

CITY OF DORAL
STRATEGIC PLAN
2025-2026



Message from the Mayor



Dear Residents,

As we look ahead to 2025 and 2026, I am filled with pride and optimism for the future of our great city. Doral continues to thrive as one of the most dynamic, innovative, and family-friendly communities in South Florida—thanks to the dedication of our residents, business owners, and city staff who work together every day to make Doral a place we are all proud to call home.

Our new Strategic Plan serves as a roadmap to guide the City of Doral over the next two years and beyond. It is rooted in our shared vision for a safe, connected, and vibrant community, and it reflects the priorities that matter most to our residents — public safety, exceptional service, quality of life, mobility, and innovation.

Through this plan, we are focusing on the continued expansion of public safety resources, including the design of our new Public Safety Complex and the creation of a Park Response Unit to better serve our parks and public spaces. We are making significant investments in our infrastructure, with new bike paths, crosswalks, and smart mobility solutions that make Doral safer and more accessible for everyone. **We're committed to building a stronger future by creating new revenue-generating assets and partnerships that allow us to reinvest in our city while easing the burden on residents.**

As our city grows, we remain committed to improving the way we serve you. From upgrading our technology and streamlining city services to enhancing parks and green spaces, every initiative in this plan was developed with one goal in mind: to make life better for the people of Doral.

Our success as a city depends on collaboration and civic engagement. I invite each of you to stay involved—attend community meetings, share your ideas, and take part in the many programs and events that make Doral such a special place. Together, we will continue to build a community that not only meets the needs of today but also embraces the opportunities of tomorrow.

Thank you for your trust, your participation, and your commitment to making Doral a city that leads with purpose, innovation, and heart

