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ELECTED

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MISSION
To effectively serve the community and continuously enhance quality of life

“Serving, Enhancing, and Transforming our Community.”

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
Estimated Daytime Population: approximately 1 million
FY2015 General Fund Budget: $643 million
In the fall of 2014, the City of Miami adopted a strategic plan outlining the City’s highest priorities for the following three years. In light of the City’s economic recovery, the plan was put in place to ensure that new available resources were aligned with the identified priorities of our community. The plan was also designed to evaluate the performance of city services and programs. Since the plan was adopted, we have been working diligently to turn our vision for the next three years into reality. Our employees are committed to making the strategic plan a priority and aligning their operations with city-wide strategies. In the same way, our stakeholders have played a key role in updating the plan and providing feedback on city services. The strategic plan was approved by elected officials in the fall of 2015.

In the summer of 2015, the strategic plan has been updated to reflect the most current priorities of the community. Through various public meetings, surveys and discussions, we have received the required feedback to make updates to the plan. The process involved input from various external stakeholders representing different sectors of the community. We also conducted a comprehensive survey to get input from citizens on city services and quality of life in Miami. Lastly, elected officials were individually briefed on the plan and had a chance to provide constituents’ feedback. Through these outreach efforts, it became clear that public safety and economic development remain the two top priorities. To address public safety, the administration has allocated more funds to the police department including the creation of 60 police officer positions. In order to further promote economic opportunities, the City has established a Division of Community Investment in the Manager’s Office. The focus of this group is to maximize growth opportunities, primarily in but not limited to, disadvantaged areas in the City. Other key points reflected in the 2015 update to the strategic planning booklet are:

- Resident satisfaction with garbage collection services has increased significantly
- Resident satisfaction with new development in the City has also increased
- Transportation and mobility are growing concerns among residents
- Residents advocate for expanding community relations and collaboration among local organizations

The City of Miami’s Strategic Plan 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. We greatly value the input of our residents and stakeholders as we continue to annually assess our progress and update our plan.

Sincerely,

Daniel J. Alfonso
City Manager
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 2015-2016 estimates that revenues will be 15% 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
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, clean, 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.

In the summer of 2015, the original strategic plan was updated to reflect the most current 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, clean, 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).
HIGH-PRIORITY OBJECTIVES

STRATEGIC PLAN:

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
- Invest in the safety of structures and public spaces

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
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

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
• Reduce homelessness in the City of Miami

PARKS, RECREATION & CULTURE
• 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
**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.

*Part I Crimes per 100,000 Residents*

![Graph showing Part I Crimes per 100,000 Residents]

Source: Florida Department of Law Enforcement.

*Part I crimes include homicide, rape, robbery, aggravated assault, burglary, arson and property theft.*

**City of Miami Population, 911 Calls and *Part I Crimes***

![Graph showing City of Miami Population, 911 Calls and *Part I Crimes***]

Source: Florida Department of Law Enforcement.
2015 Public Safety Update

In the next two years, the City of Miami will continue to focus on maintaining and improving police community relations. The Police Department is committed to serving the community and has participated in various workshops to address cultural sensitivity. In addition, the department has obtained the Commission on Accreditation for Law Enforcement Agencies (CALEA) to improve public safety services. Another area to focus our attention is abandoned or unsafe structures. Through interdepartmental coordination the City is planning to streamline the process for identifying and securing unsafe structures. Lastly, the City will work on pedestrian safety initiatives to avoid accidents caused by collisions.

Achieved Goals

- Increased staff allocations among sworn police and fire personnel
- Invested in new police vehicles and fire rescue units
- Added new part-time traffic control specialists
- Reduced crime

