
STRATEGIC PLAN CITY OF DORAL, FL 2021/2022

DRAFT 2.0

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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 can be found in the City Manager's Annual Report, available on the City's website.

For 2021/2022, 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 2021/2022, the focus will be on the following.

- Economic Development and Communication
- Customer Service
- Organizational Efficiency and Effectiveness
- Quality of Life/Quality Development

This focus generates four strategic focus areas.

In summary, this will be the work focus for FY 2021/22. 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.

In this more fully developed 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 functionally ends by mid-summer 2021. Scenario 2 envisions an economic expansion as pent up demand creates business and job growth at high rates. Scenario 3 is negative assuming a resurgence of Covid restrictions as new variants develop, stalling business and community progress.

Scenario 1: A return to “normal” by summer

In this scenario, the COVID 19 crisis has diminished by mid-summer to the point that life returns to what is viewed as “normal.” While some businesses are lost, many others return due to either a variety of public assistance policies or more market based opportunities. In addition, new business growth occurs at a high rate. While unemployment spiked during the crisis, job growth has returned along with purchasing power. Tourism, international trade and development are near normal rates and the community’s confidence in its future is stronger. Everyday life in the City primarily remains that of the pre-COVID 19 period with a high level of satisfaction. The long-term growth trends of past years have returned.

Scenario 2: Economic Expansion

In this scenario, the functional ending of COVID 19 pandemic has generated an economic expansion as public confidence grows and pent-up demand for products and services creates new opportunities. Tourism, international trade and consumer purchasing have combined to create a growing and dynamic economy. As a result, the City’s tax base continues to grow along with continued demand for housing. Doral becomes the job center of western Miami-Dade County.

Scenario 3: Revived Pandemic

In this scenario, new Covid variants continue to limit commerce and public activities. Public weariness results in greater public discord and stress. The economy stalls. The combination of financial pressures, unemployment for some persons, limited social interaction and general anxiety lead to increased community conflict and discord.

VISION

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.

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 four strategic focus areas in this new plan. These are:

- Economic Development and Communication
- Customer Service
- Organizational Efficiency and Effectiveness
- Quality of Life/Quality Development

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 last three years' strategic plans.

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 the public 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 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.

Mobility. This strategy focus 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 are work on broader programming options for all residents as well as a variety of policy choices to improve and manage recreation in the City.

Growth and Redevelopment. This strategy has led to key redevelopment efforts in the City which are underway as multi-year projects. It has also led to continued business community support which has resulted in both business retention as well as high rates of new business growth.

Expectations Management. This strategy led to a variety of outreach activities designed to inform the community of various Covid-related support activities and increased communication with the community about Covid. One key activity has been extensive testing and vaccine administration.

Growing the tax and revenue base. There have been extensive efforts to support local businesses and home construction so that the tax base of the City has remained stable.

Community culture and character. A primary emphasis in 2020/21 has been on public safety from a public health perspective.

Performance leadership. Amid working remotely and advancing technologies to do that, the City in 2020/21 made extensive gains in various electronic work forms to both gain efficiencies and provide safe public services.

THE 2021/2022 STRATEGIC PLAN

The strategic theme of the 2021/22 Strategic Plan is on-going improvement. This theme is based on policy-maker conclusions that the City is working well and providing valued and needed services to the community. As such, the future task is simply to continue to improve those services.

Strategic Focus Area 1: Economic Development and Communication

Goal: Continue economic development efforts and improve communications regarding those efforts

1. Objective: Continue major current/planned work to improve
 - a. Tasks
 - i. Implement series of new outreach events with CAMACOL Doral and Public Affairs, including webinars, networkers, small business events, and top 20 companies' roundtable with Mayor.
 - ii. Expand business outreach through business-friendly messaging in media stories, webinars, videos, events, presentations, partnerships, and advertising.
2. Objective: Improve Communication internally and with business community
 - a. Task
 - i. Move Economic Development activities to the front on the weekly activity report
3. Objective: Increase tracking of impacts, particularly on the target areas
 - a. Tasks
 - i. Review FIU study
 - ii. Review current and potential metrics
4. Objective: Provide policy direction regarding the emphasis of the City's economic development efforts
 - a. Tasks
 - i. Council direction as to what the City wants from its economic development efforts
 - ii. Develop capacity to engage in both macro level activity along with micro level work, i.e. boots on the ground
 - iii. Review the resources needed to achieve this direction
5. Objective: Simplify grant process and forms
 - a. Task
 - i. Review and revise process and forms

Strategic Focus Area 2: Customer Service

Goal: Continue to improve the quality of customer service

1. Objective: Continue current/planned work to improve
 - a. Tasks:
 - i. Permit Navigators
 - ii. E-service
 1. Go-to-webinar
 - iii. Training
 1. Front line staff as ambassadors
 2. Clearer expectations of performance standards
 3. Fuller understanding of the processes and the reasons for the process
 - iv. Develop checklists or guides for in-frequent users of permitting or zoning requests
 1. Also, referenced as clear road maps
 - v. Establish system for staff to identify code inconsistencies
 - vi. Emphasize the development of customer service practices that are integrated, comprehensive, clear and consistent
 - vii. Increase visibility of staff

Strategic Focus Area 3: Organizational efficiency and effectiveness: Process improvements and culture

Goal: Continue internal organizational improvements

1. Objective: Examine process improvement in two areas
 - a. Tasks
 - i. HR/Finance – Next Stage of Smart City 2.0
 - ii. IAS accreditation (Building department)
2. Objective: Improve organizational culture
3. Tasks
 - a. Continue emphasis on One City, One Mission
 - b. Continue efforts to enhance:
 - i. Teamwork /eliminating silos
 - ii. Positive work environment
 - iii. Organizational stability – Council’s long-term direction

Strategic Focus Area 4: Quality of Life/Quality Development

Goal: Continue to improve the quality of life and development in Doral

1. Objective: Pursue specific projects that are improvement opportunities
 - a. Tasks
 - i. Continue to monitor opportunities for Linear Parks throughout the city
 - ii. Maintain current approach to Doral Arts District
 - iii. Establish moratorium on development in the Tile District/Doral Décor District and re-evaluate approach
 - iv. Develop proposals for advertising and operational commitment
 1. Restaurant event
 2. Bicycling event
2. Objective: Pursue Improvement Opportunities in the Legislative/Regulatory arena
 - a. Tasks
 - i. Continue to support League of City efforts to prevent home rule pre-exemption
 - ii. Support staff efforts to address problematic venues of large crowds
 - iii. Explore investment in public art
 1. Develop common theme
 2. Projects should be city-wide
 3. Oriented toward the live, work, play, learn focus of the City
 - iv. Develop options for the Council re: American Rescue Act funds
 - v. Continue to monitor staffing needs of the Police Department

WORK PLANS

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