MIAMIBEACH
RISING
ABOVE

OUR FUTURE IN FOCUS

2019

STRATEGIC PLAN

Through the Lens of Resilience

MIAMI BEACH OFFICIALS

Dan Gelber
Mayor

Micky Steinberg
Commissioner

Mark Samuelian
Commissioner

Michael Góngora
Commissioner

Raul J. Aguila
City Attorney

Joy Malakoff
Commissioner

Ricky Arriola
Commissioner

John Elizabeth Alemán
Commissioner

Rafael E. Granado
City Clerk

Jimmy L. Morales
City Manager

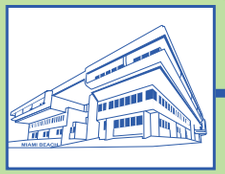
The Miami Beach Vision:

A PROSPEROUS CITY with a special flavor of culture, arts, education, and business.

A SAFE CITY with a mosaic of residents enjoying life in iconic and historic **NEIGHBORHOODS**.

A RESILIENT COASTAL CITY with a thriving environment and modern infrastructure.

A **PEOPLE-FIRST CITY** where the pedestrian is prioritized in mobility options and community services are pathways to prosperity.



A SMART CITY of high quality and efficient services and employees.

MIAMI BEACH - THE CITY THAT EVOKES ALL SENSES

WELCOME TO OUR **STRATEGIC PLAN** ***THROUGH THE LENS OF RESILIENCE***

Strategic planning is an organization's process of defining its strategy, or direction, and **making decisions on allocating its resources to pursue this strategy**.

A Resilience Strategy is the product of a process during which a city develops a better understanding of the challenges it faces; reviews its ability to address those challenges; and **unites people, projects, and priorities**, so that cities can collectively act on their resilience challenges.

This is not your typical strategic plan.

Miami Beach is an experience. Our global standing and sub-tropical environment make it a dynamic place to live and work. Expectations are high from residents and visitors alike- and Miami Beach's leadership and employees deliver. While daily operations are critical to keep the city running, long-term vision and execution are crucial considering our climate change risks. Integrating resilience with traditional government strategic planning is forward thinking, essential, and generates a better quality of life for the community.

Miami Beach is not simply building resilience projects, we are strategically building resilience through our policies, projects and services. For this integration, we need a vision, strategy, actions, and every part of this city team.

Seeing our future through the lens of resilience:

Welcome to your Miami Beach Strategic Plan – and join us is in seeing the City through the Lens of Resilience. Miami Beach has reinvented its goals and objectives through the leadership of the City Commission and the Management Team. The resilience lens helps us clearly see our shocks and stresses. This gives all of us that are part of the Miami Beach team the opportunity to plan together, to reduce risk, and to create co-benefits.

Rather than having separate strategic and resilience plans, this one strategy will focus on the city's needs in both near-term and long-term time horizons. This will raise our ability to survive and even thrive in the event of significant shocks, like storms and special events, and to improve how we deal with daily stresses like aging infrastructure and congestion. Put on your lenses and get ready for some strategy.

MESSAGE FROM CITY MANAGER

Honorable Mayor and City Commissioners

It is my pleasure to present you with the City of Miami Beach Strategic Plan Update through the Lens of Resilience. The city's strategic planning efforts have never been on a better path. Thanks to your leadership and support we have aligned City Commission goals to our management objectives and the elements of my own performance contract to ensure that we reach your vision. While our resilience journey began with sea level rise, flooding and stormwater, now our efforts are wider and broader. This plan highlights and prioritizes efforts to increase the co-benefits of resilience and to better plan for and recover from the shocks and stresses that will make us a strong and vibrant community.

I am an avid reader of Adam Bryant's "The Corner Office" in the Sunday New York Times. From time to time I share particularly inspiring articles with the management team. The importance of strategic planning for organizational success is immense "...it speaks to one of the most important roles of a leader; to boil down an organization's many priorities into a simple plan, so that employees can remember it, internalize it, and act on it." — Adam Bryant, *Quick and Nimble: Lessons from Leading CEOs on How to Create a Culture of Innovation*. This document is a simple plan that collects our priorities in one place. This makes it easier to cascade through departments, to align our work and sure we are all rowing in the same direction.

I want to thank my executive team, department directors and so many other members of the Miami Beach family for supporting this process and making this strategic plan relevant and valuable for the issues of today and the years ahead. I want to especially thank and recognize Susanne M. Torriente, Chief Resilience Officer; Amy Knowles, Deputy Resilience Officer; Elizabeth Wheaton, Environment and Sustainability Director; and Ines Mato, Senior Resilience Analyst. They connected the dots to produce this strategic plan update through listening carefully to leadership and employees, convening teams, promoting collaboration and strategically connecting the dots to our outside resources, primarily through the 100 Resilient Cities Network planning process, pioneered through the Rockefeller Foundation. I also want to thank John Woodruff, Chief Financial Officer and Tameka Otto-Stewart, Budget Director, for their support and agility in linking this work to the budget process- to make help sure funding follows priorities.

Yours truly,

Jimmy L. Morales
Miami Beach City Manager

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MESSAGE FROM YOUR CHIEF RESILIENCE OFFICER AND DEPUTY

Urban Resilience is the capacity of individuals, communities, institutions, businesses and systems within the region to survive, adapt, and grow – no matter what kinds of chronic stresses and acute shocks they experience.

We are proud to be a part of updating the Strategic Plan through the Lens of Resilience. This strategy has the unique Miami Beach flavor that we know and love, but it also connects us to actions, expertise and resources at a regional and global scale- all with the goal of benefiting Miami Beach. Throughout the strategy- you'll see references to actions in Resilient305, the Resilience Strategy created by Greater Miami and the Beaches, our unique partnership with Miami-Dade County and Miami.

We have already seen benefits through our selection as part of the Rockefeller Foundation's 100 Resilient Cities program. This grant award included a strategy planning process and important projects from industry and academic leaders such as the Urban Land Institute and Columbia University. The Urban Land Institute's Services Advisory Panel studied our stormwater program from a global perspective, and the City Manager created the READY (Resilient Enhancement Action Design for You) Team to assess and implement these recommendations.

Resilience is much more than stormwater, however. Shocks and stresses are part of every single department's priorities. Shocks are sudden, sharp events that threaten a city such as hurricanes, coastal flooding, infrastructure failure, cyberterrorism, heat wave, and disease outbreak. Stresses weaken the fabric of a city on a daily or cyclical basis such as pronounced poverty, overtaxed and underdeveloped transportation system, aging infrastructure, lack of affordable housing, rising sea level and coastal erosion. These are issues we know well- and actions to address them are woven throughout our strategic plan.

It's our pleasure in our roles as CRO and Deputy CRO to convene employees- to share available resources- to collaborate, integrate, and work together to create our shared Miami Beach vision. There is no better team, and no better time to implement our Strategic Plan through the Lens of Resilience.

A Chief Resilience Officer (CRO) is a top-level advisor to the city's mayor or chief executive. His/her task is to bring in stakeholders from across silos of government and sectors of society, and to access all available resilience building tools and experts to develop a resilience strategy.