Citizen Survey

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2014 Actual</th>
<th>FY 2015 Target</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Target</th>
<th>FY 2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Department CALEA accreditation (Y/N)</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Fire-Rescue Department ISO Rating</td>
<td>Class 1</td>
<td>Class 1</td>
<td>Class 1</td>
<td>Class 1</td>
<td>Class 1</td>
</tr>
<tr>
<td>% rating police service as ‘Excellent’ or ‘Good’</td>
<td>43%</td>
<td>51%</td>
<td>46%</td>
<td>60%</td>
<td>68%</td>
</tr>
<tr>
<td>% rating fire service as ‘Excellent’ or ‘Good’</td>
<td>77%</td>
<td>81%</td>
<td>77%</td>
<td>85%</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>FY 2014 Actual</td>
<td>FY 2015 Target</td>
<td>FY 2015 Actual</td>
<td>FY 2016 Target</td>
<td>FY 2017 Target</td>
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<td>------------------------</td>
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<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Property crime per 1,000 residents</td>
<td>49.9 (2013)</td>
<td>48.0 (2014)</td>
<td>47.6 (2014)</td>
<td>46.0 (2015)</td>
<td>45.0 (2016)</td>
</tr>
<tr>
<td>Average response time for police calls (Priority 3 calls)</td>
<td>5.8 minutes</td>
<td>5.3 minutes</td>
<td>4.9 minutes</td>
<td>5.0 minutes</td>
<td>5.0 minutes</td>
</tr>
<tr>
<td>Average response time for fire-rescue calls</td>
<td>5.3 minutes</td>
<td>5.0 minutes</td>
<td>5.3 minutes</td>
<td>5.0 minutes</td>
<td>5.0 minutes</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Address</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allapattah</td>
<td>1901 NW 24th Ave.</td>
<td>(305) 575-5128</td>
</tr>
<tr>
<td>Coconut Grove</td>
<td>3310-A Mary St.</td>
<td>(305) 960-4670</td>
</tr>
<tr>
<td>Coral Way</td>
<td>1415 SW 32nd Ave.</td>
<td>(305) 960-5131</td>
</tr>
<tr>
<td>Downtown / Brickell</td>
<td>900 S Miami Ave.</td>
<td>(305) 350-7898</td>
</tr>
<tr>
<td>Flagami / West Flagler</td>
<td>5135 NW 7th St.</td>
<td>(305) 960-2890</td>
</tr>
<tr>
<td>Little Haiti / Edison</td>
<td>6301 NE 2nd Ave.</td>
<td>(305) 960-4660</td>
</tr>
<tr>
<td>Little Havana</td>
<td>1300 SW 12 Ave.</td>
<td>(305) 960-4650</td>
</tr>
<tr>
<td>Model City</td>
<td>1000 NW 62nd Ave.</td>
<td>(305) 960-2990</td>
</tr>
<tr>
<td>Overtown</td>
<td>1490 NW 3rd Ave.</td>
<td>(305) 372-4550</td>
</tr>
<tr>
<td>Upper Eastside</td>
<td>6599 Biscayne Blvd.</td>
<td>(305) 795-2330</td>
</tr>
<tr>
<td>Wynwood / Edgewater</td>
<td>101 NW 34th St.</td>
<td>(305) 960-2904</td>
</tr>
<tr>
<td>Administration</td>
<td>444 SW 2nd Ave.</td>
<td>(305) 416-1992</td>
</tr>
</tbody>
</table>
2015 Clean & Beautiful Neighborhoods Update

Investing in beautification projects is crucial to maintaining an attractive and culturally relevant community. With this in mind, the City is planning to focus its attention in showcasing Miami’s diversity by allocating resources to landmarks, public spaces and monuments. In the next two years, new parks will open and a higher number of streets will be repaired to promote walkability in neighborhoods. Promoting sustainable and livable communities is also an important priority for the City. As part of the City’s strategy, we are committed to increasing our recycling efforts and creating awareness of natural resources conservation.

Achieved Goals
- Launched Keep Miami Clean Campaign
- Increased solid waste services such as garbage collection
- Increased capital allocation for parks
- Released new code compliance educational materials to educate public on code standards
- Developed neighborhood revitalization strategy

Citizen Survey
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 safety, security, and accessibility.
- 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.

