

# City of Doral Strategic Plan

— 2023 —





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*The best way to find yourself is to lose yourself  
in the service of others*

**– Mahatma Gandhi**



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# Message from the City Manager

I am pleased to present the 2023–2024 Strategic Plan to you, the residents, and businesses of the City of Doral. This Plan serves as a guidebook which encompasses the direction needed by City Staff to improve and maintain desired services for our community. Through the strategic planning process, the Council and City staff proposed a series of initiatives that will be used to make informed decisions in order to allocate human and capital resources. This will allow the City to achieve the identified and desired goals within the Plan.

The Strategic Plan encompasses the City’s mission and vision as well as the organizational values which reflect our strategic goals. The City is committed to financial integrity as well as long-term sustainability. Doral is a city with a well-defined mission, an unwavering commitment to excellence in public service, and valuable employees that are highly dedicated to our core values. The City of Doral continues to make intentional, proactive, and strategic steps to strengthen our financial position while increasing government transparency, innovation, and operating efficiencies city-wide. Informative discussions, boards, and surveys provided valuable feedback throughout the year to assist in the development of this strategic plan. Doral prides itself in being the premier City in South Florida to live, work, learn, and play.

City Staff will update the Mayor and Council as well as the public quarterly on the progress made. In addition, City Staff will also recommend any Strategic Plan amendments to accommodate for any changes within the City’s economy.

I look forward to the challenges and opportunities that lie ahead. To the members of the community that contributed to this process, the residents of the City of Doral, the City Council for their leadership, and City Staff for their hardwork and dedication to the City of Doral, I thank you for your dedication and increasing devotion to our community.

Respectfully submitted,

*Barbie Hernandez*

City Manager

# Strategic Planning Process

The City Strategic Process took place in April 2023

The City of Doral developed a strategic plan that will guide and inspire the organization over the next 3–5 years, driven by a unified vision and shared values, aligned by organizational goals and objectives, and accountable by the specific actions and initiatives required to achieve them.

The objective and deliverables of the strategic work are structured into three steps: **AIM**, **ALIGN**, and **ACHIEVE**.



## AIM

Identifies the target (where we want to be) and how we will work to get there.

**Deliverable:**

Mission, Vision, Values, & Strategic Goals.



## ALIGN

Ensure alignment of departmental goals with the vision and plan goals.

**Deliverable:**

Develop and Align Strategic Initiatives to Strategic Goals.



## ACHIEVE

Develop execution and monitoring plan to track progress and deliver results.

**Deliverable:**

Execution and Monitoring plan

# Terminology used in this plan

## Strategic goals:

Strategic goals provide direction, focus, and a way to measure progress and success, as well as help align all efforts and actions towards the overall mission and vision of the organization. They serve as a roadmap for decision-making and resource allocation and help to ensure that all efforts and actions are aligned with the overall mission and vision of the organization.

## Key metrics/performance indicators (KPI):

Performance metrics used to track progress of strategic goals.

## Key Initiatives:

Prioritized initiatives and projects to be executed in support of achieving the strategic goals. Key initiatives are part of a strategic plan which also includes detailed actions and milestones.

## Vision statement:

A statement that outlines the desired future state of the community and the goals that the city is working towards achieving.

## Mission statement:

A statement of purpose and communicates the City Councils' current key objectives and/or services to meet the needs of its citizens and community.

## Values:

Organizational values are the shared beliefs and principles that guide the behavior, decisions, and actions of city officials, and employees serving the community.



## VISION

The premier city to live, work, learn, and play.

## VALUES

Integrity  
Family  
Excellent Service  
Communication  
Teamwork

## MISSION

To serve our city by continuously enhancing quality of life through community engagement, exceptional service, and accountability.





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# STRATEGIC GOALS



**Public  
Safety**



**Transportation**



**Exceptional  
Service**



**Parks &  
Recreation**



**Revenue  
Growth**



# STRATEGIC GOALS



## Public Safety

Public safety is essential for creating a healthy, vibrant, and prosperous city. It helps to protect lives and property, maintain social order, support economic growth, foster community engagement, and improve the overall quality of life for residents.

**Goal:** Ensure the well-being and security of residents and visitors by reducing crime, preventing accidents, and responding effectively to emergencies. This includes a broad range of considerations, such as policing, adequate lighting, and other infrastructure-related measures.

