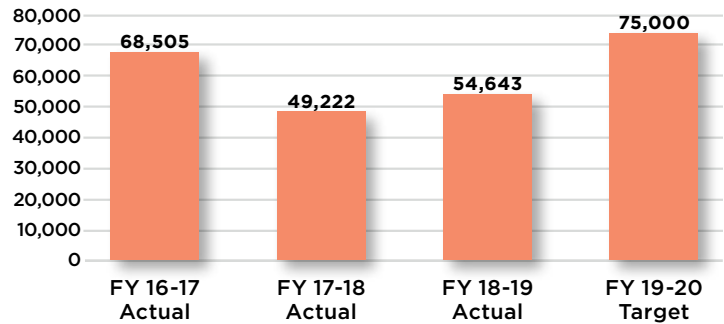- GG2-3: Ensure an inclusive and diverse workforce

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

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

- GG3-2: Ensure security of systems and data

- GG3-3: Acquire "best value" goods and services in a timely manner

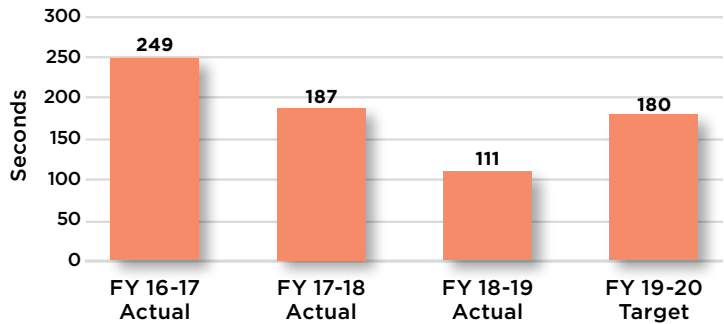- GG3-4: Effectively utilize and maintain facilities and assets

GG4: Effective leadership and management practices

- GG4-1: Provide sound financial and risk management

- GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs

- GG4-3: Reduce County government's greenhouse gas emissions and resource consumption

- GG4-4: Lead community sustainability efforts

New Voter Registrations

	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
	68,505	49,222	54,643	75,000

311 Average Call Wait Time

Seconds	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
	249	187	111	180

Management and Budget
Countywide Emergency Contingency Reserve Balance

Millions	FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target
	$48.3	$48.9	$54.9	$54.9
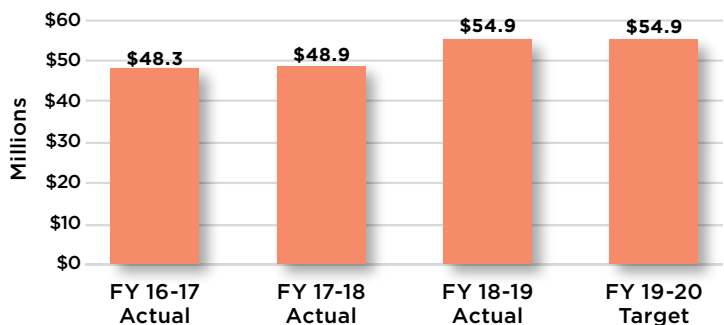
GOALS & OBJECTIVES
BY DEPARTMENT

Strategic Plan Goals and Objectives	Supporting Departments
Public Safety	
PS1: Safe community for all	
PS1-1: Reduce crimes throughout Miami-Dade County	Juvenile Services; Police
PS1-2: Solve crimes quickly, accurately, and in a fair manner	Medical Examiner; Police
PS1-3: Support successful reentry into the community	Corrections and Rehabilitation; Economic Advocacy Trust; Juvenile Services
PS1-4: Provide safe and secure detention	Corrections and Rehabilitation; Juvenile Services
PS2: Reductions in preventable death, injury and property loss	
PS2-1: Reduce response time	Fire Rescue; Medical Examiner; Police; Transportation and Public Works
PS2-2: Improve effectiveness of outreach and response	Fire Rescue; Police
PS3: Effective emergency and disaster management	
PS3-1: Increase countywide preparedness	Animal Services; Fire Rescue; Police; Solid Waste Management; Transportation and Public Works
PS3-2: Ensure recovery after community and countywide shocks and stresses	Fire Rescue, Solid Waste Management; Transportation and Public Works
PS3-3: Protect key infrastructure and enhance security in large gathering places	Fire Rescue; Police
Recreation and Culture	
RC1: Inviting recreational and cultural venues that provide world-class enrichment opportunities throughout Miami-Dade County	
RC1-1: Ensure parks, libraries, cultural facilities, programs and services are accessible to growing numbers of residents and visitors	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces
RC1-2: Ensure parks, libraries, and cultural venues are compelling destinations that are expertly programmed and operated, attractively designed, and safe	Cultural Affairs; Libraries; Parks, Recreation and Open Spaces
RC2: Wide array of outstanding, affordable programs and services for residents and visitors	
RC2-1: Provide inspiring, diverse and affordable programs and services that create a vibrant space to live 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
Transportation and Mobility	
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 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 public transportation	Citizen's Independent Transportation Trust; Transportation and Public Works
TM1-5: Facilitate connectivity between transportation systems and providers	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