With appreciation,

Christi Fraga
Mayor, City of Doral

Vision, Mission, Values



Vision

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



Mission

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



Values

Integrity
Family
Excellent Service
Communication
Teamwork

2025-2026

STRATEGIC GOALS



Public
Safety



Exceptional
Service



Quality
of Life



Transportation,
Mobility, &
Parking



Revenue,
Innovation &
Efficiency

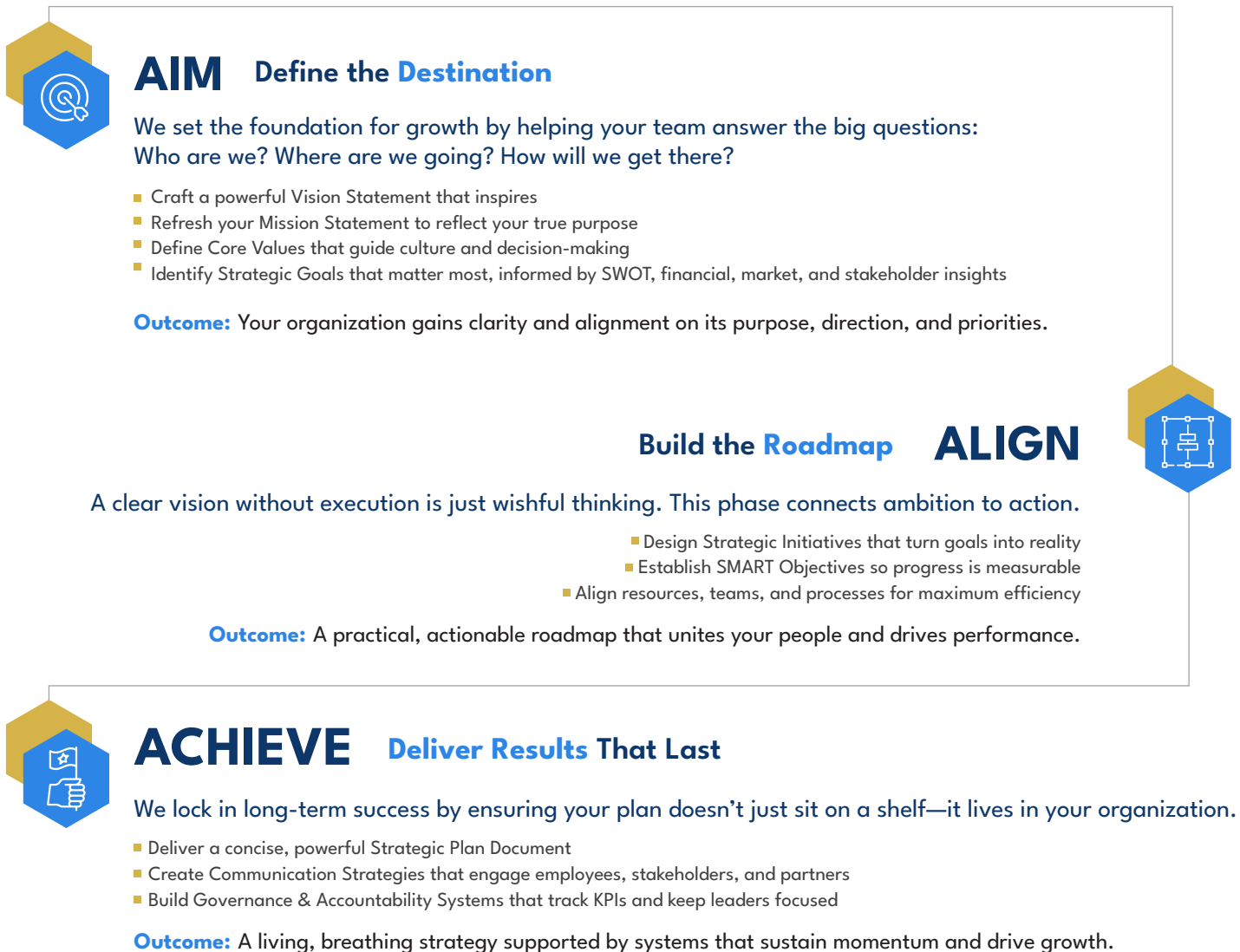
Strategic Planning Process

The City Strategic Planning Workshops took place in April and May 2025.

The City of Doral has undertaken a comprehensive Strategic Planning process led by Gamechangers Consulting to create a roadmap that will guide and inspire the organization over the next three to five years. This plan is driven by a unified vision, shared values, and clearly defined organizational goals and objectives—each supported by specific actions and initiatives to achieve measurable results.

A strategic plan is essential for city government to set priorities, allocate resources effectively, and foster collaboration and informed decision-making. It also strengthens transparency and accountability, building greater trust and confidence within the community.

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





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.