Key Metrics/Performance Indicators	FY '23-'24
Routine Police response time	8 minutes or less 90% of the time
Emergency Police response time	6 min or less 90% of the time
Crime rate reduction	5% decrease from last year



## Exceptional Service

Provide high-quality and responsive services to all residents. Exceptional service means going above and beyond basic service delivery to exceed resident expectations, foster trust and confidence in government, and build a strong sense of community.

**Goal:** Prioritize resident needs and interests, regularly seeking and responding to feedback, and continually striving to improve service delivery. Develop and implement innovative service delivery models, utilizing technology and data to improve efficiency and effectiveness, and invest in staff development and training.

Key Metrics/Performance Indicators	FY '23-'24
Response time to inquiries from businesses/residents	Within 24 hours for 90% of inquiries
Customer Satisfaction Surveys	90% or higher satisfaction rate
First Contact Resolution	90% of issues resolved during initial contact



## Transportation

Providing transportation solutions is essential for creating a healthy, vibrant, and prosperous city. It enhances economic development, improves access to services, promotes equity and inclusion, reduces congestion and emissions, and enhances the quality of life for residents.

**Goal:** Develop and implement a comprehensive transportation master plan that considers the needs of all users, including pedestrians, cyclists, public transit riders, and motorists. This plan should include a mix of all transportation modes, including public transit, cycling infrastructure, pedestrian walkways, and roads and highways.

Key Metrics/Performance Indicators	FY '23-'24
Increase transit ridership	10% over previous year
Road Safety Enhancements	7% reduction of traffic incidents
Overall Trolley Performance	95% overall customer satisfaction



## Parks and Recreation

Develop and maintain a comprehensive parks and recreation plan that considers the needs of all residents. This plan includes the development and maintenance of parks, playgrounds, sports fields, community centers, trails, and other recreational facilities as well as a diverse range of programming options that appeal to all ages, interests, and abilities.

**Goal:** Create and maintain high-quality, safe, and accessible parks, open spaces, and recreational facilities, and provide engaging and enriching programming options that promote public health, enhance quality of life, and support economic development in the city.

Key Metrics/Performance Indicators	FY '23-'24
Green Space Expansion	2+ locations identified
Recreational Facility Maintenance (implement regular maintenance)	90% satisfaction rate from survey
Customer Service Trainings	2 x per year



## Revenue Growth

Generating revenue from various sources is essential for the city to provide exceptional services to its residents. By funding infrastructure projects, public safety, economic development, and quality-of-life initiatives, the city can create vibrant and prosperous communities that support the health, safety, and well-being of all residents.

**Goal:** Raise sufficient funds to support the delivery of services and programs to residents, while also ensuring financial stability and sustainability over the long term. This requires a balanced approach that prioritizes responsible fiscal management, transparency, community engagement, and equity.

Key Metrics/Performance Indicators	FY '23-'24
Increase sponsorship revenue	25% Increase from 22-23







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# STRATEGIC INITIATIVES

The City of Doral's strategic initiatives aim to enhance economic development, community safety, sustainability, and quality of life for its residents and businesses.

# STRATEGIC INITIATIVES



## Public Safety

### 1. Increase police staffing:

Increase police staff by 5% this fiscal year. Additional police will be utilized to increase police visibility throughout the city in order to deter crime and create continuous presence at several areas like CityPlace and Downtown Doral.

### 2. Additional lighting:

The City will benefit from a liaison with FPL to decrease the amount of non-functioning lights throughout the city. This will create an environment where pedestrians and cyclists will feel safer using the sidewalks and bike lanes. Increased visibility in the streets will decrease the likelihood of certain crimes taking place. The City will conduct quarterly inspections of streetlights on public and private properties resulting in a 10% reduction in nighttime crime incidents.

### 3. Traffic safety enhancement:

The City is committed to lowering the number of traffic accidents by 5% through targeted enforcement and road safety awareness campaigns.

### 4. Leverage technology (license plate readers):

Install license plate readers at four perimeter intersections to achieve 100% city perimeter visibility by the end of the year. It will provide real-time tag information for all vehicles entering and leaving the city, thereby enhancing public safety for our residents. We will install license plate reader at four perimeter intersections.

#### License Plate Readers:

- Intersection #1: 74 St and 97 Ave
- Intersection #2: 90 St and 107 Ave
- Intersection #3: 90 St and 114 Ave
- Intersection #4: 58 St and 79 Ave

### 5. Improve Infrastructure:

#### • Safety Improvements:

**Crosswalks:** Create “high emphasis” crosswalks that will help to create a safer and more pedestrian-friendly environment. Improve visibility, signage, and consistency, prioritizing pedestrian needs, and reducing vehicle speeds.

