



# ADOPTED BUDGET

*FY 2018-2019*



**CITY OF DORAL, FLORIDA**

*PROVIDING QUALITY SERVICE TO ENHANCE SAFETY,  
LIVABILITY AND PROSPERITY OF OUR COMMUNITY.*



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## City Council



*Juan Carlos Bermudez*  
Mayor



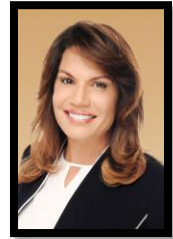
*Pete Cabrera*  
Councilman



*Claudia Mariaca*  
Vice Mayor



*Christi Fraga*  
Councilwoman



*Digna Cabral*  
Councilwoman





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Doral  
Florida**

For the Fiscal Year Beginning

**October 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Doral, Florida** for its annual budget for the fiscal year beginning **October 1, 2017**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



## **ACKNOWLEDGMENT**

This document was prepared by a team of City staff members who worked very enthusiastically, with pride and dedication, to provide meaningful and useful information for the benefit of the citizens, the business community, and the City of Doral organization.

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# INTRODUCTION



## CITY MANAGER'S BUDGET MESSAGE



Dear Honorable Mayor, Council Members, and Citizens of Doral:

On behalf of the administration of the City of Doral, I am pleased to submit the Fiscal Year 2018-2019 Adopted Operating and Capital budget for the City of Doral in the amount of \$72,833,250. The total budget represents a decrease of \$1,956,356 (2.62%) over the Fiscal Year 2017-2018 adopted budget.

For FY 2018-2019, the City's principal fund - General Fund was adopted at \$60,380,348 or 82.90% of the total budget. This budget is moderately higher than the Fiscal Year 2017-2018 adopted budget of \$57,001,076 an increase of \$3,379,272.

FUND	ADOPTED BUDGET FY 2017-2018	ADOPTED BUDGET FY 2018-2019	INCREASE (REDUCTION)
<b>General</b>	\$57,001,076	\$60,380,348	\$3,379,272
<b>Transportation</b>	\$7,185,578	\$4,034,591	(\$3,150,987)
<b>Park Impact</b>	\$920,204	\$164,000	(\$756,204)
<b>Police Impact</b>	\$389,000	\$691,378	\$302,378
<b>Peoples Transportation</b>	\$2,143,222	\$2,143,222	\$0
<b>Building Technology</b>	\$0	\$200,000	\$200,000
<b>Capital Improvement</b>	\$257,708	\$147,443	(\$110,265)
<b>Stormwater</b>	\$6,892,818	\$5,072,268	(\$1,820,550)
<b>Total</b>	<b>\$74,789,606</b>	<b>\$72,833,250</b>	<b>(\$1,956,356)</b>

The overall budget was prepared to meet the criteria of the Council's strategic priorities for: Communication; Smart City; Long-Term Financial Sustainability; Organizational Efficiency; Transportation; Workforce Housing; Quality of Place; Economic Diversification; and Public Safety. It also reflects the administration's needs and expectations of exceptional services.

The City of Doral is the fastest growing City in Florida and the eleventh fastest in the country based on the 2016 U.S. Census estimates. The population grew twenty-nine percent or over 15,000 people from 2010 to 2017, accompanied by fast-paced construction of new homes. In 2017, the city had approximately 61,130 citizens and it is projected that by 2020 the population will reach an estimated 78,000.

The City continues to grow in most of the important industry sectors in Miami-Dade County. The City of Doral is a hotspot for international trade and the home of over 240 multi-national businesses. Since incorporation, Doral's employment growth has played a significant role in driving total employment in Miami-Dade County, representing over 17% of all new net jobs created as reported by the 2017 Florida International University Metropolitan Center Economic Analysis.



Although Doral's population represents only 2.2 percent of the County's total population, its employment base is over 7 percent of Miami-Dade County's total jobs base. With a growth rate over 21 percent from 2002 to 2014, Doral's employment grew 2.6 times faster than the County, making it one of Miami-Dade County's fastest growing sub-economies over the last decade. The growth of Doral's total employment, 13,535 jobs since 2002, represents over 17 percent of all new net jobs created in the County during the same period. Mean wage by industry for Doral residents averaged 132 percent higher than median industry wages across the county. The City is home to 6,802 establishments employing 102,235 workers with 2016 total sales revenues estimated at over \$69.4 Billion.

The total volume of sales revenue from these companies, concentrated in such a small geographic area, represents \$679,634 per worker, or over \$1.35 million per resident making Doral one of South Florida's and the State's most productive local economies.

Doral has a high proportion of business establishments earning more than \$1 million in annual sales, 2,720 or 40 percent, of all business establishments earn more than \$1 million in sales annually. The City of Doral has an exceptionally high proportion of business firms and establishments in the Advanced Industries Sector.

The City is also home to 775 establishments and firms within the Advanced Industries Sector. These business locations employ 11,727 workers, or just over 11 percent of the City's employment base, and generate over \$2 billion in local sales, and more globally. Given that Advanced Industries employment represents 9 percent of U.S. employment, and only 3 percent of the state's total employment, the City of Doral has a growing potential as a leading, high-concentration Florida location for the Advanced Industry Sector.

This budget responds to the impacts of this steady population and economic growth, while it provides for FY 2018-2019: Taxes, including Ad Valorem, \$41,159,397 (68.17%); Licenses & Permits \$7,670,000 (12.70%); Intergovernmental \$6,381,244 (10.57%); Charges for Services \$2,689,195 (4.45%); Fines and Forfeits \$1,493,500 (2.47%); and Miscellaneous \$987,012 (1.63%).



This is a fiscally sound and balanced proposal that represents growth in expenditures and in return ensures:

- All current levels of services and operations can be maintained or improved;
- Needed equipment, maintenance, replacements and upgrades take place on schedule;
- Public Safety is prioritized;
- Future greenspace is added to the City's park system.

**Budget Approach:**

The budget is guided by and is consistent with the Vision, Mission, Core Values, and Goals and Objectives of the City of Doral. The overall budget is prepared to meet the criteria of the Council's strategic priorities. It also reflects administration's commitment to sound financial and operational practices that realizes our growing community's needs and expectations of exceptional services.

*VISION:* To be a premier community in which to live, work and play.

*MISSION:* To serve our community by relentlessly pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government.

*CORE VALUES:* Efficiency, effectiveness and continuous improvement; Order; Accessibility and transparency; and product-oriented.

Complete Strategic Planning information may be on Page 18- 24.

In the preparation of this budget, it was determined that we could sustain our current levels of operations, programs, personnel, and reserve fund contributions with our known increased costs. The City is pleased to report that we have a modest growth in projected General Fund revenues of approximately 6 %, in the amount of \$3,379,272, along with several cost savings initiatives that will allow us to invest back into the City.

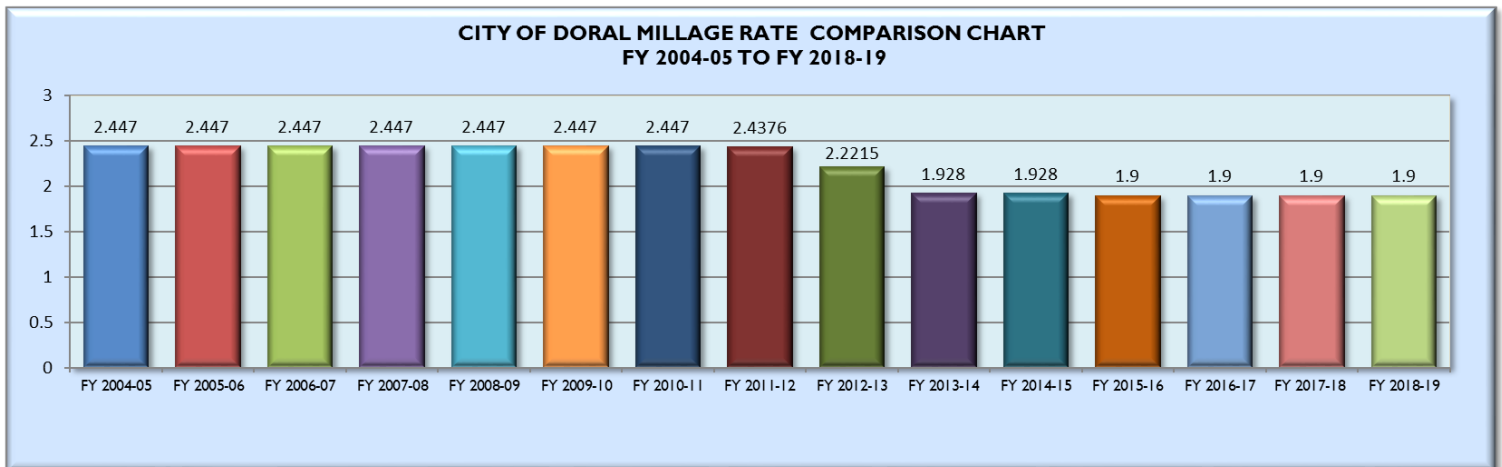
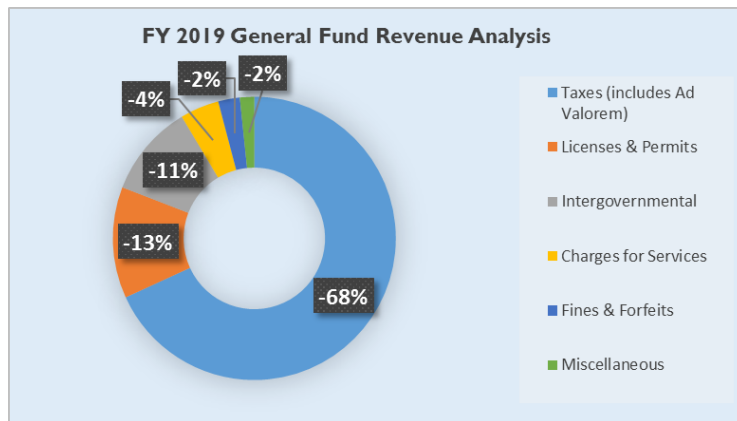




**Budget Summary:**

The General Fund budget is presented without the use of reserves, which is currently proposed at \$60,380,348, while maintaining the City’s standards of providing excellent services to our community. The City also continues to maintain a firm financial standing and preserving its Standard & Poor’s AA credit rating. Having already reduced operating expenditures in prior years, administration has submitted a proposal that continues to trim costs in a responsible manner and solely contingent upon projected revenues. The following is a brief introduction to the 2018- 2019 Adopted Budget:

- *General Fund Revenues:* Total revenues are projected to be \$60,380,348, a 6% increase over the prior year’s adopted revenue projection of \$57,001,076.
  - Ad Valorem taxes are projected at the 2018-2019 adopted millage rate of \$1.90 per \$1,000 of taxable value, which represents \$23,800,342 and comprises 39.42% of the total General Fund Revenue.
  - Inter-Governmental and Other Taxes are projected at \$23,740,299 and comprises 39.32% of the total General Fund Revenue.
  - Licenses and Permits are projected at \$7,670,000 and comprises 12.70% of the total General Fund Revenue.
  - All other revenues are projected at \$5,169,707 and comprises 8.56% of the total General Fund Revenue.





- **General Fund Expenditures:** Total expenditures are projected to be \$60,380,348, a 4.3% increase over the prior years adopted expenditure projection of \$57,001,076. Following are highlights of the General Fund Expenditure budget for Fiscal Year 2019:
  - Projected personnel expenditures are \$41,250,964 that includes a 2% COLA increase, up to a 3% merit increase and a 12% health insurance increase.
  - Projected operating expenditures are \$13,757,507 which includes funding related to public safety associated new hires, programming at Doral Glades Park, and fleet maintenance operations.
  - Projected capital expenditures are \$1,579,199, a decrease of \$67,199 (4%) over Fiscal Year 2017-2018 and includes funding for new projects and those in progress.
  - Projected operating transfers out of \$1,712,799, debt service payments of \$1,917,379 and grants and aids of \$162,500.

FY 2019 GENERAL FUND CONSOLIDATED ITEMS DETAIL										
DEPARTMENT	SALARIES & OTHER WAGES	FRINGE BENEFITS	PERSONNEL TOTAL	OPERATING COSTS	CAPITAL OUTLAY	OPERATING TRANSFERS <sup>(1)</sup>	DEBT SERVICE	GRANTS & AIDS	DEPARTMENT TOTAL	
10005 CITY COUNCIL	499,898	374,650	874,548	307,400	-	-	-	-	1,181,948	
11005 CITY MANAGER	493,569	168,108	661,677	28,540	-	-	-	-	690,217	
11505 PUBLIC AFFAIRS	369,765	152,677	522,442	208,820	750	-	-	-	732,012	
11605 ECONOMIC DEVELOPMENT	161,912	77,933	239,845	161,900	-	-	-	-	401,745	
12005 CITY CLERK	234,092	93,177	327,269	385,196	-	-	-	-	712,465	
13005 CHARTER ENFORCEMENT	-	-	-	50,000	-	-	-	-	50,000	
20005 HUMAN RESOURCES	446,952	181,865	628,817	159,119	-	-	-	-	787,936	
21005 FINANCE	724,001	338,998	1,062,999	101,545	-	-	-	-	1,164,544	
22005 INFORMATION TECHNOLOGY	1,278,057	553,801	1,831,858	2,817,382	914,885	-	-	-	5,564,125	
30005 CITY ATTORNEY	283,770	128,609	412,379	291,547	40,000	-	-	-	743,926	
40005 PLANNING & ZONING	673,876	254,126	928,002	156,773	-	-	-	-	1,084,775	
50005 GENERAL GOVERNMENT	570,000	-	570,000	2,599,924	-	1,712,799	1,917,379	162,500	6,962,602	
60005 POLICE	14,608,066	7,295,982	21,904,048	1,606,313	280,094	-	-	-	23,790,455	
70005 BUILDING	2,565,132	1,152,512	3,717,644	453,793	156,590	-	-	-	4,328,027	
71005 CODE COMPLIANCE	970,818	368,808	1,339,626	64,073	47,000	-	-	-	1,450,699	
80005 PUBLIC WORKS	1,738,798	896,907	2,635,705	2,037,975	110,088	-	-	-	4,783,768	
90005 PARKS & RECREATION	2,670,220	923,885	3,594,105	2,327,207	29,792	-	-	-	5,951,104	
<b>FY 2019 ADOPTED BUDGET</b>	<b>\$ 28,288,926</b>	<b>\$ 12,962,038</b>	<b>\$ 41,250,964</b>	<b>\$ 13,757,507</b>	<b>\$ 1,579,199</b>	<b>\$ 1,712,799</b>	<b>\$ 1,917,379</b>	<b>\$ 162,500</b>	<b>\$ 60,380,348</b>	
<b>FY 2018 ADOPTED BUDGET<sup>(2)</sup></b>	<b>\$ 26,104,697</b>	<b>\$ 11,336,517</b>	<b>\$ 37,441,214</b>	<b>\$ 14,824,341</b>	<b>\$ 1,646,398</b>	<b>\$ 1,000,000</b>	<b>\$ 1,944,123</b>	<b>\$ 145,000</b>	<b>\$ 57,001,076</b>	
<b>FY 2019 v. FY 2018</b>	<b>\$ 2,184,229</b>	<b>\$ 1,625,521</b>	<b>\$ 3,809,750</b>	<b>\$ (1,066,834)</b>	<b>\$ (67,199)</b>	<b>\$ 712,799</b>	<b>\$ (26,744)</b>	<b>\$ 17,500</b>	<b>\$ 3,379,272</b>	
Percent Change	8.37%	14.34%	10.18%	-7.20%	-4.08%	71.28%	-1.38%	12.07%	5.93%	

<sup>(1)</sup> Operating Transfers include \$147,443K to the CIP Fund, \$1,165,356M to the Infrastructure Replacement Fund and \$400K to the OPEB Liability Fund.

<sup>(2)</sup> Does not include approved amendments to the budget and/or carryovers of previous year's projects.



FY 2019 GENERAL FUND SUMMARY

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2015-16	ACTUAL FY 2016-17	ADOPTED BUDGET FY 2017-18	AMENDED BUDGET* FY 2017-18	YEAR-END ESTIMATE FY 2017-18	UPDATED PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		77,044,536	75,784,453	64,343,604	64,343,604	64,343,604	39,203,686	39,203,686
<b>REVENUES</b>								
	TAXES	34,799,912	36,219,621	38,979,641	38,979,641	39,237,795	41,159,397	41,159,397
	LICENSES & PERMITS	11,072,700	7,489,660	8,024,000	8,024,000	9,135,796	7,670,000	7,670,000
	INTERGOVERNMENTAL	5,422,346	5,771,694	5,897,306	5,897,306	6,147,741	6,381,244	6,381,244
	CHARGES FOR SERVICES	2,113,300	2,052,442	2,133,617	2,133,617	2,386,727	2,689,195	2,689,195
	FINES AND FORFEITS	510,745	483,341	1,029,500	1,029,500	1,622,249	1,493,500	1,493,500
	MISCELLANEOUS	3,014,254	1,526,366	937,012	937,012	979,074	987,012	987,012
	<b>TOTAL REVENUES</b>	<b>56,933,257</b>	<b>53,543,123</b>	<b>57,001,076</b>	<b>57,001,076</b>	<b>59,509,382</b>	<b>60,380,348</b>	<b>60,380,348</b>
<b>OTHER RESOURCES</b>								
	RESERVES - IN USE OF FUND BALANCE	1,260,083	11,440,849	-	8,100,000	8,100,000	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	22,310,343	22,310,343	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>1,260,083</b>	<b>11,440,849</b>	<b>-</b>	<b>30,410,343</b>	<b>30,410,343</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>58,193,340</b>	<b>64,983,972</b>	<b>57,001,076</b>	<b>87,411,419</b>	<b>89,919,725</b>	<b>60,380,348</b>	<b>60,380,348</b>
<b>EXPENDITURES BY DEPARTMENT:</b>								
10005	CITY COUNCIL	986,949	1,119,904	1,149,081	1,149,081	1,120,389	1,181,948	1,181,948
11005	CITY MANAGER	683,681	812,686	668,976	668,976	655,525	690,217	690,217
11505	PUBLIC AFFAIRS	624,740	669,606	753,565	807,695	694,304	732,015	732,012
11605	ECONOMIC DEVELOPMENT	262,092	311,994	370,510	430,510	427,725	401,745	401,745
12005	CITY CLERK	481,833	496,326	702,512	702,512	694,112	712,465	712,465
13005	CHARTER ENFORCEMENT	-	-	50,000	50,000	-	50,000	50,000
20005	HUMAN RESOURCES	556,836	576,181	761,725	781,322	742,316	787,936	787,936
21005	FINANCE	947,778	1,027,594	1,102,061	1,104,861	1,046,756	1,164,544	1,164,544
22005	INFORMATION TECHNOLOGY	4,020,590	4,800,516	4,968,134	6,054,784	5,875,208	5,452,704	5,564,125
30005	CITY ATTORNEY	1,057,985	583,686	685,000	819,189	819,189	703,926	743,926
40005	PLANNING & ZONING	964,476	867,138	1,040,482	1,331,168	1,052,218	1,074,537	1,084,775
50005	GENERAL GOVERNMENT	4,246,729	4,364,301	5,512,956	5,434,719	4,545,723	5,366,523	5,249,803
60005	POLICE	19,947,302	23,607,235	21,511,871	22,330,747	22,168,920	23,790,455	23,790,455
70005	BUILDING	3,687,056	4,005,606	4,380,233	4,381,695	4,272,143	4,372,963	4,328,027
71005	CODE COMPLIANCE	1,230,322	1,261,107	1,425,919	1,425,919	1,335,040	1,450,699	1,450,699
80005	PUBLIC WORKS	8,183,452	3,980,570	5,173,205	18,699,565	18,050,441	4,783,768	4,783,768
90005	PARKS & RECREATION	9,911,520	12,259,522	5,744,846	20,238,677	20,149,292	5,951,104	5,951,104
	<b>TOTAL EXPENDITURES</b>	<b>57,793,341</b>	<b>60,743,972</b>	<b>56,001,076</b>	<b>86,411,419</b>	<b>83,649,300</b>	<b>58,667,549</b>	<b>58,667,549</b>
	<b>INTERFUND TRANSFER OUT (2)</b>	<b>400,000</b>	<b>4,240,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,712,799</b>	<b>1,712,799</b>
<b>TOTAL GENERAL FUND EXPENDITURES</b>		<b>58,193,341</b>	<b>64,983,972</b>	<b>57,001,076</b>	<b>87,411,419</b>	<b>84,649,300</b>	<b>60,380,348</b>	<b>60,380,348</b>
	USE OF FUND BALANCE	1,260,083	11,440,849	-	8,100,000	8,100,000	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	22,310,343	22,310,343	-	-
<b>ENDING FUND BALANCE</b>		<b>\$ 75,784,453</b>	<b>\$ 64,343,604</b>	<b>\$ 64,343,604</b>	<b>\$ 33,933,261</b>	<b>\$ 39,203,686</b>	<b>\$ 39,203,686</b>	<b>\$ 39,203,686</b>
	<b>15% REQUIRED RESERVE</b>				<b>\$ 13,111,713</b>		<b>\$ 9,057,052</b>	<b>\$ 9,057,052</b>

\*Includes approved amendments to the budget and/or carryovers of previous year's projects.

**NOTES:**

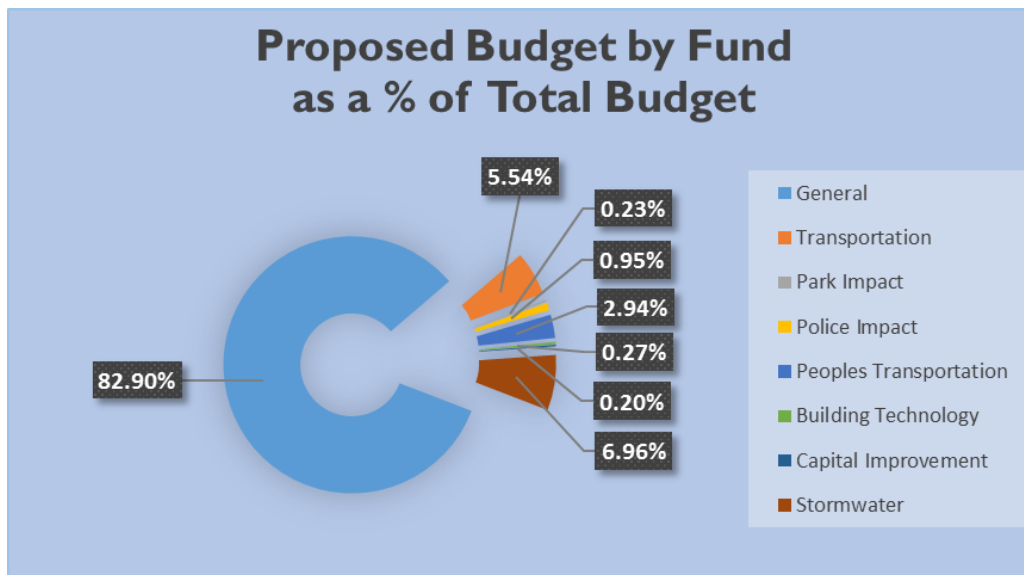
(1) Operating expenditures (excluding Capital Outlay & Operating Transfers to Other Funds) Total: \$57,088,350

(2) Interfund Transfers Out are budgeted from General Government



The budget for all other funds is \$12,452,902 which is 17% of the overall budget broken down in the following funds:

- The Transportation Fund is projected to receive \$2,727,806 in revenues and use \$1,306,785 of fund balance reserves; expenditures are projected to be \$4,034,591 which includes: \$351,671 in personnel expenditures, \$1,092,920 in operating expenses and \$2,590,000 in capital outlay.
- The Park Impact Fee Fund is projected to receive \$260,000 in revenues; expenditures are projected to be \$164,000 for capital outlay and \$96,000 to fund balance.
- The Police Impact Fee Fund is projected to receive \$505,000 in revenues and use \$186,378 of fund balance reserves; expenditures are projected to be \$691,378 in capital outlay
- The Peoples Transportation Fund is projected to receive \$2,552,382 in revenues and expenditures are projected to be \$2,143,222 which includes \$1,657,222 in operating expenses and \$486,000 in capital outlay and \$409,160 to fund balance.
- The Capital Improvement Fund is projected to receive \$147,443 in operating transfers in and expenditures are projected to be \$147,443 for capital outlay.
- Building Technology Fund is projected to receive \$200,000 in revenues and expenditures are projected to be \$200,000 in capital outlay.
- The Stormwater Fund is projected to receive \$4,540,000 in revenues and use \$532,268 of fund balance reserves; expenditures are projected to be \$5,072,268, which includes \$158,560 in personnel expenditures; \$1,288,880 in operating expenses; \$2,960,000 in capital outlay and \$664,828 in debt service.







The City's Finance Department developed a five-year budget cycle, which is introduced and discussed during the budget workshops. This provides administration the ability to envision the future financial picture for the City based on current information. Thus, allowing administration to steer the City in the right course. The City is placing great emphasis on the accuracy of our budget forecasts. Now, with a focused eye, we must maintain our diligence and precisely execute the budget plan enclosed.

There are some expenditures that remain out of our purview such as higher medical and insurance costs and legislative/policy actions at the federal and state levels that may impact our financial forecasts, but with a proper budget plan the City may mitigate the impact of these challenges.

Our tax dollars are improving the City by:

- Investing in police outreach initiatives and increasing public safety
- Building new parks for its families
- Connecting roads, adding sidewalks, and building out critical infrastructure

The FY 2018-19 Budget contains funding for on-going services to the community. The following are the highlights:

- Funding to hire three (3) school safety officers – part-time reserves to provide appropriate support for the school system
- Funding to hire thirteen (13) additional officers, one (1) sergeant, two (2) PSAs, one (1) quartermaster, and one (1) property & evidence supervisor to provide community policing and enhanced police visibility
- Revitalizing Police Department's aging fleet through the acquisition of police vehicles
- Future greenspace to be added to the City's park system
- Programming and operation of Doral Glades Park
- Resurfacing of tennis and basketball courts at Morgan Levy Park
- Continue citywide sidewalk improvements
- Continue roadway construction, milling, resurfacing and beautification projects
- Citywide intersection improvements
- Stormwater improvements
- Continued canal stabilization and maintenance projects
- Continue the City's safety and security technologies on the trolleys
- Catch Basin Maintenance Program
- Integration by the Building Department to an online permitting system that is outward facing



- Incorporate online feature for payment of fines and administrative costs related to code enforcement activities
- Procure data analytics platform that leverages artificial intelligence (AI) to help cities understand citizen feedback for better governance and communication
- Reinstate quarterly mailing of newsletter to all homes to strengthen communication campaigns
- Expand campaign with bus benches and with digital marketing efforts that enhance reach and provide metrics (i.e. social media ads, web banners)
- Expand advertising, marketing & strategic partnerships to strengthen branding & business attraction in local, regional & new markets
- Computer device upgrades for departments to optimize use of new technology and become efficient at completing city functions
- Citywide implementation of smart systems solutions that will enhance transparency of city operations
- Improve our customer services through training programs

Details of the adopted expenditures are included within each departmental narrative as part of this budget document.

I would like to express my sincere appreciation to the members of the City Council for their continued guidance and support throughout the development of this budget. I want to thank all the department directors for their contributions. Finally, special recognition is extended to the Finance team for their outstanding efforts in the development of this budget, as well as managing the public dollars entrusted to be used in a prudent manner. In conclusion, this budget demonstrates a continued commitment by our City's elected officials, the administration and all city departments to provide the highest level of service in the most efficient and effective way possible.

*Edward A. Rojas*

City Manager



## STRATEGIC PLAN

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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 will be found in the report, Strategic Plan Action Status, available on the City's web site.

For 2018/2019 the City will continue to complete projects from prior strategic plans while adding new projects that will enhance Doral as a preferred work, live and play community. As the City continues to refine its strategic plan, a broader understanding of the future has developed. In 2018/2019 focus will be on the following goal areas:

Communication:

- Enhancing communication with the public;
- Promoting the culture of Doral.

Sustainability:

- Strengthening and diversifying the economic base of the City;
- Strengthen the financial viability of the City;
- Improving organizational efficiency.

Community capital:

- Meeting the capacity for infrastructure investment;
- Enhancing public safety.

### CONTEXT ANALYSIS

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.

There are four 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, scenarios 1 and 2 are positive and complement each other, scenario 3 creates a more challenging economic development environment while scenario 4 creates a more challenging public revenue environment. The strategic plan seeks to position the City to effectively respond to all four scenarios through a matrix of strategies as shown in table 1.



Table 1: How the City's strategies prepare it for any scenario

<b>Strategy/Scenario</b>	<b>Scenario 1: Projected growth occurs</b>	<b>Scenario 2: More international business</b>	<b>Scenario 3: Loss of commercial/industrial properties</b>	<b>Scenario 4: Housing market adjustment</b>
Fiscal sustainability strategies & infrastructure investment	City builds reserves and make needed investments	City builds reserves and make needed investments	City has the financial resources to adapt	City has the financial resources to manage through
Quality of Place strategies	City develops the features that attract residents and businesses	City develops the features that attract residents and businesses	City keeps a balance of property types.	City has such high quality features that impacts of an adjustment are lessened in Doral
Transportation strategies	City develops mobility options that meet the needs of the community	City develops mobility options that meet the needs of businesses	Mobility options keep Doral as a preferred place for business	Mobility options help keep Doral a preferred place to live
Smart City strategies	Residents have access to leading technologies	Options keep the City in the forefront for businesses	Businesses can have the technology that eliminates any need to relocate.	Smart City tools help keep Doral a preferred place to live.
Workforce housing strategies	Adequate range of housing types so that all services are available	Employee housing not a barrier but a strength	No need to relocate for housing	Market adjustment makes workforce housing more available
Organizational efficiency strategies	High quality, affordable services	High quality, affordable services	High quality, affordable services reduce need to relocate	High quality, affordable services make the City a preferred place to live.
Communication strategies	Residents are informed	Businesses are informed	Business concerns are addressed	The viability and livability of the City are well known
Economic diversification strategies	Creates more high paying jobs for residents	Provides more diverse business groups	Loss is mitigated by diversification	Better paying jobs mitigate this
Public safety strategies	Maintain Doral as a preferred place to live	Maintain Doral as a preferred place to do business	Prevents blight and decline	Maintain Doral as a preferred place to live



## VISION

The vision statement for the City is: “A premier community in which to live, 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 provide a full range of public services to meet those needs and expectations.

## 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 strategic focus areas identified in the 2017/2018 plan were maintained but slightly modified for the 2018/2019 update. These focus areas included: communications, sustainability and community capital. The latter represents a broadening of the concept of capital.

## STRATEGIES

**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 publics 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 in order to better understand issues related to the City.

**Long Term Financial Sustainability.** 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.** The intent is for the City to determine both technology investments and process redesign options that will enable the City to serve a population of 80,000 without necessarily adding staff based on prior staffing ratios.

**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 live/work/play the 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 pay jobs and supporting businesses that add greater value to their business sector.

**Public Safety.** This strategy seeks to ensure Doral is a highly safe community for residents, businesses and visitors. A safer City will serve to attract both businesses and new residents.

## **GOALS, OBJECTIVES, & ACTION STEPS**

The following objectives, strategies, and action steps were established for each goal:

### **Goal: Strengthen the Financial Viability of the City of Doral**

#### **Objectives:**

- Ensure the City is obtaining a fair share of public revenues
- Ensure public revenues are adequate for current and future needs and priorities
- Ensure a competitive tax environment is sustained.

#### **Strategies:**

- Maintain planned growth and development
- Redevelop selected areas
- Independent annexation approach



### **Action Steps:**

- Review distribution of hotel bed tax
- Review policies for distribution of occupational license fee
- Conduct analysis of funding and redevelopment options for the Tile District
- Initiate discussions of independent annexation with key parties
- Pursue public vote on bond for park development
- Develop models of financial impact of various levels of property tax changes
- Develop model of impacts of paying off current bonds by including them in the new park bond

### **Goal: Strengthen and Diversify the Economy of the City of Doral**

#### **Objectives:**

- Increase the number and proportion of higher wage jobs
- Attract new residents for whom the housing of the City is affordable

#### **Strategies:**

- Support the growth of higher value businesses in the City of Doral
- Attract external businesses, particularly those where a portal to Latin America is important
- Support development of those businesses that make the City attractive to both a workforce and retirees

#### **Action Steps:**

- Open a Visitors Center
- Continue to support development of Downtown Doral
- Create a master plan for the redevelopment of 79<sup>th</sup> Avenue
- Conduct analysis of funding and redevelopment options for the Tile District
- Use web-based marketing and recruiting tools
- Conduct target market analysis and recruitment with U.S. Southern Command
- Maintain and strengthen local business relationships
- Examine feasibility of NW Dade Economic Alliance
- Determine opportunities to leverage County funds with Doral funds for business expansion
- Create/maintain a Rapid Response Team for economic opportunities
- Review City incentives
- Determine options for expanding connections to Medley rail station
- Continue to pursue and support Soccer stadium



**Goal: Enhance Public Communication and Culture of Doral Efforts**

**Objectives:**

- Create more real-time communication methods
- Strengthen the distinctive cultural identity of Doral
- Continue to respond to residents preferred methods of communication

**Strategies:**

- Event enrichment
- Continuation of “no-in-Doral” messages
- On-going review of communication practices

**Action Steps:**

- Use public events to communicate City messages
- Develop alternative model of City newsletter
- Review various “apps” for potential value

**Goal: Maintain Infrastructure Investment Capacity**

**Objective:**

- Ensure adequate funding sources to maintain existing and new infrastructure

**Strategies:**

- Identify alternative funding tools
- Identify current and future infrastructure needs

**Action Steps:**

- Examine alternative funding sources for redevelopment of Tile District
- Obtain “re-naming” of Doral Water Fee
- Examine alternatives for dedicated capital investment fund

**Goal: Enhance Public Safety**

**Objectives:**

- Maintain Doral as a highly safe community
- Maintain visibility of police





**Strategies:**

- Community policing
- Appropriate support for school system

**Action Steps:**

- Examine methods to make police presence more visible
- Provide safety recommendations to schools when requested
- Public information about public safety roles

**Goal: Increased Organizational Effectiveness**

**Objectives:**

- Continue to improve organizational efficiencies
- Continue to provide services that are a good value for the cost
- Continue to build a culture of superior performance

**Strategies:**

- Focus on inter-department processes
- Pursue professional recognitions
- Internal communications of accomplishments

**Action Steps:**

- Review processes that cross building, code compliance, and public works
- Identify other processes that could enhance performance





## GUIDE FOR READERS

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The Fiscal Year 2018-2019 Annual Budget for the City of Doral, Florida is intended to serve four purposes:

### THE BUDGET AS A POLICY GUIDE

As a policy document, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget document details the services the City will be providing during the twelve-month period from October 1, 2018 through September 30, 2019. The departmental budget sections provide goals, objectives and activity reports for each department.

### THE BUDGET AS A FINANCIAL PLAN

As a financial plan, the budget details the costs associated with providing municipal services and how the services will be funded. The General Fund Section includes a summary and detailed description of all revenues and expenditures. The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is discussion of the City's accounting structure and budgetary policies. The City of Doral, as virtually every other government, has provisions for amending the budget during the fiscal year. This is essential as priorities change and emergencies are encountered requiring the revision of the yearly budget. This is a normal and wise practice that is essential for the City to be

able to reflect the changing priorities of its community.

### THE BUDGET AS AN OPERATIONS GUIDE

As an operations guide, the budget details how departments and the General Fund are organized. The budget informs the reader of all the activities, services and functions carried out by each department. In addition, the budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City. Each departmental budget section includes a description of the department's function, its goals and objectives, activity reports, authorized positions, budget highlights and the budgetary appropriation.

### THE BUDGET AS A COMMUNICATION DEVICE

As a communication device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included in every section to consolidate the information. The budget document also includes a detailed table of contents. Finally, the budget includes the Budget Message Section, which provides readers with a condensed analysis of the fiscal plans of the City for the upcoming year.



## HOW TO USE THIS DOCUMENT

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We have made every effort to make this book as easy as possible to read, but we understand just how difficult it can be to find what you are looking for in such a complex document. To make your search easier, we have provided a number of tools to assist you.

### Organization of this Book

The main Table of Contents starts on page 2 and provides an overview of the different sections of the book.

The City of Doral's Annual Budget is divided into different sections: Introduction, Budget Overview, General Fund Budget, Special Revenue Funds Budget, and Other Funds.

*Introduction* – This section contains the City Manager's Budget Message, Strategic Plan, Guide for Readers, How to Use this Document, and a Government history, overview, organizational chart, and a position summary.

*Budget Overview* - This section contains a discussion of our financial policies, an overview of the budget process and an introduction to fund budgeting for Fiscal Year 2018, as well as, the Capital Improvement Element and Five-Year Financial Plan.

*General Fund Budget* - This section contains a detailed revenue summary and explanation, expenditure summary, and a breakdown of each department which includes its function, objectives, performance indicators, progress report, authorized positions and budget highlights.

*Special Revenue Funds Budgets* – This section contains a detailed revenue and expenditure summary for the Transportation Fund and the People's Transportation Plan Fund.

*Other Funds* - This section contains a detailed revenue and expenditure summary for the Police Impact Fee Fund, Parks Impact Fee Fund, Capital Improvement Fund, Infrastructure Replacement Fund, Stormwater Fund, and Other Post-Employment Benefits Fund.

A Glossary of the terminology used in this document that is either technical in nature or unique to the City of Doral. Each term is given a short entry that defines it within the context that we use the term.

### Sample Department Section for FY 2019 Budget

- Title - Indicates the name of the department
- Table of Organization - An organizational chart showing the breakdown of divisions and staff headcount for the department.



- Department Function - A brief description of the department's mission or purpose, overview of major duties, services or functional responsibilities.
- Accomplishments (for Prior Fiscal Year) - List of prior year accomplishments and status of current year budget initiatives that support the City's Strategic Goals.
- Objectives (for Future Fiscal Year) - Lists anticipated accomplishments for the department as they relate to the City Council's Budget Priorities and Strategic Goals by area. When applicable, the objective should be specific, measurable, aggressive/ attainable, results oriented and time bound.
- Activity Report - This communicates the activity or performance data for the department, focusing on results and accomplishments that link to the department's goals and objectives.
- Strategic Priorities Chart - This chart lists the department's strategic priorities linked to a specific area of the City's Strategic Plan; along with the associated project description and cost for that fiscal year.
- Budget Highlights - List of enhancements, initiatives or significant changes in expense budget line items of the department's adopted budget. (Reflect budget line items that have a variance of +/- 5%)
- Authorized Positions Chart - A summary of budgeted positions counts that includes budgeted for two prior years, current year budgeted, proposed or adopted budget and annual salary figure.
- Budget Summary - A summary of budgeted revenues and expenditures that includes actuals for two prior years, current year budgeted, seven-month current year actuals, year-end estimates and proposed or adopted budget.



## GOVERNMENT

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The Doral City Council consists of a Mayor and four Council Members. Elected at large, the Mayor serves a four-year term and the four Council Members serve staggered four-year terms. Under the City's Charter, the City Council is the policymaking body. Authority is vested in the Council to enact ordinances, hold public hearings, approve contracts, establish assessments, and authorize construction of all public improvements.

Doral operates under a Mayor-Council-Manager form of government. Policymaking and legislative authority are vested in a governing council consisting of the Mayor and four other Council members. The Council, which is elected at large, is responsible among other things, for passing ordinances and resolution, adopting the annual budget, appointing the City Manager, City Clerk and City Attorney. The City Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the daily operations of the government, and for appointing the heads of various departments.

The members of the City Council also serve as the Local Planning Agency responsible for the development of the City's Comprehensive Development Master Plan.

### **Tax Authorities**

#### **Taxing Authorities Set Tax Rates**

The Property Appraiser is not a taxing authority, but a governmental function that is mandated by State Law to assess the value of all properties within Miami-Dade County using criteria set forth by Chapter 193 of the Florida Statutes. As property owners and taxpayers consider the tax rates set by the Taxing Authorities, they should give close attention to tax rates or "millage" changes of those Taxing Authorities. The millage or tax rates are set by the various taxing authorities within whose jurisdiction the property is located.

The taxing authorities are authorized by State Statute to levy taxes on real estate and tangible personal property to fund their operations and services as provided by their annual budgets. The tax rate is determined by dividing the taxing authority's proposed budget using property taxes by the total taxable value of all non-exempt property within their taxing district; reference the following formula:

$$\text{Tax Rate (Millage)} = \frac{\text{Taxing Authority's Proposed Budget (using Property Taxes)}}{\text{Total Taxable Value of all Property (After Exemptions)}}$$



## Tax Limitations on County Commission and Cities

- **Non-Homestead Cap:**  
Constitutional Amendment I limits increases in the annual assessment of non-homestead properties to 10%.
- **Save Our Homes:**  
Amendment 10 is a benefit of the homestead exemption, which limits the maximum that the assessed value of a home can be raised to 3%, or the CPI, whichever is lower (with some exceptions).
- **Granny Flat Assessment Reduction:**  
Homestead property owners who add living quarters for a parent or grandparent can apply to have all or part of the value of the new construction deducted from the assessment.
- **Portability Transfer of Homestead Assessment Difference:**  
Homeowners can transfer the difference between the assessed and market value from their previous Homestead Property to another Homestead Property, up to \$500,000.

## The Millage Rates of the Taxing Authorities

When the total taxable value (the total assessed value of all individual properties in the City added together after exemptions) of the tax roll increases from one year to the next year, the Taxing Authorities (County Commission, Municipalities, School Board, etc.) are required by State Law to begin their budget with a roll-back of the millage rate which will generate the same revenue as in the previous year.

The Property Appraiser is responsible for certifying to each Taxing Authority the annual taxable value. Each Taxing Authority then must compute a roll-up or a roll-back millage rate and a proposed millage. The “roll-back millage” rate is the millage rate, or tax rate that the Taxing Authorities must use as a basis for computing any increase in their annual budgets. The term “rolled back” is used to describe the economic conditions of total taxable value in the prior year and the amount of monies raised by ad-valorem taxes. It does not relate to the rate of change in the millage.



## CITY HISTORY

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In the late 1950s, real estate pioneer Doris and Alfred Kaskel purchased 2,400 acres of swampland between NW 36 Street and NW 74 Street and from NW 79 Avenue to NW 117 Avenue for about \$49,000 with the intention of building a golf course and hotel. In 1962, the Kaskel's dream came true when they opened a hotel and country club that featured the Blue, Red and Par 3 golf courses. They named it Doral - a combination of Doris and Alfred.

As Doral's very first structure, the Doral Hotel and Country Club became the area's hot spot. In the second year of operation, the Kaskels hosted the first Doral Open Invitational, Florida's major PGA event. Alfred offered \$50,000 in prize money to attract well-known golfers. To put it in perspective, according to the South Florida Golf Foundation, there were only three other tournaments being held in Florida at the time with a combined total of \$65,000 prize money. Today, the resort is owned and operated by the Trump Organization and called "Trump National Doral Golf Club", it is internationally famous for its golf courses and hosted many annual PGA Tour Tournaments.

### *Beginnings of a Community*

In the early 1980's Doral started to grow. In 1984, the Kaskels' grandson, Bill Kaskel developed the Doral Estates community. Later, the real estate developer joined Lennar Homes in a partnership to build the Doral Park Neighborhood. Doral's first communities were the foundation of a thriving residential community.

Although there were already hundreds of homes in Doral during the mid to late 1980's, the city was isolated and relatively hidden. Cow pastures and farms were the prevailing landscape.





### *Construction Boom*

During the late 1980's and early 1990's, the area began to see more and more development. Because of its premier location just west of the Miami International Airport, commerce quickly began to take notice of this bedroom community and development took on feverish pace. During the mid-1980's through today, the area has flourished with the development of the second largest economic and commercial area in the County.



Development arrived to Doral in three distinct waves: industrial warehousing followed by office and then residential. For years, the area has served as the industrial heart of international trade and shipping services for nearby Miami International Airport, including the Miami Free Zone.

Rapid growth and local issues during the early 1990s inspired a movement to incorporate the area. And, although the initial efforts for incorporation met with resistance from Miami-Dade County and the process was long and arduous, the City successfully incorporated on June 24<sup>th</sup>, 2003. Ninety-two percent (92%) of the registered voters of Doral voted to adopt the municipal charter and thus created the City.







*Present Day*

Today, the City is known as the largest warehouse and office submarket in the County and the fastest growing market for new single-family homes.

More than 64,000 residents currently live in Doral, making it the fastest growing City in the State of Florida and the 11<sup>th</sup> in the Country. We also have numerous hotels being built in response to demand from business travelers. It is a unique combination of residential, resort, commercial, and industrial communities that attract people to Doral.

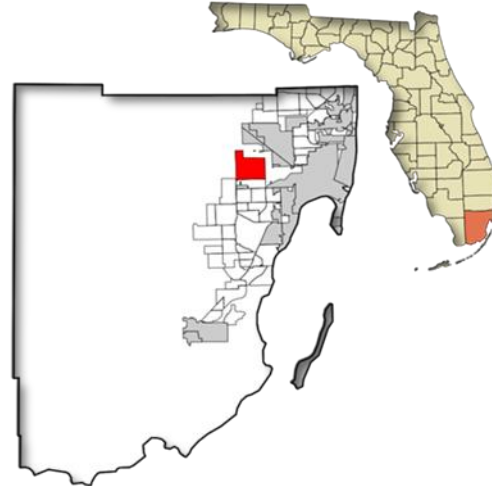
The City of Doral has come a very long way in a very short time and is attracting positive attention from Fortune 100 corporations, mom-and-pop businesses, young families and retirees. More and more people are choosing Doral every day – “to Live, Work, Learn, and Play”.





## CITY OVERVIEW

City of Doral incorporated on June 24, 2003, it is one of thirty-four municipalities in Miami-Dade County, Florida. Conveniently located just one mile from Miami International Airport and twelve miles from Downtown Miami, our City is home to approximately 64,000 residents and regularly hosts in excess of 100,000 people who work within the City. The City of Doral occupies a land area of 15 square miles bordered on the west by the Ronald Reagan Turnpike, to the north by the Town of Medley, to the east by the Palmetto Expressway and to the South by the City of Sweetwater.



Population		Language Spoken	
Total Population	64,167	English Only	8.0%
Median Age	34.7	Language Other Than English	92.0%
Age 0-19	30.9%	Spanish	84.4%
Age 20-34	19.7%	Other	6.0%
Age 35-54	33.6%		
Median Family Income		Education	
2017	\$74,174.00	Percent high school graduate or higher	96.8%
Unemployment Rate		Percent Bachelor's degree or higher	55.8%
2017	4.3%		

### Economics

Principal Employers			
Employer	Employees	Rank	Percentage of Total City Employment
Carnival Cruise Lines	2,380	1	2.97%
Trump Endeavor 12 LLC	900	2	1.12%
Univision Network LTD Partnership	800	3	1.00%
Leon Medical Center Inc	760	4	0.95%
Miami Herald Media Company	635	5	0.79%
Supreme International Corp	525	6	0.66%
Amadeus North America LLC	450	7	0.56%
Perry Ellis International Inc	420	8	0.52%
Blue Cross Blue Shield of FL Inc	412	9	0.51%
Brinks Incorporated	366	10	0.46%
<b>Total</b>	<b>7,648</b>		



Quality of Life
Housing options that fit any life-style and need, Single-Family Homes, Townhomes, Condominiums, Apartments Rentals and Mix-Use neighborhoods are all available in the City of Doral
Over 10 Colleges, Universities and Technical Schools
Over 10 Public, Charter and Private Schools with "A" Grade Status
Awarded Playful City USA every year since 2010 and Tree City USA in 2008 and 2013
Seven parks with a combined 140 acres of green space and recreational facilities



**Awards & Accolades**

- ❖ Certificate of Achievement for Excellence in Financial Reporting
- ❖ Playful City USA
- ❖ Tree City USA
- ❖ Best City In Florida for Business Start-ups – *BusinessWeek*
- ❖ Third Best Place in the USA to Retire – *US News & World Report*

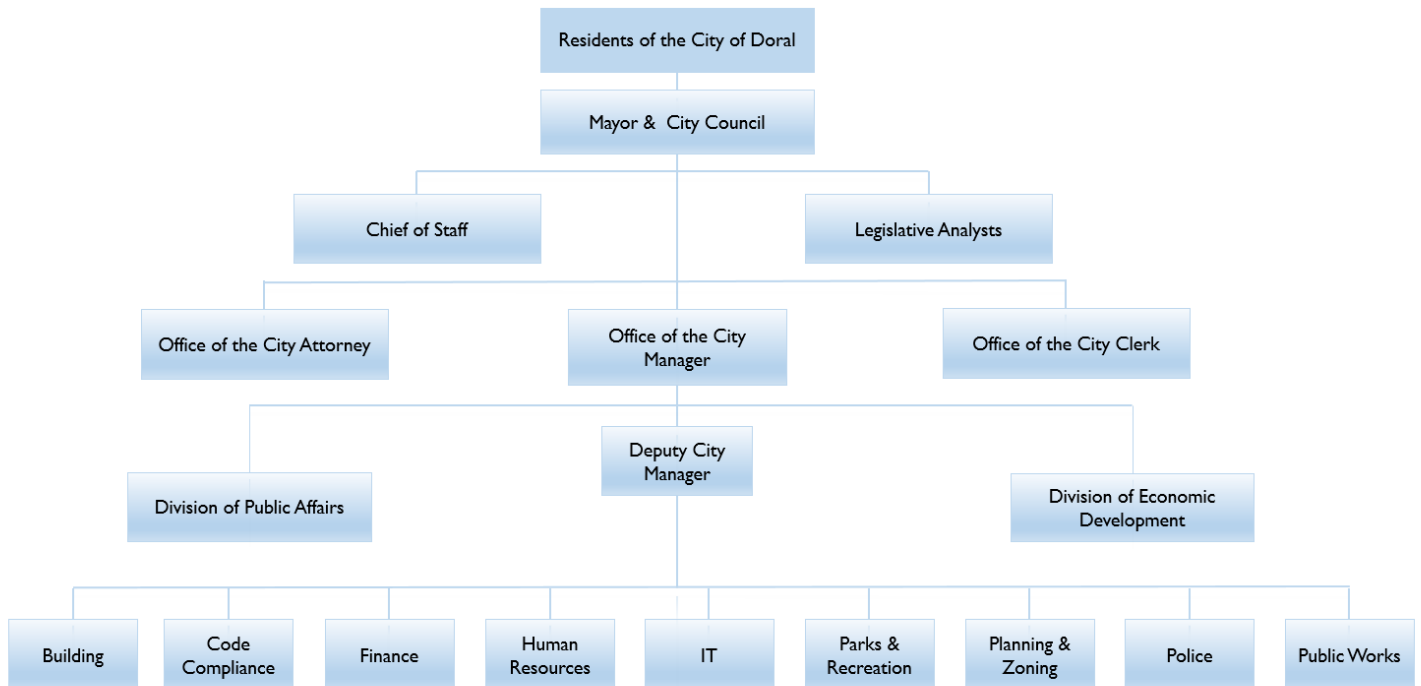
\* Source: 2016 Economic Snapshot

\* Sources University of Florida, Bureau of Economic Research, Estimates of Population.

\* United States Census Bureau



## CITY OF DORAL ORGANIZATIONAL CHART

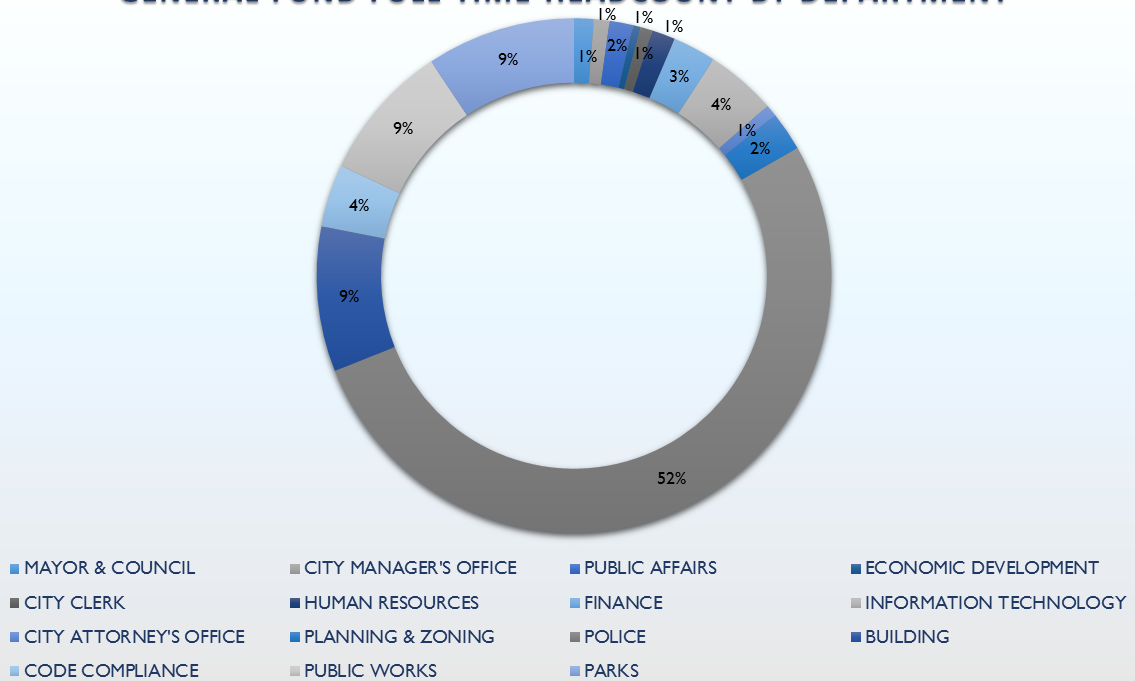




## CONSOLIDATED POSITION SUMMARY



### GENERAL FUND FULL-TIME HEADCOUNT BY DEPARTMENT





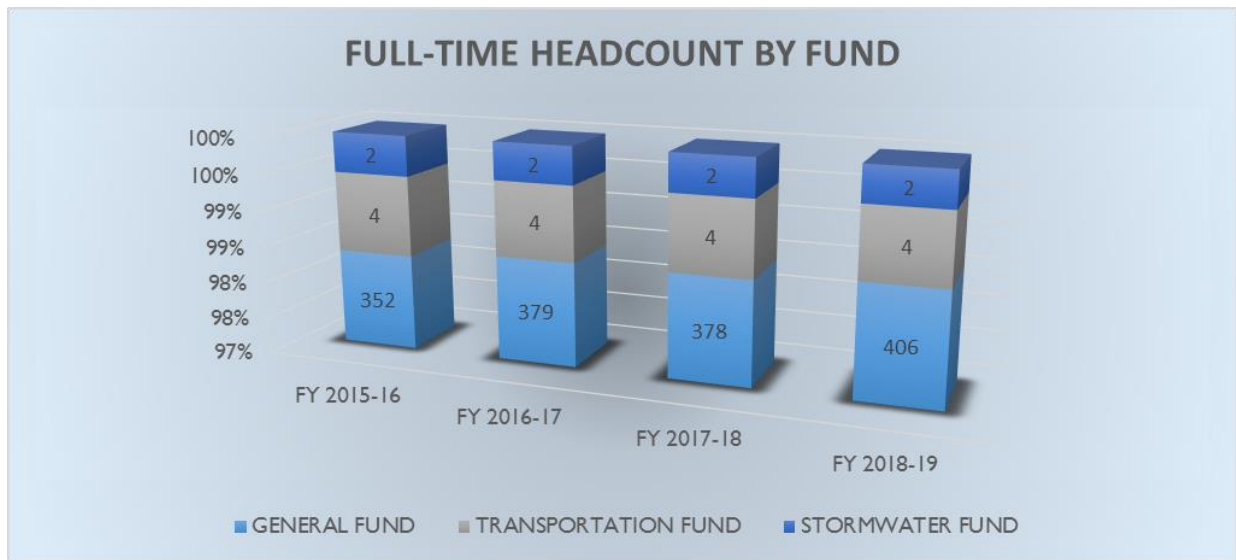
CITY OF DORAL				
CONSOLIDATED POSITION SUMMARY				
DEPARTMENT	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	ADOPTED FY 2018-19
<b>Mayor &amp; City Council</b>				
Charter Compensation	5	5	5	5
Full Time Salaries	5	5	5	5
<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Office of the City Manager</b>				
Administrative Salaries	2	2	2	2
Full Time Salaries	4	4	2	2
Other Salaries	1	1	0	0
<b>Total</b>	<b>7</b>	<b>7</b>	<b>4</b>	<b>4</b>
<b>Division of Public Affairs</b>				
Full Time Salaries	6	6.5	6.5	6
Other Salaries	0	0	0	0
<b>Total</b>	<b>6</b>	<b>6.5</b>	<b>6.5</b>	<b>6</b>
<b>Division of Economic Development</b>				
Full Time Salaries	2	2.5	2.5	2
Other Salaries	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2.5</b>	<b>2.5</b>	<b>2</b>
<b>City Clerk</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	2	2	2	2
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Human Resources Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	4	4	5	5
Other Salaries	31	22	6	6
<b>Total</b>	<b>36</b>	<b>27</b>	<b>12</b>	<b>12</b>
<b>Finance Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	10	10	9	10
Other Salaries	1	1	2	1
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Information Technology Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	13	16	16	17
Other Salaries	0	0	0	0
<b>Total</b>	<b>14</b>	<b>17</b>	<b>17</b>	<b>18</b>



<b>CITY OF DORAL</b>				
<b>CONSOLIDATED POSITION SUMMARY</b>				
<b>DEPARTMENT</b>	<b>BUDGET FY 2015-16</b>	<b>BUDGET FY 2016-17</b>	<b>BUDGET FY 2017-18</b>	<b>ADOPTED FY 2018-19</b>
<b>Office of the City Attorney</b>				
Administrative Salaries	0	0	0	1
Full Time Salaries	0	0	0	2
Other Salaries	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Planning &amp; Zoning Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	8	9	9	9
Other Salaries	0	0	0	0
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Police Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries - Sworn	138	143	141	159
Full Time Salaries	40	47	48	52
Other Salaries	1	1	1	1
<b>Total</b>	<b>180</b>	<b>192</b>	<b>191</b>	<b>213</b>
<b>Building Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	36	37	37	36
Other Salaries	2	1	1	1
<b>Total</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>38</b>
<b>Code Compliance Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	14	15	15	15
Other Salaries	2	1	0	0
<b>Total</b>	<b>17</b>	<b>17</b>	<b>16</b>	<b>16</b>
<b>Public Works Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	27	29	31	34
Other Salaries	2	1	2	2
<b>Total</b>	<b>30</b>	<b>31</b>	<b>34</b>	<b>37</b>
<b>Parks &amp; Recreation Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	31	37	37	37
Other Salaries	N/A	N/A	N/A	N/A
<b>Total</b>	<b>32</b>	<b>38</b>	<b>38</b>	<b>38</b>



CITY OF DORAL CONSOLIDATED POSITION SUMMARY				
DEPARTMENT	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	ADOPTED FY 2018-19
<b>Transportation</b>				
Full Time Salaries	4	4	4	4
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Stormwater</b>				
Full Time Salaries	2	2	2	2
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Councilmembers Total	5	5	5	5
Administrative - Full Time Total	12	12	12	13
Sworn - Full Time Total	138	143	141	159
Full Time Total	208	230	231	240
Other Salaries - Part Time Total	40	28	12	11
<b>Grand Total (Excluding Councilmembers)</b>	<b>398</b>	<b>413</b>	<b>396</b>	<b>423</b>







# BUDGET OVERVIEW



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## ANNUAL BUDGET PROCEDURES

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In accordance with the City of Doral Charter, Article III, Section 3.04 – Powers and Duties of the Manager, the City Manager shall prepare and submit to Council a proposed annual budget and capital program. Charter Section 4.05 – Annual Budget Adoption further details the annual budget procedure as follows:

- A. *BALANCED BUDGET*. Each annual budget adopted by the Council shall be a balanced budget.
- B. *SPECIFIC APPROPRIATION*. The Budget shall be specific as to the nature of each category of appropriations. Reasonable appropriations may be made for contingencies, but only within defined spending categories.