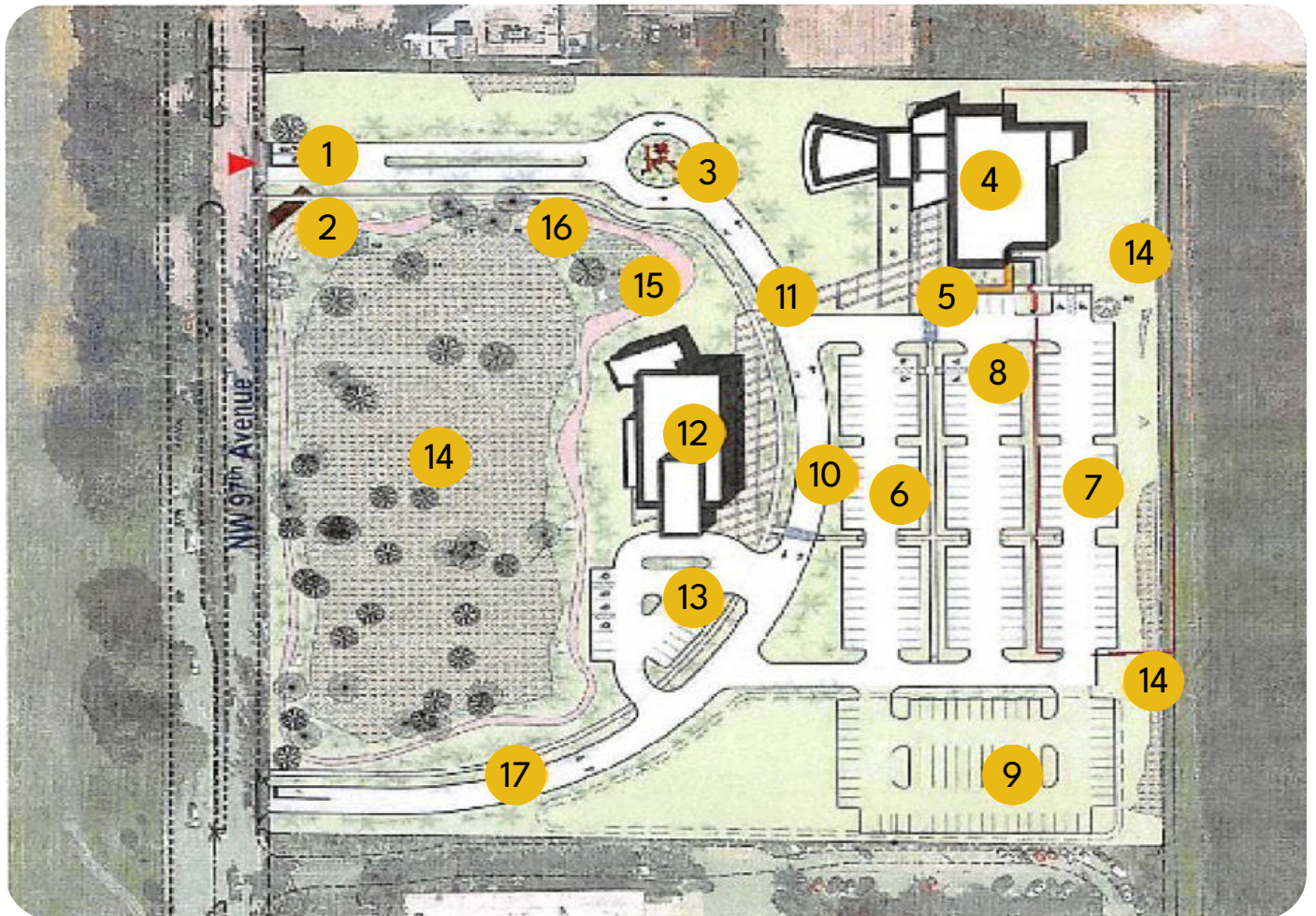
PRIMARY KPI	FY 25-26 Target
Routine Police response time	8 min or less 90% of the time
Emergency Police response time	6 min or less 90% of the time
Crime Rate Reduction	5% decrease from last year

Initiatives

- Initiative - Complete design of Public Safety Complex (see initial rendering)
- Ensure adequate sworn officer staffing levels to meet the community's public safety and service needs.
- Design & permitting of 10 high emphasis crosswalks to create safer and more pedestrianfriendly environment.
- Complete 1 mile of bike path enhancements.
- Complete 3 miles of bike path lighting.
- Complete one project included in Year 1 of Stormwater Master Plan CIP.
- Implement School Zone Speed Detection Program.
- Expand/Leverage License Plate Readers infrastructure.
- Implement solar streetlight pilot program to assess viability.
- Creation of a Park Response Unit (PRU).
- Implementation of Covert Vehicle Decoy Program.
- Initial hosting of Radar/Laser certification training, where Doral PD will be a Satellite Facility for the Florida Public Safety Institute.

Public Safety Complex

Comprehensive Master Plan



LEGEND

- | | | |
|---|---|-------------------------------------|
| 1 Main Site Entrance | 7 Secured Parking (77 spaces) | 13 Drop-Off & Parking (14 spaces) |
| 2 Site Entry Feature | 8 Dumpster | 14 Approximate Location of Wetlands |
| 3 Potential "Art in Public Spaces" Location | 9 Overflow Parking Area (74 spaces, Grass Pave) | 15 Recreational Area |
| 4 Police Sub-Station (12,700 sf ±) | 10 Two-Way Drive | 16 Jogging Trail |
| 5 Police Sub-Station Plaza | 11 Crosswalk | 17 Sidewalk |
| 6 Shared Parking (99 spaces) | 12 Future Civic Building (10,000 sf ±) | |



Exceptional Service



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.

