
STRATEGIC PLAN CITY OF DORAL, FL 2019/2020

Proposal for Adoption

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BACKGROUND

The City of Doral's strategic planning process establishes priorities for the upcoming fiscal year which are addressed in the budget development process for the upcoming fiscal year. Each year's strategic plan has resulted in significant accomplishments. A complete list of these accomplishments will be found in the report, Strategic Plan Action Status, available on the City's web site.

For 2019/2020, the City will continue to complete projects from prior strategic plans while adding new projects that will continue to position Doral as a preferred work, live and play community. As the City has continued to refine its strategic plan, a broader understanding of the future has developed as well as greater skill and expertise. In 2019/2020, the focus will be on the following.

Experiencing quality of life. Improving the quality of life in the City through focusing on five key experiences which are:

- Safety
- Opportunity
- Mobility
- Play
- Information and control

Effective and Efficient Government

Financial Planning

This focus generates Seven strategic focus areas.

In summary, this will be the work focus for FY 2019/20. It is important to state that the work from prior strategic plans continues as much work is multi-year in nature. City staff continuously manage the work plans generated from each strategic plan.

CONTEXT ANALYSIS

The context analysis provides a description of the current assets, challenges, issues and opportunities facing the City. It does this through a set of scenarios which describe potential futures that could emerge. This is not an attempt to predict the future, but rather to recognize that various futures are possible and that a strategic plan should recognize those futures. Recognizing futures enables a City to see opportunities or threats and respond proactively and in a timely manner.

There are four scenarios which could emerge in Doral. Each year's strategic plan seeks to ensure the City is well prepared to respond to whichever scenario or combination of scenarios emerge.

Described in greater detail below, scenarios 1 and 2 are positive and complement each other.

Scenario 3 creates a more challenging economic development environment while scenario 4 creates a more challenging public revenue environment. The strategic plan seeks to position the City to effectively respond to all four scenarios through a matrix of strategies as shown in table 1. Table 1 includes the work of multiple strategic plans, so it addresses more than one year's focus.

Table 1: How the City's strategies prepare it for any scenario				
Strategy/Scenario	Scenario 1: Projected growth occurs	Scenario 2: More international business	Scenario 3: Loss of commercial/industrial properties	Scenario 4: Housing market adjustment
Fiscal sustainability strategies & infrastructure investment	City builds reserves and make needed investments	City builds reserves and make needed investments	City has the financial resources to adapt	City has the financial resources to manage through
Quality of Place strategies	City develops the features that attract residents and businesses	City develops the features that attract residents and businesses	City keeps a balance of property types.	City has such high-quality features that impacts of a n adjustment are lessened in Doral
Transportation strategies	City develops mobility options that meet the needs of the community	City develops mobility options that meet the needs of businesses	Mobility options keep Doral as a preferred place for business	Mobility options help keep Doral a preferred place to live
Smart City strategies	Residents have access to leading technologies	Options keep the City in the forefront for businesses	Businesses can have the technology that need that eliminates any need to relocate.	Smart City tools help keep Doral as a preferred place to live.
Workforce housing strategies	Adequate range of housing types so that all services are available	Employee housing not a barrier but a strength	No need to relocate for housing	Market adjustment makes workforce housing more available
Organizational efficiency strategies	High quality, affordable services	High quality, affordable services	High quality, affordable services reduce need to relocate	High quality, affordable services make the City a preferred place to live.
Communication strategies	Residents are informed	Businesses are informed	Business concerns are addressed	The viability and livability of the City are well known
Economic diversification strategies	Creates more high paying jobs for residents	Provides more diverse business groups	Loss is mitigated by diversification	Better paying jobs mitigate this
Public safety strategies	Maintain Doral as preferred place to live	Maintain Doral as preferred place to do business	Prevents blight and decline	Maintain Doral as preferred place to live

Scenario 1: Current trends

In this scenario the current trends in Doral extend into the next five years. The City reaches a population of 80,000 within if not before the five-year period. New city residents are primarily international in origin. They bring a level of affluence that raises the community's overall financial wealth profile. Commensurate with this population growth there has been growth in the retail sector, particularly with respect to restaurants, entertainment venues and personal services.

Scenario 2: Increased presence of international corporations and events

In this scenario the City reaches a population of 80,000 within if not before the five-year period. While many if not most of the new city residents are primarily international in origin, there has also been significant growth due to corporate relocations to the City. With the significant growth of Miami's ports due to Panama Canal expansion, there has been growth not only in warehousing and manufacturing but also in corporate locations in the City. The City's presence in the field of logistics has significantly increased. In addition, it has become a technology hub, particularly in the field of logistics.

Consequently, the City is both more affluent and more of an international business center.

The commercial/industrial sectors of the community have increased significantly in value due not only to the impacts of the Panama Canal but also due to the demand for increased office space and related supportive services. While a not insignificant proportion of community income is transfer income from sources external to the community, there is also significant community income developed because of local economic activity.

