Miami-Dade County Department of Transportation and Public Works

MIAMI-DADE COUNTY

Strategic Plan

A Roadmap for DTPW's Operational Excellence

LETTER FROM DTPW DIRECTOR

To my fellow Department of Transportation and Public Works colleagues:

In 2015, our department was formed through the merger of Miami-Dade Transit and the Miami-Dade Department of Public Works. Consequently, this brought together the goals and work of two critical functions of Miami-Dade: providing transportation and managing the many roadways, bridges, sidewalks and other public works infrastructure of our County.

The work we embark on every day is of critical importance to all residents of Miami-Dade County. Every individual relies on us to provide safe and accessible infrastructure; transportation options that are safe, efficient and connected; and right of way and street space that is maximized to its fullest potential. Through our work, we collectively manage the County's transportation network and directly shape the customer experience.

To most efficiently fulfill our promises to the community, DTPW assembled a series of plans--such as the Transportation Master Plan and the Shift305 Action Agenda--to meet our vision of being the world's best provider of transportation options. As we look into the future, our ability to execute on these plans, and to meet the challenges and opportunities of the County (long commute times, population and employment growth, and aging infrastructure, to name a few), is only as good as our internal operational excellence. Without operational excellence, we cannot effectively meet the goals with which we are indebted to the community to achieve.

DTPW has a long history of success in meeting the challenges we've set out to face. In 2021 and 2022 alone, we were awarded more than $170 million in federal funding, and more than $19 million in state funding. Our weekday rider levels have rebounded to their pre-pandemic levels. We've launched the Better Bus Network and continue to innovate on first-last mile transportation solutions.

And yet, there is still work to be done. The Department of Transportation and Public Works' Strategic Plan is the roadmap that will get us there.

This three year plan positions us to tackle the key operational needs of our department to ensure our collective success. From better managing our human and financial resources through program prioritization, and improved workforce and leadership development; to ensuring more streamlined and efficient systems; to creating a culture of performance management and innovation, we will be poised to deliver on our Shift305 mission of creating a cleaner, greener, more efficient and connected future for Miami-Dade County.

Every individual in our DTPW family has a role to play in meeting the goals of this strategic plan. I look forward to working alongside you to accomplish what we set out to achieve on behalf of all Miami-Dade residents.

With gratitude,

Eulois Cleckley
CEO and Executive Director

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Image source: DTPW

EXECUTIVE SUMMARY

In our commitment to achieving a better future for Miami-Dade County, we have developed the Department of Transportation and Public Works (DTPW) Strategic Plan. With a clear focus on improving our internal operations and achieving our vision and mission, the plan addresses six priority areas of internal change, which aim to enhance our ability to deliver projects on time and budget, while providing exceptional customer service across all transportation modes and supporting infrastructure by establishing consistent processes and procedures that rely on data, create a culture that supports and empowers staff, and foster innovation to tackle current and future challenges.

The development of DTPW's Strategic Plan was multifaceted.

It involved a thorough review of existing County, municipal, and DTPW plans to provide insights into the key goals and challenges facing Miami-Dade County. We also conducted a peer city review, studying strategic plans from similar jurisdictions to inform the structure, strategies, and actions of our own plan. Moreover, our engagement strategy included twenty four interviews with key stakeholders and four workshops involving essential stakeholders, ensuring a holistic and well-rounded perspective.

The plan is anchored in DTPW's SHIFT305 four Focus Areas: Invest in Our People, Operate with Discipline, Achieve Operational Excellence, and Deliver Results. From these Focus Areas, six priority themes emerge.[1] These priorities are not only intertwined but also serve as a cornerstone for one another, forming an integrated framework that drives the department's transformational journey.

Miami-Dade County Strategic Plan

DTPW

VISION

To be the world's best provider of transportation options

MISSION

Miami-Dade's Department of Transportation and Public Works, through its employees, will enhance the quality of life of Miami-Dade County residents, businesses, and visitors by delivering safe, clean, efficient, reliable, sustainable, and equitable public transportation infrastructure services.

WHY

SHIFT305

Four core pillars: Safe, Clean, Efficient, Connected

Four Focus Areas: Invest in Our People, Operate with Discipline, Achieve Operational Excellence, and Deliver Results

WHAT

2023-2026 Strategic Plan

Six Priorities: Resource Management, Cultural Transformation, Operational Efficiency through Systems, Performance Measurement, Asset Management, and Communications

HOW

The plan is anchored in DTPW's four Focus Areas: Invest in Our People, Operate with Discipline, Achieve Operational Excellence, and Deliver Results. From these Focus Areas, six priority themes emerge.[1] These priorities are not only intertwined but also serve as a cornerstone for one another, forming an integrated framework that drives the department's transformational journey.

1. Resource Management
Implementing comprehensive strategies such as prioritizing projects, programs or initiatives; enhancing human resources practices, fostering workforce development, fostering leadership development and ensuring appropriate funding allocation.

2. Cultural Transformation
Continual cultural transformation is essential to align organizational values and practices with strategic goals, promoting accountability and fostering innovation.

3. Operational Efficiency through Systems
Standardized systems are essential for streamlined, effective, and goal-oriented operations.

4. Performance Measurement
Implementing a robust performance management program ensures systematic tracking of initiatives, meaningful results, and data-informed decision-making.
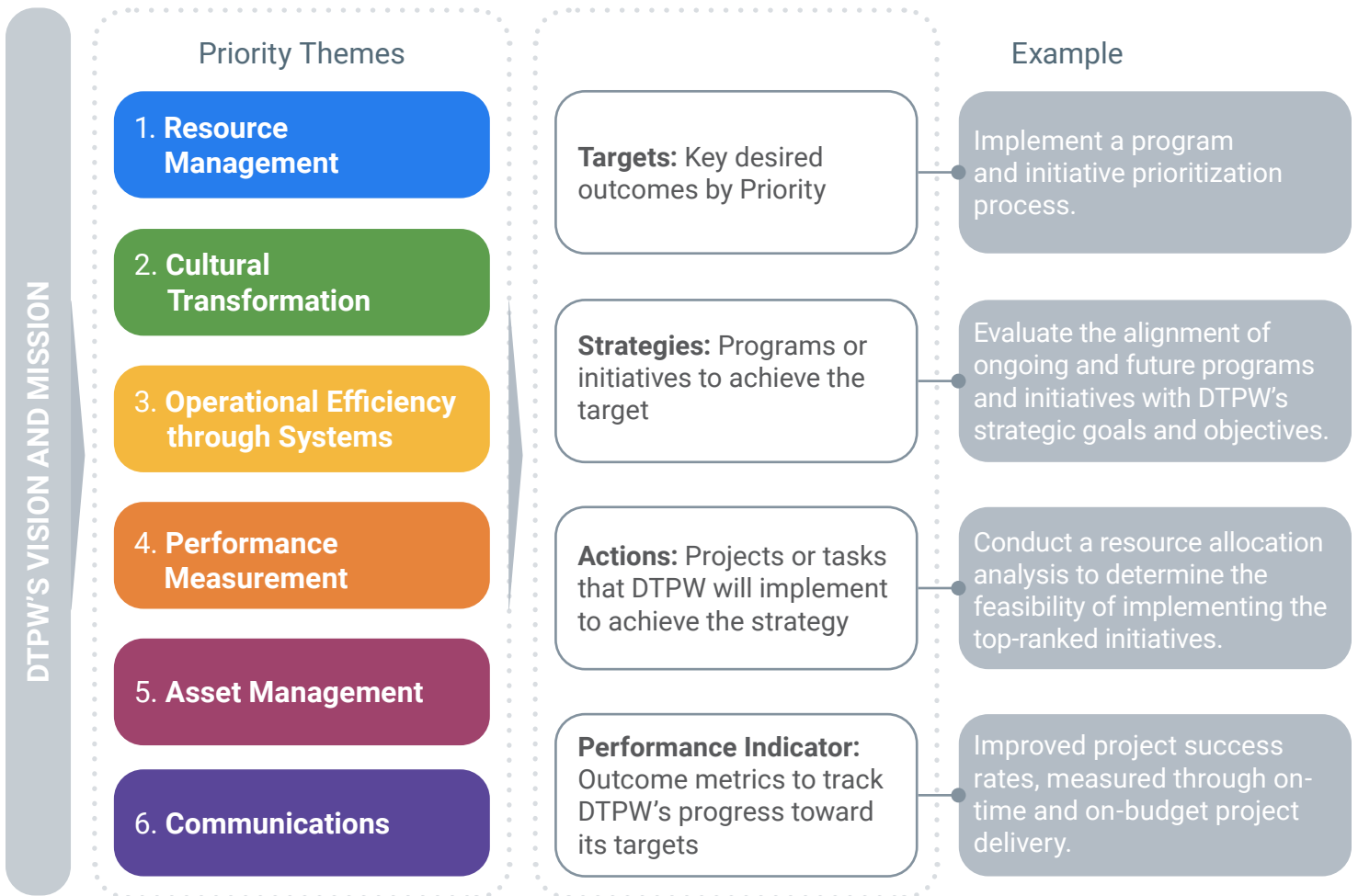
5. Asset Management
A shift in the operation and maintenance of assets from reactive to proactive strategies is crucial, optimizing funding efficiency and focusing on improving user satisfaction, nurturing trust and delivering services customized to meet the diverse needs of our communities.

6. Communications
Adopting a more inclusive, adaptive, and data-driven communication strategy within DTPW will ensure internal cohesion, extend reach, and integrate innovative solutions.

[1] Refer to the SWOT analysis on page 57 for a detailed examination of the department's strengths, weaknesses, opportunities, and threats.

Structure of DTPW's Strategic Plan

DTPW'S VISION AND MISSION

Priority Themes

1. **Resource Management**
2. **Cultural Transformation**
3. **Operational Efficiency through Systems**
4. **Performance Measurement**
5. **Asset Management**
6. **Communications**

Targets: Key desired outcomes by Priority

Strategies: Programs or initiatives to achieve the target

Actions: Projects or tasks that DTPW will implement to achieve the strategy

Performance Indicator: Outcome metrics to track DTPW's progress toward its targets

Example

Implement a program and initiative prioritization process.

Evaluate the alignment of ongoing and future programs and initiatives with DTPW's strategic goals and objectives.

Conduct a resource allocation analysis to determine the feasibility of implementing the top-ranked initiatives.

Improved project success rates, measured through on-time and on-budget project delivery.