INTRODUCTION & BACKGROUND

RATHER THAN HAVING SEPARATE STRATEGIC AND RESILIENCE PLANS, ONE COMPREHENSIVE STRATEGY WILL FOCUS ON THE CITY'S NEEDS IN BOTH NEAR-TERM AND LONG-TERM TIME HORIZONS. THE CITY CAN BUILD RESILIENCE MORE EFFECTIVELY BY HAVING AN INTEGRATED APPROACH TO ALIGNING STRATEGIC PRIORITIES, RESOURCES, AND SERVICES.

Strategic Planning Made Simple: Vision, Goals, Objectives and Actions

This strategic plan has a simple structure, leading with the new long-term **vision** that provides direction for **five vision areas**. The existing mission resonates with City Commission and staff and remains "committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community."

Each **vision area** includes

- City Commission **goals** developed at a Goals Conference in October of 2018. These goals are our organization's top policy priorities.
- Comprehensive management **objectives** that provide more specific direction to the management team for accomplishing the goals.
- Highlighted **actions** are the City Manager's top priorities for departments to implement. Additional important actions are identified and funded though the annual budget process.
- The most relevant **Resilient305** actions that Miami Beach will lead, support, and benefit from.
- Actions to reduce **shocks and stresses** are highlighted throughout the plan.

HOW WAS THIS STRATEGY DEVELOPED?

The City of Miami Beach has been updating its strategic plan alongside the resilience strategy planning process.

MIAMI BEACH

Community Workshops and 2019 Survey

Commission Goals Conferences

Management Team Sessions

Strategic Plan *Through the Lens of Resilience*

GREATER MIAMI AND THE BEACHES

Preliminary Resilience Assessment

Discovery Area Teams

Opportunities and Assessment Tool

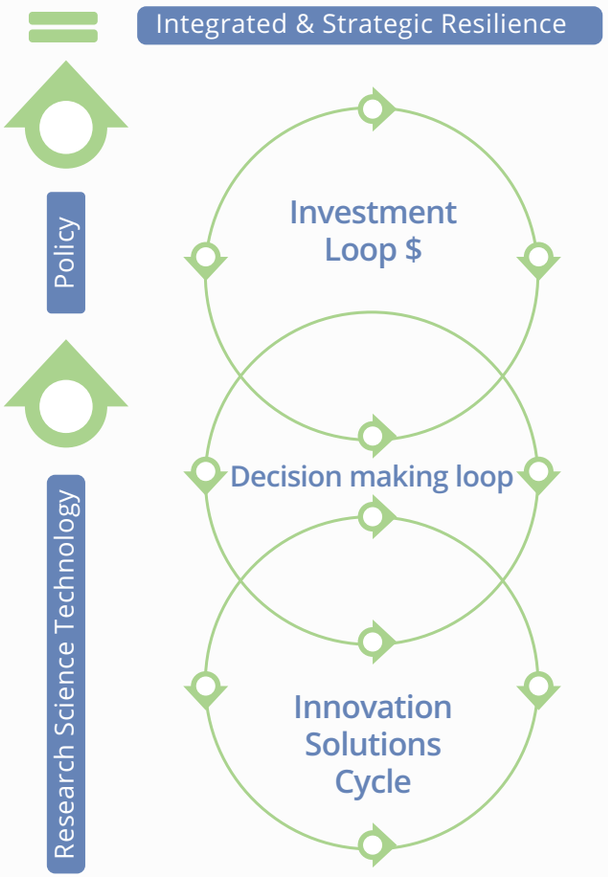
Resilient305 Strategy

BUILDING ON A STRONG FOUNDATION

The City of Miami Beach has a strong tradition in strategic planning and performance excellence. In 2005, when the approach to strategy was launched, the city was a pioneer in municipal government. At the time, it was at the forefront of city governments, in terms of how it planned and aligned its budget.

The shift in understanding and priorities between the early 2000s and those emerging for 2019 and beyond are quite distinct. The resilience stategy model ties together regional resilience planning with a foundation in traditional strategic planning that includes addressing our most pressing shocks and stresses. Our resilience strategy model is designed to provide the services needed today, while planning for a city of tomorrow.

MODELS:



STRATEGIC PLANNING + RESILIENCE

Greater Miami and the Beaches validated that the highest priority shocks include: hurricanes, economic crash, rainfall flooding, and infrastructure failure (cybersecurity, major bridges and roadways, and sewer/stormwater). The top stresses include: the transportation system, sea level rise and coastal erosion, aging infrastructure, the lack of affordable housing, and poverty. Miami Beach-specific feedback and data confirms many of these same concerns, and uses management objectives and focused actions to address them. Working together across departments, the City of Miami Beach is well positioned to meet these pressing realities.

2016

Miami Beach selected as a 100 Resilient City in a unique partnership with Miami-Dade County and Miami called Greater Miami and the Beaches

2017

The Preliminary Resilience Assessment is developed by the team, which includes is a holistic scan of resilience. The team developed an actions inventory, collected opinions on resilience through engagement, and analyzed demographic data to understand challenges and opportunities.

2018

The Discovery Areas Kickoff is held, beginning a six-month phase to investigate and prioritize resilience issues for the resilience strategy.

