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# STRATEGIC PLAN CITY OF DORAL, FL 2020/2021

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DRAFT 3.0

May 27, 2020

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# BACKGROUND

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The City of Doral's strategic planning process establishes priorities for the upcoming fiscal year which are addressed in the budget development process. 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 2020/2021, 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, learn 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 2020/2021, the focus will be on the following.

- Economic Sustainability and Redevelopment
- Expectations Management
- Growing the tax and revenue base
- Community culture and character
- Performance leadership

This focus generates five strategic focus areas.

In summary, this will be the work focus for FY 2020/21. 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.

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# CONTEXT ANALYSIS

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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.

In this early stage of the COVID 19 pandemic, there are three 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, scenario 1 is positive, assuming the pandemic ends relatively quickly and the economic impacts are limited and mitigated. Scenario 2 envisions a long pandemic with more serious public health and economic impacts. Scenario 3 is the most pessimistic, assuming longer delays in an effective vaccine and repeated clusters of outburst leading to longer term social restrictions, deep recession and continued and limits on daily life.

## **Scenario 1: Stabilization, Second Wave Success and a Return to the “new’ normal**

### Context

In this scenario, the spread of COVID 19 peaked in late April/May and declined rapidly enough that most businesses could re-open following CDC guidance as to appropriate practices. Shelter-in-place directives were withdrawn in mid-to-late May. The health care system in South Florida while significantly stressed was not overwhelmed and is returning to more normal operations. While the economy has been significantly weakened, it is no longer on a downward spiral and longer term trends are positive.

The major risk is a second wave of coronavirus beginning in the Fall of 2020. The potential return of COVID 19 during Fall of 2020 and Winter 2021 is recognized and is being planned for from both public health and economic perspectives. Public acceptance and support for social distancing, masking and tracking via smart phone apps, coupled with testing for viruses and antibodies, had made for more effective management of coronavirus. The widespread use of Artificial Intelligence has improved predictions as to where clusters and outbreaks may occur. This has led to preventive quarantines which have significantly restricted and slowed the spread of a second wave.

While a vaccine has not been developed by the end of 2020, progress has been made and experts believe it reasonable a vaccine will be available prior to the Fall of 2021. Various treatment protocols have been found to be effective so that the death rate from coronavirus has dropped to a level that public fears are diminished.

Due to the factors described in the prior two paragraphs, public fear and panic have dropped significantly and consumer confidence is re-bounding. Schools have re-opened and other services have returned at various levels.

As a result, the economy is recovering. The surging unemployment rate of early April dropped significantly back to a 5 to 7 percent range in S. Florida by mid-summer of 2020. While some businesses will not return, others are stable to the point where they can survive during another outbreak. Public and consumer confidence returned to a more normal level in mid-summer also.

In South Florida, the tourism industry has begun to recover, but demand is below the pre-Covid period. Similarly, international trade is on a recovery path but still below pre-Covid levels. There is a general belief that the worst of the storm is over and once a vaccine is available the pent-up demand to services and products will create various economic booms. The housing market is strong as a preference for a less dense life in suburbia is growing. As a result, property values in Doral remained stable and there is strong demand for housing in Doral.

While April and May of 2020 were certainly stressful and highly disruptive, life is slowly returning to a new normal in which there is some greater adherence to public health practices. Testing, tracking and the predictions of Artificial Intelligence programs is more widespread so that infected persons can be quarantined and the continued practice of social distancing in some form has significantly reduced outbreaks of the virus. Consequently, while a Second Wave will occur, it will not be nearly as disruptive as this initial outbreak. Normal community activities have resumed but with a greater awareness of safe practices.

The Stock Market has re-bounded but slightly below prior peak. Dividends are being paid. Assumptions about returns for pension planning and other investments are still valid.

## Impact on the City

No reduction in level of service

Staff - no layoffs

Operating increases limited to only inflation

Assume slight decrease in revenue based on sales and usage fees

## Policy Decisions

Financial policy: Budget and Reserves

## **Scenario 2: A second wave less well-managed, recession, public hope**

### Context

In this scenario, COVID 19 outbreaks moderated during the summer but returned at a significant enough level in the Fall of 2020 to force continued social limitations, permanent closures of some businesses and limited services or sales in many others. Public resistance to social distancing, masking and cell phone tracking in certain areas of the nation led to outbreaks in those areas which then spread naturally as travel and commerce increased.

As the second wave develops, restrictions on public movement and limitations on businesses are re-instated in some areas or just continue naturally in other areas as people fear being in public. Unemployment rises again after a summer drop and there is public anxiety about both the economic situation and the public health situation. This is a death knell for small businesses who marginally survived the initial outbreak.