- Use eye-catching designs.
- Install prominent signage.
- Use high-quality materials.
- Install lighting.
- Prioritize pedestrian safety.

**Bike Paths:** Implement best management practices for bike path rider protection

- Designate bike path and lanes.
- Build physical barriers.
- Signage and markings.
- Ensure proper lighting.

#### • Storm Water Drainage:

Improve storm water drainage by adopting a 25-year event storm water retention ordinance (currently 5-10-year event), by next fiscal year.



# Exceptional Service

## 1. Beautification of the city:

**Beautification task force:** Meet quarterly to enforce and encourage private property owners adjacent to main thoroughfares within the city to also take measures to beautify their properties.

**Smart City:** Ensure that all city technology projects align with the smart government guidelines for sustainability and resiliency to enhance quality of life as well as the beautification of the city.

## 2. Education Plan:

**Building Department:** Work with Public Affairs to inform and educate customers on Building Department processes and procedures to promote exceptional service.

**Host annual Dept Fair:** Host a yearly department fair and invite the community to learn about key city departments, provide on-site service, and answer questions. To be completed by Q2 of FY 2024.

**More video content:** Work to engage and inform the community by increasing the number of video content by 5% compared to previous year.

## 3. Comprehensive Communication Plan:

Develop a Communications Plan to identify processes and centralize and unify messaging across the organization for all uses. Plan will include:

**Weekly email newsletter:** Highlights items of public interest (Parks, Business Resources, Upcoming Events, Council initiatives, etc.).

**Establish partnerships:** Partner with organizations (private, community, media) to communicate more effectively with the community at large.

**Newsletter delivery through postcards with QR Codes:** Replace print bi-annual newsletter with a more cost-effective alternative – mail postcards with QR code for residents to easily scan to access the full newsletter digitally.

**Activity Highlights:** There will be work with Public Affairs to spotlight a minimum of one activity or project per month, including attendance at HOA meetings and coordinating outreach activities with the objective to drive more awareness in the community.

## 4. Retain and Attract Talent:

**Disability Policy:** Make modifications to the current disability policy and provide supervisory training by the 3rd quarter of the fiscal year.

**Expand City Wellness Program:** Increase the City's current wellness status by expanding the wellness program for Public Safety participation within the 2nd quarter of the fiscal year.

**Benefits:** Enhance the current benefits plan by promoting flexible schedules within the 2nd quarter of the fiscal year.

**Succession Planning:** Ensure exceptional service to the community by developing and implementing an internal succession plan to retain and attract talent, ensure continuity of operations and reduce department attrition to be completed by the 4th quarter of the fiscal year.





## Transportation

### 1. Improve Trolley Service:

**Increase the number of Doral Trolley fleet by 5 vehicles by the 4th quarter of Fiscal Year 2023–24.** The goal is to reduce traffic congestion, improve trolley service reliability, and reduce service headway. **Note:** This will be a repetitive goal for the next 3 to 4 Fiscal Years to be able to expand the Doral Trolley service as provided in the adopted February 2020 Doral Trolley / SMART Plan Coordination Study.

### 2. Update Pedestrian Multi-Use Path Plan:

**Complete the 2023 Transportation Master Plan Update by the second quarter of Fiscal Year 2024–25.** The Transportation Master Plan Update will include the updated Pedestrian Multi-Use Path Plan which was first developed in the 2009 City of Doral Bikeway Network Plan. Once the Pedestrian Multi-Use Path Plan is updated, the Public Works will budget funds for the implementation of the proposed improvements as part of the 5-year Capital Improvement Plan (CIP).

### 3. Expand on-demand, door-to-door transit:

**Develop the On-Demand door-to-door transit Request for Proposal (RFP) in the third quarter of Fiscal Year 2022–23.** The new contract term will look to expand the current on-demand, door-to-door transit service beyond the Downtown Doral and surrounding areas to potentially cover the entire City while complementing the Doral Trolley service. The expansion will assist in reducing parking demands and provide first and last mile transit options.



## Parks and Recreation

### 1. Creation of a Cultural Arts Division:

The Parks & Recreation Department will work with Human Resources to create a Cultural Arts Division within the department and hire the necessary staff in the upcoming FY 23–24 budget. This will provide dedicated staff that focus and specialize in cultural arts programming to continue to enhance offerings to the community.