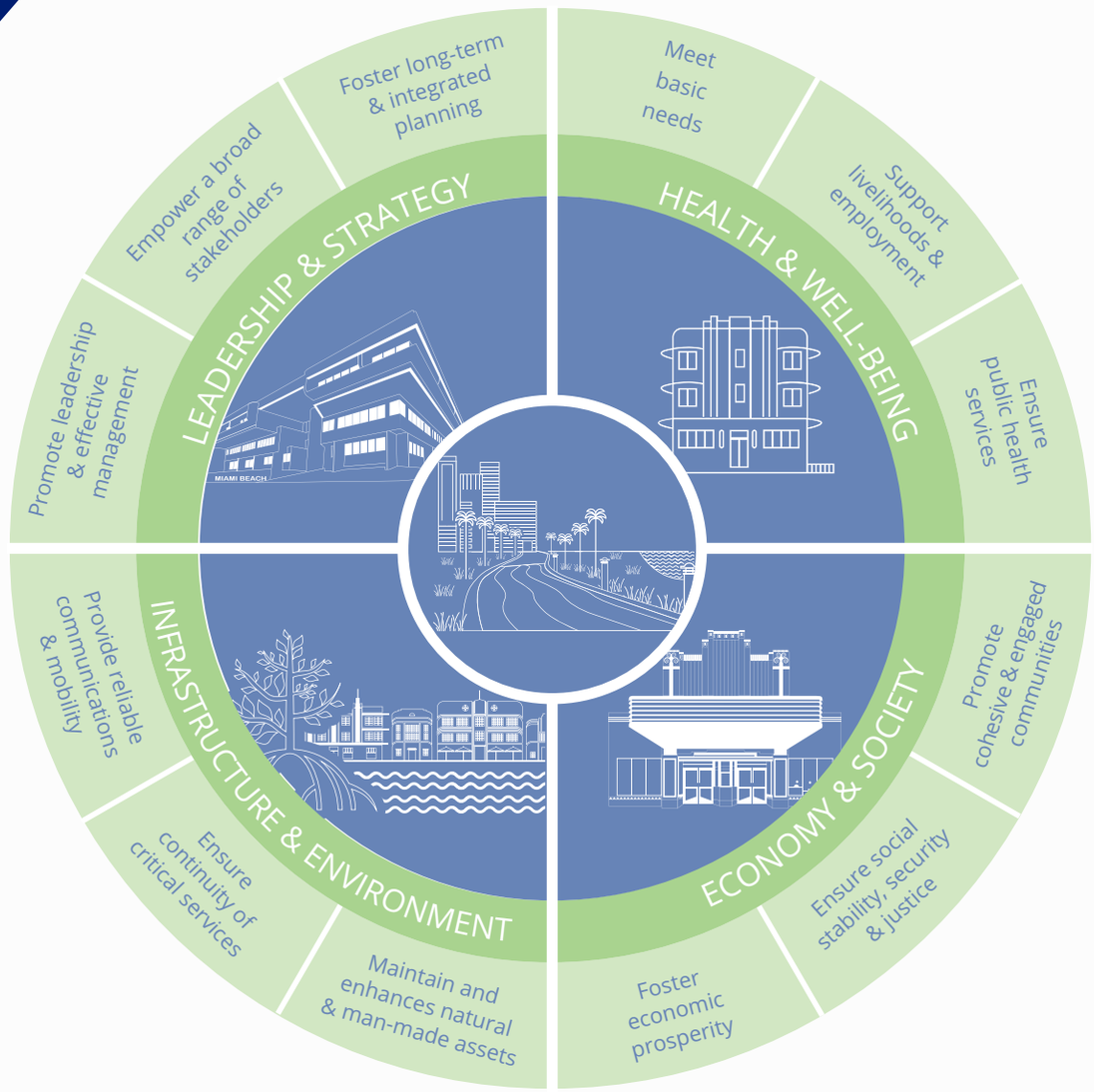
2019

Resilient305, the Resilience Strategy is developed and released, including 59 regional actions to build resilience in all 35 municipalities.

2019

Miami Beach's Strategic Plan *Through the Lens of Resilience* includes 5 Vision Areas with 18 Commission Goals, 37 Management Objectives, 32 Featured Actions, and 42 Resilient305 Actions.

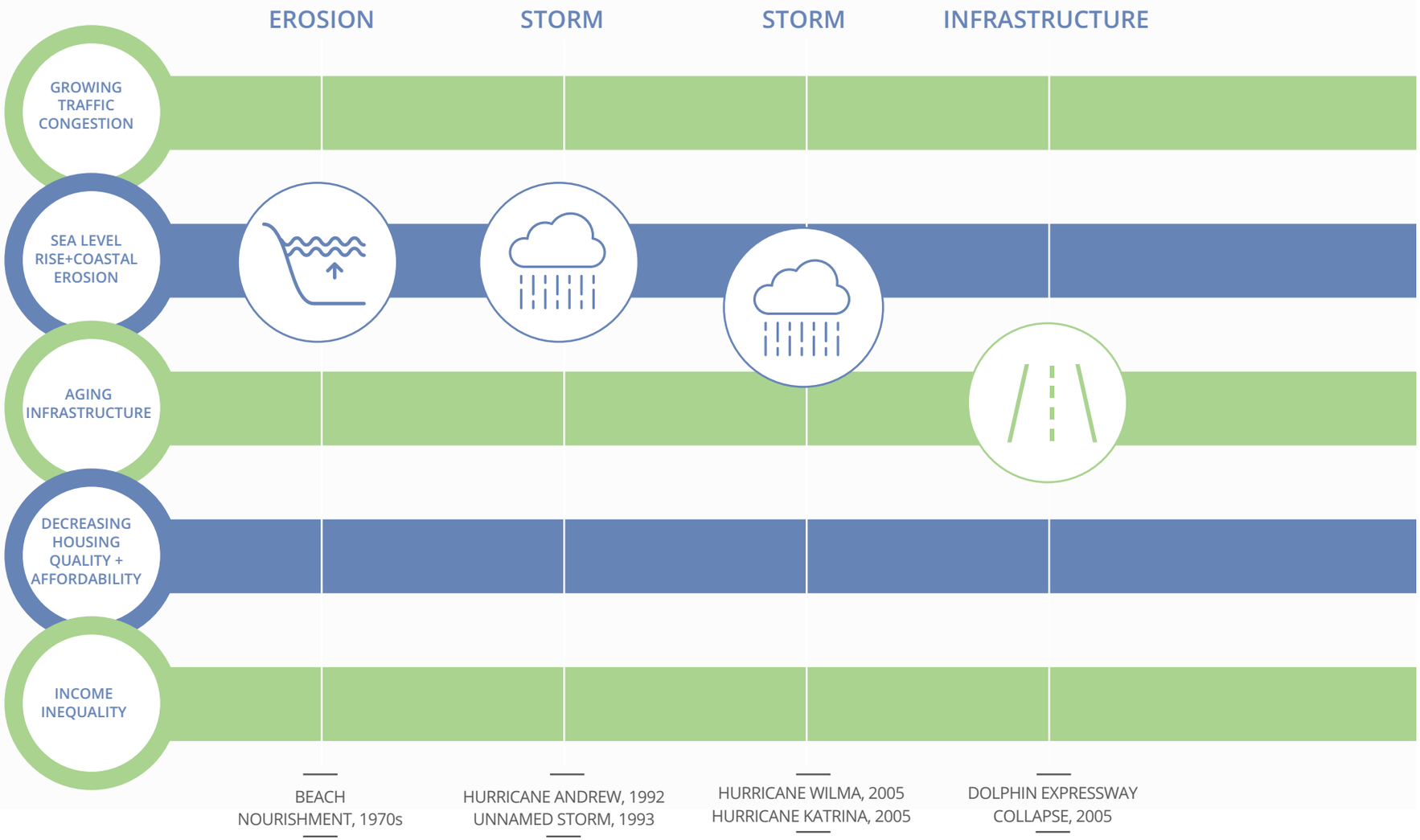
The Rockefeller Foundation's City Resilience Framework provides a resilience lens for cities to understand and build capacity in key areas through targeted actions. The City of Miami Beach's Strategic Plan Through the Lens of Resilience joins goals, objectives, and actions designed to build resilience to minimize our shocks and stresses and create benefits that improve the quality of life.