While far better prepared for a resurgence of the virus in the Fall, the health system in South Florida continues to be stressed. Some treatment protocols have been found to be effective and the death rate of April/May 2020 is dropping. Work continues on vaccine development but even the most optimistic estimates do not foresee a widely available vaccine until sometime late Fall of 2021.

The combination of continued concern by the public and the fear of a second wave in the Fall/Winter of 2020/2021 have severely weakened the tourism, entertainment and restaurant industries. While open, demand is weak to marginal. While there has been some recovery of business activities in these sectors, it is still very weak compared to the pre-COVID period. Unemployment in these sectors remains higher than the national average.

There is however a general belief that if one can come through the second wave, the economy will rebound. The Stock Market remains volatile, making investment decisions challenging. The following factors contribute to that belief

*Factor 1: A global effort*

While highly variable depending upon the capacity of the various nations, overall the Global response is sufficiently strong that the Second Wave does not overwhelm nations to the point that international trade and travel severely declines.

*Factor 2: Vaccine on the way*

The promise of an effective vaccine and its widespread distribution have reduced public fears. While not available soon enough to eliminate a Second Wave, it does provide hope and can mitigate 2022 impacts.

*Factor 3: Death rates fall*

While there is much to be learned about the disease, enough on-the-ground experience has developed that death rates have fallen compared to April/May 2020.

*Factor 4: Some consumer activity*

While still cautious about major purchases, consumers are going beyond purchasing only necessities. Dining out has become more common and shopping is more widespread. Many business believe they can survive until summer 2021.

*Factor 5: Overall unemployment rates have dropped*

While above the pre-COVID rate, unemployment rates have dropped as some businesses have revived and other businesses are strong enough to hire. There is a general belief that the long-term trend is positive, while accepting the current situation is difficult. Unemployment remains high however in the tourism and entertainment sectors.

*Factor 6: Construction continues, although at a slower pace*

While commercial construction slows significantly, the residential sector continues to build. While not on the same pace as Pre-Covid, it is sufficient to remain a source of jobs and an economic driver.

*Factor 7: Sales tax and other public revenues have declined but at a manageable level*

There has been a significant decline in public revenues. However, with various cost controls, use of reserves and bridge loans, public services are not severely impacted. Staff layoffs have been limited with compensation gaps the major impact.

## Impact on the City

- Property valuation flat in 2021
- More significant reduction in sales tax
- Will still have construction, but slower.



- Short term hiring freeze
- Eliminate vacant positions
- Review of equipment needs, delay replacement schedules
- Don't have to use reserves
- Balance budget with current dollars
- Slight reduction in millage rate

## Policy Decisions

1. Financial: Budget and Reserves
2. Approval of revised Capital Improvement Plan

## Scenario 3: The Second Wave Plus One- Deep recession, Continued public health crisis

### Context

Several factors combine to create negative feedback loops which lead to a deep recession, borderline depression. These include:

#### *Factor One: Delay in development of an effective vaccine*

Vaccine development was complicated by a variety of factors so that a vaccine will not be widely available until the Spring of 2022, in part due to the complexity of large scale production. This means that for two years, not just Fall 2020/Winter 2021, the various behaviors of social distancing, masking, crowd limitations, and limitations on business activity occur.

#### *Factor Two: Global crisis*

While the United States is experiencing the second wave and managing it with mixed success, coronavirus continues to come in waves in less-developed countries which lack the public health infrastructure and public governance capacities to manage it. As a result, international trade with these countries is highly restricted as is travel for any reason. This has several results which include:

Result 1: Many basic items are in short supply. The production of many basic items has been shifted outside of the United States. Their ability to produce these items is limited as the virus becomes more widespread in these nations.

Result 2: There are shortages of some key materials needed by the advanced economies as these less-developed countries become quarantined in effect. Some examples are provided below:

*Since World War II, the United States has become increasingly dependent on foreign sources for almost all non-fuel minerals. Included among these minerals are the "strategic minerals" minerals not found or produced domestically in sufficient quantities to meet our needs in times of foreign threats to national security and/or the economy. Of the 24 major nonfuel minerals consumed by industrial nations, the United States is substantially dependent on imports for 21 of them.*

*Source: Major R.A. Hagerman. United States Marine Corps April 6, 1984. U.S. RELIANCE ON AFRICA FOR STRATEGIC MINERALS*

*In 2016, the **United States** was 100 percent **dependent** on **foreign** sources for 20 of the 90 mineral commodities that USGS tracks. Typically, the **United States** imports its mineral commodities from a wide variety of **countries**, and in no case is the **United States** fully reliant on a single **country** for a mineral resource. April 12, 2017*