Strategic Plan Goals and Objectives	Supporting Departments
TM3: Well-maintained, modern transportation infrastructure and assets	
TM 3-1:Harden and maintain roadway infrastructure	Parks, Recreation and Open Spaces; Transportation and Public Works
TM 3-2: Provide well maintained, attractive and modern transportation facilities and vehicles	Aviation; Seaport; Transportation and Public Works
TM 3-3: Promote clean, attractive roads and rights-of-way	Parks, Recreation and Open Spaces; Transportation and Public Works
Neighborhood and Infrastructure	
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 incidents that threaten public health.	Animal Services; Regulatory and Economic Resources; Solid Waste Management
NI1-5 Ensure animal health and welfare	Animal Services
NI2: Continuity of clean water and community sanitation services	
NI2-1: Provide adequate drinking water supply and wastewater disposal services	Water and Sewer
NI2-2: Provide well maintained drainage to minimize flooding	Regulatory and Economic Resources; Transportation and Public Works
NI2-3: Provide adequate and 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 waterways, coastline, and beaches	Parks, Recreation and Open Spaces; Regulatory and Economic Resources
NI3-4: Preserve and enhance natural areas and green spaces	Parks, Recreation and Open Spaces; Regulatory and Economic Resources
Health and Society	
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 abuse prevention, intervention and support services	Community Action and Human Services; Corrections and Rehabilitation; Juvenile 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 Serivices, Management and Budget; Public Housing and Community Development
HS2-2: Ensure that all children are school ready	Community Action and Human Services
HS2-3: Create, maintain and preserve affordable housing	Public Housing and Community Development
HS2-4: Foster healthy living and access to vital health services	Community Action and Human Services; Management and Budget; Parks, Recreation and Open Spaces

Strategic Plan Goals and Objectives	Supporting Departments
Economic Development	
ED1: An environment that promotes a growing, resilient and diversified economy	
ED1-1: Promote and support a diverse mix of industries vital to a growing economy	Economic Advocacy Trust; Regulatory and Economic Resources
ED1-2: Create and maintain an environment friendly to businesses, large and small	Regulatory and Economic Resources
ED1-3: Expand 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 tourism and international commerce	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 creation of new small businesses	Internal Services; Regulatory and Economic Resources
ED2-2 : Expand opportunities for small businesses to compete for Miami-Dade County contracts	Internal Services; Regulatory and Economic Resources
ED3: Revitalized communities	
ED3-1: Foster stable homeownership throughout Miami-Dade County	Community Action and Human Services; Economic Advocacy Trust; Public Housing and Community Development
ED3-2: Promote development in distressed communities to ensure long-term vitality	Management and Budget; Public Housing and Community Development
General Government	
GG1: Accessible, fair and responsible government	
GG1-1: Provide easy access to information and services	Communications; all departments
GG1-2: Support a customer-focused organization	Communications; Internal Services; all departments
GG1-3: Ensure fair, convenient and accurate Election services	Elections
GG2: Excellent, engaged and resilient workforce	
GG2-1: Attract and hire new talent	Human Resources; all departments
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: Acquire "best value" goods and services in a timely manner	Internal Services
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
GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs	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	Regulatory and Economic Resources

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