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**Performance Measures + Targets**

<table>
<thead>
<tr>
<th></th>
<th>FY 2014 Actual</th>
<th>FY 2015 Target</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Target</th>
<th>FY 2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% rating built environment as 'Excellent' or 'Good'</td>
<td>37%</td>
<td>42%</td>
<td>48%</td>
<td>47%</td>
<td>51%</td>
</tr>
<tr>
<td>% rating public spaces as 'Excellent' or 'Good'</td>
<td>43%</td>
<td>47%</td>
<td>47%</td>
<td>51%</td>
<td>55%</td>
</tr>
<tr>
<td>% rating street repair as 'Excellent' or 'Good'</td>
<td>28%</td>
<td>33%</td>
<td>26%</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>% rating sidewalk maintenance as 'Excellent' or 'Good'</td>
<td>36%</td>
<td>40%</td>
<td>36%</td>
<td>44%</td>
<td>48%</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th></th>
<th>FY 2014 Actual</th>
<th>FY 2015 Target</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Target</th>
<th>FY 2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of housing units that are vacant</td>
<td>17.4% (2013)</td>
<td>16.5% (2015)</td>
<td>17.5% (2014)</td>
<td>14.5% (2015)</td>
<td>12.5% (2016)</td>
</tr>
<tr>
<td>% rating cleanliness of the City as 'Excellent' or 'Good'</td>
<td>37%</td>
<td>44%</td>
<td>38%</td>
<td>50%</td>
<td>57%</td>
</tr>
<tr>
<td>Recycling tonnage as % of total collection tonnage</td>
<td>28.3%</td>
<td>28.0%</td>
<td>25.6%</td>
<td>30.0%</td>
<td>32.0%</td>
</tr>
<tr>
<td>Number of trees planted</td>
<td>386</td>
<td>400</td>
<td>*158</td>
<td>420</td>
<td>440</td>
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</table>

*Number of trees planted in FY15 impacted by a change in departmental responsibility.
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.

2014 Gross Domestic Product by Metro Area ($Millions)

Population Growth in Miami

Source: Bureau of Economic Analysis

Source: US Census
GROWTH & DEVELOPMENT

Growth & Development Update
The City has been working diligently on transportation, mobility, infrastructure and business incentives, which are the main pillars of a healthy economy. Even though the City has experienced tremendous economic growth in the last three years, we are committed to creating more jobs and improving the infrastructure of all communities. In order to sustain a strong economy, the City will promote local hiring and partnerships with community stakeholders. In the next two years, the City will continue prioritizing transportation by implementing plans that address congestion and pedestrian circulation. Lastly, the City has adopted an economic development master plan that serves as a guide for achieving growth and development.

Achieved Goals
- Developed Tri-Rail and All Aboard Florida transportation development projects
- Implemented bike sharing and rental system in Miami
- Opened center to process EB-5 Visa program for investors
- Developed economic development and workforce programs in target industries
- Supported small business support programs

Citizen Survey
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

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**Performance Measures + Targets**

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2014 Actual</th>
<th>FY 2015 Target</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Target</th>
<th>FY 2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% reporting likelihood to stay in Miami for next 5 yrs.</td>
<td>73%</td>
<td>76%</td>
<td>70%</td>
<td>80%</td>
<td>93%</td>
</tr>
<tr>
<td></td>
<td>FY 2014 Actual</td>
<td>FY 2015 Target</td>
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<td>FY 2016 Target</td>
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<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>% rating ease of getting around as 'Excellent' or 'Good'</td>
<td>44%</td>
<td>52%</td>
<td>33%</td>
<td>60%</td>
<td>68%</td>
</tr>
<tr>
<td>Average weekday ridership of City trolley</td>
<td>11,852</td>
<td>12,000</td>
<td>11,835</td>
<td>13,000</td>
<td>14,000</td>
</tr>
<tr>
<td>Number of free wireless internet access points citywide</td>
<td>43</td>
<td>45</td>
<td>55</td>
<td>47</td>
<td>50</td>
</tr>
</tbody>
</table>
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.
Education & Economic Access Update

Now that the City is experiencing growth and development, it’s time to keep expanding economic opportunities to all communities in Miami. The City is committed to reducing homelessness by supporting programs and partnerships dealing with this issue. Among the initiatives that the City is pursuing is making affordable housing available to everyone to ensure that all residents have the basic resources to make economic progress. Another way of continuing with the fight against poverty is by exploring ex-offender re-entry programs. These programs would allow individuals to re-enter the labor force, which breaks the cycle of delinquency in the community.