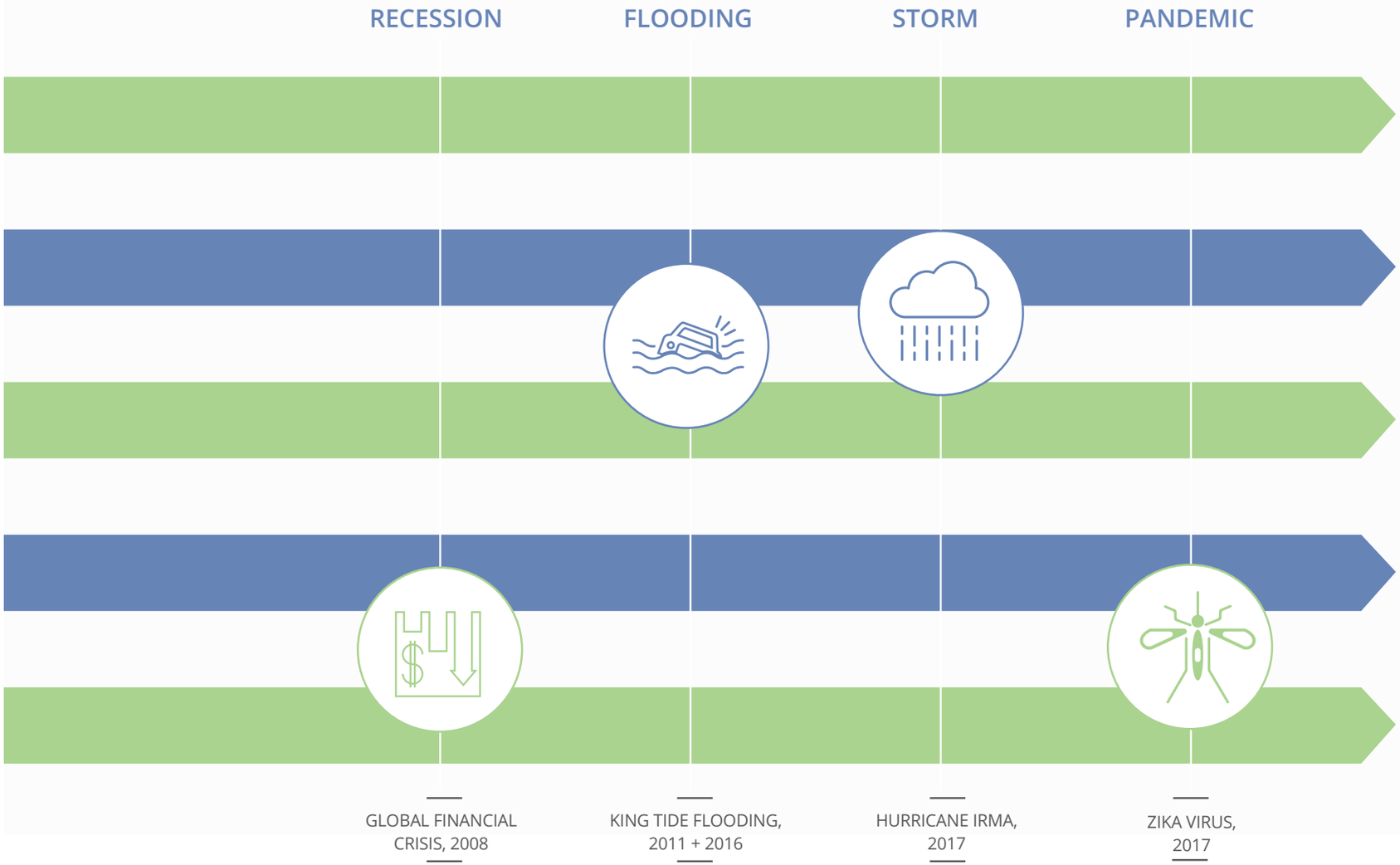


2018
MAYORS CHALLENGE
CHAMPION CITY
MIAMI BEACH, FL
City of
Miami Beach
OCEAN KAYAK

OUR CURRENT STRESSES AND PAST SHOCKS

As with many communities, Greater Miami and the Beaches' challenges have brought additional underlying issues to surface. Unforseeable circumstances and their consequences create opportunities for GM&B to strengthen its communities and better prepare for the next occurence. As we grow, we learn.




RECESSION
FLOODING
STORM
PANDEMIC
GLOBAL FINANCIAL CRISIS, 2008
KING TIDE FLOODING, 2011 + 2016
HURRICANE IRMA, 2017
ZIKA VIRUS, 2017

PROSPERITY

OBJECTIVES BUILD ON OUR ARTS AND CULTURE STRENGTHS, BALANCE TOURISM WITH QUALITY OF LIFE, REVITALIZE AREAS, AND SUPPORT EXCELLENCE IN OUR SCHOOLS.

COMMISSION GOALS

- Arts and culture (2050)
- Attract local residents (2050)
- Change nature of tourism (2050)
- North Beach Town Center (2020)
- Tourism balance improvements (2020)
- True City Center (2050) with MBCC Hotel (2020) and 17th St Garage
- 41st Street (2020)

A prosperous city with a special flavor of culture, arts, education, and business.

MANAGEMENT OBJECTIVES

01 **Market and promote** Miami Beach as a world class arts, culture, and quality entertainment destination.

02 **Develop** the Convention Center campus including the hotel, parks, the Fillmore, and with partners to program conventions and shows.

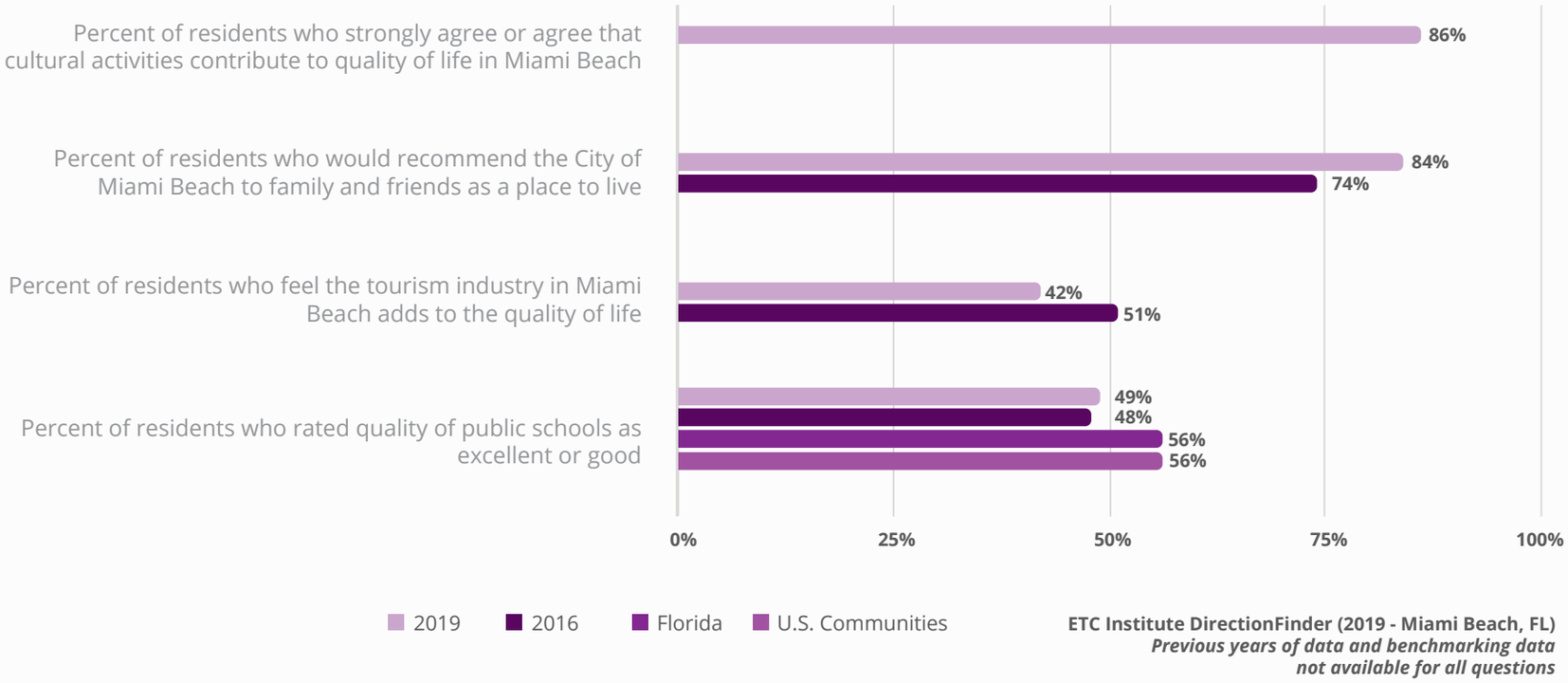
03 **Revitalize targeted areas and increase investment** through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41st Street, Lincoln Road and Washington Avenue.