According to Charter Section 4.06 – Appropriation Amendments During the Fiscal Year, Subsection (a) SUPPLEMENTAL APPROPRIATIONS and (b) REDUCTION OF APPROPRIATIONS, if, during any fiscal year revenues in excess of those estimated in the annual budget are available for appropriation, the Council may, by Ordinance, make supplemental appropriations for the fiscal year up to the amount of such excess. If, at any time during the fiscal year, it appears probable to the Manager that the revenues available will be insufficient to meet the amount appropriated, s/he shall report to the Council without delay, indicating the estimated amount of the deficit, and his/her recommendations as to the remedial action to be taken. The Council shall then take such action as it deems appropriate to prevent any deficit spending not covered by adequate reserves.



## **BUDGETING AND ACCOUNTING BASIS**

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The accounts of the City are organized by funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts, which is comprised of its assets, fund equity, revenues and expenditures.

In Florida, it is a requirement that the budget submitted to the City Council is balanced. A balanced budget occurs when actual expenditures do not exceed received revenues.

As an operations guide, the budget details how departments and the general fund are organized. The budget informs the reader of all the activities, services and functions carried out by each department. Additionally, the budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City.

### **BUDGET BASIS**

The basis of budgeting determines the timing for reporting measurements made on a cash or accrual basis in the City's financial statements. As defined in the National Council on Governmental Accounting (NCGA) Statement I, the basis of accounting refers to when revenues, expenditures, expenses, transfers, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. The accounting basis determines when the economic consequences of transactions and events are reflected in financial statements. The City uses a Cash Basis Accounting for budgeting, however, the City's financial statements are prepared in conformance with GAAP.

### **ACCRUAL BASIS ACCOUNTING**

Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and become measurable. Expenditures are recognized in the accounting period in which they are incurred. Since accrual accounting results in accounting measurements based on the substance of transactions and events, rather than when cash is received or disbursed, it enhances the relevance, neutrality, timeliness, completeness, and comparability of the information reported. Under GAAP, the accrual basis shall be used for the government-wide financial statements, proprietary funds and fiduciary funds.

### **MODIFIED ACCRUAL BASIS ACCOUNTING**

Modified accrual basis accounting is used for governmental funds (general, special revenue, debt service and capital projects). Revenues are recognized in the accounting period in which they become available and measurable. The requirement that revenues be "available" distinguishes modified accrual revenue from that of the accrual basis. Available is defined as expected to be collected within twelve months after the fiscal period ended.

Under the modified accrual basis, expenditures are recognized in the accounting period during which services and goods are received and liabilities are incurred.



## **CASH BASIS ACCOUNTING**

Under the cash basis, transactions are recognized only when cash changes hands. Cash basis financial statements omit recognition of assets and liabilities not arising from cash transactions, therefore they rarely present financial position or results of operations in conformity with GAAP. Cash basis accounting and reporting are not desirable practices because they permit distortions in financial statement representations due to shifts in the timing of cash receipts and disbursements relative to underlying economic events near the end of a fiscal period. The cash basis of accounting, which is used for budgetary purposes, is not an acceptable basis of accounting for the purpose of preparing the City's GAAP financial statements.



## **BUDGET SCHEDULE**

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The Office of the City Manager and the Finance Department are responsible for the development of the annual budget. As the schedule in the following page details, the budget process begins in February with Council's Strategic Planning session. In March, the budget request forms are distributed to all departments. All departments are responsible for compiling budget figures, which are then reviewed and adjusted by the City Manager during a series of inter-departmental meetings.

A key component of the budget process is our dependence upon the State, grants, and entitlements. Estimates for these revenue sources are provided by the State of Florida in late June and early July. The City incorporates the latest projections available into the budget.

The City Council must adopt a preliminary millage rate by August to be used on the Notice of Proposed Taxes which is mailed to all property owners by August 24<sup>th</sup>, 2018 by the Miami-Dade County Property Appraiser. In accordance with Florida Statutes, the tentative millage rate is adopted at the first public budget hearing in September and this rate cannot be increased at the second budget hearing. Additionally, the tentative millage rate cannot exceed the preliminary rate adopted by the City Commission except by re-notifying all affected property owners by mail.



## FY 2019 BUDGET CALENDAR

DATE	RESPONSIBILITY	ACTION REQUIRED
March 2-3, 2018	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
March 5, 2018	Finance Department	Distribution of Munis Budget Worksheets and Budget Summaries to Departments.
March 26, 2018	Finance Department Department Heads	Deadline for Submission of <b>Department's Year-End Estimates for FY 2018 and FY 2019 Requests</b> (including Budget Worksheets).
April 9, 2018	Finance Department Department Heads	Deadline for Submission of <b>Department's Year Five Year Budget (FY 2020 -2023)</b> .
April 17, 2018	City Manager Finance Director	FY 2018 Budget-to-Actual Estimates and FY 2019 Budget Requests Reports to City Manager.
May 1-4, 2018	City Manager Finance Director Department Heads	1 <sup>st</sup> Round of Departmental Budget Review Meetings with City Manager. <u>Deadline for Submission of Department's Budget Summaries.</u>
May 14-18, 2018	City Manager Finance Director Department Heads	2 <sup>nd</sup> Round of Departmental Budget Review meetings with City Manager.
May 29-31, 2018	City Manager Finance Director Department Heads	3 <sup>rd</sup> Round of Departmental Budget Review meetings with City Manager. <u>Deadline for Submission of Department's Budget Highlights.</u>
June 13, 2018	City Council City Manager Planning & Zoning	First Hearing of the 2019 Capital Improvement Element Update
June 30, 2018	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County.
July 31, 2018	City Council City Manager	Submission of Proposed Budget to the City Council.
July 31, 2018	City Council City Manager	Special Hearing Presentation of Resolution Setting Proposed Millage Rate for 2019 and Announcing the First and Second Budget Public Hearing Dates.
August 3, 2018	City Manager Finance Director	Last day to advise the Property Appraiser's Office of the Proposed Millage Rate, Current Year Rollback Rate and Public Hearing Dates.
August 20, 2018	City Council City Manager Department Heads	Budget Workshop #1
August 21, 2018	City Council City Manager Department Heads	Budget Workshop #2
August 22, 2018	City Council City Manager Planning & Zoning	Second Hearing of the 2019 Capital Improvement Element Update
September 4, 2018*	City Council City Manager	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate.
September 18, 2018*	City Council City Manager	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate.

\* FINAL APPROVAL OF THIS DATE SUBJECT TO COUNTY AND SCHOOL BOARD HEARING DATE (FS Section 200.065)



## **FINANCIAL AND BUDGETARY POLICIES**

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### **OVERVIEW**

The financial and budgetary policies of the City are intended to guide elected officials, the City Manager and staff in their on-going role as the financial stewards of the City. The policies guide essential decisions affecting budget and financial matters to ensure that the City is financially prepared to meet its immediate and long-term service objectives. The individual policies serve as guidelines for financial planning, budget preparation, implementation, evaluation and internal financial management of the City, and may be amended from time to time.

### **OBJECTIVES**

In order to achieve the purpose of the Comprehensive Financial and Budgetary Policies, the following are objectives for the City's fiscal performance.

- To guide City Commission and management policy decisions with significant fiscal impact.
- To set forth operating principles to minimize the cost of government and financial risk.
- To employ balanced and equitable revenue policies that provides adequate funding for desired programs.
- To maintain appropriate financial capacity for present and future needs.
- To promote sound financial management by providing accurate and timely information on the City's financial condition.
- To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.
- To ensure the legal use of financial resources through an effective system of internal control.

### **FINANCIAL POLICIES**

The following financial policy statements are the basis of the daily operations of the City of Doral. The financial policy statements define objectives, establish rules with parameters and express guidelines for fiscal conduct by the City of Doral in connection with the operating budget and capital improvement program.

### **ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY**

The City has established and will maintain a high standard of accounting practices.

The City's financial system will be maintained in conformity with generally accepted accounting principles in the United States of America (GAAP) as applied to government units. The City will continue to obtain and retain the Certificate of Achievement of the Government Finance Officers Association.





Regular monthly and annual financial reports present a summary of financial activity by major types of funds.

Whenever possible, the reporting system will provide monthly information on the total cost of specific services by type of expenditure and, if necessary, by fund.

An independent public accounting firm selected by the City Council performs an annual audit and publicly issues a financial opinion. As part of the annual audit, the auditors provide recommendations to the City Council.

### **OPERATING BUDGET POLICIES**

The budget process and format shall be performance-based and focused on goals, objectives and performance indicators.

The City will pay for all current expenditures with current revenues. The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future year's expenses, such as postponing expenditures or accruing future year's revenues.

For each Fiscal Year, the City shall maintain reserve funds in an amount equal to not less than fifteen percent (15%) of the general operating budget.

The budget will provide adequate funding for maintenance and replacement of capital plant and equipment.

The City Council will be provided with monthly budget reports comparing actual versus budgeted revenue and expense activity. The City shall establish and maintain a standard of accounting practices.

The City will maintain a continuing budgetary control system to ensure that it adheres to the budget.

### **CAPITAL IMPROVEMENT POLICIES**

The City will develop a multi-year plan for capital improvements and update it annually. The initial plan will be developed as part of the City's first Comprehensive Plan.

The City will enact an annual capital budget based on the multi-year Capital Improvement Plan.

The City will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts.



The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the Capital Improvement Plan and the City's priorities, and whose operating and maintenance costs have been included in operating budget forecasts.

The City will maintain all its assets at a level adequate to protect the City's capital interest and to minimize future maintenance and replacement costs.

The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.

### **DEBT MANAGEMENT POLICIES**

The City will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.

When the City finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the estimated useful life of the project. The City will strive to have the final maturity of general obligation bonds at, or below, thirty (30) years.

Whenever possible, the City will use special assessment, revenue, or other self-supporting bonds instead of general obligation bonds, so those benefiting from the improvements will bear all or part of the cost of the project financed.

The City will not use long-term debt for current operations.

The City will maintain good communications with bond rating agencies regarding its financial condition.

The City will follow a policy of full disclosure on every financial report and borrowing prospectus.

### **INVESTMENT POLICIES**

The City of Doral will invest its funds in accordance with Florida Statute 218.415. The funds will be invested based upon the following priorities:

- Safety of principal
- To meet the liquidity needs of the City.
- Optimize investment returns after first addressing safety & liquidity concerns.

The City of Doral will prepare a cash flow analysis of all funds on a regular basis. Disbursement, collection, and deposit of all funds will be scheduled to ensure maximum cash availability. The City will pool cash from several different funds for investment purposes when permitted by law.



## REVENUE POLICIES

The City will try to maintain a diversified and stable revenue system to shelter it from unforeseeable short-run fluctuations in any one revenue source.

The City will estimate its annual revenues by an objective and analytical process, whenever practical.

Each year, the City will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases.

The City will automatically revise user fees, subject to review by the City Council, to adjust for the effects of inflation.

## CAPITAL ASSETS POLICY

The dollar amount to be capitalized is a unit cost of \$750 or greater and useful life exceeding one year. Fixed assets include equipment, computers, furniture and vehicles.

- Purchased or constructed assets are recorded at historical costs.
- Donated capital assets are recorded at the estimated fair market value at the date of donation.
- Major outlays for capital assets and improvement are capitalized as projects are constructed.
- The costs of normal maintenance and repairs that do not add value to the asset or materially extend its useful life are not capitalized.

Asset classifications and useful lives:

1. Building	50 years
2. Infrastructure	40-50 years
3. Public domain and system infrastructure	20-25 years
4. Furniture, fixtures & equipment	3-10 years
5. Vehicles	5 years

## PURCHASING POLICY

The purchasing policy is in accordance with Article V., Sec. 2-313 – Sec. 2-339.

Items covered by this policy:

1. Materials
2. Supplies
3. Equipment
4. Improvements
5. Services



Competitive bid and purchase order requirements

1. Purchases of less than \$5,000.00 **do not require:**
  - a. Competitive bids or,
  - b. Inclusion in the original budget or require approval from the City Manager.
  - c. However, purchase orders must be obtained before expenditure is made or funds committed.
  
2. Purchases ranging between \$5,000.00 and \$14,999.99 **require:**
  - a. Quotes from three (3) different vendors,
  - b. Purchase orders must be obtained before expenditure is made or funds committed,
  - c. City Manager's approval.
  
3. Purchases of \$15,000.00 or greater **require:**
  - a. Competitive bids,
    - i. However, the City Council may waive this requirement.
  - b. City Council award.
  - c. Purchase orders must be obtained before expenditure is made or funds committed and approved by the City Manager,

For competitive bid requirements, the City Manager shall direct that:

1. Bid proposals, including specifications, be prepared.
2. Sealed bids shall be solicited from a minimum of three persons or firms engaged in providing the goods or services that the City is seeking.
3. Publish a public invitation to bid.
4. Bids will be awarded to the lowest most responsive bidder as determined by the City Council or the City Manager.
5. The City has the right to reject any or all bids.



## FUND BALANCE

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The City of Doral has determined it to be a sound, financial practice to maintain adequate levels of unrestricted fund balance in its General Fund in order to mitigate current and future risks such as revenue shortfalls and unanticipated expenditures as well as to ensure stable tax rates. Additionally, the City believes that adequate unrestricted fund balance levels are a critical consideration to the City's long-term financial planning.

### WHAT IS FUND BALANCE?

Fund balance acts like a "savings account." The budget estimates revenues and appropriations for the current fiscal year. Often revenues and appropriations do not match exactly at the end of the fiscal year. When a fund ends the fiscal year with a surplus, that money gets added to the fund balance. If the year ends with a deficit, then that amount of money gets taken away from the fund balance in order to help balance the budget. The City has fund balances for all ten (10) different funds: General fund, Transportation fund, Park Impact Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Building Technology Fund, Capital Improvement fund, Infrastructure Replacement fund, Stormwater fund, and Other Post-Employment Benefits fund.

As required by Council, the City of Doral will maintain a minimum unrestricted fund balance of at least two months or approximately 15%, as recommended by the Government Finance Officers Association (GFOA), of its General Fund operating expenditures.

### USE OF FUNDS

While targeting to maintain an annual unrestricted fund balance of 15%, the City understands there may be circumstances that warrant that the City use these funds temporarily. The following are instances where the City may elect to use these funds:

- To pay for unexpected expenses or to make up for revenue shortfalls.
- Balance the budget without increasing taxes or rates.
- Unexpected and non-budgeted emergencies, natural disaster costs, and/ or litigation
- To take advantage of unexpected opportunities (e.g., grants, land, building, or equipment acquisitions).
- Capital asset acquisition, construction and improvement projects

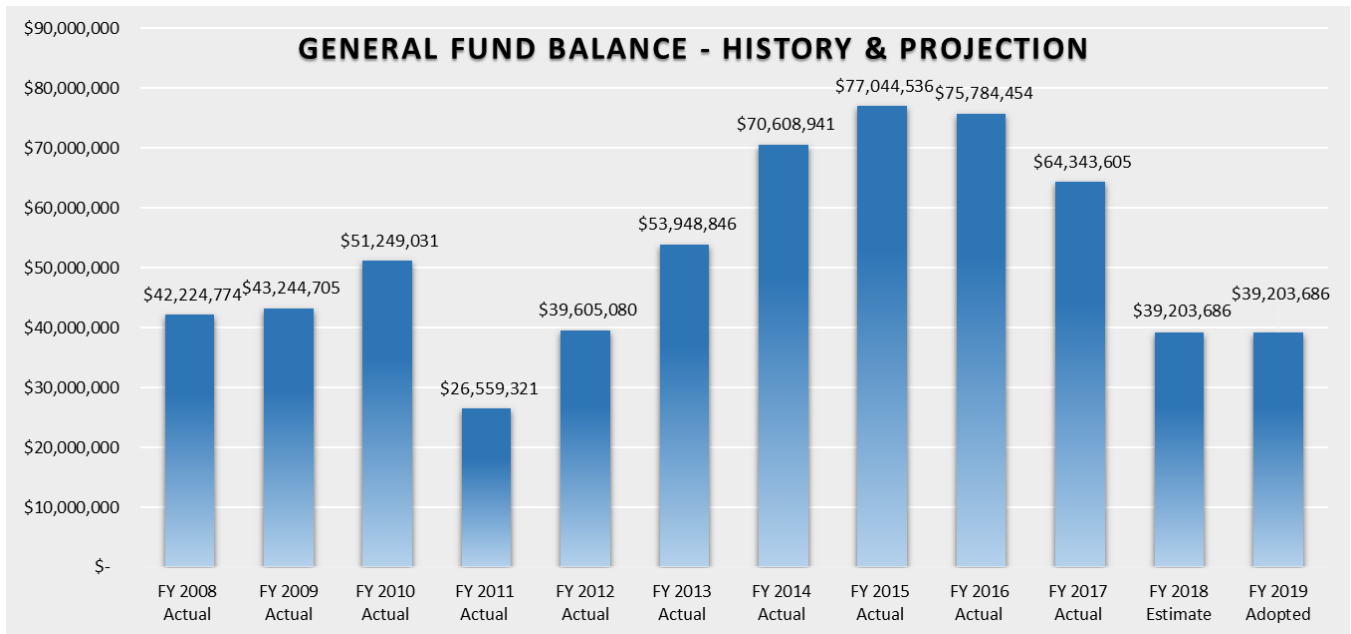
### FUND BALANCE DANGERS AND TRAPS TO AVOID

A well-managed fund balance can be a strong asset that gives the City a great deal of financial and operational flexibility. A mismanaged fund balance creates a vast array of problems that negatively affect the City's service delivery, limits its ability to respond to community needs, erodes the public's trust in its local government, and results in severe financial hardship. The following list cautions against several types of fund balance uses:



- Regularly spending fund balance to avoid tax or rate increases. This practice ultimately depletes the fund balance and results in two serious problems: 1) Rebuilding the fund balance; and 2) Eliminating the deficit created by previous fund balance dependency, this is done via tax/rate increases and/or significant expenditure cuts. This two-pronged problem usually takes years to overcome while also creating a myriad of financial and operational problems.
- Fund balance can be spent quickly, but usually takes a long time to rebuild. Therefore, careful thought must be placed anytime significant fund balance appropriations are considered.
- Hoarding or maintaining too large a fund balance. Excessive fund balances, if not being saved for specific capital expenses, can be an indication that the taxes/rates may be too high.

**FUND BALANCE – GENERAL FUND**



- The FY 2018-2019 budget does not include the use of fund balance.



## FUND STRUCTURE

FUND STRUCTURE					
Fund Name	Fund Type	Purpose	Revenue	Budgeting Basis	Accounting Basis
<b>GOVERNMENTAL FUNDS</b>					
General Fund	Major Governmental Fund	Account for the cost of general operations of the City	Primarily from general property taxes, franchise fees, license and permit fees, intergovernmental retaxes, and miscellaneous fees	Modified Accrual	Modified Accrual
Transportation Fund	Major Governmental Fund	Special Revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. This fund manages funds to be utilized for transportation expenditures needed to meet the requirements of the capital improvements element of an adopted comprehensive plan.	Local options gas tax, state revenue sharing, and general fund transfers.	Modified Accrual	Modified Accrual
People's Transportation Plan Fund	Non-major Governmental Fund	Special Revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. This fund manages funds to be utilized for transportation purposes	One-half cent sales tax and the Miami-Dade Transportation tax	Modified Accrual	Modified Accrual
Park Impact Fees Fund	Non-major Governmental Fund	Used for the development or improvements of current or future green spaces	Impact fees assessed on new construction building permits	Modified Accrual	Modified Accrual
Police Impact Fees Fund	Non-major Governmental Fund	Used for the Police department' capital expenditures	Impact fees assessed on new construction building permits	Modified Accrual	Modified Accrual
Building Technology Fund	Non-major Governmental Fund	Used to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines.	Technology Fee of 0.05% of the total cost of construction; added to all base permit fees.	Modified Accrual	Modified Accrual
Capital Projects Fund	Non-major Governmental Fund	Used to fund improvements to the City of Doral Government Center	General Fund transfers	Modified Accrual	Modified Accrual
Infrastructure Replacement Fund	Non-major Governmental Fund	This fund was established to help fund future capital replacements	General Fund transfers	Modified Accrual	Modified Accrual
Other Post-Employment Benefits Fund	Non-major Governmental Fund	Used to prefund the City's obligation for post-employment benefits other than pensions	General Fund transfers	Modified Accrual	Modified Accrual
<b>PROPRIETARY FUNDS</b>					
Stormwater Utility Fund	Enterprise Fund	Account for operations financed and operated in a manner similar to the private sector.	User charges to existing customers for continuing sewer services.	Accrual	Accrual



## DEPARTMENT/ FUND RELATIONSHIPS

The table below shows the relationship of each of the City’s department to the City’s funds. The departments are shown in the left hand column of the table and the funds are displayed across the top row. An “X” represents that the corresponding department may have received appropriations from the fund for fiscal year 2019.

DEPARTMENT/ FUND RELATIONSHIPS										
DEPARTMENT	GEN	TRN	PTP	PAIF	POIF	BTF	CAP	IRF	OPEB	SWU
Office of the Mayor & City Council	x									
Office of the City Manager	x									
Division of Public Affairs	x									
Division of Economic Development	x									
Office of the City Clerk	x									
Office of Charter Enforcement	x									
Human Resources	x									
Finance	x									
Information Technology	x									
Office of the City Attorney	x									
Planning & Zoning	x									
General Government	x							x	x	
Police	x				x					
Building	x					x				
Code Compliance	x									
Public Works	x	x	x				x			x
Parks & Recreation	x				x					

### Fund Abbreviations

- GEN General Fund
- TRN Transportation Fund
- PTP People's Transportation Plan Fund
- PAI Park Impact Fee Fund
- POI Police Impact Fee Fund
- BTF Building Technology Fund
- CAP Capital Projects Fund
- IRF Infrastructure Replacement Fund
- OPEB Other Post-Employment Benefits Fund
- SWU Stormwater Utility Fund





## FUND OVERVIEW

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In governmental accounting, all financial transactions are organized within several funds. According to the National Council on Governmental Accounting, a fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. The City of Doral's budget consists of ten funds: General Fund, Transportation Fund, Park Impact Fees Fund, Police Impact Fees Fund, People's Transportation Fund, Building Technology Fund, Capital Project Fund, Infrastructure Replacement Fund, Stormwater Utility Fund, and the Other post-Employment Benefits Fund. These funds are defined as an independent fiscal and accounting entity with a self-balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities.

### *GENERAL FUND – 001*

The General Fund is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is the major operating fund of the City of Doral. It is used to account for the general operations of the City and all transactions that are not accounted for in other funds or account groups.

### *TRANSPORTATION FUND - 101*

The Transportation Fund receives entitlement grants from the state and local roadway impact fees to be used on the transportation system within the City of Doral. This is a special revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. Oversight of this fund is primarily the function of the Public Works Department. It is used to account for roadway construction and infrastructure improvements.

### *PARK IMPACT FEES FUND - 102*

This fund is used for development of parks, open space, passive recreation parks, linear trail parks, and recreation facilities to serve new growth and development in City of Doral.

### *POLICE IMPACT FEES FUND - 103*

This fund is intended to assist in the implementation of the City of Doral Comprehensive Plan and to regulate the use and development of land so as to assure that new development bears a proportionate share of the cost of capital expenditures necessary to provide public safety in the City of Doral.



#### *PEOPLE'S TRANSPORTATION PLAN FUND - 106*

This fund has been established to manage monies to be utilized for transportation purposes that are generated from the one-half of one percent cent sales tax, and the surtax on eligible sales transactions on transportation related projects. This fund will be mainly used for the operation of the Citywide Trolley System.

#### *BUILDING TECHNOLOGY FUND - 108*

The fund was established to collect a technology fee to all base permit fees to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines; a good-faith estimate, executed contract or itemized work order is due at permit submittal.

#### *CAPITAL PROJECT FUND - 301*

The Capital Project Fund is used to account for financial resources to be used in the improvement to the City's Government Center.

#### *INFRASTRUCTURE REPLACEMENT FUND - 302*

This fund was established for future capital maintenance and replacement needs. This includes major government facilities, infrastructure, equipment and networks that enable the delivery of public sector services. The performance and continued use of these capital assets is essential to the health, safety, economic development and quality of life of those receiving services.

#### *STORMWATER UTILITY FUND - 401*

The Stormwater Utility Fund accounts for the financial resources received and allocated on behalf of the Stormwater Utility maintained by the City of Doral. The fund is used to maintain the sewer system and drainage canals located within the City. This is a proprietary fund which focuses on the determination of operating income, changes in net assets, financial position and cash flows. Oversight of this fund is primarily the function of the Public Works Department. It is used to account for the operation, maintenance, financing and capital improvement costs of a storm water collection system providing services to all residents of the City and all commercial properties.

#### *OTHER POST-EMPLOYMENT BENEFITS FUND - 651*

This fund accounts for the prefunding of the City's obligation for Other Post-Employment Benefits (or OPEB) are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability, legal and other services.



## FUND EXPENDITURES

ACCOUNT CLASSIFICATION	ACTUAL FY 2015-16	ACTUAL FY 2016-17	ADOPTED BUDGET FY 2017-18	AMENDED BUDGET* FY 2017-18	YEAR-END ESTIMATE FY 2017-18	UPDATED PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>General Fund - 001</b>							
Beginning Fund Balance	77,044,537	75,784,454	64,343,605	64,343,605	64,343,605	39,203,687	39,203,687
Revenues	58,193,340	64,983,972	57,001,076	87,411,419	89,919,725	60,380,348	60,380,348
Expenditures	(57,793,340)	(60,743,972)	(56,001,076)	(86,411,419)	(83,649,300)	(58,667,549)	(58,667,549)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	(400,000)	(4,240,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,712,799)	(1,712,799)
Committed (Encumbrances)	-	-	-	(22,310,343)	(22,310,343)	-	-
Use of Fund Balance	(1,260,083)	(11,440,849)	-	(8,100,000)	(8,100,000)	-	-
<b>Ending Fund Balance</b>	<b>75,784,454</b>	<b>64,343,605</b>	<b>64,343,605</b>	<b>33,933,262</b>	<b>39,203,687</b>	<b>39,203,687</b>	<b>39,203,687</b>
<b>Transportation Fund - 101</b>							
Beginning Fund Balance	15,882,541	16,193,176	17,830,562	17,830,562	17,830,562	3,441,956	3,441,956
Revenues	7,048,318	5,443,556	7,185,578	18,001,068	19,007,667	4,034,591	4,034,591
Expenditures	(6,737,683)	(5,958,785)	(7,185,578)	(18,001,068)	(17,999,634)	(4,034,591)	(4,034,591)
Interfunds Transfers In	-	3,790,000	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(10,815,490)	(10,815,490)	-	-
Use of Fund Balance	-	(1,637,385)	(4,581,149)	(4,581,149)	(4,581,149)	(1,306,785)	(1,306,785)
<b>Ending Fund Balance</b>	<b>16,193,176</b>	<b>17,830,562</b>	<b>13,249,413</b>	<b>2,433,923</b>	<b>3,441,956</b>	<b>2,135,171</b>	<b>2,135,171</b>
<b>Park Impact Fee Fund - 102</b>							
Beginning Fund Balance	9,062,130	3,736,528	3,194,066	3,194,066	3,194,066	1,436,791	1,436,791
Revenues	2,667,085	983,357	920,204	2,812,793	3,458,311	260,000	260,000
Expenditures	(7,992,687)	(983,357)	(920,204)	(2,812,793)	(2,812,793)	(164,000)	(164,000)
Committed (Encumbrances)	-	-	-	(1,892,589)	(1,892,589)	-	-
Use of Fund Balance	-	(542,462)	(510,204)	(510,204)	(510,204)	-	-
<b>Ending Fund Balance</b>	<b>3,736,528</b>	<b>3,194,066</b>	<b>2,683,862</b>	<b>791,273</b>	<b>1,436,791</b>	<b>1,532,791</b>	<b>1,532,791</b>
<b>Police Impact Fee Fund - 103</b>							
Beginning Fund Balance	2,346,742	3,202,691	1,560,321	1,560,321	1,560,321	1,374,851	1,374,851
Revenues	855,949	1,887,603	405,000	1,131,470	1,656,470	691,378	691,378
Expenditures	-	(1,887,602)	(389,000)	(1,115,470)	(1,115,470)	(691,378)	(691,378)
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	-	(1,642,371)	-	(726,470)	(726,470)	(186,378)	(186,378)
<b>Ending Fund Balance</b>	<b>3,202,691</b>	<b>1,560,321</b>	<b>1,576,321</b>	<b>849,851</b>	<b>1,374,851</b>	<b>1,188,473</b>	<b>1,188,473</b>
<b>People's Transportation Plan Fund - 106</b>							
Beginning Fund Balance	-	-	478,050	478,050	478,050	403,394	403,394
Revenues	-	2,232,433	2,244,534	2,571,219	2,721,936	2,552,382	2,552,382
Expenditures	-	(1,754,383)	(2,143,222)	(2,469,907)	(2,469,907)	(2,143,222)	(2,143,222)
Committed (Encumbrances)	-	-	-	(326,685)	(326,685)	-	-
Use of Fund Balance	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>-</b>	<b>478,050</b>	<b>579,362</b>	<b>252,677</b>	<b>403,394</b>	<b>812,554</b>	<b>812,554</b>



ACCOUNT CLASSIFICATION	ACTUAL FY 2015-16	ACTUAL FY 2016-17	ADOPTED BUDGET FY 2017-18	AMENDED BUDGET* FY 2017-18	YEAR-END ESTIMATE FY 2017-18	UPDATED PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>Building Technology Fund - 108</b>							
Beginning Fund Balance	-	-	-	-	-	166,582	166,582
Revenues	-	-	-	-	166,582	200,000	200,000
Expenditures	-	-	-	-	-	(200,000)	(200,000)
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	166,582	166,582	166,582
<b>Capital Improvement Fund - 301</b>							
Beginning Fund Balance	185,737	279,363	571,616	571,616	571,616	60	60
Revenues	300,000	350,000	257,708	685,550	685,550	-	-
Expenditures	(206,374)	(57,747)	(257,708)	(685,553)	(571,553)	(147,443)	(147,443)
Interfunds Transfers In	-	-	-	-	-	147,443	147,443
Committed (Encumbrances)	-	-	-	(427,845)	(427,845)	-	-
Use of Fund Balance	-	-	(257,708)	(257,708)	(257,708)	-	-
Ending Fund Balance	279,363	571,616	313,908	(113,940)	60	60	60
<b>Infrastructure Replacement Fund - 302</b>							
Beginning Fund Balance	-	100,000	200,000	200,000	200,000	700,000	700,000
Interfunds Transfers In	100,000	100,000	500,000	500,000	500,000	1,165,356	1,165,356
Ending Fund Balance	100,000	200,000	700,000	700,000	700,000	1,865,356	1,865,356
<b>Stormwater Fund - 401</b>							
Beginning Fund Balance <sup>1</sup>	14,817,794	15,797,725	14,403,699	14,403,699	14,403,699	3,545,889	3,545,889
Revenues	4,899,074	4,180,048	6,892,818	12,676,429	11,830,448	5,072,268	5,072,268
Expenditures	(1,878,696)	(2,258,916)	(6,892,818)	(14,559,680)	(14,551,829)	(5,072,268)	(5,072,268)
Committed (Encumbrances)	-	-	-	(5,783,611)	(5,783,611)	-	-
Use of Fund Balance	-	-	(2,352,818)	(2,352,818)	(2,352,818)	(532,268)	(532,268)
Ending Fund Balance	15,797,725	14,403,699	12,050,881	4,384,019	3,545,889	3,013,621	3,013,621
<b>Other Post-Employment Benefits Fund - 651</b>							
Beginning Fund Balance	-	-	-	-	-	504,000	504,000
Revenues	-	-	-	-	4,000	-	-
Interfunds Transfers In	-	-	500,000	500,000	500,000	400,000	400,000
Ending Fund Balance	-	-	500,000	500,000	504,000	904,000	904,000

\*Includes approved amendments to the budget and/ or carryovers of previous year's projects.

<sup>1</sup> Stormwater Fund Balance adjusted to show net of investment in capital assets.



## CAPITAL IMPROVEMENT ELEMENT

Below are charts from the 2018 Capital Improvement Element Annual Update as adopted by City Council on September 19, 2018 with Ordinance No. 2018-12. The CIE Update includes all capital projects for which the City has fiscal responsibility, including stormwater management, parks and recreation, and transportation. The update also includes capital improvement projects which are the responsibility of other government agencies and entities, including water supply, sanitary sewer, solid waste, public school facilities and transportation facilities. These “non-Doral” projects are funded by Miami-Dade County, Miami-Dade Public School Board, Miami-Dade Metropolitan Planning Organization (MPO) and the Florida Department of Transportation (FDOT).

The CIE update also provides level of service (LOS) analyses for all public facilities in the City based on population projections and related data. Projects included in the updated 5-Year SCI are needed to address projected public facility needs in order to meet future LOS demand.

In addition, the CIE update must demonstrate consistency with all other elements of the Comprehensive Plan. Each of the capital projects listed in the updated 5-Year SCI are consistent with applicable elements. When approved and adopted, the CIE update will supplement the adopted Comprehensive Plan. The complete City of Doral Comprehensive Plan 2018 Capital Improvements Element Update may be found on the City’s website [www.cityofdoral.com](http://www.cityofdoral.com).

### CAPITAL IMPROVEMENTS

The data and analysis presented herein shows level of service (LOS) needs in transportation, parks and recreation, and stormwater management. The Schedule of Capital Improvements (SCI) in Table 17 is intended to address the maintenance and improvement of public facilities.

*Table 15: Projected Revenues for Capacity-Related Projects by Funding Source*

FUNDING SOURCES	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	5 YEAR TOTAL FY 2019-2023
Parks & Recreation/ GF	\$9,825,000	\$18,700,000	\$14,550,000	\$1,897,000	\$0	\$44,972,000
Stormwater Fund	\$1,312,000	\$1,310,000	\$1,410,000	\$1,110,000	\$980,000	\$6,122,000
Park Impact Fee Fund	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000
Transportation Fund	\$16,171,000	\$15,303,000	\$11,042,000	\$11,038,000	\$12,334,000	\$65,888,000
<b>TOTAL</b>	<b>\$28,508,000</b>	<b>\$36,513,000</b>	<b>\$28,202,000</b>	<b>\$15,245,000</b>	<b>\$14,514,000</b>	<b>\$122,982,000</b>

Source: City of Doral; Iler Planning & City of Doral, 2018.



Table 16: Projected 5-Year Expenditures for Capital Improvements by Type

Project Type	FY2018/19	FY2019/20	FY2020/21	FY2021/22	FY2022/2023	5-YEAR TOTAL FY 2019-2023
<b>City-Funded Projects</b>						
Parks	\$0	\$0	\$22,000,000	\$17,500,000	\$17,000,000	\$56,500,000
Drainage	\$1,640,000	\$1,200,000	\$850,000	\$900,000	\$975,000	\$5,565,000
Transportation	\$5,275,000	\$13,737,500	\$12,426,250	\$9,393,875	\$9,493,263	\$50,325,888
<b>Total</b>	<b>\$6,915,000</b>	<b>\$14,937,500</b>	<b>\$35,276,250</b>	<b>\$27,793,875</b>	<b>\$27,468,263</b>	<b>\$112,390,888</b>

Source: City of Doral; 2018.

Revenue projections for capital projects to be funded by Doral are presented in Table 15 and based on the City’s adopted 2017-2018 budget and information provided by the City departments. City revenues for capital improvements by type are also identified in Table 15. For example, the Stormwater Fund is used for drainage improvements, the Park Impact Fee Fund is used to finance park improvements, and the Transportation Fund is used for roadway, transit and pedestrian projects. Table 16 summarizes the expenditures for parks, drainage and transportation based on the Schedule of Capital Improvements for FY 2019-2023.

An analysis of the projected revenues and planned capital expenditures indicate that the City will maintain financial feasibility through the 5-year planning period. The City is projected to accumulate \$122,982,000 over the 5-year planning period to fund the capital improvements needed to maintain and improve public facility LOS, and has identified a total of \$112,390,888 in capital improvement expenditures over the planning period.



Table 17. Doral's Schedule of Capital Improvements 2018/19 - 2022/23

PROJECT / LOCATION	TYPE OF WORK	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	TOTAL COST FY 2019-2023	FUNDING SOURCE
<b>TRANSPORTATION PROJECTS</b>								
1. Citywide	Trolley Circulator (Operations)	\$2,625,000	\$2,887,500	\$3,176,250	\$3,493,875	\$3,843,263	\$16,025,888	TF, PTP
2. Citywide	Trolley Circulator Fleet	\$0	\$400,000	\$0	\$400,000	\$0	\$800,000	TF
3. Citywide	Canal Refurbishment / Bikeway	\$400,000	\$0	\$0	\$0	\$0	\$400,000	SWF, SG
4. Citywide	Roadway Maintenance	\$300,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,300,000	TF, PTP
5. Citywide	Traffic Calming Program	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000	GF, TF
6. Citywide	Transit Mobility & Infrastructure	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000	TF
7. Citywide	Intersection Improvements	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000	TF
8. NW 102 Av (62 St – 300' N) & NW 62 St (102 Av – 660' E)	Roadway Widening	\$0	\$0	\$0	\$0	\$700,000	\$700,000	TF
9. NW 82 St & 112 Av Intersection	Traffic Signal	\$500,000	\$0	\$0	\$0	\$0	\$500,000	TF
10. NW 104 Av (68 St - 69 St)	Roadway Widening	\$250,000	\$0	\$0	\$0	\$0	\$250,000	TF
11. NW 90 St (Vacant Land Section 7)	Roadway Widening	\$0	\$250,000	\$0	\$0	\$0	\$250,000	TF
12. NW 99 Av (64 St – 66 St)	New Road Construction	\$0	\$0	\$800,000	\$0	\$0	\$800,000	TF
13. NW 112 Av & NW 114 Av (41 St - 58 St)	Roadway & Intersection Improvements (4)	\$0	\$500,000	\$500,000	\$0	\$0	\$1,000,000	TF
14. NW 112 Av (25 St - 34 St)	Roadway Improvements	\$0	\$2,000,000	\$0	\$0	\$0	\$2,000,000	SWF, TF



PROJECT / LOCATION	TYPE OF WORK	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	TOTAL COST FY 2019-2023	FUNDING SOURCE
15. NW 114 Av (34 St – 39 St)	Roadway Improvements	\$0	\$0	\$2,000,000	\$0	\$0	\$2,000,000	SWF, TF
16. NW 34 St (117 Av – 112 Av)	Roadway Improvements	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000	SWF, TF
17. NW 117 Av (25 St – 34 St)	Roadway Improvements	\$0	\$1,600,000	\$0	\$0	\$0	\$1,600,000	SWF, TF
18. NW 117 Av (58 St – North)	New Road Construction	\$0	\$0	\$800,000	\$0	\$0	\$800,000	SWF, TF
19. NW 33 St (107 Av – 112 Av)	Roadway Widening & Improvements	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000	SWF, TF
20. NW 102 Av (17 St - 25 St)	Construct Sidewalk and Bike Path	\$1,200,000	\$0	\$0	\$0	\$0	\$1,200,000	FG, TF
21. Turnpike Trail Bridge over Doral Blvd.	Design/Build; Bicycle/ Pedestrian Connectivity	\$0	\$0	\$0	\$2,800,000	\$0	\$2,800,000	TF
22. Traffic Monitoring Cameras	Congestion Management	\$0	\$50,000	\$0	\$50,000	\$0	\$100,000	TF
23. NW 112 Av (34 St – 41 St)	New Road Construction	\$0	\$0	\$4,000,000	\$0	\$0	\$4,000,000	SWF, TF
24. NW 112 Av ( 34 St – 41 St)	New Road – Land Acquisition	\$0	\$5,000,000	\$0	\$0	\$0	\$5,000,000	TF
25. NW 82 Av & NW 84 Av Connection	Roadway Improvements	\$0	\$0	\$100,000	\$0	\$0	\$100,000	TF
26. Do Not Block Box Intersections	Roadway Improvements	\$0	\$100,000	\$100,000	\$100,000	\$0	\$300,000	TF
27. NW 33 St (79 Av – 82 Av)	Roadway Reconstruction	\$0	\$0	\$0	\$1,600,000	\$0	\$1,600,000	SWF, TF
<b>5 Year Transportation Cost Sub Total</b>		\$5,275,000	\$13,737,500	\$12,426,250	\$9,393,875	\$9,493,263	\$50,325,888	





**Table 17. 2018/19-2022/23 Doral's Schedule of Capital Improvements (continued)**

Project/Location	Type of Work	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Total Cost FY 2019-2023	Fund Source
<b>City Parks</b>								
1. Doral Central Park	Aquatic Facility	\$0	\$0	\$15,000,000	\$15,000,000	\$0	\$30,000,000	Multiple
2. NW 87 <sup>th</sup> Av. & 30 <sup>th</sup> St	Doral Central Park	\$0	\$0	\$0	\$2,500,000	\$17,000,000	\$19,500,000	Multiple
3. Adjacent to Downtown Doral Park	Triangle Parcel	\$0	\$0	\$7,000,000	\$0	\$0	\$7,000,000	Multiple
<b>Parks Cost Subtotal</b>		\$0	\$0	\$22,000,000	\$17,500,000	\$17,000,000	\$56,500,000	
<b>City Stormwater</b>								
1. City Wide	Stormwater Drainage	\$1,640,000	\$1,200,000	\$850,000	\$900,000	\$975,000	\$5,565,000	SWF, SG
<b>Stormwater Cost Subtotal</b>		\$1,640,000	\$1,200,000	\$850,000	\$900,000	\$975,000	\$5,565,000	
<b>Total City Capital Cost</b>		\$6,915,000	\$14,937,500	\$35,276,250	\$27,793,875	\$27,468,263	\$112,390,888	



## FIVE YEAR FINANCIAL PLAN

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### **FISCAL YEAR 2019 ADOPTED BUDGET AND FIVE YEAR FINANCIAL PLAN HIGHLIGHTS**

The FY 2018-19 Adopted Budget and Five Year Financial Plan contains funding for on-going services to the community. The following are some of the general fund highlights:

#### Fiscal Year 2019

- Funding to hire new school safety officers – part-time reserves to provide appropriate support for the school system
- Funding to hire 11 new officers, 1 sergeant, 2 Police Service Aides, 1 quartermaster and 1 property and evidence supervisor to provide community policing and enhanced police visibility
- Revitalizing Police Department's aging fleet through the acquisition of police vehicles
- Future greenspace to be added to the City's park system
- Programming and operation of Doral Glades Park
- Resurfacing of tennis and basketball courts at Morgan Levy Park
- Continue citywide sidewalk improvements
- Continue roadway construction, milling, resurfacing and beautification projects
- Citywide intersection improvements
- Stormwater improvements
- Continue canal stabilization and maintenance projects
- Continue the City's safety and security technologies on the trolleys
- Integration by the Building Department to an online permitting system that is outward facing
- Expand advertising, marketing and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets
- Code Compliance staffing on evenings and weekends
- Improve our customer services through training programs



Fiscal Year's 2020 – 2023

- Funding for additional police officers to increase the service and presence in the community
- Continued revitalizing Police Department's aging fleet through the acquisition of new police and PSA vehicles
- Funding of Police gear, such as gun, tasers, ballistic vests and helmets
- Funding for staffing and programming at the Doral Central Park Aquatic Facility and Community Center
- Resurfacing of parking lots at Doral Meadows and Trails & n Tails Parks
- Continued funding of IT infrastructure improvements
- Funding of vehicles and road maintenance equipment for the Public Works department
- Continued revitalizing the aging fleet in the Building and Code departments
- Funding for an additional Code Compliance officer
- Funding for additional Public Works employees to address the needs of a growing community

**DEVELOPING THE FINANCIAL PLAN**

**REVENUES**

The Millage Rate remains constant at 1.9000 thru 2022. To meet the growing needs of the City in Fiscal year 2023 the millage rate rises to 2.15 or .25mills.

Revenues were forecasted using historical data along with inflation rate projections. The source of the inflation rates provided by the City's financial advisors was the International Monetary Fund Forecast. The rates were as follows:

2020 – 2.10%    2021 – 2.00%    2022 – 2.10%    2023 – 2.10%

The revenue projections for Charges for Services include revenues estimates for the Doral Central Park's Aquatic Facility, these were based on the May 2017 Aquatic Center Feasibility Study.

Ad Valorem revenues were forecasted using the average value growth rate of 6% percent and a collection rate of 95%.

**OPERATING EXPENSES**

All Personnel costs were projected with a 4% increase, to include a 1% COLA and a 3% Merit increase.

Operating expenses were forecasted using historical data along with inflation rate projection. The source of the inflation rates provided by the City's financial advisors was the International Monetary Fund Forecast. The rates were as follows:

2020 – 2.10%    2021 – 2.00%    2022 – 2.10%    2023 – 2.10%

Departments provided projected increases in personnel and operating expenditures associated with new programs or estimated increases to current programs.



## **CAPITAL EXPENDITURES**

Capital expenditures were provided by the departments based on Council's strategic initiatives.

## ***FUNDING OF THE FINANCIAL PLAN***

As presented the General Fund Five Year Financial Plan is funded from taxes, licenses & permits, intergovernmental revenues, charges for services, fines & forfeitures and other revenues. The Millage Rate remains constant at 1.9000 thru 2022. To meet the growing needs of the City in Fiscal year 2023 the millage rate rises by .25mills.

One measure of the City's financial condition is its bond rating. The City continues to maintain a AA credit rating issued by Standard & Poor's.



GENERAL FUND FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2015-16	ACTUAL FY 2016-17	AMENDED BUDGET* FY 2017-18	YEAR-END ESTIMATE FY 2017-18	ADOPTED FY 2018-19	DEPT.REQ. FY 2019-20	DEPT.REQ. FY 2020-21	DEPT.REQ. FY 2021-22	DEPT.REQ. FY 2022-23
MILLAGE RATE		1.9000	1.9000	1.9000	1.9000	1.9000	1.9000	1.9000	1.9000	2.1500
<b>BEGINNING FUND BALANCE</b>		77,044,537	75,784,454	64,343,606	64,343,606	39,203,688	39,203,688	39,388,141	38,782,807	37,411,755
<b>REVENUES</b>										
	TAXES	34,799,912	36,219,621	38,979,641	39,237,795	41,159,397	42,969,780	45,193,138	47,535,705	53,957,668
	LICENSES & PERMITS	11,072,700	7,489,360	8,024,000	9,135,796	7,670,000	7,787,099	7,963,088	8,143,054	8,327,086
	INTERGOVERNMENTAL	5,422,346	5,771,694	5,897,306	6,147,741	6,381,244	6,716,028	7,118,989	7,546,128	7,998,896
	CHARGES FOR SERVICES	2,113,300	2,052,442	2,133,617	2,386,727	2,689,195	2,177,935	2,243,273	3,657,983	3,799,747
	FINES AND FORFEITS	510,745	483,341	1,029,500	1,622,249	1,493,500	1,642,850	1,807,135	1,987,849	2,186,633
	MISCELLANEOUS	3,014,254	1,526,666	937,012	979,074	987,012	1,083,692	1,127,040	1,172,122	1,219,007
	<b>TOTAL REVENUES</b>	<b>56,933,257</b>	<b>53,543,123</b>	<b>57,001,076</b>	<b>59,509,382</b>	<b>60,380,348</b>	<b>62,377,384</b>	<b>65,452,663</b>	<b>70,042,841</b>	<b>77,489,037</b>
<b>OTHER RESOURCES</b>										
	RESERVES - IN USE OF FUND BALANCE	1,260,083	11,440,849	8,100,000	8,100,000	0	0	605,334	1,371,052	0
	PRIOR YEAR OPERATING BALANCES	0	0	22,310,343	22,310,343	0	0	0	0	0
	<b>TOTAL OTHER RESOURCES</b>	<b>1,260,083</b>	<b>11,440,849</b>	<b>30,410,343</b>	<b>30,410,343</b>	<b>0</b>	<b>0</b>	<b>605,334</b>	<b>1,371,052</b>	<b>0</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>58,193,340</b>	<b>64,983,972</b>	<b>87,411,419</b>	<b>89,919,725</b>	<b>60,380,348</b>	<b>62,377,384</b>	<b>66,057,997</b>	<b>71,413,893</b>	<b>77,489,037</b>
<b>EXPENDITURES BY DEPARTMENT:</b>										
10005	CITY COUNCIL	986,949	1,119,904	1,149,081	1,120,389	1,181,948	1,262,803	1,333,737	1,414,588	1,507,174
11005	CITY MANAGER	683,681	812,686	668,976	655,525	690,217	721,374	754,782	790,853	829,995
11505	PUBLIC AFFAIRS	624,740	669,606	807,695	694,304	732,012	727,203	758,965	793,847	832,207
11605	ECONOMIC DEVELOPMENT	262,092	311,994	430,510	427,725	401,745	445,603	464,992	486,497	510,349
12005	CITY CLERK	481,833	496,326	702,512	694,112	712,465	736,966	762,740	790,832	821,199
13005	CHARTER ENFORCEMENT	0	0	50,000	0	50,000	50,000	50,000	50,000	50,000
20005	HUMAN RESOURCES	556,836	576,181	781,322	742,316	787,936	823,320	861,656	903,823	950,372
21005	FINANCE	947,778	1,027,594	1,104,861	1,046,756	1,164,544	1,224,462	1,290,535	1,364,183	1,446,853
22005	INFORMATION TECHNOLOGY	4,020,590	4,800,516	6,016,979	5,875,208	5,564,125	4,842,039	5,132,786	5,587,633	5,823,325
30005	CITY ATTORNEY	1,057,985	583,686	819,189	819,189	743,926	740,047	778,501	820,102	865,358
40005	PLANNING & ZONING	964,476	867,138	1,331,168	1,052,218	1,084,775	1,127,501	1,184,833	1,247,251	1,315,659
50005	GENERAL GOVERNMENT	4,246,729	4,364,301	5,434,719	4,545,723	5,249,803	6,029,089	6,367,926	6,640,328	6,901,321
60005	POLICE	19,947,302	23,607,235	22,330,747	22,168,920	23,790,455	25,237,619	26,884,719	28,637,718	30,714,593
70005	BUILDING	3,687,056	4,005,606	4,381,695	4,272,143	4,328,027	4,485,966	4,728,321	4,985,049	5,307,561
71005	CODE COMPLIANCE	1,230,321	1,261,107	1,425,919	1,335,040	1,450,699	1,469,992	1,590,915	1,696,146	1,902,755
80005	PUBLIC WORKS	8,183,452	3,980,570	18,737,370	18,050,441	4,783,768	5,132,287	5,517,126	5,862,924	6,214,748
90005	PARKS & RECREATION	9,911,520	12,259,522	20,238,677	20,149,292	5,951,104	6,236,659	6,695,463	8,442,119	8,971,405
	<b>TOTAL EXPENDITURES</b>	<b>57,793,340</b>	<b>60,743,972</b>	<b>86,411,420</b>	<b>83,649,300</b>	<b>58,667,549</b>	<b>61,292,930</b>	<b>65,157,997</b>	<b>70,513,893</b>	<b>74,964,874</b>
<b>INTERFUND TRANSFERS OUT</b>										
	INTERFUND TRANSFERS OUT	400,000	4,240,000	1,000,000	1,000,000	1,712,799	900,000	900,000	900,000	900,000
	INTERFUND TRANSFERS OUT									
	<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>58,193,340</b>	<b>64,983,972</b>	<b>87,411,420</b>	<b>84,649,300</b>	<b>60,380,348</b>	<b>62,192,930</b>	<b>66,057,997</b>	<b>71,413,893</b>	<b>75,864,874</b>
	PRIOR YEAR OPERATING BALANCES	1,260,083	0	22,310,343	22,310,343	0	0	0	0	0
	USE OF FUND BALANCE	-	11,440,849	8,100,000	8,100,000	0	0	605,334	1,371,052	0
	<b>ENDING FUND BALANCE</b>	<b>\$75,784,454</b>	<b>\$64,343,606</b>	<b>\$33,933,262</b>	<b>\$39,203,688</b>	<b>\$39,203,688</b>	<b>\$39,388,141</b>	<b>\$38,782,807</b>	<b>\$37,411,755</b>	<b>\$39,035,918</b>
	15% REQUIRED RESERVE			\$13,111,713	\$12,697,395	\$9,057,052	\$9,328,940	\$9,908,700	\$10,712,084	\$11,379,731
	EXCESS(DEFICIT) IN REQUIRED RESERVE			\$20,821,549	\$26,506,293	\$30,146,635	\$30,059,202	\$28,874,108	\$26,699,671	\$27,656,187
	Inflation Rate Projections:									
	2020		2.10%							
	2021		2.00%							
	2022		2.10%							
	2023		2.10%							

Source: International Monetary Fund Forecast

\* Includes approved amendments to the budget or carryovers of previous year's projects.

The development of Central Park along with the Triangle Parcel will be funded from the issuance of General Obligation Bonds and are not included int the General Fund Five Year Budget Forecast.