To ensure successful implementation, divisions have been assigned responsibilities based on the RACI matrix[2], facilitating efficient resource allocation and transparent execution. The strategy implementation matrix[3] guides us in distinguishing short-term, medium-term, and long-term actions. Categorizing strategies based on impact and available resources ensures a systematic and strategic implementation strategy.

Quarterly reviews of metrics for each priority theme will maintain alignment, transparency, and accountability. An annual progress update enhances transparency within DTPW and among stakeholders, facilitating corrective actions and providing insights for future planning. The iterative process also informs the next year's business plan, ensuring strategic alignment with the County and Mayor's goals and evolving community needs.

DTPW's Strategic Plan is a dynamic roadmap poised to propel the department toward operational excellence, innovation, and responsiveness, reflecting our commitment to building a sustainable and thriving future for Miami-Dade County.

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[2] The RACI (Responsible, Accountable, Consulted, and Informed) matrix is available for reference in Chapter "Executing the Plan"
[3] The Strategy Implementation Matrix is available for reference in Chapter "Executing the Plan"
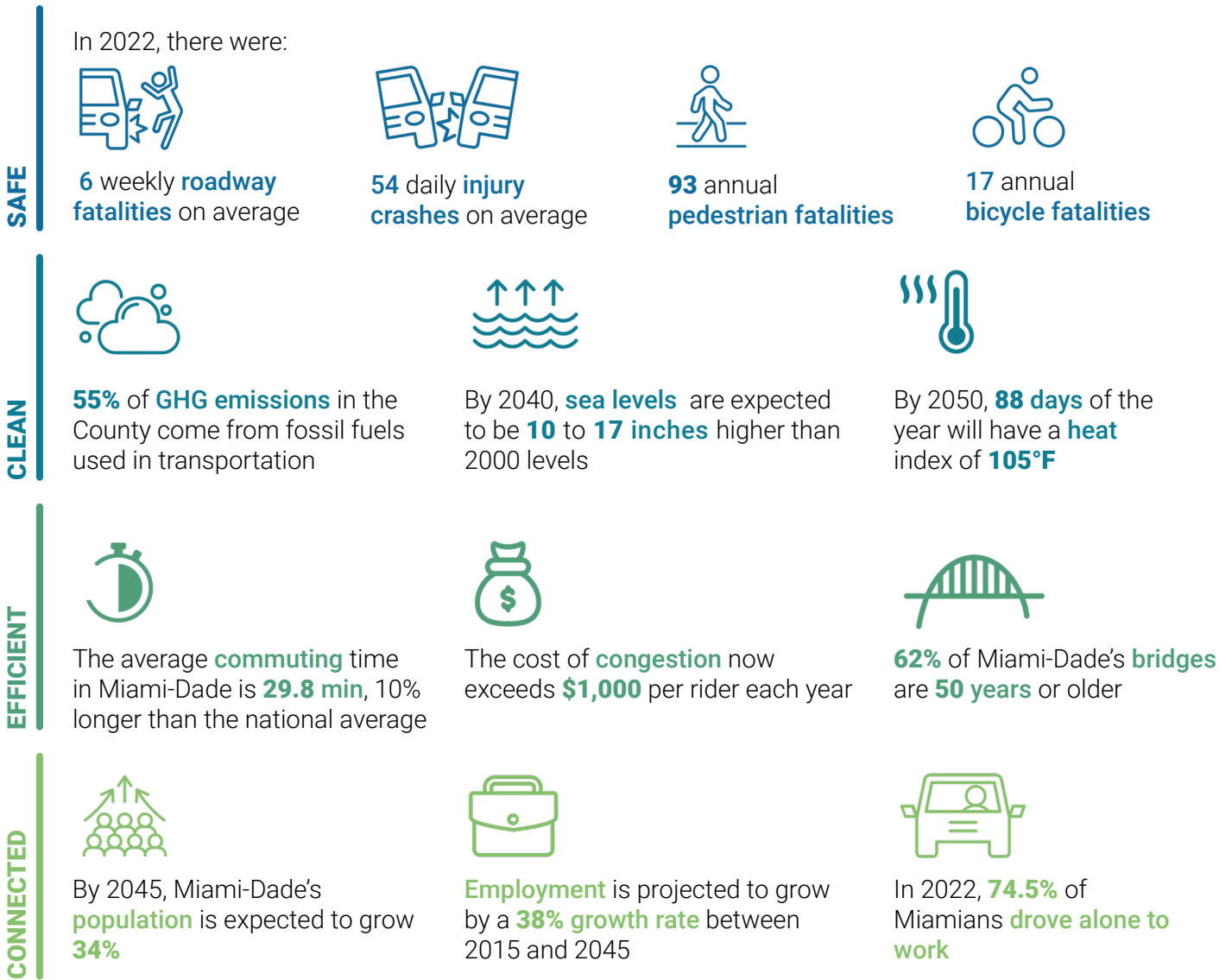
INTRODUCTION

WHERE ARE WE GOING?

The Decade Ahead: Current and Future Challenges

As Miami-Dade County continues to experience population and economic growth, it also grapples with a set of pressing challenges that demand attention and proactive planning. These challenges encompass the need for safe streets, effective measures to reduce greenhouse gas emissions, adaptation to the growing impact of climate change (including rising sea levels and higher temperatures), the maintenance of aging infrastructure and the promotion of sustainable, equitable economic development.

SAFE

In 2022, there were:

6 weekly **roadway fatalities** on average

54 daily **injury crashes** on average

93 annual **pedestrian fatalities**

17 annual **bicycle fatalities**

CLEAN

55% of **GHG emissions** in the County come from fossil fuels used in transportation

By 2040, **sea levels** are expected to be **10** to **17 inches** higher than 2000 levels

By 2050, **88 days** of the year will have a **heat** index of **105°F**

EFFICIENT

The average **commuting** time in Miami-Dade is **29.8 min**, 10% longer than the national average

The cost of **congestion** now exceeds **$1,000** per rider each year

62% of Miami-Dade's **bridges** are **50 years** or older

CONNECTED

By 2045, Miami-Dade's **population** is expected to grow **34%**

Employment is projected to grow by a **38% growth rate** between 2015 and 2045

In 2022, **74.5%** of Miamians **drove alone to work**

These challenges require proactive solutions to ensure a high quality of life for all residents. To this end, the County is fully engaged in addressing these challenges, guided by a multitude of strategic documents that serve as a roadmap to tackle its challenges in a systematic manner.

The sources of this infographic can be found in the resources section on page 64.

WHAT IS THE ROLE OF DTPW'S STRATEGIC PLAN?

Miami-Dade County Strategic Plan

WHY

VISION

To be the world's best provider of transportation options

MISSION

Miami-Dade's Department of Transportation and Public Works, through its employees, will enhance the quality of life of Miami-Dade County residents, businesses, and visitors by delivering safe, clean, efficient, reliable, sustainable, and equitable public transportation infrastructure services.

WHAT

SHIFT305

SHIFT305 is the roadmap for DTPW to deliver on the priority actions of Thrive305 and move Miami-Dade forward to a cleaner, greener, more efficient and connected future.

Organized around four core pillars, SHIFT305 aligns the diversity of work the Department is responsible for - transit, traffic operations, and quality infrastructure - into crosscutting and collaborative action.

Four Focus Areas: Invest in Our People, Operate with Discipline, Achieve Operational Excellence, and Deliver Results

FOUR CORE PILLARS

» **Safe**: Foster safety and accessibility across Miami-Dade's transportation infrastructure, utilizing data-driven insights to optimize service quality.

» **Clean**: Enhance Miami-Dade´s transportation resilience to current climate challenges and secure sustainability for future generations.

» **Efficient**: Optimize street space, operations, and data usage to minimize travel time and costs while maximizing quality of life.

» **Connected:** Connect Miami-Dade residents, workers and visitors to the places they choose to work, play and learn to work, play and learn.

HOW

STRATEGIC PLAN

SIX PRIORITIES

Resource Management

Cultural Transformation

Operational Efficiency through Systems

Performance Measurement

Asset Management

Communications

DTPW

Alignment between DTPW's Shift305 Action Agenda and Miami-Dade's County Objectives

Mayor's Office

Mayor's 4E priorities (*Equity, Environment, Economy, and Engagement*): Priorities identified during the Thrive305 community-wide civic engagement initiative in 2021.

Thrive305: Community-driven initiative to capture residents' needs and offer direction for addressing systemic issues.

County

Miami-Dade County Strategic Plan: Strategic direction to align departmental and agency budget and business planning.

Resilient305: Prepare for an increasing occurrence of hurricanes, infrastructure failures, sunny day flooding, traffic congestion, and economic inequities.

Long Range Transportation Plan (LRTP): Identify strategic investments to reach the 2045 vision of the Miami-Dade County Transportation Planning Organization.

Miami-Dade Climate Action Plan: Pave the way to reduce GHG emissions by 50% by 2030, focusing on energy and buildings, land use and transportation, and water and waste.

Miami-Dade County Municipalities Plans: Several of the 34 municipalities within Miami-Dade County have planning documents focused on promoting transparency, accountability, efficient allocation of resources, and measuring performance.

DTPW

SHIFT305 Action Agenda: Create a unified department that provides accountability and transparency to invest in and deliver the department's projects and services.

DTPW Strategic Plan: Strategic direction to support the department in reaching the vision established by SHIFT305 Action Agenda.

Additional Plans: Transportation Master Plan, Business Plan, Facilities Master Plan, among others.

The work and goals of DTPW are closely aligned with the objectives of the Mayor, County and Municipalities. This alignment emphasizes DTPW's essential role in achieving County goals and highlights the significance of improving its internal operations to support these shared objectives.

	MD County Strategic Plan	Thrive305	Resilient305	County's Long Range Transportation Plan	M-D Climate Action Strategy	Municipalities
SAFE						
Create a safe bicycle network	●	●				●
Create a safe pedestrian environment	●	●				●
Provide safe and efficient multimodal transportation services	●			●		●
Improve county-wide response time, preparedness and recovery	●					
CLEAN						
Strengthen infrastructure with a focus on resilience and sustainability	●	●		●		●
Plan with a focus on resilience and sustainability		●	●			●
Increase canopy coverage		●			●	●
Reduce carbon emissions generated by transportation	●					●
Develop EV infrastructure to incentivize adoption of electric vehicles			●		●	
Electrify County agencies fleets			●		●	
Educate the public on resilience and sustainability practices			●			
EFFICIENT						
Upgrade infrastructure for greater efficiency	●	●			●	●
Improve traffic flows	●					●
Seek funding to improve infrastructure		●				
Reduce automobile usage						●
Conduct planning with an efficient-oriented approach						●
Future land use considerations to multi-modal transportation						●
CONNECTED						
Enhance integration between transportation options	●			●		●
Increase mobility alternatives and enhance transit to maximize its usage	●		●			●
Continue to create attractive streets	●					●
Support economic vitality	●			●		
Foster inter-agency collaboration		●				
Strengthen communication and participation via community engagement		●				
Encourage pedestrian mobility						●
Enhance parking facilities						●

WHAT IS THE ROLE OF DTPW AND ITS PARTNERS TACKLING MIAMI-DADE COUNTY CHALLENGES?