04 **Balance residents' quality of life** with tourism and special events through careful planning and exploring strategies from other global destinations.

05 **Be known for (K-12) educational excellence** including expansion of enrichment programs into the Miami Beach school feeder pattern; including arts, culture, technology, college and vocational school, climate literacy, and counseling.

Resident Survey Highlights

(by percentage of respondents rating the item 4 or 5 in a scale of 5 points)



ETC Institute DirectionFinder (2019 - Miami Beach, FL)
Previous years of data and benchmarking data not available for all questions

FEATURED ACTIONS:

Resilient305 Actions:

- **BUILD** an Inclusive Economy.
- **BE COUNTED**
- **CREATE AND IMPLEMENT** a K-12 Plan for Resilience Literacy.

Miami Beach Actions:

- **IMPLEMENT** robust marketing campaigns to promote city programs and cultural assets.
- **ELEVATE** the Collins Park Cultural District.
- **COMPLETE** the Convention Center Hotel by Art Basel 2022.
- **COMPLETE** Miami Beach Convention Center Parks and Art in Public Places (by Art Basel 2019).
- **DEVELOP** a renovation and finance plan for the Fillmore Theater.
- **MAKE** substantial progress on North Beach Town Center/Byron Carlyle/Ocean Terrace.
- **COMPLETE** Ocean Drive renovation, activation and programming underway.
- **COMPLETE** Lincoln Road renovation within 3 to 3.5 years.

NEIGHBORHOODS

OBJECTIVES BUILD RESIDENT SATISFACTION THROUGH SAFETY, CLEANLINESS, PARKS, AND MODERN CODES.

COMMISSION GOALS

- Clean/ beautify (2020)
- Create a strong local community (2050)
- Crime Improvements (2020)

A safe city with a mosaic of residents enjoying life in iconic and historic neighborhoods.

MANAGEMENT OBJECTIVES

01 **Provide quick and exceptional fire and emergency response.** Continuously improve emergency preparedness to better respond to shocks like hurricanes to bounce back as quickly as possible.

02 **Prevent and solve crime for residents and visitors** through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement.

03 **Work with partners to address regional safety issues** such as juvenile crime, identity theft, trafficking and terrorism.

04 **Enhance the beautification, physical appearance and cleanliness of neighborhoods,** especially North Beach, City rights-of-way, town center areas, parks and beaches.

05 **Increase compliance with City Code** by creating more incentives for compliance versus penalties, especially in North Beach. Implement controls to prevent issues of unpermitted work or work exceeding permits on city projects.

06

Evolve parks and green spaces to meet the changing needs of the community through creating a Parks Master Plan to improve programming, facilities, cycling, and water management. The plan should include iconic art, cultural opportunities and appropriate lighting.

07

Modernize and streamline our old and complex land development regulations and City codes through routine and comprehensive reviews to be more user-friendly and to reduce conflicts.

08

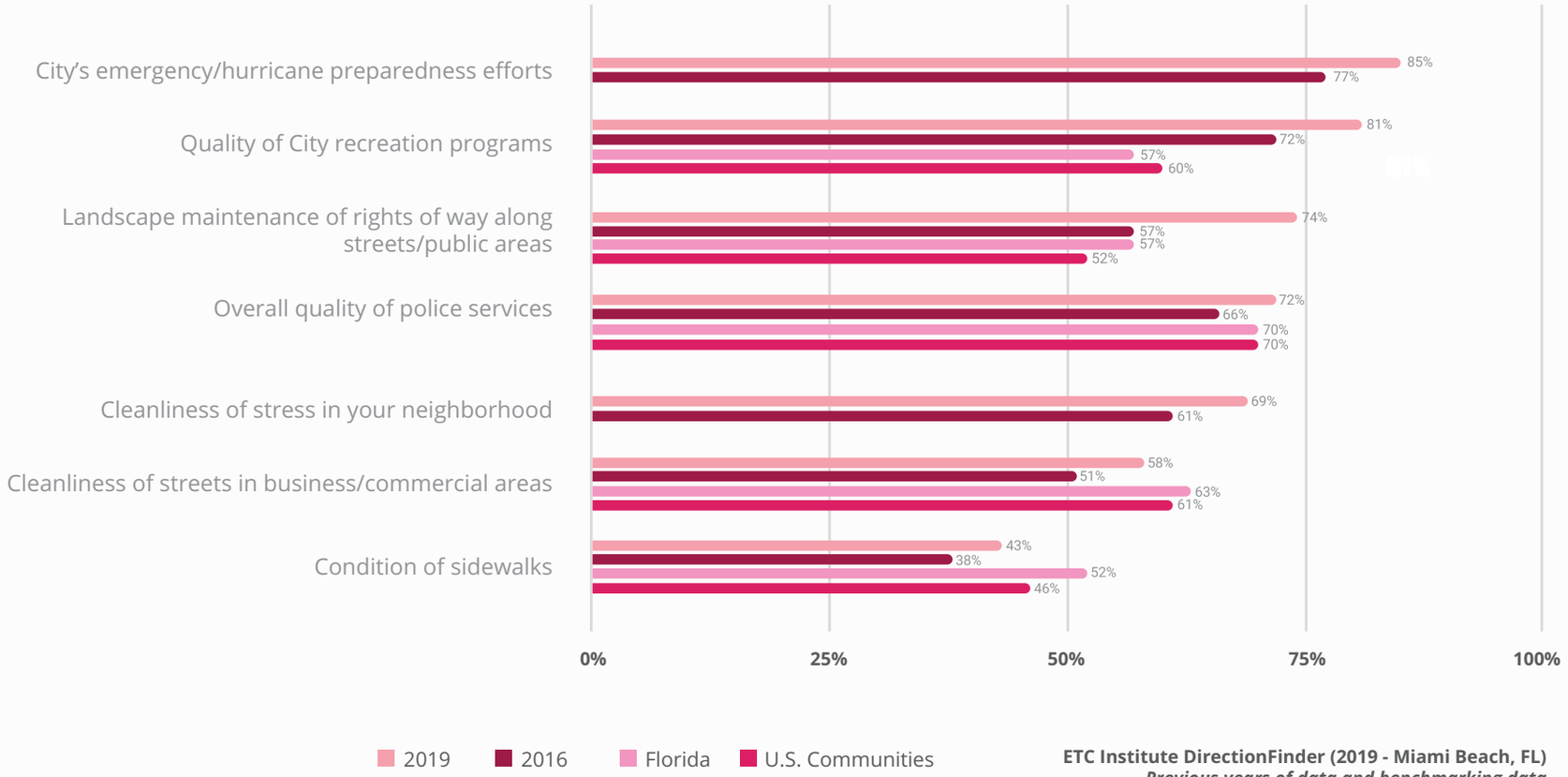
Prioritize historic gems and create opportunities to build resilience into historic properties to protect our unique Miami Beach identity.

09

Proactively monitor the city for mosquito breeding grounds and work cooperatively with Miami-Dade County to reduce the possibility of mosquito transmitted disease.