GENERAL FUND REVENUES							
DESCRIPTION	YEAR-END						
	ACTUAL FY2016-17	ESTIMATE FY2017-18	ADOPTED FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23
TAXES:							
AD VALOREM	\$19,871,386	\$21,845,903	\$23,800,342	\$25,228,363	\$26,742,064	\$28,346,588	\$34,000,986
OTHER TAXES	16,348,235	17,391,892	17,359,055	17,741,417	18,451,074	19,189,117	19,956,682
TOTAL TAXES	36,219,621	39,237,795	41,159,397	42,969,780	45,193,138	47,535,705	53,957,668
LICENSES & PERMITS:							
BUILDING PERMITS	4,916,533	6,500,000	5,000,000	5,113,000	5,228,554	5,346,719	5,467,555
LOCAL BUSINESS LICENSE TAX	1,149,353	1,137,866	1,200,000	1,227,120	1,254,853	1,283,213	1,312,213
OTHER LICENSES & PERMITS	1,423,474	1,497,930	1,470,000	1,446,979	1,479,681	1,513,122	1,547,318
TOTAL LICENSES & PERMITS	7,489,360	9,135,796	7,670,000	7,787,099	7,963,088	8,143,054	8,327,086
INTERGOVERNMENTAL REVENUES	5,771,694	6,147,741	6,381,244	6,716,028	7,118,989	7,546,128	7,998,896
CHARGES FOR SERVICES	2,052,442	2,386,727	2,689,195	2,177,935	2,243,273	3,657,983	3,799,747
FINES & FORFEITS	483,341	1,622,249	1,493,500	1,642,850	1,807,135	1,987,849	2,186,633
MISCELLANEOUS	1,526,666	979,074	987,012	1,083,692	1,127,040	1,172,122	1,219,007
<b>TOTAL GENERAL FUND REVENUES</b>	<b>53,543,124</b>	<b>59,509,382</b>	<b>60,380,348</b>	<b>62,377,384</b>	<b>65,452,663</b>	<b>70,042,841</b>	<b>77,489,037</b>



**FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023**

DEPARTMENT		BUDGET FY 2017-18	ADOPTED FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	% CHANGE FY2019 TO FY2023
10005	CITY COUNCIL	\$ 1,149,081	\$ 1,181,948	\$ 1,262,803	\$ 1,333,737	\$ 1,414,588	\$ 1,507,174	28%
11005	CITY MANAGER	\$ 668,976	\$ 690,217	\$ 721,374	\$ 754,782	\$ 790,853	\$ 829,995	20%
11505	PUBLIC AFFAIRS	\$ 753,565	\$ 732,012	\$ 727,203	\$ 758,965	\$ 793,847	\$ 832,207	14%
11605	ECONOMIC DEVELOPMENT	\$ 370,510	\$ 401,745	\$ 445,603	\$ 464,992	\$ 486,497	\$ 510,349	27%
12005	CITY CLERK	\$ 702,512	\$ 712,465	\$ 736,966	\$ 762,740	\$ 790,832	\$ 821,199	15%
13005	CHARTER ENFORCEMENT	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0%
20005	HUMAN RESOURCES	\$ 761,725	\$ 787,936	\$ 823,320	\$ 861,656	\$ 903,823	\$ 950,372	21%
21005	FINANCE	\$ 1,102,061	\$ 1,164,544	\$ 1,224,462	\$ 1,290,535	\$ 1,364,183	\$ 1,446,853	24%
22005	INFORMATION TECHNOLOGY	\$ 4,968,135	\$ 5,564,125	\$ 4,842,039	\$ 5,132,786	\$ 5,587,633	\$ 5,823,325	5%
30005	CITY ATTORNEY	\$ 685,000	\$ 743,926	\$ 740,047	\$ 778,501	\$ 820,102	\$ 865,358	16%
40005	PLANNING & ZONING	\$ 1,040,482	\$ 1,084,775	\$ 1,127,501	\$ 1,184,833	\$ 1,247,251	\$ 1,315,659	21%
50005	GENERAL GOVERNMENT	\$ 6,512,956	\$ 6,962,602	\$ 6,929,089	\$ 7,267,926	\$ 7,540,328	\$ 7,801,321	12%
60005	POLICE	\$ 21,511,871	\$ 23,790,455	\$ 25,237,619	\$ 26,884,719	\$ 28,637,718	\$ 30,714,593	29%
70005	BUILDING	\$ 4,380,233	\$ 4,328,027	\$ 4,485,966	\$ 4,728,321	\$ 4,985,049	\$ 5,307,561	23%
71005	CODE COMPLIANCE	\$ 1,425,919	\$ 1,450,699	\$ 1,469,992	\$ 1,590,915	\$ 1,696,146	\$ 1,902,755	31%
80005	PUBLIC WORKS	\$ 5,173,205	\$ 4,783,768	\$ 5,132,287	\$ 5,517,126	\$ 5,862,924	\$ 6,214,748	30%
90005	PARKS & RECREATION	\$ 5,744,846	\$ 5,951,104	\$ 6,236,659	\$ 6,695,463	\$ 8,442,119	\$ 8,971,405	51%
		<b>\$ 57,001,077</b>	<b>\$ 60,380,348</b>	<b>\$ 62,192,930</b>	<b>\$ 66,057,997</b>	<b>\$ 71,413,893</b>	<b>\$ 75,864,874</b>	<b>26%</b>

\* Reflects FY 2016-17 Department total

FY 2017-18 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

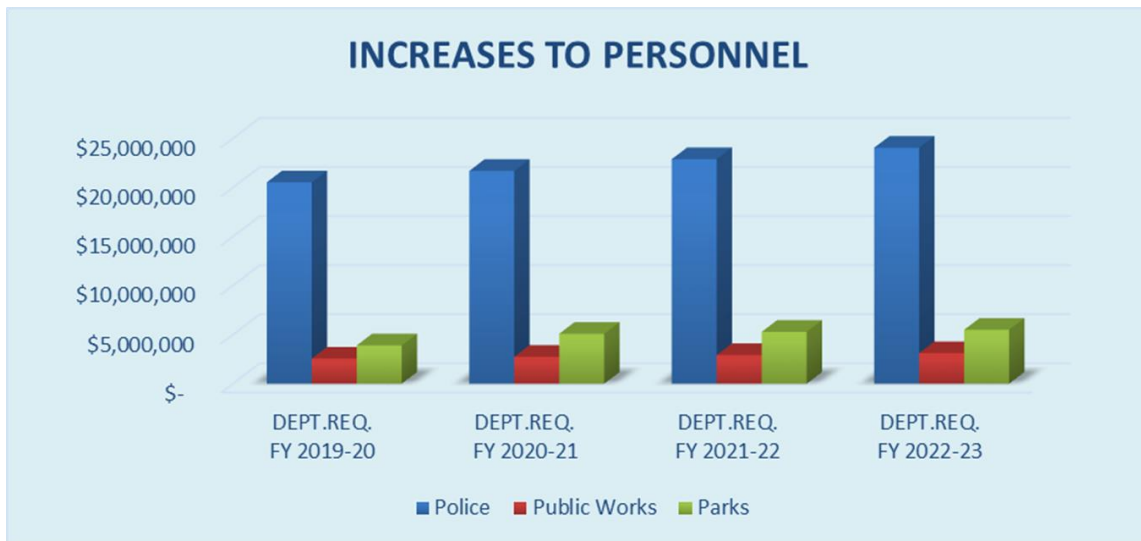
	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Inflation Rates Projections:</b>	2.10%	2.00%	2.10%	2.10%
Source: International Monetary Fund Forecast				



**FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023**

**PERSONNEL COST**

DEPARTMENT	BUDGET FY 2017-18	APPROVED FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23		% CHANGE FY2019 TO FY2023
10005 CITY COUNCIL	\$ 829,181	\$ 874,548	\$ 931,080	\$ 995,380	\$ 1,069,125	\$ 1,154,456		32%
11005 CITY MANAGER	\$ 634,076	\$ 661,677	\$ 691,867	\$ 724,685	\$ 760,124	\$ 798,621		21%
11505 PUBLIC AFFAIRS	\$ 548,690	\$ 522,442	\$ 521,757	\$ 549,410	\$ 579,892	\$ 613,759		17%
11605 ECONOMIC DEVELOPMENT	\$ 250,610	\$ 239,845	\$ 280,303	\$ 296,386	\$ 314,350	\$ 334,587		40%
12005 CITY CLERK	\$ 307,912	\$ 327,269	\$ 346,331	\$ 364,293	\$ 384,017	\$ 405,841		24%
13005 CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		0%
20005 HUMAN RESOURCES	\$ 595,484	\$ 628,817	\$ 660,860	\$ 695,946	\$ 734,633	\$ 777,629		24%
21005 FINANCE	\$ 996,116	\$ 1,062,999	\$ 1,120,785	\$ 1,184,784	\$ 1,256,211	\$ 1,336,614		26%
22005 INFORMATION TECHNOLOGY	\$ 1,664,420	\$ 1,831,858	\$ 1,824,388	\$ 1,923,927	\$ 2,034,195	\$ 2,157,352		18%
30005 CITY ATTORNEY	\$ -	\$ 412,379	\$ 426,803	\$ 449,595	\$ 474,751	\$ 502,739		0%
40005 PLANNING & ZONING	\$ 915,682	\$ 928,002	\$ 973,639	\$ 1,023,278	\$ 1,077,618	\$ 1,137,545		23%
50005 GENERAL GOVERNMENT	\$ 609,840	\$ 570,000	\$ 592,800	\$ 616,512	\$ 641,172	\$ 666,819		17%
60005 POLICE	\$ 19,408,317	\$ 21,904,048	\$ 23,036,864	\$ 24,526,651	\$ 26,207,916	\$ 28,070,044		28%
70005 BUILDING	\$ 3,723,498	\$ 3,717,644	\$ 3,964,630	\$ 4,187,936	\$ 4,436,613	\$ 4,715,895		27%
71005 CODE COMPLIANCE	\$ 1,311,166	\$ 1,339,626	\$ 1,405,880	\$ 1,478,021	\$ 1,626,879	\$ 1,787,086		33%
80005 PUBLIC WORKS	\$ 2,334,610	\$ 2,635,705	\$ 2,891,355	\$ 3,165,783	\$ 3,362,847	\$ 3,585,724		36%
90005 PARKS & RECREATION	\$ 3,311,612	\$ 3,594,105	\$ 3,778,092	\$ 3,979,717	\$ 5,226,962	\$ 5,515,490		53%
	<b>\$ 37,441,214</b>	<b>\$ 41,250,964</b>	<b>\$ 43,447,434</b>	<b>\$ 46,162,304</b>	<b>\$ 50,187,305</b>	<b>\$ 53,560,201</b>		<b>30%</b>



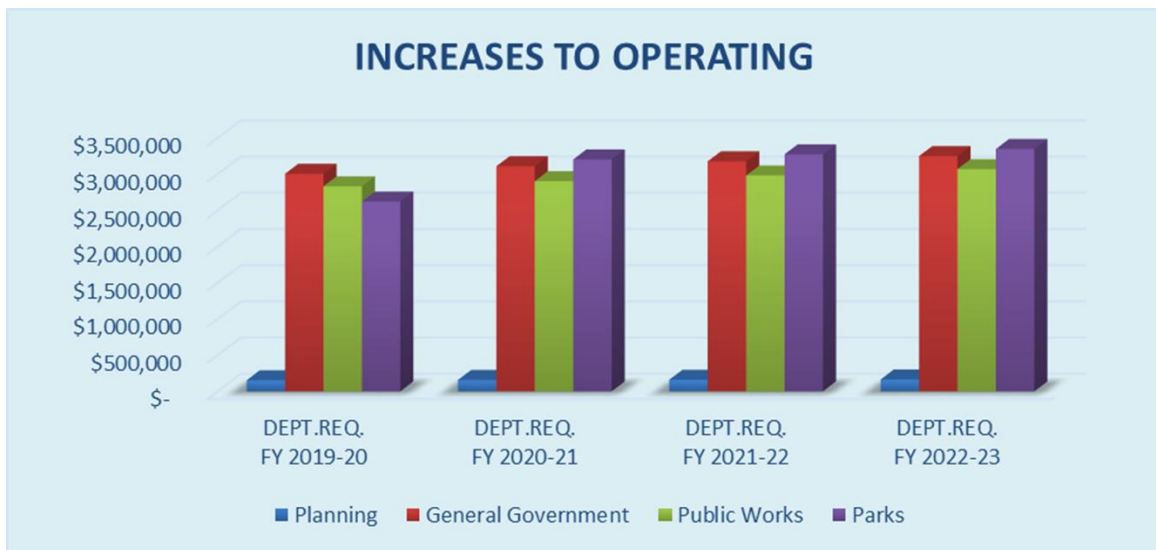




**FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023**

**OPERATING COST**

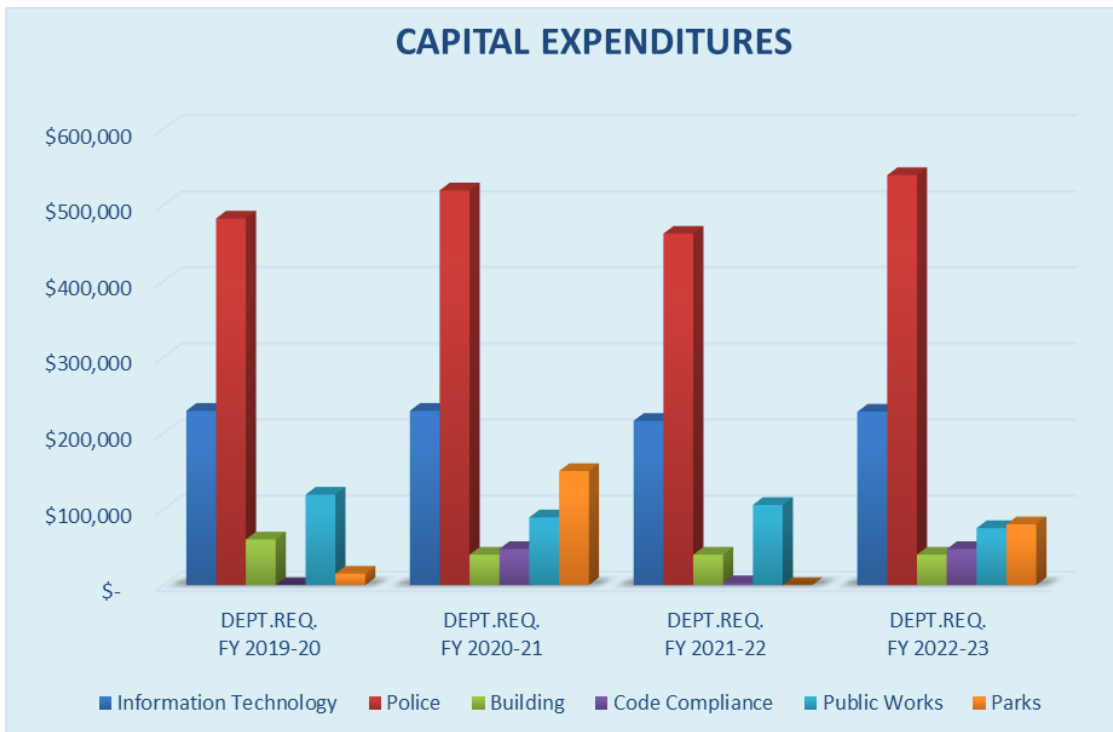
DEPARTMENT	BUDGET FY 2017-18	ADOPTED FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23		% CHANGE FY2019 TO FY2023
10005 CITY COUNCIL	\$ 319,900	\$ 307,400	\$ 331,723	\$ 338,357	\$ 345,463	\$ 352,718		15%
11005 CITY MANAGER	\$ 34,900	\$ 28,540	\$ 29,507	\$ 30,097	\$ 30,729	\$ 31,374		10%
11505 PUBLIC AFFAIRS	\$ 202,875	\$ 208,820	\$ 205,446	\$ 209,555	\$ 213,955	\$ 218,448		5%
11605 ECONOMIC DEVELOPMENT	\$ 119,900	\$ 161,900	\$ 165,300	\$ 168,606	\$ 172,147	\$ 175,762		9%
12005 CITY CLERK	\$ 394,600	385,196	390,635	398,447	406,815	415,358		8%
13005 CHARTER ENFORCEMENT	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		0%
20005 HUMAN RESOURCES	\$ 166,241	\$ 159,119	\$ 162,460	\$ 165,710	\$ 169,190	\$ 172,743		9%
21005 FINANCE	\$ 105,945	\$ 101,545	\$ 103,677	\$ 105,751	\$ 107,972	\$ 110,239		9%
22005 INFORMATION TECHNOLOGY	\$ 2,432,017	\$ 2,817,382	\$ 2,788,476	\$ 2,979,684	\$ 3,337,443	\$ 3,437,978		22%
30005 CITY ATTORNEY	\$ 685,000	291,547	313,244	328,906	345,351	362,619		24%
40005 PLANNING & ZONING	\$ 124,800	\$ 156,773	\$ 153,862	\$ 161,555	\$ 169,633	\$ 178,114		14%
50005 GENERAL GOVERNMENT	\$ 2,813,993	\$ 2,599,924	\$ 3,362,805	\$ 3,675,073	\$ 3,919,178	\$ 4,150,829		60%
60005 POLICE	\$ 1,636,854	\$ 1,606,313	\$ 1,718,755	\$ 1,839,068	\$ 1,967,802	\$ 2,105,549		31%
70005 BUILDING	\$ 586,735	\$ 453,793	\$ 461,219	\$ 500,307	\$ 508,358	\$ 551,588		22%
71005 CODE COMPLIANCE	\$ 69,753	\$ 64,073	\$ 64,112	\$ 65,394	\$ 66,767	\$ 68,169		6%
80005 PUBLIC WORKS	\$ 2,733,595	\$ 2,037,975	\$ 2,121,932	\$ 2,262,343	\$ 2,394,577	\$ 2,554,024		25%
90005 PARKS & RECREATION	\$ 2,347,234	\$ 2,327,207	\$ 2,443,567	\$ 2,565,746	\$ 3,215,157	\$ 3,375,915		45%
	<b>\$ 14,824,342</b>	<b>\$ 13,757,507</b>	<b>\$ 14,866,720</b>	<b>\$ 15,844,599</b>	<b>\$ 17,420,537</b>	<b>\$ 18,311,427</b>		<b>33%</b>





**FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023**

		<b>CAPITAL COST</b>					
<b>DEPARTMENT</b>		<b>BUDGET FY 2017-18</b>	<b>ADOPTED FY 2018-19</b>	<b>PROJECTED FY 2019-20</b>	<b>PROJECTED FY 2020-21</b>	<b>PROJECTED FY 2021-22</b>	<b>PROJECTED FY 2022-23</b>
10005	CITY COUNCIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11005	CITY MANAGER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11505	PUBLIC AFFAIRS	\$ 2,000	\$ 750	\$ -	\$ -	\$ -	\$ -
11605	ECONOMIC DEVELOPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12005	CITY CLERK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13005	CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20005	HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21005	FINANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22005	INFORMATION TECHNOLOGY	\$ 871,698	\$ 914,885	\$ 229,175	\$ 229,175	\$ 215,995	\$ 227,995
30005	CITY ATTORNEY	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -
40005	PLANNING & ZONING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
50005	GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
60005	POLICE	\$ 466,700	\$ 280,094	\$ 482,000	\$ 519,000	\$ 462,000	\$ 539,000
70005	BUILDING	\$ 70,000	\$ 156,590	\$ 60,117	\$ 40,078	\$ 40,078	\$ 40,078
71005	CODE COMPLIANCE	\$ 45,000	\$ 47,000	\$ -	\$ 47,500	\$ 2,500	\$ 47,500
80005	PUBLIC WORKS	\$ 105,000	\$ 110,088	\$ 119,000	\$ 89,000	\$ 105,500	\$ 75,000
90005	PARKS & RECREATION	\$ 86,000	\$ 29,792	\$ 15,000	\$ 150,000	\$ -	\$ 80,000
		<b>\$ 1,646,398</b>	<b>\$ 1,579,199</b>	<b>\$ 905,292</b>	<b>\$ 1,074,753</b>	<b>\$ 826,073</b>	<b>\$ 1,009,573</b>





FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2019-2023							
DEBT & GRANTS/ TRANSFERS							
DEPARTMENT	BUDGET FY 2017-18	ADOPTED FY 2018-19	PROJECTED FY 2019-20	PROJECTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	% CHANGE TO FY2019 FY2023
10005 CITY COUNCIL	\$ -	\$ -					
11005 CITY MANAGER	\$ -	\$ -					
11505 PUBLIC AFFAIRS	\$ -	\$ -					
11605 ECONOMIC DEVELOPMENT	\$ -	\$ -					
12005 CITY CLERK	\$ -	\$ -					
13005 CHARTER ENFORCEMENT	\$ -	\$ -					
20005 HUMAN RESOURCES	\$ -	\$ -					
21005 FINANCE	\$ -	\$ -					
22005 INFORMATION TECHNOLOGY	\$ -	\$ -					
30005 CITY ATTORNEY	\$ -	\$ -					
40005 PLANNING & ZONING	\$ -	\$ -					
50005 GENERAL GOVERNMENT	\$ 3,089,123	\$ 3,792,678	\$ 2,973,484	\$ 2,976,341	\$ 2,979,978	\$ 2,983,673	-21%
60005 POLICE	\$ -	\$ -					
70005 BUILDING	\$ -	\$ -					
71005 CODE COMPLIANCE	\$ -	\$ -					
80005 PUBLIC WORKS	\$ -	\$ -					
90005 PARKS & RECREATION	\$ -	\$ -					
	<b>\$ 3,089,123</b>	<b>\$ 3,792,678</b>	<b>\$ 2,973,484</b>	<b>\$ 2,976,341</b>	<b>\$ 2,979,978</b>	<b>\$ 2,983,673</b>	



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**GENERAL FUND  
BUDGET**



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## GENERAL FUND REVENUES

ACCOUNT - DESCRIPTION	ADOPTED AMENDED YEAR-END UPDATED						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>TAXES</b>							
300100 - DESIGNATED FUND BALANCE	1,260,083	0	0	0	0	0	0
311100 - AD VALOREM TAXES - CURRENT	17,594,091	19,367,300	21,805,400	21,805,400	21,355,903	23,800,342	23,800,342
311200 - AD VALOREM TAXES-DELINQUENT	343,379	504,086	450,000	450,000	490,000	450,000	450,000
313100 - FRANCHISE FEES - ELECTRICITY	3,033,419	2,464,185	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
313700 - FRANCHISE FEES - SOLID WASTE	1,113,222	1,223,753	1,100,000	1,100,000	1,176,308	1,200,000	1,200,000
313900 - FRANCHISE FEES - BUS BENCH ADS	28,780	28,412	28,500	28,500	21,895	28,500	28,500
313920 - TOWING FEES	10,500	11,235	10,000	10,000	10,815	10,000	10,000
314100 - UTILITY TAXES - ELECTRICITY	7,368,613	7,503,945	7,500,000	7,500,000	7,890,347	7,600,000	7,600,000
314200 - COMMUNICATION SERVICES TAX	4,246,691	3,965,886	4,065,741	4,065,741	4,202,857	3,990,555	3,990,555
314300 - UTILITY TAXES - WATER	984,100	1,077,852	950,000	950,000	1,005,110	1,000,000	1,000,000
314400 - UTILITY TAXES - GAS	77,118	72,968	70,000	70,000	84,560	80,000	80,000
<b>TAXES TOTAL</b>	<b>36,059,995</b>	<b>36,219,621</b>	<b>38,979,641</b>	<b>38,979,641</b>	<b>39,237,795</b>	<b>41,159,397</b>	<b>41,159,397</b>
<b>LICENSES &amp; PERMITS</b>							
321100 - LOCAL BUSINESS LICENSE TAX	1,253,098	1,149,353	1,200,000	1,200,000	1,137,866	1,200,000	1,200,000
322100 - BUILDING PERMITS	8,112,153	4,916,533	5,441,000	5,441,000	6,500,000	5,000,000	5,000,000
329101 - OTHER FEES - BOILER FEES	51,898	40,741	40,000	40,000	35,224	40,000	40,000
329200 - ALARM PERMITS	273,188	253,458	270,000	270,000	257,596	280,000	280,000
329300 - ZONING HEARING FEES	171,554	97,163	100,000	100,000	85,110	100,000	100,000
329400 - ZONING PLAN REVIEW FEES	233,773	136,332	200,000	200,000	225,000	175,000	175,000
329401 - ZONING PERMIT REVIEW FEES	0	300	0	0	60,000	55,000	55,000
329500 - CERTIFICATES OF OCCUPANCY	546,994	573,781	400,000	400,000	445,000	445,000	445,000
329600 - CONCURRENCY FEES	157,885	98,402	98,000	98,000	145,000	100,000	100,000
329700 - PUBLIC WORKS PERMITS	272,157	223,597	275,000	275,000	245,000	275,000	275,000
<b>LICENSES &amp; PERMITS TOTAL</b>	<b>11,072,700</b>	<b>7,489,660</b>	<b>8,024,000</b>	<b>8,024,000</b>	<b>9,135,796</b>	<b>7,670,000</b>	<b>7,670,000</b>
<b>INTERGOVERNMENTAL</b>							
335120 - STATE SHARING REVENUE	1,241,147	1,328,824	1,365,303	1,365,303	1,416,043	1,410,672	1,410,672
335150 - ALCOHOLIC BEVERAGE TAX	61,240	74,235	70,000	70,000	75,000	70,000	70,000
335180 - HALF CENT SALES TAX	4,069,066	4,280,346	4,412,003	4,412,003	4,581,106	4,825,572	4,825,572
338100 - COUNTY BUSINESS TAX RECIEPTS	50,894	88,289	50,000	50,000	75,592	75,000	75,000
<b>INTERGOVERNMENTAL TOTAL</b>	<b>5,422,347</b>	<b>5,771,694</b>	<b>5,897,306</b>	<b>5,897,306</b>	<b>6,147,741</b>	<b>6,381,244</b>	<b>6,381,244</b>
<b>CHARGES FOR SERVICES</b>							
341302 - OPTIONAL PLAN REVIEW FEE	126,370	121,343	0	0	88,158	0	0
341303 - BUILDING TRAINING FEES	13,825	28,820	53,117	53,117	53,117	75,000	75,000
341900 - LIEN SEARCH FEES	213,062	205,760	206,000	206,000	197,801	206,000	206,000
341901 - CANDIDATE QUALIFYNG FEES	2,400	0	0	0	0	0	0
341902 - BLDG ADMINISTRATIVE FEES	140,951	121,769	140,000	140,000	180,000	140,000	140,000
341903 - BLDG RECORDS REQUEST	81,910	71,101	71,000	71,000	79,825	71,000	71,000
342100 - POLICE SERVICES	827,826	806,075	800,000	800,000	733,133	750,000	750,000
342110 - POLICE SERVICES - RECORDS	13,649	10,510	10,000	10,000	8,536	10,000	10,000
342115 - SCHOOL CROSSING GUARDS	52,334	72,122	65,000	65,000	126,000	65,000	65,000
342120 - POLICE SERVICE-MDC SCHOOLS	0	0	0	0	0	126,317	126,317
342130 - POLICE SERVICES-SCHOOL OFFICER	0	0	0	0	0	448,378	448,378
342901 - BLDG RECERT FEES 40-YR	4,620	8,050	7,000	7,000	7,040	9,000	9,000
347200 - RECREATION FEES	118,864	103,396	140,000	140,000	106,241	140,000	140,000
347201 - RECREATION - RENTALS	61,390	46,833	75,000	75,000	136,228	100,000	100,000
347202 - RECREATION - BRONCO REGIS.	13,760	34,659	22,000	22,000	34,000	35,000	35,000
347203 - RECREATION-CONCESSIONS	21,684	23,242	30,000	30,000	22,000	20,000	20,000
347400 - RECREATION - SPECIAL EVENTS	32,635	43,068	45,000	45,000	57,576	45,000	45,000



ACCOUNT - DESCRIPTION	ADOPTED AMENDED YEAR-END UPDATED						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
347401 - RECREATION - SPONSORSHIPS	49,300	28,480	45,000	45,000	120,000	120,000	120,000
347402 - RECREATION - CAMPS	44,601	43,565	70,000	70,000	71,000	70,000	70,000
347403 - RECREATION - TENNIS	153,795	140,372	175,000	175,000	150,959	75,000	75,000
347404 - RECREATION - SOCCER	84,438	79,647	76,000	76,000	105,752	80,000	80,000
347405 - RECREATION-COMMUNITY CENTER	43,694	49,913	90,000	90,000	97,000	90,000	90,000
347406 - RECREATION-TRAINING	0	0	500	500	0	500	500
347407 - RECREATION-BASEBALL	12,192	13,718	13,000	13,000	12,361	13,000	13,000
<b>CHARGES FOR SERVICES TOTAL</b>	<b>2,113,300</b>	<b>2,052,442</b>	<b>2,133,617</b>	<b>2,133,617</b>	<b>2,386,727</b>	<b>2,689,195</b>	<b>2,689,195</b>
<b>FINES &amp; FORFEITS</b>							
351100 - JUDGEMENTS & FINES	330,926	303,663	300,000	300,000	386,076	375,000	375,000
351110 - FINES & FORFEITURES - LOCAL	0	0	0	0	173	0	0
351150 - SAFETY REDLIGHT CAMERAS	8,171	5,421	561,000	561,000	975,000	910,000	910,000
351900 - JUDGEMENTS & FINES-OTHER	601	2,905	5,000	5,000	2,500	5,000	5,000
359101 - FINES - PERMIT VIOLATIONS	171,046	171,351	163,500	163,500	258,500	203,500	203,500
<b>FINES &amp; FORFEITS TOTAL</b>	<b>510,744</b>	<b>483,341</b>	<b>1,029,500</b>	<b>1,029,500</b>	<b>1,622,249</b>	<b>1,493,500</b>	<b>1,493,500</b>
<b>MISCELLANEOUS</b>							
331206 - FDOT HVE GRANT	11,354	14,984	0	0	0	0	0
334200 - STATE OF FL JAG GRANT -2009	16,025	16,633	0	0	0	0	0
334390 - STATE-VOL.CLEANUP TAX.CERT.	460,000	128,003	0	0	0	0	0
334700 - STATE-CULTURAL FACILITY GRANT	355,000	145,000	0	0	0	0	0
337500 - GRANT	2,500	0	0	0	10,000	0	0
337701 - GRANT - FORESTRY	2,000	0	0	0	0	0	0
347204 - RECREATION-TAXABLE SALES	0	0	0	0	15,065	15,000	15,000
361100 - INTEREST INCOME	764,024	989,633	600,000	600,000	1,100,000	350,000	350,000
362100 - LEASE AGREEMENT-DORAL PREP	0	12	12	12	12	12	12
366000 - PRIVATE GRANTS & CONTRIBUCTIONS	95,566	171,000	0	0	20,000	0	0
367100 - CHANGE IN INVEST VALUE	12,001	457,227	0	0	700,000	0	0
369100 - MISCELLANEOUS INCOME	73,890	48,896	35,000	35,000	24,460	35,000	35,000
369101 - BLDG MISC - OT RECOVERY	497,624	358,892	100,000	100,000	200,000	400,000	400,000
369102 - BLDG MISC - COPY SCAN FEES	107,413	79,167	87,000	87,000	83,000	80,000	80,000
369103 - POLICE AUTO TAKE HOME PGM	93,290	92,663	65,000	65,000	48,937	50,000	50,000
369104 - MAU PARK	0	0	0	0	0	7,000	7,000
369200 - PRIOR YEARS RECOVERY	172,571	104,065	50,000	50,000	65,000	50,000	50,000
369301 - SETTLEMENT - VIEWPOINT	375,000	0	0	0	87,500	0	0
369400 - MISC.PARK FEES	0	0	0	0	100	0	0
369900 - INSURANCE PROCEEDS	0	42,774	0	0	25,000	0	0
<b>MISCELLANEOUS TOTAL</b>	<b>3,014,255</b>	<b>1,526,366</b>	<b>937,012</b>	<b>937,012</b>	<b>979,074</b>	<b>987,012</b>	<b>987,012</b>
<b>REVENUES GRAND TOTAL</b>	<b>58,193,341</b>	<b>53,543,123</b>	<b>57,001,076</b>	<b>57,001,076</b>	<b>59,509,382</b>	<b>60,380,348</b>	<b>60,380,348</b>





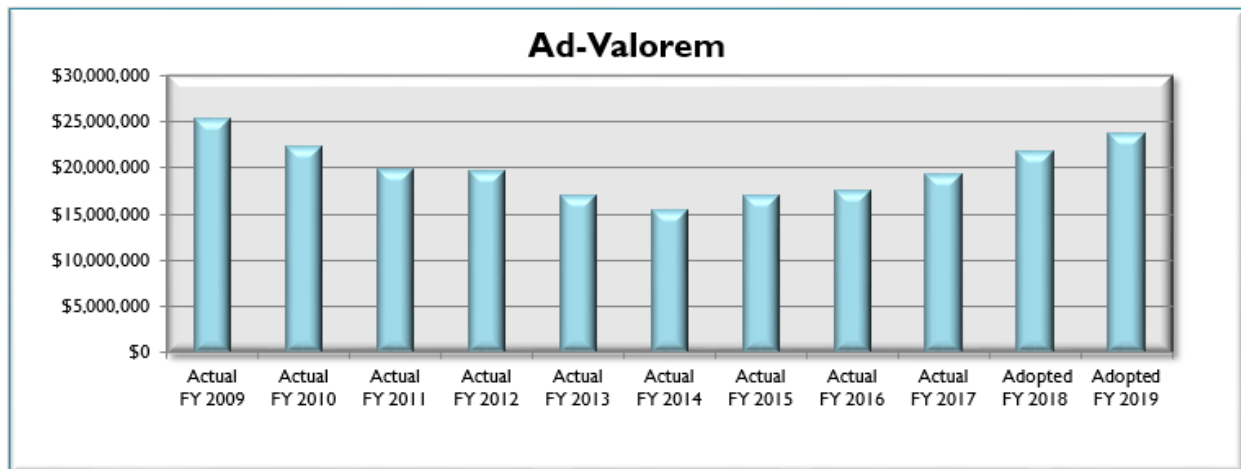
## GENERAL FUND REVENUE PROJECTIONS

### TAXES

The revenue classification in the General Fund includes Ad Valorem (Property) Taxes, Franchise Fees, Utility Taxes and the Simplified Communications Tax. This class of revenue provides a fairly stable source and normally displays an increasing trend due to increases in property assessments (which are established by the County Property Appraiser's Office) and new construction which have a direct effect on the formulas used to determine the amounts.

#### Ad valorem Taxes

*311.100 Ad Valorem Taxes Current* - Ad Valorem or property taxes are authorized by Chapter 166, Florida Statutes. The Florida Constitution limits local governments to a maximum of 10 mills of Ad Valorem taxation. The amount of revenue is based on the tax rate multiplied by the assessed value of the City, which is provided by the County Property Appraisal Department. The amount is then budgeted at 95% of its gross value to allow for prompt payment discounts and other adjustments in accordance with Florida Statutes.

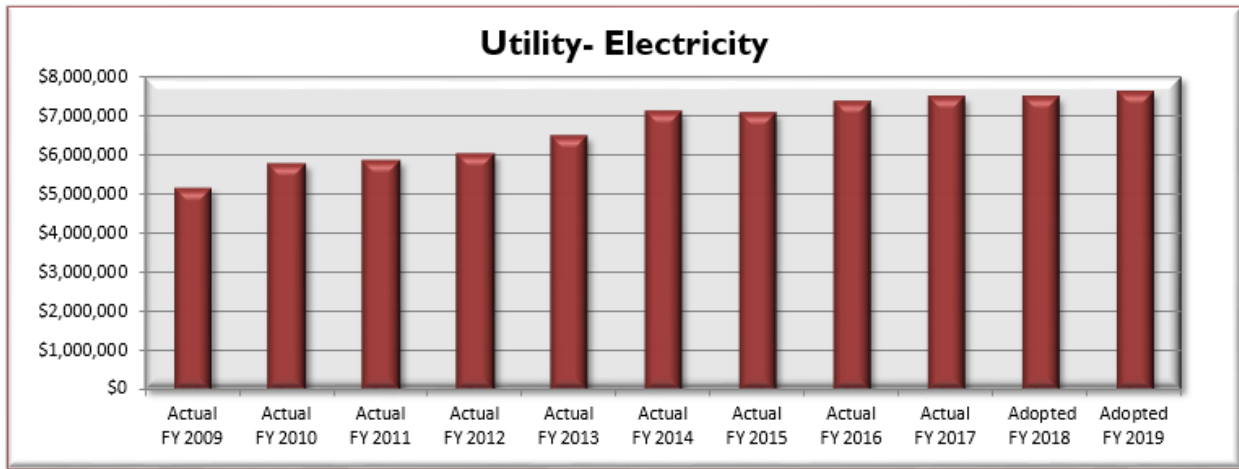


*311.200 Ad Valorem Taxes-Delinquent*-This revenue source is derived by those taxpayers who do not pay their taxes by March 31 of any given year. On average the total revenue received in this category is minimal when compared to the total Ad Valorem taxes collected.



## Utility Taxes

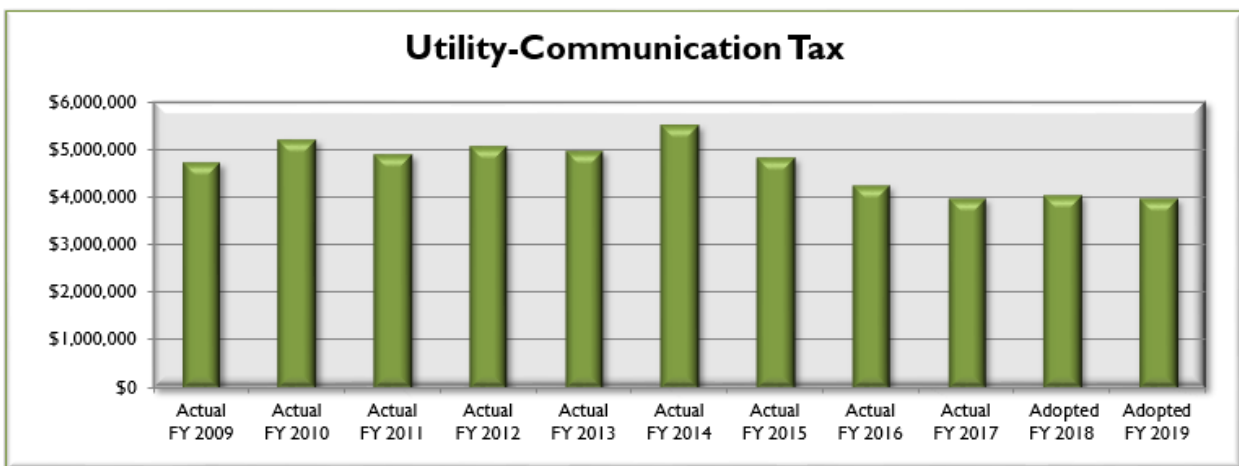
*314.100 Utility Tax-Electricity* -Section 166.23 (I) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes. The City previously established by Ordinance utility taxes in the amount of 10% on electricity.



*314.300 Utility Tax-Water-* Section 166.23 (I) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes. The City previously established by Ordinance utility taxes in the amount of 10% on water.

*314.400 Utility Tax Gas-* Section 166.23 (I) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes

*314.200 Communication Services Tax-*Utility Taxes and franchise fees on communication services, including telephone service and cable television. These taxes are collected and distributed by the State of Florida.

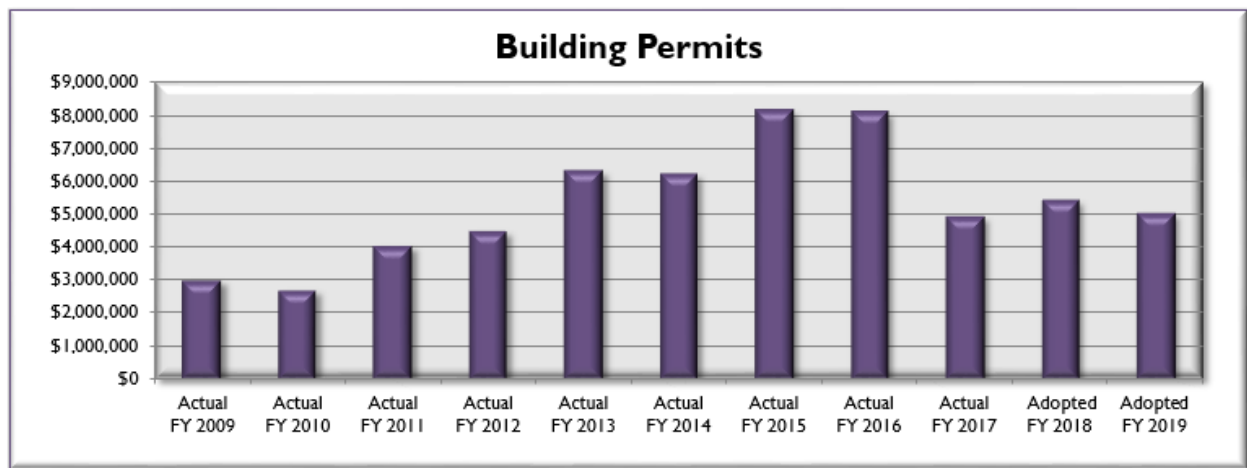




## LICENSES AND PERMITS

The Licenses and Permits revenue classification in the General Fund includes Occupational Licenses, Building Permits, Other Licenses and Permits, Zoning Hearing Fees, Zoning Plan Revenue Fees, Certificates of Occupancy and Alarm Permits. This revenue source is showing an increasing trend. Traditionally these types of revenues display a fairly constant trend and are impacted by the rate of growth and development in the City.

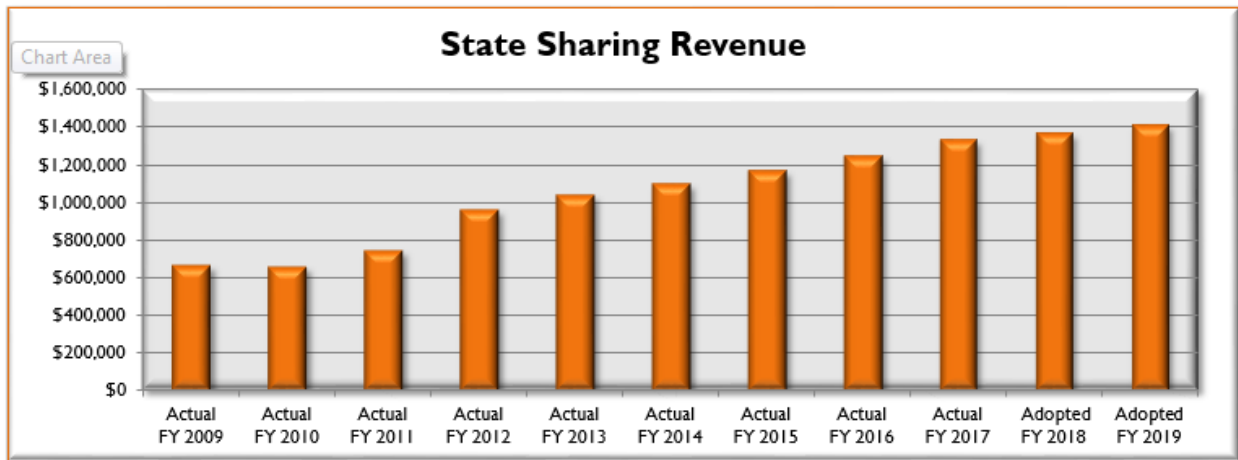
*322.100 Building Permits*- Permits must be issued to any individual or business that performs construction work within the corporate limits of the City. These permits are issued for construction, such as plumbing, electrical, structural, mechanical, etc. City Ordinance sets the fees.



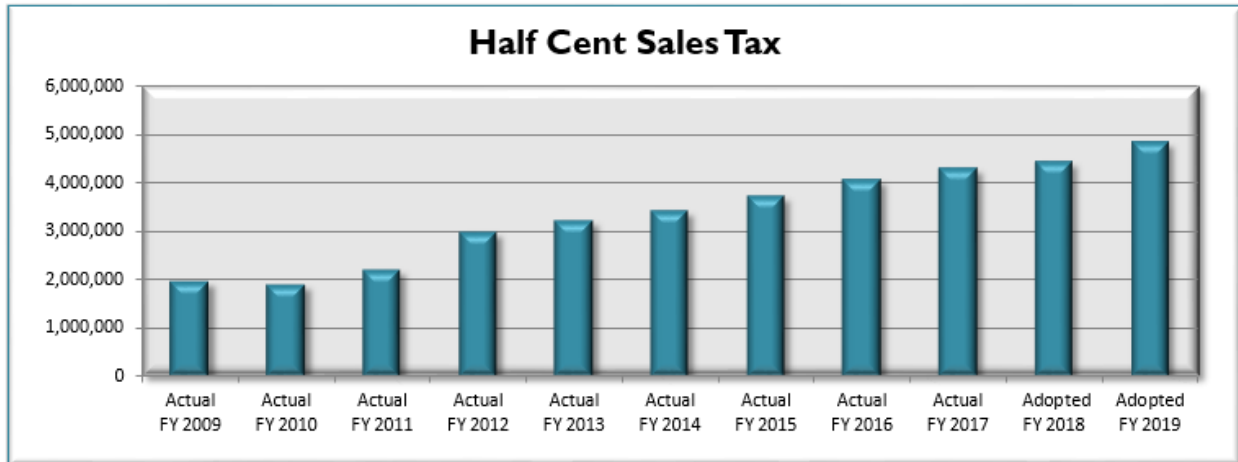
## INTERGOVERNMENTAL

The State Shared Revenue classification in the General Fund includes State Revenue Sharing proceeds, the Local Government Half-Cent Sales Tax and Alcoholic Beverage License revenues. This classification is showing an increasing trend primarily due to increases in population, which is one of the factors in the revenue sharing formula.

*335.120 State Sharing Revenue*-The Florida Revenue Sharing Act of 1972, codified as Part II of Chapter 218, Florida Statutes, was an attempt by the Florida Legislature to ensure a minimum level of revenue parity across municipalities and counties.



**335.180 Half Cent Sales Tax** - Authorized in 1982, the program generates the largest amount of revenue for local governments among the state-shared revenue sources currently authorized by the Legislature. It distributes a portion of state sales tax revenue via three separate distributions to eligible county or municipal governments. This revenue source represents one-half of the revenue generated by the additional 1% sales tax, which is distributed to counties, and cities based on per capita formula.

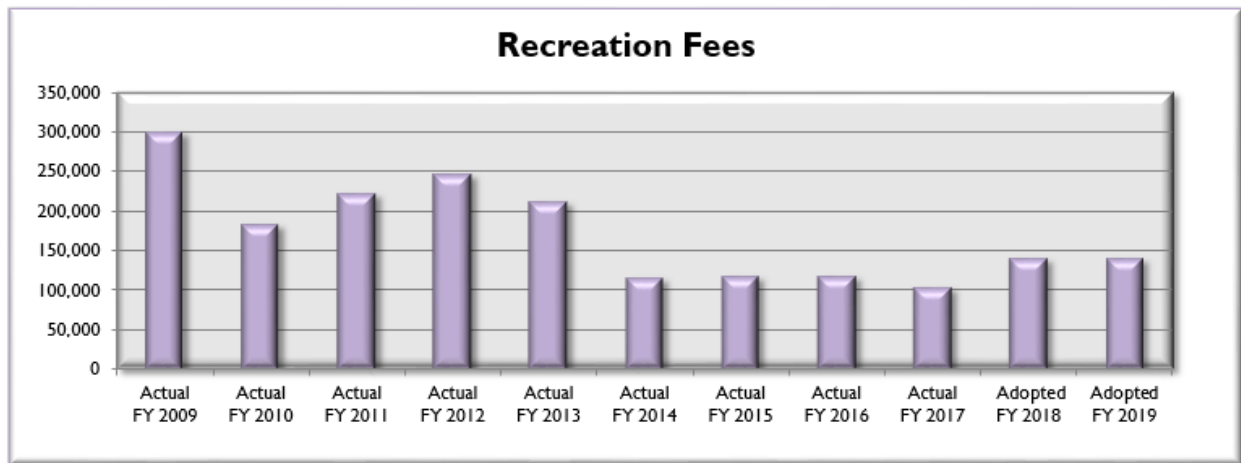




## CHARGES FOR SERVICES

The Charges for Services classification in the General Fund includes School Crossing Guard Revenues, Recreation Fees, Judgments and Fines, Fines and Forfeitures and Lien Search Fees. Overall, the revenue trend for this classification is shown as increasing. The revenues from judgments and fines were derived by taking into consideration the prior year's actual revenues.

**347.200 Recreation Fees-** Registration fees for sports leagues, silver club and any other outdoor programming. Additionally, there are specific revenue line items for rentals, camps, community center, special events, etc.



**342.100 Police Services (Off Duty)** - This amount represents the amount to be paid by residents and business for off-duty police. The amount represents the cost of the City providing officers pursuant to off-duty arrangements.

## FINES & FORFEITURES

The fines and Forfeits revenue classification in the General Fund includes fees collected by the Courts for Judgments and Fines and fees collected from violations of local ordinances.

**351.100 Judgments & Fine-Revenues** generated by enforcement and prosecution of municipal ordinances and state statutes. It is anticipated that this source will generate \$200,000 worth of revenue.

**359.101 Permit Violations** -Revenues in this category derive from code compliance penalties and fines resulting from a property owner's violation of City of Doral codes.



## OTHER REVENUES

The Other Revenues classification in the General Fund includes interest income and Other Income. This revenue for interest income displays an increasing trend and other is budgeted conservatively as this revenue is unpredictable.

*361.100 Interest Income*-Investment practices are maintained to allow for 100% of available funds to be invested at all times. Determining factors in forecasting revenue for this line item are the anticipated interest rate and dollars available for investment.

*369.100 Miscellaneous Income*- Any other revenues not otherwise classified.



**CITY OF DORAL DEPARTMENTS & DIVISIONS**





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## OFFICE OF THE MAYOR AND CITY COUNCIL

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### OFFICE OF THE MAYOR AND CITY COUNCIL FUNCTION

The Doral City Council consists of a Mayor and four Council Members. Elected at large, the Mayor serves a four-year term and the four Council Members serve staggered four-year terms. Each Councilmember occupies one of four seats. Under the City's Charter, the City Council is the policymaking body. Authority is vested in the Council to enact ordinances, hold public hearings, approve contracts, establish assessments, and authorize construction of all public improvements. Together, the Mayor and Council set the policies for the effective operation of the City. The administrative responsibility of the City rests with the City Manager, who is appointed by the City Council.

Doral operates under a Mayor-Council-Manager form of government. The Mayor is recognized as the head of the City government for all ceremonial purposes and is responsible for nominating the City Manager, City Clerk and City Attorney. The nominations are confirmed by a majority of the City Council. The members of the City Council also serve as the Local Planning Agency responsible for the development of the City's Comprehensive Development Master Plan.



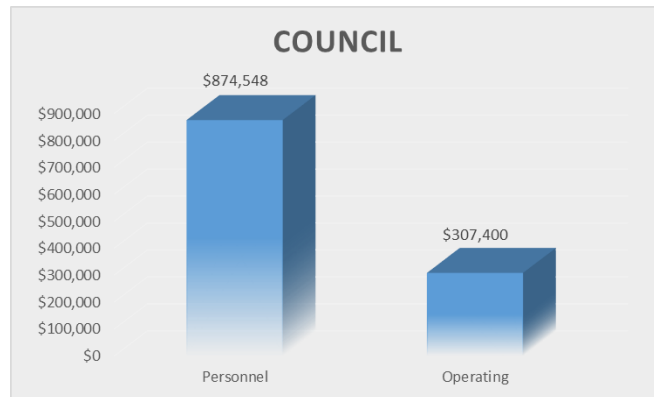
**OFFICE OF THE MAYOR AND CITY COUNCIL OBJECTIVES FOR FY 2019**

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

Sustainability and Capital Area:

- Review of the City Manager’s recommended operating and capital budget for adoption by the City.
- Review and adopt resolutions and ordinances and review staff reports.
- Conduct public hearings on issues affecting the residents of the City.
- Promote a diverse and strong local economy that attracts strong flourishing businesses and bring steady jobs to stimulate the economic growth of the City.
- Foster and maintain a strong sense of community, identity, and of place.
- Continue to represent a high level of community confidence and trust in city government.

**OFFICE OF THE MAYOR AND CITY COUNCIL BUDGET HIGHLIGHTS**



- **120 – 230 Personnel Costs** – There was an increase to these line items due to an approved 2% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **480 Promotional Items** – This account includes funding of \$500 for the Mayor and each Council member for promotional items.
- **510 Office Supplies** – Separate accounts were created for the Mayor and Council members, each with a \$5,000 budget.
- **540 Dues, Subscriptions, Memberships** – Separate accounts were created for the Mayor and Council members, each with a \$6,000 budget.



**OFFICE OF THE MAYOR AND CITY COUNCIL  
AUTHORIZED POSITIONS**

<b>ACCOUNT</b>	<b>POSITION</b>	<b>BUDGET FY 2015-16</b>	<b>BUDGET FY 2016-17</b>	<b>BUDGET FY 2017-18</b>	<b>ADOPTED FY 2018-19</b>	<b>TOTAL COST FY 2018-19</b>
500.110 - Charter Compensation	Mayor	1	1	1	1	\$ 69,732
	Council Members	4	4	4	4	\$ 66,908
	<b>Charter Compensation Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>\$ 136,640</b>
500.120 - Full Time Salaries	Chief of Staff	1	1	1	1	\$ 80,230
	Legislative Analyst	4	4	4	4	\$ 281,843
	<i>Service Award 5 yr</i>					\$ 1,184
	<b>Full Time Salaries Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>\$ 363,257</b>
500.130 - Other Salaries	<u>N/A</u>					
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>\$ 499,897</b>



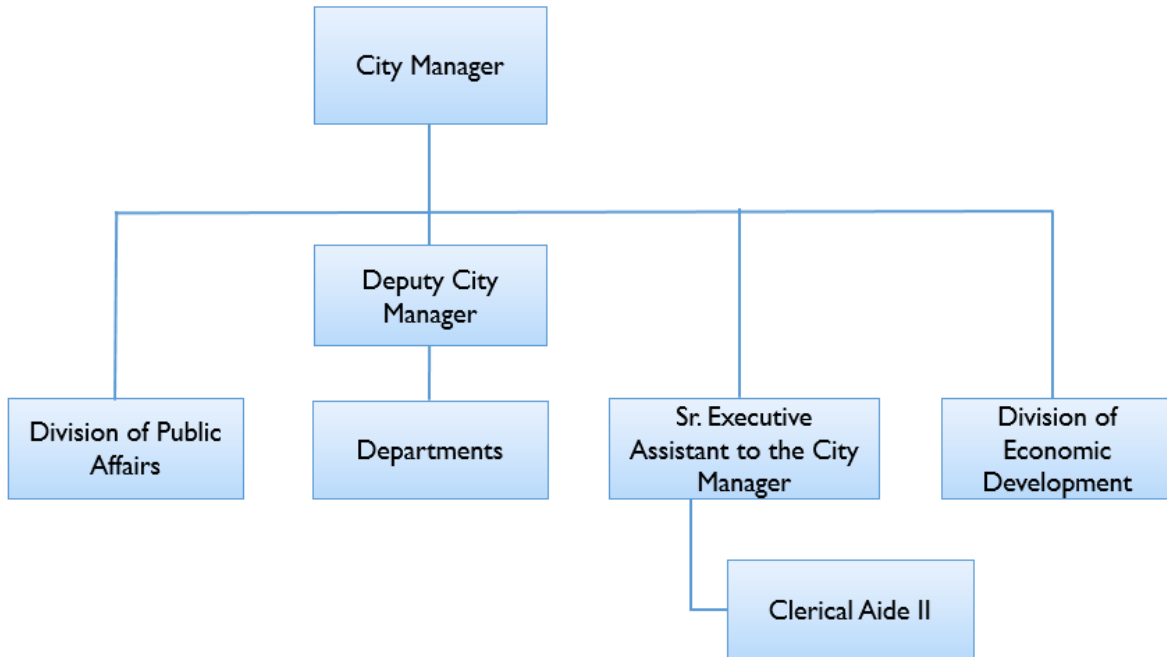
**00110005 - OFFICE OF THE MAYOR & CITY COUNCIL**

	ADOPTED AMENDED YEAR-END						
	ACTUAL	ACTUAL	BUDGET	BUDGET	ESTIMATE	PROPOSED	ADOPTED
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>PERSONNEL</b>							
500110 - CHARTER COMPENSATION	131,322	132,635	133,961	133,961	133,961	136,640	136,640
500120 - FULL TIME SALARIES	312,498	326,383	348,689	348,689	348,689	363,258	363,258
500140 - OVERTIME	0	0	0	0	0	0	0
500210 - FICA & MICA TAXES	47,766	48,404	51,882	51,882	51,882	53,237	53,237
500220 - RETIREMENT CONTRIBUTION	60,852	63,372	65,957	65,957	65,957	68,044	68,044
500240 - WORKERS COMPENSATION	0	0	0	0	0	0	0
<b>PERSONNEL TOTAL</b>	<b>692,900</b>	<b>806,507</b>	<b>829,181</b>	<b>829,181</b>	<b>810,489</b>	<b>874,548</b>	<b>874,548</b>
<b>OPERATING</b>							
500340 - CONTRACTUAL SERVICES - OTHER	3,576	0	0	0	0	0	0
500400 - TRAVEL & PER DIEM	22,960	26,100	26,100	26,100	26,100	26,100	26,100
500410 - COMMUNICATION & FREIGHT	11,255	10,200	13,800	13,800	13,800	13,800	13,800
500510 - OFFICE SUPPLIES	17,206	22,471	25,000	22,500	15,000	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	25,507	25,834	30,000	30,000	30,000	0	0
500401 - COUNCIL STIPEND	150,000	150,000	150,000	150,000	150,000	150,000	150,000
50040A - COUNCIL SEAT MAYOR	5,937	11,783	15,000	17,500	15,000	20,000	20,000
50040B - COUNCIL SEAT ONE	6,662	6,135	15,000	15,000	15,000	10,000	10,000
50040C - COUNCIL SEAT TWO	13,966	18,417	15,000	15,000	15,000	10,000	10,000
50040D - COUNCIL SEAT THREE	0	3,549	15,000	15,000	15,000	10,000	10,000
50040E - COUNCIL SEAT FOUR	5,925	7,113	15,000	15,000	15,000	10,000	10,000
50048A - COUNCIL SEAT MAYOR	0	0	0	0	0	500	500
50048B - COUNCIL SEAT ONE	0	0	0	0	0	500	500
50048C - COUNCIL SEAT TWO	0	0	0	0	0	500	500
50048D - COUNCIL SEAT THREE	0	0	0	0	0	500	500
50048E - COUNCIL SEAT FOUR	0	0	0	0	0	500	500
500490 - OTHER CURRENT CHARGES	31,057	31,795	0	0	0	0	0
50051A - COUNCIL SEAT MAYOR	0	0	0	0	0	5,000	5,000
50051B - COUNCIL SEAT ONE	0	0	0	0	0	5,000	5,000
50051C - COUNCIL SEAT TWO	0	0	0	0	0	5,000	5,000
50051D - COUNCIL SEAT THREE	0	0	0	0	0	5,000	5,000
50051E - COUNCIL SEAT FOUR	0	0	0	0	0	5,000	5,000
50054A - COUNCIL SEAT MAYOR	0	0	0	0	0	6,000	6,000
50054B - COUNCIL SEAT ONE	0	0	0	0	0	6,000	6,000
50054C - COUNCIL SEAT TWO	0	0	0	0	0	6,000	6,000
50054D - COUNCIL SEAT THREE	0	0	0	0	0	6,000	6,000
50054E - COUNCIL SEAT FOUR	0	0	0	0	0	6,000	6,000
<b>OPERATING TOTAL</b>	<b>294,050</b>	<b>313,397</b>	<b>319,900</b>	<b>319,900</b>	<b>309,900</b>	<b>307,400</b>	<b>307,400</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>986,949</b>	<b>1,119,904</b>	<b>1,149,081</b>	<b>1,149,081</b>	<b>1,120,389</b>	<b>1,181,948</b>	<b>1,181,948</b>



## OFFICE OF THE CITY MANAGER

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### OFFICE OF THE CITY MANAGER FUNCTION

The City Manager is the chief administrative officer of the City and ensures the proper implementation of laws, policies, and provisions of the City Charter and acts of the City Council, through the administration of all departments and divisions of the City government. The City Manager also assists in planning for the development of the City, oversees the budget preparation, and supervises the daily operations of the City.

To oversee the above functions, a Deputy City Manager and associated staff provide support to the City Manager in the areas of administration, operations, and finance.



## **OFFICE OF THE CITY MANAGER ACCOMPLISHMENTS FOR FY 2018**

This section lists key accomplishments associated with the following strategic priority areas, goals and objectives.

### Performance Strategic Focus Areas

- Communication
- Sustainability
- Capital

### Performance Goals and Strategies

- Communication
- Smart City
- Long-Term Financial Sustainability
- Organizational Efficiency
- Transportation
- Workforce Housing
- Quality of Place

### Performance Objectives

- Improve relationships with other agencies and municipalities
- Develop a matrix to respond to requests in a timely manner
- Pursue public and private sector partnerships and examine P3 options
- Continue analyzing land banking options
- Develop public-private coalitions to address odors
- Update signalization city-wide
- Assist with seeking to obtain seat on the MPO

At the onset of developing these goals, it was noted that success would require support and collaboration with the Mayor and Members of the City Council. The following FY 2018 accomplishments reflect our shared success. In addition, these accomplishments could not have been met without the continued leadership and dedication of Department Directors and hard work by all City employees. We continue to be impressed by the enthusiasm and professionalism of our staff in delivering quality services to our community as well as their desire to help the City improve services and attain long-term financial stability.