DTPW's Functions and Responsibilities

As DTPW oversees the development, coordination, and operation of transportation networks in Miami-Dade County, we will continue to play a critical role in addressing environmental, safety, economic, and other challenges that currently exist and will emerge over the next decade. By prioritizing and catalyzing needed investments, we are responsible for providing high-quality transportation infrastructure, systems, and services that everyone can access, afford, and enjoy. The assessments, programs, and projects that we lead aim to conveniently connect residents and visitors of the County to the places where they work, learn, live, play, and access healthcare, cultural, and other services.

Our work encompasses the many components that collectively make up the County's transportation network and shape the customer experience.

We oversee the construction and maintenance of streets, paths, bridges, canals, sidewalk systems, greenways, and other roadway infrastructure. We also manage traffic signals and signs, streetlights, and drainage structures, as well as create policy frameworks and design guidelines to enable efficient and safe traffic flow and use of the right-of-way. MetroBus, MetroRail, MetroMover, MetroConnect, and paratransit services are under our purview, and partnerships and pilots with private operators enable us to expand the mobility options available in the County. We are responsible for maintaining modern transportation facilities and structures, including bus passenger shelters, and offering easily navigable systems and services, such as those for transit fare collection, which support the County's transit offerings.

Ensuring that the entire transportation network is resilient to climate impacts and sustainable in the long term is a priority. We assess relevant climate risks, adopt climate mitigation and adaptation strategies for transportation, and lead zero-emission mobility efforts. Promoting transportation safety is another one of our goals, whether through public transit

DTPW

Manages Public Works:

7,680 miles of paved lanes

18.5 million of linear sidewalk

191 vehicular and pedestrian bridges

8 movable bridges

190 miles of secondary canals

80,000+ drainage structures

Provides Transportation:

70 routes of Metrobus

24.8 miles of dual elevated track of Metrorail

4.4 miles of dual elevated track of Metromover

1.4 million rides of paratransit in 2023

operations, bicyclist and pedestrian safeguards, or emergency response support. Furthermore, we drive strategic communications and community outreach efforts to educate and engage customers and partners around important transportation topics and County initiatives.

Our various partners advise and help deliver on our strategic objectives. We coordinate with state and federal entities, and work closely with County departments to conduct procurement activities, receive technology support, and implement numerous programs with shared outcomes around resiliency, policy, housing, and other priority areas. Municipal stakeholders, community-based organizations, and business communities play an important role as local ambassadors, aligning municipal efforts to our strategy and conducting neighborhood-level activations.

Within Miami-Dade County, a complex web of roles and responsibilities exist among various agencies, municipalities and DTPW. This intricate distribution underscores the critical importance of fostering effective partnerships and collaboration among these entities.

Image source: DTPW

WE ARE CONFIDENT IN OUR ABILITIESBECAUSE WE HAVE A HISTORY OF SUCCESS AND INNOVATION

Departmental Vision and Leadership

We are proud of the progress made for the County over the past years in transportation and public works. While there is still much we aim to achieve, this sampling of our recent accomplishments provide a strong foundation on which to execute our ambitious goals for the next ten years.

Funding Awards

$133 millon

from federal funding in fiscal year 2023.

$40+ million

in state funding in fiscal year 2023.

Increasing Ridership

245,700

average weekday riders in June 2023, rebounding to pre-pandemic levels.

101% recovery

from total ridership in June 2019 across MetroBus, MetroRail, MetroMover, and Special Transportation Services.

Innovative Programs, Pilots, and Partnerships

» **DTPW Transit: Go Nightly Service (2020)**

» **Miami-Dade County Complete Streets Collaborative Report (2020)**

Better Bus Network and Resilience Plan

Given ridership changes brought about by the COVID-19 pandemic, the Better Bus Network and Resilience Plan offered strategies to create a more resilient and adaptive County bus system while minimizing costs for residents. Comprehensive public outreach and surveying informed the Better Bus Network, which increases service frequency, access to places of employment and other resources, and transit proximity, especially for disadvantaged populations. Phase 1 of Better Bus SHIFTS into Gear, the network redesign informed by this plan, was implemented in July 2023, and Phase 2 was deployed in November 2023.

First-Last Mile On-Demand Transit Solutions for Miami-Dade County MetroConnect, formerly known as GO Connect

Funded through the Federal Highway Administration's Congestion Mitigation and Air Quality Improvement Program, these on-demand, first-last mile transit demonstration projects offer shared-use mobility services to connect to fixed-route mass transit. The initiative also sought to increase accessibility to intermodal transit facilities and test a new delivery model for a combination of paratransit, train, and bus services.

Ongoing Successful Capital Projects

Strategic Miami Area Rapid Transit (SMART) Program

Developing mass transit infrastructure countywide, the comprehensive SMART Program is focused on six active rapid transit corridors of the People's Transportation Plan. By incorporating existing infrastructure and technology integration into a multimodal transportation system, the implementation of the SMART Program supports future population and employment growth across the region. A component of the SMART Program is introducing Transit Oriented Development, which conveys communities designed for residents to live, work, and play. Miami-Dade County has an extensive TOD Project Program with 17 completed projects, 16 underway, and 4 projects in the planning phase.

WHAT IS IT GOING TO TAKE TO DELIVER ON THESE PRIORITIES?

Based in DTPW's four Focus Areas[4]: Invest in Our People, Operate with Discipline, Achieve Operational Excellence and Deliver Results, we have delineated six priority themes that will steer DTPW's efforts, setting a clear and purposeful course of action. These priority themes[5] are inherently interwoven, with each one serving as a building block for the others.

Priority 1
Resource Management

DTPW stands at a pivotal juncture, presenting an exciting opportunity for transformation. We recognize various challenges, including staff retention and management gaps, but view them as stepping stones to a brighter future. To address these issues and drive departmental success, a comprehensive approach is needed, involving prioritization, improved human resources practices, workforce development, leadership coaching, accountability and efficient funding allocation.

Priority 2
Cultural Transformation

DTPW is driven to adapt to meet evolving challenges and better serve the public. Therefore, a cultural transformation is essential to align the organization's values and practices with its strategic goals, fostering accountability and innovation.

[4] Refer to the SWOT analysis on Appedix A for a detailed examination of the department's strengths, weaknesses, opportunities, and threats.
[5] Please refer to How we Developed DTPW's Strategic Plan in Appendix D

Image source: DTPW

Priority 3
Operational Efficiency through Systems

The absence of standardized systems and a programmatic approach has led to inefficiencies, missed deadlines, underutilized budgets, and compromised outcomes, highlighting the pressing need for their implementation to foster streamlined, effective, and goal-oriented operations within the department.

Priority 4
Performance Measurement

DTPW requires a robust performance management program for systematically tracking ongoing initiatives, ensuring meaningful results and making data-informed decisions. To accomplish this, enhancing the department's data collection process is imperative, facilitating the efficient gathering of comprehensive and strategically valuable data. This will optimize performance, increase transparency and drive DTPW toward efficiency and success.

Priority 5
Asset Management

In the current landscape of DTPW, a transformation toward operational excellence is not just desirable but essential. The challenges posed by aging infrastructure require a shift from reactive operations to proactive strategies that optimize funding efficiency. DTPW's objectives should revolve around improving user satisfaction, nurturing trust and delivering services customized to meet the diverse needs of our communities.
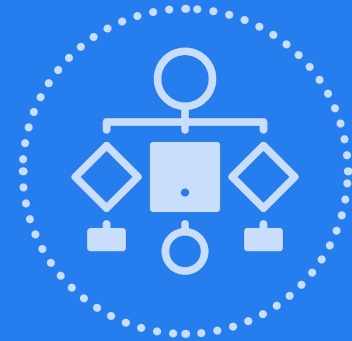
Priority 6
Communications

Within our current communication approach, there is an opportunity for improvement in engaging new audiences, dispelling misconceptions about emerging technologies and fostering collaboration with diverse stakeholders. To remain relevant and responsive, we must embrace a more inclusive, adaptive and data-driven communication strategy. This approach not only strengthens our internal cohesion but also extends our reach, empowers our users and ensures the seamless integration of innovative solutions.

ROADMAP FOR CHANGE

Priority 1:
Resource Management

Why Change is Needed

DTPW stands at a crucial juncture where change is not an option but a necessity. We face various challenges, including staff retention and management, leadership development, and a lack of effective prioritization, all of which emphasize the need for transformation.

These challenges pose significant threats to our organization. High turnover rates can disrupt workflow continuity, leading to increased recruitment costs, loss of institutional knowledge, and decreased productivity. Moreover, without clear prioritization for projects, programs, and initiatives, our staff lacks clear direction, leading to the dispersion of resources and potentially reducing accomplishments.

To address these issues and drive departmental success, we need to implement a comprehensive approach that involves implementing a prioritization process, enhancing human resources practices, empowering workforce development, nurturing leadership, promoting accountability, and securing and efficiently allocating funding resources.

» **Target 1.1** Implement a Program and Initiative Prioritization Process

» **Target 1.2** Enhance Resource Allocation

» **Target 1.3** Enhance Human Resources Practices for Attracting and Retaining Top Talent

» **Target 1.4** Empower Workforce Development through Training, Mentorship and Succession Planning

Target 1.1
Implement a Program and Initiative Prioritization Process

This target develops a systematic process for strategic prioritization of projects and initiatives that align with overarching organizational goals. By clearly defining priorities and evaluating their impact, we strive to optimize resource allocation and ensure that efforts contribute to the achievement of strategic objectives.

What challenges is this target tackling?

» Ensuring projects align with department's strategic objectives
» Reducing ambiguity in project selection
» Balancing numerous initiatives with limited staff and resources
» Avoiding stretched capacities and compromised project outcomes

Strategies ●

1.1.1 Evaluate the alignment of ongoing and planned programs and initiatives with DTPW's strategic goals and objectives (SHIFT305)

To ensure that the initiatives undertaken by DTPW are directly connected to its strategic direction and are contributing meaningfully to the realization of its long-term vision, we will implement the following approach:

Actions:

» Cross-functional teams (Division leads) collaborate to gather a comprehensive list of potential to planned initiatives (projects, programs, pilots).