Resident Survey Highlights

(by percentage of respondents rating the item 4 or 5 in a scale of 5 points)



ETC Institute DirectionFinder (2019 - Miami Beach, FL)
Previous years of data and benchmarking data not available for all questions

FEATURED ACTIONS:

Resilient305 Actions:

- **INCREASE** Community Resilience through CERT.
- Time to **VOLUNTEER** or Get Involved
- **PREPARE** Your Property
- **SUPPORT** Resilience Hubs.
- **PRE-PLANNING** for Post-Disaster Toolkit
- **ROLL-OUT** 5-Step Guide to Innovative Disaster Recovery Financing
- **BOUNCE** Forward 305 – Distribute Resilient Urban Land Use Essentials Guide.

Miami Beach Actions:

- **COMPLETE** Fire Station 1 within four years of site selection.
- **CREATE** an educational campaign to address public. perception of crime and the Police Department.
- **CONTINUE AND IMPROVE** the enhanced use of technology and crime data by the Police Department (new).
- **INCREASE** community outreach by the Police Department, including collaboration with neighborhood watch programs, private security and community groups.
- **CREATE** a Parks Master Plan.
- **CREATE** Maurice Gibb Park full plan within four years.
- **COMPLETE** the Par 3 Park within three years.
- **COMPLETE** half of 600 Alton Park within four years.
- **COMPLETE** North Beach Oceanside Park.

ENVIRONMENT AND INFRASTRUCTURE

OBJECTIVES PROTECT AND ENHANCE OUR ENVIRONMENT AND INVEST IN INFRASTRUCTURE PROJECTS AND ASSETS THAT BUILD RESILIENCE BENEFITS LIKE REDUCING FLOOD RISK AND INCREASING MOBILITY.

COMMISSION GOALS

- Clean water quality (2020)
- Improved infrastructure (2050)
- Stormwater, water, and sewer planning (2020)

Be a resilient coastal city with a thriving environment and modern infrastructure.

MANAGEMENT OBJECTIVES

01 **Work regionally and nationally to protect Biscayne Bay water quality and to maintain a healthy dune and beach system** that provides storm protection, recreation and vital habitat for the public good.

02 **Reduce greenhouse gas emissions and heat** by strategically increasing energy efficiency, green space, tree canopy and pedestrian greenways, encouraging walkability and increasing storm water retention.

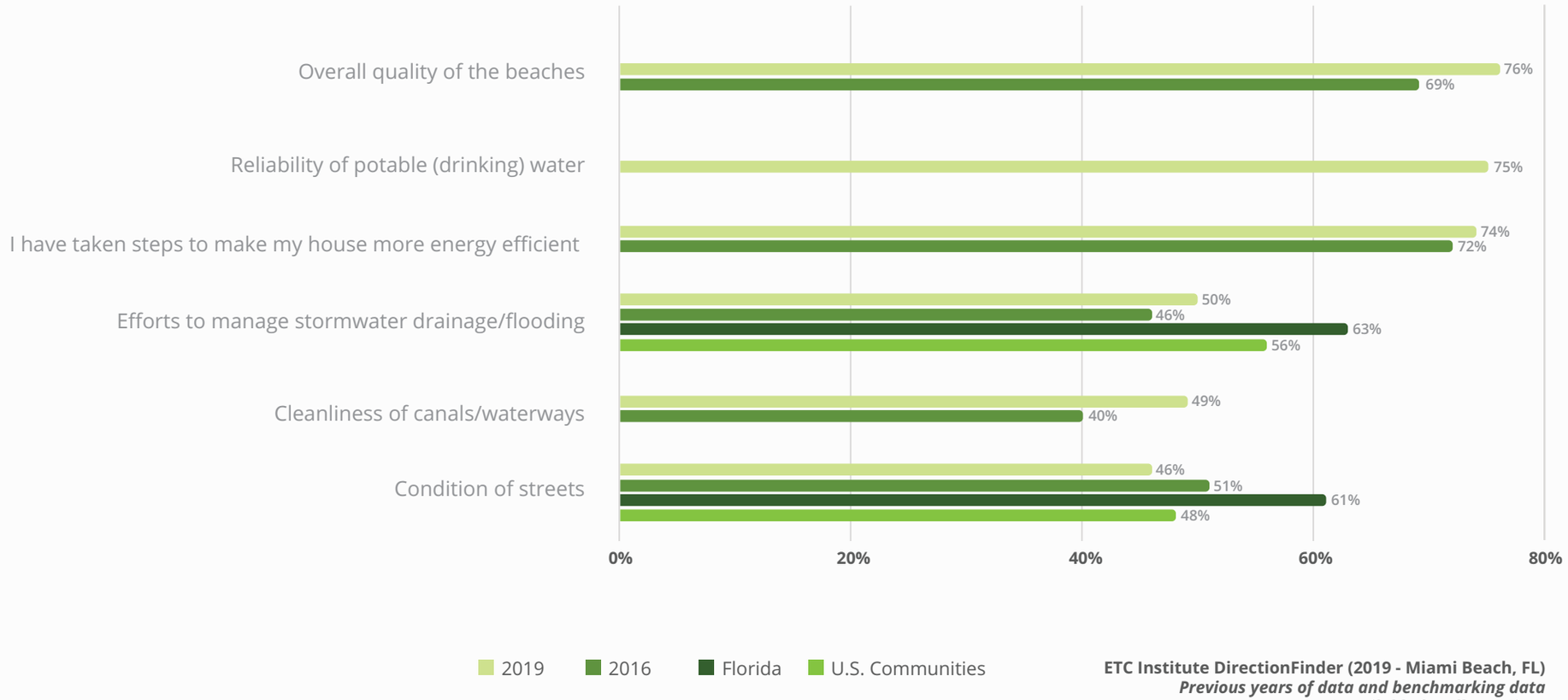
03 **Improve our aging drinking water and sewer infrastructure** to protect drinking water quality, public health and fire protection.

04 **Reduce risk from storms, high tides, groundwater, and sea level rise** by continuously improving our sea level rise adaptation and integrated stormwater program. Use the best science and technology, including green and blue infrastructure and mobility priorities while minimizing construction disruption, optimizing design aesthetics, and community engagement. Keep the entire program on-time, on-budget, and moving forward with adequate financing.

05 **Make existing and new government assets and fleet efficient and sustainable,** and minimize damage from storms and sea level rise.

Resident Survey Highlights

(by percentage of respondents rating the item 4 or 5 in a scale of 5 points)



ETC Institute DirectionFinder (2019 - Miami Beach, FL)
Previous years of data and benchmarking data not available for all questions

FEATURED ACTIONS:

Miami Beach Actions:

- **DEVELOP** a plan to address aging water and sanitary sewer infrastructure.
- **CONTINUE** the stormwater program and have projects fully underway in South, Mid and North Beach. Start immediately upon completion of Jacobs' analysis.
- **IMPLEMENT** controls to prevent issues of unpermitted work or work exceeding city projects.
- **IMPLEMENT** creative two-way engagement plan for projects.