In FY 2018, we continued to make steady progress in each priority area ranging from communication improvements to tackling transportation demands and challenges. Key FY 2018 success and accomplishments included, but not limited to:

- **Reaching out to other agencies** – The City continued to reach out to other agencies for Best Practices, building relationships, including hosting events in our Government Facility as a joint venture. As a result, listed below are some examples of collaboration achieved in FY 2018:
  - **“Hurricane Irma – Lessons Learned and FEMA Recovery Workshops”** - Miami Dade City and County Managers Association (MDCCMA) hosted Lessons Learned and FEMA Hurricane Recovery workshops at the City’s park facility to provide local municipal leaders with an ability to exchange experiences learned and post recovery information. Representatives of DHS/FEMA, Emergency Specialists, Post Disaster Program representatives and others participated in the dialogue.
  - **Florida Licensing on Wheels (FLOW) Event** – The Florida Department of Highway Safety and Motor Vehicles sent to Doral their Florida Licensing on Wheels vehicles to provide a convenient method to renew driver licenses, obtain a replacement driver license, change a name or address on a driver license, obtain identification card, and to renew or purchase vehicle registration or specialty tag.
  - **Multi-Agency Traffic Safety Enforcement Detail** – City of Doral Police Department collaborated with the Florida Department of Transportation (FDOT) District Six and various local law enforcement agencies to conduct a multi-agency traffic safety enforcement and educational detail in support of FDOT’s ongoing Drive Safe – Aggressive Driving Awareness Campaign. Several agencies participated in the detail that included: Florida Highway Patrol, Sweetwater, Hialeah, Miami Lakes, Hialeah Gardens, Miami Springs, Pinecrest and FIU. The goal was to reduce the number and severity of traffic incidents through a comprehensive, multi-jurisdictional approach that combines the four E’s of safety: enforcement, emergency services, education and engineering. It provided the City of Doral an opportunity to show the community that the City is working together to educate and enforce the laws that keep them safe.
  - **Annual Active Shooter Training Exercise** – City of Doral Police Department (“DPD”) participated in an Active Shooter Training exercise at the U.S. Southern Command. The exercise involved personnel from DPD, Miami-Dade County Police Department, Miami-Dade County Fire Department and the U.S. Military. The goal was to assess the police department’s preparedness as it relates to responding to a large-scale incident in coordination with outside agencies.
- **Develop a matrix to respond to requests in a timely manner** – The goal was to gather data from Dashboard and other applications to develop standards and associated reports to identify organizational strengths and weaknesses. The following systems/applications were developed and implemented to achieve enhanced reporting and data collection features with a goal of developing matrix and standards. The systems/applications were:
  - Review and update of existing City’s Dashboard



- Activate reporting feature for existing DGC Event Calendar
- Develop and implement Use of Facility reporting feature utilizing existing Microsoft Dynamic application
- Develop and implement Council Vetting/Request Item reporting feature utilizing Microsoft Dynamic application
- AVAYA Telephone reporting feature currently under review for possible enhancements for data collection
- **Pursue public and private sector partnership and examine P3 options –**
  - **Spin Bicycle Sharing Pilot Program –** The one-year “Spin” Pilot Bicycle Sharing Program provided bicycles to the Downtown Doral area. In March 2018, there were a total of 2,480 registered Spin Users averaging 1.9 miles throughout the City.
  - **“Million Orchid Project” -** The City of Doral embarked on the "Million Orchid Project" to plant the very first orchids in Downtown Doral Park. The goal was for Doral to eventually become an orchid paradise with thousands of orchids blooming in its streets and parks. This is a partnership between several municipalities and Fairchild Tropical Botanic Garden to help re-introduce native orchid species to the existing canopy across the Miami-Dade County urban areas. With the guidance and support of this partner, the Doral Public Works team handled initial plantings. Then volunteers will take over and help the re-population continue. Multiple events will be held annually at different locations in the City to get the community involved in this effort. This priority, is in line with the “Green Goals” in the City’s Green Master Plan, which will help keep Doral beautiful and a place where our families can enjoy to live, work, learn and play.
- **Continued land banking –** City continues to analyze land purchasing options and when available attempts to negotiate purchasing agreements are taking place.
- **Community Based Organization Grant Process and Support Program Enhancement–** Developed and implemented a new Community Based Organization Grant Program, including procedural manual and forms. The enhancements provided for a more equitable grant award process and a user-friendly fillable application form. The Office of the City Manager, in conjunction with Economic Development, shall move forward to propose a refundable or matching grant program to ensure further accountability of the expenditures made by the non-profit organizations. If implemented, procedural efficiencies are expected, along with further accountability of expenditures made by the non-profit organization.
- **PTSA/PTA Sponsorship Grant Program Enhancement –** Developed and implemented an enhanced PTSA/PTA Sponsorship Grant Program to assist in managing our expenses responsibly and provide for greater transparency. To drive better outcomes for the Program, the City implemented a new Program Application Form, Performance Outcome Measures, and provided the first Grant Workshop for PTSA/PTA board members and school principals. The Office of the City Manager also realigned the Program under Economic Development. The Office of the Manager is considering proposing a reimbursable or matching grant process. If implemented, procedural efficiencies are expected, along with further accountability of





expenditures made by the PTSA/PTA non-profit organization.

- **Develop public-private coalitions to address odors** – The propose was to address odor issues and take action such as: hold workshops, research, generate legislature, identify technological alternatives, and gather data, including a Pilot Program that maps out private partners. The City accomplished to create a Doral Environmental Advisory Task Force and tasked them with evaluating odor and other environmental concerns. This five (5) member Task Force consists of three (3) members representing the land/business owners and two (2) members consisting of residents of the City. The Task Force has been provided with all odor related studies and documents for review and conducts public hearings, makes inquires and investigations as deemed appropriate, and meets monthly to review findings. Forthcoming is a written report by the Task Force to the City Council with findings and recommendations for possible implementation.
- **Develop a regional strategy and strengthen partnership with Miami-Dade County, State and Federal Level** – Goal was to meet with other transportation agencies on a regular basis to resolve complex traffic issues and expedite transportation projects (e.g. signal retiming projects, data collection tools installation, and Transportation Master Plan Development). The City of Doral was able to coordinate with other Transportation agencies to develop regional strategies to alleviate traffic congestion and increase mobility. This included coordinating and collaborating on the following regional plans and studies:
  - NW 25 Street and NW 36 Street Reversible Lane Study – Miami-Dade County Department of Transportation and Public Works
- **Update signalization city-wide (continuation of retiming), including seeking coordination with adjacent municipalities** – The goal was to continue work with the County’s Traffic Signals and Signs Division and Timing Engineers to update the signal timing plans. The City of Doral has completed the traffic signal retiming efforts for the following roadway corridors:
  - NW 36/41 Street (Doral Boulevard)
  - NW 87 Avenue
  - NW 107 Avenue
  - NW 25 StreetAlthough these corridors are within City limits, the traffic signal retiming effort was continued outside the City boundaries with the associated traffic signals. Additionally, the City coordinated with the Florida Department of



Transportation (FDOT) in the pursuit of the Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD) Advanced Freight Mobility Solutions Federal grant for the implementation of a Freight Signal Priority Project along the corridors of NW 25 Street and NW 87 Avenue.

- **Obtain seat on the MPO** – Goal was to be listed on the MPO Governing Board which

provides greater opportunity to obtain Federal grants and prioritize transportation projects that best benefit the City. The City accomplished the goal by having Mayor Juan Carlos Bermudez appointed to the Transportation Planning Organization Board (formerly known as MPO – Miami-Dade County Metropolitan Planning Organization).

## **OFFICE OF THE CITY MANAGER OBJECTIVES FOR FY 2019**

The City's strategic goals and strategies were presented to the Mayor and Members of the City Council on May 09, 2018; they were unanimously endorsed.

### Performance Strategic Focus Areas

- Communications
- Sustainability
- Community Capital

### Performance Goals and Strategies

- Communication
- Smart City
- Long-Term Financial Sustainability and Infrastructure Investment Capacity
- Organizational Efficiency
- Transportation
- Workforce Housing
- Quality of Place
- Economic Diversification

### Performance Objectives

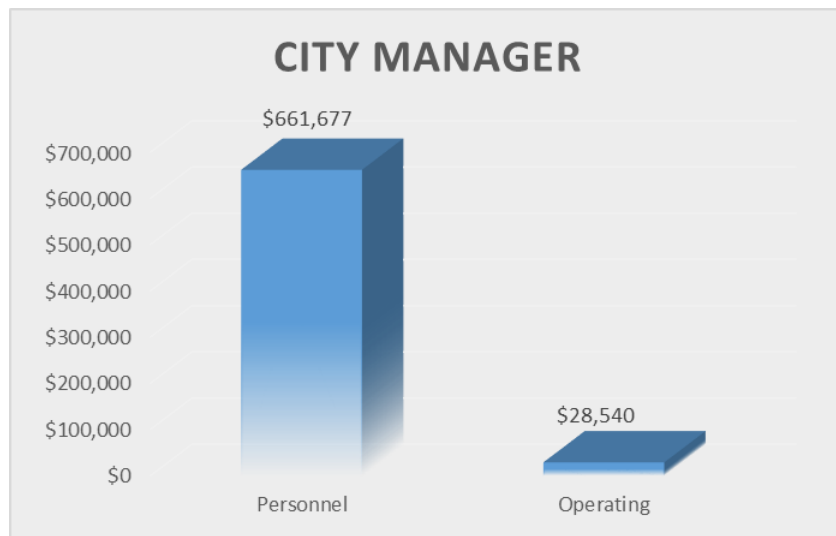
The following objectives were developed to provide a description of the anticipated accomplishments for this Office as they relate to the City Council's Budget Priorities and Strategic Goals.

- Continue to improve relationships with other agencies and municipalities
- Pursue public vote on bond for park development
- Initiate discussions on independent annexation with key parties
- Manage residential growth and develop an Economic Development Rapid Response Team



- Coordinate with Doral Police Department to increase police presence and promote business friendly environment
- Continue to pursue and support sports village type initiatives
- Continue to further communication type programs and initiatives for departments to more efficiently and effectively communicate with internal and external stakeholders through various means, including use of new technology (Building, Public Works, Economic Development, Police)
- Analyze with Public Affairs and Parks & Recreations City events and identify time efficiencies and cost savings for the City

### OFFICE OF THE CITY MANAGER BUDGET HIGHLIGHTS



- **111 – 230 Personnel Costs** – There was an approved 2% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **400 Travel & Per Diem** - The reduction is related to the elimination of the following: Auto Allowance for the City Manager, he will be provided a City issued vehicle.



**OFFICE OF THE CITY MANAGER BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19
500.111 - Administrative Salaries						
	City Manager	1	1	1	1	\$ 214,405
	Deputy City Manager	1	1	1	1	\$ 159,637
	<b>Administrative Salaries Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 374,042</b>
500.120 - Full Time Salaries						
	Senior Executive Assistant to the City Manager	1	1	1	1	\$ 87,580
	Transportation Advisor to the City Manager <sup>1</sup>	1	1	0	0	\$ -
	Receptionists/Clerical Aide 1st & 3rd Floors	2	0	0	0	\$ -
	Receptionist <sup>1</sup>	0	1	0	0	\$ -
	Clerical Aide II	0	1	1	1	\$ 31,697
	<b>Full Time Salaries Total</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>\$ 119,277</b>
500.130 - Other Salaries						
	P/T Clerical Aide (Mail Distribution) <sup>2</sup>	1	1	0	0	\$ -
	<b>Other Salaries Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>7</b>	<b>7</b>	<b>4</b>	<b>4</b>	<b>\$ 493,319</b>



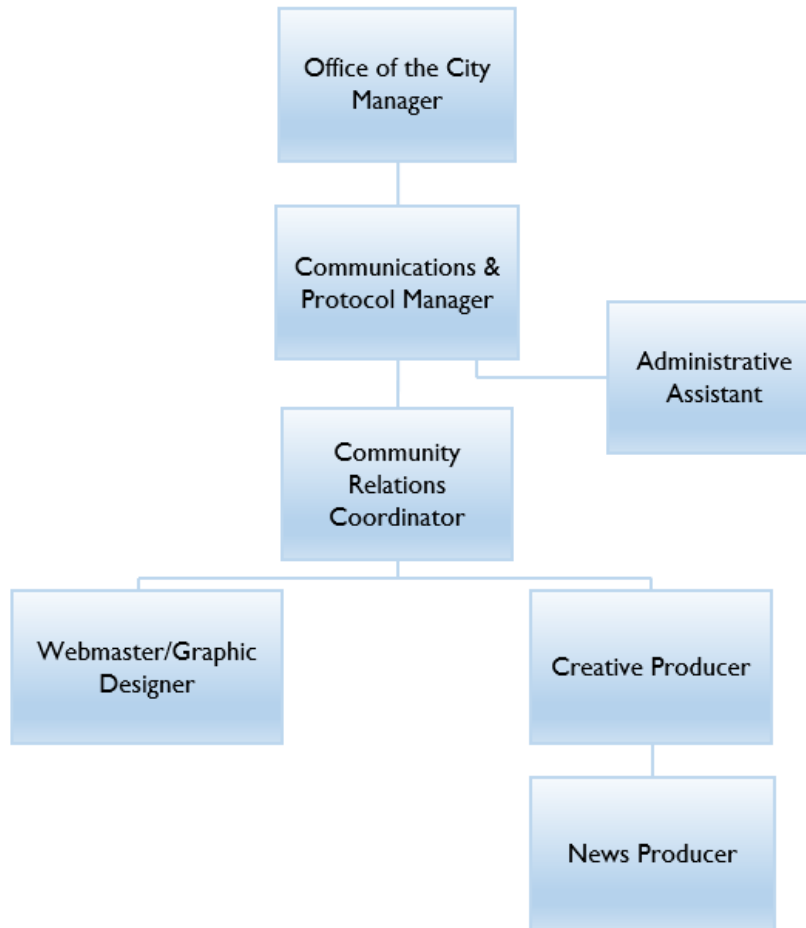
**00110005 - OFFICE OF THE CITY MANAGER**

	ADOPTED AMENDED YEAR-END						
	ACTUAL	ACTUAL	BUDGET	BUDGET	ESTIMATE	PROPOSED	ADOPTED
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	324,844	341,179	359,904	359,904	359,904	374,042	374,042
500120 - FULL TIME SALARIES	158,571	223,424	114,668	114,668	114,668	119,277	119,277
500125 - COMPENSATED ABSENCES	25,173	28,795	22,159	13,863	5,000	23,103	23,103
500130 - OTHER SALARIES	16,496	17,531	0	0	53	0	0
500140 - OVERTIME	308	466	250	250	0	250	250
500210 - FICA & MICA TAXES	34,944	39,232	39,235	35,474	36,500	40,282	40,282
500220 - RETIREMENT CONTRIBUTION	56,910	68,396	56,742	56,742	55,000	59,199	59,199
500230 - LIFE & HEALTH INSURANCE	31,774	58,757	41,118	52,183	50,500	45,524	45,524
500240 - WORKERS COMPENSATION	0	0	0	0	0	0	0
<b>PERSONNEL TOTAL</b>	<b>649,020</b>	<b>777,781</b>	<b>634,076</b>	<b>633,084</b>	<b>621,625</b>	<b>661,677</b>	<b>661,677</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	0	0	0	0	0	0	0
500340 - CONTRACTUAL SERVICES - OTHER	1,328	0	0	0	0	0	0
500400 - TRAVEL & PER DIEM	18,077	18,567	20,000	19,000	18,000	14,000	14,000
500410 - COMMUNICATION & FREIGHT	4,970	4,575	3,900	3,900	3,900	3,900	3,900
500440 - RENTALS & LEASES	0	0	0	0	0	0	0
500450 - INSURANCE	0	0	0	0	0	0	0
500481 - PROMOTIONAL ACTIVITIES - PIO	0	0	0	0	0	0	0
500510 - OFFICE SUPPLIES	2,559	3,485	3,000	3,000	3,000	2,640	2,640
500521 - OPERATING SUPPLIES - FUEL	0	0	0	0	0	0	0
500522 - OPERATING SUPPLIES - VEHICLES	0	0	0	0	0	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	7,727	8,279	8,000	9,992	9,000	8,000	8,000
<b>OPERATING TOTAL</b>	<b>34,662</b>	<b>34,905</b>	<b>34,900</b>	<b>35,892</b>	<b>33,900</b>	<b>28,540</b>	<b>28,540</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>683,681</b>	<b>812,686</b>	<b>668,976</b>	<b>668,976</b>	<b>655,525</b>	<b>690,217</b>	<b>690,217</b>



## DIVISION OF PUBLIC AFFAIRS

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### DIVISION OF PUBLIC AFFAIRS FUNCTION

The mission of the Division of Public Affairs is to articulate the City's accomplishments, policies, and brand. The success of any enterprise comes from a strong foundation and a clear vision. The Public Affairs vision is "The City works hard and responsibly to make Doral the premier community in which to "live, work, learn, play"." This is our promise to our stakeholders.

We will communicate what residents can expect from our policies and City services; the value of our community, safeguarded by businesses, institutions, and residents and how this value can attract investors, visitors and talent. This is the foundation of our brand identity.

Not only must we inform, we must do so in a creative and entertaining way. Having our local community in mind at all times, we research and listen for those key issues or behaviors that require attention and we create campaigns to shift the negative issues into a positive result.



## **PUBLIC AFFAIRS ACCOMPLISHMENTS FOR FY 2018**

The following section lists prior year accomplishments and status of current year budget initiatives that support the City's Strategic Goals.

### **Media/Direct Communications**

- Implemented Public Affairs Work Order system for increased effectiveness and transparency in assisting Mayor & Council.
- Administrative policy was implemented for "Protocol Procedures for Presentation and Awards" to maintain efficiency and streamline City Council Meetings, by creating "protocol hours" similar to how Miami-Dade County handles their recognitions, prior to commencement of meetings.
- Developed an educational campaign for Park General Obligation bonds to inform the public on projects it would fund if passed in November.
- Collaborated with City departments to compile a City Quality of Life Services Satisfaction Survey to be sent as part of a multi-phase approach (text, social media and email). Goal is to acquire benchmarks on services provided to our customers and identify room for improvement.
- Work between the Division and other departments continued through promotional, marketing and protocol support on numerous events and efforts.
- Media relationships have become increasingly positive due to quick and transparent responses to inquiries for an accurate and balanced story.
- Continue to reach residents through an events calendar mailer to each home featuring City events. This page is also featured in the Community Newspapers publication FREE as part of a partnership.
- Management and coordination of interview requests to City departments and crafting of message as needed.
- Preparation of products for Council that include press guidance, talking points, and visiting dignitary profiles.
- The number of graphic design projects completed in-house, continues to grow as the division has taken on the design of other department's materials for brand and message continuity. For instance, new Trolley Riders Guide, visuals for workshops, facility evacuation signage, event/program flyers.
- Began incorporating QR codes as part of print communications to track scans and metrics for that participial message and/or campaign.
- Handled effective emergency communications pre, during and post Hurricane Irma, providing information and updates through website and social media.

### **Community Relations**

- Furthered City initiatives and fortified partnerships, Community Outreach has become an integral part of operations.
- Began promotion of [publicaffairs@cityofdoral.com](mailto:publicaffairs@cityofdoral.com) email to the community encouraging general inquiries, comments and feedback to be submitted there as a central location to coordinate response with pertinent department.
- Planning and executing top-level events is a priority with a growing number of events produced that include, ribbon cutting, groundbreaking, sister cities ceremonies, and other events that come through Council/administrative initiatives (15 Year Celebrations, Merengue/Dominican Independence, Relay for Life).
- Additionally, the Public Affairs Division coordinates the logistical coordination of all events held in the Government Center facility (consular visits, public workshops, etc.), and as of May 2018, the PD Substation's community room.



- Over 45 events, ceremonies, galas, were fully planned by Public Affairs thus far. (sister city receptions, key to the city events, employee holiday party, swearing-in ceremony)
- Over 370 facility events have been coordinated this FY in collaboration with respective department/division/outside organization hosting.
- A strong relationship with the Miami-Dade County Film Commissioner has resulted in Doral becoming a viable filming location for production companies like Univision Network, Telemundo Studios, Somos Productions, Nickelodeon and others.
- This FY there have been 19 film permits thus far this FY.

### **Web Content/ Social Media**

- Developed an internal social media calendar to improve post efficiency with scheduling. Strategic schedule takes into account individual department needs and analytics showing when our audience is most online.
- Increased promotion of In-Telligent App to increase subscribers to receive emergency and community news. Increased the number of In-Telligent subscribers by 982%.
- Increased Facebook Reach by 89% from last year; Video Views by 22%.
- Used organic and paid campaigns to garner successful attendance for events like Ritmo Doral and 15 Year Celebrations.
- Several pages/links have been recycled for aesthetics and increased efficiency when used through mobile devices.
- New pages added to highlight key initiatives such as Smart City, 15 Year Anniversary and Step Up Your Health.

- For a better user experience and to enhance ADA accessibility, added PDF reader to most pages and documents. Process is ongoing.

### **Digital & Multimedia**

- Achieving consistency in our messages and lowering production cost, while communicating information on the multitude of city services offered, is of the utmost importance. In the last 12 months, we produced 150 video items from PSAs for Doral Proud/Follow the Rules to the 10+ minute 15 Year Documentary. We have saved the City more than \$142,000 in video production costs were we to have sourced, based on local marketing standard rates with minimum personnel.

1. Ritmo Doral Concert (\$20,000)
2. Doral Proud/ Follow the Rules (\$36,000)
3. Mayor's Messages (\$12,000)
4. Council Meeting Rules (\$4,000)
5. 15 Year Documentary (\$ 24,000)
6. Step Up Doral Videos (\$15,000)
7. Hurricane Preparedness (\$4,000)
8. Spend Local, Save Local Campaign (\$12,000)
9. State of the City 2017 Live Coverage (\$15,000)

- Using other avenues to reach more people like through Pandora music Streaming app where we ran a 2-month campaign to promote and increase subscribers to the "Step Up Your, Health" initiative.
- Launched a marketing campaign highlighting Doral's growth as an urban core to live, work, learn and play in. " If you haven't seen Doral lately, you haven't seen Doral".





## **PUBLIC AFFAIRS OBJECTIVES FOR FY 2019**

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals, which are indicated below.

**Main Goal:** To work with all stake holders (Leadership, City Departments, Residents, Businesses, Community Groups, Visitors) to establish effective communications that will increase the understanding of and support for city programs , policies and projects, and to develop positive media relations that provide balanced coverage of City issues.

### **Media/Direct Communications**

- Reinstigate the quarterly newsletter mailed to every Doral home, communicating important City projects, initiatives and events. Design will be revamped for more appealing “magazine” feel.
- Establish communication plan for short-term and long-term goals and strategies.
- Public Affairs must institute public opinion research to better understand the market we serve. These can include workshops, focus groups, direct mail questionnaires, and online surveys.
- Increase Engagement — Encourage and enable residents and business owners to participate in public policy formation. In addition, we would like to generate high levels of participation in and attendance at City programs and events.
- Provide Access— Reduce barriers to communication in order to reach the broadest possible audience with press releases distributed in English and Spanish as well as some bilingual campaigns.
- Transparency—It is our intent to conduct the “people’s business” in the open—making information about City policies and operations available to all— and give constituents and media reasonable access to elected officials and City staff.
- Reinforce Credibility— Provide honest and responsive communications that will help us to build trust and credibility with our audiences, which is critical in maintaining an

ongoing dialogue with the community.

- Increase number of messages sent through In-Telligent App to receive revenue from the company. There is a potential for the city to receive up to \$.25 per message, when sending at least 75 messages a month.

### **Community Relations**

- Continue supporting departments with the coordination of events that communicate city programs and policies to the community.
- Continue to produce events top level events with partner organizations, per the new facilities use policy.

### **Web Content/ Social Media**

- Our website is our most important tool with a monthly average of over 84,000 unique page views. This is a dynamic property, where changes are made, sometimes daily. We will leverage the home page to drive direct visitors to less visited sections of the website.
- The division will work to continue growing the number of followers across the City’s multiple social media platforms by 5-10%.
- Using creative ways to optimize social media content to improve organic effectiveness and increase audience awareness, as well as paid social media campaign to reach the full local community.
- Incorporate push notifications/direct messaging to City events and initiatives.



Work with departments like Parks & Recreation to establish community groups for subscribers to sign-up to receive pushed out communications.

**Digital & Multimedia**

- We will continue to produce: Inside Doral, Citizenry Pride/Responsibility campaigns and Mayor’s Messages.
- Continue highlighting businesses that participate in City programs (eg. Spend Local, Save Local) to help them succeed and to promote participation in our programs.
- Increase opening rates on email blast campaigns by crafting creative headlines and visuals to attract the reader.
- Exponential growth in consumer consumption of video making it our primary focus and first option to disseminate information.
  - 85% of internet users in the United States watch online video. Videos have

educational and entertainment aspects that can easily teach a new idea or concept. It can also be the most powerful way to tell a story and to stimulate an emotional reaction.

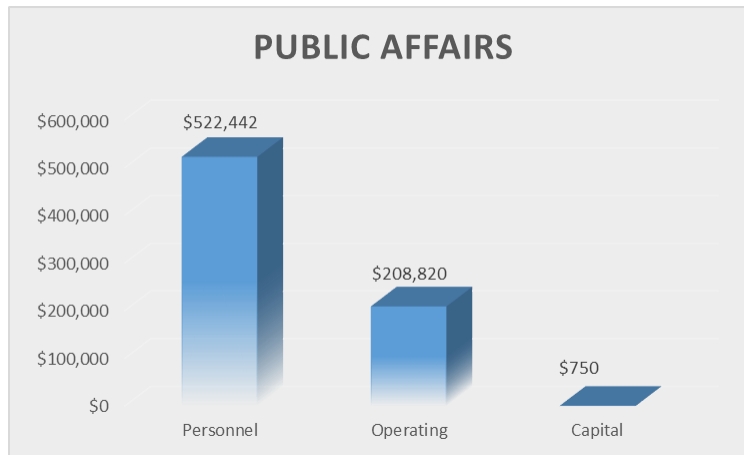
- It has the most viral potential of any content medium. Video fosters trust. Video has the ability to break down boundaries by making communication more personal and human.
- Internet has changed communication, and social media has changed the visual landscape. This shift allows for distribution of content directly to the end user. This enables us to have a direct and intimate dialogue but also shortens the time of programing, the average user expects to receive the information in less than 3 minutes and even some platforms are more constrained about time, reducing it to 15 seconds.
- This forces the content creation to be visual appealing, relevant and precise.

**PUBLIC AFFAIRS ACTIVITY REPORT**

ACTIVITY	ACTUAL 2015-16	ACTUAL FY 2016-17	ACTUAL FY 2017-18	PROJECTED FY 2018-19
Social Media Followers	18,252	22,000	32,971	40,000
Videos Completed	86	110	150	170
Website Page Views	1,046,540	1,192,081	1,281,924	1,400,000
Positive Media Mentions	2,825	3,081	5,537	7,000
Facility Events Coordinated (logistics)	64	110	371	200
Events Produced (all aspects)	42	66	45	50



## PUBLIC AFFAIRS BUDGET HIGHLIGHTS



- **120 – 230 Personnel Costs** – Overall there was a decrease attributable to the elimination of the Special Events Coordinator position, whose duties were merged with Public Relations Coordinator position. In addition a 2% cost of living adjustment was approved, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide. Moreover, the Administrative Assistant previously shared with Economic Development, is now budgeted 100% from Public Affairs’ budget.
- **340 Contractual Services** - This account increased as we added a data analytics platform that leverages artificial intelligence (AI) to help cities understand citizen feedback for better governance and data-smart. Amounts for visual production support was decreased to produce all video packages in-house.
- **460 Repairs & Maintenance** – This account decreased as not full amount was used in FY18.
- **470 Printing & Binding** - This account increased as funds were added for the “Doral Life” quarterly magazine mailer in lieu of the events mailer, as well as, for the General Bond Obligation Educational Campaign.
- **481 Promotional Activities** - This account increased due to the promotion of the General Bond Obligation Educational Campaign.
- **490 Other Current Charges & Obligations** - This account increased as number of events and event needs have increased.
- **520 Operating Supplies** – This account decreased as supplies needed will be purchased during FY18
- **540 Dues, Subscriptions, & Memberships** - This account decreased as funds budgeted for trainings/subscriptions/memberships were reduced.
- **640 Capital Outlay-Office** – This account decreased as much of the equipment needed for video productions will be purchased during FY18.



**PUBLIC AFFAIRS STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>ADOPTED FY 2018-19</b>	<b>ASSOCIATED COST</b>
<i>Public Communications &amp; Culture of Doral Efforts :</i> Strengthen distinctive cultural identity of Doral	Reinstitute quarterly mailing of newsletter to all homes	\$ 42,000.00
<i>Public Communications &amp; Culture of Doral Efforts :</i> Continuation of DoralProud/We Don't Do this Campaign	Expand campaign with bus benches and with digital marketing efforts that enhance reach provide metrics (ie. Social media ads, web banners)	\$ 6,500.00
<i>Public Communications &amp; Culture of Doral Efforts :</i> Continuation of StepUp Doral Campaign	Continue campaign with additional digital marketing efforts that enhance reach provide metrics (ie. Social media ads, web banners)	\$ 4,000.00
<i>Public Communications &amp; Culture of Doral Efforts :</i> Use public events to communciate city messages	Printing of marketing materials to display at events such as flyers and/or banners.	\$ 2,000.00
<i>Public Communications :</i> Create more real-time communication methods	Procure data analytics platform that leverages artificial intelligence (AI) to help cities understand citizen feedback for better governance and communciation.	\$ 14,500.00
<b>TOTAL</b>		<b>\$ 69,000.00</b>



**DIVISION OF PUBLIC AFFAIRS  
AUTHORIZED POSITIONS**

<b>ACCOUNT</b>	<b>POSITION</b>	<b>BUDGET FY 2015-16</b>	<b>BUDGET FY 2016-17</b>	<b>BUDGET FY 2017-18</b>	<b>AMENDED* FY 2017-18</b>	<b>ADOPTED FY 2018-19</b>	<b>TOTAL COST FY 2018-19</b>
500.120 - Full Time Salaries							
	Communications & Protocol Manager	1	1	1	1	1	\$ 83,844
	Public Relations Coordinator	1	1	1	0	0	\$ -
	<i>Reclassified to Community Relations Coordinator</i>	0	0	0	1	1	\$ 67,792
	<i>Service Award 5 yr</i>						\$ 565
	Creative Producer	1	1	1	1	1	\$ 63,205
	<i>Service Award 5 yr</i>						\$ 527
	Webmaster	1	0	0	0	0	\$ -
	Webmaster/ Graphic Designer	0	1	1	1	1	\$ 65,576
	<i>Service Award 5 yr</i>						\$ 546
	Administrative Assistant (shared with Eco. Dev) <sup>1</sup>	0	0.5	0.5	0.5	1	\$ 35,051
	Events Specialist/ Administrative Assistant	1	0	0	0	0	\$ -
	Events Coordinator	0	1	0	0	0	\$ -
	Special Events Coordinator <sup>2</sup>	0	0	1	0	0	\$ -
	News Producer	1	1	1	1	1	\$ 52,658
	<b>Full Time Salaries Total</b>	<b>6</b>	<b>6.5</b>	<b>6.5</b>	<b>5.5</b>	<b>6</b>	<b>\$ 369,764</b>
500.130 - Other Salaries							
	<u>N/A</u>						
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>6</b>	<b>6.5</b>	<b>6.5</b>	<b>5.5</b>	<b>6</b>	<b>\$ 369,764</b>

\* **AMENDED FY 2017-18** - This column reflects any mid-year change to budgeted positions

<sup>1</sup>Administrative Assistant Position no longer budgeted half through Economic Development

<sup>2</sup>ELIMINATED - Special Events Coordinator position merged with Community Relations Coordinator position



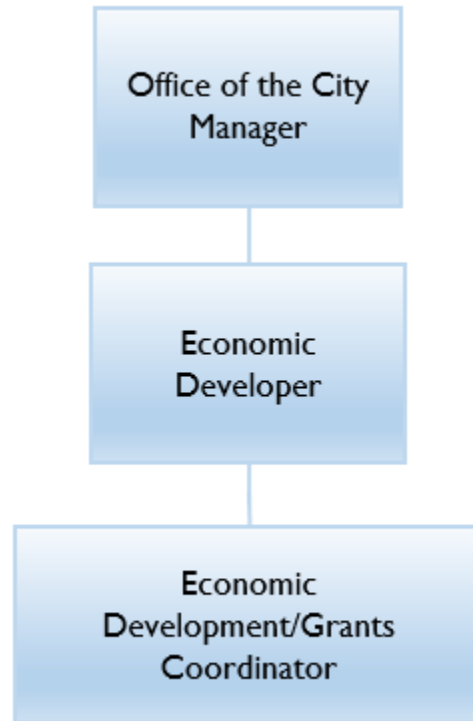
0011505 - DIVISION OF PUBLIC AFFAIRS

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500120 - FULL TIME SALARIES	316,428	340,403	392,659	392,659	330,000	369,765	369,765
500125 - COMPENSATED ABSENCES	715	14,015	15,102	15,102	5,000	14,158	14,158
500130 - OTHER SALARIES	7,423	0	0	0	0	0	0
500140 - OVERTIME	3,295	29	0	0	0	0	0
500210 - FICA & MICA TAXES	25,304	27,331	31,870	31,870	26,000	30,067	30,067
500220 - RETIREMENT CONTRIBUTION	37,738	41,872	47,119	47,119	47,119	44,175	44,175
500230 - LIFE & HEALTH INSURANCE	34,125	46,500	61,940	61,940	56,000	64,280	64,277
<b>PERSONNEL TOTAL</b>	<b>425,029</b>	<b>470,150</b>	<b>548,690</b>	<b>548,690</b>	<b>464,119</b>	<b>522,445</b>	<b>522,442</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	0	5,090	0	0	0	0	0
500340 - CONTRACTUAL SERVICES - OTHER	48,994	12,205	42,000	37,000	32,940	43,500	43,500
500400 - TRAVEL & PER DIEM	7,176	9,192	7,670	7,670	7,670	7,670	7,670
500410 - COMMUNICATION & FREIGHT	4,311	4,325	4,800	10,000	4,800	3,900	3,900
500440 - RENTALS & LEASES	636	2,679	1,000	1,000	1,000	1,000	1,000
500460 - REPAIR & MAINT - OFFICE EQUIP	975	269	2,000	2,000	1,000	1,000	1,000
500470 - PRINTING & BINDING	27,540	31,294	54,750	69,685	69,000	57,050	57,050
500481 - PROMOTIONAL ACTIVITIES - PIO	46,155	68,627	51,500	84,695	74,075	52,600	52,600
500490 - OTHER CURRENT CHARGES	11,347	20,155	20,000	25,800	25,000	29,500	29,500
500510 - OFFICE SUPPLIES	5,218	1,706	3,500	3,500	3,500	3,500	3,500
500520 - OPERATING SUPPLIES	0	2,794	3,500	3,500	2,000	2,000	2,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	26,229	31,159	12,155	12,155	7,200	7,100	7,100
<b>OPERATING TOTAL</b>	<b>178,581</b>	<b>189,495</b>	<b>202,875</b>	<b>257,005</b>	<b>228,185</b>	<b>208,820</b>	<b>208,820</b>
<b>CAPITAL OUTLAY</b>							
500640 - CAPITAL OUTLAY - OFFICE	21,130	9,962	2,000	2,000	2,000	750	750
<b>CAPITAL OUTLAY TOTAL</b>	<b>21,130</b>	<b>9,962</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>750</b>	<b>750</b>
<b>Grand Total</b>	<b>624,740</b>	<b>669,606</b>	<b>753,565</b>	<b>807,695</b>	<b>694,304</b>	<b>732,015</b>	<b>732,012</b>



## DIVISION OF ECONOMIC DEVELOPMENT

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### DIVISION OF ECONOMIC DEVELOPMENT FUNCTION

Under the direction of the City Manager, the Economic Development Division plans, organizes, and implements an economic development program to promote the growth and development of the City's economic base, assists in the retention and expansion of existing businesses, and vigorously seeks out new businesses for the City. This division is devoted to elevating Doral as a world-class international and domestic destination for trade and commerce. The Economic Development division assists with the planning, analysis, implementation and development of various projects relating to revitalization, community development and the creation of redevelopment areas in the City of Doral. In addition, it will capitalize on the City's opportunities and assets in partnership with the business community.



## ECONOMIC DEVELOPMENT ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

- Participated in Amazon HQ2 bid.
- Participated in MLS soccer stadium bid.
- Administered 2 cycles of CBO grant program and PTSA grant program.
- Revised Façade Improvement Grant.
- Promoted Property Assessed Clean Energy (PACE) program for Doral.
- Presented FIU Economic Study to Doral officials, community and business groups.
- Served as Liaison for the Economic Development Advisory Board and executed the Consular Reception, Business Forum and Business Valuations events.
- Hosted monthly Start-up Orientation workshops and coordinated monthly DBC City Spotlight presentations.
- Increased outreach and cooperation with business organizations, strategic partners, and economic development institutions.
- Gave presentations to business groups including Miami Association of Realtors, Miami Herald, DBC, DCC, Business Forum Group at Doral, Brazilian American Chamber of Commerce of Florida, Fundacion Lideres Globales, Going Global Forum, Midtown Doral, Carlos Albizu University.
- Attended eMerge Americas tech conference.
- Participated in WorldCity Global Connections, GMCVB Marketing Committee, GMCC Banking event, Beacon Council Trade & Logistics Committee, Miami-Dade Sister Cities council, China Trade MOU county partnership, County film initiative.
- Hosted diplomatic and trade visits with ProMexico, Brazilian Consul, Guatemalan Trade Office, Ecuador Trade Office, Dominican Consulate, Spain Trade Commission, Consulate of the Netherlands, Bolivian Consul, ProColombia, etc.
- Met with new and potential businesses, cultural groups, and organizations to provide data and discuss opportunities.
- Collaborated with Public Affairs on materials, videos, ads, film industry outreach, event promotions, media interviews, Doral Map and City Report projects.
- Collaborated with IT on successful WCCD Smart City certification 2017, and coordinated preparation of 2018 application.
- Collaborated with PW, PD and Parks to apply for \$4.6 million in grants, awarded \$1 million.
- Awarded prestigious Knight Arts Challenge Grant to expand Ritmo Doral.
- Collaborated on successful GMCC R.E.A.L. Awards application.
- Coordinated 'Spend Local, Save Local' program.
- Incorporated CoStar commercial real estate data and analytics program.
- Collaborated on implementation of Doral Loves Brazil, Film Industry FAM, Sister Cities Art Reception, ICOT night out in Doral.
- Coordinated with GMCVB on creation of Visitors Center program partnership.
- Participated in Hurricane Irma emergency operations.
- Organized diplomatic mission to Sister Cities in Colombia and Aruba and strengthened ties with economic development officials.





## ECONOMIC DEVELOPMENT OBJECTIVES FOR FY 2019

The following objectives were developed to provide a description of the anticipated accomplishments for this division as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

- Expand business attraction marketing through increased regional and national advertising, co-op promotions, real estate broker outreach, trade show partnerships, business group presentations and web-based marketing and recruiting tools.
- Create Economic Development element of Comprehensive Plan.
- Create/maintain Rapid Response Team for economic opportunities.
- Implement new business education programs with SBDC, FIU and Miami-Dade County.
- Implement partnership with Miami-Dade County and Prospera on Import/Export Academy.
- Increase business beautification efforts through implementation of revised Façade Improvement Grant program cycle.
- Develop Spend Local, Save Local program with Doral City Card mailer.
- Create Consulate Day event.
- Maintain and strengthen relationships with local business community and regional institutional partners.
- Conduct market analysis and recruitment with US Southern Command.
- Open new Visitors Center in Downtown Doral and expand tourism promotions through GMCVB Visitors Center partnership.
- Leverage Visitor Center program to unite Doral hospitality industry and attract support of regional promotional partners like GMCVB, Visit Florida.
- Determine opportunities to leverage County, State and Federal funds and grants with Doral funds to support business development, economic expansion, STEM, beautification, sustainability, innovation district.
- Incorporate real-time commercial real estate data and analytics program in Economic Development toolkit.
- Build relationships with real estate brokers and professional organizations to market Doral to potential new businesses regionally, locally and internationally.

### ECONOMIC DEVELOPMENT ACTIVITY REPORT

ACTIVITY	ACTUAL 2015-16	ACTUAL 2016-17	PROJECTED FY 2017-18	PROJECTED FY 2018-19
Trade Shows	4	6	6	8
Grant Applications	12	12	15	15
Community Outreach presentations	6	10	15	15
StartUp Doral	12	12	12	12
Economic Development events	N/A	8	18	24

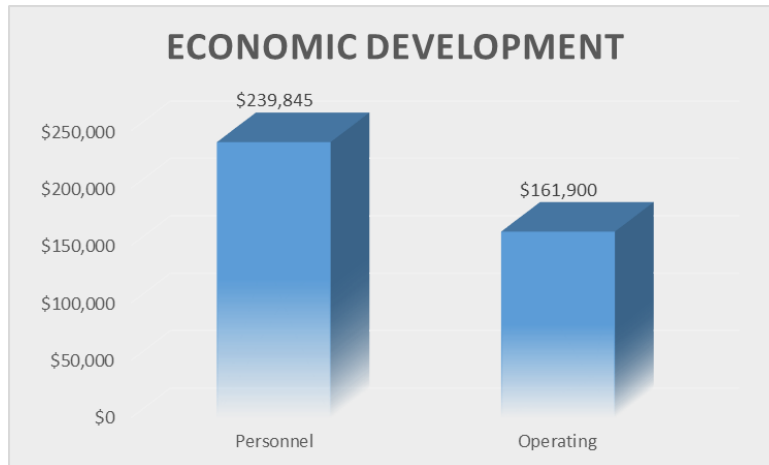


## ECONOMIC DEVELOPMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2018-19	ASSOCIATED COST
<i>Strengthen &amp; Diversify Economy</i> - Support growth of higher value businesses/Attract external businesses/Use web-based marketing & recruiting tools	Expand advertising, marketing & strategic partnerships to strengthen branding & business attraction in local, regional & new markets	\$ 50,000.00
<i>Strengthen &amp; Diversify Economy</i> - Determine opportunities to leverage County funds with Doral funds for business expansion	Partner with Miami-Dade & Prospera on new business development program	\$ 12,500.00
<i>Strengthen &amp; Diversify Economy</i> - Support the growth of higher value businesses in the City	Partner with FIU to create ED element to Comprehensive Plan	\$ 12,500.00
<i>Strengthen &amp; Diversify Economy</i> - Support development of businesses/Maintain & strengthen local business relationships	Partner with PA to distribute 'Spend Local' program card & expand participation	N/A
<i>Strengthen &amp; Diversify Economy</i> - Support development of businesses	Partner with PD, PA & GMCVB to open, support & promote Doral Visitor Center program	N/A
<i>Strengthen &amp; Diversify Economy</i> - Attract external businesses/Continue to support developments/Maintain & strengthen local business relationships	Partner with ED institutions, developers, brokers on business attraction, retention, events, trade shows & marketing efforts	\$ 7,500.00
<i>Strengthen &amp; Diversify Economy</i> - Use web-based marketing & recruiting tools	Expand business research & analytics with CoStar upgrade, partnerships & online tools	N/A
<b>TOTAL</b>		<b>\$82,500.00</b>



## ECONOMIC DEVELOPMENT BUDGET HIGHLIGHTS



- **120 – 230 Personnel Costs** – There was a decrease to these line items due to the Administrative Assistant position 100% budgeted from Public Affairs’ budget. There also is an approved 2% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **310 Professional Services** – This account covers professional and consulting services. In FY 2019, Economic Development Division will collaborate with Miami-Dade and Prospera on the Import-Export Academy, a new business development program. In addition, the City of Doral will partner with FIU’s Metropolitan Center to create the Economic Development element to the Comprehensive Plan.
- **400 Travel & Per Diem** – This account covers travel related expenses. For FY 2019, this account has decreased due to a strategic shift toward domestic business attraction conferences and events.
- **481 Promotional Activities-PIO** – A major role of the Economic Development Division is the promotion of Doral as an attractive international business hub. In FY 2019, the Economic Development Division will expand business attraction outreach through increased advertising, marketing, and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets. Increases in this fund are due to an increase in advertising funds.
- **540 Dues, Memberships, Subscriptions** - This account covers memberships and registrations for local business conferences. For FY 2019, this account has been reduced due to a decrease in business association memberships.



**DIVISION OF ECONOMIC DEVELOPMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19
500.120 - Full Time Salaries						
	Economic Developer	1	1	1	1	\$ 95,043
	Grant Writer	1	0	0	0	\$ -
	Economic Development/ Grants Coordinator	0	1	1	1	\$ 66,869
	Administrative Assistant (shared with Public Affairs) <sup>1</sup>	0	0.5	0.5	0	\$ -
	<b>Full Time Salaries Total</b>	<b>2</b>	<b>2.5</b>	<b>2.5</b>	<b>2</b>	<b>\$ 161,912</b>
500.130 - Other Salaries	<u>N/A</u>					
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>2</b>	<b>2.5</b>	<b>2.5</b>	<b>2</b>	<b>\$ 161,912</b>

<sup>1</sup>Administrative Assistant Position fully budgeted through Public Affairs Department



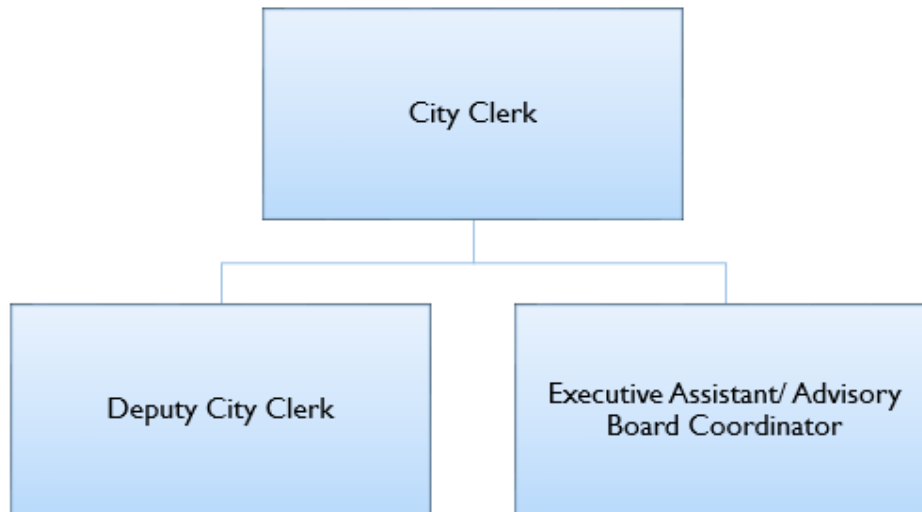
00111605 - DIVISION OF ECONOMIC DEVELOPMENT

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500120 - FULL TIME SALARIES	140,690	149,029	170,712	171,206	170,712	161,912	161,912
500125 - COMPENSATED ABSENCES	0	753	6,565	6,565	5,000	6,228	6,228
500210 - FICA & MICA TAXES	10,698	11,420	14,122	14,122	14,122	13,423	13,423
500220 - RETIREMENT CONTRIBUTION	16,785	17,968	20,486	20,486	20,486	19,429	19,429
500230 - LIFE & HEALTH INSURANCE	19,073	27,952	38,725	38,725	38,725	38,853	38,853
<b>PERSONNEL TOTAL</b>	<b>187,246</b>	<b>207,122</b>	<b>250,610</b>	<b>251,104</b>	<b>249,045</b>	<b>239,845</b>	<b>239,845</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	0	0	0	60,000	60,000	25,000	25,000
500340 - CONTRACTUAL SERVICES - OTHER	314	0	0	0	0	0	0
500400 - TRAVEL & PER DIEM	8,952	5,365	30,220	15,726	15,000	12,720	12,720
500410 - COMMUNICATION & FREIGHT	2,895	2,100	2,100	2,100	2,100	2,100	2,100
500470 - PRINTING & BINDING	0	0	0	0	0	2,000	2,000
500481 - PROMOTIONAL ACTIVITIES - PIO	44,439	83,224	78,500	92,500	92,500	113,500	113,500
500510 - OFFICE SUPPLIES	1,128	198	500	500	500	500	500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	8,664	13,985	8,580	8,580	8,580	6,080	6,080
<b>OPERATING TOTAL</b>	<b>66,393</b>	<b>104,872</b>	<b>119,900</b>	<b>179,406</b>	<b>178,680</b>	<b>161,900</b>	<b>161,900</b>
<b>CAPITAL OUTLAY</b>							
500640 - CAPITAL OUTLAY - OFFICE	8,453	0	0	0	0	0	0
<b>CAPITAL OUTLAY TOTAL</b>	<b>8,453</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>262,092</b>	<b>311,994</b>	<b>370,510</b>	<b>430,510</b>	<b>427,725</b>	<b>401,745</b>	<b>401,745</b>



## OFFICE OF THE CITY CLERK

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### OFFICE OF THE CITY CLERK FUNCTION

The City Clerk serves as the Corporate Secretary of the City, the official Secretary of the Legislative body, the Official Records Custodian of the City of Doral, and Supervisor of Elections for all City of Doral municipal elections. The mission of the Office of the City Clerk is “To Improve and Ensure Transparency in Government and Provide Excellence in Customer Service.”

The City Clerk’s Office functions include:

- Ensuring that all public meetings are noticed to the public and maintaining an accurate record of all Council proceedings;
- Maintaining custody of the City’s vital records including but not limited to Ordinances, Resolutions, Minutes, City Contracts, Agreements and Proclamations;
- Setting the guidelines and standards for all City records, incorporating records management technologies and establishing repositories for archival and vital records;
- Administering, supervising and certifying all City of Doral municipal elections;
- Administering the publication of the City of Doral Code of Ordinances;
- Responding to public records requests and ensuring that all City public records are accessible and readily available to the public;
- Administer and coordinate Advisory Boards;
- Maintaining lobbyist registration information;
- Administering oaths and providing full notary services;
- Acting as the official keeper of the City Seal.
- Providing administrative and clerical support to the City Council.



**CITY CLERK ACCOMPLISHMENTS FOR FY 2018**

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City’s Strategic Goals.

- Continue to provide accurate and timely agenda delivery to the public.
- Continue to process records requests as received and provided responses to requestors in a timely manner.
- Continue to provide timely assistance to the Mayor and Councilmembers.

**CITY CLERK’S OFFICE ACTIVITY REPORT**

ACTIVITY	ACTUAL 2015-16	ACTUAL 2016-17	PROJECTED FY 2017-18	PROJECTED FY 2018-19
Public Records Requests	1050	681	875	768

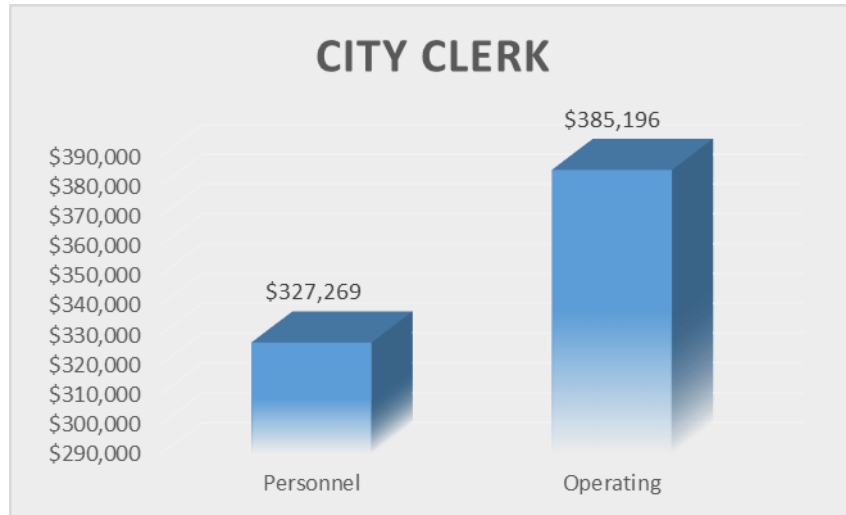
**CITY CLERK OBJECTIVES FOR FY 2019**

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

- Continue to provide accurate and efficient documentation to the public.
- Continue to make information readily available for the public on the City’s website.
- Continue to provide timely assistance to the Mayor and Councilmembers.
- Continue to index all official actions of Council.
- Continue to provide records management training for employees citywide.
- Continue to administer elections for the City of Doral.
- Provide assistance with digital document management integration citywide.



## CITY CLERK BUDGET HIGHLIGHTS



- **111 – 230 Personnel Costs** – There was an increase to these line items due to an approved 2% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **470 Printing & Binding** – This account budgets for funds to cover the Codification of Ordinances. The reduction in this line item is based on expected activity.
- **491 Legal Advertising** - This line item is used to cover all statutory requirements for Legal Advertising. The reduction in this line item is based on expected activity.
- **495 Election Expenses** – This line item is used to cover scheduled election expenses. The reduction in this line item is based on expected activity.





**OFFICE OF THE CITY CLERK BUDGET  
AUTHORIZED POSITIONS**

<b>ACCOUNT</b>	<b>POSITION</b>	<b>BUDGET FY 2015-16</b>	<b>BUDGET FY 2016-17</b>	<b>BUDGET FY 2017-18</b>	<b>ADOPTED FY 2018-19</b>	<b>TOTAL COST FY 2018-19</b>
500.111 - Administrative Salaries	City Clerk	1	1	1	1	\$ 101,268
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 101,268</b>
500.120 - Full Time Salaries	Deputy City Clerk	1	1	1	1	\$ 74,847
	Executive Assistant/Advisory Board Coord.	1	1	1	1	\$ 57,977
	<b>Full Time Salaries Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 132,824</b>
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>\$ 234,092</b>



**0011200 - OFFICE OF THE CITY CLERK**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>0011200 - CITY CLERK REVENUE</b>							
341300 - ADMINISTRATIVE FEES-RED LIGHT	0	0	0	0	0	0	0
341900 - LIEN SEARCH FEES	23,151	21,140	21,000	21,000	22,801	21,000	21,000
341901 - CANDIDATE QUALIFYNG FEES	2,400	0	0	0	0	0	0
<b>0011200 - CITY CLERK REVENUE TOTAL</b>	<b>25,551</b>	<b>21,140</b>	<b>21,000</b>	<b>21,000</b>	<b>22,801</b>	<b>21,000</b>	<b>21,000</b>
<b>GRAND TOTAL</b>	<b>25,551</b>	<b>21,140</b>	<b>21,000</b>	<b>21,000</b>	<b>22,801</b>	<b>21,000</b>	<b>21,000</b>



00112005 - OFFICE OF THE CITY CLERK

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	87,771	92,664	97,411	97,411	97,411	101,268	101,268
500120 - FULL TIME SALARIES	103,716	111,509	124,007	124,007	124,007	132,824	132,824
500125 - COMPENSATED ABSENCES	12,238	11,527	8,500	8,500	8,500	9,004	9,004
500210 - FICA & MICA TAXES	16,719	17,556	18,805	18,805	18,805	19,745	19,745
500220 - RETIREMENT CONTRIBUTION	21,916	24,615	26,516	26,516	26,516	28,091	28,091
500230 - LIFE & HEALTH INSURANCE	23,283	34,458	32,673	32,673	32,673	36,337	36,337
<b>PERSONNEL TOTAL</b>	<b>265,643</b>	<b>292,328</b>	<b>307,912</b>	<b>307,912</b>	<b>307,912</b>	<b>327,269</b>	<b>327,269</b>
<b>OPERATING</b>							
500331 - COURT REPORTER SERV-SPEC MSTRS	7,355	5,643	10,700	10,700	9,000	9,900	9,900
500340 - CONTRACTUAL SERVICES - OTHER	0	0	7,200	7,200	7,200	7,200	7,200
500400 - TRAVEL & PER DIEM	13,077	13,729	15,500	15,500	15,000	15,500	15,500
500410 - COMMUNICATION & FREIGHT	2,845	3,000	3,000	3,000	3,000	3,000	3,000
500460 - REPAIR & MAINT - OFFICE EQUIP	371	0	0	0	0	0	0
500470 - PRINTING & BINDING	12,071	14,853	20,000	20,000	20,000	19,000	19,000
500491 - LEGAL ADVERTISING	168,421	84,110	175,000	175,000	170,000	170,000	170,000
500495 - ELECTION EXPENSES	0	71,466	150,000	150,000	150,000	145,000	145,000
500510 - OFFICE SUPPLIES	3,511	1,225	4,000	4,000	4,000	4,000	4,000
500520 - OPERATING SUPPLIES	4,833	4,832	5,000	3,000	3,000	6,596	6,596
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	3,706	5,140	4,200	6,200	5,000	5,000	5,000
<b>OPERATING TOTAL</b>	<b>216,190</b>	<b>203,998</b>	<b>394,600</b>	<b>394,600</b>	<b>386,200</b>	<b>385,196</b>	<b>385,196</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>481,833</b>	<b>496,326</b>	<b>702,512</b>	<b>702,512</b>	<b>694,112</b>	<b>712,465</b>	<b>712,465</b>



## OFFICE OF CHARTER ENFORCEMENT

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The Office of Charter Enforcement was created to investigate violations of Federal, State, County, City laws, Charter provisions, Ordinances, and other regulatory provisions.

### 00113005 - OFFICE OF CHARTER ENFORCEMENT

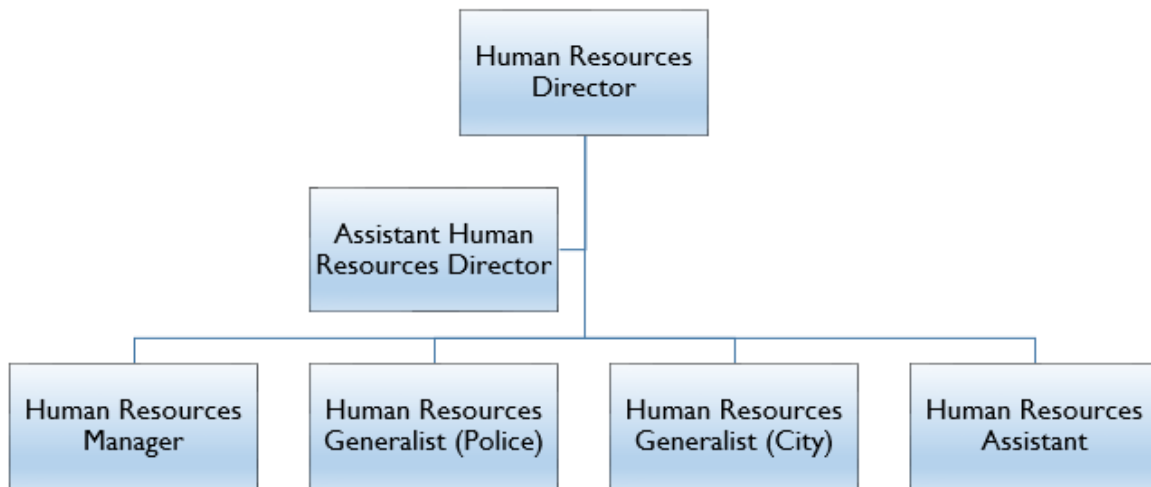
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	ADOPTED AMENDED YEAR-END						
	ACTUAL	ACTUAL	BUDGET	BUDGET	ESTIMATE	PROPOSED	ADOPTED
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	0	0	50,000	50,000	0	50,000	50,000
<b>OPERATING TOTAL</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>50,000</b>



## HUMAN RESOURCES DEPARTMENT

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### HUMAN RESOURCES FUNCTION

The Human Resources Department functions as a strategic partner to all departments and serves to provide a full range of services that assist in achieving organizational objectives as they relate to employees, culture and productivity. These services include talent acquisition, talent management, employee relations, labor relations, health and wellness, employee benefits administration, worker's compensation and safety, classification and compensation management, records management, organizational development and learning, legal compliance and litigation avoidance.

As strategic partners, we work closely with each department to ensure that the City creates, maintains, and continually enhances a positive workplace that fosters excellence, productivity and camaraderie at all levels of the organization.

This philosophy is a priority of our City Manager; with his support and guidance, we have been able to work as an organization to create synergy and interdependence between departments, divisions, and employees. This has been accomplished by establishing and reinforcing the positive values that exemplify the highest commitment to quality and service to each team member, the City, customers, and residents.



## HUMAN RESOURCES ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

### **Communication**

*Ensure City has the technologies to utilize all communication channels and tools*

- The Human Resources Department updated the Kronos Timekeeping system to an upgraded version that provides enhanced reporting features, audit tracking, and general timekeeping compliance in order to adhere to current labor regulations.
- The Human Resources Department utilized the Employee Navigator software to report and monitor compliance requirements for the Affordable Care Act (ACA). This platform was also utilized to provide a more efficient means to distributing the form 1095-B, which is the Tax documentation required for ACA.
- The Human Resources Department utilized Employee Navigator software to disseminate benefit information and enroll all eligible employees and dependents for proper and available benefit options. This software allows employees and dependents the feasibility to update any necessary information. Employee Navigator is a valuable tool for all benefit related aspects for the Human Resources Department.

### **Organizational Efficiency**

*Review best practices in risk management and develop an updated risk management approach for the City*

- The Human Resources Department continues to monitor the use of City vehicles. All City vehicles are to be operated only by City employees deemed to be in good standing and who have been issued a valid State of Florida driver's license with the appropriate class or endorsement for the type of vehicle to be driven. As such, the Human Resources Department continually monitors the status of the driver's

licenses for those employees classified as City drivers. When a driver's status changes or is flagged (active, inactive, expiration, suspensions, revocations, violations and sanctions) we are able to advise supervisors and employees regarding the status of driver's licenses. In FY 2018 the department ensured that no authorized driver for the City operated a vehicle with an expired, revoked and/or suspended license.

The Human Resources Department was a member of the Collective Bargaining Team that successfully negotiated a three (3) year agreement with the Police Officers, Police Sergeants and Police Lieutenants Bargaining Units.

- The Human Resources Department continues to enhance safety training programs to ensure employees are using safe work practices and maintaining safe work environments.

*Review and update the Human Resources Policies and Procedures Manual*

- The Human Resources Department has been working on updating the Employees Policies and Procedures Manual. The department has revised several policies (but not limited to):
  - EEOC
  - Religious Accommodation
  - Veteran's Preference
  - Public Records Law
  - Unpaid Leave
  - Payroll
  - Classification Plan
  - Introductory Period
  - I-9
  - Parental Leave

Updated policies are under review by the policy review committee. Upon approval, policies will be made available to all City employees.



*Maintain competitive salary and benefits and consider making the benefits package more attractive, with career planning and education*

- Employee Retention & Recruitment: During FY 2018 our department is projected to have processed 370 performance evaluations. All employees that had evaluations that met or exceeded expectations received their approved merit increase (1%- 3%). The Human Resources department continually works with department directors and supervisors to encourage constant communication and feedback to employees. Performance evaluations and communication provide clarity about expectations. This identifies strengths and weaknesses, and provides the opportunity for dialogue between management and employees to be more effective and efficient in the services they provide.
- The Human Resources Department continues to manage the employee's recognition program that encourages the recognition of excellent employee performance and positive contributions related to the overall objectives of the City. A total of 60 employees have been recognized this fiscal year. Established recognition categories: Act of Valor award, Exemplary Customer Service, Initiative and Leadership Award, Inspire Award, Outstanding Achievement Award, Rookie of the Year, Safety Award, Spirited Award, Team Work and Collaboration Award, and The Big Idea Award.
- Employees are also recognized for their years of service with the City (5 & 10 Years of Service) a total of 103 employees have been recognized this fiscal year.
- The Human Resources Department continues to review the Classification and Compensation study to ensure all employees are properly classified and to certify that the City is competitive with the relevant market.
- The City of Doral has maintained strategic partnerships with educational institutions to

receive reduced pricing on programs for City of Doral Employees. Currently we have a partnership with Barry University that provides employees and members of their immediate family a 20% discounted rate. Additionally, we are working with Nova Southeastern University and Florida International University (FIU) to provide discounts for City employees. Nova has offered a 20% reduction in tuition for select programs. FIU offered an application fee waiver for their undergraduate programs and 10% discount on certain graduate programs.

- The Department has developed several wellness initiatives. These initiatives include: a Doral walking club, monthly lunch and learn program, stair challenge, monthly workout regimens in employee newsletter and a calendar of initiatives and programs to motivate employees to live a healthier lifestyle.
- The Lunch and Learn program has experienced an increase in participation during fiscal year 2016-2017. During this period the department has hosted 6 lunch and learn sessions with an average of 38 employees per session. Overall the program has had over 227 participants and the highest turnout was 44 participants which was for the May 2018 Police Health Extravaganza.
- Coordination and execution of our annual health fair which included vendors that provided screenings, health assessments, and wellness information for City employees. In FY17-18 the annual health fair had 153 employee participants. This was 6.06% increase from the prior year.

#### **Trainings & Education:**

*Improve Customer Service through Training programs & continue employee-training sessions*

- The Training budget includes funding for tuition reimbursements and trainings that are intended to assist the City in accomplishing its mission. The following trainings, events, and



tools have been utilized to reinforce the City’s commitment to provide quality service to all stakeholders.

- Executive Leadership Trainings – establish, evaluate and reinforce the vision, values, and behaviors we look to achieve as an organization. These sessions also serve as an opportunity to communicate current and future challenges that have been identified and discuss methods for confronting these challenges.
  - Organizational Values & Culture BluePrint
  - Leadership Development Training

- City Manager Retreat
- CPR Trainings
- Kronos Timekeeping Training
- Performance Evaluations Trainings
- Disciplinary and Performance Improvement Process Training
- Annual Cultural Diversity Trainings
- Annual Sexual Harassment Training
- Annual Customer Service Training
- Tuition Reimbursement – HR has processed approximately 35 tuition reimbursements for fiscal year 2017-2018.

#### HUMAN RESOURCES ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2015-16	ACTUAL FY 2016-17	PROJECTED FY 2017-18	PROJECTED FY 2018-19
Employment Applications Received	5,189	5,213	4,000	3,800
Job Interest Cards Received	1,681	1,200	950	1,000
Job Posting Hits	71,760	77,052	60,000	55,000
Vacancy By Requisition	85	67	65	55
New Hires	51	86	94	80
Terminations	39	68	54	53
Internal Promotions	73	80	51	68
Employment Reclassifications	2	2	2	2
Health Fair Attendance	112	144	153	164
Temporary Appointments	40	12	12	12
Workers Compensation Processed	63	52	41	42
Tuition Reimbursement Processed	60	48	52	53
Performance Merit Increases Processed	379	360	370	424

The Human Resources department is responsible for all the employment-related activities and services that are intended to influence the productivity and effectiveness of all the City employees. Specific activities that integrate Human Resources with the overall effectiveness of City operations include the following; administration of policy, recruiting and selection, employee development and organizational development, employment relations, workers compensation & safety, wellness initiative, legal compliance and litigation avoidance, records management, compensation and benefits and compliance with Federal and State Laws.





## HUMAN RESOURCES OBJECTIVES FOR FY 2019

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- The Human Resources Department is seeking a Human Resources Information System. This development will allow our department to electronically compile employee information and interface it with the payroll system. Through this enhancement we will have an all-inclusive and powerful tool which will allow us to generate comprehensive reports, compile and analyze data, and review and communicate findings.
- Continue to provide professional recruitment and selection services in order to hire the most qualified candidates into vacant positions.
- Ensure that new hires understand the vision, strategy and culture of the City of Doral prior to their first day of employment. Ensure that their transition in to the organization continually reinforces our values and expectations while also ensuring that they have the support and tools necessary to be successful in their position and enthusiastic about be a member of this great organization.
- Ensure our supervisors are trained to provide evaluations that provide valuable feedback that reinforces the good performance and informs of areas that require improvement and the support that will be provided to assist in improving in those areas. Employees must play an active role in the evaluation process in order to maximize value of the process.
- Provide continuous improvement of employee relations through training programs, union negotiations, problem resolution assistance and support to ensure compliance with State and Federal labor laws. Investigate claims or allegations of discrimination or sexual harassment and assist supervisors in dealing with various disciplinary and performance management matters.
- Coordinate and direct the City's employee benefits program in an effective and efficient manner.
- Continue to identify and address technological needs to enhance process efficiencies, effectiveness and Human Resources staff productivity.
- Manage the Classification and Compensation plan to address the strategic needs of the City.
- Continually administer, review, and revise Human Resources Policies and Procedures in order to ensure compliance with Federal, State and Local employment laws.
- Continue to track and monitor part-time workforce hours to ensure compliance with the Affordable Care Act.
- Support adherence to labor-related policies and procedures through continued training of employees and supervisors.
- Manage the City's Workers' Compensation program and ensure that all eligible employees who experience a work related injury or illness receive appropriate medical care and equitable benefits.
- Provide assistance, guidance, and safety training to City departments to minimize the number of workplace injuries.
- Coordinate production of wellness initiatives, provide various classes in stress management, nutrition, diabetes education, and offer programs to assist our employees in becoming and remaining healthy.
- Continue to maintain complete and accurate records regarding each employee and position, to comply with legal requirements regarding retention and release of personnel



records, and to preserve the confidentiality of personnel records.

- Coordinate and administer employee training, including harassment, customer service, communication, general supervisory principles, and various other topics.
- Manage employee performance evaluation

system and ensure that all employees are evaluated on an annual basis.

- Maintain strategic partnerships with local colleges and universities to develop additional educational opportunities for our employees.

### HUMAN RESOURCES STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 18-19	ASSOCIATED COST
<i>Organization Efficiency</i> - Maintain competitive salary and benefits and consider making the package more attractive, with career planning, education, etc.	Staffing Agency for Difficult to Fill Positions	\$ 15,000
	Employee Recognition Program	\$ 6,000
	Job Recruiting Program	\$ 1,250
	Other Website & Association Advertising	\$ 750
<i>Organization Efficiency</i> - Ensure competitive salaries in order to maintain stability of organizational functions	Conduct and participate in localized salary surveys of market peers at regular intervals throughout the year; assess market position and make adjustments accordingly. Work with departments to review and revise current job descriptions; create job descriptions for new classifications, and properly classify and slot into current pay scale.	\$ 3,000
<i>Organization Efficiency</i> - Improve Customer Service through training programs.	Human Resources Trainings & Seminars Special Customer Service Training	\$ 10,000 \$ 9,600
<b>TOTAL</b>		<b>\$ 45,600</b>



## HUMAN RESOURCES BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – Increase to personnel cost is due to the proposed 2% cost of living adjustment, 3% merit increase, and health insurance rates increases.
- **340 Other Contractual Services** – This account was reduced due to a decrease in proposed new positions for the upcoming fiscal year.
- **480 Promotional Activities** – This account decreased as a result of a reduction in 5 and 10 year service recognitions for FY 2019.
- **520 Operating Supplies** – The reduction in this account is based on a decrease of training supplies.



**HUMAN RESOURCES DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19
500.111 - Administrative Salaries	Human Resources Director	1	1	1	1	\$ 117,651
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 117,651</b>
500.120 - Full Time Salaries	Assistant Human Resources Director	1	1	1	1	\$ 90,372
	HR Manager	0	0	1	1	\$ 71,966
	HR Supervisor/Police Coordinator	1	0	0	0	\$ -
	Police Human Resources Generalist	0	1	1	1	\$ 59,199
	<i>Service Award 5 yr</i>					\$ 493
	HR Coordinator/General Employees	1	0	0	0	\$ -
	Human Resources Generalist	0	1	1	1	\$ 58,764
	Human Resources Assistant	1	1	1	1	\$ 39,006
	<b>Full Time Salaries Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>\$ 319,800</b>
500.130 - Other Salaries	Human Resources Assistant <sup>2</sup>	1	1	0	0	\$ -
	Human Resources Specialist <sup>2</sup>	0	1	0	0	\$ -
	Interns <sup>2</sup>	30	20	6	6	\$ 9,000
	<b>Other Salaries Total</b>	<b>31</b>	<b>22</b>	<b>6</b>	<b>6</b>	<b>\$ 9,000</b>
	<b>TOTAL</b>	<b>36</b>	<b>27</b>	<b>12</b>	<b>12</b>	<b>\$ 446,451</b>



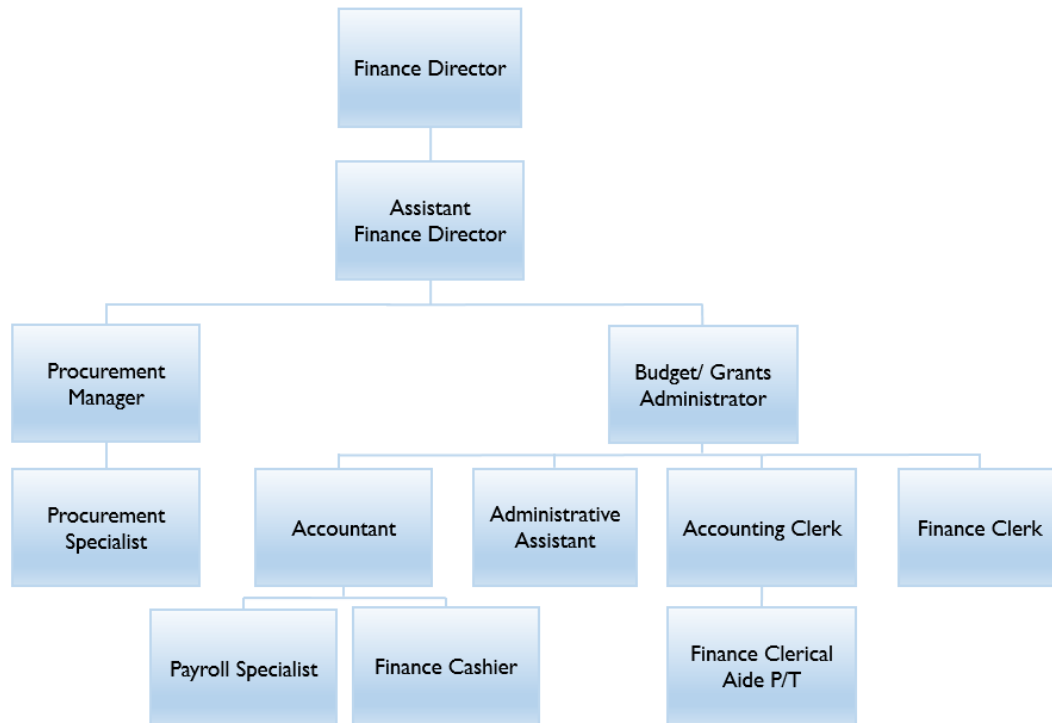
**00120005 - HUMAN RESOURCES**

	ADOPTED AMENDED YEAR-END						
	ACTUAL	ACTUAL	BUDGET	BUDGET	ESTIMATE	PROPOSED	ADOPTED
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	103,337	108,772	113,082	113,082	113,082	117,651	117,651
500120 - FULL TIME SALARIES	201,456	209,485	307,422	307,422	282,000	319,801	319,801
500125 - COMPENSATED ABSENCES	925	6,184	16,146	16,146	10,000	16,806	16,806
500130 - OTHER SALARIES	5,429	15,794	9,000	9,000	9,000	9,000	9,000
500140 - OVERTIME	451	2,210	1,000	1,000	500	500	500
500210 - FICA & MICA TAXES	23,871	25,837	34,754	34,754	34,754	36,061	36,061
500220 - RETIREMENT CONTRIBUTION	39,811	39,016	50,375	50,375	50,375	52,436	52,436
500230 - LIFE & HEALTH INSURANCE	31,739	45,544	63,705	63,705	63,705	76,562	76,562
500240 - WORKERS COMPENSATION	0	0	0	0	0	0	0
<b>PERSONNEL TOTAL</b>	<b>407,019</b>	<b>452,842</b>	<b>595,484</b>	<b>595,484</b>	<b>563,416</b>	<b>628,817</b>	<b>628,817</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	16,013	6,750	19,500	19,811	19,500	19,500	19,500
500340 - CONTRACTUAL SERVICES - OTHER	30,126	36,586	41,959	41,959	41,000	37,837	37,837
500400 - TRAVEL & PER DIEM	5,522	5,948	8,220	7,638	8,000	8,220	8,220
500410 - COMMUNICATION & FREIGHT	3,390	2,400	2,400	2,400	2,400	2,400	2,400
500440 - RENTALS & LEASES	0	0	0	0	0	0	0
500460 - REPAIR & MAINT - OFFICE EQUIP	5,962	0	0	0	0	0	0
500470 - PRINTING & BINDING	700	711	1,550	1,550	1,500	1,550	1,550
500480 - PROMOTIONAL ACTIVITIES	5,600	10,172	12,500	12,771	12,500	10,000	10,000
500491 - LEGAL ADVERTISING	0	0	0	0	0	0	0
500510 - OFFICE SUPPLIES	2,239	1,249	2,500	2,500	2,500	2,500	2,500
500520 - OPERATING SUPPLIES	1,831	1,200	1,920	1,920	1,500	1,420	1,420
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	78,433	58,321	75,692	95,289	90,000	75,692	75,692
<b>OPERATING TOTAL</b>	<b>149,818</b>	<b>123,339</b>	<b>166,241</b>	<b>185,838</b>	<b>178,900</b>	<b>159,119</b>	<b>159,119</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>556,836</b>	<b>576,181</b>	<b>761,725</b>	<b>781,322</b>	<b>742,316</b>	<b>787,936</b>	<b>787,936</b>



## FINANCE DEPARTMENT

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### FINANCE DEPARTMENT FUNCTION

The Finance Department is the central fiscal control and accounting body of the City government. Finance is responsible for the proper accounting of all City funds and compliance with all applicable regulations and laws. The Finance Director serves as the Chief Financial Officer for the City. The Department deals with the daily accounting activities including processing accounts payable, accounts receivable, central collections, general ledger fund accounting, preparation of applicable local, state, and federal reports and monthly financial reports to management, administering debt service and investment of City funds. The Department is also responsible for the development, implementation and control of the approved budget and the preparation and disclosure of the financial statements, including responses to the external auditors. It also provides other departments with financial analysis and support. The Procurement section of the department plans, organizes, directs, and reviews a wide variety of programs, projects and activities related to contracting and procurement activities meeting ethical and legal requirements of the City.



## FINANCE ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and the status of current year budget initiatives that supports the City's Strategic Goals.

### FINANCE DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2015-16	ACTUAL FY 2016-17	PROJECTED FY 2017-18	PROJECTED FY 2018-19
Payrolls Processed	38	38	38	38
Purchase Orders Issued	2,183	2,335	2,550	2,800
RFPs/RFQs/ITBs Issued	47	34	40	45
Checks Issued (A/P)	5,778	5,743	6,000	6,300
Comprehensive Annual Financial Report (CAFR)	I	I	I	I
Popular Annual Financial Report (PAFR)	I	I	I	I
Annual Balanced Budget	I	I	I	I

#### Long-term Financial Sustainability:

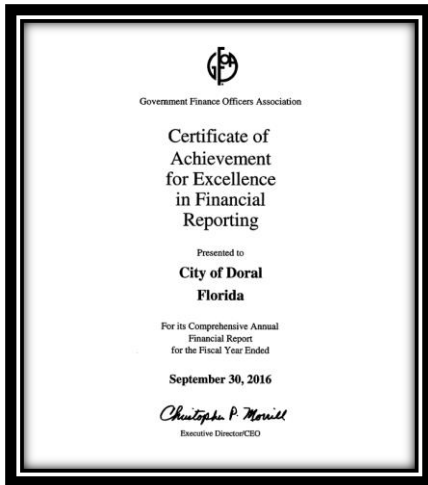
- The Finance Department continues to provide accurate and timely budget and financial reports on a monthly basis to the City Manager. These reports are submitted to the City Council for review at its monthly Council meeting.
- Process payroll and associated reports, as well as processing accounts payable and accounts receivable.
- Assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Develop a 5-year financial plan to assist the administration in managing the City's future growth.
- Continue to collect and monitor revenues; and process and account for grants.
- Review and update the City's Investment Policy to enhance fiscal sustainability.
- Assisted the team from Rodriguez, Trueba & Co., PA, the City's independent auditors, with the audit and preparation of the Comprehensive Annual Financial Report for FY 2016-2017. As well as providing full and complete access to financial data.

#### Organizational Efficiency:

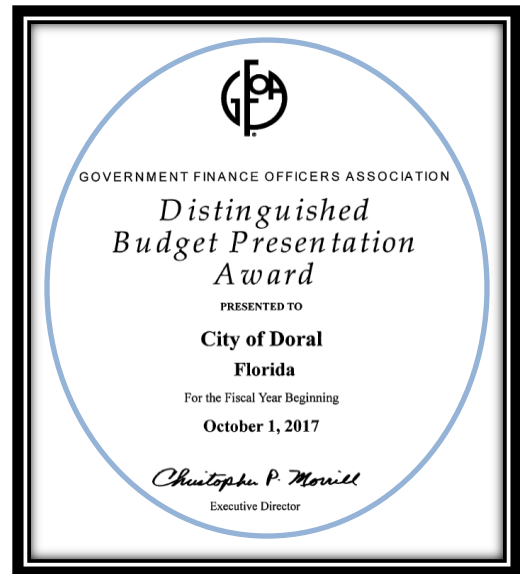
- Collaborated with IT to update the Tyler Munis financial software to its latest version to improve performance citywide.
- Trained departments in the use of the new software version.



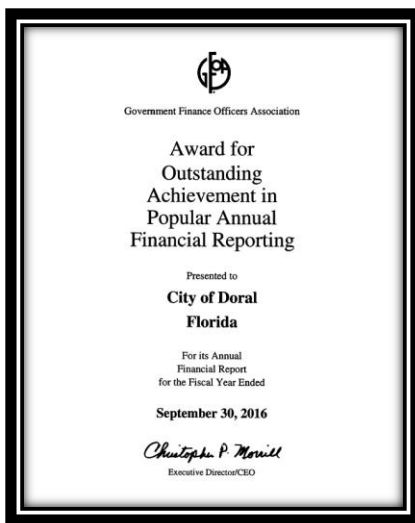
- Awarded the Government Finance Officer Association (GFOA) and the United States and Canada Certificate of Achievement for Excellence in Financial Reporting for the City's FY 2015-2016 Comprehensive Annual Financial Report (CAFR).



- Awarded the GFOA Distinguished Budget Presentation Award for the FY 2016-2017 Budget.



- Awarded the GFOA distinguished Popular Annual Financial Reporting Award for the FY 2016 PAFR.







## FINANCE OBJECTIVES FOR FY 2019

The following objectives were developed to provide an overview of the anticipated accomplishments for this department as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

### Sustainability, Communication and Capital Area:

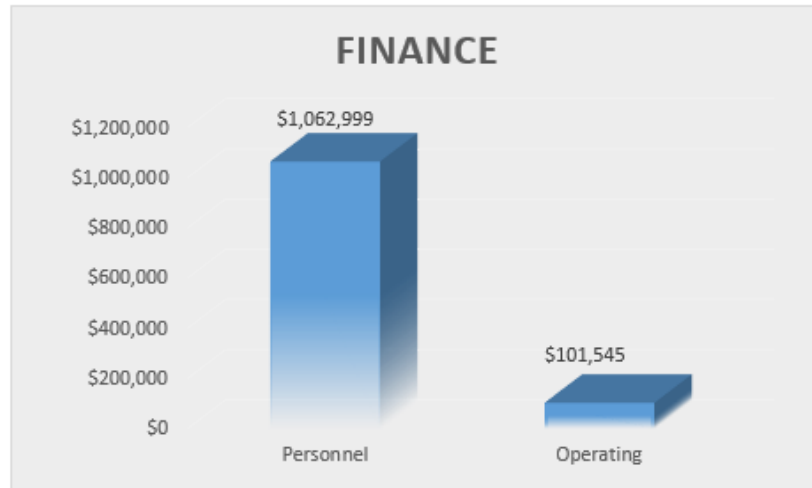
- Provide accurate and timely budget and financial reports on a monthly basis to the City Manager.
- Process Payroll and associated Federal and State reports.
- Process accounts payable, accounts receivable, and reconciliation of all accounts on a timely basis.
- Assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Collect and monitor revenues.
- Coordinate and assist the independent auditors in the preparation of the Comprehensive Annual Financial Report (CAFR).
- Process and account for grants.
- Manage and account for City debt.
- Maintain the capital assets program in compliance with Governmental Accounting Standards Board (GASB) 34.
- Continue to obtain all three Government Finance Officers Association (GFOA) prestigious awards for Budget, CAFR, and PAFR; certifying that the City’s finance reports are being produced at the highest standard possible.
- Prepare the Budget in Brief book to highlight major points from the Budget document.
- In order to meet the service needs of our growing City, Finance will be finalizing implementation of the Tyler-Munis Cashiering Module and The Accounts Receivable Module by the beginning of FY 2019.
- Continue identifying ways to sustain and promote financial stability and organizational efficiencies.

### FINANCE STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 18-19	ASSOCIATED COST
Financial Resilience/Financial Viability	Maintain an updated five year financial plan of future funding needs, for City operations and capital projects	N/A
Financial Resilience/Financial Viability	Develop financial modes to project impact of changes in property tax valuations	N/A
Financial Resilience/Financial Viability	Develop debt management policy to address financing & reporting requirements of the City	N/A
Organizational Efficiency	Continually review best practices in financial & procurement matters	N/A
<b>TOTAL</b>		<b>N/A</b>



## FINANCE BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – There was an increase to these line items due to an approved 2% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **340 Contractual Services-Other** – The reduction in this line item is associated with two procurement services which are currently being reviewed.
- **470 Printing & Binding** – This account is for purchases of security feature check paper stock, MICR toner and other printing supplies. The reduction is based on expected activity.



**FINANCE DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

<b>ACCOUNT</b>	<b>POSITION</b>	<b>BUDGET FY 2015-16</b>	<b>BUDGET FY 2016-17</b>	<b>BUDGET FY 2017-18</b>	<b>AMENDED* FY 2017-18</b>	<b>ADOPTED FY 2018-19</b>	<b>TOTAL COST FY 2018-19</b>
500.111 - Administrative Salaries	Finance Director	1	1	1	1	1	\$ 148,920
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 148,920</b>
500.120 - Full Time Salaries	Assistant Finance Director	1	1	1	1	1	\$ 103,833
	Administrative Assistant	1	1	1	1	1	\$ 47,727
	<i>Service Award 10 yr</i>						\$ 1,591
	Payroll Specialist	1	1	1	1	1	\$ 46,073
	Finance Coordinator	1	0	0	0	0	\$ -
	Accountant	0	1	1	1	1	\$ 50,922
	Budget/ Grants Administrator	1	1	1	1	1	\$ 76,657
	Finance Cashier	1	1	1	1	1	\$ 35,068
	Finance Clerk	1	2	1	1	1	\$ 34,284
	Accounting Clerk	0	0	1	1	1	\$ 43,234
	<i>Service Award 5 yr</i>						\$ 360
	Procurement Services Assistant	1	0	0	0	0	\$ -
	Contracts/ Procurement Manager	1	0	0	0	0	\$ -
	Procurement Manager	0	1	1	1	1	\$ 68,817
	Procurement Specialist	1	1	0	1	1	\$ 47,048
	<b>Full Time Salaries Total</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>\$ 555,614</b>
500.130 - Other Salaries	Procurement Specialist P/T <sup>1</sup>	0	0	1	0	0	\$ -
	Finance Clerical Aide P/T (Best Buddy)	1	1	1	1	1	\$ 16,966
	<b>Other Salaries Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>\$ 16,966</b>
	<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>\$ 721,500</b>

\* **AMENDED FY 2017-18** - This column reflects any mid-year change to budgeted positions

<sup>1</sup> **RECLASSIFIED** - P/T Procurement Specialist Position to F/T

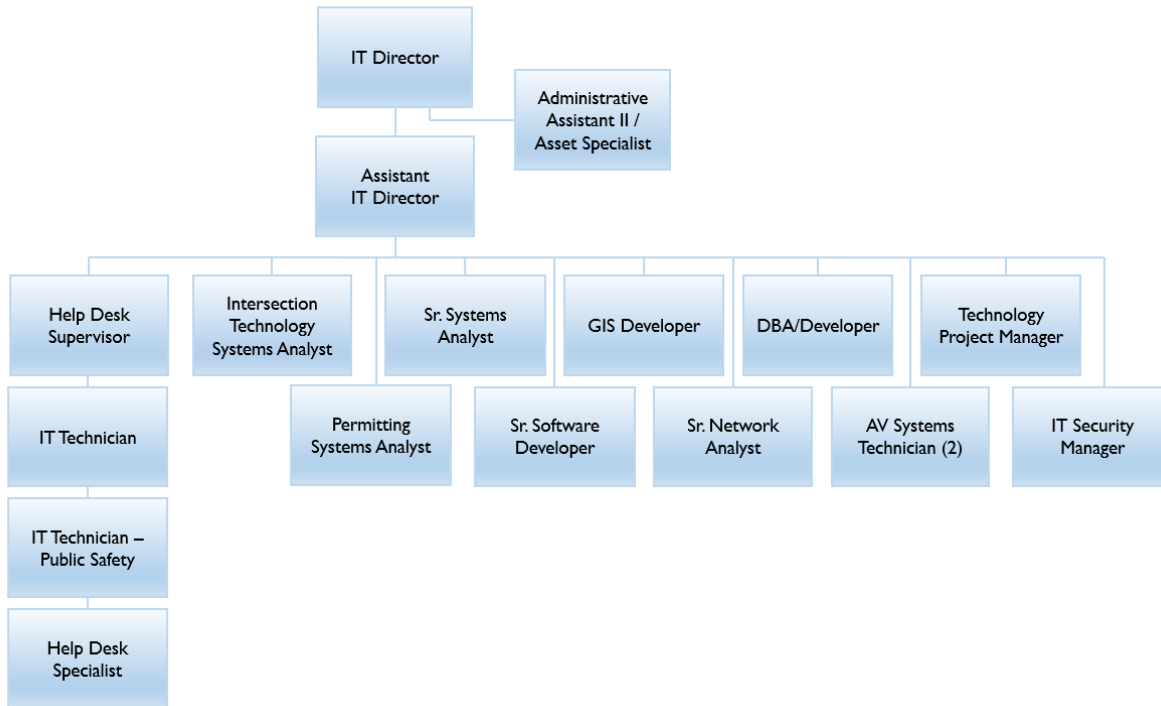


00121005 - FINANCE

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	128,522	136,632	141,749	142,116	141,749	148,920	148,920
500120 - FULL TIME SALARIES	502,831	495,388	489,172	510,393	510,000	555,615	555,615
500125 - COMPENSATED ABSENCES	8,778	13,891	24,267	24,267	15,000	27,025	27,025
500130 - OTHER SALARIES	7,002	42,077	69,471	45,630	19,000	16,966	16,966
500140 - OVERTIME	4,128	3,018	3,800	3,800	1,500	2,500	2,500
500210 - FICA & MICA TAXES	48,183	49,405	56,311	56,311	56,311	58,039	58,039
500220 - RETIREMENT CONTRIBUTION	72,155	76,201	75,710	77,963	75,710	84,310	84,310
500230 - LIFE & HEALTH INSURANCE	79,774	112,984	135,636	135,636	130,000	169,624	169,624
<b>PERSONNEL TOTAL</b>	<b>851,373</b>	<b>929,595</b>	<b>996,116</b>	<b>996,116</b>	<b>949,270</b>	<b>1,062,999</b>	<b>1,062,999</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	1,950	8,450	0	0	0	0	0
500321 - ACCTG & AUDITING-AUDIT SVCS	51,000	51,000	60,900	52,500	52,500	60,900	60,900
500340 - CONTRACTUAL SERVICES - OTHER	12,065	11,145	10,000	25,061	12,800	6,800	6,800
500400 - TRAVEL & PER DIEM	7,916	7,754	12,810	7,298	7,200	12,810	12,810
500410 - COMMUNICATION & FREIGHT	3,143	2,953	2,450	2,450	2,450	2,450	2,450
500460 - REPAIR & MAINT - OFFICE EQUIP	1,336	1,338	1,850	1,850	1,850	1,850	1,850
500470 - PRINTING & BINDING	4,251	25	5,700	4,600	5,700	4,500	4,500
500510 - OFFICE SUPPLIES	6,119	6,012	4,950	4,950	4,950	4,950	4,950
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	8,625	9,320	7,285	7,285	7,285	7,285	7,285
<b>OPERATING TOTAL</b>	<b>96,405</b>	<b>97,998</b>	<b>105,945</b>	<b>105,994</b>	<b>94,735</b>	<b>101,545</b>	<b>101,545</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	2,751	2,751	0	0
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,751</b>	<b>2,751</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>947,778</b>	<b>1,027,594</b>	<b>1,102,061</b>	<b>1,104,861</b>	<b>1,046,756</b>	<b>1,164,544</b>	<b>1,164,544</b>



## INFORMATION TECHNOLOGY DEPARTMENT



### INFORMATION TECHNOLOGY DEPARTMENT FUNCTION

The Information Technology Department provides and empowers the City's business partners and Doral's residents, visitors and businesses with sustained, reliable and efficient technology services, infrastructure and telecommunications. Leveraging state-of-the-art tools, innovative methods and strategic partnerships, we are at the center of shaping the City of Doral's Smart City strategy. The Smart City leadership has come from the elected officials, City executives and senior staff. This is critical to building a smart city which requires championing the strategy at the highest level of the organization, a system-wide view and an integrated approach. Today there is a strong sense of collaboration and consensus among our departments as we remain focused on the City of Doral Strategic Plan and paving the way for future innovative solutions transparent, informed, and effective decision-making process for managing the demand and supply of best-managed IT services while encouraging sponsor and stakeholder engagement. Our focus is to lower the cost of services by leveraging inter-organizational collaboration and efficiencies. The key to our Smart City Strategy is using information and communications technology to enhance our livability, workability and sustainability. To that end, the technology allows the organization to collect information about its operation through different sensors; next, that data is communicated to the information systems that process and 'crunch' it, analyzing the information collected to understand what is happening, initiate responsive actions and even predict what is likely to happen next. These are the core functions we follow when implementing new technologies in the City of Doral.



## **ESSENTIAL INFORMATION TECHNOLOGY DEPARTMENT FUNCTIONS**

IT is laser focused on providing essential applications and services — the “capabilities” that support business results. The following capabilities support business results for City departments and enterprises so they can best serve the residents and businesses of the City of Doral.

### **Asset Management**

Tracking, maintaining and managing City assets to support their efficient and effective use.

### **Business Intelligence Management**

Identifying, analyzing, transforming and presenting information using business intelligence tools and techniques to support decision-making.

### **Citizen Engagement**

Empowering Citizen Engagement with a Smart City Strategy provides a “Citizen First” eService’s platform for citizen access, business intelligence, service deliver, transparency and efficiency.

### **Communications Management**

Providing telephones, audio video services, video conferencing, and wireless technologies to deliver voice, video and data information to staff and residents.

### **Financial Management**

Providing enterprise tools to gather, analyze, manage and communicate financial decisions to staff and citizens.

### **Information Management**

Collecting and managing information from many sources to distribute that information to audiences.

### **I.T. Infrastructure Management**

Establishing, operating and maintaining IT hardware, software, networks, service desks, and security systems to provide data and information to staff and residents.

### **Mobile Operations Management**

Managing and performing information technology functions using mobile devices.

### **Partnerships and Programs**

Partnering with South Florida Digital Alliance (SFDA), a non-profit organization, to distribute the City’s surplus computers to schools in Doral.

### **Public Safety Management**

Delivering business and technology management services to support code compliance, emergency management, and police services to City of Doral residents and businesses.

### **Security**

Working with City government to improve transparency and accessibility, while protecting privacy and security using confidentiality, integrity, and accountability.



## INFORMATION TECHNOLOGY ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

- Information Technology department focused on technology infrastructure upgrades to enhance the network systems, upgraded devices, enhanced the network system security and purchase of traffic safety technology .
- The IT Department successfully completed the implementation of a GIS ESRI Enterprise Server.
- The Citizens' Engagement strategy has involved the completion of 25 technology projects, including the purchase of Soofa Smart Benches installed at the following Park locations: Doral Downtown Park, Morgan Levy Park, Veterans Park and Doral Legacy Park.
- The IT Department worked with Microsoft, Munis, and various other city vendors to develop our Business Intelligent Dashboards. Our Transparency website portal enables increased insight into city services and financial status.
- The IT and Building Department worked with Miami Dade Water & Sewer to provide the mandated construction permit to Miami-Dade County agencies. The County is offering at no cost to municipalities for their construction permit information to be populated and made available to residents and developers in the GIS viewer application.
- IT developed Doral Q, an online system that allows residents and businesses to see how many customers are at the Solution Center and the average wait time.

- IT Department hosted and participated in presentations at the following Smart City events:



- The IT Department successfully completed the implementation of a GIS ESRI Enterprise Server and a new online GIS Portal with interactive maps.
- IT worked with Parks and Recreation staff to implement the RecTrac system which includes 11 integrated modules which includes Activity Registration, Facility Reservations, Pass Management Photo, League Scheduling, Court Reservations, Trip Reservations, Locker Rentals, Equipment/Site Rentals, Personal Trainer Scheduling, Point of Sale/Inventory Control, POS Theater/Venue Ticketing, and Incident Reporting.
- IT implemented Interactive Kiosks for Downtown and Legacy Park so the City may deliver the right content, to the right audience, at the right time.
- IT developed an online application for residents and businesses to view online real-time information regarding lobby customers in queue and wait times for Building, Public Works, Code, Planning and Zoning and Parks.



- IT completed the technology implementation of new Legacy Park Facility that includes AV, CCTV Cameras, Network Equipment, Telephone System, WAN Connectivity and Door Access Security.
- IT completed the technology implementation of the new PD Substation Facility that includes AV, CCTV Cameras, Network Equipment, Telephone System, WAN Connectivity and Door Access Security.
- IT worked with PW Facility Management to implement Facility Dude Solutions, which is a facility management software to keep our government buildings and grounds in tip-top shape, while optimizing your workflow, inventory, maintenance, energy, safety and entire operations.
- In collaboration with CM Office, we have been able to develop a robust online vetting request application that allows Council to generate a request online, tasks to be assigned by management to staff, and most importantly the ability to provide Council with an email update of the vetting review status.
- License Plate Reader Camera Phase I is underway which includes the addition of 6 intersections and 16 Poles to the existing LPR grid. The project timeline is projected to complete in Sept 2018.
- IT implemented Traps advanced endpoint protection is the only product offering that replaces AV with “multi-method prevention”: a proprietary combination of malware and exploit prevention methods that preemptively block both known and unknown threats.
- IT replaced 72 Meraki Wireless Access Points 72 for the Internal/Guest WiFi
- IT replaced the visitor badge system to enhance physical building security for visitor to City Hall and PD facilities.
- IT migrated this fiscal year our e-mail service to Office 365 Government Cloud, is due to the cost savings applied in reducing on-premises hardware, software and lowering our total cost of ownership.
- IT implemented Splunk Enterprise which is the leading platform for real-time Operational Intelligence. It's the easy, fast and secure way to search, analyze and visualize the massive streams of machine data generated by our IT systems and technology infrastructure—physical, virtual and in the cloud
- IT implemented a new monitoring system, PRTG, which monitors all systems, devices, traffic and applications of our IT infrastructure
- Successfully completed the Mayor’s Internal Metric Dashboard displaying measurements for all City departments.







## IT AWARDS AND CERTIFICATIONS

- **Smart City WCCD ISO 37120 Certification**

The World Council on City Data has recognized the City of Doral with the ISO 37210 Platinum certification. This certification is awarded to cities who reach the highest standard in collecting and sharing data, using it for effective decision-making. The City of Doral is the fourth city to receive ISO 37120 certification in the United States, joining a global network of over 50 cities worldwide, including Dubai, Barcelona and Boston.

The World Council on City Data (WCCD) is the global leader in standardized city data-creating smart, sustainable, resilient, and prosperous cities. It hosts a network of innovative cities committed to improving services and quality of life with open city data and provides a consistent and comprehensive platform for standardized urban metrics. The City of Doral’s membership in the WCCD gives the City the opportunity to compare best practices with other cities and actively participate in a worldwide organization that uses standardized metrics to find innovative solutions to shared challenges.

Doral has made significant investments as part of its commitment to resiliency, workability and sustainable environment working on improvement of our service and the well-being of the city. With this certificate, we strengthen our digital government transformation by providing people and business first services and solutions that span city administration and citizen services, enabling increased insight, service efficiency and improved citizen outcomes.

The gathering of the data for reporting was instrumental to the success of the certification process, which was spearheaded by the City’s Information Technology Department in collaboration with all City departments, as well as, Miami- Dade County Fire, Environmental, Solid Waste, Water and Sanitation. For more information on the City’s ISO 37120 data, visit the WCCD Open City Data Portal at (<http://open.dataforcities.org/>) , which allows for local, national and international comparisons.



- **2017 Florida’s Excellence in Technology Award**

Florida’s “Excellence in Technology” Awards were established to recognize state and local government information technology (IT) projects and professionals demonstrating excellence and providing value to the State of Florida and its citizens.

The recognition process is a collaboration between the Florida Agency for State Technology (AST) and e.Republic/Government Technology (GovTech), who hosts the annual Florida Digital Government Summit each May, where the winners are announced.





- **SFDA Digital Advancement Award**

The SFDA’s Digital Advancement & Excellence Award event’s is designed to recognize those individuals, entities, and institutions in South Florida who have made a positive impact on our community by using technology that increases access to information, reduces of the cost technology, or increases connectivity among members of our community. The South Florida Digital Alliance’s annual DAE banquet is South Florida’s premier technology event. The Digital Advancement & Excellence Award banquet recognizes the innovative use of broadband and computing technologies to increase the community’s access to computing, the Internet, as well as, the online tools and resources of the digital economy.



**IT PARTNERSHIPS PROGRAMS**

- **Computer Donations to Armenia**

The Doral City Council authorized to provide aid to some of the most vulnerable members of the community in Armenia, Colombia. Through the Sister Cities program, the City of Doral opts to authorize a charitable

donation of six out of date computers to Preescolar Ceral, a volunteer-run school that provides educational support and teaches crucial life skills to more than 20 at risk deaf-mute children.

- **Computer Donations to Bolivia**

The Doral City Council authorized to provide aid to some orphan and/or low-income girls and adolescent young women of the Cochabamaba, Bolivia community. Council authorized a charitable donation of three (3) of its surplus computers to the “Hogar de Niñas de San Francisco.” The “Hogar” is a school that provides educational and residential care to orphan and/or low-income girls and adolescent young women.

- **Computer Donations to Doral Schools**

The Doral City Council approved a partnership with the South Florida Digital Alliance (SFDA), a non-profit organization, to distribute the City’s surplus computers to schools in Doral.

- Dr. Rolando K. Espinosa K-8 center  
50 Computers
- John I Smith Elementary  
50 Computers
- Eugenia B. Thomas K-8  
50 Computers

Total Donated Computers: 150



**IT DEPARTMENT ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL 2015-16</b>	<b>ACTUAL 2016-17</b>	<b>PROJECTED FY 2017-18</b>	<b>PROJECTED FY 2018-19</b>
Number of Network Users	374	389	414	429
Online Applications-Smart City	2	5	10	15
Transparency Dashboards-Smart City	0	13	15	18
GIS Online Maps-Smart City	5	5	17	20
Service Support Requests	1907	3076	3200	4400
Change Control Management	80	193	114	125
Audio Visual Event Support	84	400	700	725
City Facilities Network Support	5	7	10	12
City Facilities-CCTV Cameras	40	116	234	267
License Plate Reader Cameras	96	97	99	142
Intersection Video Streaming Cameras	38	41	41	63
Guest WiFi In Park Facilities	2	3	7	8
Computer Donations to Doral Schools/SisterCity	0	100	173	185



## INFORMATION TECHNOLOGY OBJECTIVES FOR FY 2019

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

The Information and Technology Department continues to focus on the City's Top Tier Strategies:

- **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 publics 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 in order to better understand issues related to the City.



In FY19, we will continue our strategy, which requires a system-wide view and an integrated approach focusing on three core smart city functions: collect, communicate and crunch data to proactively engage with residents. The result is that the City of Doral is entirely cloud-based on the Microsoft Azure and CRM Online Government cloud platforms. This provides a more interactive environment that will enable residents to access their specific city-related information on the device of their choosing along with a powerful business intelligence solution. As we continue development of our business intelligence dashboards and provide additional transparency of city operations with measurable metrics.



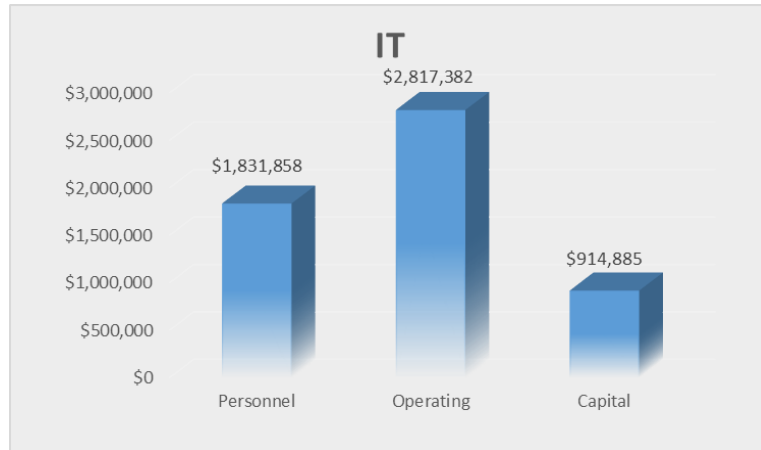
## INFORMATION TECHNOLOGY STRATEGIC PRIORITIES

We will continue to implement key smart technologies that support the core functions that have some key elements of smart-city solutions:

STRATEGIC PRIORITIES	ADOPTED FY 2018-19	ASSOCIATED COST
<b>Strategic Category</b>	<b>IT Capital Items</b>	
Organizational Efficiency	Computing Device Upgrades: Install, configure and upgrade staff computing devices across all departments. This includes laptops, desktops, tablets and server upgrades required to meet the need growing needs of the city. Departments optimize use of new technology and become efficient at completing city functions.	\$ 72,835
Organizational Efficiency	Public Records Compliance	\$ 59,000
Organizational Efficiency	Infrastructure Upgrades: This initiative includes the enhancement of reliability, availability and integrity of the existing network infrastructure that supports data, servers, mobile users and telephone communications.	\$ 69,000
Smart City	Implementing citywide security solutions that will help us mitigate and maintain confidentiality, accountability and integrity of city operations.	\$ 20,000
Smart City	Implementing citywide smart systems solutions that will enhance transparency of city operations.	\$ 15,800
Communication	Communication Systems Integration & Upgrades	\$ 10,000
<b>TOTAL</b>		<b>\$ 246,635</b>
<b>Strategic Category</b>	<b>Departmental Capital Items</b>	
Organizational Efficiency	New TV Monitors for PD Substation	\$ 2,250
Organizational Efficiency	VOIP New Telephone System Enterprise Upgrade	\$ 56,000
Organizational Efficiency	PD -Automatic Vehicle Locator	\$ 45,000
Smart City	BD - PERMITTING, PLANS REVIEW, DEVELOPMENT REVIEW, CC, PW & LICENSING SOFTWARE	\$ 390,000
<b>TOTAL</b>		<b>\$ 493,250</b>
<b>Strategic Category</b>	<b>Departmental Hosted Solutions</b>	
Smart City	PD Hosted Solutions for Smart City and Organizational Efficiency	\$ 145,900
Smart City	CW Hosted Solutions for Smart City and Organizational Efficiency	\$ 181,991
<b>TOTAL</b>		<b>\$ 327,891</b>



## INFORMATION TECHNOLOGY BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – There was an increase to these line items due to the Permitting System Analyst position being transferred over from Building. Also, an approved 2% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **310 Professional Services** - This account decreased from FY 2018. The department continues to work with consultants for various city projects including network wiring, security health check, system support, and public records retention.
- **410 Communication & Freight** - This account has increased from FY 2018 due to wide area network connections to new City facilities, license plate reader poles, license for procurement commodity codes, and Police vehicle locator.
- **460 Repair & Maintenance-Office Equipment** – The increase in this account is due to the annual maintenance increases for the existing citywide systems.
- **464 Repair & Maintenance-Office Equipment Other** – The increase in this account is due to a new SaaS (Software as a Service) or Hosted systems implemented by citywide departments, Police Off-Duty Scheduling System, and Public Work’s Fleet Maintenance Software
- **520 Operating Supplies** - This account decreased due to City facilities and citywide technology requirements.
- **540 Dues, Subscriptions, Memberships** - This account increased due to participation in the Emerge Conference – E Gov Track.
- **640 Capital Outlay-Office** - This account increased due to replacement cycle for the end of life network infrastructure and computing equipment located in the City of Doral facilities.
- **652 Capital Outlay-Other** – This account includes citywide IT capital project needs. These include the following: new TV monitors for the Police Department Substation, VOIP New Telephone System Enterprise Upgrade, Building software for permitting, plans review, development review, City Clerk, Public Works & licensing, and License Plate Reader Cameras.



**INFORMATION TECHNOLOGY DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	ADOPTED FY 2018-19	TOTAL COST FY 2018-19
500.111 - Administrative Salaries	IT Director	1	1	1	1	\$ 148,139
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 148,139</b>
500.120 - Full Time Salaries	Assistant IT Director	1	1	1	1	\$ 89,487
	Admin. Assistant II / Asset Specialist	1	1	1	1	\$ 52,461
	Senior Network Analyst	1	1	1	1	\$ 79,981
	Senior Systems Analyst	1	1	1	1	\$ 77,074
	Senior Software Developer	1	1	1	1	\$ 85,321
	<i>Service Award 5 yr</i>					\$ 711
	Technology Project Manager	1	1	1	1	\$ 76,505
	IT Technician	1	1	1	1	\$ 47,617
	IT Technician(Public Safety)	1	1	1	1	\$ 48,681
	AV Systems Technician	1	1	2	2	\$ 110,032
	Help Desk Supervisor	1	1	1	1	\$ 60,002
	DBA Developer	1	1	1	1	\$ 78,237
	IT Security Manager	1	1	1	1	\$ 70,009
	GIS Developer	0	1	1	1	\$ 66,114
	CRM Developer <sup>2</sup>	0	1	0	0	\$ -
	Intersection Technology Systems Analyst	0	1	1	1	\$ 70,351
	Help Desk Specialist	1	1	1	1	\$ 43,518
	Permitting System Analyst	0	0	0	1	\$ 63,816
	<b>Full Time Salaries Total</b>	<b>13</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>\$ 1,119,917</b>
	<b>Total</b>	<b>14</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>\$ 1,268,056</b>

<sup>1</sup> NEW - AV Systems Technician position

<sup>2</sup> ELIMINATED - CRM Developer position changed to an AV Systems Technician position

<sup>3</sup> Permitting System Analyst transferred from Building Department



**00122005 - INFORMATION TECHNOLOGY**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	127,889	136,893	142,083	142,388	142,083	148,139	148,139
500120 - FULL TIME SALARIES	691,662	827,810	1,030,265	1,029,960	930,000	1,056,102	1,119,918
500125 - COMPENSATED ABSENCES	1,576	3,767	45,090	45,090	15,000	46,291	48,745
500140 - OVERTIME	7,054	11,421	10,000	10,000	10,000	10,000	10,000
500210 - FICA & MICA TAXES	63,809	71,371	94,482	94,482	94,482	97,014	102,084
500220 - RETIREMENT CONTRIBUTION	100,394	116,510	140,681	140,681	140,681	144,424	152,082
500230 - LIFE & HEALTH INSURANCE	119,865	149,086	201,819	201,819	201,819	235,099	250,890
<b>PERSONNEL TOTAL</b>	<b>1,112,249</b>	<b>1,316,858</b>	<b>1,664,420</b>	<b>1,664,420</b>	<b>1,534,065</b>	<b>1,737,069</b>	<b>1,831,858</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	177,946	99,549	109,560	158,045	146,645	94,747	94,747
500400 - TRAVEL & PER DIEM	9,926	8,199	17,220	17,220	17,220	17,220	17,220
500410 - COMMUNICATION & FREIGHT	537,375	524,511	752,022	752,022	752,022	830,328	846,960
500440 - RENTALS & LEASES	33,845	40,583	75,900	75,900	75,900	75,640	75,640
500460 - REPAIR & MAINT - OFFICE EQUIP	950,759	904,935	1,131,287	1,141,250	1,141,250	1,236,579	1,236,579
500461 - REPAIR & MAINT - VEHICLES	390	585	0	0	0	0	0
500464 - REPAIR & MAINT-OFF. EQUIP. OTH	0	0	121,047	173,852	136,047	369,174	369,174
500510 - OFFICE SUPPLIES	2,185	1,104	2,000	2,000	2,000	2,000	2,000
500520 - OPERATING SUPPLIES	274,544	585,075	185,317	173,917	173,900	123,473	123,473
500522 - OPERATING SUPPLIES - VEHICLES	0	0	0	0	0	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	29,302	42,621	37,664	44,224	44,224	51,589	51,589
<b>OPERATING TOTAL</b>	<b>2,016,272</b>	<b>2,207,162</b>	<b>2,432,017</b>	<b>2,538,430</b>	<b>2,489,208</b>	<b>2,800,750</b>	<b>2,817,382</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	736,668	296,844	205,798	289,062	289,062	246,635	246,635
500641 - CAPITAL OUTLAY - VEHICLES	0	22,972	0	0	0	0	0
500652 - CAPITAL OUTLAY-OTHER	155,400	956,680	665,900	1,562,873	1,562,873	668,250	668,250
<b>CAPITAL TOTAL</b>	<b>892,069</b>	<b>1,276,496</b>	<b>871,698</b>	<b>1,851,934</b>	<b>1,851,935</b>	<b>914,885</b>	<b>914,885</b>
<b>Grand Total</b>	<b>4,020,590</b>	<b>4,800,516</b>	<b>4,968,134</b>	<b>6,054,784</b>	<b>5,875,208</b>	<b>5,452,704</b>	<b>5,564,125</b>





## OFFICE OF THE CITY ATTORNEY

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### OFFICE OF THE CITY ATTORNEY FUNCTION

The City Attorney is a Charter official appointed by the City Council to serve as the chief legal advisor to the City Council, the City Manager, and all City departments, offices, and agencies. In Fiscal Year 2018 Council approved to change the office of the City Attorney from outsourced to in-house legal counsel. This proposed budget reflects this change in policy. The City Attorney provides legal advice in the following areas: labor and personnel matters, real estate and real estate related matters, land use and zoning, legislation and related matters, Code Compliance, all Police matters, construction and construction related issues, sunshine laws, public records laws, conflict of interest issues and other ethical issues, the preparation and/or review of all contracts, all litigation including forfeitures, employment matters, eminent domain, and tort liability.

The City Attorney is responsible for hiring all outside counsel. Outside counsel is utilized on a limited basis. The City Attorney handles and advocates the City's position in any potential litigation and supervises litigation and other legal matters that may be referred to outside counsel.

The City Attorney attends all regular and special City Council meetings, Planning, and board meetings. Attends other meetings as required by the Council, prepares/reviews ordinances and resolutions, reviews and drafts contracts and monitors County and State legislation as it affects the City.

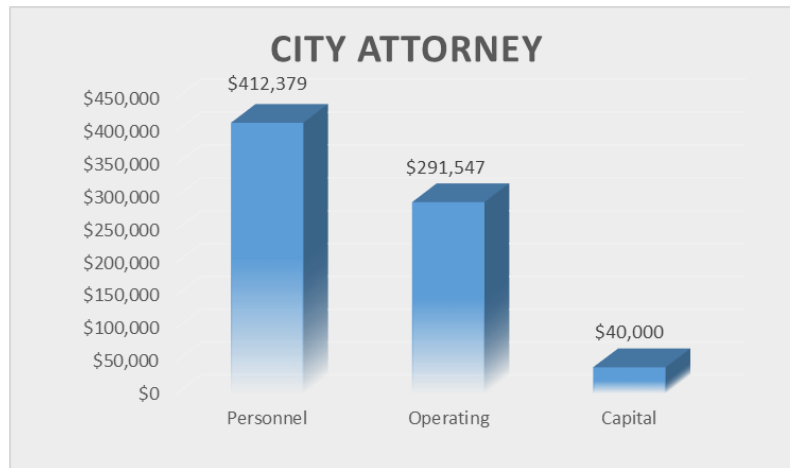
### OFFICE OF THE CITY ATTORNEY OBJECTIVES FOR FY 2018

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- Provide the City Council and City staff with legal advice and support on all necessary legal matters affecting the City.
- Prepare and/or review resolutions, ordinances and contracts.
- As directed, represent the City at local, regional, state or federal legislative sessions, meetings, hearings, or conferences.
- To handle legal matters concerning the City in accordance with the law and in a timely and efficient manner.
- The City Attorney's Office strives to provide the highest-quality legal services to City officials and administration in a timely manner and zealously represent the City's interests and positions in negotiations and litigation.



## OFFICE OF THE CITY ATTORNEY BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** – The increase in these accounts is attributable to the transition the City has made from an outsourced to in-house legal counsel.
- **311 Professional Services** – The decrease in these accounts is attributable to the transition the City has made from an outsourced to in-house legal counsel.
- **312 Professional Services – Attorney Other** – This line item is used to account for other specialized legal counsel required throughout the fiscal year is paid from this line item. Furthermore, this line item encompasses other expenses related to services required such as, court fees, court reporters, etc. The decrease in these accounts is attributable to the transition the City has made from an outsourced to in-house legal counsel.
- **316 Professional Services – Litigation Contingency** – The decrease in these accounts is attributable to the transition the City has made from an outsourced to in-house legal counsel.
- **340-540 Other Operating Costs** – The increase in these accounts is attributable to the transition the City has made from an outsourced to in-house legal counsel.
- **641 Capital Outlay-Vehicles** – The increase in this account is attributable to the purchase of a vehicle for the City Attorney in lieu of a vehicle allowance.