The City has significantly taken advantage of Smart City tools not only for the operations of its City Government but even more importantly has fostered a "Smart City culture" in which the tools of Smart City are used city wide and there is an entrepreneurial element that is developing Smart City tools. This has become an economic driver of its own right in the City.

Scenario 3: A mixed-use residential City: Loss of some industrial property

In this scenario, mixed use residential demand has encroached on the city's economic stability, resulting in more strain on services and a somewhat diminished tax base compared to either of the first two scenarios. The city's leadership has attempted to protect the city's core business tax base, but market forces have pushed the balance toward mixed-use residential growth over industrial growth. However, the tourism industry has boomed, attracting more hotels, attractions and recreational opportunities, changing the economic formula to a greater emphasis on hospitality and tourism. The tech and communications industries have taken hold along the Innovation Corridor running parallel to the Florida Turnpike, balancing the municipality's traditional (and relatively stable) logistics-heavy business mix with an eruption of new (but less stable) companies serving the needs of the city's trade, health, education and cultural organizations. In this scenario, the city leadership would be compelled to maintain a balance between the different demands on limited land and may strive to expand its boundaries to include more industrial-friendly land in the surrounding areas

Scenario 4: Housing market adjustment

In this scenario the housing market in Doral "cools off" and price stabilize. The City may not reach the 80,000-population level within the next five years originally projected in 2015. Changes in the international political situation created a set of circumstances that reduced the demand for housing in Doral from international buyers. It does however make housing more affordable for the workforce. This change in affordability, along with an economic development strategy that brings higher wage jobs, has made the housing sector of the economy relatively stable.

VISION

The vision statement for the City is: "*A premier community in which to live, work and play*". This vision represents the Mayor and Council's vision that Doral not only a full-service City from a public services perspective but that it also is an economically vibrant City that offers a full range of amenities such that people would choose it not only as a place to work but as a place to live and engage in community activities. This vision requires the City to balance the needs of businesses with those of residents and that it provides a full range of public services to meet the needs and expectations of its residents and businesses.

MISSION

To serve our community by relentlessly pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government.

VALUES

Efficiency, effectiveness and continuous improvement

Order

Accessibility and transparency

Product-oriented

STRATEGIC FOCUS AREAS

There are seven strategic focus areas in this new plan. These are:

- Safety
- Opportunity
- Mobility
- Play
- Information and control
- Efficient and effective government
- Financial planning

The prior strategic focus areas identified in earlier plans are still being addressed as needed to complete those plans.

PRIOR STRATEGIES STATUS

This is a summary of all strategies from the prior strategic plan.

Communication. This strategy has both internal and external components. Internally the intent is that City staff improve communications across internal organizational lines. Externally the intent is to better inform the public of City activities, make the actions of the City even more transparent, and communicate to publics outside of Doral the distinctive strengths and characteristics of the City.

Smart City. This strategy also has internal and external components. Externally it is developing technology partnerships that make Doral a technology hub, thereby encouraging the growth of technology driven firms in the City. Internally, it is developing the infrastructure that will enable the City to operate more efficiently and effectively, improve internal communication and be better able to manage and analyze data to better understand issues related to the City.

Long term financial sustainability and infrastructure investment capacity. This strategy is focused on developing the tools and skills so that the City can better understand its long-term financial picture, including the maintenance and operational costs of new capital investment.

Organizational efficiency. The intent of this is for the City to determine both technology investments and process redesign options that will enable the City to be able to serve a population of 80,000 without necessarily simply adding staff based on a prior staffing ratio.

Transportation. The intent of this strategy is to maintain a focus on meeting the growing transportation demands placed upon the City. The specific challenges at this point are demonstrating the impact of the region on Doral and developing partnership strategies to meet those demands.

Workforce Housing. Given the rising costs of housing in Doral the concern is whether Doral would become less attractive to businesses relocating to the City or considering expansion because of housing costs. Recognizing that the City does not have sufficient data to answer that question at this point, the major focus of this strategy is a better understanding of the topic.

Quality of Place. Recognizing the a live/work/play City needs open space, recreational features, and basic services to maintain a high quality of place, the intent of this strategy is to delineate future needs of open space and analyze the financial and legal options for obtaining that open space as well as other strategies to maintain a high quality of place.

Economic Diversification. This strategy seeks to enhance the resiliency of the City by diversifying its economic, creating higher pay jobs and supporting businesses that add greater value in their business sector.

Public safety. This strategy seeks to ensure Doral is a highly safe community for residents, businesses and visitors. Being a safer place will serve to attract both businesses and new residents.

THE 2019/2020 STRATEGIC PLAN

Presented below is a summary of the goal with the objectives derived from the goal, the various strategies that will be used to pursue the goal and the specific action steps that will be carried out in pursuit of the goal. A separate work plan is developed with assigns responsibility for each action step.