» Define a set of prioritization criteria for project selection that align with DTPW's strategic priorities (e.g., potential impact of the initiative/measurable outcomes, resource requirements, feasibility and timeline).

» Evaluate and rank each initiative against the prioritization criteria as part of a project prioritization system to ensure consistency and transparency in the evaluation process.

» Conduct a resource allocation analysis to determine the feasibility (e.g., budget, manpower, technology, etc.) of implementing the top-ranked initiatives.

» Communicate the prioritization process, criteria, outcomes and ongoing reporting cadence to the entire department to promote transparency and understanding for how initiatives are ranked and selected.

Target 1.2
Enhance Resource Allocation

We aim to improve the Department's financial and resource management by assessing the adequacy of funding, optimizing resource utilization, identifying cost-saving opportunities and improving overall efficiency. This includes ensuring that funding levels meet operational needs, enhancing accountability and promoting long-term financial sustainability, ultimately aligning resources with strategic goals and improving outcomes.

What challenges is this target tackling?

» Addressing unreliable funding for operations, maintenance and capital initiatives

» Overcoming limitation in supporting innovative programs

» Enhancing accountability

Strategies ●

1.2.1 Integrate a Resource Optimization Process that Enables Financial Sustainability

To achieve financial sustainability, we will implement the following approach:

Actions:

» Perform a thorough financial assessment to evaluate funding sufficiency and budget allocation. Identify gaps so that funding sources can be detected and pursued, and allocate resources in accordance with the outcomes of the prioritization process (Strategy 1.1.1).

» Identify resource optimization strategies, including cross-departmental collaboration, technology integration and public/private partnerships (e.g., identify where a public-private partnership could yield a favorable cost-benefit outcome for DTPW), to enhance utilization efficiency and identify cost-saving opportunities.

Target 1.3
Enhance Human Resources Practices for Attracting and Retaining Top Talent

We are focused on attracting and retaining top-tier talent. Our aim is to create an environment that not only appeals to exceptional professionals but also empowers them to excel and grow within our department. By changing our approach to compensation, recruitment, and employee development, we aim to foster a culture that is not only instrumental to innovation and growth, but also reflects our commitment to our employees' success.

What challenges is this target tackling?

» Talent shortage in critical roles
» Compensation structure competitiveness
» Recruitment efficiency
» Workforce gaps in skills and diversity
» Pathways for career growth within DTPW

Strategies

1.3.1 Identify unfilled critical roles, outline steps for their fulfillment and optimize processes for their resolution

To strengthen our talent attraction and retention, we will implement a four-fold approach:

Actions:

» Establish a cross-functional task force[6] to gain a comprehensive understanding of the strengths and pain points within our existing hiring process. This collaborative initiative will serve as a platform for brainstorming solutions that address identified inefficiencies and bottlenecks.

» Conduct a thorough analysis of critical positions vulnerable due to talent shortages and revise the hurdles to hire/retain staff in these positions (i.e., wage, benefits structure, lack of clear career path, etc.).

» Perform a landscape assessment focused on unfilled critical positions to benchmark wages and benefits within the industry or other DOTs/public works departments.

» Provide County HR Department with suggested reclassification of key positions (benefits and wages) in order to ensure alignment of job positions with evolving organizational needs and industry standard.[7]

Requires close collaboration with County HR Department Department and Mayor's Office to ensure it's implementation.

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[6] Task forces mentioned in target 1.1 are likely one and the same, with a focus on overall HR/workforce development challenges and improvements

[7] External action: requires involvement of other Miami-Dade agencies, the Mayor's Office, and/or external organizations to enact necessary change

Image source: DTPW

1.3.2 Bridge workforce gaps via targeted recruitment and strategic partnerships

To address current and future workforce gaps we are set to:

Actions:

» Create a cross-functional task force[8], which will identify staff gaps in terms of skills, diversity, and numbers within the department.

» Launch a strategic recruitment campaign aimed at attracting nontraditional candidates, such as individuals from diverse backgrounds and underrepresented groups.

» Develop partnerships with educational institutions, vocational programs, and community organizations to create a pipeline of skilled candidates for relevant positions.

1.3.3 Promote employment opportunities by showcasing the benefits of working with DTPW, focusing on career growth paths and celebrating employee success stories

To attract top-tier talent aligned with our values, DTPW will implement the following approach:
Actions:

» Create a cross-functional task force that will create clear career paths for key roles (e.g., entry role to leadership position) and outline a growth framework for staff advancement.

» Launch a robust employment campaign to spotlight the array of benefits DTPW offers, emphasizing career growth prospects and the community impact of working with us.

» Leverage diverse communication channels such as social media campaigns, marketing campaigns (print, ads, etc.) and job fairs, to engage a broad and diverse candidate pool.

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[8] Task forces mentioned in Strategy 1.3.1 are likely one and the same, with a focus on overall HR/workforce development challenges and improvements

Target 1.4
Empower Workforce Development through Training, Mentorship and Succession Planning

Our approach centers on bolstering our workforce's capabilities by proactively addressing skill gaps and enhancing adaptability. Our focus involves pinpointing skill gaps and implementing a cross-training framework that dismantles silos and encourages collaboration. Concurrently, we will establish a mentorship program, aimed at fostering knowledge sharing, skills refinement, and professional advancement among our employees. These initiatives are pivotal in our pursuit of cultivating a more adept, collaborative, and agile workforce, aligning with our overarching commitment to sustainable growth and excellence.

What challenges is this target tackling?

» Overcoming the lack of technical expertise and skill development among staff

» Insufficient cross-functional collaboration

» Lack of a robust mentorship program and succession planning

Strategies ●

1.4.1 Enhance workforce skills with a comprehensive cross-training program

To tackle the existing skill gaps and improve the adaptability of DTPW's employees we are set to:

Actions:

» Identify key skill gaps (i.e., project management, technical Expertise, etc.) and training needs by division and key roles within the department.

» Develop a cross-department training curriculum to break down silos, promote collaboration, enhance collaboration, and improve adaptability of DTPW's employees.

Image source: DTPW

1.4.2 Create a mentorship program to promote knowledge sharing, skills development, and professional growth among employees

To foster expertise, dismantle obstacles, and nurture a dynamic and inventive workforce we will implement the following approach:

Actions:

» From a mentorship program team composed of HR representatives, leadership team members, and experienced employees to define objectives, key needs and to define the program structure.

» Identify potential mentors (leadership staff) and pair them with mentees based on skills, goals, and compatibility.

» Create a mentorship handbook detailing program expectations, mentor/mentee criteria and responsibilities, while also outlining shared goals and effective relationships dynamics.

» Organize workshops or seminars where mentors and mentees can share insights, experiences and expertise with other DTPW and/or County staff to promote the value of and participation in the program.

1.4.3 Cultivate a strong leadership pipeline through succession planning

To establish and execute succession planning strategies within the department we will implement the following approach:

Actions:

» Formalize job descriptions, roles and responsibilities to ensure that individual staff members' roles are integrated into the institutional knowledge base.

» Identify critical leadership positions for DTPW's success and define clear criteria and competencies required for each position.

» Compile essential role tasks and procedures executed by key leaders to impart to incoming staff assuming these positions.

» Develop targeted leadership programs that provide candidates with opportunities for skill enhancement, mentoring and exposure to leadership responsibilities.

» Offer job rotation opportunities that expose potential successors to various aspects of DTPW's operations.

» Design a comprehensive succession planning process that facilitates smooth transitions. This includes periodic meetings between the successor and the outgoing staff to efficiently familiarize themselves with the role. Additionally, implement a documentation system for roles and responsibilities, organizing file systems, and other pertinent information. This ensures readiness for success by providing both training and thorough documentation.

Key Performance Indicators for Priority 1

Target	Performance Indicators
Target 1.1 Implement a Program and Initiative Prioritization Process	» Improved project success rates, measured through on-time and on-budget project delivery.
Target 1.2 Enhance Resource Allocation	» Percentage reduction in unallocated or unutilized budget funds. » Increased budget allocation to high-priority projects and initiatives.
Target 1.3 Enhance Human Resources Practices for Attracting and Retaining Top Talent	» Reduction in staff turnover rates. » Percentage increase in successful recruitment efforts for top talent. » Enhanced diversity and inclusion within the workforce.
Target 1.4 Empower Workforce Development through Training, Mentorship and Succession Planning	» Percentage rise in employees transitioning into leadership roles, utilizing both structured succession planning and organic career progression pathways.

Priority 2:
Cultural Transformation

Why Change is Needed

DTPW is faced with the pressing need to adapt to meet evolving challenges and better serve the public. Cultural transformation is essential to align the organization's values and practices with its strategic goals, fostering accountability and innovation. Seven years after the merger of the Transportation and Public Works departments, prioritizing the ongoing development of a unified culture remains critical to fostering seamless collaboration.

Transformation is needed to create a more agile, accountable and innovative organization, well-equipped to effectively meet the multifaceted demands of transportation and public works.

» **Target 2.1** Promote Accountability through Effective Leadership and Communication

» **Target 2.1** Define Initiative Leads, Staff Roles and Responsibilities to Accomplish DTPW's Strategic Goals

» **Target 2.3** Foster a Culture of Innovation

Target 2.1
Promote Accountability through Effective Leadership and Communication

Our focus is on enhancing accountability through adept leadership and seamless communication in DTPW. This involves defining roles and responsibilities, ensuring performance metrics are aligned with department values, refining employee evaluations for meaningful dialogues, and executing targeted internal communications campaigns to showcase achievements and ongoing projects.

What challenges is this target tackling?

» Interdivisional information gaps
» Limited initiative ownership
» Low staff engagement

Strategies ●

2.1.1 Develop a clear role and responsibilities map to facilitate communication and ownership within the organization

To enhance internal communication within DTPW and facilitate targeted assistance for specific needs we will implement the following approach:

Actions:

» Collaborate with leadership members to map staff responsibilities, tasks and ongoing projects, enhancing transparency into each team member's contributions, as well as fostering accountability and preventing redundant efforts.

2.1.2 Review and revamp the employee evaluation process

To increase the individual and collective initiative/project ownership, as well as create more transparency and rewards for high performers, we will implement the following approach:
Actions:

» Establish relevant performance metrics that accurately mirror the roles and responsibilities of each staff member, and which directly tie to DTPW values and incentivize the completion of ongoing projects and initiatives.