*[Risk and Reliance: The U.S. Economy and Mineral Resources - USGS](#)*

*[www.usgs.gov › news › risk-and-reliance-us-economy-and-mineral-reso...](http://www.usgs.gov/news/risk-and-reliance-us-economy-and-mineral-reso...)*

*For one specific example. Lithium is an element of growing importance due to its use in batteries used in cell phones, laptops, and electric vehicles.<sup>5</sup> Chile, Bolivia, and Argentina account for over 50% of easily extractable world lithium reserves.<sup>5</sup> Australia, Chile, China, and Argentina accounted for almost 96% of world lithium production in 2018.<sup>7</sup>*

Because of these factors, advanced manufacturing in the U.S. is restricted and the costs of many needed items is rising. Rising costs and lack of materials has led to increased public fears and loss of consumer confidence.

Result 3: Unemployment remains high in those areas related to manufacturing requiring foreign materials, international trade, and transportation of goods.

*Factor Three: Psychological Shelter-in-Place and economic withdrawal*

The resurgence of Coronavirus in the United States as a second and third wave, coupled with weak economic recovery, scarcity of some goods and rising costs for others, drive consumer confidence to all time low levels as people purchase only the necessities. There is a high level of public fear and distrust of public leadership.

While more adequately prepared, public fear and concern, coupled with the recognition that avoiding crowded situations is important has led to the following:

Collapse of tourism industry in Florida. While beaches, theme parks, and other tourism venues are open, attendance is sparse. Some close, others reduce staff to the required minimum. State sales tax revenue drops significantly

Closure of many hotels, “mom and pop” motels and significant reductions in BnB offerings. A lack of significant business travel due to a weak economy and greater reliance on web-based communication, coupled with the collapse of tourism, has resulted in an over-supply of hotel-related facilities. Sales tax revenue drops as well as bed taxes.

Construction at a near standstill. The national economic recession has slowed home sales in those states where sales tend to lead to Florida home purchases. There is no need for additional commercial space as vacancy rates are high in existing facilities.

Limited recovery in the dining and entertainment industries. While not restricted by public health guidance, public concerns weaken demand. For example, people want to be farther away from others in restaurants so that the number of persons served is less than normal. Large public events are so poorly attended that organizers start to limit or eliminate them for cost reasons.

Avoidance of businesses that are not viewed as offering “safe” places. Businesses are judged on whether they provide a high level of safety to their customers and staff. Those which are judged to be weak are avoided.

A significant downturn in manufacturing. While not a source of major employment in Florida, its downturn will have impacts in the State. As auto sales slow for example, local dealerships will experience declines in income. While repairs will enable them to continue, there is still an economic hit. There are indirect impacts on tourism and home sales as a segment of the population loses income.

International trade. Export markets decline as American products become unaffordable and import markets are limited due to restrictions on air travel and general fear of importing COVID 19. This leads to the various results discussed in factor one: shortages of some items, rising costs for others, high unemployment in the sector.

High unemployment rates. The St. Louis Federal Reserve estimated a worse case unemployment scenario at 37%.

Business and personal bankruptcies rise. Businesses and individuals were stressed by the April/May outbreak but managed to survive it were weakened to the point where a prolonged economic recession could not be managed.

Stock Market decline. The stock market overall loses about a third of its peak value. Planning for pension commitments or other investment returns becomes highly challenging.

#### *Factor Four: The stress of social isolation, public fear and unemployment*

As the fear of interaction with others continues and unemployment remains high, psychological stressors begin to impact many people.

Domestic violence and child abuse rates increase. Domestic violence rates have already risen in the current coronavirus outbreak. It and child abuse rates continue to rise as unemployment, social limitations, worries about provision of basics such as food and housing rise.

Drug and alcohol use increases. More persons than normal seek to escape the various stressors through alcohol or substance abuse.

Suicide rates rise. The combined effects of social isolation, economic stress and general anxiety lead to an increase in suicide rates.

Property crime rates rise. Crime rates are declining in the current outbreak. However, as unemployment rose and financial pressures increased, there was an increase in property theft to generate income.

Schools and child care centers are limited or closed. While the public schools have been able to remain open by testing and isolating students with coronavirus, this creates child care issues for many families. The child care centers, who are privately funded, have not survived in any significant number. This exacerbates the employment situation as the lack of child care, or high cost, eliminates some from employment.