PRIMARY KPI	FY 25-26 Target
First Contact Resolution - Solutions Center (Doral Q)	90% of issues resolved during initial contact
Rate of compliance for annual employee ethics training	Annual Target 100%
Google Review Ratings	Maintain a 4.0 or higher rating in the Citizen's Review.
• City of Doral Government Center	Target 4.0+
• Doral Central Park	Target 4.5+
• Morgan Levy Park	Target 4.5+
• Legacy Park	Target 4.5+

Initiatives

Human Resources

- NeoGov Attract: Enables HR to launch recruitment campaigns and to communicate via text and email with prospective candidates through the portal.
- Assembly Recognition Platform: Internal platform to showcase employee achievements, enrollment for wellness programs and activities, and distribution of monthly newsletter via the Portal.
- Enhance current interdepartmental communications and electronic systems to improve the selection and onboarding process.
- Departmental SOP updates, training, comprehensive mentoring and succession planning.

Community-Facing Service:

- EPL & ERP Update: Ongoing process improvements to enterprise programs (Permitting, Finance).
- Single-source communications for weekly, monthly and quarterly outreach.
- FOH & Frontline Customer Service Training, and Conflict Resolution.
- Enhance the visibility of the Doral professional brand.
- Evaluate SMS Messaging technology to enhance communications with the community.

Procurement and Asset Management Department

- OpenGov Application – outsourced bid notification system, bid submission including contract preparation and management.
- Streamline processes to allow expediency in issuing purchase orders, quotes, and formal bids.



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.

PRIMARY KPI	FY 25-26 Target
Green Space Expansion	2+ locations identified
Recreational Facility Maintenance (implement regular maintenance)	90% satisfaction rate from department survey
Parks & Recreation Customer Satisfaction Measure	90% satisfaction rate from department survey
Number of participants in Parks and Recreation programs	350,000 per year
Percent of neighbors that live within a 10-minute walk of a park	95%
Total number Memberships (Fitness center, Doral Legacy, Aquatic Center)	Increase memberships by 5% at the end of the Fiscal year
Waterpark Seasonal Attendance numbers	Increase attendance by 2%
Total revenue generated by facility rentals (at all parks)	Increase revenue by 5% at the end of the Fiscal Year

Initiatives

- Update the Parks Master Plan.
- Use technology to create an online facility rental, credit card payment, and venue deposit system.
- **Doral Central Park Operations:**
 - Hiring, on-boarding and training new staff for Doral Central Park Community Center and Aquatic Facility. Inclusive of full-time, part-time and lifeguard personnel.
 - Creating membership, programming & facility operation plans.
- Ongoing Parks Capital Improvement Projects.
- **Beautification:**
 - Code Compliance:
 - Establish quarterly meetings to identify and conduct beautification projects with private developers at major corridors.
- **Parks & Recreation:**
 - Capital Improvement Projects: New Playgrounds at Downtown Doral & Doral Meadow Park.
 - Doral Legacy Park Soccer Turf replacement, Safety Netting at Morgan Levy Park.
 - Increase capacity in senior and special needs programming by 5%.
 - Update Doral Central Park Business Plan to ensure operations and programming are sustainable and meeting the needs of the community.
- **Planning & Zoning / Economic Development:** Update City's Comprehensive Plan, goals, objectives and policies and incorporate economic development policy.



Transportation, Mobility, & Parking



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.

PRIMARY KPI	FY 25-26 Target
Increase Transit Ridership (Trolley and Freebee)	5% over previous year
Overall Trolley Performance	95% overall Trolley customer satisfaction
On-street Parking Inventory	10% increase of On-Street Parking inventory