» Identify how high performance will be celebrated (e.g., staff highlights in department communications, raises, promotions, etc.).

» Update and improve the existing employee evaluation process to foster meaningful dialogue on staff responsibilities, performance expectations, and avenues for professional development, leading to increased productivity and job satisfaction.

Target 2.2
Define Initiative Leads, Staff Roles and Responsibilities to Accomplish DTPW's Strategic Goals

This initiative aims to enhance individual accountability, improve teamwork, and create a culture where each person's contribution is aligned with the department's objectives and measured for effectiveness.

What challenges is this target tackling?

» Lack of designated initiative leads and undefined roles

» Potential for initiative failure and missed deadlines

» Absence of accountability and transparency

Strategies

2.2.1 Identify and assign leads for each key initiative or project

To promote accountability and improve teamwork we will implement the following approach:

Actions:

» Identify initiative leads for each project. These leads should possess the necessary expertise, skills and experience needed to successfully implement the specific initiative.

» Develop structured communication channels between initiative leads, staff members and relevant stakeholders as part of the project workplan for any critical initiative. Regularly update the team on progress, milestones, and any changes to roles or responsibilities to ensure everyone remains informed, engaged and accountable.

» Recognize and reward staff owners who demonstrate accountability that allows for successful project/ initiative implementation.

Image source: DTPW

Target 2.3
Foster a Culture of Innovation

We want to foster an innovative culture within DTPW. Through awareness campaigns, technical training, and engagement, this target aims to empower employees to embrace innovation, drive technological progress, and creatively address operational challenges.

What challenges is this target tackling?

» Lack of staff empowerment for innovative problem-solving

» Inability to address new challenges and long-standing barriers through innovation

Strategies ●●

2.3.1 Encourage open collaboration, informed risk-taking and experimentation

To stimulate employees to contribute ideas for technological enhancements, process improvements, better leveraging data to drive decisions, and devising creative solutions to operational challenges, we will implement the following approach:

Actions:

» Create a cross-functional working group where staff can discuss current challenges, brainstorm solutions, and develop a process that outlines how working group members should disseminate the outcomes of these meetings to all staff.

» Develop a structured process on how staff will devise, evaluate, select new solutions, as well as intake and evaluate technology proposals from external vendors.

» Collaborate with industry experts (thought leaders, peer departments, etc,) and external partners (service providers) to discuss emerging processes and technologies to: 1) learn from best practices of how other departments tackle similar challenges); 2) educate staff about new technologies, and 3) support staff at procuring new services.

» Recognize and reward innovative contributions to motivate staff to view innovation within DTPW as desired and expected.

Requires close collaboration with the Strategic Procurement Department and County legislation and the innovation office in the Information Technology Department (ITD) that interacts with the Mayor's Office.

Key Performance Indicators for Priority 2

Target	Performance Indicators
Target 2.1 Promote Accountability through Effective Leadership and Communication	» Improvement in leadership satisfaction scores among employees. » Enhanced clarity and effectiveness of internal communication, measured through surveys and feedback.
Target 2.2 Define Initiative Leads, Staff Roles and Responsibilities to Accomplish DTPW's Strategic Goals	» Improved project and initiative success rates. » Enhanced alignment between roles and strategic goals, measured by achievement of project outcomes and goals.
Target 2.3 Foster a Culture of Innovation	» Increased rate of successful innovation projects launched. » Increased number of partnerships or collaborations formed with external entities for innovation purposes.

Priority 3:
Operational Efficiency through Systems

Why Change is Needed

The lack of standardized systems for process efficiency and task delegation, combined with the absence of a programmatic approach to project planning and implementation, has resulted in inefficiencies, missed deadlines, unexpended budgets and compromised outcomes. By implementing standardized systems and a programmatic approach, DTPW aims to pave the way for more streamlined, effective, and goal-oriented operations within the department.

» **Target 3.1** Standardize Systems for Process Efficiency and Task Delegation

Target 3.1
Standardize Systems for Process Efficiency and Task Delegation

Developing and implementing standardized procedures and workflows for essential operational processes will foster a culture of clarity, uniformity, and efficiency across the department. Furthermore, it also extends to establish a standardized project management framework, ensuring consistent and structured approaches to project planning, execution, and monitoring.

What challenges is this target tackling?

» Absence of streamlined processes hindering efficiency and transparency

» Deviation from DTPW's goals and commitments

» Need for standardized procedures and project management frameworks

Strategies

3.1.1 Develop standardized procedures and workflows for key operational processes, ensuring clarity and uniformity across the department

To ensure processes are executed in a streamlined and coordinated manner across the department, we will implement the following approach:

Actions:

» Create a working group led by the Chief Strategy Officer, and with representatives of DTPW divisions, to identify key processes that should be mapped out and staff that should be involved.

» Map out existing process and procedures that involve the interaction of cross-functional teams (e.g., life cycle of a capital project, budget reporting, project management tracker, scorecard update, business plan development, etc.), including identifying employees to be involved from all key divisions.

» Analyze the identified processes and procedures to identify the steps, inefficiencies, bottlenecks, and inconsistencies that hinder effective task execution, as well as opportunities of process improvement. This can be implemented using the User Journey Map Tool.

» Collaborate with process owners and subject matter experts (e.g., IT, frontline staff) to design optimized processes, such as identifying opportunities to consolidate, steamline or eliminate steps in the process and define the technology functionality needed to drive desired outcomes.

» Document standardized procedures in accessible formats, such as manuals or digital platforms.

» Offer training sessions and workshops to educate employees about the new standardized process and emphasize its benefits for job satisfaction and productivity.

3.1.2 Establish a standardized project management framework that guides project planning, execution and monitoring

To provide a structured and unified approach to managing projects throughout their lifecycle, including ensuring projects are well-defined, effectively executed, and closely monitored, we will implement the following approach:

Actions:

» Establish a cross-functional task force to map the existing project cycle (planning, execution and monitoring).

» Implement a project scoping process to engage cross-functional teams, in order to identify the proposed project aim, requirements, and identify ongoing initiatives, ensuring all roles are considered and duplicative efforts are avoided.

» Develop a standardized project framework by defining distinct project stages and associated milestones. Furthermore, identify relevant performance metrics aligned with each project stage and milestone.

» Implement and configure the DTPW's project management software (e-builder)[9] to establish a centralized platform that offers visibility into project timelines, tasks, dependencies and resource allocation.

» Develop a RACI matrix to define roles so that all DTPW employees know their role and accountability in the process.

[9] DTPW's software e-builder captures only construction projects

Image source: DTPW

Key Performance Indicators for Priority 3

Target	Performance Indicators
Target 3.1 Standardize Systems for Process Efficiency and Task Delegation	» Increase in the percentage of tasks or projects completed on time and within budget. » Improvement in task delegation clarity, measured through employee feedback.

Priority 4:
Performance Measurement

Why Change is Needed

The need for a performance management program within DTPW is imminent. This program is essential for systematically tracking the progress of all ongoing initiatives, ensuring that our efforts yield meaningful results, and making informed decisions grounded in data. However, to establish a performance measurement program, it is necessary that we enhance our data gathering process. This improvement is crucial to efficiently collect data that provides useful insights and is strategically valuable. With a refined data gathering process, we will optimize our performance, enhance transparency and make evidence-based decisions that will drive our department towards greater efficiency and success.

» **Target 4.1** Implement a Streamlined Performance Measurement Program

Target 4.1
Implement a Streamlined Performance Measurement Program

This target revolves around effectively assessing progress and enhancing data-driven decision-making through a transparent measurement process. By implementing strategies such as a streamlined and transparent program for progress measurement, DTPW seeks to infuse accountability in progress reporting, fostering trust among communities and stakeholders, as well as within DTPW ranks. With the dual objectives of accurate measurement and strengthened trust, this target underscores the significance of transparent reporting and accountability as pillars for informed decision-making and effective collaboration.

What challenges is this target tackling?

» KPIs lacking meaningful relevance
» Lack of accountability and transparency in progress reporting

Strategies •

4.1.1 Implement a streamlined and transparent program to measure progress, ensuring accountability and fostering trust with communities and users

To measure progress and effectively guide decision-making, we will implement the following approach:

Actions:

» Define a concise set of key performance indicators that are directly tied to the SHIFT305 outcomes, prioritizing quality over quantity. This process aims to streamline the collection of KPIs across all guiding documents such as the business plan, action agenda, etc.
» Review the collection of data, ensuring each indicator is highly relevant to measuring intended outcomes in order to increase measurement consistency, efficiency and provide actionable insights for informed decision-making.
» Establish accountability measures to ensure that progress is being measured and reported accurately, as well as building trust with communities, stakeholders, and those within DTPW (e.g., develop a template for reporting and a regular cadence of progress check-ins).
» Regularly review the relevance and impact of collected metrics, refining the set of KPIs as needed to ensure they effectively guide decision-making and drive positive outcomes.
» Train staff to effectively utilize the data generated from KPI reporting, enabling them to make decisions aligned with both the initiative/project objectives and the overarching goals of DTPW and the County.
» Establish quarterly reporting out of DTPW progress by leadership.
» Develop an internal and external facing annual report, including highlights of the year and the lessons learned.

Key Performance Indicators for Priority 4

Target	Performance Indicators
Target 4.1 Implement a Streamlined Performance Measurement Program	» Reduction in the time and effort required to collect and analyze performance data. » Enhanced data transparency, as assessed by stakeholder feedback through accurate and accessible performance measurement reports.

Priority 5:
Asset Management

Why Change is Needed

A significant transformation to achieve operational excellence at DTPW is not just desirable but necessary. The challenges it faces from aging infrastructure have led to reactive operations that hinder the capacity to proactively strategize and effectively utilize funding, coupled with public skepticism towards the successful implementation of transportation initiatives. Therefore, the following target areas aim to foster user satisfaction, nurture trust and provide a service that is aligned with the needs of a diverse array of communities.

» **Target 5.1** Enhance Service Reliability

» **Target 5.2** Achieve Effective Partnerships for Infrastructure Enhancement

Target 5.1
Enhance Service Reliability

This target aims to improve asset management and maintenance programs to optimize the longevity and functionality of critical infrastructure components. It is also intended to cultivate collaborative partnerships for infrastructure enhancement to not only consolidate resources, but also foster an environment of collective innovation and progress.

What challenges is this target tackling?

» Aging infrastructure

» User skepticism towards initiatives

» Insufficient funding and operational inefficiencies

» Lack of process to transfer institutional knowledge

» Lack of strong partnerships to foster infrastructure enhancements

Moreover, this target aims to strengthen knowledge transfer to ensure that the accumulated experience and insights from DTPW staff are seamlessly transmitted for the betterment of operations. Together, the following strategies will converge to reinforce service reliability, underpin public trust, and advance the department's mission of providing dependable transportation solutions.

Strategies ●

5.1.1 Improve asset management and maintenance programs

To establish an asset management and maintenance systematic and proactive approach, we will implement the following approach:

Actions:
» Evaluate the current asset management and maintenance program and identify areas for improvement (i.e., review and update of asset inventory, development of inventory cadence and protocols, update of manuals, revamp the Transit Asset Management Plan, etc.).

» Develop a prioritization framework for infrastructure maintenance to invest resources efficiently (i.e., considering location, state of the infrastructure, equitable distribution of resources, applicable funding sources, political considerations, etc.).

» Develop an implementation plan, define project management process and identify funding sources.

» Identify predictive maintenance techniques to proactively address issues and minimize disruptions (i.e., Implementing real-time asset monitoring, which involves monitoring the condition of assets in real time using sensors, data collection, and analysis, while simultaneously coordinating activities such as road maintenance with utilities fixes to optimize efficiency and resource utilization.).

5.1.2 Strengthening knowledge transfer of institutional knowledge

To preserve and share valuable insights, experience and expertise within DTPW we will implement the following approach:

Actions:

» Document procedures to ensure the transfer of institutional knowledge to new employees.

» Undertake a thorough gaps analysis to identify areas lacking in department manuals and standards.

» Create missing standards and manuals based on the gaps analysis findings. This action aims to fill any identified knowledge and procedural gaps, ensuring that department resources accurately reflect current best practices and serve as a comprehensive reference for employees.

Image source: DTPW

Target 5.2
Develop Effective Partnerships for Infrastructure Enhancement

This target seeks to promote innovation , through collaborative stakeholder partnerships, leveraging collective expertise to drive transformative outcomes. Moreover, it aspires to form synergistic partnerships with the private sector, aligning with external resources and knowledge to amplify operational efficiency and promote a culture of innovation within DTPW. Additionally, the target aims to foster interdepartmental collaboration, recognizing the alignment of different sectors to transportation and public works, such as housing and resilience. By doing so, the department aims to enhance overall impact, benefiting both the customers and residents it serves. This target area thus serves as a conduit for enriching services through strategic partnerships, unlocking new avenues for innovation and resource optimization.

What challenges is this target tackling?

» Avoiding missed collaboration opportunities with other County departments, state entities and other community organizations and the private sector

» Optimization of services and operations within DTPW

Strategies ●

5.2.1 Foster collaborative partnerships for infrastructure enhancement

To effectively identify stakeholders with the same goals and efficiently allocate resources to provide better services, *we will implement the following approach:*

Actions:

» Build strong, countywide and regional relationships, and centralize existing relationships to leverage their benefits across all County departments. Furthermore, identify DTPW staff responsible for nurturing these partnerships.[10]

» Foster forums and regular meetings with key stakeholders (i.e city managers within the County, FDOT and other transportation directors) to share ongoing projects, identify shared priorities, and determine ways to collaborate on infrastructure projects that align with County objectives.

» Collaborate with municipalities to allocate resources effectively in situations of budget constraints.

» Build partnerships with the private sector to secure funding for infrastructure investments.

Requires external stakeholders involvement/support

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[10] External action: requires involvement of other Miami-Dade agencies, the Mayor's Office, and/or external organizations to enact necessary change

5.2.2 Promote collaborative stakeholder partnerships and pilots for innovation

To enhance operational efficiency, we will implement the following approach:

Actions:

» Create a working group that aims to create a standardized process to engage with technology providers, vet technology proposals and develop pilots to evaluate the testing of technologies/projects.

» Identify opportunities to build partnerships with the private sector to enhance operational efficiency, harnessing external expertise and resources for improved outcomes.

Requires external stakeholders involvement/support

5.2.3 Foster interdepartmental collaboration for amplified impact

To improve our service to the community, we will implement the following approach:

Actions:

» Identify shared goals that align with transportation and public works objectives and foster interdepartmental partnerships to collectively achieve enhanced results (e.g., housing, resilience, etc.).

Requires external stakeholders involvement/support

Image source: DTPW

Key Performance Indicators for Priority 5

Target	Performance Indicators
Target 5.1 Enhance Service Reliability	» Reduction in asset downtime or outages. » Improved consistency in knowledge sharing, as measured through through increased knowledge sharing processes and documentation.
Target 5.2 Achieve Effective Partnerships for Infrastructure Enhancement	» Increase in the number of successful partnerships established with other organizations as measured by financial and in-kind benefits

Priority 6:
Communications

Why Change is Needed

The need for change is evident due to rapid advancements in technology, changing user demographics and complex community dynamics, which require us to adapt and improve our communication efforts. Our current approach offers room for improvement in engaging new audiences, addressing misconceptions about emerging technologies and fostering seamless collaboration with diverse stakeholders. To remain relevant and responsive, we must embrace a more inclusive, adaptive and data-driven communication strategy that not only enhances our internal cohesion but also extends our reach, empowers our users and ensures the successful integration of innovative solutions. By prioritizing these changes, we position ourselves to better serve our communities, build trust and achieve our mission and vision.

» **Target 6.1** Increase Internal Engagement and Recognition

» **Target 6.2** Broaden Inclusive Community Communication

Target 6.1
Increase Internal Engagement and Recognition

This target aims to enhance internal engagement and recognition by developing strategic internal communication campaigns. These campaigns will be tailored to spotlight and reward the accomplishments, ongoing projects, and achievements of our various divisions. By doing so, we ensure that our workforce remains well-informed about the department outcomes, fostering a sense of pride, ownership, and engagement within the organization.

What challenges is this target tackling?

» Limited internal engagement and recognition

» Workforce unaware of departmental outcomes

» Absence of perception of pride and ownership within the organization

Strategies •

6.1.1 Develop targeted internal communication campaigns that highlight and reward department outcomes, ongoing projects and achievements

To keep the workforce informed about division outcomes, fostering a sense of pride, ownership, and engagement within the organization, we will implement the following approach:

Actions:

» Utilize a mix of mediums to convey department outcomes, projects and achievements (i.e., internal newsletter, announcements at leadership meetings, awarding gift cards, etc.).

» Establish a consistent schedule for communication campaigns, providing regular updates to keep staff informed about ongoing projects and milestones.

» Craft narratives that showcase the impact of divisions' achievements, reinforcing a sense of pride in their contributions.

6.1.2 Develop an annual progress update of DTPW's Strategic Plan

At the conclusion of each year, compile an annual progress update that serves a dual purpose: enhancing transparency and cultivating accountability both within our organization and among our community stakeholders. This iterative process will not only allows us to swiftly identify deviations from our intended path and take corrective actions as needed but also provide valuable insights for future planning by allowing us to continually assess the plan to ensure it's alignment with the organization goals and priorities. By scrutinizing the outcomes and impact of our initiatives, we will strategically identify actions worthy of inclusion in the next year's business plan, facilitating a more informed budgeting process that aligns with our evolving goals and the needs of the communities we serve.

Target 6.2
Broaden Inclusive Community Communication

This target aims to broaden inclusive community communications through a more comprehensive strategy. We aim to diversify our communication methods, extending our reach to new audiences and expanding our user base. We are committed to promoting inclusivity by ensuring that all members of our community are informed about our ongoing initiatives and services. Additionally, we will actively encourage and welcome feedback from our user base, fostering a two-way dialogue that empowers our community to actively participate in shaping our shared future.

What challenges is this target tackling?

» Limited inclusive community communications

» Limited user feedback and community participation

Strategies ••

6.2.1 Foster inclusive community-centric communication to improve our customer experience

To collect information to develop solutions that better serve the community, we will implement the following approach:

Actions:

» Create a customer advisory group for constituents to be heard, feel valued and better guide DTPW inclusivity principles.

» Establish user-friendly and responsive feedback platforms to directly gather feedback, address concerns and create a two-way feedback loop with community members.

» Utilize insights from feedback to develop solutions that better serve the specific needs of different communities.

» Develop a process to plan for community requests and an internal "who to call" resource to enhance timeliness of response.

    » Develop a flowchart to vet and prioritize community requests in order to provide seamless service or a response to which the requests haven't/ can't be attended.

Requires coordination with the Communications & Customer Experience Department (CCED) and the Mayor's Office to ensure alignment with 311

6.2.2 Implement a comprehensive strategy to diversify communication methods, reach new audiences, expand the user base and promote inclusivity

To keep our customers informed about all ongoing initiatives and services at DTPW, as well as to encourage feedback, we will implement the following approach:

Actions:

» Conduct a thorough analysis to identify and understand the demographics, preferences and communication habits of both existing and potential customers.

» Develop tailored messaging and in multiple languages that resonates with various audience segments, highlighting the benefits of our transportation services and programs.

» Utilize a variety of communication channels, including social media, apps, newsletters, community events and public forums, to reach diverse audiences effectively and ensure that all communication materials adhere to ADA guidelines.

» Establish feedback mechanisms to gather user input and preferences regularly, enabling continuous improvement of communication strategies.

» Collaborate with internal and external stakeholders, including community organizations, advocacy groups and local authorities, to leverage their networks and enhance community outreach.

» Provide training programs for staff to ensure they are well-equipped to effectively engage with diverse communities.

Requires external stakeholders involvement/support

Image source: DTPW

Key Performance Indicators for Priority 6

Target	Performance Indicators
Target 6.1 Increase Internal Engagement and Recognition	» Increase in the recognition of division outcomes, ongoing projects, and achievements within the organization, measured through positive changes in employee satisfaction and morale, as assessed through internal surveys or feedback.
Target 6.2 Broaden Inclusive Community Communication	» Growth in the number of community members reached through various communication strategies. » Improvement in the community's perception of DTPW's inclusivity and responsiveness, measured through community feedback.

Image source: DTPW

EXECUTING THE PLAN

IMPLEMENTATION TEAM

To assess our progress in implementing the strategic plan, we have delineated the teams responsible, accountable, consulted and informed for each target. This approach helps us to gauge team availability, develop an implementation strategy and ensure a transparent execution to pinpoint any delays and their underlying causes.

KEY

BCC	Board of County Commissioners	CITT	Citizens' Independent Transportation Trust	ITD	Information Technology Department
CAO	Chief Administrative Officer	COMO	Chief Operations and Maintenance Officer	OMB	Office of Management and Budget
CBO	Community Based Organization	CPDO	Chief Project Delivery Officer	PMO	Project Management Office
CCED	Communications and Customer Experience Department	CPO	Chief Planning Officer	PROS	Parks, Recreation and Open Spaces
CEAO	Chief External Affairs Officer	CSO	Chief Strategy Officer	RER	Regulatory and Economic Resources
CFO	Chief Financial Officer	CTOO	Chief Transit Operations Officer	SPD	Strategic Procurement Department
CGAO	Chief Government Affairs Officer	ELT	Executive Leadership Team	STS	Special Transportation Service
CHRO	Chief Human Resources Officer	FDOT	Florida Department of Transportation	TPO	Transportation Planning Organization
CIO	Chief Innovation and Mobility Services Officer	FTA	Federal Transit Administration	WASD	Water and Sewer Department

PRIORITY	TARGET	IMPLEMENTATION TEAM				
		RESPONSIBLE	SUPPORT	ACTIVE INVOLVEMENT	DTPW STAFF MEMBERS	EXTERNAL STAKEHOLDERS
1. Resource Management	1.1 Implement a Program and Initiative Prioritization Process	Chief Administrative Officer (CAO)	Chief Financial Officer (CFO)	CPDO, CSO, CEAO, CFO, PMO, CPO	CHRO, CIO, CGAO	Mayor's Office, SPD, ITD, TPO, FDOT, OMB, FTA, BCC, WASD, PROS, RER, Aviation, Seaport
	1.2 Enhance Resource Allocation			CEAO, CFO, PMO	CHRO, CPDO, CSO, CIO, COMO, CGAO	OMB, County HR, Mayor's Office, FDOT, FTA, State TPO, SPD, CITT, Government Relations
	1.3 Enhance Human Resources Practices for Attracting and Retaining Top Talent			CHRO, CFO, CPO	CPDO, CSO, CEAO, COMO, PMO	County HR (Recruitment), OMB
	1.4 Empower Workforce Development through Training, Mentorship and Succession Planning			CHRO, CSO, COMO	CPDO, CEAO, CIO, PMO, CGAO, CPO	County HR (Training), Mayor's Office, OMB, CAHSD, Professional Training Services/Consultant Support, Colleges
2. Cultural Transformation	2.1 Promote Accountability through Effective Leadership and Communication	Chief Administrative Officer (CAO)	Chief Innovation and Mobility Services Officer (CIO)	CPDO, COMO, CGAO, CPO	CHRO, CSO, CEAO, CFO, PMO, HR, Civil Rights and Labor Relations	Mayor's Office, County HR, BCC
	2.2 Define Initiative Leads, Staff Roles and Responsibilities to Accomplish DTPW's Strategic Goals			CPDO, CSO, CEAO, COMO, PMO, CGAO	CHRO, CFO, CPO	Mayor's Office, County HR, OMB
	2.3 Foster a Culture of Innovation			CIO, CGAO	CHRO, CPDO, CSO, CEAO, COMO, CFO, PMO, CPO	Mayor's Office (Economic Development, Innovation), County HR, ITD

PRIORITY	TARGET	IMPLEMENTATION TEAM				
		RESPONSIBLE	SUPPORT	ACTIVE INVOLVEMENT	DTPW STAFF MEMBERS	EXTERNAL STAKEHOLDERS
3. Operational Efficiency through Systems	3.1 Standardize Systems for Process Efficiency and Task Delegation	Chief Strategy Officer (CSO)	Chief Project Delivery Officer (CPDO)	CPDO, CSO, CEAO, COMO, PMO, CPO	CIO, CFO, CGAO, CHRO, CAO, CTOO	ITD, County HR, OMB, SPD
4. Performance Measurement	4.1 Implement a Streamlined Performance Measurement Program	Chief Strategy Officer (CSO)	Chief Transit Operations Officer (CTOO)	CSO, CEAO, PMO	CHRO, CPDO, COMO, CFO, CGAO, CPO	ITD, County HR, OMB, Consultants
5. Asset Management	5.1 Enhance Service Reliability	Chief Strategy Officer (CSO)	Chief Operations and Maintenance Officer (COMO)	CSO, CIO, COMO, CFO, CPO	Performance Measurement Division, CPDO, CEAO, PMO, CGAO, CTOO, STS	FTA, FDOT, TPO, SPD, ITD
	5.2 Achieve Effective partnerships for infrastructure enhancement			CPDO, CSO, CEAO, CFO, PMO	CGAO, CPO, COMO, CFO	
6. Communications	6.1 Increase Internal Engagement and Recognition	Chief External Affairs Officer (CEAO)	Chief Innovation and Mobility Services Officer (CIO)	PMO, CPO	CAO, CHRO, CPDO, CSO, CFO, CGAO	Mayor's Office, County HR, CCED
	6.2 Broaden Inclusive Community Communication				CPDO, CSO, CFO, PMO, CGAO, CPO	Mayor's Office, CBOs, FDOT, BCC

Image source: DTPW

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STRATEGY IMPLEMENTATION MATRIX

The strategy implementation matrix serves as a navigational guide, enabling us to distinguish the actions identified for short-term (first year), medium-term (second year), and long-term (third year) execution. To streamline the process of a strategic plan with six priority themes, 13 targets, and 23 strategies, we've categorized strategies for immediate implementation in the short term, recognizing their potential for significant impact. Subsequently, the medium-term strategies come into play once the short-term goals are accomplished, followed by the long-term strategies. This phased approach ensures that actions can be measured against available resources and capacity, and also provides DTPW with available "off ramps" throughout the plan's implementation period for any actions eventually deemed unnecessary or already accomplished due to changing circumstances. Additionally, we have identified key resources essential for strategy execution, encompassing budgetary allocations, specific technological requirements, among others.

PRIORITY	TARGET	STRATEGY	Implementation Timeline	Resources[11]		
				Budget	Technology	Other
1. Resource Management	1.1 Implement a Program and Initiative Prioritization Process	1.1.1 Evaluate the alignment of ongoing and planned programs and initiatives with DTPW's strategic goals and objectives (SHIFT305)	Short-term	Yes		Project prioritization tool and prioritization criteria
	1.2 Enhance Resource Allocation	1.2.1 Integrate a Resource Optimization Process that Enables Financial Sustainability	Medium-term	Yes	Informs; BAT	Budget, Funding, Training
	1.3 Enhance Human Resources Practices for Attracting and Retaining Top Talent	1.3.1 Identify unfilled critical roles, outline steps for their fulfillment and optimize processes for their resolution	Short-term		Vacancy tracking	HR Recruitment
		1.3.2 Bridge workforce gaps via targeted recruitment and strategic partnerships	Medium-term	Yes	Recruitment channels	HR Recruitment policy
		1.3.3 Promote employment opportunities by showcasing the benefits of working with DTPW, focusing on career growth paths and celebrating employee success stories	Medium-term	Yes		Compensation studies; Collaboration

[11] The resources provided were based on the information available to us at the time of document creation. However, it's important to note that they may not cover every aspect comprehensively.

PRIORITY	TARGET	STRATEGY	Implementation Timeline	Resources[11]		
				Budget	Technology	Other
1. Resource Management	1.4 Empower Workforce Development through Training, Mentorship and Succession Planning	1.4.1 Enhance workforce skills with a comprehensive cross-training program	**Medium-term**	Yes		
		1.4.2 Create a mentorship program to promote knowledge sharing, skills development, and professional growth among employees	**Medium-term**	Yes		
		1.4.3 Cultivate a strong leadership pipeline through succession planning	**Short-term**			
2. Cultural Transformation	2.1 Promote Accountability through Effective Leadership and Communication	2.1.1 Develop a clear role and responsibilities map to facilitate communication within the organization	**Short-term**		Yes	
		2.1.2 Review and revamp the employee evaluation process	**Medium-term**			
	2.2 Define Initiative Leads, Staff Roles and Responsibilities to Accomplish DTPW's Strategic Goals	2.2.1 Identify and assign leads for each key initiative or project	**Short-term**			
	2.3 Foster a Culture of Innovation	2.3.1 Encourage open collaboration, informed risk-taking and experimentation	**Medium-term**			Collaboration; Internal roles and responsibilities need to be better defined
3. Operational Efficiency through Systems	3.1 Standardize Systems for Process Efficiency and Task Delegation	3.1.1 Develop standardized procedures and workflows for key operational processes, ensuring clarity and uniformity across the department	**Long-term**		Ebuilder	Process map; Business flow; Data standardization.
		3.1.2 Establish a standardized project management framework that guides project planning, execution and monitoring	**Medium-term**	Yes	Ebuilder	

PRIORITY	TARGET	STRATEGY	Implementation Timeline	Resources[11]		
				Budget	Technology	Other
4. Performance Measurement	4.1 Implement a Streamlined Performance Measurement Program	4.1.1 Implement a streamlined and transparent program to measure progress, ensuring accountability and fostering trust with communities and users	Short-term		Yes	
5. Asset Management	5.1 Enhance Service Reliability	5.1.1 Improve asset management and maintenance programs	Short-term	Yes	Asset Management System	Performance standards and data; Push-button contracts
		5.1.2 Strengthening knowledge transfer of institutional knowledge	Medium-term			
	5.2 Achieve Effective Partnerships for Infrastructure Enhancement	5.2.1 Foster collaborative partnerships for infrastructure enhancement	Medium-term			Push-button contracts
		5.2.2 Promote collaborative stakeholder partnerships for innovationt	Medium-term			
		5.2.3 Foster interdepartmental collaboration for amplified impact	Medium-term			
6. Communications	6.1 Increase Internal Engagement and Recognition	6.1.1 Develop targeted internal communication campaigns that highlight and reward department outcomes, ongoing projects and achievement	Medium-term	Yes	Ebuilder; Project tracking; CRM (acquired at the County level)	
		6.1.2 Develop an annual progress update of DTPW's Strategic Plan[12]	Short-term			
	6.2 Broaden Inclusive Community Communication	6.2.1 Foster inclusive community-centric communication to improve our customer service	Short-term			
		6.2.2 Implement a comprehensive strategy to diversify communication methods, reach new audiences, expand the user base and promote inclusivity	Medium-term	Yes		

[12] The implementation of this strategy is intended to occur on an annual basis.

Image source: DTPW

APPENDIX

APPENDIX A

SWOT Analysis

The framework for this SWOT analysis was aligined with DTPW's four internal Focus Areas of SHIFT305. It then informed the six priorities outlined in this Strategic plan. The four internal Focus Areas are:

» Invest in Our People: Create a culture that supports and empowers staff

» Operate with Discipline: Establish consistent processes and procedures that rely on data

» Achieve Operational Excellence: Create a great customer service experience across all modes and supporting infrastructure

» Deliver Results: Deliver projects on time and budget

Invest in Our People - Create a culture that supports and empowers staff

Strengths:

» Implementation of a **new organizational structure** that allows for the permeation of information among divisions.

  » Intradepartmental communication mechanisms include newsletters from the communications team.

  » Implementation of weekly Executive Leadership Team meetings.

» Existing **labor unions are instrumental in safeguarding DTPW worker's rights**, particularly in blue-collar jobs, ensuring fair treatment and representation.

Weaknesses:

» DTPW struggles to **adequately fill open positions within a reasonable timeline**, potentially leading to delays in staffing critical and other roles.

» DTPW faces challenges in **retaining an adequate workforce**, which could result in increased turnover costs and loss of institutional knowledge.

  » Currently, DTPW is losing more staff than retaining, and some interviewees felt that there could be more emphasis on hiring and training high-performing managers.

» Disconnection between union negotiators and operational units.

» DTPW encounters **difficulties in effectively managing significant changes and integrating new systems or processes**, potentially facing resistance during implementation.

» **No succession planning strategy** to facilitate the replacement of many retirees.

» **Siloed operations within the department** hinder efficient communication and collaboration, reducing synergy and missing opportunities for innovation.

» Lack of team/personal **accountability**.

Opportunities:

» **Growth in regional population** brings new workforce attraction opportunities.

» **Nationally recognized leadership** at both the County and Department capable of attracting high quality workforce.

» Growing industry awareness of the value and capabilities of **nontraditional workforce members** and the

abundant population in the region to tap.

» Federal government focused on resources for **workforce development investments**.

» High quality **local universities, educational institutions and workforce training resources** that are eager for partnership with the County and able to deliver.

Threats:

» The **competitive labor market** poses a challenge for the organization in attracting and retaining skilled talent.

» County procedures that delay hiring process, can hinder the organization's **ability to fill crucial positions promptly**, impacting overall operational efficiency and team productivity.

» Implementing changes to the hiring process may encounter **resistance and challenges from bargaining unit** agreements and legislative requirements.

» Involvement of external organizations in administrative and operational functions (beyond setting policy and fiscal governance) that **undermines staff empowerment, efficiency and innovation.**

Operate with Discipline - Establish consistent processes and procedures that rely on data

Strengths:

» **Development of key plans and strategies** (e.g.,Transportation Master Plan, Development of the Action Agenda, Business Plan).

» Acquisition/implementation of **new software to improve project management.**

» DTPW's **division scorecards are directly tied to the business plan development** to assist with more consistent performance measurement and reporting.

» **Leadership commitment to process improvement** and follow through.

» Dedicated **data and performance measurement division** to consolidate data from across the Department and County.

Weaknesses:

» The department faces a **lack of adequate project management capacity**, potentially leading to inefficiencies, missed deadlines, and compromised project outcomes.

» The **absence of staff owners or clear accountability for key initiatives** may result in a lack of direction, coordination issues, and a higher likelihood of projects stalling or not reaching their intended goals.

» DTPW **lacks a structured process for handoffs between teams or divisions**, which can lead to miscommunication, delays, and errors during the transfer of responsibilities or projects.

» Challenges related to **procurement and contracting processes** can impede timely acquisitions of necessary resources and services.

  » Scope definition and identification of service provider.

  » Contracting delays.

  » Involvement of and input from many parties across teams.

  » Historically established and codified processes and procedures that the department hasn't been able to change.

  » Lack of published procurement timelines in the solicitation planning phase.

» Companies often do not know when to expect solicitations from DTPW.

» The collection of **too many KPIs without clear relevance or necessity leads to inefficiency and lack of focus** in measurement processes.

» **Multiple overlapping measurement systems and individual reporting that lead to inefficiency** and lack of focus in measurement processes.

Opportunities:

» DTPW's Project Management Office in charge of managing big projects, reviewing progress, budget, etc.

» Standardized **data collection tools** are growing across the County.

» Increasing availability and prevalence of Software as a Service (SaaS) platforms that can provide readily available **dashboards and analytics** for insights, management and rapid and continuous tracking.

» Clear definition of **County priorities and vision** enable focused attention and linked and clear performance metrics.

» Cross-disciplinary **collaboration across multiple County Departments** promotes sharing and exchange of effective practices and streamlined processes.

Threats:

» **Regional buy-in and authority is complex** with 34 separate municipalities, each with their own plans, policies and responsibilities in the right of way.

» **Commissioners often prioritize diverse political agendas aligned with the unique preferences and needs of their respective districts.**

» DTPW's **procurement and contracting processes are contingent on County procedures**, which can cause delays, bureaucracy, and potential complications in acquiring necessary resources and services.

» **Involvement in day-to-day Department decision-making** by external entities engaging beyond their charter complicates consistent process execution.

Achieve Operational Excellence - Create a great customer service experience across all modes and supporting infrastructure

Strengths:

» **Alignment with the Mayor's priorities** demonstrates a cohesive approach to address critical issues, enhance cooperation with local authorities, and promote a shared vision for transportation and public works.

» **DTPW is known as an innovative department across the county** (both in terms of public private partnerships as well as piloting new mobilities and technologies).

» **DTPW ongoing communication initiatives** (newsletter, social media presence, etc.).

» **Ongoing customer services initiatives**.

» Commitment to **transparent performance measurement and reporting.**

Weaknesses:

» DTPW often deals with challenges related to **aging infrastructure and outdated designs** that result in reactive operations and limits the ability to plan ahead and spend funding efficiently and/or on-time.

» **Lack of asset inventory.**

» **Reliance on external Departments** for essential and routine operational needs (e.g. procurement, HR and

information technologies).

Opportunities:

- » **New technologies, service models and communication methods** can enhance the timeliness, reach and accuracy of information to customers.
    - » Such enhancements could support the many languages and diverse backgrounds of customers.
- » **Increased federal investment** in asset condition and state of good repair.
- » **Greater community engagement** to increase awareness of DTPW's work and foster the community's connection to and pride in the County's transportation services and infrastructure.

Threats:

- » **Public skepticism** towards transportation initiatives.
- » **Insufficient funding**, leading to project delays, reduced service quality, and limitations in implementing necessary improvements to the transportation system.
- » Lack of consideration and **integration of climate change and natural environment impacts** into policies and processes, especially early on.
    - » For instance, landscape architects are often not engaged early in transit planning processes.
- » Increased **climate impact** likely to lead to more service disruptions and unpredictability, especially for more socioeconomically vulnerable residents.

Deliver Results - Deliver projects on time and budget

Strengths:

- » **Definition of the department's vision, mission and SHIFT305** to orient all DTPW employees toward the desired outcomes/results.
- » **Executive leadership have been established to help meet this value.**
- » **Capital funding** is generally available and DTPW has been successful in multiple grant pursuits.

Weaknesses:

- » **Lack of clear task distribution among divisions**, leading to confusion, overlaps, extra work beyond a division's roles, or neglect of certain responsibilities, impacting overall productivity and accountability.
- » **Unclear ownership of projects/initiatives** which may lead to inefficiencies, delays in decision-making, and lack of accountability, potentially hindering successful project execution.
- » **Lack of seamless data collection and analysis**.
- » **No current systems for project management** or visibility into the project lifecycle, resulting in unstandardized tracking across project managers.[13]
- » **New projects or initiatives are created** in response to grant opportunities, sometimes taking focus away from already established priorities and/or with limited detailed definition of the project or staff planning.
- » **Fragmented administrative systems** (e.g. procurement) can hold up project advancement; DTPW contracts compete for time and attention with other projects despite Department contributed funding for dedicated staff.
- » **Fragmented project delivery pipeline** (planning > design > funding > contracting > construction > operations,

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[13] After conducting stakeholder interviews, it was highlighted that a system has been procured and is scheduled for implementation in the near future.

maintenance and measurement).

Opportunities:

» **Federal requirements for timely project delivery** compel creative problem solving.

» Networked collaboration among **industry membership organizations** such as NACTO, Bloomberg initiative, National League of Cities and others.

» Increased **technical assistance** from US DOT and others to enhance distribution of best practices and innovative project delivery strategies.

» Establish a **standardized process to gather data from municipalities** that solely contain measures relevant to the decision-making of DTPW.

Threats:

» **Lack of community and political support** due to delay on project delivery.

» Risk of **losing federal funds** due to lack of full budget execution.

» Cultural tendency to **overcommit to work** and not fully consider the realities of the existing budget and resources.

» **County procedures that delay procurement and contracting processes.** 4 to 5 month contract review process involving the Board of County Commissioners Committee and the Board itself.

APPENDIX B

County, Municipality and DTPW Plans Review

APPENDIX C

Peer Cities Review

APPENDIX D

How We Developed the Strategic Plan

In the course of developing DTPW's Strategic Plan, our approach was multifaceted. We implemented an engagement strategy, which encompassed 24 interviews with key stakeholders both within DTPW and external agencies. These discussions shedded light on the key pain points and opportunities DTPW. Moreover, we organized four workshops involving essential stakeholders to solicit input throughout the entire planning process.

Furthermore, we conducted a comprehensive document review of existing County, municipal, and DTPW plans (refer to Appendix B), enabling us to discern the pivotal goals and challenges facing Miami-Dade County and identifying areas where DTPW can make a positive impact. Additionally, we delved into a peer cities document review (refer to Appendix C), studying strategic plans from similar jurisdictions to identify best practices that would inform the structure, strategies and auctions of our own plan.

The Development Process

Stakeholders Interviews and Document Review (May-September, 2023) Outcome:

» SWOT analysis: *confirmation of Focus Areas, definition of Targets and Strategies*

Workshop #1: North Stars (May 09, 2023) Outcome:

» Definition of what success looks like: *confirmation of the Focus Areas*

» Identification of main barriers that DTPW will face in trying to achieve its mission for the next 10 years

Workshop #2: Definition of Strategies (July 27, 2023) Outcome:

» *Definition of targets* by Area of Focus

» Gap analysis to achieve the desired outcomes by Area of Focus: *definition of Strategies*

Workshop #3: Move to Action (September 15, 2023) Outcome:

» *Prioritization of targets* by Area of Focus

» Definition of *key actions for strategy implementation*

» Identification of *projects/initiative highlights*

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