
STRATEGIC PLAN CITY OF DORAL, FL 2022/2023

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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. 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 2022/23, the City will focus on completion of multiple projects all designed to continue or complete projects which 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 2022/2023, the focus will be on the following:

- Enhancing community attractiveness
- Updating codes and ordinances
- Continue infrastructure development
- Maintain technological leadership
- Continue service improvements
- Maintain a safe community

In addition, the administration will develop conceptual approaches to the next phase of Doral's development by examining future needs in the areas of:

- Staffing
- Technology
- Finance
- Facilities
- Private development
- Organizational practices

In summary, this will be the work focus for FY 2022/23. It is important to state that the work from prior strategic plans continues as many projects are 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 identify ~~see~~ opportunities or threats and respond proactively and in a timely manner.

The economic impact of the City's response to the COVID-19 pandemic and the rate of inflation have proven to be formidable challenges. Of equal concern is the yet unseen impact of the Russia-Ukraine war. Due to the projected increases in inflation, impact of the war, and the possible future effects of COVID-19 as it transitions from a pandemic to an endemic, 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 long-term positive, assuming the pandemic impacts continue to lessen, inflation is reduced, and the impacts of the Russian-Ukraine war are limited. However, it assumes continued turbulence for the period of this plan. Scenario 2 envisions scenario 1 plus a significant economic expansion as pent-up demand creates business and job growth at high rates. Scenario 3 is negative assuming a resurgence of COVID-19 restrictions as new variants develop, on-going inflation, significant impacts from the war which together stall business and community progress.

Scenario 1: High turbulence with a positive outcome

In this scenario, the COVID-19 crisis continues to diminish to the point that life returns to what is viewed as “normal”. However, inflation continues at a manageable but challenging level and the Russia-Ukraine war creates supply system challenges. Businesses in the community have rebounded and new business growth is occurring. Employee shortages continue to be a challenge. 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 remain positive.

Scenario 2: Economic Expansion

In this scenario, the functional ending of the 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. This level of growth is enriched as significant corporate relocations come to Doral. 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: A chaotic period

In this scenario, new COVID-19 variants continue to limit commerce and public activities. Public weariness results in greater public discord and stress. Inflation continues, supply chains are disrupted and the economy stalls. The combination of financial pressures, unemployment, 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 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

The primary strategic focus of this plan is completing existing work to finish the foundation of what is termed Doral 2.0 – the complete City where one can work, live, play and learn. This work will focus on the following areas:

- Enhancing community attractiveness
- Updating codes and ordinances
- Continue infrastructure development
- Maintain technological leadership
- Continue service improvements
- Maintain a safe community

The second strategic focus is to initiate planning and thought for the next phase of Doral, Doral 3.0. In this area, staff will develop conceptual approaches to the next phase of Doral’s development by examining future needs in the areas of:

- Staffing
- Technology
- Finance
- Facilities
- Private development
- Organizational practices

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 economy, creating higher paying 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, the goal is to focus 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 19-related support activities and increased communication with the community about COVID-19. 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 City's tax base remains stable.

Community culture and character. A primary emphasis in 2020/21 was 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.

Customer Service. The City made significant investments in both technology, communications, and staff to enhance the level of customer service.

THE 2022/2023 STRATEGIC PLAN

The strategic theme of the 2022/23 Strategic Plan is completion on-going. 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 by completing multiple projects.

In this plan there are two strategic focus areas. Area one focuses on finishing the foundation for the Complete City where one can live, work, play and learn. The goals and strategies for it are listed in Area one. Area two focuses on beginning to conceptualize the various issues the City will face in its next phase of development.

Strategic Focus Area One - Doral 2.0: Finishing the foundation of a Complete City

Goal: Enhance community attractiveness

Strategies

- Public art installation
- Sign code update
- Updating landscape code

Goal: Updated plans and ordinances that ensure continued progress

Strategies

- Home based businesses regulations
- Update special event ordinances
- Doral Boulevard Master Plan update
- Low impact development master plan – green infrastructure
- Preparing for update of Transportation Master Plan
- City Hall maintenance plan
- Examination of Fleet Electrification and Renewable Energy Plan
- Update Florida International University economic study
- Sustainability element in Comprehensive Plan
- Tree Ordinance

Goal: Continued infrastructure development

Strategies

- Landmark Traffic Calming
- Central Park completion
- Consideration of in-house Catch Basin maintenance
- Stormwater improvements
- Public work facility

Goal: Maintain technological leadership

Strategies

- Examination of Asset Work Management Systems
- Examination of Car Sharing Program
- Improved fuel management system
- Additional apps to reduce paperwork
- License plate readers on northern entrances
- Institute PayCom
- Institute advances in cyber-security

Goal: Continue service improvements

Strategies

- Expansion of Freebee
- Development of Legacy business program
- Re-activate Visitors Center
- Outreach to technical schools as element of broader approach to recruitment
- Institute Secret Shopper Program

Goal: Maintain safe community

Strategies

- Community engagement
- Week in Review report
- Monthly Council report
- Meetings with Businesses
- SafeCam
- Crime prevention focus

Strategic Focus Area Two – Doral 3.0: The next chapter

These are challenges that the organization will face as it further develops. These are topics staff will be considering and developing plans for during the coming year.

- Staffing
 - IT
 - Technical staff for the Building Department and other units
 - Quality of Police Officers hired
 - Part time Parks and Recreation employees
 - Career paths
 - Incentive Pay for special credentials, licenses, etc.
 - Alternative work arrangements (i.e., 4 – 10-hour workdays, but keeping the building open 5 days a week through staggered shifts).
- Technology
 - Modernization and revamp of City website
 - Cyber security
 - Situational Awareness
 - Drones
- Financial
 - Inflation impacts
 - Operational costs of park expansion
 - Review fee schedule
- Facilities
 - Increased number of staff will require additional workspace and facilities
- Private Development
 - Lemon and Pepsi property
 - Workforce housing
- Organization
 - Accreditation
 - Succession plans
 - Redundant and back-up capacity

WORK PLANS

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