Achieved Goals

- Formed City Manager’s Office of Community Investment to combat poverty
- My Brother’s Keeper education initiative
- Established City of Miami heavy equipment mechanic apprenticeship programs
- Offered High School summer interns program
- Adopted new grant management software

Citizen Survey

Employment opportunities

Availability of affordable quality housing
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

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**Performance Measures + Targets**

<table>
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<tr>
<th></th>
<th>FY 2014 Actual</th>
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<th>FY 2016 Target</th>
<th>FY 2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment rate in the City of Miami</td>
<td>7.7% (2014)</td>
<td>6% (2015)</td>
<td>6.3% (2015)</td>
<td>5.8% (2016)</td>
<td>5.8% (2017)</td>
</tr>
<tr>
<td></td>
<td>FY 2014 Actual</td>
<td>FY 2015 Target</td>
<td>FY 2015 Actual</td>
<td>FY 2016 Target</td>
<td>FY 2017 Target</td>
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<td>----------------</td>
</tr>
<tr>
<td>% of population with high-school degree or higher</td>
<td>73.3% (2013)</td>
<td>74.0% (2014)</td>
<td>74.8% (2014)</td>
<td>76.0% (2015)</td>
<td>80.0% (2016)</td>
</tr>
<tr>
<td>% of population with bachelor’s degree or higher</td>
<td>25.0% (2013)</td>
<td>26.0% (2014)</td>
<td>23.6% (2014)</td>
<td>28.0% (2015)</td>
<td>30.0% (2016)</td>
</tr>
<tr>
<td>% of housing units that are occupied by owner</td>
<td>31.3% (2013)</td>
<td>35.0% (2014)</td>
<td>29.1% (2014)</td>
<td>40.0% (2015)</td>
<td>45.0% (2016)</td>
</tr>
<tr>
<td>Median housing cost as % of median household income</td>
<td>37.3% (2013)</td>
<td>36.0% (2014)</td>
<td>32% (2014)</td>
<td>33.0% (2015)</td>
<td>30.0% (2016)</td>
</tr>
</tbody>
</table>
Parks, Recreation & Culture 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.

![Bar chart showing 2015 Parkland as a Percentage of City Area (Large, High-Density Cities)](chart1)

![Bar chart showing Percentage of Population with Walkable Access to Parks](chart2)
Parks, Recreation & Culture Update

With more than 120 parks, the Parks and Recreations department offer an array of services for residents and tourists. As part of the 2015 updates to the strategic plan, the City will continue the development and maintenance of parks with an emphasis on youth programs. Without a doubt parks and recreational centers are important to encourage physical activities and family-oriented spaces, but they are also a key part of educational programs. In the upcoming years, the City is planning to increase educational programs for teenagers and young adults to ensure this age group is provided with an enriching and safe environment after school hours.

Achieved Goals

- Increased capital allocation for acquisition and development of park land
- Improved special events online application form to be more customer-friendly
- Re-opened the Little Haiti Cultural Marketplace
- Added city trolley to Little Havana Cultural Night

Citizen Survey

Recreational opportunities

City Parks
### Objectives + Strategies

#### DEVELOP AND MAINTAIN CITY-OWNED ARTS AND CULTURE ASSETS TO A HIGH STANDARD

Develop and maintain, parks, recreation centers, marinas, arts and cultural facilities, and other assets to promote culture and recreation in the City of Miami

**Sample Strategies:**
- Assess the condition of existing assets and develop a regular maintenance schedule
- Explore public-private partnerships for the development and maintenance of parks, cultural facilities, and other public facilities
- Identify alternative funding sources for maintenance of arts, culture, and recreation facilities

#### INCREASE RESIDENTS’ ACCESS TO AND AWARENESS OF CULTURE AND RECREATION SERVICES AND EVENTS

Increase resident participation in local arts and cultural activities by raising awareness and improving accessibility

**Sample Strategies:**
- Increase number of neighborhood-based events
- Increase participation in recreation programs for senior citizens, individuals with disabilities, and youth
- Develop a social media strategy to increase awareness about services and events