**OFFICE OF THE CITY ATTORNEY  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	ADOPTED FY 2018-19	TOTAL COST FY 2018-19
500.111 - Administrative Salaries	City Attorney	0	0	0	1	\$ 180,750
	<b>Administrative Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>\$ 180,750</b>
500.120 - Full Time Salaries	Paralegal	0	0	0	1	\$ 66,300
	Administrative Assistant	0	0	0	1	\$ 36,720
	<b>Full Time Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>\$ 103,020</b>
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>\$ 283,770</b>



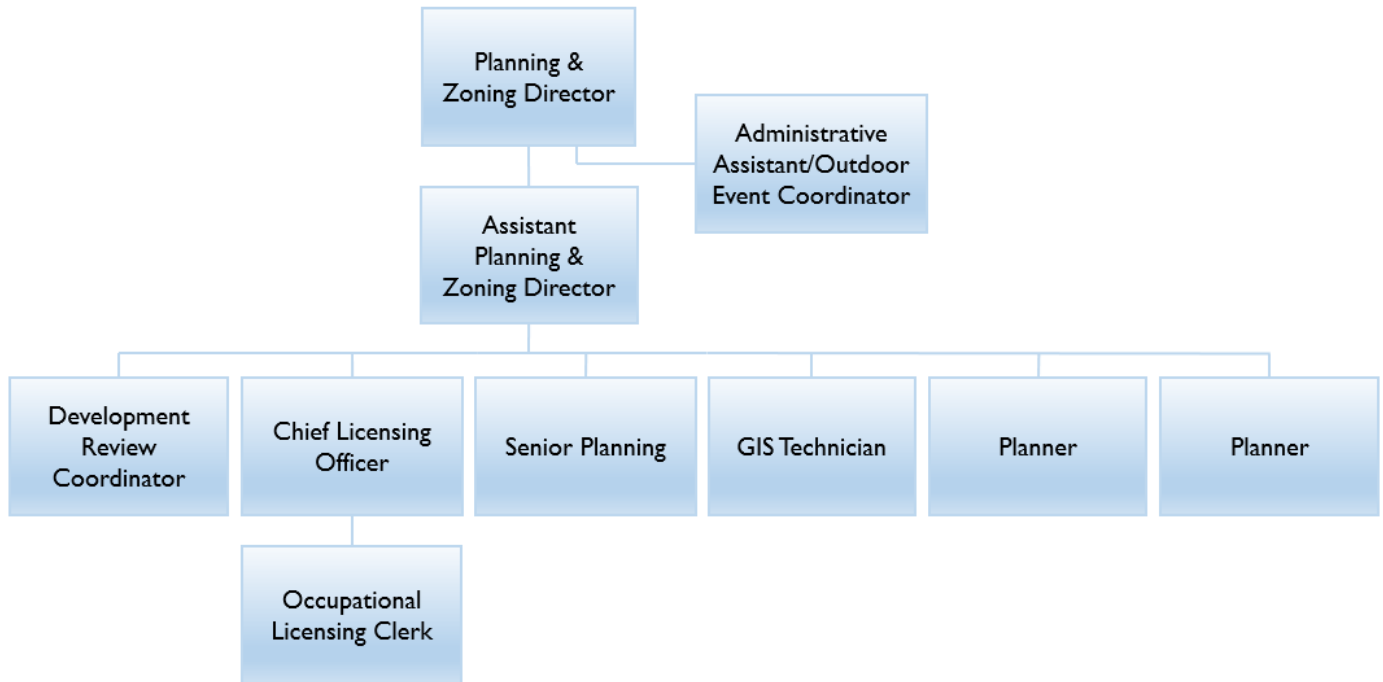
**00130005 - OFFICE OF THE CITY ATTORNEY**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	0	0	0	6,924	0	180,750	180,750
500120 - FULL TIME SALARIES	0	0	0	0	0	103,020	103,020
500125 - COMPENSATED ABSENCES	0	0	0	0	0	10,914	10,914
500130 - OTHER SALARIES	0	0	0	0	0	0	0
500210 - FICA & MICA TAXES	0	0	0	580	0	23,645	23,645
500220 - RETIREMENT CONTRIBUTION	0	0	0	831	0	34,052	34,052
500230 - LIFE & HEALTH INSURANCE	0	0	0	0	0	59,998	59,998
<b>PERSONNEL TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,335</b>	<b>0</b>	<b>412,379</b>	<b>412,379</b>
<b>OPERATING</b>							
500311 - PROFESSIONAL SERV-CITY ATTN	202,580	112,490	220,000	272,510	272,510	0	0
500312 - PROFESSIONAL SERV-ATTNY OTH	293,378	190,172	300,000	349,193	349,193	261,147	261,147
500313 - PROFESSIONAL SERV - DESIGN	0	0	0	0	0	0	0
500316 - LITIGATION CONTINGENCY	562,027	281,024	165,000	189,150	197,485	0	0
500340 - CONTRACTUAL SERVICES - OTHER	0	0	0	0	0	10,000	10,000
500400 - TRAVEL & PER DIEM	0	0	0	0	0	14,000	14,000
500410 - COMMUNICATION & FREIGHT	0	0	0	0	0	2,400	2,400
500470 - PRINTING & BINDING	0	0	0	0	0	0	0
500510 - OFFICE SUPPLIES	0	0	0	0	0	1,000	1,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	0	0	0	0	0	3,000	3,000
<b>OPERATING TOTAL</b>	<b>1,057,985</b>	<b>583,686</b>	<b>685,000</b>	<b>810,854</b>	<b>819,189</b>	<b>291,547</b>	<b>291,547</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0
500641 - CAPITAL OUTLAY - VEHICLES	0	0	0	0	0	0	40,000
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>
<b>Grand Total</b>	<b>1,057,985</b>	<b>583,686</b>	<b>685,000</b>	<b>819,189</b>	<b>819,189</b>	<b>703,926</b>	<b>743,926</b>



## PLANNING AND ZONING DEPARTMENT

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### PLANNING AND ZONING FUNCTION

The Planning and Zoning Department oversees all inquiries and analysis pertaining to land use, zoning, and subdivision regulations. This includes the implementation of the Comprehensive Plan and Land Development Regulations, and review of tentative and final plat applications, land use and zoning request, comprehensive plan amendments, variance requests, building permits, site plan, sign permits, special event permits, and evaluation of development of regional impacts annual reports consistent with Section 380.06(18), Florida Statutes. In addition to performing the daily line-planning functions, the Department is responsible for preparing planning documents and policy reports to further the Comprehensive Plans goals, objectives and policies. This effort includes, but is not limited to, the 20-Years Water Supply Facilities Work Plan, Citywide Brownfield Program, Doral Boulevard Corridor Study, update of the Comprehensive Plan, Low Impact Development Master Plan, Housing Master Plan, implementation of the Floodplain Management Ordinance, Arts-In-Public Places Site Evaluation Analysis and Annexation Reports. The Department also provides in-house technical support to other City departments engaged in citywide initiatives such as transportation planning, Parks and Recreation master planning, and floodplain management.



## PLANNING AND ZONING ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

- Continued to serve as the technical support liaison to the City of Doral Public Arts Advisory Board.
- Successfully completed the US Census Local Update of Census Addresses (LUCA) Report. The purpose of this report was to conduct an inventory of all residential addresses to assist the US Census prepare for the 2020 Census.
- Implementation of the Public Arts Site Selection Plan.
- Administer the Public Arts Site Selection Plan GIS Program.
- Implementation of the City Water Supply Facilities Work Plan consistent with Chapter 163 Florida Statutes.
- State of Florida Land Planning Agency waived the Evaluation and Appraisal Report (EAR).
- Continue to work with the City Attorney Office on the update of the Sign Ordinance.
- Revisions to the City's Comprehensive Plan. The purpose of the City's Comprehensive Plan Update is to ensure that future growth is sustainable, supportive of changing demographics, housing options, multi-modal transportation, growth in jobs and visitors, and long-term resilience.
- The Department participated in the Mayor's "On the Move Meeting" with the Community. The purpose of these meetings is to bring the administration and HOAs closer to address community issues and concerns.
- The Department continues to work with developers and interested stakeholders on the implementation of the City's Low Impact Development (LID) Master Plan. The goal of this plan is to work with the development community and interested stakeholders to develop long-term strategies to naturally treat storm water on site. Introduce new concepts, technologies, and objectives for storm water management such as micromanagement and multi-functional landscape features (bio-retention areas, swales, and conservation areas); mimic or replicate hydrologic functions; and maintain the ecological/biological integrity of receiving waters.
- The Department participated in the Pre- and Post-Hurricane Irma recovery efforts.
- Continue to implement the citywide Brownfield Program.
- The Department coordinate the in-house effort to prepare the response package for the Amazon HQ2 RFP. The city was part of the South Florida HQ2 bid short-listed by Amazon.
- The Department coordinated the in-house effort to market the city to Major League Soccer (MLS) to house the future facilities for the Miami Soccer Team.
- Development of an Adaptive Reuse Master Plan.
- Development of the City's Medical Marijuana Moratorium Ordinance. The Department conducted an in-depth analysis of Florida medical marijuana law and literature.
- Continue participation in the Brownfield Site Rehabilitation Agreements (BSRAs) for the Doral Legacy Park and NW 62 Street Passive Park (former FPL site).
- The City's Brownfield Team continues to assist JMH- West Campus with their



brownfield initiative.

- The City's Brownfield Team (Planning and Zoning, Public Works, Parks and Recreation and Goldstein Group) continues to work on the approval of the Doral Legacy and NW 62 Street Passive Park "Brownfield Site Rehabilitation Agreements" (BSRAs) from Miami-Dade County Department of Regulatory and Economic Resources (RER) to secure an unconditional no further action for these sites.
- The Department successfully completed another brownfield area designation in the industrial area. The new brownfield area is south of NW 58<sup>th</sup> Street to NW 54<sup>th</sup> Street, east of the intersection of NW 87<sup>th</sup> Avenue and NW 58<sup>th</sup> Street to SR 826, and east between NW 79<sup>th</sup> Avenue and SR 826 to its southern extent on NW 41<sup>st</sup> Street.
- The Department continues to reach out to private property owners and developers to explain the intent of the Brownfield Program, city designation of brownfield area, and regulatory and financial benefits.
- The Department continues to work with Miami-Dade County to secure the approval of the Annexation Applications for Sections 6, 15 and 16.
- The Department completed the Housing Master Plan for the City of Doral. The purpose of this Plan is to evaluate the housing stock of the city and develop an Action Plan to address the future housing needs of young working professionals in the City.
- Development and implementation of a modified Workforce Housing Ordinance.
- The Department successfully completed the update of the Comprehensive Plan Capital Improvement Element (CIE) and 5-Year Schedule of Capital Improvements.
- The Department participated in the review of the City Comprehensive Emergency Management Plan.
- The Department in conjunction with the Building Department and the Floodplain Administrator continue to assist employees interested in becoming "Certified Floodplain Management" (CFM) by sponsoring regular classes to prepare for the CFM exam. The success of this educational program has been recognized by FEMA, Association of State Floodplain Manager, Florida Floodplain Manager Association and Miami-Dade County Resiliency Office.
- The Planning and Zoning and Building Departments, and Floodplain Administrator are working with FEMA and State Floodplain Managers Association to host meetings and educational conferences to expand the knowledge base of the floodplain managers in the region.
- The Department continues to participate in-house floodplain management technical group to prepare the submission documents to the Community Rating System (CRS) Program. The intent of this effort was to maintain or improve the city's CRS ranking and discount received by over 4,500 flood insurance policyholders in the City.
- Members of the Department's professional planning team successfully completed FEMA's National Incident Management System (NIMS) educational and certification program.
- The Director of Planning and Zoning participated in local panels to discuss current and future development opportunities in the City.
- The Department continues to work with the Doral Décor District Merchant Association efforts to expand the District's "Brownfield



Initiative.”

- Worked with respective departments to process outdoor events.
- Met customer’s needs by processing zoning verification letters, window signs, and customer inquiries related to zoning matters.
- Processed and reviewed approximately 90 development applications, including future land use amendments (Comprehensive Plan) and rezoning applications; and administrative site plan review.
- Processed and reviewed approximately 5 T-Plats and Final Plats in FY 2017-18.
- Increase in the number of new local business licenses tax issued by the City from an average of 130 to 150 monthly.
- Continue to participate in City sponsored monthly meeting with the local business community and interested parties designed to guide potential business owners through the

licensing approval process.

- Updated regularly the City local business list posted in the City’s website.
- Met on a daily basis with 15-30 customers regarding zoning issues or information.
- Received on average of 21-30 set of plans for review daily (building permits).
- Issued on average of 5-10 “Zoning Verification Letters” weekly.
- Received on average of 25-45 calls daily.
- Continued to actively participate in new projects review process in conjunction with other city departments.
- Continued to assist code enforcement with the interpretation of the Land Development Code.
- The Department continues to coordinate with Miami-Dade County Property Appraisal Office and U.S. Postal Services on the issuance of addresses for new development.

#### PLANNING & ZONING ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2015-16	ACTUAL FY 2016-17	PROJECTED FY 2017-18	PROJECTED FY 2018-19
Plan Reviews	3,978	3,358	3,096	3,477
Zoning Inspections	1,742	1,994	1,779	1,838
Zoning Items Presented to City Council	119	61	65	80





## PLANNING AND ZONING OBJECTIVES FOR FY 2019

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- Continue implementation of the adopted City's Comprehensive Plan Update.
- Modifications to the Comprehensive Plan and Land Development Code to reflect the recommendations of the Housing Master Plan, Transportation Master Plan Update, Parks and Recreation Master Plan Update, and Low Impact Development Master Plan.
- Development of the Economic Element of the Comprehensive Plan.
- Continue implementation of the City's Low Impact Development (LID) Master Plan including the recommended design criteria.
- Development of the City's Public Arts Program Master Plan if monies are available in the AIPP fund.
- Coordinate with the City's Public Arts Program Advisory Board to initiate the process to commission the first citywide art piece if monies are available in the AIPP Fund.
- Submit to the U.S. EPA a Phoenix Award Application for Doral Legacy Park Brownfield Project.
- Implementation of an Adaptive Reuse Master Plan for an area of the City that extends from NW 58<sup>th</sup> Street to NW 54 Street and between NW 87<sup>th</sup> Avenue and NW 79<sup>th</sup> Avenue.
- Prepare and submit a Brownfield Pilot Grant Application to the US Environmental Protection Agency.
- Participated in statewide legislative initiatives to promote brownfield policies that will enhance the city brownfield program.
- Continue to work with the City's Floodplain Manager to implement the Floodplain Management Ordinance and citywide floodplain management initiatives to improve the City's CRS ranking.
- Complete the update of the Community Rating System (CRS) Report to improve the city ranking from a 7 to 6. This will increase the Flood Insurance Policy discount from 15% to 20% for properties located in Special Flood Hazardous Areas.
- Continue to coordinate the City's Annexation Program with adjacent municipalities and Miami-Dade County.
- Continue to further the City's licensing outreach efforts with residents and interested stakeholders.
- Continue to work with Code Compliance to identify and bring into compliance businesses operating without certificate of use and/or local business tax.
- Continue to provide expeditious customer service in a professional manner, while working closer with other departments to ensure the needs of the residents, developers, and visitors are met in a time sensitive manner.
- Coordinate with Miami-Dade County to improve the number of business complying with the county and municipal business tax receipts regulations.
- Continue to expand the knowledge base of the zoning professionals in the areas of floodplain management, low impact development, transportation, housing, and other planning/environmental disciplines.



- Actively participate in new project development with other City departments.
- Continue to assist Code Enforcement with

the interpretation of the Land Development Regulations

## PLANNING AND ZONING BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – There was an increase to these line items due to an approved 2% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **310 Professional Services** – The increase in this account will be used to engage outside consultant to assist the Department with the review of site plans and specific planning projects.
- **340 Contractual Services** – The increase in this account is due to an increase in temporary staffing needs.
- **400 Travel & Per Diem** – The decrease in this account is due to a reduction in costs associated with state and local conferences.
- **510 Office Supplies** -The increase in this line item is due to the overall growth of the department, as a result of increased development.
- **520 Operating Supplies** -The increase in this line item is due to the overall growth of the department, as a result of increased development.
- **540 Dues & Subscriptions** -The increase in this account is attributable to the membership in the American Planning Association (APA) and the registration to the national conference.



## PLANNING AND ZONING STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2018-19	ASSOCIATED COST
<u>Quality of Place</u> : Brownfield Redevelopment Initiative	The purpose of this program is to designate potential brownfield areas, prepare grant applications and BSRA. This program provides a venue for property owners and City to cleanup contaminated challenge properties within the City's boundaries. The department does not anticipate funding in FY 2018 -19.	N/A
<u>Quality of Place</u> : Adaptive Reuse Master Plan	The intent of the Adaptive Reuse Master Plan is to develop land use policies, zoning district, and design standards to open new opportunities for a greater mix of uses consistent with the future development pattern and existing uses along NW 58th Street from NW 87th Avenue to NW 77 Avenue, and south of NW 58th Street to NW 53rd Terrace. Additional funds from FY 2017 will be transferred from the NW 58th Street Master Plan to this project in an amount of \$50,000 for a total project budget of \$70,000. This project will start in Summer 2018.	\$ 20,000.00
<u>Quality of Place</u> : Protection of natural systems and water resources	Implementation of the LID Ordinances and design criteria. This task will be completed in FY 2018 - 19 with the funding allocated in the FY 2016 - 17 budget.	N/A
<u>Housing</u> : Continue updating the Comprehensive Plan	Modification to the comprehensive plan to add new policies or elements. The housing element will be updated after the Housing Master Plan and Economic Study of the City is completed. This task will be performed by in-house staff or from the professional services budget.	\$ 10,000.00
<u>Long-Term Financial Feasibility</u> : Professional Planning Consulting Services	Retain one qualified professional planner to assist the department with the development review workload (Site Plan Review, Research and Studies)	\$ 55,000.00
<u>Long-Term Financial Feasibility</u> : FY 2019 Update of the Capital Improvement Element and 5-Year Schedule of Capital Improvements	This initiative includes a state requirement to review on annual basis the CIE in order to maintain a financial feasible 5-Year Schedule of Capital Improvements.	\$ 15,000.00
<b>TOTAL</b>		<b>\$ 100,000.00</b>



**PLANNING & ZONING DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19
500.111 - Administrative Salaries						
	Planning & Zoning Director	1	1	1	1	\$ 130,353
	<i>Service Award 10 yr</i>					\$ 1,086
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 131,439</b>
500.120 - Full Time Salaries						
	Assistant Planning & Zoning Director	1	1	1	1	\$ 73,394
	Admin. Assistant/ Special Events Coord.	1	1	1	1	\$ 36,041
	Chief Licensing Officer	1	1	1	1	\$ 88,182
	<i>Service Award 15 yr</i>					\$ 6,614
	Senior Planner	1	1	1	1	\$ 78,413
	Planner	1	2	2	2	\$ 118,145
	Occupational Licensing Clerk	1	1	1	1	\$ 35,547
	GIS Technician	1	1	1	1	\$ 52,005
	Development Review Coord.	1	1	1	1	\$ 53,095
	<b>Full Time Salaries Total</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>\$ 541,436</b>
	<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>\$ 672,875</b>

**0014000 - PLANNING AND ZONING**

	ADOPTED AMENDED YEAR-END						
	ACTUAL	ACTUAL	BUDGET	BUDGET	ESTIMATE	PROPOSED	ADOPTED
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>0014000 - PLANNING AND ZONING REVENUE</b>							
321100 - LOCAL BUSINESS LICENSE TAX	1,253,098	1,149,353	1,200,000	1,200,000	1,137,866	1,200,000	1,200,000
329300 - ZONING HEARING FEES	171,554	97,163	100,000	100,000	85,110	100,000	100,000
329400 - ZONING PLAN REVIEW FEES	233,773	136,332	200,000	200,000	225,000	175,000	175,000
329401 - ZONING PERMIT REVIEW FEES	0	300	0	0	60,000	55,000	55,000
338100 - COUNTY BUSINESS TAX RECIEPTS	50,894	88,289	50,000	50,000	75,592	75,000	75,000
<b>0014000 - PLANNING AND ZONING REVENUE TOTAL</b>	<b>1,709,319</b>	<b>1,471,437</b>	<b>1,550,000</b>	<b>1,550,000</b>	<b>1,583,568</b>	<b>1,605,000</b>	<b>1,605,000</b>
<b>GRAND TOTAL</b>	<b>1,709,319</b>	<b>1,471,437</b>	<b>1,550,000</b>	<b>1,550,000</b>	<b>1,583,568</b>	<b>1,605,000</b>	<b>1,605,000</b>



**00140005 - PLANNING & ZONING**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	110,147	119,563	124,074	124,376	124,074	131,440	131,440
500120 - FULL TIME SALARIES	461,602	435,970	545,350	545,048	400,000	541,436	541,436
500125 - COMPENSATED ABSENCES	28,968	5,227	25,693	25,693	20,000	25,584	25,584
500140 - OVERTIME	705	694	1,000	1,000	50	1,000	1,000
500210 - FICA & MICA TAXES	45,784	41,744	53,837	53,837	53,837	54,090	54,090
500220 - RETIREMENT CONTRIBUTION	67,874	66,476	80,164	80,164	60,000	79,821	79,821
500230 - LIFE & HEALTH INSURANCE	56,205	71,120	85,564	85,564	60,000	94,631	94,631
<b>PERSONNEL TOTAL</b>	<b>771,285</b>	<b>740,793</b>	<b>915,682</b>	<b>915,682</b>	<b>717,961</b>	<b>928,002</b>	<b>928,002</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	163,390	100,428	90,000	279,439	200,000	100,000	100,000
500340 - CONTRACTUAL SERVICES - OTHER	0	0	0	0	0	0	10,238
500400 - TRAVEL & PER DIEM	8,160	8,303	10,770	10,770	10,770	10,770	10,770
500410 - COMMUNICATION & FREIGHT	3,456	1,587	2,400	2,400	1,500	2,400	2,400
500461 - REPAIR & MAINT - VEHICLES	494	489	740	740	250	740	740
500470 - PRINTING & BINDING	5,766	4,494	8,000	4,500	4,500	8,000	8,000
500510 - OFFICE SUPPLIES	5,893	5,998	6,000	7,400	7,000	9,000	9,000
500520 - OPERATING SUPPLIES	0	1,411	2,500	4,600	4,600	5,700	5,700
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	6,033	3,634	4,390	4,390	4,390	9,925	9,925
<b>OPERATING TOTAL</b>	<b>193,191</b>	<b>126,345</b>	<b>124,800</b>	<b>314,239</b>	<b>233,010</b>	<b>146,535</b>	<b>156,773</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	101,247	101,247	0	0
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>101,247</b>	<b>101,247</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>964,476</b>	<b>867,138</b>	<b>1,040,482</b>	<b>1,331,168</b>	<b>1,052,218</b>	<b>1,074,537</b>	<b>1,084,775</b>



## GENERAL GOVERNMENT

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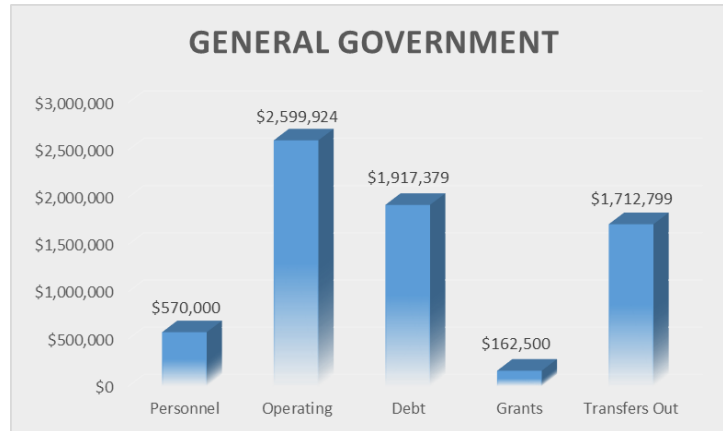
### GENERAL GOVERNMENT FUNCTION

This classification of the City's Budget covers a variety of items of a general nature which are not applicable to any one specific department. Other items such as:

- Operating transfers out refer to funds that are transferred from General Fund Budget to other funds.
- Debt Service which encompasses payment of principal and interest of the City's obligations.



## GENERAL GOVERNMENT BUDGET HIGHLIGHTS



- **240 Workers Compensation** - The decrease in the account is attributable to expected premiums based on current trends.
- **310 Professional Services** – The increase is primarily attributable the funding of a cost allocation study, investment policy review consultant and regulatory debt management services.
- **400 Travel & Per Diem** – The increase in this account is due to the costs associated with the advisory board reception.
- **450 Insurance** – The decrease in the account is attributable to expected premiums based on current trends.
- **492 Contingent Reserve** – This account is used to fund non-budgeted expenditures that unexpectedly arise during the year. The increase in this account is to address emergency storm related expenditures.
- **520 Operating Supplies** – Increase is due to holiday decorations at the Government Center.
- **710-720 Debt-Principal & Interest** – The change in funding request associated with the loan amortization schedules.
- **820 Grants & Aids** – Increase in account due to funding of an additional school, along with the funding for program to waive permit fees related to the installation of solar panels.
- **910-915 Operating Transfers** – The Adopted Budget includes transfers to the Infrastructure Replacement Fund, the OPEB (Other Post-Employment Benefits) fund, and the Capital Improvement fund.



0015000 - GENERAL GOVERNMENT

	ACTUAL FY 2015-16	ACTUAL FY 2016-17	ADOPTED BUDGET FY 2017-18	AMENDED BUDGET FY 2017-18	YEAR-END ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>0015000 - GENERAL GOVERNMENT REVENUE</b>							
300100 - DESIGNATED FUND BALANCE	1,260,083	0	0	0	0	0	0
311100 - AD VALOREM TAXES - CURRENT	17,594,091	19,367,300	21,805,400	21,805,400	21,355,903	23,800,342	23,800,342
311200 - AD VALOREM TAXES-DELINQUENT	343,379	504,086	450,000	450,000	490,000	450,000	450,000
313100 - FRANCHISE FEES - ELECTRICITY	3,033,419	2,464,185	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
314100 - UTILITY TAXES - ELECTRICITY	7,368,613	7,503,945	7,500,000	7,500,000	7,890,347	7,600,000	7,600,000
314200 - COMMUNICATION SERVICES TAX	4,246,691	3,965,886	4,065,741	4,065,741	4,202,857	3,990,555	3,990,555
314300 - UTILITY TAXES - WATER	984,100	1,077,852	950,000	950,000	1,005,110	1,000,000	1,000,000
314400 - UTILITY TAXES - GAS	77,118	72,968	70,000	70,000	84,560	80,000	80,000
335120 - STATE SHARING REVENUE	1,241,147	1,328,824	1,365,303	1,365,303	1,416,043	1,410,672	1,410,672
335150 - ALCOHOLIC BEVERAGE TAX	61,240	74,235	70,000	70,000	75,000	70,000	70,000
335180 - HALF CENT SALES TAX	4,069,066	4,280,346	4,412,003	4,412,003	4,581,106	4,825,572	4,825,572
361100 - INTEREST INCOME	764,024	989,633	600,000	600,000	1,100,000	350,000	350,000
362100 - LEASE AGREEMENT-DORAL PREP	0	12	12	12	12	12	12
366000 - PRIVATE GRANTS & CONTRIBUIONS	0	150,000	0	0	20,000	0	0
367100 - CHANGE IN INVEST VALUE	12,001	457,227	0	0	700,000	0	0
369100 - MISCELLANEOUS INCOME	73,890	48,896	35,000	35,000	24,460	35,000	35,000
369200 - PRIOR YEARS RECOVERY	172,571	104,065	50,000	50,000	65,000	50,000	50,000
369301 - SETTLEMENT - VIEWPOINT	375,000	0	0	0	87,500	0	0
369900 - INSURANCE PROCEEDS	0	42,774	0	0	25,000	0	0
389500 - APPROPRIATION OF FUND BALANCE	0	0	0	8,100,000	0	0	0
<b>0015000 - GENERAL GOVERNMENT REVENUE TOTAL</b>	<b>41,652,430</b>	<b>41,309,649</b>	<b>44,373,459</b>	<b>52,473,459</b>	<b>44,722,898</b>	<b>46,662,153</b>	<b>46,662,153</b>
<b>GRAND TOTAL</b>	<b>41,652,430</b>	<b>41,309,649</b>	<b>44,373,459</b>	<b>52,473,459</b>	<b>44,722,898</b>	<b>46,662,153</b>	<b>46,662,153</b>



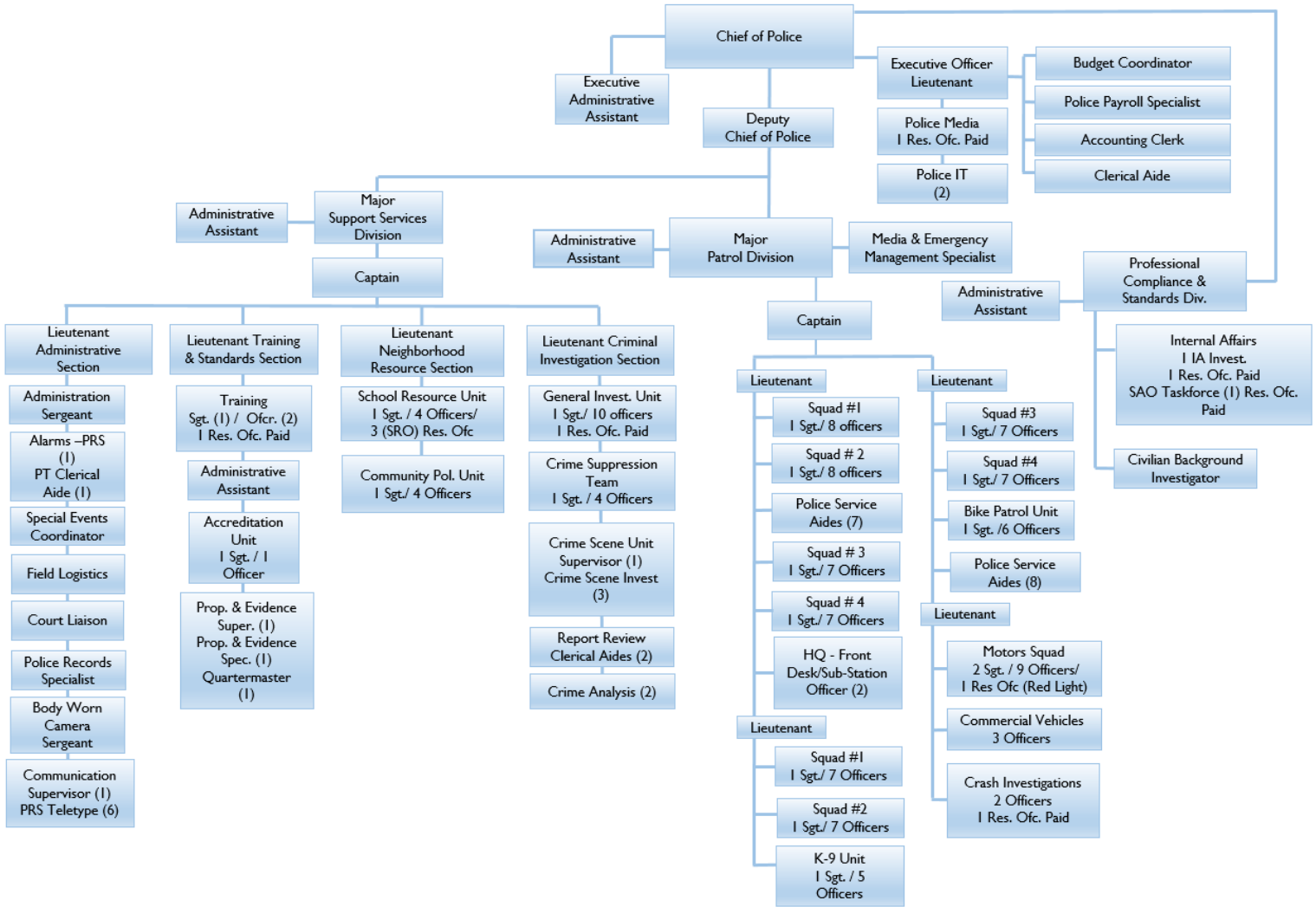


00150005 - GENERAL GOVERNMENT

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500230 - LIFE & HEALTH INSURANCE	11,559	22,858	28,840	28,840	0	0	0
500240 - WORKERS COMPENSATION	297,092	569,383	571,000	558,000	558,000	560,000	560,000
500250 - UNEMPLOYMENT COMPENSATION	1,809	0	10,000	10,000	0	10,000	10,000
<b>PERSONNEL TOTAL</b>	<b>310,460</b>	<b>592,241</b>	<b>609,840</b>	<b>596,840</b>	<b>558,000</b>	<b>570,000</b>	<b>570,000</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	453,655	413,723	345,900	352,400	350,000	499,400	499,400
500340 - CONTRACTUAL SERVICES - OTHER	266,826	208,063	235,600	235,600	235,600	352,100	352,100
500400 - TRAVEL & PER DIEM	15,026	12,530	15,500	20,500	20,500	21,000	21,000
500410 - COMMUNICATION & FREIGHT	43,545	69,607	97,500	102,850	75,000	99,500	99,500
500430 - UTILITY SERVICES	160,616	155,763	167,450	167,450	160,000	169,020	169,020
500440 - RENTALS & LEASES	40,197	44,241	50,000	81,733	70,000	74,000	74,000
500450 - INSURANCE	813,977	682,946	781,000	711,470	695,000	751,000	751,000
500460 - REPAIR & MAINT - OFFICE EQUIP	4,397	1,719	4,800	4,800	4,500	4,800	4,800
500470 - PRINTING & BINDING	3,366	4,795	5,000	5,000	5,000	5,000	5,000
500490 - OTHER CURRENT CHARGES	65,956	38,272	54,100	64,100	54,000	78,100	78,100
500492 - CONTINGENT RESERVE	88,279	96,880	1,016,643	958,293	200,000	500,000	500,004
500494 - CURR.CHARGES - CULTURAL EVENTS	7,350	5,064	0	0	0	0	0
500520 - OPERATING SUPPLIES	11,883	17,950	35,500	39,560	39,000	41,000	41,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	0	0	5,000	5,000	5,000	5,000	5,000
<b>OPERATING TOTAL</b>	<b>1,975,072</b>	<b>1,751,553</b>	<b>2,813,993</b>	<b>2,748,756</b>	<b>1,913,600</b>	<b>2,599,920</b>	<b>2,599,924</b>
<b>DEBT SERVICE</b>							
500710 - DEBT SERVICE - PRINCIPAL	1,207,181	1,258,903	1,312,811	1,312,811	1,312,811	1,368,425	1,368,425
500712 - DEBT SERVICE - STATE OF FL	0	600	600	600	600	600	600
500720 - DEBT SERVICE - INTEREST	694,016	648,016	630,712	630,712	630,712	548,354	548,354
<b>DEBT SERVICE TOTAL</b>	<b>1,901,197</b>	<b>1,907,519</b>	<b>1,944,123</b>	<b>1,944,123</b>	<b>1,944,123</b>	<b>1,917,379</b>	<b>1,917,379</b>
<b>GRANTS &amp; AIDS</b>							
500820 - GRANTS & AIDS	60,000	112,987	145,000	145,000	130,000	162,500	162,500
<b>GRANTS &amp; AIDS TOTAL</b>	<b>60,000</b>	<b>112,987</b>	<b>145,000</b>	<b>145,000</b>	<b>130,000</b>	<b>162,500</b>	<b>162,500</b>
<b>OPERATING TRANSFERS</b>							
500910 - OPERATING TRANSFERS OUT	0	3,790,000	0	0	0	0	0
500912 - TRANSFER OUT-CAPITAL IMPRV FND	300,000	350,000	0	0	0	147,443	147,443
500914 - TRANSFER OUT-INFRASTR. REP. FUND	100,000	100,000	500,000	500,000	500,000	1,282,080	1,165,356
500915 - TRANSFER OUT-OPEB LIABILITY	0	0	500,000	500,000	500,000	400,000	400,000
<b>OPERATING TRANSFERS TOTAL</b>	<b>400,000</b>	<b>4,240,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,829,523</b>	<b>1,712,799</b>
<b>Grand Total</b>	<b>4,646,729</b>	<b>8,604,301</b>	<b>6,512,956</b>	<b>6,434,719</b>	<b>5,545,723</b>	<b>7,079,322</b>	<b>6,962,602</b>



# POLICE DEPARTMENT





## **POLICE FUNCTION**

The primary function of the Doral Police Department is the preservation of life, the protection of property, the detection and prevention of crime, and maintaining public order. The Department recognizes the best way of achieving these goals is through its commitment to community policing and the active participation of the community, interdependence with other City departments, the proper staffing of police personnel, and the efficient management of police resources.

## **POLICE ACCOMPLISHMENTS FOR FY 2018**

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

- **Crime Rate**

The Police Department reports a slight increase in overall crime in Doral of approximately 1.6% for 2017, per the Florida Department of Law Enforcement (FDLE) report, the majority related to thefts. The Department is responding to challenges posed by the City's growth. New entertainment and dining areas and expanding residential communities add to the potential for additional criminal activity. The Police Department credits the proactive enforcement efforts of its police officers and their commitment to community policing as two main reasons for keeping crime rates low.

- **Building**

On January 12, 2018, the Police Department's substation located at 3719 NW 97<sup>th</sup> Avenue was inaugurated. The substation consolidates the police department's community policing unit and provide a centralized location for the School Resource Unit, Neighborhood Resource Unit, allowing the residents to access improved community oriented policing services in a convenient location.

- **Organization / Hires / Promotions**

The Doral Police Department is organized into three distinct divisions grouped according to function: The Support Service Division, the Patrol Division, and the Professional Compliance & Standards Division. By grouping like tasks under each division, the Department can streamline operations and ensure better supervision.

The Police Department grew by 6 additional police officers, and 3 civilian employees to include 2 police service aides. In addition, 3 reserve officers were hired for school resource officers and one for red light camera. Two Police Service Aide were promoted to the rank of Officers. As well as a Police Accounting Clerk to assist with payroll and budgeting duties. This was necessary to keep pace with the demand for increased police services.

- **Training**

Active Shooter Training Exercise (United States Southern Command)  
NALOXONE- NARCAN/Exposure Training  
Fentanyl/Carfentanil/Exposure Training



- **Body Worn Camera Project**

The Doral Police Department is initiating our Body Worn Camera Program which will provide video documentation of an officer's daily activity and contacts. Requiring officers to wear cameras allows for greater transparency on the job.

Additional benefits of the use of body cameras includes better evidence collection, enhanced officer accountability, more accurate documentation of the events, improved communication between the police and the public, and the ability to use the videos as training tools for improving police performance.

- **Citizens Police Academy**

The Police Department hosted two Citizens Police Academies. These events allowed citizens to interact with police officers and learn about the interworking of the Police Department and its function in the City of Doral. The Citizens Police Academy aids the Department in maintaining operational transparency and establishing community trust through open and interactive dialogue with the Doral community.

- **Youth Citizen Police Academy**

The Police Department will host three Youth Citizens Police Academies during summer. The purpose of the program is to increase our youths understanding of police work through education and interaction with the members of the City of Doral Police Department.

- **D.A.R.E.**

The Police Department remains committed to prevention through education. The DARE program serves as an example of how the

Police Department educates citizens. This year, over 1,000 students participated in and graduated from the DARE program. DARE allows the Department to interact with schools, teaches, parents, and students. Personal interaction between DARE officers and the community serves to build stronger bonds between the police and the community.

- **Command School**

One police captain attended the School of Command Officers Development Course offered by the University of Louisville. The Police Department encourages all staff members to attend advanced educational courses aimed at keeping pace with the current changes and trends in policing.

- **Special Operations**

- Saturation Patrol Enforcement**

The Police Department recognizes the importance of keeping our residents safe and to avoid traffic collisions. The primary focus of this operation is to detect improper or unsafe vehicle violations, seat belt and speed violations, driving while license suspended or revoked, and any other violation under Florida State Law in accordance with Florida State Statute: Chapters 316, 320, and 322.

- **Emergency Management**

During Hurricane Irma, the Emergency Operations Center (EOC) was activated at its highest level (Level 1) and coordinated with all City Departments to respond and recover after Hurricane Irma. The EOC monitored the hurricane path, strategically deployed officers in the field and participated in briefings provided by the National Weather Service (NWS) and the County's EOC. After Hurricane Irma, the Office of Emergency



Management began the recovery operations with City Departments to make sure that the City of Doral became a recipient of the Public Assistance Grant Program. This grant helps the City recuperate the majority of expenses caused by the effects of the hurricane.

Spearheaded by the Mayor of Doral, J.C. Bermudez, a new volunteer program was formed prior to the 2018 Hurricane season. The volunteers from Hands on Doral will aid the City in responding to emergencies within their communities. Efforts are also being directed to relocate and expand the EOC inside the Doral Police Headquarters.

- **Police Visibility**

Assigning patrol bicycles to Patrol officers beyond those assigned to the Bicycle Patrol Squad to increase visibility in our gated and closed communities. Unlike patrol vehicles, bicycle patrols can connect with the community on different levels. The bicycle patrol, combined with the frequent foot patrols that are conducted by these officers,

provides them with immediate access to people in parking lots, hotels, businesses, restaurants, and other areas with high traffic. This year, the Bike Unit was nominated and unanimously won at the 18th Annual LEO Awards for Safety.

- **Re-Accreditation**

The Doral Police Department recently underwent a mock assessment by the Commission for Florida Law Enforcement Accreditation (CFA). All of the Department's policies and procedures were examined to ensure compliance with 267 law enforcement standards. All areas of the police department were open for inspection during this three-day process. Assessors rode alongside police officers and interviewed the officers to evaluate their knowledge of police policies. As a result, the assessment team made valid recommendations to the Doral Police Department Accreditation Team for the final inspection set for August 7, 2018, for CFA re-accreditation.



**POLICE DEPARTMENT ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL FY 2015-16</b>	<b>ACTUAL FY 2016-17</b>	<b>PROJECTED FY 2017-18</b>	<b>PROJECTED FY 2018-19</b>
<b>Administrative:</b>				
Internal Investigations Conducted	14	4	7	8
Vehicles Purchased	18	25	32	28
<b>Communications:</b>				
Total Calls for Service	29,809	26,507	30,483	35,055
<b>Crime Analysis:</b>				
Total Violent Crimes	76	86	99	114
Total Non-Violent Crimes	1,683	1,616	1,858	2,137
Total Crime Offenses	1,759	1,702	1,957	2,251
<b>Patrol:</b>				
Total Arrests	1,408	1,316	1,529	1,605
Citations - Violations	12,946	19,702	33,752	35,440
<b>Criminal Investigation Division:</b>				
Total Cases Assigned	537	752	827	915
Total Cases Cleared	237	322	354	415
Total Arrests	111	172	189	210
Crime Scenes Processed BY CSI ONLY	451	434	565	629



## POLICE OBJECTIVES FOR FY 2019

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- **Crime Rate**

The Police Department remains committed to the philosophy of community policing as a means of preventing and reducing crime. The Department will continue building bridges with residents and business owners to address crime trends and prevent crimes from occurring. The Department recognizes that as the population increases so does the likelihood of crime. Cooperation with residents, business owners, schools, other police agencies, and other City departments, will aid the Police Department in providing a better quality of life for Doral citizens through crime detection and prevention.

- **School Safety and Security**

The Doral Police Department (DPD) has grown exponentially and the number of schools and students have grown in proportion. The DPD has always maintained a sensible and judicial presence at our schools through our Neighborhood Resource Unit and School Resource officers. The hiring of three Reserve Officers to serve as School Safety Officers, will enhance our ability to keep schools safe.

- **Hires**

As the population in Doral grows, so must the Police Department. The Police Department will focus on enhancing civilian support personnel to the workforce. In order to meet administrative demands, the Police Department will add a property and

evidence supervisor, a quartermaster, and an administrative assistant to assist the Support Services Division. The Department will hire an additional 11 police officers and 1 sergeant for the Body Worn Camera Project. Six reserve officers will be added. The additional personnel are necessary to keep pace with growth and continue crime prevention initiatives.

- **Training**

The Police Department will continue strongly emphasizing training and continuous education for all of its members. All officers will maintain minimum mandatory training standards and will be encouraged to enhance their training through specific courses during the year.

The Police Department will continue to emphasize training for all employees including job-specific training, with a big emphasis on active shooter training and school safety.

- **Fleet**

The Police Department will continue to revitalize its aging fleet through the acquisition of approximately 20 police vehicles.



- Police Equipment**  
 The Police Department will acquire ballistic armor, handguns, handheld radios, and electronic control devices (Taser) to equip recently hired officers and /or replace aging/ obsolete equipment. The Police Department will acquire 2 new bicycles for the expansion of its Bicycle Unit.
- High Visibility Enforcement Program for Pedestrian and Bicycle Safety**  
 The objective of the program is to implement ongoing educational campaigns with high visibility enforcement operations in locations with the highest need, resulting in

a higher awareness and gradual cultural change towards improved pedestrian and bicycle safety. These enforcement activities are designed to target unsafe behaviors of all road users, including motorists, pedestrians, and bicyclists. The high visibility law enforcement agency contracts are funded by the Florida Department of Transportation (FDOT) and managed by the Center for Urban Transportation Research (CUTR) at the University of South Florida (USF), which administers educational materials and funding for approved agencies to conduct operations.

**POLICE STRATEGIC PRIORITIES**

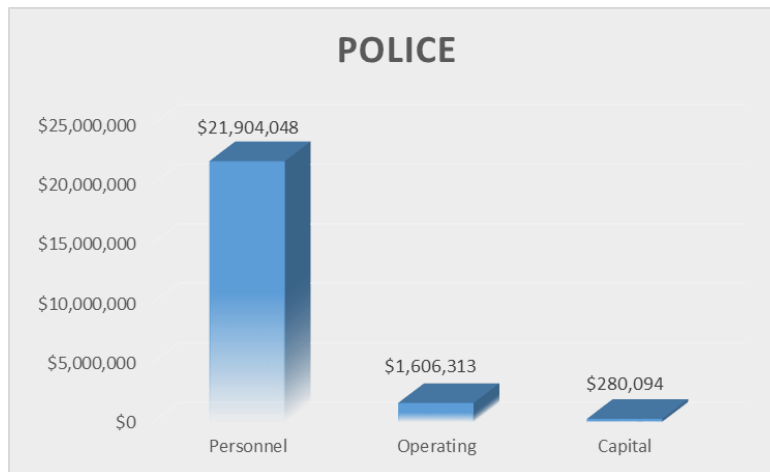
STRATEGIC PRIORITIES	ADOPTED FY 2018-19	ASSOCIATED COST
<u>Communication:</u> Community Policing - Appropriate Support for School System	3 paid school safety officers -Part time Reserves	\$ 128,700.00
<u>Organizational Efficiency:</u> Visibility	This initiative includes the hiring of 13 more Officers, 1 Sergeant and 2 PSAs, to increase patrol visibility in our residential and commercial areas. In addition, assigning patrol bicycles to patrol officers beyond those assigned to the Bicycle Patrol Squad will increase visibility in our gated and closed communities.	\$ 1,270,427.00
<b>TOTAL</b>		<b>\$ 1,399,127.00</b>

Total Reflects Salary and Benefits only





## POLICE BUDGET HIGHLIGHTS



The following items are enhancements, initiatives or significant changes to our expense budget.

- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 2% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation. There was also an increase in personnel by thirteen (13) Police Officers, two (2) Police Service Aides, one (1) Sergeant, one (1) Administrative Assistant, one (1) Quartermaster, and one (1) Police Property & Evidence Supervisor.
- **310 Professional Services** – Increase due to funding of a Sergeant's exam for the new position.
- **342 Contractual-School Crossing Guards** – Decrease in School Crossing Guards account using actual numbers to budget.
- **410 Communications & Freight** - Decrease in investigational programs.
- **460 Repairs & Maintenance** – Increase in equipment repairs & maintenance and biohazardous cleaning.
- **470 Printing & Binding** – Increase in printing, as more officers come on board, more forms are needed.
- **480 Promotional Activities** – Decrease in awards and promotional items.
- **510 Office Supplies** - Increase to supply all Police Buildings.
- **520 Operating Supplies** – Increase in police uniform and gear, as well as, ammunition and property and evidence equipment.
- **523 Operating Supplies - Community Service** – Increase to add the Youth Citizen Academy.
- **540 Dues, Subscriptions, & Memberships** Increase to train new recruits.
- **640 Capital Outlay Office** – Covers purchase of gas masks and new bicycles.
- **641 Capital Outlay Vehicles** – Replacement of CSI Vehicle and three (3) unmarked police vehicles in continuing to update the Fleet.



**POLICE DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1	\$ 155,046
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 155,046</b>
500.121 - Full Time Salaries Sworn	Deputy Chief	1	1	1	1	1	\$ 131,566
	Major	1	2	2	2	2	\$ 212,106
	Captain	6	5	5	5	2	\$ 201,016
	Lieutenant	6	6	6	6	9	\$ 774,214
	Sergeant <sup>1</sup>	18	19	19	19	20	\$ 1,472,587
	Police Officer / Trainee <sup>2</sup>	90	97	97	97	110	\$ 6,414,341
	Service Award 5 yr						\$ 5,422
	Service Award 10 yr						\$ 2,340
	Police Officer / Reserve <sup>3</sup>	5	2	6	6	10	\$ 429,000
	Police Non-Paid Reserve <sup>3</sup>	10	10	4	4	4	\$ -
	Auxiliary Officer	1	1	1	1	1	\$ -
	<b>Full Time Sworn Salaries Total</b>	<b>138</b>	<b>143</b>	<b>141</b>	<b>141</b>	<b>159</b>	<b>\$ 9,642,591</b>
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	1	1	1	\$ 66,902
	Administrative Assistant <sup>4</sup>	3	3	3	3	4	\$ 166,060
	Criminal Inv. & Evidence Supervisor	1	1	1	1	1	\$ 64,032
	Crime Scene Technician	2	3	3	3	3	\$ 131,202
	Police Service Aide <sup>7</sup>	11	13	13	13	15	\$ 520,503
	Service Award 5 yr						\$ 304
	Crime Analyst	2	2	2	2	2	\$ 104,840
	Service Award 5 yr						\$ 443
	Court Liaison Coordinator	1	1	1	1	1	\$ 50,542
	Clerical Aide	3	3	1	1	1	\$ 42,789
	Police Review Specialist	0	0	2	2	2	\$ 71,047
	Service Award 5 yr						\$ 302
	Police Field Logistics Specialist	1	1	1	1	1	\$ 43,794
	Police Budget Coordinator	1	1	1	1	1	\$ 61,511
	Records Specialist / Teletype <sup>4</sup>	8	8	8	8	7	\$ 267,710
	Record Management Specialist	1	1	1	1	1	\$ 39,113
	<b>NEW</b> - Police Property & Evidence Supervisor <sup>6</sup>	0	0	0	0	1	\$ 46,336
	Property & Evidence Specialist	0	1	1	1	1	\$ 39,313
	Police Special Events Coordinator	1	1	1	1	1	\$ 51,172
	Payroll Specialist	1	1	1	1	1	\$ 41,714
	Media & Emergency Management Specialist	1	1	1	1	1	\$ 85,924
	Public Safety Technical Services Manager	1	1	1	0	0	\$ -
	<i>Reclassified to Public Safety Technical Services Supervisor</i>	0	0	0	1	1	\$ 77,839
	Accounting Clerk	0	0	1	1	1	\$ 35,773
	<b>NEW</b> - Quartermaster <sup>5</sup>	0	0	0	0	1	\$ 37,229
	Community Policing Specialist	0	1	1	1	1	\$ 57,474
	Civilian Investigator	0	1	1	1	1	\$ 51,674
	Communication Supervisor	0	1	1	1	1	\$ 48,326
	IT Technician - Public Safety	1	1	1	1	1	\$ 49,162
	Police Officer - Service Award 5 yr						\$ 450
	<b>Full Time Salaries Total</b>	<b>40</b>	<b>47</b>	<b>48</b>	<b>48</b>	<b>52</b>	<b>\$ 2,253,480</b>



**POLICE DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	AMENDED* FY 2017-18	ADOPTED FY 2018-19	TOTAL COST FY 2018-19
500.130 - Other Salaries							
	Part Time						
	Clerical Aide	1	1	1	1	1	\$ 33,197
	<b>Other Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 33,197</b>
	<b>Total</b>	<b>180</b>	<b>192</b>	<b>191</b>	<b>191</b>	<b>213</b>	<b>\$ 12,084,314</b>

\* AMENDED FY 2017-18 - This column reflects any mid-year change to budgeted positions

<sup>1</sup> NEW - Police Sergeant

<sup>2</sup> NEW - 11 Police Officers

<sup>3</sup> RECLASSIFIED - 4 Police Non Paid Reserve Officers to Police Paid Reserve Officers

<sup>4</sup> RECLASSIFIED - 1 Records Specialist/ Teletype to Police Administrative Assistant

<sup>5</sup> NEW - Quartermaster

<sup>6</sup> NEW - Police Property & Evidence Supervisor

<sup>7</sup> NEW - 2 Police Service Aides

**0016000 - POLICE**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>0016000 - POLICE REVENUE</b>							
313920 - TOWING FEES	10,500	11,235	10,000	10,000	10,815	10,000	10,000
329200 - ALARM PERMITS	273,188	253,458	270,000	270,000	257,596	280,000	280,000
331206 - FDOT HVE GRANT	11,354	14,984	0	0	0	0	0
334200 - STATE OF FL JAG GRANT -2009	16,025	16,633	0	0	0	0	0
342100 - POLICE SERVICES	827,826	806,075	800,000	800,000	733,133	750,000	750,000
342110 - POLICE SERVICES - RECORDS	13,649	10,510	10,000	10,000	8,536	10,000	10,000
342115 - SCHOOL CROSSING GUARDS	52,334	72,122	65,000	65,000	126,000	65,000	65,000
342120 - POLICE SERVICE-MDC SCHOOLS	0	0	0	0	0	126,317	126,317
342130 - POLICE SERVICES-SCHOOL OFFICER	0	0	0	0	0	448,378	448,378
351100 - JUDGEMENTS & FINES	212,923	207,670	200,000	200,000	225,076	225,000	225,000
351110 - FINES & FORFEITURES - LOCAL	0	0	0	0	173	0	0
351150 - SAFETY REDLIGHT CAMERAS	8,171	5,421	561,000	561,000	975,000	910,000	910,000
369103 - POLICE AUTO TAKE HOME PGM	93,290	92,663	65,000	65,000	48,937	50,000	50,000
<b>0016000 - POLICE REVENUE TOTAL</b>	<b>1,519,261</b>	<b>1,490,771</b>	<b>1,981,000</b>	<b>1,981,000</b>	<b>2,385,266</b>	<b>2,874,695</b>	<b>2,874,695</b>
<b>GRAND TOTAL</b>	<b>1,519,261</b>	<b>1,490,771</b>	<b>1,981,000</b>	<b>1,981,000</b>	<b>2,385,266</b>	<b>2,874,695</b>	<b>2,874,695</b>

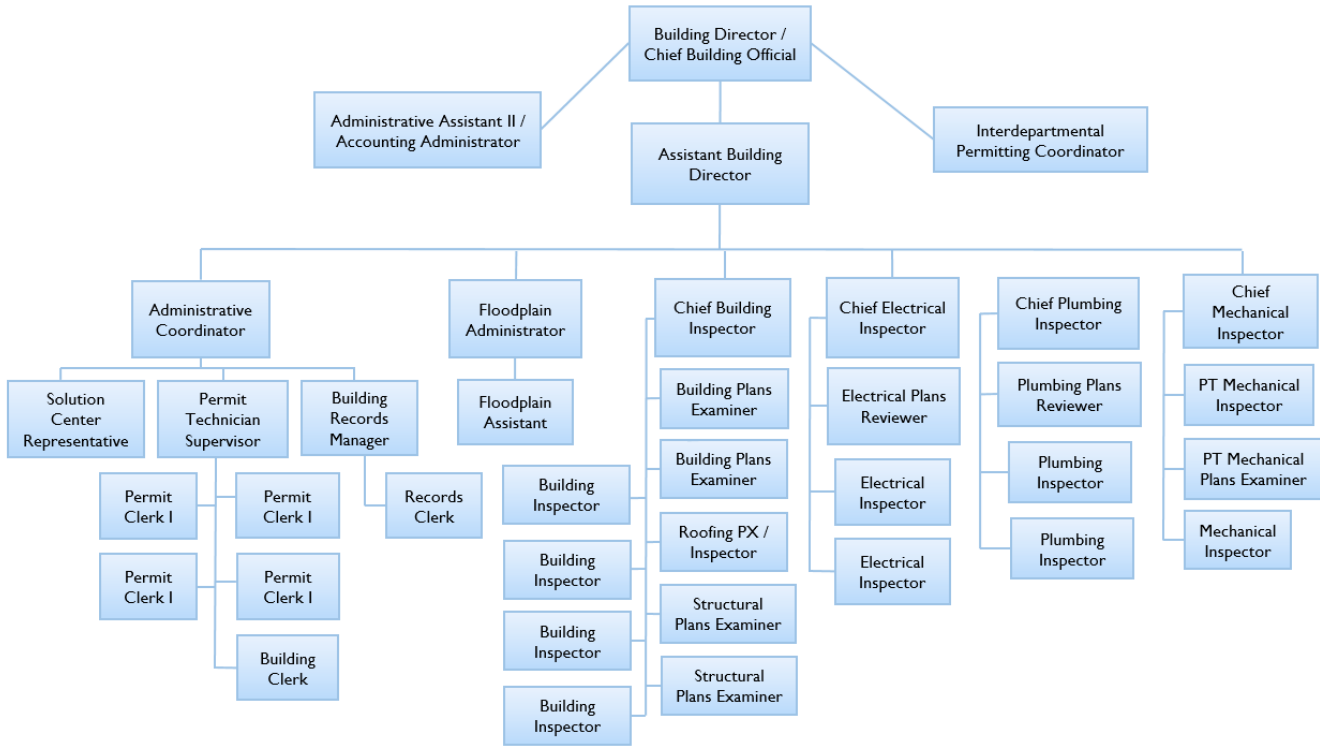


00160005 - POLICE

	ADOPTED AMENDED YEAR-END						
	ACTUAL	ACTUAL	BUDGET	BUDGET	ESTIMATE	PROPOSED	ADOPTED
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	148,402	154,395	187,500	187,500	187,500	155,046	155,046
500120 - FULL TIME SALARIES	1,555,999	1,641,923	2,060,084	1,975,068	2,060,084	2,253,481	2,253,481
500121 - FULL TIME SALARIES - SWORN	7,117,683	7,522,057	8,760,805	8,760,805	8,760,805	9,642,592	9,642,592
500125 - COMPENSATED ABSENCES	313,708	404,140	407,839	407,839	407,839	446,645	446,645
500130 - OTHER SALARIES	25,523	26,005	33,857	33,857	33,857	33,197	33,197
500140 - OVERTIME	546,523	686,952	730,526	799,906	800,000	1,586,250	1,586,250
500144 - OVERTIME - HOLIDAY PAY	356,773	368,873	431,250	431,250	200,000	0	0
500150 - SPECIAL PAY - OFF DUTY	678,215	615,316	656,250	656,250	656,250	640,000	640,000
500151 - SPECIAL PAY - DIFFERENTIAL	191,665	168,401	200,000	200,000	200,000	200,000	200,000
500152 - SPECIAL PAY - INCENTIVE	95,940	102,411	97,500	113,034	97,500	97,500	97,500
500210 - FICA & MICA TAXES	820,930	861,386	1,038,965	1,038,965	1,038,965	1,152,877	1,152,877
500220 - RETIREMENT CONTRIBUTION	2,232,304	2,432,197	2,713,775	2,713,775	2,713,775	3,170,310	3,170,310
500230 - LIFE & HEALTH INSURANCE	1,136,048	1,681,723	2,089,966	2,089,966	2,089,966	2,526,150	2,526,150
<b>PERSONNEL TOTAL</b>	<b>15,219,713</b>	<b>16,665,779</b>	<b>19,408,317</b>	<b>19,408,215</b>	<b>19,246,541</b>	<b>21,904,048</b>	<b>21,904,048</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	14,636	65,188	27,600	36,813	33,812	30,100	30,100
500342 - CONT - SCHOOL CROSSING GUARDS	169,707	177,420	287,000	257,000	257,000	200,000	200,000
500343 - CONTR-SAFETY REDLIGHT CAMERAS	0	0	561,000	516,000	516,000	561,000	561,000
500350 - INVESTIGATIONS	0	394	1,500	1,500	1,500	1,500	1,500
500400 - TRAVEL & PER DIEM	43,468	44,034	39,608	39,710	39,608	40,000	40,000
500410 - COMMUNICATION & FREIGHT	25,982	19,322	26,600	26,600	26,600	24,800	24,800
500440 - RENTALS & LEASES	129,656	148,095	148,900	142,900	148,900	148,900	148,900
500460 - REPAIR & MAINT - OFFICE EQUIP	177,827	223,887	140,150	140,922	140,922	143,150	143,150
500461 - REPAIR & MAINT - VEHICLES	18,300	0	0	0	0	0	0
500470 - PRINTING & BINDING	6,422	7,307	7,500	7,500	7,500	8,000	8,000
500480 - PROMOTIONAL ACTIVITIES	3,015	6,156	5,000	5,050	5,000	4,000	4,000
500510 - OFFICE SUPPLIES	22,454	24,164	25,358	25,358	25,358	26,625	26,625
500520 - OPERATING SUPPLIES	211,556	328,210	215,700	219,640	216,640	241,100	241,100
500521 - OPERATING SUPPLIES - FUEL	10,499	13,371	18,000	18,000	18,000	18,000	18,000
500523 - OP SUPP - COMMUNITY SERVICES	52,098	56,036	59,000	58,950	58,950	65,000	65,000
500527 - OPERATING SUPPLIES - CRYWOLF A	20,830	24,106	25,358	25,358	25,358	25,358	25,358
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	67,150	52,988	48,580	48,580	48,580	68,780	68,780
<b>OPERATING TOTAL</b>	<b>973,600</b>	<b>1,190,676</b>	<b>1,636,854</b>	<b>1,569,881</b>	<b>1,569,728</b>	<b>1,606,313</b>	<b>1,606,313</b>
<b>CAPITAL</b>							
500620 - CAPITAL - BUILDING	2,424,463	4,871,188	0	162,224	162,224	0	0
500640 - CAPITAL OUTLAY - OFFICE	151,411	239,727	70,700	228,087	228,087	59,700	59,700
500641 - CAPITAL OUTLAY - VEHICLES	1,144,927	623,232	396,000	962,340	962,340	220,394	220,394
500642 - DOJ BRYNE GRANT CAPITAL OUTLAY	16,025	16,633	0	0	0	0	0
500653 - CAPITAL OUTLAY-EOC	17,163	0	0	0	0	0	0
<b>CAPITAL TOTAL</b>	<b>3,753,989</b>	<b>5,750,780</b>	<b>466,700</b>	<b>1,352,651</b>	<b>1,352,651</b>	<b>280,094</b>	<b>280,094</b>
<b>Grand Total</b>	<b>19,947,302</b>	<b>23,607,235</b>	<b>21,511,871</b>	<b>22,330,747</b>	<b>22,168,920</b>	<b>23,790,455</b>	<b>23,790,455</b>



## BUILDING DEPARTMENT



### BUILDING DEPARTMENT FUNCTION

The Building Department is a professional, business-friendly organization committed to preserving the health, welfare, and safety of its residents, businesses, and the general public through effective and efficient administration and supervision of the Florida Building Code, Florida Statutes, and all local ordinances. This is accomplished by working together through open communication and cooperation with the community we serve. We are committed to providing quality services to all citizens through excellence in customer service, timely delivery, innovation, high level of professionalism, and continuous improvement. We believe that through education and cooperation, we can build positive working relationships within the building community, consumers, and citizens alike.