Goal: Enhance public safety

Objectives:

- Maintain Doral as a highly safe community
- Maintain visibility of police

Strategies:

- Enhanced communication about public health topics
- Enhanced community police presence

Action Steps:

- Send information and updates about landfill analysis to homeowners
- Examine use of Police Service Aides to police parking infractions during peak times
- Examine functions of School Resource Officers with respect to traffic enforcement
- Review alternative companies for red light cameras
- Establish Park Ranger positions

Goal: Support the growth of opportunity for businesses to develop and grow in the City

Objectives:

- Increase the number and proportion of higher wage jobs
- Attract new residents for whom the housing of the City is affordable

Strategies:

- Support the growth and retention of existing businesses
- Expand the marketing effort of the City to attract new businesses

Action Steps:

- Increase the assistance provided to local small business
- Review grants program
- Develop a proactive retention effort
- Identify key target demographics
- Develop a global marketing effort
- Develop a brand for downtown
- Open the Visitors Center
- Seek National and International Conferences
- Develop a Super Bowl plan
- Enhance communication of City's success to the Community

Goal: Improve mobility in the City

Objectives

- Improve the experience of persons using the Trolley system or other forms of transport in the City
- Expedite transportation and mobility projects
- Reduce negative impacts on residential communities of commercial related transport activities

Strategies

- Enhance existing features
- Improve the processes for project development and transportation management

Action Steps

- Develop a plan to expand shelters at Trolley stops
- Replace missing street light
- Develop strategy to expedite County reviews and projects
- Identify alternatives and issues regarding advertising on Trolleys or at Trolley stops
- Develop approach to managing large truck deliveries in commercial areas with short driveways

Goal: Enhance the recreational experiences offered by the City

Objectives

- Enhance programming options for residents
- Develop policies to ensure best interests of the community are met in the use of its facilities
- Examine costs and benefits of additional recreational infrastructure

Strategies:

- Enhance senior programming
- Enhance inclusiveness of facilities
- Examine amphitheater
- Revise special events policy
- Enhance teen programming
- Enhance youth baseball

Action Steps

- Identify alternatives to increase senior programming
- Research status of Meals-on-Wheels program
- Complete ADA study
- Develop three options for future consideration of an amphitheater
- Develop a policy regarding outdoor events in City parks, including deposits
- Develop a policy regarding non-profit use of City parks
- Develop a communications plan for adjacent neighborhoods
- Continue safety training for Park's staff
- Ensure consistent application of Park rules regarding various programs
- Continue to provide youth baseball recreational programming in-house
- Develop bid and fee system for travel baseball

Goal: increase resident's awareness and understanding of City services and regulations

Objectives:

- Ensure regulatory requirements are current and appropriate
- Strengthen communication with the community
- Improved customer service

Strategies:

- Update codes and regulations
- Strengthen constituent services
- Improve the customer experience

Action Steps:

- Review and update the City's land development code
- Update regulations for yard signs
- Revisit the five- year deadline for sign compliance
- Update regulations for LED signs
- Modify 311-Like app
- Develop a system and process so that responses acknowledging receipt of request to inquiries are made within 24 hours
- Develop a plan for a Director of Constituent Services position
- Develop processes to ensure that the City speaks with one voice
- Increase the speed with which City accomplishments are communicated to the Community
- Improve software in Building Department
- Establish a single point of contact for persons seeking a permit
- Increase collaboration and improve permitting process among Building, Code Enforcement and Planning and Zoning
- Improve customer service in the reception area
- Revise and add internal target metrics
- Display more metrics externally
- Develop additional metrics

Goal: Increased organizational effectiveness

Objectives:

- Continue to improve organizational efficiencies
- Continue to provide services that are a good value for the cost
- Continue to build a culture of superior performance

Strategies:

- Focus on accountability
- Greater attention to detail
- Focused capital projects management
- Ensure current positions are appropriately classified

Action Steps:

- Hold Weekly review meetings
- Implement a tracking system for all work assignments
- Hold weekly review regarding critical topics and/or areas where performance needs to be improved.
- Issue RFQ for firm for bond management
- Examine internal vs. external firms for project management and project design
- Evaluate job descriptions and salaries for capital project related positions
- Conduct a pay and classification study

Goal: Strengthen the financial viability of the City

Objectives:

- Ensure the City is obtaining a fair share of public revenues
- Ensure public revenues are adequate for current and future needs and priorities
- Ensure a competitive tax environment is sustained

Strategies:

- Proactive annexation
- Infrastructure status monitoring
- Revenue analysis
- Renewal and replacement planning

Action Steps:

- Monitor status of annexation and determine need for independent action
- Report on status of City roads and related infrastructure
- Explore non-traditional revenue sources such as naming rights
- Analyze impact fees and update as needed
- Conduct fee review study
- Keep R&R plan current

WORK PLANS

These work plans are available separately from the City Manager's office.