#### LEVERAGE ALTERNATIVE FUNDING SOURCES TO ENHANCE SERVICE DELIVERY IN A COST-EFFECTIVE MANNER

Explore strategic partnerships, grants, and other funding sources to expand the culture and recreation services provided by the City

**Sample Strategies:**
- Maximize revenue from facility rental
- Partner with businesses to sponsor events (naming rights and marketing partnerships)
- Create a 501(c)(3) that can accept grant funding for culture and recreation on the City’s behalf

### Performance Measures + Targets

<table>
<thead>
<tr>
<th></th>
<th>FY 2014 Actual</th>
<th>FY 2015 Target</th>
<th>FY 2015 Actual</th>
<th>FY 2016 Target</th>
<th>FY 2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% rating cultural opportunities ‘Excellent’ or ‘Good’</td>
<td>50%</td>
<td>60%</td>
<td>61%</td>
<td>63%</td>
<td>66%</td>
</tr>
<tr>
<td>% rating recreational opportunities ‘Excellent’ or ‘Good’</td>
<td>47%</td>
<td>51%</td>
<td>53%</td>
<td>56%</td>
<td>60%</td>
</tr>
<tr>
<td>% using recreation centers at least once per month</td>
<td>60%</td>
<td>63%</td>
<td>59%</td>
<td>67%</td>
<td>70%</td>
</tr>
<tr>
<td>% selecting ‘Don’t Know’ about recreation programs</td>
<td>30%</td>
<td>27%</td>
<td>21%</td>
<td>23%</td>
<td>20%</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
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<td>----------------</td>
</tr>
<tr>
<td>FY 2014 Actual</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>FY 2015 Target</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>FY 2016 Target</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>FY 2017 Target</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Hotel occupancy rate in downtown Miami</td>
<td>76.90%</td>
<td>78.00%</td>
<td>80.7%</td>
<td>80.00%</td>
<td>82.00%</td>
</tr>
<tr>
<td>Number of admissions to Grapeland Water Park</td>
<td>102,742</td>
<td>109,000</td>
<td>112,609</td>
<td>112,000</td>
<td>117,000</td>
</tr>
<tr>
<td>Number of registrants for Dive-In Movies</td>
<td>1,962</td>
<td>2,000</td>
<td>1,253</td>
<td>2,100</td>
<td>2,200</td>
</tr>
</tbody>
</table>
EFFICIENT &
EFFECTIVE GOVERNMENT
Efficient & Effective Government Overview

With an operating budget of $943 million and over 4,000 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.

Government Structure by Strategic Area

- **PUBLIC SAFETY**
  - Police
  - Fire Rescue

- **CLEAN & BEAUTIFUL NEIGHBORHOODS**
  - Public Works
  - Neighborhood Enhancement Team
  - Solid Waste
  - Code Compliance

- **GROWTH & DEVELOPMENT**
  - Capital Improvement & Transportation Programs
  - Planning & Zoning
  - Building

- **EDUCATION & ECONOMIC ACCESS**
  - Grants Administration
  - Community and Economic Development

- **CULTURE & RECREATION**
  - Parks and Recreation
  - Film & Entertainment

- **EFFICIENT & EFFECTIVE GOVERNMENT**
  - Human Resources
  - Information Technology
  - Management & Budget
  - Real Estate & Asset Management
  - Risk Management
  - Agenda Coordination
  - Attorney
  - Auditor General
  - Clerk
  - Communications
  - Finance
  - General Services Administration
  - Equal Opportunity and Diversity Programs
  - Procurement
Efficient & Effective Government Update

One of the City’s main goals for the upcoming years is to leverage technology to improve operational efficiency and increase public engagement. Through community meetings and focus groups, it became clear that high-quality services and efficient business processes are crucial for residents. To continue operating efficient technologies, the City will focus on improving connectivity and integration among databases. The community has also expressed interest in interacting with the City through public meetings and online communication outlets. In response to the feedback received, the City will leverage online technologies such as the City’s website and social media to enhance public engagement.

