

RESOLUTION No. 24-38

A RESOLUTION OF THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, WAIVING THE COMPETITIVE BID PROCESS PURSUANT TO SECTION 2-321 OF THE CITY'S CODE OF ORDINANCES; AUTHORIZING THE CITY MANAGER TO ENGAGE GAMECHANGERS CONSULTING LLC FOR STRATEGIC PLANNING SERVICES IN AN AMOUNT NOT TO EXCEED BUDGETED FUNDS; AUTHORIZING THE CITY MANAGER TO EXECUTE ALL NECESSARY DOCUMENTS IN CONNECTION WITH THIS PURCHASE AND EXPEND BUDGETED FUNDS ON BEHALF OF THE CITY; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the City of Doral ("City") administration presented the 2023-2024 Strategic Planning Report to the City Council on August 9, 2023, setting forth a plan to serve as a guidebook encompassing the direction needed by the City to improve and maintain desired services for our community; and

WHEREAS, to ensure the ongoing implementation of the strategic planning process, the City administration aims to re-engage Gamechangers Consulting LLC, the original strategic planning consultant, for strategic planning services as outlined in the attached proposal.; and

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL AS FOLLOWS:

Section 1. Recitals. The foregoing recitals are confirmed, adopted, and incorporated herein and made a part hereof by this reference.

Section 2. Approval. A waiver of the competitive bidding process, pursuant to section 2-321 of the City Code of Ordinances, for the provision of strategic planning services is hereby approved.

Section 3. Authorization. The City Manager is hereby authorized to engage Gamechangers Consulting LLC for strategic planning services as outlined in the proposal attached and incorporated as Exhibit "A" in an amount not to exceed annual budgeted funds.

Section 4. Implementation. The City Manager and the City Attorney are hereby authorized to take such further action as may be necessary to implement the provisions of this Resolution.

Section 5. Effective Date. This Resolution shall become effective immediately upon adoption.

The foregoing Resolution was offered by Vice Mayor Puig-Corve who moved its adoption.
The motion was seconded by Councilmember Porras and upon being put to a vote, the
vote was as follows:

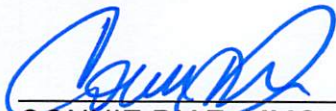
Mayor Christi Fraga	Yes
Vice Mayor Oscar Puig-Corve	Yes
Councilwoman Digna Cabral	Yes
Councilman Rafael Pineyro	Yes
Councilwoman Maureen Porras	Yes

PASSED AND ADOPTED this 13 day of March, 2024.



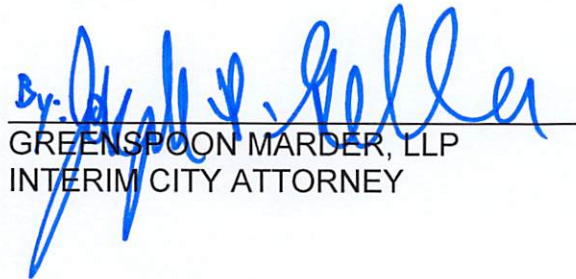
CHRISTI FRAGA, MAYOR

ATTEST:



CONNIE DIAZ, MMC
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY
FOR THE USE AND RELIANCE OF THE CITY OF DORAL ONLY:



GREENSPOON MARDER, LLP
INTERIM CITY ATTORNEY

EXHIBIT “A”



February 15th, 2024

Frank Rios
Interim City Manager
City of Doral, FL
8401 NW 53rd Terrace
Doral, FL 33166

Dear Frank,

Re: Proposal for Strategic Plan Governance and Training & Development.

I am pleased to present to you our proposal for the governance of the Strategic Plan as well as training and development initiatives for the City of Doral. Our approach is tailored to foster collaboration, ensure accountability, and drive measurable results.

In this proposal, we outline a comprehensive 12-month governance plan, offering expert oversight and actionable insights to ensure the successful execution of your strategic goals. We believe that effective strategic planning is not just about setting goals, but about creating a roadmap that transforms vision into reality.

Our commitment to the City of Doral extends beyond mere consultancy; we aim to be partners in progress, dedicated to realizing your vision for a prosperous and sustainable future.

We are excited about the opportunity to work closely with your team and contribute to the continued success and development of the City of Doral.

Sincerely,

A handwritten signature in black ink that reads "Sergio Tigera". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Sergio Tigera
President and CEO
Gamechangers Consulting LLC

1. INTRODUCTION

The following pages include our approach, scope of services, terms and conditions, and a breakdown of our fee structure. We are confident that our expertise and customized approach will add significant value to the City's strategic initiatives.

2. SITUATIONAL ASSESSMENT

The City of Doral has developed a strategic plan that will guide and inspire the organization over the next 3-5 years. Now the focus shifts from the planning phase to the execution phase. The execution and monitoring of the plan are crucial to ensure that the organization stays on track, achieves its objectives, and remains accountable for its actions.

3. OBJECTIVE

The objective of the Execution Phase of a strategic plan is to put the strategies and initiatives outlined in the plan into action. This phase is all about **implementing and monitoring**, the plans, projects, and activities that were developed during the planning phase.

4. METHODOLOGY

An effective quarterly execution monitoring and governance plan involves establishing a structured approach to track progress, evaluate performance, and ensure accountability in delivering results to stakeholders and citizens. Here's a detailed plan:

- **Monthly Progress Update Review (1 hr., 2 Goals):**
 - **Purpose:** To review progress, identify issues, and make timely adjustments.
 - **Frequency:** Monthly- 2 goals/Month.
 - **Agenda:**
 - Review Key Performance Indicators (KPIs) and progress against milestones.
 - Discuss achievements, roadblocks, and risks.
 - Identify necessary course corrections.
 - Decide on resource allocation or reallocation if needed.
 - Recognize outstanding contributions and successes.