Resilient305 Actions:

- **PRESERVE** and Restore Biscayne Bay
- **BUILD** Reef Biodiversity and Defenses
- **BOLSTER** our Beaches
- **NATURE-BASED** Infrastructure – More than Just Habitat!
- **RESILIENT** Parks
- **REDUCE** "Back Bay Flooding"
- **IMPLEMENT** Sea Level Rise Strategy
- **DEVELOP** Sea Level Rise Checklist for Capital Projects
- **CREATE** Development Review Checklist
- **STRENGTHEN** Resilience Planning
- **EXPAND** Renewable Energy
- **BUILDING** Efficiency 305
- **SEND** Your Boss to Bootcamp
- **RESILIENT** 35 in the 305 Network
- **RESILIENCE** Training for All
- **RISE** to the Rescue
- **COLLABORATIVE** with Universities
- **ACTIONABLE** Science Advisory Panel (ASAP)
- **RESILIENCE** Accelerator Workshops

MOBILITY

OBJECTIVES INCREASE MOBILITY AND HOUSING OPTIONS FOR CURRENT AND FUTURE RESIDENTS AND VISITORS.

COMMISSION GOALS

- Attract and keep young families (2050)
- Become less car-centric (2050)
- Create a more local full-time community (2050)

A PEOPLE-FIRST CITY where the pedestrian is prioritized in mobility options and community services are pathways to prosperity.

MANAGEMENT OBJECTIVES

01 **Increase multi-modal mobility citywide and connectivity** regionally improving transportation equity by implementing the Transportation Master Plan and leveraging state and federal plans and funds. Support access to a quality, regional workforce through improved transportation options to the mainland.

02 **Address traffic congestion** through solutions such as Intelligent Transportation System (ITS); targeting loading, ride share, and any other mobility disruption.

03 **Improve the walking and biking experience** by providing safe, properly lit, shaded and well-maintained bike lanes, sidewalks, Beachwalk and Baywalk.

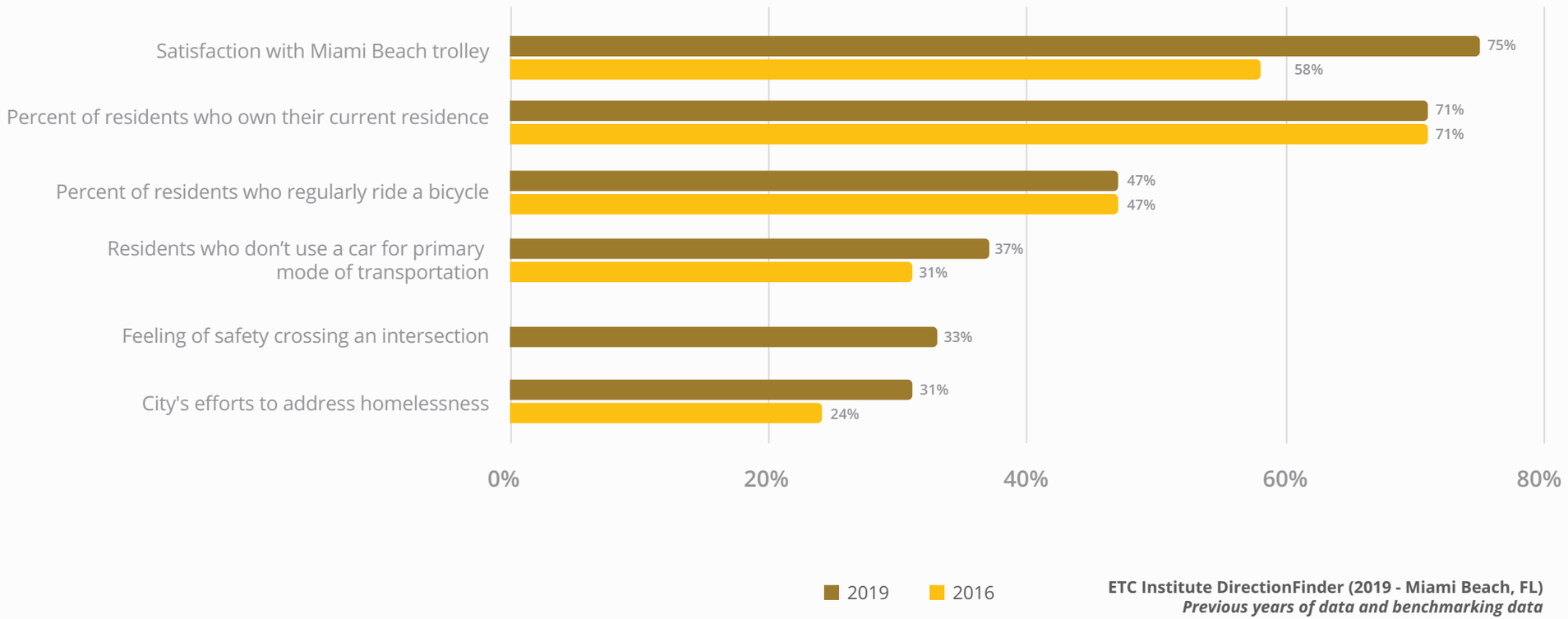
04 **Increase housing options for current and future residents.** Enable growth in housing that protects seniors and encourages first-time home-buyers.

05 **Support affordable, compatible workforce housing** through public and private partners for key industries, including the use of development incentives.

06 **Address homelessness** by continuously evolving and innovating services to help those wishing to end their personal homelessness.

Resident Survey Highlights

(by percentage of respondents rating the item 4 or 5 in a scale of 5 points)



ETC Institute DirectionFinder (2019 - Miami Beach, FL)
Previous years of data and benchmarking data not available for all questions

FEATURED ACTIONS:

Resilient305 Actions:

- **DEVELOP** Mobility Hubs in the 305
- **DESIGN** a Better Bus Network
- **DRIVE** into the Future!
- **IT'S** Electric!

Miami Beach Actions:

- **IMPLEMENT** the Transportation Master Plan.
- **IMPLEMENT** Bus Rapid Transit on the Julia Tuttle Causeway.
- **COMPLETE** the Beachwalk.
- **MAKE** substantial progress on the Baywalk.

ORGANIZATIONAL INNOVATION

OBJECTIVES IMPROVE STRATEGIC DECISION MAKING AND FINANCIAL STEWARDSHIP, MAKING THE CITY MORE BUSINESS FRIENDLY AND USER-FRIENDLY WITH AN EMPLOYEE CULTURE OF PROBLEM SOLVING AND ENGAGEMENT.

COMMISSION GOALS

- GO Bond (2020)
- Technology and Innovation (2020)

A smart city of high quality and efficient services and employees.

MANAGEMENT OBJECTIVES

01

Implement City Commission goals and policies through the strategic plan and budget with routine reporting through quarterly Commission goals conferences. Enhance decision making information through fact-based analyses, data, dashboards, and surveys. Streamline the delivery of services using best practice research, outsourcing, and benchmarking.

02

Ensure strong fiscal stewardship by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability, and innovative risk management. Focus on long-term viability of parking, sanitation, pensions and health plans.

03

Implement the General Obligation (GO) Bond projects on-time and on-budget, through responsible oversight and coordinated project phasing.

04

Improve two-way communications and engagement for construction projects and emergencies within neighborhoods, using creative tools such as an engagement toolbox.

05

Empower employees to provide excellent customer service, be problem solvers and solution finders through a building a culture of process improvement. Use the Office of Inspector General as a resource to improve performance and identify inefficiencies.

06 **Make Miami Beach more business and user-friendly** through streamlining the development, permitting, procurement, and Business Tax Receipts processes.