Achieved Goals

- Created new customer service training
- Used departmental customer satisfaction surveys
- Negotiated three out of four union contracts
- Credit rating upgrades from all three rating agencies
- Continued financial transparency initiative
- Increased investment in capital improvements

Citizen Survey

Overall customer service by City of Miami employees

The job the City of Miami does at welcoming citizen involvement
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

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**Performance Measures + Targets**

<table>
<thead>
<tr>
<th></th>
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<th>FY 2015 Actual</th>
<th>FY 2016 Target</th>
<th>FY 2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% rating quality of services as ‘Excellent’ or ‘Good’</td>
<td>42%</td>
<td>49%</td>
<td>43%</td>
<td>56%</td>
<td>63%</td>
</tr>
<tr>
<td>% rating customer service as ‘Excellent’ or ‘Good’</td>
<td>34%</td>
<td>39%</td>
<td>37%</td>
<td>44%</td>
<td>49%</td>
</tr>
<tr>
<td>% rating public engagement as ‘Excellent’ or ‘Good’</td>
<td>29%</td>
<td>34%</td>
<td>37%</td>
<td>39%</td>
<td>44%</td>
</tr>
<tr>
<td>% rating confidence in the City as ‘Excellent’ or ‘Good’</td>
<td>27%</td>
<td>33%</td>
<td>31%</td>
<td>38%</td>
<td>44%</td>
</tr>
</tbody>
</table>
**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

<table>
<thead>
<tr>
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<th>FY 2017 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>% rating value for taxes paid as ‘Excellent’ or ‘Good’</td>
<td>30%</td>
<td>35%</td>
<td>32%</td>
<td>41%</td>
<td>46%</td>
</tr>
<tr>
<td>Credit rating on GO bonds (S&amp;P / Fitch / Moody’s)</td>
<td>(BBB / A-/A2)</td>
<td>(BBB+/A+/A1)</td>
<td>(A+/ A+ / A1)</td>
<td>(A-/A+/Aa3)</td>
<td>(A/AA-/Aa2)</td>
</tr>
<tr>
<td>General Fund reserves as % of General Fund revenues</td>
<td>18.7% (unaudited)</td>
<td>20.0%</td>
<td>22% (unaudited)</td>
<td>20.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>General Fund operating cost per capita</td>
<td>$1,341</td>
<td>$1,076</td>
<td>$1,495</td>
<td>$1,453</td>
<td>$1,393</td>
</tr>
</tbody>
</table>
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
Adrienne Arsht Center
AJC Miami
AT&T
Bayfront Park Management Trust
Big Brothers Big Sisters of Greater Miami
Brickell Homeowners Association
Buena Vista West Homeowners Association
The Children’s Trust
ConnectFamilias
Drug Free Youth in Town
Eleventh Judicial Circuit Court, Civil Division, Florida
Florida College Access Network
Florida International University
Greater Miami Chamber of Commerce
Greater Miami Convention and Visitors Bureau
Hadley Park Homeowners Association
Health Foundation of South Florida
Hogan Lovells
Miami Bayside Foundation
Miami Coalition for the Homeless
Miami-Dade College
Miami-Dade County, Office of the Mayor
Miami Dade County, Office of Management and Budget
Miami-Dade County, Department of Regulatory and Economic Resources
Miami-Dade County, Water and Sewer Department
Miami Downtown Development Authority
Miami-Dade County, Homeless Trust
Miami-Dade County Public Schools
Miami Parking Authority
Miami Parks Advisory Board
National Association for the Advancement of Colored People
National Hispana Leadership Institute
Neighbors of Oakland Grove
Olympia Theater at the Gusman Center
Organizational Development Consulting
Patrice and Phillip Frost Museum of Science
Perez Art Museum Miami
Shorecrest Homeowners Association
Sustainable Miami
Transcore ITS
United Way of Miami-Dade
Virginia Key Beach Park Trust
Vizcaya Museum and Gardens
Wynwood Business Improvement District

For information on participating in the City of Miami’s strategic planning process, please call (305) 416-1004.

Full details on the City of Miami Strategic Plan can be found online at http://www.miamigov.com/strategicplanning/index.html.

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