

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

Miami-Dade County organizes its strategic plan into five strategic priorities: An Economy that Works for All (EWA), Healthy and Safe Communities (HSC), Investment in Infrastructure (III), Risk Reduction and Resilience (RRR), and Fiscal Responsibility and Efficiency (FRE). Each strategic priority consists of goals and supporting objectives, which are listed below. In all, the strategic plan includes 18 goals expressing a desired outcome and 66 action-oriented objectives that support the goals. For ease of reference, each goal and objective is labeled with a specific code (e.g. EWA, FRE1-1, and HSC1-2).

The objectives play an important role in our Results-Oriented Governing approach by providing the linkage between departmental objectives shown in the departmental narratives in 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 priority.

Strategic Priority: An Economy that Works for All (EWA)

EWA1: Transportation system that facilitates mobility

- EWA1-1: Promote efficient traffic flow on Miami-Dade County roadways
- EWA1-2: Provide reliable, accessible and affordable transit service
- EWA1-3: Facilitate connectivity at major points of interest and throughout the transportation system

EWA2: Affordable communities that support a vibrant economy

- EWA2-1: Promote the efficient and best use of land
- EWA2-2: Build and maintain housing that provides affordability for low-income and working families

EWA3: An environment that promotes a growing, resilient, and diversified economy

- EWA3-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy
- EWA3-2: Create and maintain an environment attractive and welcoming to large and small businesses and their workforce
- EWA3-3: Expand business and job training opportunities aligned with the needs of the local economy
- EWA3-4: Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions
- EWA3-5: Encourage a dynamic and healthy small business community

EWA4: Revitalized communities

- EWA4-1: Foster stable homeownership to promote personal and economic security
- EWA4-2: Increase economic opportunity and access to information technology

Strategic Priority: Healthy and Safe Communities (HSC)

HSC1: Safe community for all

- HSC1-1: Reduce gun violence and other crimes by advancing public and neighborhood safety measures

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- HSC1-2: Provide forensic and medical investigations quickly, accurately, and in an unbiased manner
- HSC1-3: Support successful community reintegration for individuals exiting the criminal justice system
- HSC1-4: Provide safe and secure detention
- HSC1-5: Minimize response time
- HSC1-6: Improve effectiveness of public safety response, outreach, and prevention services

HSC2: Safe transportation system

- HSC2-1: Promote traffic and roadway safety
- HSC2-2: Improve safety for pedestrians and bicyclists
- HSC2-3: Ensure the safe operation of public transit

HSC3: Outstanding, accessible recreational and cultural venues, programs and services

- HSC3-1: Ensure parks, libraries, and cultural facilities are accessible and enjoyed by growing numbers of residents and visitors
- HSC3-2: Provide parks, libraries, and cultural facilities that are expertly managed, attractively designed, and safe
- HSC3-3: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit
- HSC3-4: Strengthen, conserve and grow cultural, park, natural, and library resources and collections
- HSC3-5: Provide conservation education to encourage community stewardship of our natural resources

HSC4: Safe, healthy, and attractive neighborhoods and communities

- HSC4-1: Promote livable and beautiful neighborhoods
- HSC4-2: Protect the community from public nuisances and events that threaten public health
- HSC4-3: Ensure animal health and welfare

HSC5: Stable, self-sufficient and healthy population

- HSC5-1: Reduce homelessness throughout Miami-Dade County
- HSC5-2: Assist residents experiencing food insecurity
- HSC5-3: Promote the independence and wellbeing of the elderly
- HSC5-4: Improve access to substance use prevention, intervention, and support services
- HSC5-5: Provide services to survivors of domestic violence, intimate partner violence, and human trafficking, as well as to other victims of crime and their families
- HSC5-6: Provide the necessary support services to residents in need
- HSC5-7: Support families and promote positive educational and developmental outcomes in children
- HSC5-8: Foster healthy living and ensure access to vital health services

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Strategic Priority: Investment in Infrastructure (III)

III1: Well-maintained, modern transportation infrastructure and assets

- III1-1: Provide world-class airport and seaport facilities
- III1-2: Harden and maintain roadway infrastructure
- III1-3: Expand and improve bikeway, greenway, blueway, and sidewalk system
- III1-4: Expand and modernize public transportation systems and options while minimizing carbon emissions
- III1-5: Provide resilient, well maintained, modern, and comfortable transportation vehicles, facilities and structures
- III1-6: Promote clean, attractive roads and rights-of-way

III2: Continuity of clean water and community sanitation services

- III2-1: Provide sustainable drinking water supply and wastewater disposal services
- III2-2: Provide sustainable solid waste collection and disposal capacity

Strategic Priority: Risk Reduction and Resilience (RRR)

RRR1: Effective emergency and disaster management

- RRR1-1: Increase countywide preparedness and community awareness
- RRR1-2: Ensure recovery after community and countywide disasters and other emergencies
- RRR1-3: Protect key infrastructure and enhance security in large gathering places

RRR2: Resilient neighborhoods

- RRR2-1: Ensure buildings and supporting infrastructure are sustainable, safe, and resilient
- RRR2-2: Mitigate community flood risk

RRR3: Environmental stewardship in Miami-Dade County

- RRR3-1: Maintain air quality
- RRR3-2: Protect our water, soil and coastline
- RRR3-3: Preserve and enhance natural areas and green spaces
- RRR3-4: Operate County government in a sustainable, resilient manner

Strategic Priority: Fiscal Responsibility and Efficiency (FRE)

FRE1: Accessible, transparent, and responsible government

- FRE1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate
- FRE1-2: Facilitate community outreach and engagement to promote better decision-making in County government

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- FRE1-3: Ensure involvement of local organizations to help address priority needs of our residents

FRE2: Excellent, engaged County workforce

- FRE2-1: Attract and hire new talent to support operations
- FRE2-2: Promote employee development and leadership
- FRE2-3: Ensure a workforce that reflects the community we serve

FRE3: Optimal internal Miami-Dade County operations and service delivery

- FRE3-1: Deploy effective and reliable technology solutions that support Miami-Dade County services
- FRE3-2: Ensure security of systems and data
- FRE3-3: Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent manner
- FRE3-4: Effectively utilize and maintain facilities and assets

FRE4: Effective leadership and management practices

- FRE4-1: Provide sound financial and risk management
- FRE4-2: Effectively prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents