



# CITY OF MIAMI STRATEGIC PLAN

*Integrity, Accountability, Commitment, and Teamwork*

FISCAL YEARS 2015-2017



FALL 2014

# CITY OFFICIALS



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# THE CITY OF MIAMI, FLORIDA

## MISSION

To effectively serve the community and continuously enhance quality of life

## VISION

The City’s leadership envisions Miami as:

- a world-class city with a commitment to public engagement and excellent service delivery;
- a diverse and vibrant community with a high quality of life;
- and a global destination for business, culture, and leisure.

## CORE VALUES

- Integrity
- Accountability
- Commitment
- Teamwork

## QUICK FACTS

Year of Incorporation: 1896  
Land Area of City in Square Miles: 35.87  
Resident Population: 417,650 (2013)  
Estimated Daytime Population: approximately 1 million  
FY2015 General Fund Budget: \$559.9 million



**DANIEL J. ALFONSO**  
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Here in the City of Miami, the past few years have been defined by growth. We have seen growth in our resident population, growth in local economic activity, growth in the City’s property values, and growth in the City’s financial position. As we look forward to continued growth in the years to come, it is important that we have a plan in place to meet the needs of our growing city and to maximize the impact of newly available resources.

The City of Miami’s Strategic Plan is a citywide plan that sets the course for strategic growth over the coming three years. The plan is developed around three major elements:

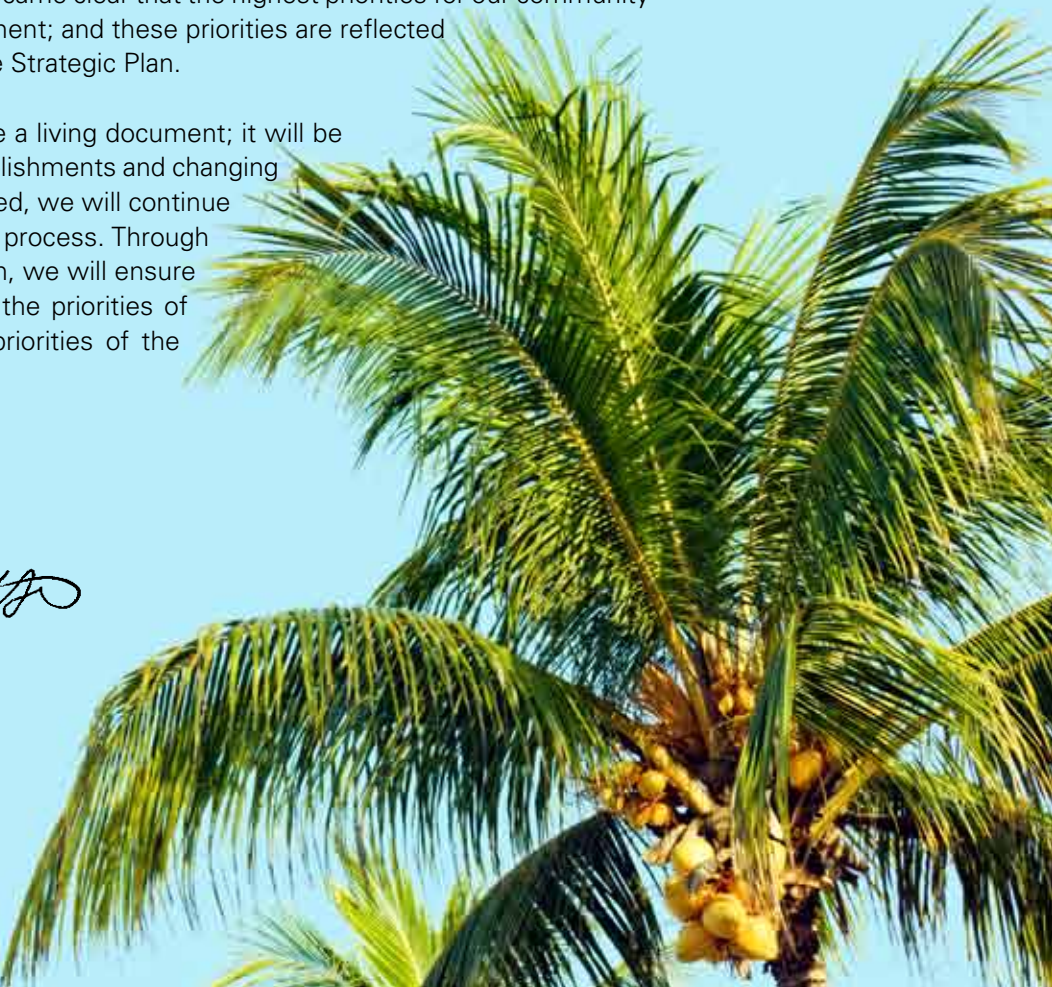
- Strategy development - identifying the City’s highest priorities for the next three years
- Performance management - measuring progress toward achieving our goals
- Public engagement - promoting ongoing communication with stakeholders and the public

The City’s strategic planning process involved input from external stakeholders representing various sectors of our community. We hosted focus group meetings on different strategy areas with representatives of over 35 public, private, not-for-profit, academic, and civic organizations. We also administered a citizen survey to get input from the residents of our City. Through these outreach efforts, it became clear that the highest priorities for our community are public safety and economic development; and these priorities are reflected in the goals and strategies outlined in the Strategic Plan.

The City of Miami’s Strategic Plan will be a living document; it will be updated each year to reflect new accomplishments and changing priorities. As annual updates are developed, we will continue to engage the community in the planning process. Through ongoing communication and collaboration, we will ensure that our strategic plan reflects not only the priorities of the City’s administration, but also the priorities of the community that we serve.

Sincerely,

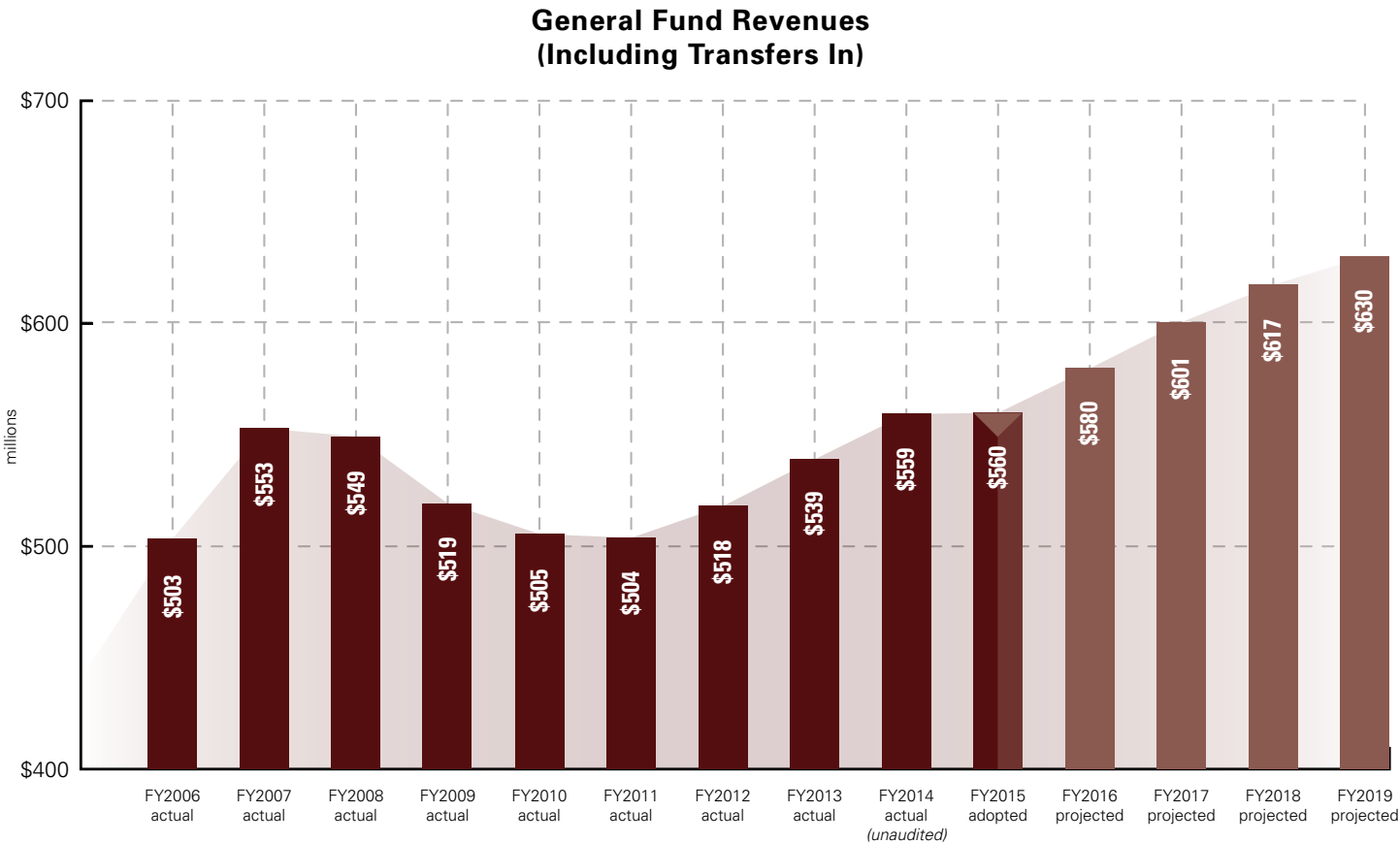
Daniel J. Alfonso  
City Manager



# STRATEGIC PLAN: BACKGROUND & PROCESS

## Background

In the recent years following the national recession, the City of Miami has seen a notable improvement in the local economy as well as the City’s financial position. Based on data published by the federal government, the City’s population and the local labor force have both grown since 2010. Also, development activity in the City has increased dramatically in the past year. The City’s Adopted Budget for Fiscal Year 2014-2015 estimates that revenues will be 11% higher this year than they were in their lowest year during the recession.



As the economy and city revenues continue to rebound, it becomes increasingly important to establish a plan for meeting the needs of the growing City and making the best use of newly available resources. As such, the City developed and launched its **Strategic Planning Initiative** in the summer of 2013. The organization-wide initiative encompassed three major elements:

- **Strategy Development:** Identifying the City’s highest priorities for the next three years, and communicating these goals through the organization and the community
- **Performance Management:** Measuring progress toward achieving the identified goals, and communicating results with stakeholders
- **Public Engagement:** Promoting ongoing interaction and open communication with stakeholders and the public

## Strategic Planning Process

The process of developing the City of Miami’s Strategic Plan began in June 2013 and included participation from a wide variety of stakeholders.

- The opinions and priorities of **Miami’s residents**, as reflected in the 2014 Miami Citizen Survey, served as a critical guide in the development of the City’s Strategic Plan.
- **City employees** provided input through one-on-one meetings, focus group sessions, and an electronic employee survey.
- **Community partners**, representing governments, civic institutions, nonprofit organizations, and the private sector, participated in focus group sessions to provide their perspectives on the priorities of the community.

## Strategic Plan Priority Areas

Over the course of the City’s Strategic Planning process, six priority areas were identified. These priority areas represent the functional avenues through which the City seeks to achieve its mission and vision.

- **Public Safety:** Creating and sustaining a safe environment for residents, businesses, and visitors of the City of Miami
- **Clean and Beautiful Neighborhoods:** Creating beautiful, vibrant, and environmentally sustainable communities
- **Growth and Development:** Promoting development and sustainable economic growth in the City of Miami
- **Education and Economic Access:** Increasing economic access and improving social outcomes among all City of Miami residents
- **Culture and Recreation:** Strengthening Miami’s reputation as a global destination for arts and culture, and providing residents and visitors with opportunities for leisure, recreation, and cultural exchange
- **Efficient and Effective Government:** Delivering high-quality, effective services to customers in a timely and cost-effective manner

The following sections of the Strategic Plan highlight the key objectives in each of these six priority areas, as well as sample strategies for achieving these objectives and key performance measures for tracking progress. The full list of objectives, strategies, measures, and targets can be found in the detailed appendix available at [www.miamigov.com/citymanager/strategicplanning](http://www.miamigov.com/citymanager/strategicplanning).

## STRATEGIC PLANNING PROCESS TIMELINE

June 2013

Organization-wide Review and Assessment

Aug 2013

Executive Team Kick-Off Meeting

Sept-Oct 2013

Departmental Briefings

Nov-Dec 2013

Elected Official Briefings

Feb 2014

Employee Survey / SWOT Analysis

Feb 2014

Miami Citizen Survey (National Research Center)

Mar-June 2014

Strategy Team and Stakeholder Focus Group Sessions

July 2014

Draft Strategic Plan Presented

Aug 2014

Feedback Received and Incorporated

Sept 2014

Final Strategic Plan Adopted

# STRATEGIC PLAN: HIGH-PRIORITY OBJECTIVES

## PUBLIC SAFETY

- Provide first-class public safety services
- Foster a sense of safety in Miami's communities
- Achieve lower per capita crime rates in the City of Miami

## CLEAN & BEAUTIFUL NEIGHBORHOODS

- Promote livable and sustainable communities
- Maintain streets and public spaces to a high standard
- Promote environmental sustainability and resilience
- Invigorate economically challenged neighborhoods within the City

## GROWTH & DEVELOPMENT

- Enhance transportation and mobility options
- Develop a strong and diversified local economy
- Improve the City's infrastructure

## EDUCATION & ECONOMIC ACCESS

- Support the development of a quality workforce and strong labor market
- Increase homeownership and access to affordable housing in the City of Miami
- Support individuals and families in achieving educational success

## CULTURE & RECREATION

- Develop and maintain City-owned arts and culture assets to a high standard
- Increase residents' access to and awareness of culture and recreation services and events
- Leverage alternative funding sources to enhance service delivery in a cost-effective manner

## EFFICIENT & EFFECTIVE GOVERNMENT

- Promote effective service delivery and high-quality customer service
- Improve operational efficiency
- Foster a positive work environment for all City employees
- Improve the City's credit ratings and ensure financial sustainability
- Improve community access to City services



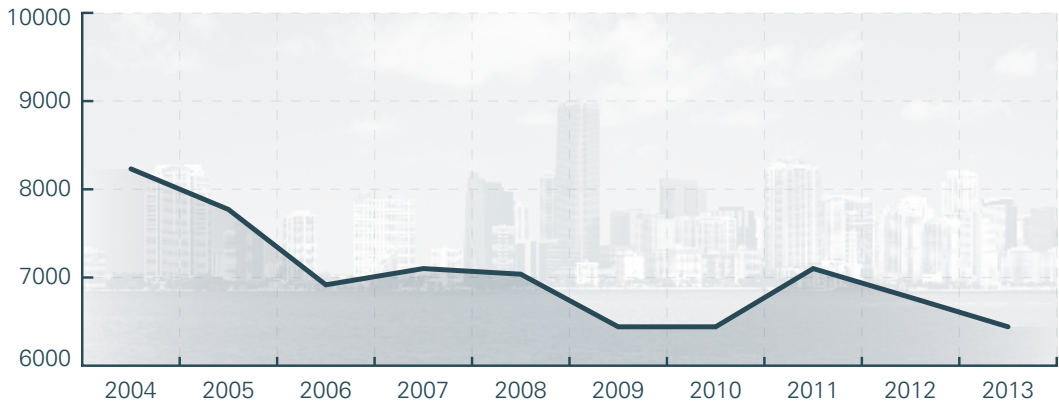
# PUBLIC SAFETY

Creating and sustaining a safe environment for residents, businesses, and visitors of the City of Miami

## Public Safety Overview

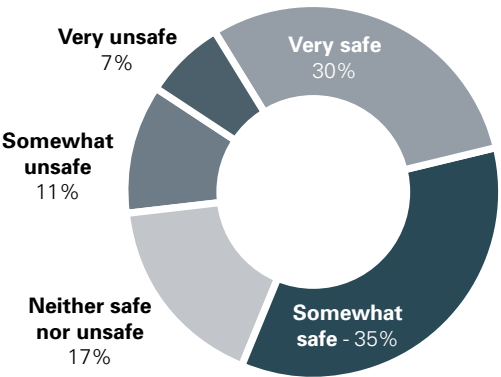
One of the most important goals of City government is to ensure the safety of its residents and visitors. Having a safe and healthy environment to live, work and play is a critical component of the quality of life in any community. The safety of Miami’s communities also plays a part in attracting new residents, businesses and visitors. Miami’s police officers and firefighter-paramedics are highly trained in responding to emergency situations. In addition, the City’s planners, engineers, inspectors, code compliance officers, and road and sidewalk crews, along with various other employees, play an important role in ensuring the safety of the public.

Crimes per 100,000 Residents

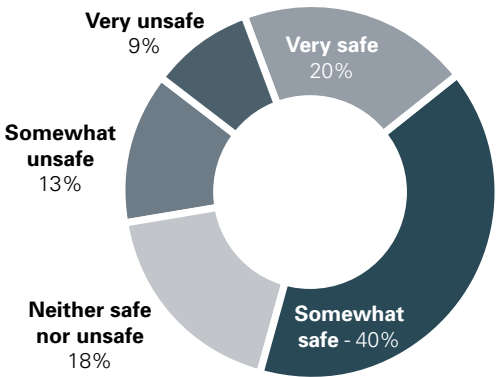


## 2014 Citizen Survey Highlights

How safe do you feel in your neighborhood during the day?



How safe do you feel in the City of Miami’s downtown/ commercial area during the day?



Objectives + Strategies

**PROVIDE FIRST-CLASS PUBLIC SAFETY SERVICES**

*Ensure the highest-quality service delivery and excellent customer service in public safety operations*

**Sample Strategies:**

- Invest in equipment and technology to enhance service delivery
- Expand training and educational opportunities
- Increase staffing resources available to respond to emergency calls

**FOSTER A SENSE OF SAFETY IN MIAMI’S COMMUNITIES**

*Ensure that residents and visitors feel safe in Miami’s neighborhoods*

**Sample Strategies:**

- Actively engage with communities around public safety issues
- Expand crime prevention programs
- Make investments to protect and enhance critical infrastructure

**ACHIEVE LOWER PER CAPITA CRIME RATES IN THE CITY OF MIAMI**

*Reduce the incidence of crime in the City of Miami*

**Sample Strategies:**

- Increase public safety resources to meet growing demand
- Expand crime prevention programs



Performance Measures + Targets

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Police Department CALEA accreditation (Y/N)	Y	Y	Y	Y	Y
Fire-Rescue Department ISO Rating	Class 1	Class 1	Class 1	Class 1	Class 1
% rating police service as 'Excellent' or 'Good'	No Survey	43%	51%	60%	68%
% rating fire service as 'Excellent' or 'Good'	No Survey	77%	81%	85%	88%

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Violent crime per 1,000 residents	11.7 (2012)	11.8 (2013)	11.2 (2014)	10.6 (2015)	10.0 (2016)
Property crime per 1,000 residents	53.7 (2012)	49.9 (2013)	48.0 (2014)	46.0 (2015)	45.0 (2016)
Average response time for police calls (Priority 3 calls)	5:02	5:49	5:30	5:00	5:00
Average response time for fire-rescue calls	5:34	5:30	5:00	5:00	5:00

# CLEAN & BEAUTIFUL NEIGHBORHOODS

Creating beautiful, vibrant, and environmentally sustainable communities



## Clean & Beautiful Neighborhoods Overview

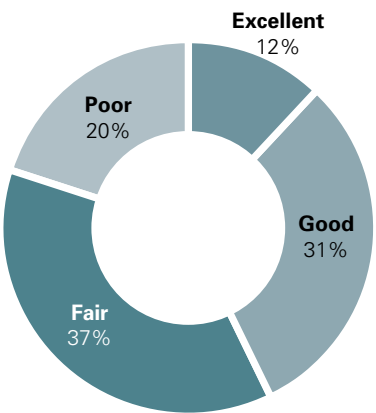
The City of Miami has developed an international reputation for its natural beauty, its strong urban design, and its rich cultural diversity. Creating and sustaining beautiful and vibrant communities is one of the major priorities of the City’s leadership. Clean and beautiful neighborhoods, with well-maintained infrastructure, enhance residents’ quality of life, and can also promote growth in tourism and economic development. Furthermore, a focus on sustainability will help to ensure that the City remains beautiful and vibrant for years to come.

### City of Miami Neighborhood Enhancement Team Offices

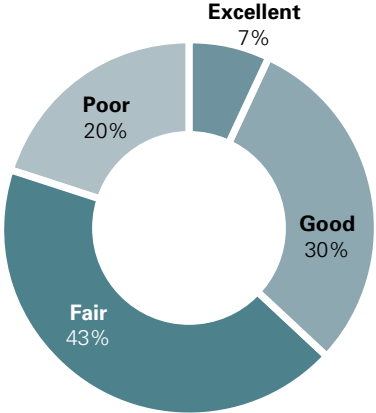
Allapattah.....	1901 NW 24th Ave. ....	(305) 575-5128
Coconut Grove.....	2820 McFarlane Rd. ....	(305) 960-4670
Coral Way .....	1415 SW 32nd Ave. ....	(305) 960-5131
Downtown / Brickell.....	900 S Miami Ave. ....	(786) 472-5939
Flagami / West Flagler.....	5135 NW 7th St. ....	(305) 960-2890
Little Haiti / Edison.....	6301 NE 2nd Ave. ....	(305) 960-4660
Little Havana.....	151 NW 27th Ave.....	(305) 960-4650
Model City.....	1000 NW 62nd Ave. ....	(305) 960-2990
Overtown.....	1490 NW 3rd Ave. ....	(305) 372-4550
Upper Eastside.....	6599 Biscayne Blvd. ....	(305) 795-2330
Wynwood / Edgewater.....	101 NW 34th St. ....	(305) 960-2904
Administration.....	444 SW 2nd Ave. ....	(305) 416-1992

## 2014 Citizen Survey Highlights

Public spaces where people want to spend time



Cleanliness of the City of Miami



## Objectives + Strategies

**PROMOTE LIVABLE AND SUSTAINABLE COMMUNITIES**

*Support the development of vibrant and active communities with a high quality of life*

**Sample Strategies:**

- Promote development of complete streets with an emphasis on walkability and bike-ability
- Promote development that increases access for elderly residents and persons with disabilities in Miami’s communities
- Increase parks and open space

**MAINTAIN STREETS AND PUBLIC SPACES TO A HIGH STANDARD**

*Ensure the cleanliness and good condition of the City’s streets, sidewalks, medians, and other public spaces*

**Sample Strategies:**

- Coordinate neighborhood service delivery across City departments
- Increase the number of trash cans on commercial corridors
- Assign street sweepers to clean all major corridors

**PROMOTE ENVIRONMENTAL SUSTAINABILITY AND RESILIENCE**

*Position the City as the regional leader in environmental sustainability and promote local awareness of sustainability, conservation, and resilience issues*

**Sample Strategies:**

- Increase recycling within the City through aggressive outreach and strategic partnerships
- Implement sustainable practices in City operations
- Promote best practices in conservation of natural resources

**INVIGORATE ECONOMICALLY CHALLENGED NEIGHBORHOODS WITHIN THE CITY**

*Support healthy neighborhoods by reducing blight and promoting homeownership*

**Sample Strategies:**

- Support foreclosure prevention efforts
- Promote homeownership within the City



## Performance Measures + Targets

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
% rating built environment as 'Excellent' or 'Good'	No Survey	37%	42%	47%	51%
% rating public spaces as 'Excellent' or 'Good'	No Survey	43%	47%	51%	55%
% rating street repair as 'Excellent' or 'Good'	No Survey	28%	33%	38%	42%
% rating sidewalk maintenance as 'Excellent' or 'Good'	No Survey	36%	40%	44%	48%

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
% of housing units that are vacant	18.8% (2012)	17.4% (2013)	16.5% (2014)	14.5% (2015)	12.5% (2016)
% rating cleanliness of the City as 'Excellent' or 'Good'	No Survey	37%	44%	50%	57%
Recycling tonnage as % of total collection tonnage	27.5%	28.3%	28.0%	30.0%	32.0%
Number of trees planted	360	386	400	420	440

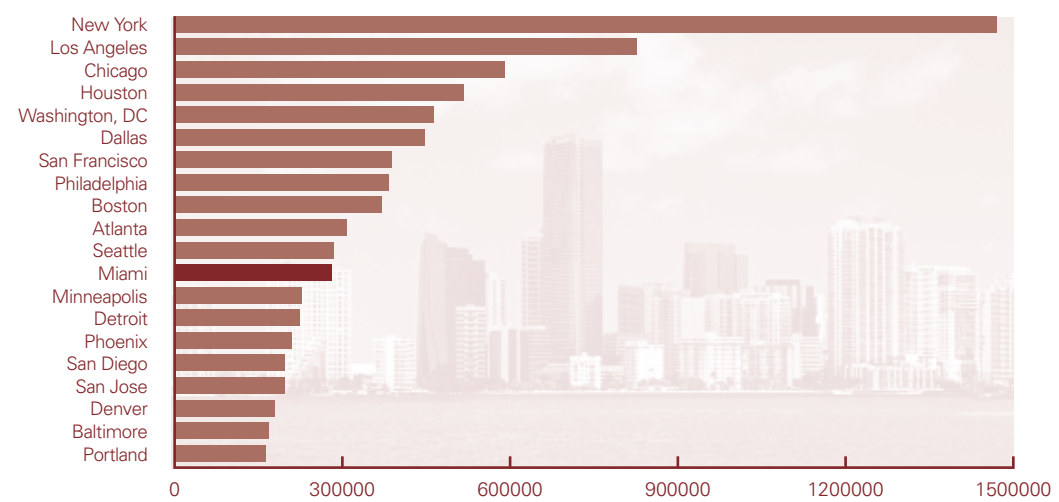
# GROWTH & DEVELOPMENT

Promoting development and sustainable economic growth in the City of Miami

## Growth & Development Overview

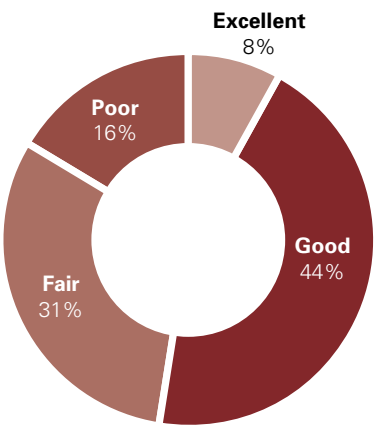
With over 400,000 residents and an estimated daytime population of approximately 1,000,000, the City of Miami is at the heart of one of the nation's largest metropolitan economies. Residents responding to the Miami Citizen Survey identified the economy as one of the highest priorities for the City's future. Indeed, the strength of Miami's economy improves the quality of life for residents and also reinforces the economic strength of the entire region. One of the top priorities of the City's leadership is to promote the continued physical and economic growth of Miami, and to develop the infrastructure necessary to sustain this growth.

2013 Gross Domestic Product by Metro Area (\$Millions)

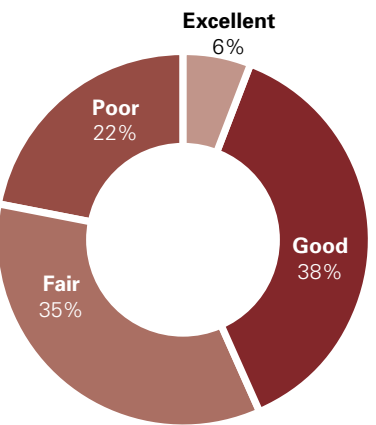


## 2014 Citizen Survey Highlights

Overall quality of new development in the City of Miami



Overall ease of getting to the places you usually have to visit



## Objectives + Strategies

### ENHANCE TRANSPORTATION AND MOBILITY OPTIONS

*Improve mobility in order to reduce congestion and support the continued development of our growing City*

**Sample Strategies:**

- Develop a citywide transportation and parking master plan
- Develop and implement pedestrian and bicycle-friendly improvements citywide
- Promote transit-oriented development

### DEVELOP A STRONG AND DIVERSIFIED LOCAL ECONOMY

*Foster development in targeted sectors of the economy*

**Sample Strategies:**

- Create an economic development plan
- Identify target industries for growth and provide targeted business incentives
- Promote local hiring among businesses located in the City

### IMPROVE THE CITY'S INFRASTRUCTURE

*Develop and maintain the City's roadways, sidewalks, storm drains, and other infrastructure assets*

**Sample Strategies:**

- Develop a multiyear citywide infrastructure plan
- Regularly assess the condition of the City's infrastructure assets
- Explore creative alternatives to financing infrastructure improvements



## Performance Measures + Targets

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Real GDP per capita for Miami metro area	\$44,580 (2012)	\$45,145 (2013)	\$47,247 (2014)	49,609 (2015)	52,090 (2016)
Total enrollment in City schools	60,582 (2012)	55,728 (2013)	60,000 (2014)	62,500 (2015)	65,000 (2016)
% reporting likelihood to stay in Miami for next 5 years	No Survey	73%	76%	80%	83%

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
% rating ease of getting around as 'Excellent' or 'Good'	No Survey	44%	52%	60%	68%
Average weekday ridership of City trolley	10,225	11,852	13,000	14,000	15,000
Number of free wireless internet access points citywide	43	43	45	47	50

# EDUCATION & ECONOMIC ACCESS

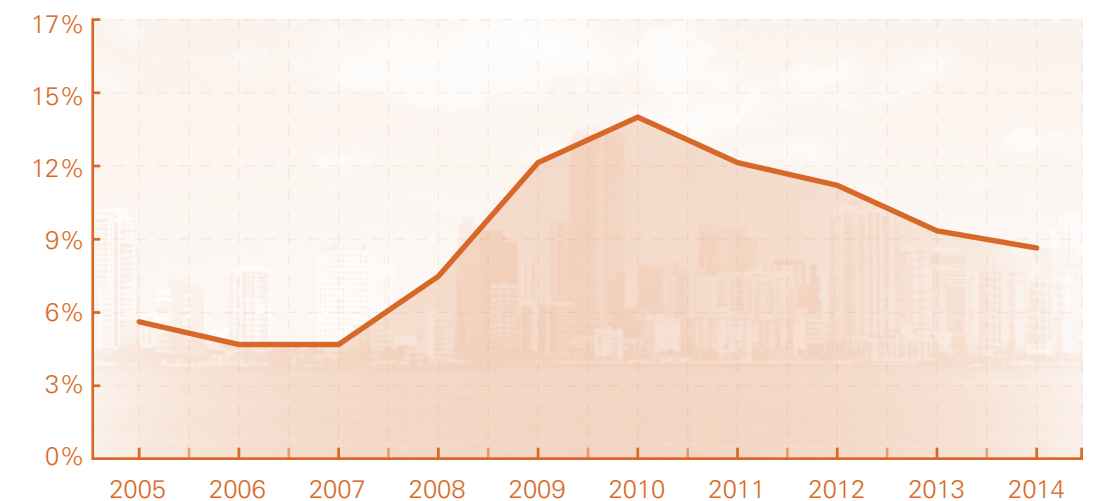
Increasing economic access and improving social outcomes among all City of Miami residents



## Education & Economic Access Overview

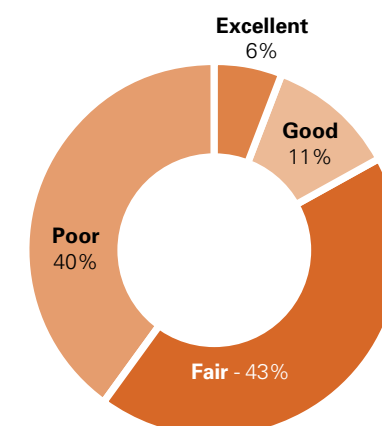
South Florida was among the regions hardest hit by the Great Recession. With this downturn in the economy, Miami saw higher rates of unemployment and poverty along with lower median incomes. As the economy recovers, one very important goal of City government is to ensure that all residents have access to the resources necessary to achieve economic success. In cooperation with other government entities, as well as the private and not-for-profit sectors, the City's administration seeks to improve economic and social outcomes for all members of our society.

City of Miami Unemployment Rate

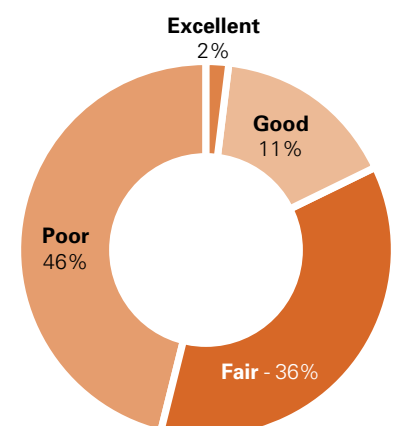


## 2014 Citizen Survey Highlights

Employment opportunities



Availability of affordable quality housing



# EDUCATION & ECONOMIC ACCESS

## Objectives + Strategies

**SUPPORT THE DEVELOPMENT OF A QUALITY WORKFORCE AND STRONG LABOR MARKET**

*Provide and promote programs that strengthen the local workforce through training and education*

**Sample Strategies:**

- Develop youth employment and training programs
- Incorporate workforce development strategies into a broader economic development plan
- Promote partnerships between business incubator programs and local high-school and post-secondary education programs

**INCREASE HOMEOWNERSHIP AND ACCESS TO AFFORDABLE HOUSING IN THE CITY OF MIAMI**

*Improve access to quality affordable housing within the City and increase the proportion of residents that own their homes*

**Sample Strategies:**

- Partner with the private sector to develop affordable housing
- Evaluate potential changes to zoning policies that would facilitate the development of affordable housing
- Increase access to affordable housing for extremely low income residents (30% of area median income or less)

**SUPPORT INDIVIDUALS AND FAMILIES IN ACHIEVING EDUCATIONAL SUCCESS**

*Improve educational outcomes among Miami residents by supporting students and families*

**Sample Strategies:**

- Partner with stakeholders to support all students in pursuing and completing vocational and post-secondary higher education
- Increase access to quality childcare services and parenting programs
- Support programs and partnerships that encourage staying in school



## Performance Measures + Targets

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Labor force in the City of Miami	181,630 (CY2013)	185,300 (Aug 2014)	207,930 (CY2015)	218,327 (CY2016)	229,243 (CY2017)
Unemployment rate in the City of Miami	9.3% (CY2013)	8.8% (Aug 2014)	8.0% (CY2015)	7.8% (CY2016)	7.4% (CY2017)
Median household income in the City of Miami	\$28,301 (2012)	\$31,070 (2013)	\$32,762 (2014)	\$34,400 (2015)	\$36,120 (2016)
Poverty rate in the City of Miami	31.7% (2012)	28.9% (2013)	26.0% (2014)	24.0% (2015)	22.0% (2016)

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
% of population with high-school degree or higher	72.9% (2012)	73.3% (2013)	74.0% (2014)	76.0% (2015)	80.0% (2016)
% of population with bachelor's degree or higher	23.4% (2012)	25.0% (2013)	26.0% (2014)	28.0% (2015)	30.0% (2016)
% of housing units that are occupied by owner	32.3% (2012)	31.3% (2013)	35.0% (2014)	40.0% (2015)	45.0% (2016)
Median housing cost as % of median household income	40.5% (2012)	37.3% (2013)	36.0% (2014)	33.0% (2015)	30.0% (2016)

# CULTURE & RECREATION

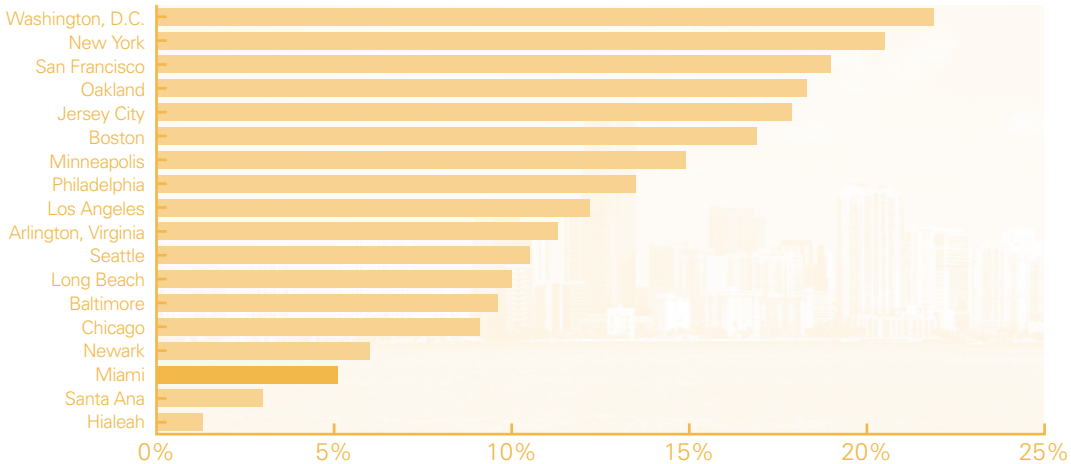
Strengthening Miami’s reputation as a global destination for arts and culture, and providing residents and visitors with opportunities for leisure, recreation and cultural exchange