#### *Factor Five: Higher Demand, Lower Capacity of Local Governments*

In stressful times, demands upon government rise. At the same time governments become more financially constrained. Some of the specific implications for local governments include:

A decline in sales tax revenue and state revenue sharing. As a public revenue source Florida is highly dependent upon sale taxes. With the near collapse of tourism and significant declines in construction and personal consumption, sales tax revenues have dropped sharply.

A decline in property values. With the real estate market in decline and demand weak, sales have dropped significantly as well as sale prices.

Pressures rise for a reduction in property taxes. The combination of economic pressures on many persons, coupled with an awareness that their homes may have declined in value, will place pressures on local governments to reduce their property tax rates.

Staff layoffs and pay reductions. Positions funded from development fees will be the first to be eliminated. If there is a continued decline in the use of public parks and recreation programs, these staff will be reduced in number. Other positions will simply not be filled. Pay raises will not occur and in some cases reductions may occur.

There is greater service demand. While the capacity of local governments is restricted, demands and expectations have increased. Some of the more obvious impacts are;

- Food insecurity rises. While not a primary function of local government, the scope of the need will force some level of response.
- Homelessness increases. As more and more people become unemployed, more will become homeless.
- Increased use of “free” public facilities. There will be greater demand on libraries and parks even as widespread use remains problematic.

## Impact on the City

- Reduced operating expenditures and reduced services
- Decline in property values
- Significant decline in sales tax revenues and other fees
- Visual appearance of the City declines
- Demand for city services rises from public safety and recreation perspectives

## Policy Decisions

1. Financial – Budget and Reserves, Property tax rates, Fees
2. Adoption of revised Capital Improvement Plan
3. Adoption of revised service levels

### **Additional Hurricane Scenarios to above three (assume Cat 3 with no major structural damage)**

- Drain on staffing
- For 3 or 4 months, all city services will be affected
- The City is in an emergency operating state for at least 4 to 6 weeks
- 3 months are needed before a return to normal operating procedures

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# VISION

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The vision statement for the City is: *"A premier community in which to live, learn, work and play."*

This vision represents the Mayor and Council's vision that Doral is 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 provide a full range of public services to meet the needs and expectations of its residents and businesses.



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# MISSION

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

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# VALUES

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Efficiency, effectiveness and continuous improvement

Order

Accessibility and transparency

Product-oriented

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# STRATEGIC FOCUS AREAS

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

- Economic Sustainability and Redevelopment
- Expectations Management
- Maintaining the tax and revenue base
- Community culture and character
- Performance leadership

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

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# PRIOR STRATEGIES STATUS

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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 and effectiveness.** 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 that 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 economy, 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.

**Mobility.** This strategy focuses on strengthening the Trolley system, expediting transportation and mobility projects in conjunction with the County and managing commercial related transport.

**Business Growth.** This strategy in prior plans has emphasized the growth of higher-paying jobs that would enable workers to reside in the City. It has included marketing and branding efforts, a Visitor's Center, business retention and continued pursuit of international business.

**Recreational Experiences.** This strategy led to public approval of a \$150 million bond issue which will create a superior park system. Coupled with additional facilities, is work on broader programming options for all residents as well as a variety of policy choices to improve and manage recreation in the City.

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# THE 2020/2021 STRATEGIC PLAN

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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 assigned responsibility for each action step.

## **Goal: Promote sustainability of the local economy and redevelopment**

### **Objectives:**

- Support continued viability of the business community
- Encourage desired forms of redevelopment
- Increase the number and proportion of higher wage jobs
- Attract new residents for whom the housing of the City is affordable

### **Strategies:**

- Support the survival and retention of existing local small businesses
- Expand the marketing effort of the City to attract new businesses or help existing businesses develop new markets
- Prepare for economic recovery

### **Action Steps:**

- Maintain up-to-date information on status of local businesses
- Engage in a study to compare and model land uses that can provide the greatest tax and revenue base.
- Conduct analysis of feasibility of medical tourism market
- Examine options to encourage technology start-ups
- Conduct a market analysis of possible redevelopment scenarios
- Maintain and expand the range of assistance provided to local small business
- Continue pursuit of office and corporate headquarters
- Review grants program
- Develop a proactive retention effort
- Identify key target demographics
- Develop a global marketing effort
- Develop a brand for downtown
- Stimulate the local economy via public expenditures regarding park development
- Enhance communication of City's success to the Community

## **Goal: Communicate accurate information**

### **Objectives:**

- Ensure regulatory requirements and public health expectations are current and appropriate
- Strengthen communication with the community, particularly on safe public health practices and economic recovery
- Quality customer service that protects the health of customers and staff in critical, non-normal circumstances