- **Quarterly Strategy “Deep-Dive” Review (2 hr., All Goals):**

Conduct quarterly review meetings involving city leadership, department heads, and relevant stakeholders. Present progress reports for each KPI, highlighting

achievements, challenges, and areas needing attention. Discuss strategies to address any deviations or issues and make necessary adjustments.

- **Purpose:** Comprehensive review of achievements, challenges, and lessons learned from the previous quarter.
- **Frequency:** Quarterly – All Goals.
- **Agenda:**
 - Alignment assessment with the long-term strategic objectives.
 - Identification of emerging trends, opportunities, and threats.
 - Strategic initiatives update and planning for the next quarter.

5. TIMING

- **Early April 2024 - Orientation Meeting (City Leadership):**
 - **Purpose** - Introduce the governance process to city leadership as well as Department Heads. Explain the cadence, responsibilities, and expectations.
- **Early April – Metrics and Culture Workshop (Dept Heads):**
 - **Half-Day Session:** The workshop is strategically designed with two key aims:
 - **Developing community-valued metrics:** This workshop will identify key performance indicators that resonate with and are meaningful to the Doral community. Our goal is to ensure these metrics not only reflect the progress of our strategic objectives but also align with the values and expectations of the community we serve.
 - **Driving cultural transformation.** We must cultivate an environment where open, honest communication is not just encouraged but valued. We will emphasize the need for transparent and honest communication among city leaders and staff so as to ensure accountability towards our goals and align with the expectations of our community. Through interactive discussions and activities, we aim to break down barriers, address the fear of reprisal, and establish a foundation of trust and transparency among Department Heads and Staff.
- **End April 2024 – Internal Strategy Meeting** – Finalize strategic plan metrics and prep for Public Meeting with elected officials.
- **End April 2024** – January - March Quarterly Report completed.
- **Early May 2024 Public Meeting- Strategic Plan Progress Review with Council Members:**
 - **Full-Day Session:** Designed to provide a status update of the Strategic Plan halfway through the fiscal year.
 - Review progress against milestones.
 - Discuss achievements, roadblocks, and risks.

- Update the plan as needed according to input from Councilmembers.
 - Decide on any resource allocation changes (if needed).
- **May 2024 – Tactical Discussion Meeting (1-hour):**
 - **2 Goals: Public Safety and Transportation.**
 - 30 min deep dive goal 1 – **Public Safety.**
 - 30 min deep dive goal 2 – **Transportation.**
- **June 2024 – Tactical Discussion Meeting (1 hour):**
 - **2 Goals: Exceptional Service and Parks & Recreation.**
 - 30 min deep dive goal 3 – **Exceptional Service.**
 - 30 min deep dive goal 4 – **Parks & Recreation.**
- **July 2024 – Quarterly Meeting – Strategic Discussion Meeting (2 hours):**
 - **5 Goals: The four goals above plus Revenue Growth.**
 - 60 min overall progress (review only red flags).
 - 60 min roadblocks and next steps.
- **End July 2024 – April - June Quarterly Report Completed.**

Note: Aug & Sept tentatively scheduled to be led internally as per request. Additional governance support available as needed.

- **October 2024 – Quarterly Meeting – Strategic Discussion Meeting (2 hours):**
 - **5 Goals: The four goals above plus Revenue Growth**
 - 60 min overall progress (review only red flags).
 - 60 min roadblocks and next steps.

6. VALUE

By implementing this comprehensive quarterly execution monitoring and governance plan, the city will effectively track its progress, demonstrate accountability to stakeholders and citizens, and consistently work toward achieving its strategic objectives.

- **Departmental Accountability:**
 - Assign responsibility to specific departments or units for achieving each KPI.
 - Establish a chain of accountability, with department heads responsible for their respective targets.
- **Provide quarterly performance reports for stakeholders and citizens.**
 - Summarize progress, KPI achievements, and overall impact on the city's goal
 - Include visualizations, infographics, and narratives for easy understanding.

- **Citizen Engagement:**
Provide platforms for citizens to access performance data and KPI updates. Gather citizen feedback on city services, projects, and initiatives. Use feedback to enhance decision-making and prioritize community needs. Incorporate insights into future planning and execution strategies.
- **Alignment with Budget Allocation:**
Ensure that budget allocation aligns with the quarterly execution plan. Review budget utilization and adjust as needed to support strategic priorities.

7. ACCOUNTABILITIES

Gamechangers Consulting accountabilities include:

- Pre-work and data gathering.
- Facilitation of Monthly and Quarterly Meetings.
- Preparation of Quarterly Reports.
- Development of the Strategy Scorecard.
- Debriefs as requested.
- Response to questions within 24 hours.

Client accountabilities include:

- Email and cell phone access and 24-hour response.
- Timely reporting of KPI's as scheduled, prior to monthly and quarterly meetings.
- Any other information needed for the meetings.

We jointly agree:

- To immediately inform the other if any situations develop that could materially affect the outcomes and success of this project.

8. TERMS AND CONDITIONS

Fee For Service: \$20,000.00.

- Includes travel to client.
- 1/3 of the fee due upon signing.
- 1/3 due on June 1, 2024.
- 1/3 due on September 1, 2024.
- The fee includes all of the deliverables stated above.
- Additional services can be added at a cost of \$250 per hour.

9. AGREEMENT

Your signature and payment constitute acceptance of the terms and conditions herein. In lieu of your signature, we will proceed solely on the basis of your payment.



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