## Culture & Recreation Overview

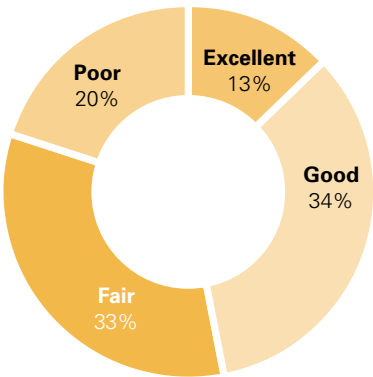
Miami is recognized internationally as a destination for arts, culture, and recreation. The City’s parks, beaches, galleries, museums, and various entertainment venues are among the assets that attract visitors all year long. Not only do these opportunities for leisure and recreation attract visitors from around the world, but they also enhance the quality of life for the City’s residents. One of the goals established by the City’s leadership is to support the continued growth of arts and culture in Miami, and increase resident access to cultural and recreational activities.

2013 Parkland as a Percentage of City Area  
(Large, High-Density Cities)



## 2014 Citizen Survey Highlights

Recreational opportunities



City Parks



# CULTURE & RECREATION

## Objectives + Strategies

<p><b>DEVELOP AND MAINTAIN CITY-OWNED ARTS AND CULTURE ASSETS TO A HIGH STANDARD</b></p> <p><i>Develop and maintain, parks, recreation centers, marinas, arts and cultural facilities, and other assets to promote culture and recreation in the City of Miami</i></p> <p><b>Sample Strategies:</b></p> <ul style="list-style-type: none"> <li>Assess the condition of existing assets and develop a regular maintenance schedule</li> <li>Explore public-private partnerships for the development and maintenance of parks, cultural facilities, and other public facilities</li> <li>Identify alternative funding sources for maintenance of arts, culture, and recreation facilities</li> </ul>	<p><b>INCREASE RESIDENTS' ACCESS TO AND AWARENESS OF CULTURE AND RECREATION SERVICES AND EVENTS</b></p> <p><i>Increase resident participation in local arts and cultural activities by raising awareness and improving accessibility</i></p> <p><b>Sample Strategies:</b></p> <ul style="list-style-type: none"> <li>Increase number of neighborhood-based events</li> <li>Increase participation in recreation programs for senior citizens and youth</li> <li>Develop a social media strategy to increase awareness about services and events</li> </ul>	<p><b>LEVERAGE ALTERNATIVE FUNDING SOURCES TO ENHANCE SERVICE DELIVERY IN A COST-EFFECTIVE MANNER</b></p> <p><i>Explore strategic partnerships, grants, and other funding sources to expand the culture and recreation services provided by the City</i></p> <p><b>Sample Strategies:</b></p> <ul style="list-style-type: none"> <li>Maximize revenue from facility rental</li> <li>Partner with businesses to sponsor events (naming rights and marketing partnerships)</li> <li>Create a 501(c)(3) that can accept grant funding for culture and recreation on the City's behalf</li> </ul>
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## Performance Measures + Targets

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
% rating cultural opportunities 'Excellent' or 'Good'	No Survey	57%	60%	63%	66%
% rating recreational opportunities 'Excellent' or 'Good'	No Survey	47%	51%	56%	60%
% using recreation centers at least once per month	No Survey	60%	63%	67%	70%
% selecting 'Don't Know' about recreation programs	No Survey	30%	27%	23%	20%

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
Membership in Sister Cities International Network	Y	Y	Y	Y	Y
Hotel occupancy rate in downtown Miami	74.40%	76.90%	78.00%	80.00%	82.00%
Number of admissions to Grapeland Water Park	98,951	102,742	109,000	112,000	117,000
Number of registrants for Dive-In Movies	1,738	1,962	2,000	2,100	2,200

# EFFICIENT & EFFECTIVE GOVERNMENT

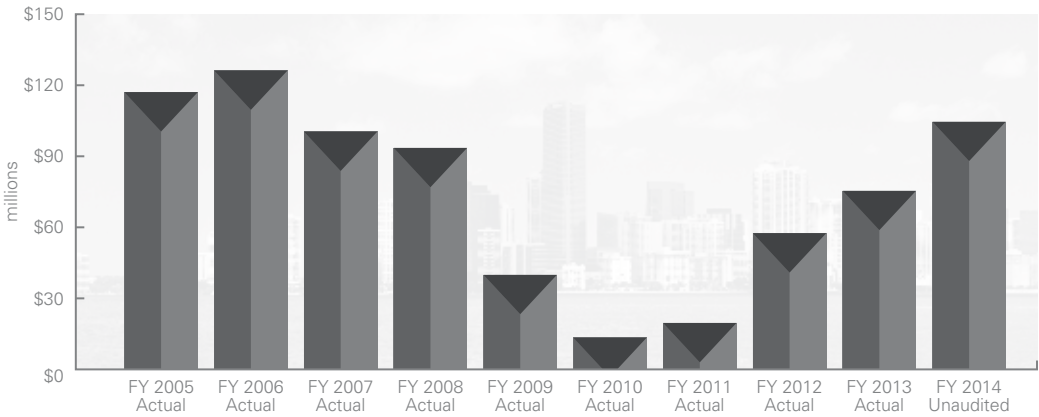
Delivering high-quality, effective services to customers in a timely and cost-effective manner



## Efficient & Effective Government Overview

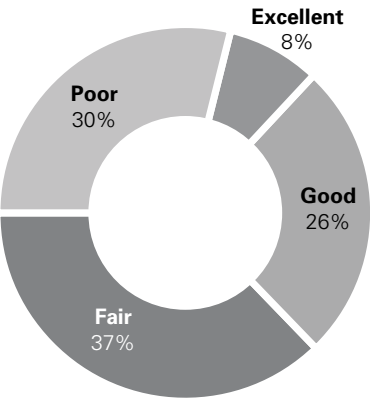
With a general operating budget of \$560 million and over 3,000 full time employees, the City of Miami provides public services to over 400,000 residents. In addition to the resident population, the City government also provides services to businesses operating in the City, as well as commuting residents of neighboring jurisdictions and visitors from other parts of the country and the world. The City’s leadership aims to provide efficient and high-quality service to all customers by deploying best practices in the management of personnel, finances, and physical assets.