07 **Maximize the use of innovative technology** to help us be a Smart City, including open data, online transactions for customers, and threats like cyber-security.

08 **Attract and retain top talent,** building a strong professional public administration team and implement succession planning.

09 **Foster rewarding careers** through training and assignments, and align the management team decision-making, evaluations, and system of rewards.

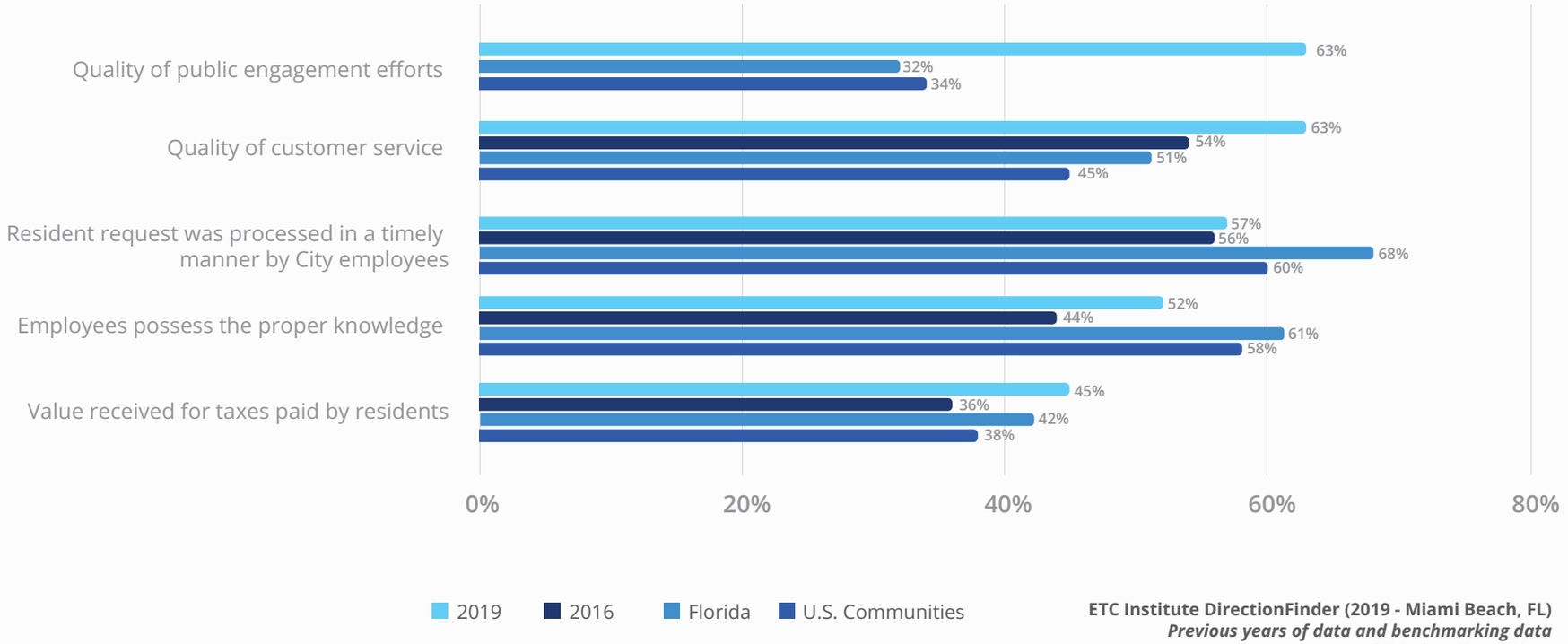
10 **Improve employee safety and wellness.** Offer an excellent wellness program and explore policies to better align city functions for the modern workforce, including work hours (flex hours and days), travel, cell phones and social media.

11 **Increase intergovernmental cooperation** through City Commission and administration relationship building with local, regional and national connections and strengthen the Miami Beach lobbying effort.

12 **Create an environment for interdepartmental collaboration.**

Resident Survey Highlights

(by percentage of respondents rating the item 4 or 5 in a scale of 5 points)



ETC Institute DirectionFinder (2019 - Miami Beach, FL)
Previous years of data and benchmarking data not available for all questions

FEATURED ACTIONS:

Resilient305 Actions:

- **GET** the 311 on Resilience for the 305.
- **SEE** it to Believe it
- **CREATE** a Resilient305 ArcGIS Hub.
- **SHARE** Bold Integrated Water Models.
- **IMPLEMENT** the One Water Framework.
- **PLANNING** Efficiently & Effectively Together.
- **FINANCING** a Resilient Future.
- **THE POWER** of Purchasing
- **PILOT** Resilience Financing Decisions Toolkit.
- **DEMONSTRATE** the Costs and Benefits of Resilience Improvements.

Miami Beach Actions:

- **IMPLEMENT** program budgeting.
- **COMPLETE** GO Bond Quick Wins.
- **IMPLEMENT** engagement toolbox.
- **CONDUCT** outreach to new residents, including tours of city hall.
- **CONVENE** quarterly meetings of HOA presidents with senior staff.
- **MAKE** 50% of all customer transactions with the city available online within two years.
- **CREATE** an open data program.

BOUNCING FORWARD

The Miami Beach Strategic Plan through the Lens of Resilience is our shared roadmap. While this plan includes our defined priorities at a moment in time - implementation is sure to be dynamic and we will need to be agile in addressing the issues, shocks and stresses that arise. Many of the strategic plan actions are underway, and others have yet to begin. Miami Beach will implement this plan while also supporting the Resilient305 Strategy to advance resilience in our city, county, and region. Tools such as the Resident Survey, automated dashboards and quarterly performance meetings will help us to be agile and move forward to achieve our priorities. The tools include:

Resident and Business Survey: The survey is conducted every two years to measure resident satisfaction with services and to understand community priorities. Conducted since 2005, this statistically valid survey provides benchmarking and trend data to assess areas that need improvement as well as services exceeding expectations. Survey results inform the budget processes.

Dashboards: The City will grow in its use of Power BI, a business analytics tool, to measure performance citywide, increase transparency and help departments make data-driven decisions. Dashboards provide powerful visualizations and advanced data analysis, allowing departments to create their own automated dashboards with the support of Information Technology Services. Three pilot dashboards have been created and departmental dashboards are underway. As the use of dashboard evolves, the city can better track performance and inform strategy and budgets.

Quarterly performance meetings: Having a structure to track progress toward established objectives is essential for implementation. Quarterly meetings will keep a focus on progress, reduce bottlenecks and build cross-departmental collaboration.

PIVOT Team: The city will be a key participant in the Resilient305 Strategy implementation as part of the Progress, Innovation, and Vision for our Tomorrow (PIVOT) team. PIVOT will look at resources, timeframes, and priorities to develop a work plan and oversee implementation.

The purpose of strategic planning is to define our goals- and to work together in achieving them. In the true spirit of resilience planning, we plan with the goals of reducing risk, creating co-benefits that improve our quality of life. Through this we become ready to not only bounce back- but to bounce forward.

ACKNOWLEDGEMENTS

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Special thanks to all Miami Beach staff who provided expertise along the way, and who contributed toward the development of the Greater Miami and the Beaches Resilient305 Strategy and the Strategic Plan update.

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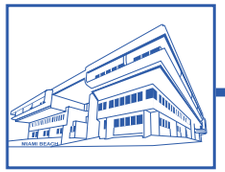

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