### 2. Increase community programming:

Increase and diversify programming offered, specifically focusing on senior citizen and special needs groups to allow more opportunities for residents to receive services and participate in a variety of activities.

### 3. Complete Doral Central Park:

Work with the Project Management Team, architect and contractor to open Phase 2/3 by Summer 2024 and Phase 4 by 1<sup>st</sup> quarter of 2025.

### 4. Update the Parks Master Plan

Advertise a solicitation to select a firm to work on an update to the Parks System Master Plan by end of 2024. Work with selected firm to conduct community and department outreach/feedback to create an update to the City's Park System Master Plan, focusing primarily on people and programs, as well as creative ways to expand services with park limited space by the end of 2025.



## Revenue Growth

### 1. Annexation / Reduce mitigation schedule:

The annexation of Sections 6 and 15 is one of the most important initiatives of the City of Doral due to its proximity to the city, economic development significance, increase in property taxes and consistency with the comprehensive plan. The City of Doral should work closely with Miami-Dade County Board of County Commissioners and staff to reduce the mitigation schedule from seven (7) years to four (4) years, obtain approval from Miami-Dade County Board of County Commissioners and complete the interlocal agreement by 2024.

### 2. Acquire affordable land:

Identifying, acquiring, and developing lands in the city for "land banking" is vital for generating funds to maintain the level of service for our parks and recreation programs, open spaces, environmental sustainability, quality of life, and for attracting new to market businesses to the City of Doral.

### 3. Create division to manage city-wide sponsorships:

The establishment of a centralized sponsorship database provides the city with an efficient and cost-effective tool for corporations, small business, and NGOs to be matched with city sponsored cultural events, senior programming and special events benefitting the entire community. Staff will contact comparable municipalities with either a centralized sponsorship program or a similar initiative to develop and implement the city's centralized sponsorship program operating standards. The administration shall implement the City's "Centralized Sponsorship" by the end of the 2024 calendar year.

### 4. Identify taxes and fees that the city is entitled to receiving:

Taxes and fees are one of the most significant revenue streams used by the city to finance the operating budget, debt service, and unfunded mandates or projects responsible for maintaining the city's level of services and quality of life. By 2024, the Finance Department will conduct a comprehensive study of potential taxes and fees from federal, state, county and local programs that are available to the City of Doral.

## 5. Working on mixed use project which generates revenue through P3.

By no later than the close of fiscal year 2025, staff in conjunction with the elected officials and residents shall prepare a list of no more than three (3) potential P3 projects (i.e., mobility hub) in order to expand the city's existing infrastructure capability to accommodate the demographic and economic growth; and enhance the city's general revenues.

## 6. Identify redevelopment projects consistent with comprehensive plan.

By 2025, the City of Doral shall implement an economic development element to the comprehensive plan with specific goals, objectives and policies to ensure that future redevelopment incorporate uses that are consistent with the community vision, contribute to the city tax base, and have minimum impacts on existing infrastructure.

## 7. Update Park, Road, and Police Impact Fees.

The establishment of impact fees is an efficient way for new development to pay for all or a share of the costs of providing public services, and to upgrade the impacted infrastructure. Staff shall review and update annually, if necessary, the city's park, police and road impact fees to ensure that new developments are paying the actual costs of infrastructural improvements. In 2024, staff shall develop a legally binding methodology that simplifies the collection of local road impact fees.







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# STRATEGY SCORECARD

# STRATEGY SCORECARD

Staff developed the City of Doral Community Dashboard in early 2023. The intent of the dashboard is to provide a high-level look at the performance of each of the City's strategic outcomes.

This dashboard reinforces the City's commitment to accountability, transparency in government, and continuous improvement. Through the community dashboard and other performance measurement initiatives, we monitor our progress toward community goals. Every measure on the dashboard has a target by which each performance is evaluated. The dashboard is updated quarterly and is reviewed by the City's senior staff and department heads. An overview of the results are provided to the Council during a workshop. The purpose is to understand the performance of each outcome and to determine where actions and steps must be taken in order to improve results. Targets are updated annually as part of the budgeting process. They are finalized prior to the publishing of the first quarter's results.

The City's Strategic Plan contains specific initiatives which addresses concerns in the community while also continuously improving results within each outcome. During the annual Strategic Planning Workshop, staff aligns the strategic initiatives with each of the strategic goals. The intent of this activity is to clearly display the City's performance toward the achievement of each of the strategic goals. Where desired results are not delivered, staff will evaluate the proper actions to take in order to improve performance.