## BUILDING DEPARTMENT ACCOMPLISHMENTS FOR FY 2018

- HOA Outreach Program with Mayor & City Manager’s Offices
- Continued Professional Certification Program (Facilitate training opportunities to employees to obtain additional certifications)
- The Department actively participated in the Mayor’s 2018 Building Department Task Force and offered crucial input into how the department manages processes and volume.
- The Department completed an extensive Permitting Process Improvement Study with the Doug Williams’ Group and found several outliers affect building department processes.
- The Department successfully implemented the DoralQ lobby Management system.
- The Department worked closely with the IT Department to develop a comprehensive metrics measurement program and created internal performance auditing program
- The Department is actively developing a live, interactive Customer Survey program to be able to gauge customer satisfaction.
- The department encouraged continuous training and ongoing skill upgrades for all department employees which included several certifications for NPDES (National Pollutant Discharge Elimination System) training, Stormwater & Erosion Control Inspector Certifications, Certified Floodplain Manager (CFM) Certification and more. A percentage of the state fees collected on permits are required to be allocated towards these types of trainings.
- Interagency Meetings and outreach workshops continued, allowing for one-on-one discourse with entities like Miami-Dade Fire Rescue, DERM, DBPR and the Department of Health.
- Interdepartmental Meetings continued to be coordinated and well-attended, facilitating dialogue across all departments and disciplines.
- Ongoing refinement of the department’s standard operating procedures and protocols will continue since its major overhaul in 2014; process has included thorough updates to brochures and written materials as well as standardizing forms.

### BUILDING DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2015-16	ACTUAL FY 2016-17	PROJECTED FY 2017-18	PROJECTED FY 2018-19*
Permit Numbers Issued	11,481	10,446	10,654	11,293
Plan Reviews Completed	21,511	16,215	23,408	24,812
Inspections	52,153	53,704	31,116	32,983

\*Estimating 6% growth rate in permitting overall.



**BUILDING DEPARTMENT OBJECTIVES FOR FY 2019**

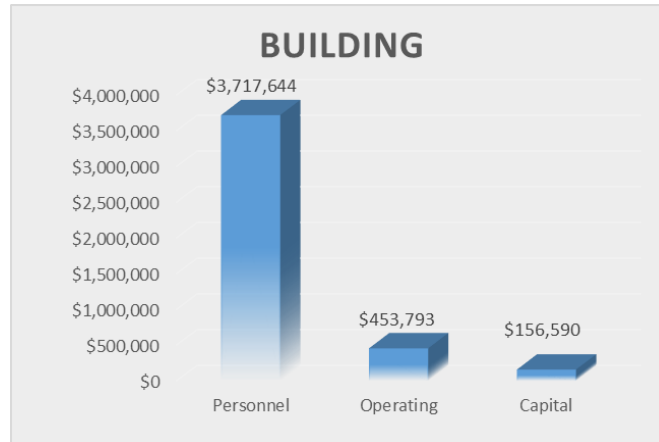
- Transition key staff into leadership roles for a more effective and efficient department.
- Continue to refine policies and procedures with an emphasis on Lean Management and Resource and Waste Reduction as well as value-add services that the department can provide to customers.
- Work towards achieving efficiencies in repetitive processes and analyzing department layout to maximize efficacy of clerical and technical staff.
- Work with Public Affairs to re-brand “Solution Center” include public messaging campaign on Velaro Chat, DoralQ and HOA Workshops.
- Implement Electronic Application Submittal & Electronic Plans Review Program (Across 3 departments).
- Launch “Capture the Mood” Survey Portals in the Solution Center.
- Retain Part Time employees to diminish plan review time scale (OPR / Expedites)
- Maintain Employee Retention Program through training and certification.
- Continue Public Outreach Program including Building Safety Month Initiatives, Hurricane Fair Participation, etc.
- Restructure plan reviews process to accommodate public (residents and small businesses).
- Provide Permit Application Submittal & Floodplain Management Workshops.
- Customer Service Training for employees.

**BUILDING DEPARTMENT STRATEGIC PRIORITIES**

STRATEGIC PRIORITIES	PROPOSED FY 2018-19	ASSOCIATED COST
SmartCITY Initiatives in Technology	The Department established the Building Technology Fund in early 2018 in order to recoup funds necessary to take the next step in digital citizen engagement. Funds will be used to fully integrate to an online permitting system that is outward facing as well as the necessary equipment and infrastructure to make this move possible.	\$ 813,500.00
<b>TOTAL</b>		<b>\$ 813,500.00</b>



## BUILDING DEPARTMENT BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 2% cost of living adjustment, and an up to 3% merit raise based on individual's performance evaluation. Additional savings experienced by reducing existing FT Mechanical Inspector to part-time and newer staff at lower salary ranges. Moreover, there was an increase to personnel costs to reflect the implementation of Building department incentive program. There was an adjustment to reflect the transfer of Building Permit Analyst I to the IT department. The increase in the 130 Other Salaries account is due to additional reinstatement of PT staff for plans review and inspection services. The increase in the 140 Overtime account is allocated toward programs and services recoverable by the department and for additional after-hours public outreach as part of the Mayor's Strategic Planning Objectives.
- **461 Repairs and Maintenance Vehicle** – increase for FY2019 is due to putting into service (7) vehicles as part of the vehicle replacement program; Vehicles being placed on a 5-year cycle as per the City's comprehensive budgeting plan.
- **520 Operating Supplies** - This line item includes costs associated with all types of supplies consumed in the conduct of operations both by clerical and technical staff. Technical staff requires OSHA-approved work gear and clerical staff are held to a higher professional level and appearance.
- **540 Dues, Subscriptions, & Memberships** - This line item includes costs associated with dues and memberships not covered by State Fee Fund.
- **541 Dues, Subscriptions, Membership & Training** - This line item increased and it includes costs associated with enforcing the Florida Building code which is recoverable through the State Fee Fund.
- **641 Capital Outlay Vehicles** -This line item includes the costs associated with the purchasing of heavy equipment and vehicles. In FY 2019, the department will be replacing seven (7) vehicles.





**BUILDING DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	ADOPTED FY 2018-19	TOTAL COST FY 2018-19
500.111 - Administrative Salaries	Building Official	1	1	1	1	\$ 129,801
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 129,801</b>
500.120 - Full Time Salaries	Assistant Building Director	1	1	1	1	\$ 104,352
	Administrative Assistant	1	1	1	0	\$ -
	<i>Reclassified to Administrative Assistant II</i>	0	0	0	1	\$ 35,902
	Administrative Coordinator	1	1	1	1	\$ 63,053
	Building Development Service Coord.	1	1	1	1	\$ 55,232
	Building Clerk	1	1	1	1	\$ 36,281
	Records Clerk	2	2	2	1	\$ 34,964
	<i>Reclassified to Building Records Manager</i>	0	0	0	1	\$ 39,772
	Plans Processing Clerk I/II	2	2	2	1	\$ 36,462
	<i>Reclassified to Flood Plain Assistant</i>	0	0	0	1	\$ 42,954
	Permit Clerk	4	4	4	4	\$ 144,315
	Chief Building Inspector	1	1	1	1	\$ 94,402
	Flood Plain Manager	1	1	1	1	\$ 79,369
	Building Plans Examiner & Sr. Plans Examiner	2	0	0	0	\$ -
	Building Inspector	4	5	5	5	\$ 326,748
	Chief Mechanical Inspector	1	1	1	1	\$ 98,825
	Mechanical Inspector	2	2	2	2	\$ 130,403
	Chief Plumbing Inspector	1	1	1	1	\$ 100,077
	Plumbing Inspector	2	2	2	2	\$ 134,332
	Plumbing Inspector	1	0	0	0	\$ -
	Plans Examiner	0	4	4	4	\$ 276,592
	Chief Electrical Inspector	1	1	1	1	\$ 100,327
	<i>Service Award 15 yr</i>					\$ 7,525
	Electrical Inspector	2	2	2	2	\$ 123,411
	Lead Electrical Inspector	1	0	0	0	\$ -
	Permitting Information Analyst I	1	1	1	0	\$ -
	Solution Center Representative	1	1	1	1	\$ 33,544
	Structural Plans Examiner	2	2	2	2	\$ 193,274
	Incentive Program					\$ 18,000
	<b>Full Time Salaries Total</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>36</b>	<b>\$ 2,310,116</b>
500.130 - Other Salaries	Plans Examiners & Inspectors-P/T	2	1	1	1	\$ 48,215
	<b>Other Salaries Total</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 48,215</b>
	<b>Total</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>38</b>	<b>\$ 2,488,132</b>

**RECLASSIFIED:**

- <sup>1</sup> **Administrative Assistant to Administrative Assistant II**
- <sup>2</sup> **Plans Processing Clerk II to Floodplain Assistant**
- <sup>3</sup> **Building Records Clerk to Building Records Manager**
- <sup>4</sup> **Permitting Information Analyst I transferred to IT Department Budget**



**0017000 - BUILDING**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>0017000 - BUILDING REVENUE</b>							
322100 - BUILDING PERMITS	8,112,153	4,916,533	5,441,000	5,441,000	6,500,000	5,000,000	5,000,000
329101 - OTHER FEES - BOILER FEES	51,898	40,741	40,000	40,000	35,224	40,000	40,000
329500 - CERTIFICATES OF OCCUPANCY	546,994	573,781	400,000	400,000	445,000	445,000	445,000
329600 - CONCURRENCY FEES	157,885	98,402	98,000	98,000	145,000	100,000	100,000
341302 - OPTIONAL PLAN REVIEW FEE	126,370	121,343	0	0	88,158	0	0
341303 - BUILDING TRAINING FEES	13,825	28,820	53,117	53,117	53,117	75,000	75,000
341902 - BLDG ADMINISTRATIVE FEES	140,951	121,769	140,000	140,000	180,000	140,000	140,000
341903 - BLDG RECORDS REQUEST	81,910	71,101	71,000	71,000	79,825	71,000	71,000
342901 - BLDG RECERT FEES 40-YR	4,620	8,050	7,000	7,000	7,040	9,000	9,000
359101 - FINES - PERMIT VIOLATIONS	3,571	2,338	3,500	3,500	3,500	3,500	3,500
369101 - BLDG MISC - OT RECOVERY	497,624	358,892	100,000	100,000	200,000	400,000	400,000
369102 - BLDG MISC - COPY SCAN FEES	107,413	79,167	87,000	87,000	83,000	80,000	80,000
<b>0017000 - BUILDING REVENUE TOTAL</b>	<b>9,845,213</b>	<b>6,420,938</b>	<b>6,440,617</b>	<b>6,440,617</b>	<b>7,819,864</b>	<b>6,363,500</b>	<b>6,363,500</b>
<b>GRAND TOTAL</b>	<b>9,845,213</b>	<b>6,420,938</b>	<b>6,440,617</b>	<b>6,440,617</b>	<b>7,819,864</b>	<b>6,363,500</b>	<b>6,363,500</b>



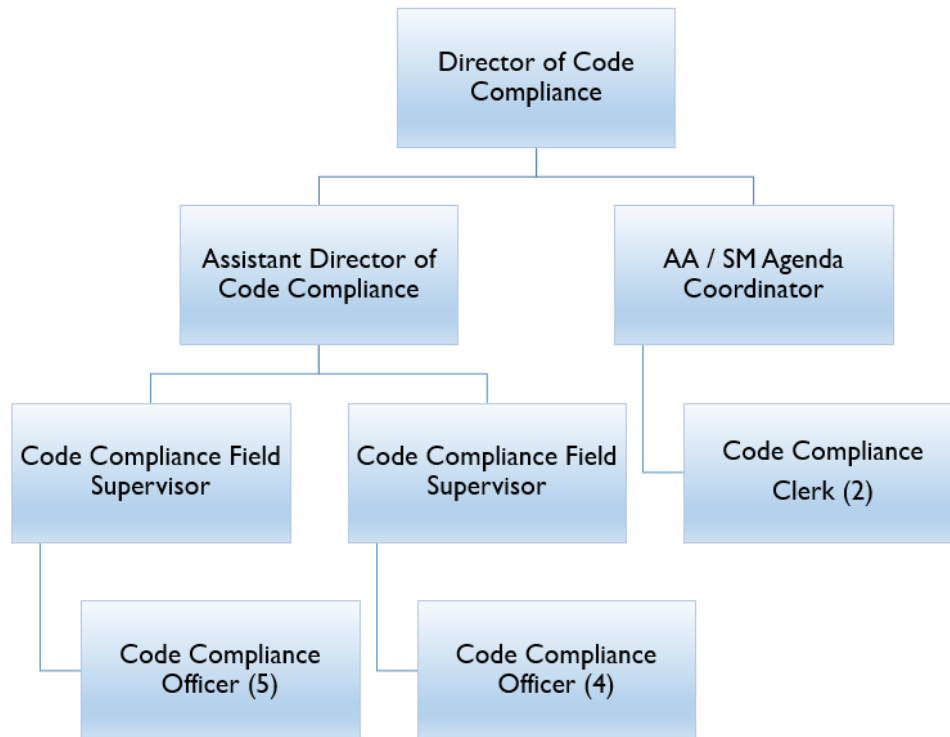
**00170005 - BUILDING**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	114,164	122,816	123,549	123,549	123,549	129,801	129,801
500120 - FULL TIME SALARIES	2,015,628	2,158,670	2,349,125	2,287,476	2,349,125	2,340,365	2,310,116
500125 - COMPENSATED ABSENCES	28,052	37,408	94,973	94,973	50,000	94,716	93,552
500130 - OTHER SALARIES	51,555	13,995	56,501	83,199	56,501	48,215	48,215
500140 - OVERTIME	232,408	178,861	75,000	89,685	75,000	75,000	77,000
500143 - OVERTIME -BLDG OPTION PLAN REV	68,344	55,640	0	20,266	35,000	0	0
500210 - FICA & MICA TAXES	185,872	186,452	207,068	207,068	207,000	206,223	203,973
500220 - RETIREMENT CONTRIBUTION	253,682	274,735	296,303	296,303	296,303	295,515	291,885
500230 - LIFE & HEALTH INSURANCE	272,169	411,717	520,979	520,979	520,979	572,745	563,102
<b>PERSONNEL TOTAL</b>	<b>3,221,874</b>	<b>3,440,294</b>	<b>3,723,498</b>	<b>3,723,498</b>	<b>3,713,457</b>	<b>3,762,580</b>	<b>3,717,644</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	372,906	400,109	500,000	492,000	400,000	330,000	330,000
500400 - TRAVEL & PER DIEM	8,626	11,314	13,000	13,000	13,000	16,802	16,802
500410 - COMMUNICATION & FREIGHT	3,089	2,418	2,450	2,450	2,450	2,500	2,500
500460 - REPAIR & MAINT - OFFICE EQUIP	645	1,385	1,410	1,410	1,410	1,645	1,645
500461 - REPAIR & MAINT - VEHICLES	12,030	16,718	9,375	9,361	4,000	13,668	13,668
500470 - PRINTING & BINDING	5,724	5,642	9,150	8,150	6,000	7,325	7,325
500510 - OFFICE SUPPLIES	10,656	12,356	8,850	11,377	11,377	12,000	12,000
500520 - OPERATING SUPPLIES	20,398	21,414	25,000	23,500	23,500	29,791	29,791
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	17,275	7,526	5,500	5,500	5,500	13,739	13,739
500541 - DUES/SUBS./MEMBER./TRAINING	13,832	21,234	12,000	20,000	20,000	26,323	26,323
<b>OPERATING TOTAL</b>	<b>465,182</b>	<b>500,116</b>	<b>586,735</b>	<b>586,748</b>	<b>487,237</b>	<b>453,793</b>	<b>453,793</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	1,000	2,449	2,449	3,500	3,500
500641 - CAPITAL OUTLAY - VEHICLES	0	65,196	69,000	69,000	69,000	153,090	153,090
<b>CAPITAL TOTAL</b>	<b>0</b>	<b>65,196</b>	<b>70,000</b>	<b>71,449</b>	<b>71,449</b>	<b>156,590</b>	<b>156,590</b>
<b>Grand Total</b>	<b>3,687,056</b>	<b>4,005,606</b>	<b>4,380,233</b>	<b>4,381,695</b>	<b>4,272,143</b>	<b>4,372,963</b>	<b>4,328,027</b>



## CODE COMPLIANCE DEPARTMENT

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### CODE COMPLIANCE FUNCTION

The Code Compliance Department enforces both City and County codes, sections of the Florida Building Code, and applicable State statutes throughout the City to ensure and protect the health, safety, and welfare of the community. The Department serves residential and commercial areas proactively to uniformly address code violations and also quickly responds to citizen requests for service. Emphasis is placed on developing and maintaining relationships with the community. The Department operates seven days a week, including holidays, and works to assist internal departments, as well as outside agencies with enforcement activities. The Department conducts community outreach activities on various topics and conducts campaigns in-and-around the City to educate commercial and residential property owners. It is also responsible for presenting non-compliant cases before quasi-judicial “Special Magistrate” hearings. The Department also performs code violation and lien search requests for properties located within the City. The Department is also responsible for reviewing and recommending changes to the City’s code of ordinances.



## CODE COMPLIANCE ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

- Planned and executed 9<sup>th</sup> Annual “Mayor’s Citizens Government Academy” while adding a second Academy session towards the second half of the year, and secured twenty food sponsorships from local businesses as a result.
- Began participation in the monthly “Mayor on the Move” town hall community meetings.
- Awarded eleven monthly “Keep Doral Beautiful” awards at Council Meetings.
- Developed stronger lines of communication and levels of interaction with outside public agencies, such as the Miami Dade County Office of Consumer Protection, State of Florida Department of Health and DBPR, State of Florida Department of Agriculture, Miami Dade County DERM, and Miami Dade County Fire Prevention Division, to assist in accomplishing the Department’s mission.
- Department exceeded 24-hour response time goal to service requests by responding to all calls for service in an average time of under 5 hours.
- Department began implementation of project-based beautification enforcement, which has been tied into annual evaluations.
- Department launched a digital route sheet, which is utilized by field personnel and completely replaces the need for paper record keeping of inspections.
- Department acquired the services of a vendor that specializes in identifying short term rentals, which the department has utilized and become successful in verifying and issuing citations for those found to be in violation.
- Department, with the assistance of IT, has launched a GIS-based tool that identifies every residential and non-residential business that is registered within Doral limits. This will be useful in gaining untapped revenue for businesses that have not obtained their Certificates of Use and Business Tax Receipts.
- Developed new & continued community outreach initiatives such as the attending additional HOA meetings, coordinating the Hurricane Safety Fair, participating in Kids and the Power of Work (KAPOW) series, etc.
- Launched a proactive Bike Patrol Unit that will be used in various capacities to educate and enforce the City Code of Ordinances.
- Increased the amount of both evening and early morning details and inspections to allow officers to be able to respond to service requests and other concerns outside of the established regular hours of operation.
- Continued to update Homeowners Association (HOA) contact list to strengthen email distribution list to further enhance relationships with the communities.
- Continued assisting Economic Development by participating in monthly “New Business Start-up” workshops to help businesses.
- Continued to maintain, by use of a contractor, properties that are vacant and unattended.
- Continued assisting HOA’s and Property Managers requests with neighborhood improvement inspections.
- Continuing to assist Doral Police Department with the collection of delinquent False Alarm accounts.
- Continuing enforcement efforts of 40-year recertification cases in tandem with the Building Department.
- Continued assisting the Building Department with resolving their backlog of Expired Building Permits.
- Continued enforcement of MOT-related work in the City during both morning and evening peak hours after effective date of ordinance regulating issuance of MOT permits.



- Continued recognition of staff with the “Employee of the Quarter” award.
- Assisted with drafting and implementing ordinances: Emergency Response Plan and Automobile Sales for New and Used Vehicles.
- Several outreach-related campaigns, community engagement activities, and daily aspects of field operations were showcased via the utilization of the City’s various social media outlets.
- Department continued focus on stricter and more visible enforcement in the community by conducting joint details with/without Doral PD, and conducting monthly weekend residential sweeps related to work without a permit inspection.

**CODE COMPLIANCE DEPARTMENT ACTIVITY REPORT**

ACTIVITY	ACTUAL 2015-16	ACTUAL 2016-17	PROJECTED FY 2017-18	PROJECTED FY 2018-19
Inspections	24,730	20,094	21,400	22,000
SM Hearing Cases	247	221	235	250
Cases in Compliance	5,485	3,960	4,080	4,150
Lien Searches	2,480	1,952	2,200	2,300
Public Service Requests	840	796	800	820

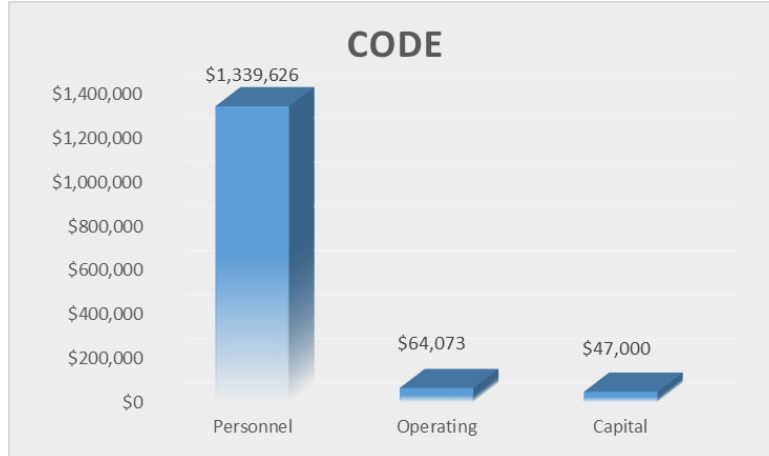
**CODE COMPLIANCE OBJECTIVES FOR FY 2019**

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

- Develop initiatives, campaigns and compliance measures with a focus on beautification and aesthetic enhancements to private properties citywide that improves the quality of place.
- Incorporate online feature for payment of fines and administrative costs related to enforcement activities.
- Increase frequency of Keep Doral Beautiful Business Award given throughout the year.
- Review and recommend ordinances and amendments with a concentration on quality of place.
- Incorporate a residential award, which recognizes HOA’s for continually promoting aesthetic excellence throughout the community and enhances community relations.
- Continue process of collection of outstanding liens, some of which are more than five years old.
- Review and make changes to the department’s policies and procedures to ensure consistency and maximize efficiency for officers and administrative staff.
- Continue to extend hours of operation for officers to conduct inspections and respond to service requests during the evening hours and weekends.
- Continue to reorganize the remaining Fingerlakes property owner associations in order to complete roadway and drainage repairs.
- Develop and implement quality of place-related ordinances that revolve around improving off-street parking and other related matters throughout all zoning districts in the City.
- Develop online feature for HOA ability to request Department presence at monthly HOA meetings.



## CODE COMPLIANCE BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 2% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation.
- **340 Contractual Services** - This line item was decreased as a result of analyzing previous and current fiscal year trends.
- **461 Repairs & Maintenance - Vehicles** – This line item decreased as fleet repairs are being allocated in the Public Works Department – Fleet Maintenance Division Budget.
- **490 Other Current Charges** – This line item decreased due to a decrease in the number of cases needing to go before the unsafe structures board.



**CODE COMPLIANCE DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	ADOPTED FY 2018-19	TOTAL COST FY 2018-19
500.111 - Administrative Salaries	Director of Code Compliance	1	1	1	1	\$ 120,622
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 120,622</b>
500.120 - Full Time Salaries	Chief Code Compliance	1	1	0	0	\$ -
	Assistant Code Compliance Director	0	0	1	1	\$ 84,498
	Code Compliance Field Supervisor	1	1	2	2	\$ 129,889
	AA/Special Magistrate Agenda Coord.	1	1	1	1	\$ 61,967
	Code Compliance Clerk	1	2	2	2	\$ 73,762
	Code Compliance Officer I, II, III	10	10	9	9	\$ 457,119
	<i>Service Award 5 yr</i>					\$ 461
	Lead Code Compliance Officer	0	0	0	0	\$ -
	Required Promo to II & III					\$ 20,000
	<b>Full Time Salaries Total</b>	<b>14</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>\$ 827,696</b>
500.130 - Other Salaries	P-T Code Compliance Clerk	1	0	0	0	\$ -
	P-T Code Compliance Clerical Aide (Best Buddy) <sup>2</sup>	1	1	0	0	\$ -
	<b>Other Salaries Total</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>17</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>\$ 948,318</b>

**0017100 - CODE COMPLIANCE**

	ADOPTED AMENDED YEAR-END						
	ACTUAL	ACTUAL	BUDGET	BUDGET	ESTIMATE	PROPOSED	ADOPTED
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>0017100 - CODE REVENUE</b>							
341900 - LIEN SEARCH FEES	189,911	184,620	185,000	185,000	175,000	185,000	185,000
351100 - JUDGEMENTS & FINES	118,003	95,993	100,000	100,000	161,000	150,000	150,000
351900 - JUDGEMENTS & FINES-OTHER	601	2,905	5,000	5,000	2,500	5,000	5,000
359101 - FINES - PERMIT VIOLATIONS	167,476	169,013	160,000	160,000	255,000	200,000	200,000
<b>0017100 - CODE REVENUE TOTAL</b>	<b>475,990</b>	<b>452,531</b>	<b>450,000</b>	<b>450,000</b>	<b>593,500</b>	<b>540,000</b>	<b>540,000</b>
<b>GRAND TOTAL</b>	<b>475,990</b>	<b>452,531</b>	<b>450,000</b>	<b>450,000</b>	<b>593,500</b>	<b>540,000</b>	<b>540,000</b>



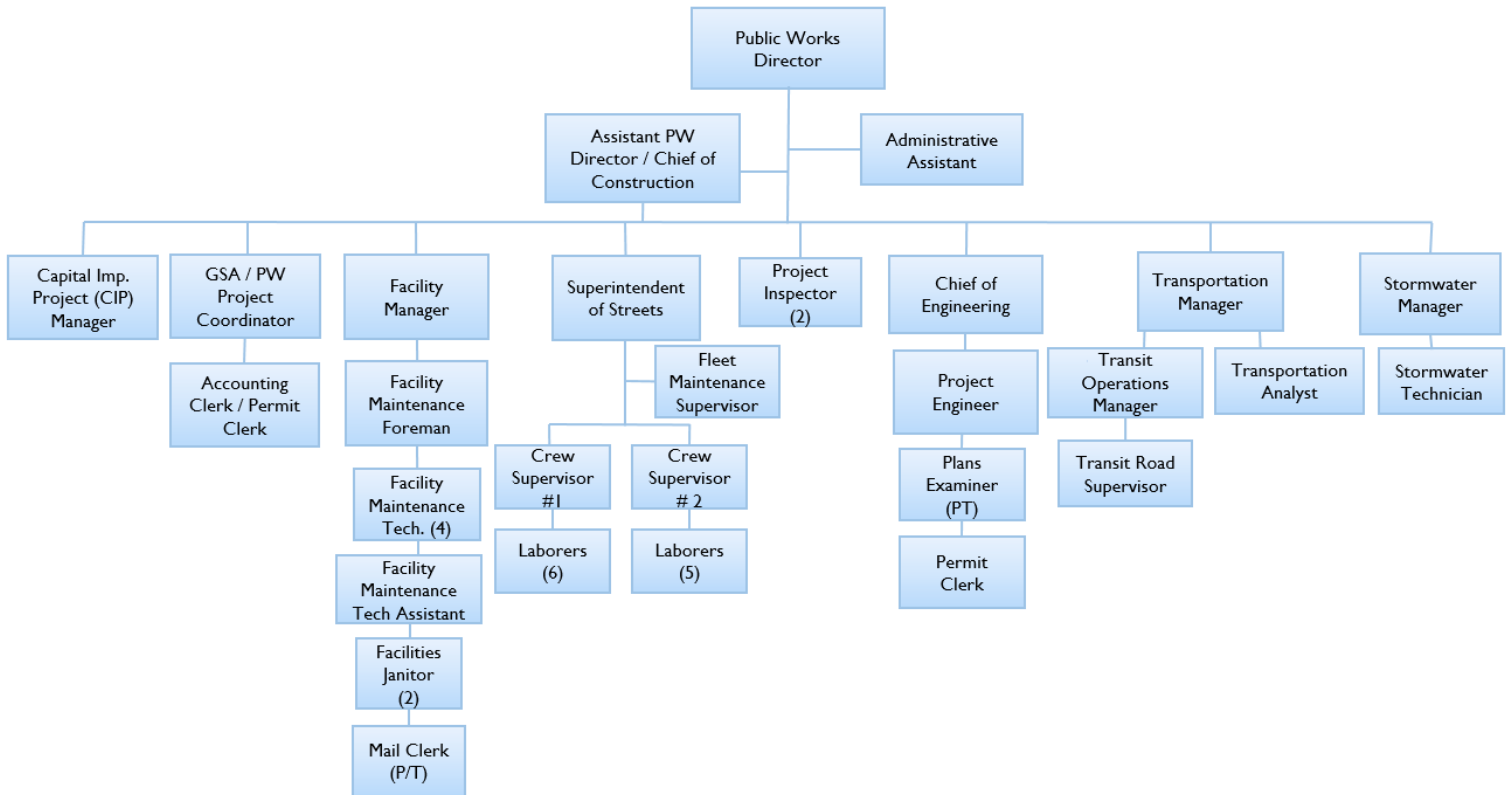


00171005 - CODE COMPLIANCE

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	110,250	110,582	114,814	115,111	114,814	120,622	120,622
500120 - FULL TIME SALARIES	720,570	721,329	825,039	803,538	750,000	827,696	827,696
500125 - COMPENSATED ABSENCES	16,362	16,474	36,100	36,100	36,100	36,456	36,456
500130 - OTHER SALARIES	34,819	3,547	0	8,982	0	0	0
500140 - OVERTIME	17,408	19,460	22,500	22,500	20,000	22,500	22,500
500210 - FICA & MICA TAXES	68,948	66,254	77,171	77,171	77,171	77,846	77,846
500220 - RETIREMENT CONTRIBUTION	98,712	100,477	112,627	112,627	112,627	113,744	113,744
500230 - LIFE & HEALTH INSURANCE	83,238	115,839	122,915	135,137	122,915	140,762	140,762
500240 - WORKERS COMPENSATION	0	0	0	0	0	0	0
<b>PERSONNEL TOTAL</b>	<b>1,150,307</b>	<b>1,153,961</b>	<b>1,311,166</b>	<b>1,311,166</b>	<b>1,233,627</b>	<b>1,339,626</b>	<b>1,339,626</b>
<b>OPERATING</b>							
500330 - COURT REPORTING	0	0	0	0	0	0	0
500340 - CONTRACTUAL SERVICES - OTHER	6,735	9,788	15,400	15,400	12,000	12,900	12,900
500400 - TRAVEL & PER DIEM	7,118	8,498	10,040	10,040	10,040	10,040	10,040
500410 - COMMUNICATION & FREIGHT	4,746	4,200	4,200	4,200	4,200	4,200	4,200
500440 - RENTALS & LEASES	0	0	0	0	0	0	0
500450 - INSURANCE	0	0	0	0	0	0	0
500460 - REPAIR & MAINT - OFFICE EQUIP	0	0	0	0	0	0	0
500461 - REPAIR & MAINT - VEHICLES	11,911	9,808	9,040	9,040	3,000	6,860	6,860
500470 - PRINTING & BINDING	4,728	6,357	5,900	5,900	5,900	5,900	5,900
500490 - OTHER CURRENT CHARGES	0	355	2,500	2,500	0	1,500	1,500
500510 - OFFICE SUPPLIES	3,465	3,930	3,000	3,000	3,000	3,000	3,000
500520 - OPERATING SUPPLIES	10,555	10,901	11,150	11,150	11,150	11,150	11,150
500521 - OPERATING SUPPLIES - FUEL	0	0	0	0	0	0	0
500522 - OPERATING SUPPLIES - VEHICLES	0	0	0	0	0	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	10,997	7,735	8,523	8,523	8,523	8,523	8,523
<b>OPERATING TOTAL</b>	<b>60,254</b>	<b>61,572</b>	<b>69,753</b>	<b>69,753</b>	<b>57,813</b>	<b>64,073</b>	<b>64,073</b>
<b>CAPITAL</b>							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0
500641 - CAPITAL OUTLAY - VEHICLES	19,761	45,574	45,000	45,000	43,600	47,000	47,000
<b>CAPITAL TOTAL</b>	<b>19,761</b>	<b>45,574</b>	<b>45,000</b>	<b>45,000</b>	<b>43,600</b>	<b>47,000</b>	<b>47,000</b>
<b>Grand Total</b>	<b>1,230,322</b>	<b>1,261,107</b>	<b>1,425,919</b>	<b>1,425,919</b>	<b>1,335,040</b>	<b>1,450,699</b>	<b>1,450,699</b>



## PUBLIC WORKS DEPARTMENT



### PUBLIC WORKS FUNCTION

The Public Works Department’s (PWD) mission is to provide a safe and an aesthetically pleasing infrastructure for the residents, business owners, and visitors of the City of Doral. The PWD is responsible for the maintenance of the public right-of-way, City roads, facilities, beautification projects, stormwater utility, and the management of capital improvement projects (CIP). Furthermore, the department oversees traffic and transportation operations, fleet maintenance, and sustainability efforts. The Department is also responsible for performing and monitoring many other duties in order to achieve our ultimate goal of providing exceptional public service.



## **PUBLIC WORKS ACCOMPLISHMENTS FOR FY 2018**

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

### **Administration**

- Managed and compiled Microsoft Dynamic Customer Service Request (311) to document all service request received by the department.
- Continuously developed Standard Operation Procedures (SOP) of all the Department's main functions in order to standardize all Department processes.
- Coordinated and conducted four adopt-a-street events, which assisted City operations with the removal of over five hundred pounds of garbage from the City's right-of-way.
- Managed and coordinated inventory of subdivision improvement agreements and bond inventory.
- Continuously provided updates to the Webmaster to implement on the PWD webpage.
- Odor Monitoring: On-going communication with Medley Landfill and the Resources Recovery Facility to review current operations in order to minimize odor complaints. Monitored updates on the Odor Monitoring Program, and provided reports to the City Council of these updates.
- Managed City programs and initiatives that contribute to reach the City's Green Element goals.
- Continued to serve as a liaison to the Doral Environmental Advisory Board (DEAB) to facilitate initiatives, programs or policies to the City Council and the City's administration.
- Served as a liaison to the Environmental Advisory Task Force and provided information in order to help them accomplish their main tasks of evaluating odor and other environmental concerns.
- Secured contract services through invitation to bid (ITB) for the City Light Pole Banners.
- Coordinated the formation of the Green Action Committee (GAC) to prepare and submit backup documentation as part of the application for the re-certification of the City of Doral as a Florida Green Local Government with the Florida Green Building Coalition.
- Coordinated and collaborated with the Parks & Recreation Department to produce the 2018 Earth Day / Art Walk event held on Saturday, April 21, 2018.
- Coordinated and produced the PWD Signature Events: Arbor Day, Electronic Recycling Drive, WE-LAB Workshop, Employee Sustainability Training Workshop, three Adopt-a-Street's events, 2018 National Public Works Week Awareness Program, Hurricane Preparedness Fair, World Environmental Day, Mosquito Abatement Workshop, and others.
- Initiated the process of obtaining the American Public Works Association (APWA) Accreditation of the PWD operations.
- Continued the Million Orchid Project in partnership with the Fairchild Tropical Botanical Garden, and coordinated two additional plantings at the Downtown Doral Park.
- Attended meetings, and served as a liaison for the City at the "100 Resilient Cities" under



the Greater Miami and the Beaches' Resilience Challenge. Attended the South Florida Regional Compact Summit.

- Prepared and submitted the application for the TREE City USA certification for the tenth consecutive year.
- Prepared, submitted, and obtained a State Matching Grant in an amount of \$12,500 for Phase I of the City Street Tree Inventory.
- Prepared, submitted, and obtained a County Matching Grant in an amount of \$24,500 for the replacement and planting of trees that were damaged or lost during the last hurricane season, in order to increase the City's tree canopy.

#### **Construction & Public R/W Maintenance**

- Completed Work Order No. 17-01 of the City's milling and resurfacing Program which consist of the segment along NW 36<sup>th</sup> Street from NW 104<sup>th</sup> Avenue to NW 107<sup>th</sup> Avenue.
- Completed Work Order No. 17-02 of the City's milling and resurfacing Program which consist of the segment along NW 82<sup>nd</sup> Avenue from NW 12<sup>th</sup> Street to East of NW 21<sup>st</sup> Street.
- Completed Work Order No. 17-03 of the City's milling and resurfacing Program which consist of the segment along NW 82<sup>nd</sup> Street from NW 112<sup>th</sup> Avenue to NW 114<sup>th</sup> Path.
- Completed Work Order No. 17-04 of the City's milling and resurfacing Program which consist of the segments along NW 33<sup>rd</sup> Street from NW 104<sup>th</sup> Avenue to Torremolinos Avenue, NW 117<sup>th</sup> Avenue and NW 82<sup>nd</sup> Street, NW 109<sup>th</sup> Avenue and NW 51<sup>st</sup> Lane, and NW 112<sup>th</sup> Avenue between NW 82<sup>nd</sup> Street and NW 88<sup>th</sup> Street.
- Completed Work Order No. 17-05 of the City's milling and resurfacing Program which consist of the segments along NW 117<sup>th</sup> Avenue and NW 25<sup>th</sup> Street, NW 102<sup>nd</sup> Avenue and NW 45<sup>th</sup> Street, NW 102<sup>nd</sup> Avenue from NW 15<sup>th</sup> Terrace to NW 25<sup>th</sup> Street, NW 15<sup>th</sup> Terrace from NW 102<sup>nd</sup> Avenue to NW 100<sup>th</sup> Avenue, NW 100<sup>th</sup> Avenue from NW 14<sup>th</sup> Street to NW 15<sup>th</sup> Terrace, NW 14<sup>th</sup> Street from NW 100<sup>th</sup> Avenue to NW 98<sup>th</sup> Court and NW 98<sup>th</sup> Court. from NW 12<sup>th</sup> Street to NW 14<sup>th</sup> Street.
- Continued to provide tree permits and respond to tree inquiries from internal and external customers.
- Addressed all CRM's and documented their completion and prepared data for monthly reports.
- Continued to provide landscape maintenance of the City's medians, traffic circles, and right-of-ways.
- Provided construction inspection for work performed on the City's roads and right-of-ways.
- Continued with restoration of damaged sidewalks identified throughout the City.
- Continued restoration of landscaping on median bullnoses and Monuments citywide.
- Completed the construction of the Police/PW Facilities expansion.
- Completed the construction of the Police Department Sub Station located at NW 97 Avenue.
- Completed the construction of the roadway improvements project along NW 54<sup>th</sup> Street from NW 87<sup>th</sup> Avenue to NW 79<sup>th</sup> Avenue.
- Completed the construction of bus stop shelters at locations identified in the Transit Mobility Study.
- Completed the construction of the new traffic



signal located at NW 79<sup>th</sup> Avenue and NW 33<sup>rd</sup> Street.

- Commenced the construction of the Doral Boulevard median landscape improvements from the Florida Turnpike to NW 97<sup>th</sup> Avenue.
- Commenced the construction of the new roadway connection along NW 102<sup>nd</sup> Avenue from NW 66<sup>th</sup> Street to NW 74<sup>th</sup> Street.
- Commenced the widening project along NW 82<sup>nd</sup> Avenue from NW 27<sup>th</sup> Street to NW 33<sup>rd</sup> Street.
- Commenced the roadway widening project along NW 41<sup>st</sup> Street from NW 79<sup>th</sup> Avenue to NW 87<sup>th</sup> Avenue.

#### **Facilities Maintenance**

- Provided Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Extended maintenance services to the new Police Substation.
- Ensured that all Life Safety systems for the Government Center and the Police Building Facilities are properly maintained.
- Continued developing SOP for the Government Center and Police Facilities for all operating and maintenance equipment.
- Continued Government Center Improvements on 3<sup>rd</sup> and 1<sup>st</sup> floor.
- Implemented new work order system, Facility Dude, to submit facility/building requests online.

#### **Fleet Maintenance**

- Consolidated all City vehicles maintenance related expenses into fleet maintenance account.
- Established the fleet maintenance facility and purchased all related equipment.
- Created and established a City wide vehicle

policy for purchasing, use, maintenance, and disposal of City vehicles.

#### **Engineering**

- Prepared and maintained all records related to the permitting process including, but not limited to, establishing computerized records, filling, and scheduling of inspection requests.
- Continued to coordinate with the Construction Division for the City's 2016 Road Resurfacing Plan and outlined segments for resurfacing work.
- Prepared and maintained all records related to plans review, site plan review and traffic studies for the permitting process including, but not limited to, establishing computerized records and filing.
- Secured the award of \$1 Million dollars with the Transportation Alternatives Program (TAP) Grant 2017 Cycle application for the Bicycle/Pedestrian Bridge over Doral Boulevard.
- Completed and submitted the Transportation Alternatives Program (TAP) Grant 2018 applications for the Bicycle/Pedestrian Bridge over Doral Boulevard and for the NW 112<sup>th</sup> Avenue (NW 25<sup>th</sup> Street – NW 34<sup>th</sup> Street) Roadway Improvements Project.
- Completed a Citywide Lighting Analysis to investigate areas that are currently deficient.
- Completed the design and permitting for the Vanderbilt Traffic Calming Improvements (Phase 2) and initiated construction.
- Completed the design and permitting for the roadway improvements project along NW 102<sup>nd</sup> Avenue between NW 66<sup>th</sup> Street and NW 74<sup>th</sup> Street, and initiated construction.
- Completed the design and permitting for the roadway improvements project along NW 82<sup>nd</sup> Avenue between NW 27<sup>th</sup> Street and



- NW 33<sup>rd</sup> Street, and initiated construction.
  - Completed the design and permitting for the roadway improvements project along NW 41<sup>st</sup> Street between NW 79<sup>th</sup> Street and NW 87<sup>th</sup> Avenue, and initiated construction.
  - Completed the Benefit-Cost Analysis for the land acquisition and new roadway construction along NW 112<sup>th</sup> Avenue between NW 34<sup>th</sup> Street and NW 41<sup>st</sup> Street.
  - Completed the design and permitting for the roadway improvement project along NW 112<sup>th</sup> Avenue between NW 25<sup>th</sup> Street and NW 34<sup>th</sup> Street.
  - Completed the design and permitting for the Doral Boulevard Median Landscape Improvements from the Homestead Extension of the Florida's Turnpike to NW 97<sup>th</sup> Avenue and initiated construction.
  - Initiated the design and permitting phase for the Doral Boulevard Median Landscape Improvements from NW 97<sup>th</sup> Avenue to SR 826/Palmetto Expressway Interchange.
  - Initiated the design and permitting for the Citywide Sidewalk Improvements project at locations identified in the Transit Mobility Study with \$1 Million dollars funding to come from the FDOT TAP Grant awarded in 2016.
  - Initiated and completed an audit of the master development agreements and lighting special taxing districts of Section 7 in the northwest area of the City.
  - Initiated the structural inspections of the two (2) pedestrian bridges within the City located at Legacy Park and NW 97<sup>th</sup> Ave. (Trump Golf Resort).
  - Initiated the design and permitting for the Intersection Improvements (new traffic signal) located at the intersection of NW 112<sup>th</sup> / 114<sup>th</sup> Avenue and NW 82<sup>nd</sup> Street.
  - Initiated the design and permitting for the traffic signal improvements at the intersections along NW 74<sup>th</sup> Street at NW 102<sup>nd</sup> Avenue and at NW 97<sup>th</sup> Avenue.
  - Initiated the design and permitting for the roadway widening project along NW 104<sup>th</sup> Avenue between NW 68<sup>th</sup> Street and NW 70<sup>th</sup> Street.
  - Initiated the design and permitting for the intersection improvements recommended in the NW 112<sup>th</sup> Avenue / NW 114<sup>th</sup> Avenue One-Way Study at the intersections along NW 112<sup>th</sup> Avenue at NW 58<sup>th</sup> Street, at NW 50<sup>th</sup> Street, and at NW 41<sup>st</sup> Street; and along NW 114<sup>th</sup> Avenue at NW 58<sup>th</sup> Street and at NW 41<sup>st</sup> Street.
  - Initiated the design for the "Do Not Block the Box" exhibits at the intersections identified in the Transportation Master Plan.
  - Continued the design for the Doral Boulevard Entry Features at the Doral Boulevard / SR 826 Interchange.
- Continued the tracking and log of all Maintenance of Traffic (MOT) permits submitted to the PWD.



**PUBLIC WORKS DEPARTMENT ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL FY 2015-16</b>	<b>ACTUAL FY 2016-17</b>	<b>PROJECTED FY 2017-18</b>	<b>PROJECTED FY 2018-19</b>
<b>Administration</b>				
Customer Service (Front desk assistance)	577	869	1,076	1,339
Phone Calls	7,768	5,862	4,681	3,017
Service Requests (CRM)	1,450	1,447	1,639	1,701
Finance- Receiving reports	1,693	1,390	1,444	1,260
Finance- Purchase Order Requests	498	354	404	325
<b>Construction &amp; R/W Maint. Division</b>				
Debris Pick-up (tons)	176	200	228	253
Signs Repairs	730	725	768	779
Potholes Repairs	168	173	193	100
Landscape (instances of mowing, trees, branches, etc.)	5,052	5,703	7,090	7,986
Graffiti	86	94	102	25
Sidewalk (construction and replacement)(sq.ft.)	15,024	9,167	5,569	465
Miles of Road Resurfaced	7	7	7	8
<b>Facilities Maintenance Division</b>				
Facilities Maintenance Service Requests	343	1,968	2,555	3,834
Event Setup - Government Center	102	612	788	1,187
<b>Engineering Division</b>				
Site Plans Reviews	168	114	136	152
Permitting Plans Reviews	1,481	684	616	632
PW Inspections Performed	4,056	2,298	2,136	2,176
MOT Permit Reviews	N/A	205	525	600
<b>Stormwater Utility Division</b>				
Debris removed from Canals (bags)	372	684	844	1,105
Miles of Road swept	5,405	5,928	6,487	7,022
Inlets / Manholes Cleaned	1,597	1,595	1,655	1,674
Linear feet pipe	111,637	92,764	91,256	78,172
<b>Transportation Division</b>				
Doral Trolley Ridership	556,748	615,949	710,871	781,979
Traffic Studies Reviews	40	26	25	20



## **PUBLIC WORKS OBJECTIVES FOR FY 2019**

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

### **Administration**

- Continue to process all service requests, document and ensure follow through for completion or delegation to the correct responsible agency.
- Continue to create Standard Operation Procedures (SOP) for all main functions of the Department in order to standardize the department processes as required for the APWA Accreditation.
- Renew the Government Center LEED (Leadership in Energy and Environmental Design) Certification.
- Coordinate and execute all PWD Signature events: Arbor Day, Earth Day, National Public Works Week, Recycling Workshops, Electronic Recycling Drives, Doral Trolley marketing events, Earth Day event, conservations workshops, and others.
- Continue to provide updates to the City's webmaster to showcase on the PWD webpage.
- Continue to process all department accounting responsibilities in order to ensure continuity of the PWD operations and services.
- Conduct quarterly inventories of bonds and subdivision improvement agreements.
- Work with all city departments to develop and implement their sustainability goals as per the City's Green Element.
- Seek and obtain grant funding to implement additional sustainable practices in all City operations.
- Seek and obtain grant funding to implement additional tree maintenance programs.
- Continue to explore the possibility of creating a Sustainability Division within the Public Works Department which will include a Sustainability Programs Manager that will be dedicated to perform professional work involved with planning, execution and coordination of activities related to environmental programs, and seek grants to implement and maintain green initiatives and programs.

### **Construction & Public R/W Maintenance**

- Complete the construction of bus shelters at identified locations throughout the City.
- Continue with the City's road resurfacing plan and restoration of damaged sidewalks as per the City's Pavement Rehabilitation Master Plan update.
- Continue the City's Tree Planting/Maintenance plan.
- Continue to provide maintenance of the City's and other roads and right-of-ways.
- Continue to provide Landscape Maintenance of the City's medians and right-of-ways.
- Provide construction inspection for work performed on the City's roads and right-of-ways.
- Complete the construction of the new roadway construction project along NW 102<sup>nd</sup> Avenue from NW 66<sup>th</sup> Street to NW 74<sup>th</sup> Street.
- Complete the widening project along NW





82<sup>nd</sup> Avenue between NW 27<sup>th</sup> Street and NW 33<sup>rd</sup> Street.

- Complete the widening project along NW 41<sup>st</sup> Street between NW 79<sup>th</sup> Avenue and NW 87<sup>th</sup> Avenue.
- Commence construction of Doral Boulevard Entry Features at the SR 826 / Palmetto Expressway Interchange.
- Continue restoration of landscaping on medians bullnoses Citywide.
- Complete the construction of the Doral Boulevard median landscape improvements from the Turnpike to NW 97<sup>th</sup> Avenue.
- Complete the construction of Glades Park.
- Complete the construction of Police Headquarters lobby improvements.
- Commence construction of Traffic Signal Improvements at the intersections along NW 74<sup>th</sup> Street at NW 102<sup>nd</sup> Avenue and at NW 97<sup>th</sup> Avenue.

#### **Facilities Maintenance**

- Provide Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Continue providing Maintenance Services to the new Police Expansion areas, the new Public Works Facility, Government Center, Police Substation, and satellite office.
- Ensure that all Life Safety systems for the all facilities are properly maintained.
- Continue developing SOP for the Government Center and Police Facilities for all operating and maintenance equipment.
- Develop new SOP for Police Substation.
- Continue to develop staff's abilities through hands on training, and by attending recommended update skill training courses.
- Continue to manage and provide preventive maintenance for the City's vehicle fueling station at the Police Facility.

- Design and develop Emergency Operation Center (EOC) at the Police Facility.
- Improve Government Center's 2<sup>nd</sup> floor solution center infrastructure.
- Complete the Government Center improvements project on the 1<sup>st</sup> and 3<sup>rd</sup> floor.

#### **Engineering**

- Complete the design and permitting for the Doral Boulevard Median Landscape Improvements from NW 97<sup>th</sup> Avenue to SR 826/Palmetto Expressway Interchange.
- Complete the design and permitting for the Citywide Sidewalk Improvements project at locations identified in the Transit Mobility Study with \$1 Million dollars funding to come from the FDOT TAP Grant awarded in 2016 and initiate construction.
- Complete the engineering services for initial bridge inspections for the two (2) pedestrian bridges within the City located at Legacy Park and NW 97<sup>th</sup> Avenue (Trump Golf Resort).
- Complete the design and permitting for the Intersection Improvements (new traffic signal) at the intersection of NW 112<sup>th</sup> / 114<sup>th</sup> Avenue and NW 82<sup>nd</sup> Street.
- Complete the design and permitting for the traffic signal improvements at the intersections along NW 74<sup>th</sup> Street at NW 102<sup>nd</sup> Avenue and at NW 97<sup>th</sup> Avenue through a Joint Participation Agreement with Miami-Dade County, and commence construction.
- Complete the design and permitting for the roadway widening project along NW 104<sup>th</sup> Avenue between NW 68<sup>th</sup> Street and NW 70<sup>th</sup> Street, and commence construction.
- Continue with the City's roadway resurfacing outlined in the updated Five Year Resurfacing Master Plan.



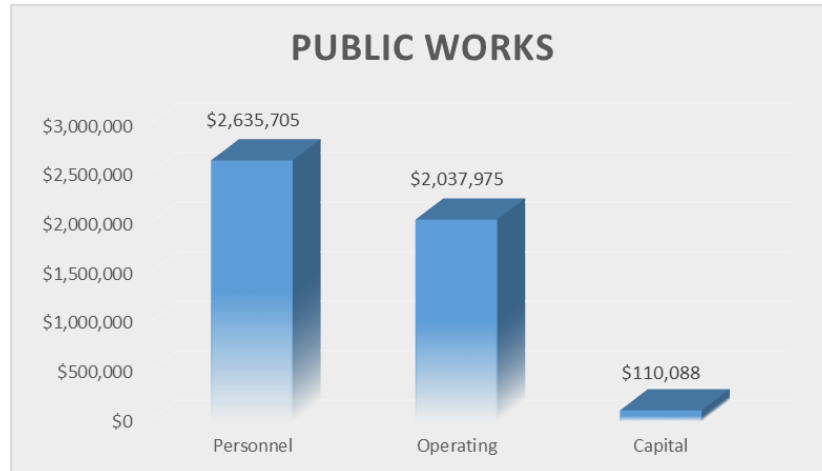
- Complete the design and initiate the construction of the Entry Features at the Doral Boulevard / SR 826 interchange.
- Initiate the design and construction of the intersection improvements outlined in the Transportation Master Plan Update.

**PUBLIC WORKS STRATEGIC PRIORITIES**

STRATEGIC PRIORITIES	ADOPTED FY 18-19	ASSOCIATED COST
Sustainability / PW General Fund	Continue with the City programs and initiatives to reduce GHG emissions and our impact on Climate Change.	\$ 20,000.00
	Public Works Signature Events (outreach): Arbor Day, Adopt-a-Street, Earth Day, Adopt-a-Tree, etc..	\$ 33,500.00
Facilities / Capital Fund	Police Facility Façade Restoration	\$ 82,000.00
<b>TOTAL</b>		<b>\$ 135,500.00</b>



## PUBLIC WORKS BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 2% cost of living adjustment, and an up to 3% merit raise based on individual's performance evaluation. In addition, there were two (2) Facility Maintenance Technicians and one (1) Facility Maintenance Foreman positions added.
- **310 Professional Services** - This account increased in comparison to previous Fiscal Year due to the addition of budgeting for odor monitoring expenses.
- **340 Other Contractual Services** - This account was decreased in comparison to previous Fiscal Year. The decrease is primarily attributable to the fleet maintenance contract that was transferred to account 500346.
- **346 Contractual Services - Fleet Maintenance** – This account was created this Fiscal Year to fund the fleet maintenance contract, previously funded in account 500340.
- **430 Utility Services** - This account was decreased due to estimates of electric consumption at the police substation.
- **460 Repairs and Maintenance – Others** - This account was decreased due to estimated HVAC contract repairs.
- **520 Operating Supplies** -This account was decreased in comparison to previous Fiscal Year. The decrease is attributable to expected reductions in tree maintenance and maintenance supplies
- **522 Repairs and Maintenance – Vehicles** - This account was decreased due to estimates for projected fuel prices.
- **540 Books, Publications, Subscriptions and Memberships** - This account increased due to the following:
  - DBIA Membership
  - DBIA Application
  - DBIA Certification Workshop
  - Certified Construction Contract Administration
- **641 Capital Outlay – Vehicles** – Increase in this account includes funding for Ford F250 truck.
- **650 Construction in Progress** – The decrease in this account is associated with reductions in design services, project management and miscellaneous studies.