Initiatives

- **Infrastructure**
 - Initiative - Complete design of Central Park Parking Garage and Retail Complex.
 - Traffic Calming Improvements
 - Construction of Section 7 and Landmark.
 - Corridor Improvements
 - Design of NW 117 Ave from NW 25 St to 34 St (roadway reconstruction).
 - Implementation of Congestion Management Plan (City's Traffic Signal Retiming Improvements).
 - Design of NW 104th Ave from NW 68th Street to the entrance of Vintage Place condominium (Widening, drainage improvements, signing and pavement markings).
 - Improving High emphasis pedestrian crosswalks citywide.
 - Intersection Improvements
 - Constuction of new traffic signal on NW 33 St/NW 92 Ave.
 - Design of new traffic signal on NW 50 St/NW 112 Ave.
 - Design of new traffic signal on NW 117th Ave and 34St.
 - Design of crosswalk relocation on NW 50 St/NW 117 Ave.
- **Transit**
 - Improve Trolley Service by increasing the number of Trolleys in the fleet.
 - Finalize the Doral Trolley Study (New Routes and Vehicle Type).
 - Improve the wait times of the on-demand, door-to-door transit (Freebee) by increasing the number of vehicles
 - General Service (from 3 to 4 vehicles).
 - Senior Service (from 2 to 3 vehicles).
 - Construction of 10 new bus shelter.
- **Parking**
 - Design of additional on-street public parking (milling and resurfacing).
 - Implementation of the Downtown Doral South Residential Parking program.



Transportation, Mobility, & Parking



Initiatives (continued)

- **Infrastructure**
 - Complete the grid
 - Construction of NW 99 Ave (NW 64 - 66 St), NW 102 Ave (NW 64 - 66 St), NW 66 St (NW 102 - 99 Ave).
 - Design of NW 104 Ave from NW 68 Terr to NW 70 Terr.
 - Corridor Improvements
 - Construction of NW 117 Ave (NW 25 St - NW 34 St) Roadway Improvements.
 - Start the design of the roadway improvements for the Downtown Doral Arts District (Adaptive Reuse Area).
 - Intersection Improvements
 - Illuminated Stop Sign Pilot Program.
 - Illuminated Reflective Pavement Markings (RPMs)
- **Transit**
 - Conduct Pilot Program for new trolley technology vendor.
 - Purchase new Doral Transit vehicle type prior to committing to changing the Doral Trolley Fleet.
- **Parking**
 - Conduct Doral Parking Master Plan.

Revenue, Innovation & Efficiency



Goal

Secure adequate funding to deliver high-quality services and programs to residents, while ensuring long-term financial stability through innovative and efficient practices. This objective requires a forward-thinking approach that prioritizes responsible fiscal management, embraces technological innovation to streamline operations, and promotes transparency, equity, and active community engagement. By leveraging data-driven insights and modern solutions, the City can enhance service delivery, maximize resource impact, and sustain growth over time.

PRIMARY KPI	FY 25-26 Target
Revenue Diversification	Increase % of non-ad-valorem revenue to general fund (Target - 65% and above = Good)
Fee Study	Set to be completed in the second quarter of FY 2026 (Target =Time)
Number of Innovation projects to complete per year	Target 3
Improve the efficiency of all City operations and processes	On Hold for Future Revision

Initiatives

- IT Strategy Meetings with Department Heads to assess how to digitize current manual processes.
- Redesigning Internal/External dashboards to enhance data capture and modernization.
- Evaluating public-private partnership opportunities by preparing and issuing an Invitation to Negotiate (ITN), which allows qualified developers to submit proposals to plan, design, and construct a public-private development that enhances the City's sponsorship opportunities.
- Explore alternative sources of revenue to minimize fiscal dependence on tax revenue by diversifying income sources, creating public-private partnerships, identifying grants, and implementing adequate fees.
- Conducting evaluations, studies, and analyses to update impact and departmental service fees.
- Establishment of a Technology Working Group to explore Customer Relationship Management (CRM) and survey software platforms, with the potential to centralize these tools to enable real-time feedback collection and analysis.
- Create a business analysis unit within IT that collaborates directly with departments to assess processes through technology and innovation, aiming to streamline operations and enhance resident experiences.

Closing Message to Our Community

Building Our Future, Together

This Strategic Plan reflects the collective vision of our residents, businesses, and city leaders — a shared commitment to making Doral a vibrant, inclusive, and innovative community for all.

As we move forward, we remain dedicated to:

Transparency:

Sharing progress and results with our residents.

Accountability:

Delivering on our goals with integrity and excellence.

Collaboration:

Partnering with our community to shape a stronger future.

Your continued engagement and feedback are vital to our success.

Together, we will turn this plan into action — ensuring that Doral continues to be a place where people and opportunity thrive.

On behalf of the Mayor, City Council, and City Administration —
thank you for your partnership and trust.

