

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

Miami-Dade County organizes its strategic plan into seven strategic areas: Public Safety (PS), Transportation and Mobility (TM), Recreation and Culture (RC), Neighborhood and Infrastructure (NI), Health and Society (HS), Economic Development (ED), and General Government (GG). Each strategic area consists of goals and supporting objectives, which are listed below. In all, the strategic plan includes 20 goals expressing a desired outcome and 70 action-oriented objectives that support the goals. For ease of reference, each goal and objective is labeled with a specific code (e.g. PS2, TM3-2, and ED5-1). Please note that the FY 2024-25 Proposed Budget includes two technical adjustments<sup>1</sup> to the strategic plan objectives due to the Constitutional Offices transition occurring on January 7<sup>th</sup>, 2025.

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 area. Objectives marked with an asterisk are especially related to mayoral priorities and are referred to as "Featured Objectives".

### **Strategic Area: Public Safety (PS)**

#### **PS1: Safe community for all**

- PS1-1: Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures\*
- PS1-2: Provide forensic and medical investigations quickly, accurately, and in an unbiased manner
- PS1-3: Support successful community reintegration for individuals exiting the criminal justice system\*
- PS1-4: Provide safe and secure detention

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

- PS2-1: Minimize response time
- PS2-2: Improve effectiveness of public safety response, outreach, and prevention services

#### **PS3: Effective emergency and disaster management**

- PS3-1: Increase countywide preparedness and community awareness
- PS3-2: Ensure recovery after community and countywide disasters and other emergencies
- PS3-3: Protect key infrastructure and enhance security in large gathering places

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<sup>1</sup> PS1-2 was edited from *Solve crimes quickly, accurately, and in an unbiased manner* to *Provide forensic and medical investigations quickly, accurately, and in an unbiased manner*. Additionally, GG1-5: *Ensure fair, accurate, transparent, and accessible elections for all voters* has been removed.

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### **Strategic Area: Transportation and Mobility (TM)**

#### **TM1: Transportation system that facilitates mobility**

- TM1-1: Promote efficient traffic flow on Miami-Dade County roadways
- TM1-2: Expand and improve bikeway, greenway, blueway, and sidewalk system
- TM1-3: Provide reliable, accessible and affordable transit service\*
- TM1-4: Expand and modernize public transportation systems and options while minimizing carbon emissions\*
- TM1-5: Facilitate connectivity at major points of interest and throughout the transportation system

#### **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 resilient, well maintained, modern, and comfortable transportation vehicles, facilities and structures\*
- TM3-3: Promote clean, attractive roads and rights-of-way)

### **Strategic Area: Recreation and Culture (RC)**

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

- RC1-1: Ensure parks, libraries, and cultural facilities are accessible and enjoyed by growing numbers of residents and visitors
- RC1-2: Provide parks, libraries, and cultural facilities that are expertly managed, attractively designed, and safe

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

- RC2-1: Provide inspiring, inclusive, and affordable programs and services that create an uplifting place to live in and visit

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- RC2-2: Strengthen, conserve and grow cultural, park, natural, and library resources and collections
- RC2-3: Provide conservation education to encourage community stewardship of our natural resources\*

### **Strategic Area: Neighborhood and Infrastructure (NI)**

#### **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 events that threaten public health
- NI1-5: Ensure animal health and welfare

#### **NI2: Continuity of clean water and community sanitation services**

- NI2-1: Provide sustainable drinking water supply and wastewater disposal services\*
- NI2-2: Mitigate community flood risk
- NI2-3: Provide sustainable solid waste collection and disposal capacity

#### **NI3: Protected and restored environmental resources**

- NI3-1: Maintain air quality
- NI3-2: Protect and maintain surface and drinking water sources\*
- NI3-3: Protect, maintain, and restore beaches, the coastline, Biscayne Bay, and other bodies of water\*
- NI3-4: Preserve and enhance natural areas and green spaces\*

### **Strategic Area: Health and Society (HS)**

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

- HS1-1: Reduce homelessness throughout Miami-Dade County
- HS1-2: Assist residents at risk of being hungry
- HS1-3: Promote the independence and wellbeing of the elderly

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- HS1-4: Improve access to substance abuse prevention, intervention, and support services
- HS1-5: Provide services to survivors of domestic violence, intimate partner violence, and human trafficking, as well as to other victims of crime and their families

### **HS2: Self-sufficient and healthy population**

- HS2-1: Provide the necessary support services for vulnerable residents and special populations
- HS2-2: Support families and promote positive educational and developmental outcomes in children
- HS2-3: Create, preserve and maintain affordable housing to support vulnerable residents and workforce needs\*
- HS2-4: Foster healthy living and ensure access to vital health services

### **Strategic Area: Economic Development (ED)**

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

- ED1-1: Promote and support a diverse mix of current and emerging industries vital to a growing economy\*
- ED1-2: Create and maintain an environment attractive and welcoming to large and small businesses and their workforce
- ED1-3: Expand business and job training opportunities aligned with the needs of the local economy\*
- ED1-4: Continue to leverage Miami-Dade County's strengths in international commerce, natural resources, and recreational and cultural attractions
- ED1-5: Provide world-class airport and seaport facilities

#### **ED2: Entrepreneurial development opportunities within Miami-Dade County**

- ED2-1: Encourage a dynamic and healthy small business community that reflects our diversity\*
- ED2-2: Bolster opportunities for small and local businesses to participate in County contracting\*

#### **ED3: Revitalized communities**

- ED3-1: Foster stable homeownership to promote personal and economic security
- ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinherited communities\*

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### **Strategic Area: General Government (GG)**

#### **GG1: Accessible, equitable, transparent, and responsible government**

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate\*
- GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government\*
- GG1-3: Ensure involvement of local organizations to help address priority needs of our residents\*
- GG1-4: Promote equity in the planning and delivery of County services\*

#### **GG2: Excellent, engaged and resilient County workforce**

- GG2-1: Attract and hire new talent to support operations
- 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: Ensure procurement of goods and services is timely, meets operational needs, and is conducted in a fair and transparent 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 prioritize, allocate and use resources to meet the current and future operating and capital needs for all our residents\*
- GG4-3: Reduce County government's greenhouse gas emissions and resource consumption\*
- GG4-4: Lead community sustainability efforts and climate change mitigation and adaptation strategies\*