Historical Fund Balance Reserves (General Fund)

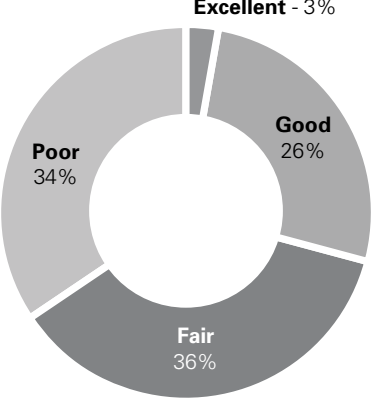


## 2014 Citizen Survey Highlights

Overall customer service by City of Miami employees



The job the City of Miami does at welcoming citizen involvement



# EFFICIENT & EFFECTIVE GOVERNMENT

## Objectives + Strategies

**PROMOTE EFFECTIVE SERVICE DELIVERY AND HIGH-QUALITY CUSTOMER SERVICE**

*Deploy best practices and ensure that employees have the resources needed to effectively serve the public*

**Sample Strategies:**

- Provide targeted employee and supervisory training
- Ensure that City operations are adequately staffed
- Seek and deploy best practices in service delivery

**IMPROVE OPERATIONAL EFFICIENCY**

*Pursue efficiencies in operations to achieve the best value for public funds*

**Sample Strategies:**

- Streamline and standardize administrative processes
- Enhance automation and provide new application management tools
- Standardize performance management across the organization

**FOSTER A POSITIVE WORK ENVIRONMENT FOR ALL CITY EMPLOYEES**

*Increase employee morale and productivity by promoting a healthy and positive work environment*

**Sample Strategies:**

- Improve employee wellness and work-life quality
- Ensure that employees are compensated fairly and equitably
- Enhance internal communication

**IMPROVE THE CITY'S CREDIT RATINGS AND ENSURE FINANCIAL SUSTAINABILITY**

*Pursue best practices in financial management to improve the City's financial position and credit ratings*

**Sample Strategies:**

- Optimize available resources and revenue recovery
- Manage personnel costs (i.e. pensions, healthcare, workers' compensation, and overtime)
- Improve budget and financial forecasting

**IMPROVE COMMUNITY ACCESS TO CITY SERVICES**

*Deploy technology solutions and best practices to improve public access to the programs and services provided by the City*

**Sample Strategies:**

- Expand online services
- Support the business community in navigating City services
- Support the business community in navigating the City's procurement processes



## Performance Measures + Targets

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
% rating quality of services as 'Excellent' or 'Good'	No Survey	42%	49%	56%	63%
% rating customer service as 'Excellent' or 'Good'	No Survey	34%	39%	44%	49%
% rating public engagement as 'Excellent' or 'Good'	No Survey	29%	34%	39%	44%
% rating confidence in the City as 'Excellent' or 'Good'	No Survey	27%	33%	38%	44%

	FY 2013 Actual	FY 2014 Actual	FY 2015 Target	FY 2016 Target	FY 2017 Target
% rating value for taxes paid as 'Excellent' or 'Good'	No Survey	30%	35%	41%	46%
Credit rating on GO bonds (S&P / Fitch / Moody's)	(BBB / A- / A2)	(BBB / A+ / A2)	(BBB+/A+/A1)	(A- / A+ / Aa3)	(A / AA- / Aa2)
General Fund reserves as % of General Fund revenues	14.0%	18.7% (unaudited)	20.0%	20.0%	20.0%
General Fund operating cost per capita	\$1,258	\$1,296 (unaudited)	\$1,250	\$1,225	\$1,200



# ACKNOWLEDGEMENTS

The City of Miami would like to acknowledge the support of all community stakeholders that contributed to the development of the Strategic Plan. Understanding that communication and collaboration will be fundamental to our success, we extend our sincerest gratitude and look forward to continued partnership.

## Community Stakeholders:

AARP - Florida	Miami-Dade County, Department of Regulatory and Economic Resources
Adrienne Arsht Center	Miami-Dade County, Water and Sewer Department
AJC Miami	Miami Downtown Development Authority
AT&T	Miami-Dade County, Homeless Trust
Bayfront Park Management Trust	Miami-Dade County Public Schools
Big Brothers Big Sisters of Greater Miami	Miami Parking Authority
Brickell Homeowners Association	Miami Parks Advisory Board
Buena Vista West Homeowners Association	National Hispana Leadership Institute
The Children's Trust	Neighbors of Oakland Grove
Drug Free Youth in Town	Olympia Theater at the Gusman Center
Eleventh Judicial Circuit Court, Civil Division, Florida	Organizational Development Consulting
Florida College Access Network	Patrice and Phillip Frost Museum of Science
Florida International University	Perez Art Museum Miami
Greater Miami Chamber of Commerce	Shorecrest Homeowners Association
Greater Miami Convention and Visitors Bureau	Sustainable Miami
Hogan Lovells	Transcore ITS
Miami Bayside Foundation	United Way of Miami-Dade
Miami Coalition for the Homeless	Virginia Key Beach Park Trust
Miami-Dade College	Vizcaya Museum and Gardens
Miami Dade County, Office of the Mayor	Wynwood Business Improvement District
Miami Dade County, Office of Management and Budget	

*For information on participating in the City of Miami's strategic planning process, please call (305) 416-1025.*

Full details on the City of Miami Strategic Plan can be found online at [www.miamigov.com/citymanager/strategicplanning](http://www.miamigov.com/citymanager/strategicplanning).

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CITY OF MIAMI  
STRATEGIC PLAN  
FISCAL YEARS 2015-2017