### **Strategies:**

- Update codes, regulations and recommended public safety practices
- Modify the customer experience to promote public health and safety
- Enhanced communication about public health topics, including COVID 19
- Enhanced community police presence

### **Action Steps:**

- Continue periodic messages from the Mayor or Commissioners regarding Coronavirus status and Economic Recovery actions
- Send information and updates about COVID 19 and recommended health practices occurring in the City
- Continue activities of Constituent Services Office focusing on basic assistance, economic guidance, rumor control
- Hold virtual community events and continued use of social media
- Provide public education on the use of technology to interface with the City
- Implement EnerGov
- Examine use of Police Service Aides to police parking infractions during peak times or other uses that would promote public safety
- Address staff concerns as to their health status when and if city employees are tested positive for the virus

## **Goal: Maintain the tax and revenue base 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
- Diversify the revenue base of the City
- Assist local businesses to remain viable

### **Strategies**

- Long term financial projections, including projected impacts of potential recession and unemployment
- Comparative data on tax and revenue burden
- Proactive annexation
- Infrastructure status monitoring
- Revenue analysis
- Renewal and replacement planning

### **Action Steps:**

- Monitor economic trends and potential impact on city revenues
- Develop budget scenarios modeling various impacts of COVID 19
- Develop conservative budget for FY 20/21 in order to protect reserves
- Monitor status of annexation and determine need for independent action
- Analyze impact fees and update as needed
- Conduct fee review study
- Keep Repair & Replacement plan current
- Examine new revenue sources: BTR annual inspections; additional planning services; update fee schedules and administrative fees (e.g. Technology Fee)
- Proactive maintenance of private landscaping to prevent aesthetic deterioration of the City

## **Goal: Protect and enhance community culture, character and safety**

### **Objectives**

- Enhance programming options for residents. Particularly those that promote safe public health practices
- Review policies and procedures to ensure best interests and overall safety of the community are met in the use of its facilities

### **Strategies:**

- Continue emphasis on promoting community order
- Model desired behaviors
- Public education
- Program modification

### **Action Steps:**

- Enhance telepresence or other remote means of service delivery
- Improve 311 app to address community concerns about public health and economic health issues
- Increase the speed with which City public safety recommendations, practices and accomplishments are communicated to the Community
- Conduct a public education campaign about community standards once the Emergency Orders allow it
- Strengthen capacity of Codes, Police, Parks and other public facing staff to educate the public on safe practices
- Provide technical assistance to business on safe practices
- Modify the provision of city services to increase protections to both public and staff
- Enhance monitoring and cleaning of buildings for public safety
- Maintain ISO/BCEGS rating for community rating for commercial and residential buildings
- Adapt recreational programs to meet public health needs and standards
- Provide adequate Personal Protection Equipment to staff
- Review and update the City's land development code
- Develop a system and process so that responses acknowledging receipt of request to inquiries are made within 24 hours
- Develop processes to ensure that the City speaks with one voice
- 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



## **Goal: Improve performance leadership - increased public confidence and organizational effectiveness**

### **Objectives:**

- Provide consistent leadership and messaging about the City's response to COVID 19 and managing the economic impacts
- Promote employee safety
- Continue to improve organizational efficiencies and effectiveness
- Continue to provide services that are a good value for the cost and are highly valued by the community
- Continue to build a culture of superior performance

### **Strategies:**

- Focus on accountability and production
- Greater attention to safety practices in the detail of operational work
- Ensure current positions are appropriately classified
- Customer informed metrics
- Appropriate technology

### **Action Steps:**

- Conduct a pay and classification study
- Develop outcome metrics, based in part on customer informed outcomes
- Develop formal strategy for improvement and expansion of virtual services
- Continue development of Public Safety Real-Time Information Center
- Continue to examine options to expand use of Artificial Intelligence for public services
- Enhance the technology security infrastructure
- Implement the Human Resources/Payroll software system
- Provide on-going training on customer services using a team-building, culture change approach
- Continue to define the parameters and practices of a virtual workforce
- Continue 2020 public works projects related to road widenings, stormwater improvements, and traffic signals
- Complete the design phase and commence construction phase of the Citywide Sidewalk phase 2 project
- Initiate work on the Adaptive Re-use area
- Continue work related to the Parks Master Plan
- Modify city practices as needed for the public health crisis and economic recession
- Implement practices to maintain the historic gains in community trust developed by community policing
- Provide health information and safety training for public-facing employees

- Adopt practices which recognize that the City is facing a unique situation of community stress particularly with its regulatory and enforcement functions
- Display more metrics externally

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# WORK PLANS

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