**PUBLIC WORKS DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	ADOPTED FY 2018-19	TOTAL COST FY 2018-19
500.111 - Administrative Salaries	Public Works Director	1	1	1	1	\$ 133,457
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 133,457</b>
500.120 - Full Time Salaries	Public Works Director - <i>Service Award 5 yr</i>					\$ 1,112
	Assistant Public Works Director/ Chief of Construction <i>Service Award 10 yr</i>	1	1	1	1	\$ 99,596
	Chief of Engineering	1	1	1	1	\$ 92,224
	Administrative Assistant	1	1	1	1	\$ 36,373
	Facility Manager	1	1	1	1	\$ 68,778
	Capital Improvement Manager <i>Service Award 5 yr</i>	1	1	1	1	\$ 72,650 \$ 605
	Facility Maintenance Technician <sup>2</sup>	2	2	4	4	\$ 151,820
	Facility Maintenance Tech Assistant	1	1	1	1	\$ 34,877
	Foreman/ Crew Supervisor	1	0	0	0	\$ -
	Superintendent of Streets <i>Service Award 10 yr</i>	0	1	1	1	\$ 65,576
	Project Engineer	0	1	1	1	\$ 65,576
	Project Inspector	2	2	2	2	\$ 108,537
	General Services Admin. <i>Reclassified to GSA/PW Project Coordinator</i> <i>Service Award 15 yr</i>	1	1	1	0	\$ - \$ 71,001 \$ 5,326
	Permit Clerk <i>Service Award 5 yr</i>	2	1	1	1	\$ 37,609 \$ 313
	Accounting Clerk/ Permit Clerk	0	1	1	1	\$ 36,628
	Crew Supervisor <i>Service Award 5 yr</i>	2	2	2	2	\$ 96,116 \$ 382
	Fleet Maintenance Supervisor	0	1	1	1	\$ 54,575
	Laborers <sup>1</sup> <b>NEW</b> - Facility Maintenance Foreman	9	9	9	11	\$ 327,485 \$ 39,705
	Janitor <i>Service Award 10 yr</i>	2	2	2	2	\$ 58,185 \$ 1,054
	<b>Full Time Salaries Total</b>	<b>27</b>	<b>29</b>	<b>31</b>	<b>34</b>	<b>\$ 1,526,103</b>
500.130 - Other Salaries	Project Engineer	1	0	0	0	\$ -
	P/T Mail Clerk	0	0	1	1	\$ 22,672
	Plans Examiner Part Time	1	1	1	1	\$ 51,566
	<b>Other Salaries Total</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>\$ 74,238</b>
	<b>TOTAL</b>	<b>30</b>	<b>31</b>	<b>34</b>	<b>37</b>	<b>\$ 1,733,798</b>

<sup>1</sup> NEW - 2 Laborers

<sup>2</sup> NEW - 1 Facility Maintenance Foreman

<sup>3</sup> RECLASSIFIED - General Services Administrator to GSA/PW Project Coordinator



**0018000 - PUBLIC WORKS**

	<b>ADOPTED AMENDED YEAR-END</b>						
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>ESTIMATE</b>	<b>PROPOSED</b>	<b>ADOPTED</b>
	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2017-18</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2018-19</b>
<b>0018000 - PUBLIC WORKS REVENUE</b>							
313700 - FRANCHISE FEES - SOLID WASTE	1,113,222	1,223,753	1,100,000	1,100,000	1,176,308	1,200,000	1,200,000
313900 - FRANCHISE FEES - BUS BENCH ADS	28,780	28,412	28,500	28,500	21,895	28,500	28,500
329700 - PUBLIC WORKS PERMITS	272,157	223,597	275,000	275,000	245,000	275,000	275,000
337500 - GRANT	2,500	0	0	0	10,000	0	0
337701 - GRANT - FORESTRY	2,000	0	0	0	0	0	0
<b>0018000 - PUBLIC WORKS REVENUE TOTAL</b>	<b>1,418,659</b>	<b>1,475,762</b>	<b>1,403,500</b>	<b>1,403,500</b>	<b>1,453,203</b>	<b>1,503,500</b>	<b>1,503,500</b>
<b>GRAND TOTAL</b>	<b>1,418,659</b>	<b>1,475,762</b>	<b>1,403,500</b>	<b>1,403,500</b>	<b>1,453,203</b>	<b>1,503,500</b>	<b>1,503,500</b>

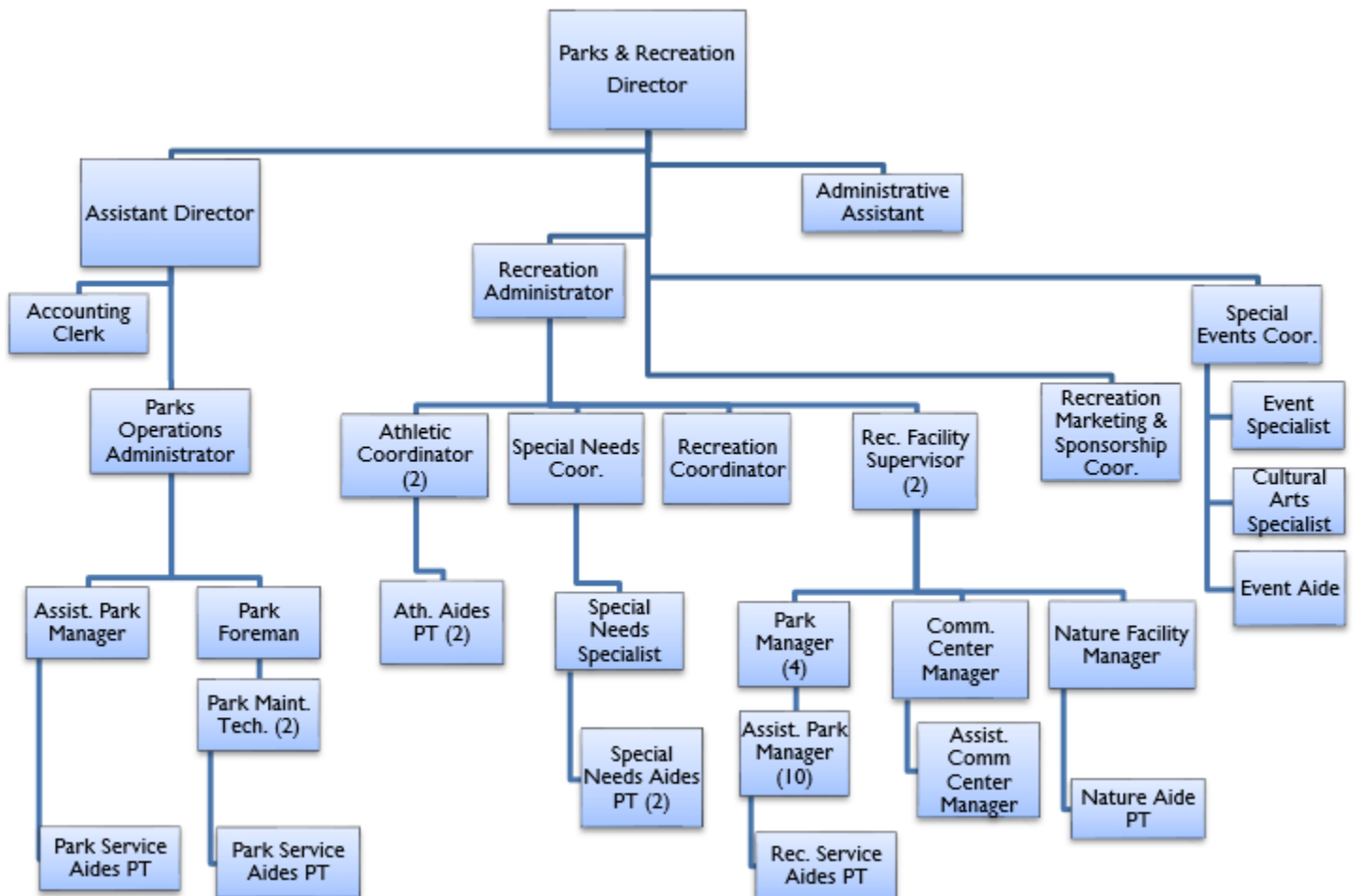


**00180005 - PUBLIC WORKS**

	ADOPTED AMENDED YEAR-END						
	ACTUAL	ACTUAL	BUDGET	BUDGET	ESTIMATE	PROPOSED	ADOPTED
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	97,084	122,978	127,030	128,080	127,030	133,457	133,457
500120 - FULL TIME SALARIES	928,236	1,110,239	1,380,748	1,370,824	1,380,748	1,526,103	1,526,103
500125 - COMPENSATED ABSENCES	23,259	7,478	57,735	57,735	57,735	63,461	63,461
500130 - OTHER SALARIES	42,178	42,706	63,311	63,636	63,311	74,238	74,238
500140 - OVERTIME	1,598	4,551	5,000	5,247	5,000	5,000	5,000
500210 - FICA & MICA TAXES	82,331	93,494	125,664	125,664	125,664	138,396	138,396
500220 - RETIREMENT CONTRIBUTION	125,082	148,185	180,131	180,131	180,131	197,999	197,999
500230 - LIFE & HEALTH INSURANCE	193,984	337,750	394,991	403,293	394,991	497,051	497,051
<b>PERSONNEL TOTAL</b>	<b>1,493,751</b>	<b>1,867,380</b>	<b>2,334,610</b>	<b>2,334,610</b>	<b>2,334,610</b>	<b>2,635,705</b>	<b>2,635,705</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	265,359	104,633	185,000	322,680	322,679	200,000	200,000
500340 - CONTRACTUAL SERVICES - OTHER	320,932	336,382	1,333,600	856,155	918,787	483,600	483,600
500346 - CONTRACTUAL SERV-FLEET MAINT	0	0	0	0	0	300,000	300,000
500400 - TRAVEL & PER DIEM	6,090	6,940	12,220	12,220	9,670	12,695	12,695
500410 - COMMUNICATION & FREIGHT	3,104	2,818	2,650	2,650	2,650	2,650	2,650
500430 - UTILITY SERVICES	46,777	92,043	205,400	181,507	145,200	170,000	170,000
500440 - RENTALS & LEASES	9,441	10,627	15,000	15,000	15,000	15,000	15,000
500460 - REPAIR & MAINT - OFFICE EQUIP	115,986	164,949	232,000	278,688	205,630	219,500	219,500
500461 - REPAIR & MAINT - VEHICLES	24,005	22,424	25,000	25,000	20,000	0	0
500470 - PRINTING & BINDING	782	490	1,000	1,000	1,000	1,000	1,000
500480 - PROMOTIONAL ACTIVITIES	0	0	1,000	1,000	1,000	1,000	1,000
500490 - OTHER CURRENT CHARGES	27,493	17,903	0	37,326	37,326	0	0
500510 - OFFICE SUPPLIES	3,841	3,255	4,000	4,000	3,800	4,000	4,000
500520 - OPERATING SUPPLIES	135,972	163,023	213,500	253,607	195,000	193,500	193,500
500522 - OPERATING SUPPLIES - VEHICLES	329,663	372,796	471,000	461,074	430,000	400,000	400,000
500530 - ROAD MATERIAL SUPPLIES	14,545	12,147	15,000	25,000	25,000	15,000	15,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	7,591	21,508	17,225	28,550	25,000	20,030	20,030
<b>OPERATING TOTAL</b>	<b>1,311,580</b>	<b>1,331,937</b>	<b>2,733,595</b>	<b>2,505,457</b>	<b>2,357,742</b>	<b>2,037,975</b>	<b>2,037,975</b>
<b>CAPITAL</b>							
500610 - CAPITAL - LAND	-17	0	0	8,100,000	8,100,000	0	0
500620 - CAPITAL - BUILDING	5,240,821	316,052	0	12,406	12,406	0	0
500631 - IMPRV - STREET BEAUTIFICATIONS	0	0	0	300,000	0	0	0
500633 - IMPRV - STREET	21,267	88,857	0	4,433,919	4,433,919	0	0
500640 - CAPITAL OUTLAY - OFFICE	24,323	28,390	0	316,191	140,764	0	0
500641 - CAPITAL OUTLAY - VEHICLES	91,725	55,432	0	263,383	238,000	25,088	25,088
500650 - CONSTRUCTION IN PROGRESS	0	292,521	105,000	433,599	433,000	85,000	85,000
<b>CAPITAL TOTAL</b>	<b>5,378,120</b>	<b>781,253</b>	<b>105,000</b>	<b>13,859,498</b>	<b>13,358,089</b>	<b>110,088</b>	<b>110,088</b>
<b>Grand Total</b>	<b>8,183,452</b>	<b>3,980,570</b>	<b>5,173,205</b>	<b>18,699,565</b>	<b>18,050,441</b>	<b>4,783,768</b>	<b>4,783,768</b>

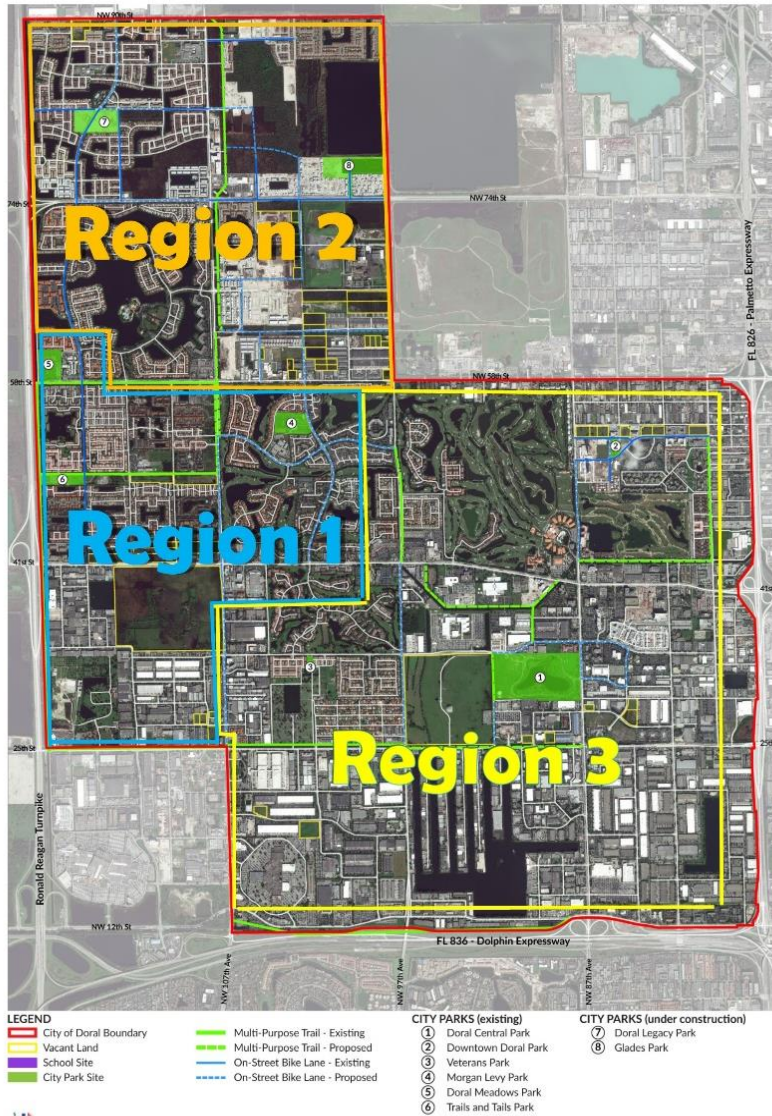


## PARKS AND RECREATION DEPARTMENT





## PARKS & RECREATION REGION MAP



## PARKS AND RECREATION FUNCTION

The Parks and Recreation Department improves quality of life by providing facilities, services, and programs that meet emotional, social, and physical needs. The Parks & Recreation Department operates and maintains seven parks, with an eighth park underway. Currently we have over 1,000,000 visitors a year at our parks. The City's parks provide a great variety of amenities for every age and lifestyle including: a community center, lighted artificial sports fields, basketball courts, tennis courts, volleyball courts, bikeways, jogging trails, exercise stations, batting cages, shaded playgrounds, dog-friendly off-leash areas and covered pavilions/picnic tables available for party rentals, to name a few. Our parks offer clean, safe and secure facilities for patrons to play, and natural areas for everyone to enjoy. The Department also plans, organizes and coordinates over 20 city-wide special and cultural events throughout the year ranging anywhere between 8,000 – 30,000 patrons per event.





## PARKS AND RECREATION ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

### Facilities

- Completed Doral Meadow Park football/soccer field synthetic turf replacement.
- Developed preventative maintenance schedule tied with the new work order system for all facilities.
- Completed all repairs relating to Hurricane Irma.
- Began replacing tree canopy lost during Hurricane Irma.
- Increased frequency of specialized janitorial services to improve cleanliness of facilities to keep pace with attendance increases. Lowered per unit cost of services by bidding out project.
- Completed playground surface replacement at Veterans Park and Trails & Tails Park.
- Replaced outdoor fitness equipment at Doral Meadow Park.
- Installed additional outdoor fitness equipment at Trails & Tails Park.
- Finalized and approved updates to The Parks System Master Plan.
- Finalized conceptual design for the Downtown Doral Triangle Parcel.
- Completed due diligence and conceptual design refinement for Doral Central Park.

### Events

- Partnered with the Recreation Marketing and Sponsorship Coordinator to re-evaluate the sponsorship benefits and levels for all

City events and revamped the Sponsorship Booklet.

- Changes were made to large scale events such as Holiday Lights & Ice, Independence Day Celebration and EGGstravaganza that helped accommodate the constant increase in attendance.
  - *Holiday Lights & Ice*
    - Additional event activities provided by the City and Sponsors were used to draw attendees away from Rides, which successfully shortened the length of lines and the wait times.
    - Stage performance length was increased in order to provide additional entertainment for attendees.
  - *EGGstravaganza*
    - Additional event activities provided by the City and Sponsors were used to draw attendees away from Rides, which successfully shortened the length of lines and the wait times.
    - Changed the event time to earlier to avoid the mid-day heat/sun in order to provide the best setting for event attendees.
- Re-evaluated Lunch on the Lawn Series event expenses in order to facilitate additional events without increasing the budget by removing the rental of tents, tables, chairs and lounge furniture.



- Established a survey protocol using promotional items such as event shirts and small giveaways to help increase the amount of surveys collected at all City events.
- Promoted and executed special and cultural events at Doral Legacy Park. Events included the Grand Opening, Short Films at the Park, the Opera Concert – Noche Tropical, Hispanic Heritage Celebration and the Mayor’s Basketball Classic.
  - Achieved a 100% satisfaction rate on all signature special events (listed below):
    - Independence Day Celebration (2017)
    - Holiday Lights & Ice
    - Camping Under the Stars
    - Play Day
    - Dr. Seuss’ Birthday
    - EGGstravaganza
    - Art After Dark Workshop Series (Cultural)
    - Art of Music Concert Series (Cultural)

### **Sports**

- Exceeded a 90% user satisfaction rate in all adult and youth sports programs.
- Increased registration of Doral Little League by 10%. Enrollment went from 139 Fall 2017 to 183 Spring 2018.
- Increased participation in current adult basketball & soccer leagues and added new adult flag football & volleyball leagues.
- Increased number of new Youth Basketball League volunteer coaches by 10%.
- The Doral Broncos Tackle Football & Cheerleading Program increased participation during the 2017 season.

Football increased from 3-4 teams and cheerleading increased by 10%.

- Created a recreational Archery program for adults, teens and youth. Additional classes have been added since the program began due to popularity.

### **Programs**

- All recreational programming met a 90% user satisfaction rate.
- Strategically programmed Doral Legacy Park and Morgan Levy Park to expand current programming as well as provided new programming, such as: Chess, Karate and Yoga to address unmet needs of the community as identified in the Parks Master Plan community survey.
- Entered into a naming right sponsorship in the amount of \$12,500 for 3 years with Baptist Health South Florida for the Doral Legacy Park indoor fitness track, in an effort to increase cost recovery. As part of the agreement Baptist Health is also to providing the City with \$8,400.00 annually for 3 years to provide health screenings, wellness seminars, health fairs and increased fitness programming to residents at low to no cost.
- Expanded camp offerings by now offering Camp Unbeatables during spring and winter breaks at Doral Legacy Park.

### **Senior Programs**

The Silver Club is extremely important and beneficial for the senior population in the community. It provides them a place and club that offers social and educational events and companionship for the senior citizens.

- Silver Club attendance in activities increased by 10%.



- Increased capacity in 50% of trips and activities, allowing more seniors to enjoy and participate by renting an additional bus.
- Exceeded 90% satisfaction rate for all activities.
- Exceeded 800 Registered Silver Club Members and the number keeps growing. This is a 19% increase from last year.
- Introduced a new Art Program.
- Computers were provided in the Silver Club Room at Doral Legacy Park.

### **Special Needs Programs**

Our Special Needs Programs are vital and beneficial for our special needs population in the community. Our program is structured to instill confidence, develop social and life skills, increase attention span, and improve fine and gross motor abilities.

- Special Olympics Program won gold medals in Team Soccer and Basketball and won gold medals in Individual Skills in Soccer and Basketball.
- Continued the Special Needs Summer Camp for 4th straight year and finish the camp at Doral Legacy Park.
- Established a new Feel the Beat Dance Program for beginners.
- Completed Special Needs Survey to determine the size of our Special Needs Population in Doral.

### **Sponsorship**

Sponsorship is important not only for the City but also for the businesses in the community. Obtaining sponsorship helps the City offset the cost of an event/ activity by collecting revenue.

However, it also allows the City to develop strong partnerships with local businesses that benefit both the City and community, and continues long past the event. These relationships make the community aware of businesses and services in their area, and benefit the city by establishing multi-event sponsorships.

- Increased number of sponsors per event by an average of 17% (at Signature events).
- Established sponsorship opportunities for Special Needs, Silver Club and Sports Programs.
- Increased Cash Sponsorship from \$28,750 in FY 16-17 to \$102,380 in FY 17-18.
- Secured Presenting Sponsors for the Independence Day Celebration for the first time ever.
- Establish (2) new opportunities for presenting sponsorship opportunities.
- Created sponsorship packages with (3) different businesses, two of which totaled \$50,000 for FY 17-18.
- Revamped sponsorship booklet.

### **Other**

- Implemented the Mayor's Wellness Initiative, Step up your health, Doral! to promote a culture of health and wellness among residents and local businesses focusing on physical, mental and emotional health. A variety of no cost health programs, seminars and events were offered at different parks to encourage the community to live a healthy lifestyle. The City also launched the billion-step challenge through the Step up Doral App encouraging the city to walk and be active.



- A new Parks & Recreation Registration software, RecTrac was launched. This software includes a new customer online interface allowing for customers to easily

register online programs and sports as well as renew gym memberships from home or on the go.

**PARKS & RECREATION DEPARTMENT ACTIVITY REPORT**

ACTIVITY	ACTUAL FY 2015-16	ACTUAL FY 2016-17	PROJECTED FY 2017-18	PROJECTED FY 2018-19
Morgan Levy Park Attendance	195,745	316,738	300,000	300,000
Doral Meadow Park Attendance	118,913	246,869	250,000	250,000
Trails & Tails Park Attendance	48,073	93,948	95,000	95,000
Doral Legacy Park Attendance	N/A	56,892 <i>(August &amp; September 2017)</i>	450,000	500,000
Doral Glades Park Attendance	N/A	N/A	N/A	40,000 <i>(June - September 2018)</i>
Cash Sponsorship Totals	\$47,950	\$24,000	\$50,000	\$115,000
Satisfaction Rate (events, programs, facilities)	99%	99%	99%	99%
Volunteer Hours	5,605	7,469	8,000	8,000

**PARKS AND RECREATION OBJECTIVES FOR FY 2019**

The goal of the Parks & Recreation Department’s FY 18-19 budget is to continue providing quality recreational programming and events as well as maintaining our facilities at an excellent standard. Over the course of the last few fiscal years, the Parks & Recreation Department has worked hard to find ways to be more efficient and effective in the services we provide. This effort is reflective in the departments FY 18-19 operating budget which has decreased from FY 15-16, FY 16-17, & FY 17-18.

The FY 18-19 budget allocates funds for the programming and operation of Doral Glades Park, which is set to open in Summer 2019. In addition, funds have been allocated to conduct due diligence on future greenspace which have a potential to be added to the City’s Parks System.

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council’s Budget Priorities and Strategic Goals, which are indicated below.



### **Facilities**

- Complete construction of Doral Glades Park.
- Re-bid landscaping services contract to secure competitive pricing and increase vendor participation.
- Reseal Morgan Levy Park tennis and basketball courts.
- Complete painting of Morgan Levy Park Community Center interior and exterior.
- Continue replacing tree canopy lost during Hurricane Irma.
- Begin conversion program for lighting fixtures to energy-efficient LED.
- Implement recommendations of ADA assessment of all facilities.

### **Events**

- Achieve a 95% satisfaction rate on all signature special events and cultural events (on-going)
- Work closely with the Marketing and Sponsorship Coordinator to increase sponsor participation at all cultural events and small-scale events.
- Bring in additional revenue to the largest signature events (Independence Day Celebration and Holiday Lights & Ice) by implementing a cost for parking (\$5) inside of Doral Central Park.
- Host Movies at the Park at different locations such as Downtown Doral Park and Doral Legacy Park to cater to patrons from different parts of the community.
- Introduce a story time with Santa element to our Park & Tree Lighting Celebration to replace Breakfast with Santa.

- Work with local vendors and sponsors to increase the amount of Art After Dark Workshops offered throughout the year.
- Partner with the IT department to establish a survey system using iPads, which will make collecting the information easier for both the patrons and staff.
- Create a schedule to visit local businesses and schools to increase our email database for promotion of events to increase the attendance of small scale events.

### **Sports**

- Meet or exceed at 90% user satisfaction rate in all adult and youth sports programs.
- Increase Broncos Tackle Football & Cheerleading participation by 10%.
- Evaluate the City's travel basketball program for potential expansion or contract vendor.
- Continue to add new adult sports leagues such as, Adult Softball, Kickball, and Sand Volleyball.

### **Programs**

- Improve payment and reporting procedures for all contracted program providers.
- Assist program providers in increasing overall registration by increasing promotion and using various marketing strategies.
- Work closely with Baptist Health South Florida to provide health screenings, health fairs, wellness seminars and fitness programs at low or no cost to City residents to promote Step up your health, Doral!
- Host monthly events for TEENS at Doral Legacy Park with consistent following and hopes of becoming bi-weekly.



- Evaluate and implement new programs to fill unmet needs in the community at existing parks as well as at Doral Glades Park.
- Implement nature educational programs at Doral Glades Park.

### **Senior Programs (The Silver Club)**

- Offer at least one new Silver Club Program
  - Ideas: New Fitness Program (i.e., Yoga, Line Dancing). New Recreation Programs (i.e., Pickleball).
- Implement Silver Club volunteer program for City events and programs. (On-Going)
- Set-up Domino Tournament for Silver Club. (On-Going)
- Continue to Meet or Exceed 90% user satisfaction rate in all of our activities.

### **Special Needs Programs**

- Implement one (1) new sport for Special Olympics Team. (On-going)
  - Potential sport: Tennis.
- Establish an Adult Day Training Program. (On-Going)
- Offer at least one new program for Special Needs. (On-Going)
  - Ideas: Arts and Crafts
  - Socials

### **Sponsorship**

- Obtain one presenting sponsor of 3 major events. (on-going)
- Increase Sponsorship Appreciation event participants by 10%.
- Inform more local businesses about all the different types of sponsorship opportunities.
- Create a schedule to visit local businesses to promote the City's events, and to build and maintain relationships.

### **Other**

- Create and conduct more staff trainings to achieve better customer service and continually provide professional development to our staff. Trainings may include: department history, department rules and regulations, safety and emergency management and first aid.
- Research and implement a potential membership process for Trails & Tails Park which will allow staff to improve safety and patron experience.
- Research Department accreditation.
- Apply for Awards such as:
  - NRPA Gold medal award
  - FRPA Agency Excellence, Public Relations Award
- Apply for grants such as FRDAP Grant.



**PARKS AND RECREATION STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>ADOPTED FY 18-19</b>	<b>ASSOCIATED COST</b>
QUALITY OF PLACE: Identify current and future infrastructure needs	Resurfacing of Tennis and Basketball Courts at Morgan Levy Park (Park Impact Fee)	\$ 50,000.00
QUALITY OF PLACE: Identify current and future infrastructure needs	Construction of Doral Glades Park	Roll-Over FY 17-18
QUALITY OF PLACE: Pursue public vote on bond for park development	Parks Bond Referendum	Staff Time
QUALITY OF PLACE: Identify current and future infrastructure needs	Due diligence for future greenspace	\$ 5,000.00
QUALITY OF PLACE: Identify current and future infrastructure needs	ADA Design & Construction (Park Impact Fee)	\$ 100,000.00
QUALITY OF PLACE: Identify current and future infrastructure needs	Enclosure of Doral Meadow Park Baseball Field (Park Impact Fee)	\$ 14,000.00
<b>TOTAL</b>		<b>\$ 169,000.00</b>



## PARKS AND RECREATION BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** - There was an increase to these line items due to an approved 2% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation.
- **310 Professional Services** - This account decreased from last fiscal year due to on-going projects from FY 17-18. Budgeted funds will be used for due diligence for future greenspace, wetland mitigation and arborist consulting services.
- **340 Contractual Services - Other** - This account decreased from FY 17-18 due to a reduction in 4<sup>th</sup> of July, instructor contract payments, sports officiating services and parks maintenance.
- **430 Utility Services** - Even with the addition of funds for Doral Glades Park, this account decreased from FY 17-18 due to the reduction in electricity at other park facilities.
- **440 Rentals & Leases** - This account decreased from FY 17-18 due to a reduction in rental expenses for special events as a result of reducing the activities at 4<sup>th</sup> of July and other current events.
- **460 Repair & Maintenance - Office Equipment** - Increase in this account is due to the maintenance for Doral Glades Park as well as the projected increase in park landscaping expenses from recent proposals received.
- **490 Other Current Charges** - This account decreased from FY 17-18 due to a reduction in costs associated with Special Events as a result of removing Breakfast with Santa, Memorial Day Event and reducing the scale of other special events offered such as; Veteran's Day, Hispanic Heritage Celebration and 4<sup>th</sup> of July. Funding for Relay for Life was also removed from the department's budget and placed in the City Manager's budget.
- **494 Cultural Arts Program** - No change in this account from FY 17-18. The department continues to provide a variety of well attended and successful cultural arts events and programs that capture a range of interests from the community. Examples of programs and events offered include, but are not limited to; Miami Symphony Orchestra, Art of Music event series, Short Film Festival, Art After Dark series, Mother's Day Retro





Show, art exhibits, and theatre and ballet performances

- **520 Operating Supplies** - Although funding was decreased in special events and youth sports, this account increased from FY 17-18 due to Doral Glades Park recreational programs and operating supplies. Park is

projected to open June 2019

- **641 Capital Outlay - Vehicles** - Our department will be replacing a 2008 Jeep Liberty with a new Ford Escape. In addition, our department will be purchasing a new utility vehicle to be utilized at Doral Glades Park.

**PARKS & RECREATION DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
500.111 - Administrative Salaries	Parks & Recreation Director	1	1	1	1	1	\$ 125,282
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 125,282</b>
500.120 - Full Time Salaries	Assistant Director	1	1	1	1	1	\$ 92,901
	Administrative Assistant	1	1	1	1	1	\$ 34,876
	Recreation Administrator	1	1	1	1	1	\$ 71,083
	Parks Maintenance Supervisor	1	1	1	0	0	\$ -
	<i>Reclassified to Parks Operations Administrator</i>	0	0	0	1	1	\$ 62,169
	Recreation Facility Supervisor	2	2	2	2	2	\$ 104,682
	Recreation Program Coordinator	3	1	1	1	1	\$ 50,922
	Special Needs Coordinator	0	1	1	1	1	\$ 53,234
	Special Events Coordinator	1	1	1	1	1	\$ 58,556
	Event Specialist	1	1	1	1	1	\$ 42,444
	Cultural Event Specialist	1	1	1	1	1	\$ 43,717
	Sponsorship & Recreation Coordinator	1	0	0	0	0	\$ -
	Athletics Coordinator	0	2	2	2	2	\$ 105,554
	Park Manager	4	3	3	3	3	\$ 121,500
	Parks Foreman	0	1	1	1	1	\$ 41,714
	Assistant Park Manager	9	9	9	9	9	\$ 327,346
	Community Center Manager	1	1	1	1	1	\$ 39,798
	Assistant Community Center Manager	1	1	1	1	1	\$ 34,708
	Special Needs Specialist	1	1	1	1	1	\$ 43,209
	Accounting Clerk	1	1	1	1	1	\$ 34,877
	Parks Maintenance Technician	1	2	2	2	2	\$ 83,205
	Recreation Marketing & Sponsorship Coordinator	0	1	1	1	1	\$ 52,449
	Nature Facility Manager (Doral Glades)	0	1	1	1	1	\$ 17,536
	Park Manager (Doral Glades)	0	1	1	1	1	\$ 18,615
	Assistant Park Manager ( Doral Glades)	0	2	2	2	2	\$ 22,132
	<i>Service Award 5 yr</i>						\$ 1,810
	<i>Service Award 10 yr</i>						\$ 1,466
	<b>Full Time Salaries Total</b>	<b>31</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>\$ 1,560,503</b>
500.130 - Other Salaries	Park Service Aides Part Time	0	0	0	0	0	\$ 964,435
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ 964,435</b>
	<b>TOTAL</b>	<b>32</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>38</b>	<b>\$ 2,650,220</b>

\* AMENDED FY 2017-18 - This column reflects any mid-year change to budgeted positions

† RECLASSIFIED - Park Maintenance Supervisor to Park Operations Administrator



**0019000 - PARKS & RECREATION**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>0019000 - PARKS AND RECREATION REVENUE</b>							
334390 - STATE-VOL.CLEANUP TAX.CERT.	460,000	128,003	0	0	0	0	0
334700 - STATE-CULTURAL FACILITY GRANT	355,000	145,000	0	0	0	0	0
347200 - RECREATION FEES	118,864	103,396	140,000	140,000	106,241	140,000	140,000
347201 - RECREATION - RENTALS	61,390	46,833	75,000	75,000	136,228	100,000	100,000
347202 - RECREATION - BRONCO REGIS.	13,760	34,659	22,000	22,000	34,000	35,000	35,000
347203 - RECREATION-CONCESSIONS	21,684	23,242	30,000	30,000	22,000	20,000	20,000
347204 - RECREATION-TAXABLE SALES	0	0	0	0	15,065	15,000	15,000
347400 - RECREATION - SPECIAL EVENTS	32,635	43,068	45,000	45,000	57,576	45,000	45,000
347401 - RECREATION - SPONSORSHIPS	49,300	28,480	45,000	45,000	120,000	120,000	120,000
347402 - RECREATION - CAMPS	44,601	43,565	70,000	70,000	71,000	70,000	70,000
347403 - RECREATION - TENNIS	153,795	140,372	175,000	175,000	150,959	75,000	75,000
347404 - RECREATION - SOCCER	84,438	79,647	76,000	76,000	105,752	80,000	80,000
347405 - RECREATION-COMMUNITY CENTER	43,694	49,913	90,000	90,000	97,000	90,000	90,000
347406 - RECREATION-TRAINING	0	0	500	500	0	500	500
347407 - RECREATION-BASEBALL	12,192	13,718	13,000	13,000	12,361	13,000	13,000
366000 - PRIVATE GRANTS & CONTIRBUTIONS	95,566	21,000	0	0	0	0	0
369104 - MAU PARK	0	0	0	0	0	7,000	7,000
369400 - MISC.PARK FEES	0	0	0	0	100	0	0
<b>0019000 - PARKS AND RECREATION REVENUE TOTAL</b>	<b>1,546,918</b>	<b>900,896</b>	<b>781,500</b>	<b>781,500</b>	<b>928,282</b>	<b>810,500</b>	<b>810,500</b>
<b>GRAND TOTAL</b>	<b>1,546,918</b>	<b>900,896</b>	<b>781,500</b>	<b>781,500</b>	<b>928,282</b>	<b>810,500</b>	<b>810,500</b>



**00190005 - PARKS & RECREATION**

	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>PERSONNEL</b>							
500111 - ADMINISTRATIVE SALARIES	114,459	107,972	119,247	119,522	119,247	125,282	125,282
500120 - FULL TIME SALARIES	980,288	1,243,027	1,471,048	1,395,607	1,471,048	1,560,503	1,560,503
500125 - COMPENSATED ABSENCES	37,754	48,447	61,077	61,077	61,077	64,709	64,709
500130 - OTHER SALARIES	565,285	762,744	855,444	924,829	855,444	964,435	964,435
500140 - OVERTIME	12,429	15,890	19,000	24,781	19,000	20,000	20,000
500210 - FICA & MICA TAXES	130,830	163,916	194,360	194,360	194,360	210,357	210,357
500220 - RETIREMENT CONTRIBUTION	129,627	162,783	190,562	190,562	190,562	201,902	201,902
500230 - LIFE & HEALTH INSURANCE	160,724	282,376	400,874	400,874	400,874	446,917	446,917
<b>PERSONNEL TOTAL</b>	<b>2,131,396</b>	<b>2,787,156</b>	<b>3,311,612</b>	<b>3,311,612</b>	<b>3,311,612</b>	<b>3,594,105</b>	<b>3,594,105</b>
<b>OPERATING</b>							
500310 - PROFESSIONAL SERVICES	632,365	681,932	35,000	661,372	661,372	15,000	15,000
500340 - CONTRACTUAL SERVICES - OTHER	431,918	436,336	574,070	574,070	574,070	484,731	484,731
500400 - TRAVEL & PER DIEM	12,037	10,544	13,119	13,119	13,119	12,605	12,605
500410 - COMMUNICATION & FREIGHT	13,547	9,994	10,400	10,400	10,400	10,400	10,400
500430 - UTILITY SERVICES	120,523	125,151	292,900	287,900	250,000	292,000	292,000
500440 - RENTALS & LEASES	161,365	182,559	195,120	212,870	195,120	184,310	184,310
500460 - REPAIR & MAINT - OFFICE EQUIP	354,862	350,384	470,950	486,660	480,000	576,530	576,530
500461 - REPAIR & MAINT - VEHICLES	11,882	16,159	3,500	3,500	3,500	3,500	3,500
500470 - PRINTING & BINDING	35,314	52,296	47,682	56,182	47,682	53,799	53,799
500480 - PROMOTIONAL ACTIVITIES	28,683	32,080	35,300	42,500	35,300	33,800	33,800
500490 - OTHER CURRENT CHARGES	230,583	239,894	295,850	303,000	305,850	273,708	273,708
500494 - CURR.CHARGES - CULTURAL EVENTS	56,612	70,860	81,200	81,200	81,200	81,200	81,200
500496 - CULTURAL GRANT-KNIGHTS ART	153,613	51,873	0	0	0	0	0
500510 - OFFICE SUPPLIES	3,303	5,644	6,000	6,000	6,000	7,000	7,000
500520 - OPERATING SUPPLIES	257,951	331,350	272,219	273,219	272,219	284,700	284,700
500521 - OPERATING SUPPLIES - FUEL	0	0	250	250	250	250	250
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	8,750	7,425	13,674	13,674	13,674	13,674	13,674
<b>OPERATING TOTAL</b>	<b>2,513,310</b>	<b>2,604,479</b>	<b>2,347,234</b>	<b>3,025,916</b>	<b>2,949,756</b>	<b>2,327,207</b>	<b>2,327,207</b>
<b>CAPITAL</b>							
500620 - CAPITAL - BUILDING	4,972,808	5,404,026	0	10,877,059	10,877,059	0	0
500634 - IMPROVEMENTS	177,124	1,159,820	60,000	77,865	77,865	0	0
500640 - CAPITAL OUTLAY - OFFICE	56,370	96,759	23,000	52,554	40,000	0	0
500641 - CAPITAL OUTLAY - VEHICLES	60,512	67,773	3,000	3,000	3,000	29,792	29,792
500643 - GRANT - LOCAL	0	16,000	0	0	0	0	0
500650 - CONSTRUCTION IN PROGRESS	0	123,510	0	2,890,671	2,890,000	0	0
<b>CAPITAL TOTAL</b>	<b>5,266,814</b>	<b>6,867,887</b>	<b>86,000</b>	<b>13,901,149</b>	<b>13,887,924</b>	<b>29,792</b>	<b>29,792</b>
<b>Grand Total</b>	<b>9,911,520</b>	<b>12,259,522</b>	<b>5,744,846</b>	<b>20,238,677</b>	<b>20,149,292</b>	<b>5,951,104</b>	<b>5,951,104</b>



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**SPECIAL  
REVENUE FUNDS**

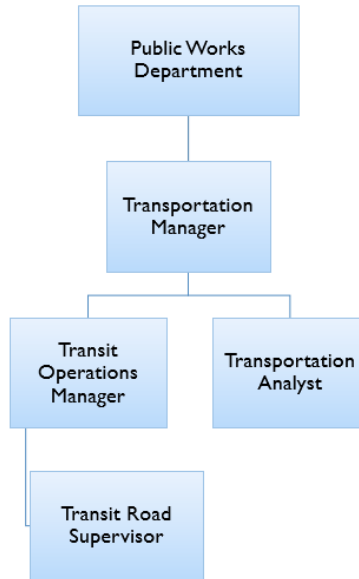


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## TRANSPORTATION FUND

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### TRANSPORTATION FUND – DIVISION FUNCTION

This Fund manages the local option gas tax revenues and 35% of State Revenue Sharing revenues, which must be utilized for transportation related items. County and Municipal governments shall only be allowed to utilize the proceeds of the 6 cent local option fuel tax for transportation improvement expenditures. The proceeds of the 3 cent local option fuel tax must be used for only those transportation expenditures needed to meet the requirements of the capital improvements element of an adopted comprehensive plan.

Section 336.025(7) of the Florida Statutes, define “transportation expenditures” to include those expenditures by the local government from local or state-share revenue sources, excluding expenditures of bond proceeds, for the following programs:

- Public transportation operations and maintenance.
- Roadway and right of way maintenance and equipment and structures used primarily for the storage and maintenance of such equipment.
- Roadway and right-of-way drainage.
- Street lighting, traffic signs, traffic engineering, signalization, and pavement markings.
- Bridge maintenance and operation
- Debt service and current expenditures for transportation capital projects in the foregoing program areas, including construction or reconstruction of roads.



## TRANSPORTATION FUND - DIVISION ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

- Completed the Florida International University (FIU) Trolley Expansion Study.
- Completed the NW 114<sup>th</sup> Avenue and NW 112<sup>th</sup> Avenue Improvement Study.
- Completed the signal warrant study for the intersection located at NW 112 Avenue and NW 82 Street.
- Purchased and placed into service five (5) new trolleys (DT02, DT13, DT14, DT15, and DT16).
- Implemented weekday Route 1 Service hour adjustments by providing four (4) trolleys between 6:00 AM and 10:00 PM in order to provide 30-minute headway throughout the day.
- Extended weekday Route 2 evening service by one-hour.
- Implemented Saturday service on Route 2.
- Extended Route 1 to service the Dolphin Mall Transit Terminal and Doral Legacy Park.
- Extended Route 2 to better service the NW 36<sup>th</sup> Street and the NW 79<sup>th</sup> Avenue corridors and Downtown Doral.
- Extended Route 3 to service the Doral Math and Science Academy and the communities along NW 104 Avenue between NW 74 Street and NW 66 Street (Landmark).
- Launched the Florida International University (FIU) Trolley Route.
- Initiated and completed Onboard Trolley Survey.
- Completed Sunday Church Trolley Route Feasibility Study.
- Selected to be Miami-Dade County Transportation Planning Organization (TPO) Board members for the Transportation Planning Council, Transportation Planning Technical Advisory Committee, and the Long Range, and Long Range Transportation Plan.
- Awarded \$50,000 from the Miami-Dade TPO Smart Moves Program to perform the Doral Trolley/SMART Plan Implementation Study.
- Initiated the Doral Trolley/SMART Plan Implementation Study.
- Initiated Citywide Parking Demand Study.
- Initiated and completed the Citywide Biennial Traffic Data Collection Study.
- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related project.
- Continued to assist and coordinate with the Doral Traffic Relief Advisory Board.
- Continued the review, comment, and approval process of traffic impact studies and trip generation analysis of private developments.
- Continue to work with the City's Police Department to address traffic related concerns.





**TRANSPORTATION FUND - DIVISION OBJECTIVES FOR FY 2019**

The following objectives were developed to provide a description of the anticipated accomplishments for this division as they relate to the City Council’s Budget Priorities and Strategic Goals which are indicated below.

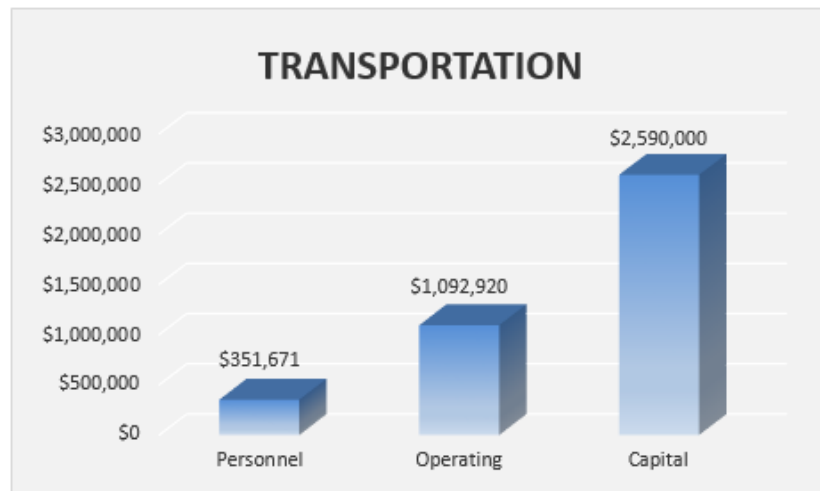
- Continue to assist and coordinate with the Doral Traffic Relief Advisory Board.
- Continue to work with the City’s Police Department on traffic related concerns.
- Continue the review, comment, and approval process of traffic impact studies and trip generation analysis of private developments.
- Complete the Doral Trolley/SMART Plan Implementation Study.
- Complete Citywide Parking Demand Study.
- Implement the Sunday Church Trolley Route.
- Continue to conduct annual On-Board Trolley Survey.
- Initiate and complete Feasibility Study for NW 117<sup>th</sup> Avenue connection north of Doral Meadows Park.

**TRANSPORTATION FUND - DIVISION STRATEGIC PRIORITIES**

STRATEGIC PRIORITIES	ADOPTED FY 18-19	ASSOCIATED COST
Capital / Transportation Fund	Continue with the City's roadway milling and resurfacing plan scheduled for FY 2019	\$ 786,000.00
	Citywide Sidewalk Improvements	\$ 1,200,000.00
	Congestion Management Plan (Phase 4)	\$ 90,000.00
	Continue the City's safety and security technologies on the trolleys	\$ 75,000.00
<b>TOTAL</b>		<b>\$ 2,151,000.00</b>



## TRANSPORTATION FUND – DIVISION BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 2% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation.
- **340 - Contractual Services - Other** – This account is used to fund infrastructure improvements on county roads. The department proposed projects will be funded from the FY 2018 budget.
- **341 - Other Contractual Services** – Decreases in this account are associated with estimated expenditures. The FY 2019 budget does not fund the purchase of additional trolleys. The on-board survey will be done with FY 2018 funds.
- **460 – Repair and Maintenance – Office Equipment** - This account decreased in comparison to previous Fiscal Year due to the encumbrance of funds for the implementation of the Do Not Block the Box segments.
- **631 – Capital Outlay – Improvements Street Beautification** - This account was reduced from previous Fiscal Year, as no new projects have been funded pending completion of on-going projects.
- **633 - Capital Outlay – Street Improvements** - This account includes funding for citywide sidewalk improvements and resurfacing projects.
- **641 – Capital Outlay – Vehicles** - This account reduced from previous Fiscal Year, since it does not include funding for additional trolleys for FY 2019.
- **650 - Construction in Progress** – The decrease in this account is associated with estimated expenditures of projected new and ongoing projects.



**TRANSPORTATION FUND - PUBLIC WORKS  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19
500.120 - Full Time Salaries						
	Transportation Manager	1	1	1	1	\$ 96,644
	Transit Operations Manager	1	1	1	1	\$ 53,194
	Transportation Engineer	1	1	1	0	\$ -
	<i>Reclassified to Transportation Analyst</i>	0	0	0	1	\$ 61,200
	Transit Road Supervisor	1	1	1	1	\$ 35,324
	<b>Full Time Salaries Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$ 246,362</b>
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$ 246,362</b>

<sup>1</sup> RECLASSIFIED - Transportation Engineer to Transportation Analyst



**TRANSPORTATION FUND - PUBLIC WORKS BUDGET**

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ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		<b>15,882,541</b>	<b>16,193,176</b>	<b>17,830,562</b>	<b>17,830,562</b>	<b>17,830,562</b>	<b>3,441,956</b>	<b>3,441,956</b>
<b>REVENUES</b>								
101.8000.312410	LOCAL OPTION GAS TAX	571,521	592,416	565,458	565,458	593,489	655,812	655,812
101.8000.312420	LOCAL OPTION GAS TAX- NEW	221,217	230,470	218,971	218,971	228,724	251,994	251,994
101.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	2,120,606	-	-	-	-	-	-
101.8000.331408	CIRCULATOR GRANT FL04-0122	-	-	-	-	-	-	-
101.8000.331409	CIRCULATOR GRANT FL04-0148	-	-	-	-	-	-	-
101.8000.334102	FDOT GRANT - FEDERAL	243,307	1,576,182	-	-	-	-	-
101.8000.337100	COUNTY REIMBURSEMENT	1,040,233	-	-	-	-	-	-
101.8000.337707	LOCAL GRANT TRANSIT MOBILITY	-	16,624	-	-	55,359	-	-
101.8000.361100	INTEREST INCOME	44,226	99,174	70,000	70,000	150,000	70,000	70,000
101.8000.363240	ROADWAY BEAUTIFICATION - IMPACT FEES	2,751,825	1,315,917	1,750,000	1,750,000	2,500,000	1,750,000	1,750,000
101.8000.366100	DEVELOPER CONTRIBUTIONS	-	-	-	-	-	-	-
101.8000.367100	CHANGE IN INVESTMENT VALUE	16,670	(24,613)	-	-	(80,000)	-	-
101.8000.369200	PRIOR YEARS RECOVERY	38,713	-	-	-	163,456	-	-
101.8000.381100	OPERATING TRANSFERS IN	-	3,790,000	-	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>7,048,318</b>	<b>7,596,171</b>	<b>2,604,429</b>	<b>2,604,429</b>	<b>3,611,028</b>	<b>2,727,806</b>	<b>2,727,806</b>
<b>OTHER RESOURCES</b>								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	1,637,385	4,581,149	4,581,149	4,581,149	1,306,785	1,306,785
	PRIOR YEAR OPERATING BALANCES	-	-	-	10,815,490	10,815,490	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>1,637,385</b>	<b>4,581,149</b>	<b>15,396,639</b>	<b>15,396,639</b>	<b>1,306,785</b>	<b>1,306,785</b>
	<b>TOTAL AVAILABLE RESOURCES</b>	<b>7,048,318</b>	<b>9,233,556</b>	<b>7,185,578</b>	<b>18,001,068</b>	<b>19,007,667</b>	<b>4,034,591</b>	<b>4,034,591</b>
<b>EXPENDITURES</b>								
101.80005.500120	FULL TIME SALARIES	162,411	198,305	237,011	237,011	237,011	246,362	246,362
101.80005.500125	COMPENSATED ABSENCES	576	624	9,086	9,086	9,086	9,476	9,476
101.80005.500140	OVERTIME	12	-	-	-	40	-	-
101.80005.500210	FICA & MICA TAXES	10,395	15,273	18,827	18,827	18,827	19,572	19,572
101.80005.500220	RETIREMENT CONTRIBUTIONS	16,231	24,554	28,350	28,350	28,350	29,563	29,563
101.80005.500230	LIFE & HEALTH INSURANCE	5,948	13,104	41,384	41,384	41,384	46,698	46,698
	<b>TOTAL PERSONNEL COSTS</b>	<b>195,574</b>	<b>251,859</b>	<b>334,658</b>	<b>334,658</b>	<b>334,698</b>	<b>351,671</b>	<b>351,671</b>
101.80005.500310	PROFESSIONAL SERVICES	864,750	275,067	3,200	689,608	660,742	3,200	3,200
101.80005.500340	CONTRACTUAL SERVICES - OTHER	-	-	950,000	1,550,000	1,550,000	-	-
101.80005.500341	CONTRACTUAL SERVICES - ENGINEERING	1,778,107	160,398	1,155,000	630,810	630,000	1,080,000	1,080,000
101.80005.500400	TRAVEL & PER DIEM	25	250	5,900	5,900	5,900	5,900	5,900
101.80005.500440	RENTAL & LEASES	-	-	-	-	-	-	-
101.80005.500460	REPAIR & MAINTENANCE - OFFICE EQUIP	-	-	100,000	100,000	100,000	-	-
101.80005.500540	DUES, SUBSCRIPTIONS, MEMBERSHIPS	514	899	3,820	3,820	3,770	3,820	3,820
	<b>TOTAL OPERATING COST</b>	<b>2,643,396</b>	<b>436,614</b>	<b>2,217,920</b>	<b>2,980,138</b>	<b>2,950,412</b>	<b>1,092,920</b>	<b>1,092,920</b>
101.80005.500631	CAPITAL OUTLAY - MEDIAN ST BEAUTI.	-	-	100,000	1,850,000	1,850,000	-	-
101.80005.500633	CAPITAL OUTLAY - STREET IMPRV	3,898,714	4,496,116	2,545,000	10,257,040	10,257,040	1,500,000	1,500,000
101.80005.500640	CAPITAL OUTLAY - EQUIPMENT	-	-	-	-	-	-	-
101.80005.500641	CAPITAL OUTLAY - VEHICLES	-	176,832	783,000	971,484	971,484	-	-
101.80005.500648	GRANT (CIRCULATOR #FL 04-0122)	-	-	-	-	-	-	-
101.80005.500649	GRANT (CIRCULATOR #FL 040148)	-	-	-	-	-	-	-
101.80005.500650	CONSTRUCTION IN PROGRESS	-	597,363	1,205,000	1,607,748	1,636,000	1,090,000	1,090,000
	<b>TOTAL CAPITAL OUTLAY</b>	<b>3,898,714</b>	<b>5,270,311</b>	<b>4,633,000</b>	<b>14,686,272</b>	<b>14,714,524</b>	<b>2,590,000</b>	<b>2,590,000</b>
101.80005.500710	DEBT SERVICE PRINCIPAL TROLLEY	-	-	-	-	-	-	-
101.80005.500720	DEBT SERVICE INTEREST TROLLEY	-	-	-	-	-	-	-
	<b>TOTAL DEBT SERVICE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



TRANSPORTATION FUND - PUBLIC WORKS BUDGET

101

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>TOTAL TRANSPORTATION FUND EXPENSES</b>		<b>6,737,683</b>	<b>5,958,785</b>	<b>7,185,578</b>	<b>18,001,068</b>	<b>17,999,634</b>	<b>4,034,591</b>	<b>4,034,591</b>
	USE OF FUND BALANCE	-	1,637,385	4,581,149	4,581,149	4,581,149	1,306,785	1,306,785
	PRIOR YEAR OPERATING BALANCES	-	-	-	10,815,490	10,815,490	-	-
<b>Ending Fund Balance</b>		<b>16,193,176</b>	<b>17,830,562</b>	<b>13,249,413</b>	<b>2,433,923</b>	<b>3,441,956</b>	<b>2,135,171</b>	<b>2,135,171</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.



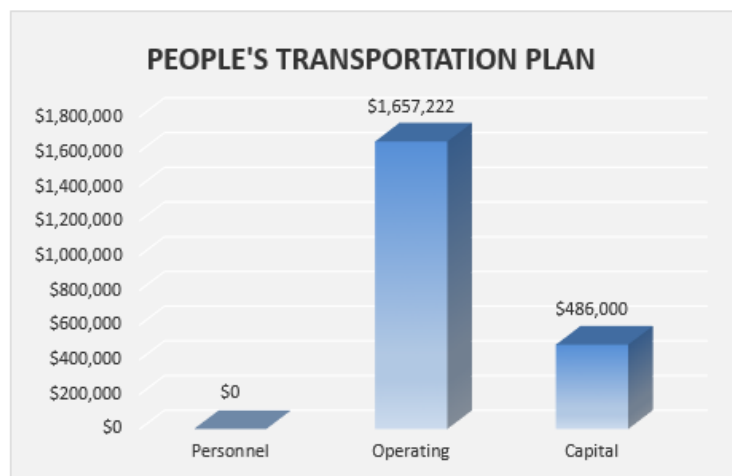
## PEOPLE'S TRANSPORTATION PLAN FUND

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### PEOPLE'S TRANSPORTATION PLAN FUND FUNCTION

This fund has been established to manage monies to be utilized for transportation purposes that are generated from the one-half cent sales tax, and the Miami Dade County Transportation Tax. This fund will be used for the City's transportation expenses.

### PEOPLE'S TRANSPORTATION PLAN FUND BUDGET HIGHLIGHTS



The People's Transportation Fund estimated revenues are \$2,552,382 and expenditures for FY 2019 are \$2,143,222.

- **341 Contractual Services-Engineering** – This line item is for Trolley Operation and Maintenance.
- **633 Improvements-Street** – This line item covers some resurfacing projects identified in the Capital Improvement Plan.



PEOPLE'S TRANSPORTATION PLAN FUND

106

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		-	-	478,050	478,050	478,050	403,394	403,394
<b>REVENUES</b>								
106.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	-	2,232,433	2,244,534	2,244,534	2,395,251	2,552,382	2,552,382
	<b>TOTAL REVENUES</b>	-	2,232,433	2,244,534	2,244,534	2,395,251	2,552,382	2,552,382
<b>OTHER RESOURCES</b>								
106.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	326,685	326,685	-	-
	<b>TOTAL OTHER RESOURCES</b>	-	-	-	326,685	326,685	-	-
<b>TOTAL AVAILABLE RESOURCES</b>		-	2,232,433	2,244,534	2,571,219	2,721,936	2,552,382	2,552,382
<b>EXPENDITURES</b>								
106.80005.500341	CONTRACTUAL SERVICES - ENGINEER	-	1,595,067	1,635,000	1,635,000	1,635,000	1,635,000	1,635,000
106.80005.500540	DUES, SUBSCRIPTIONS, & MEMBERSHIPS	-	-	22,222	22,222	22,222	22,222	22,222
	<b>TOTAL OPERATING COST</b>	-	1,595,067	1,657,222	1,657,222	1,657,222	1,657,222	1,657,222
106.80005.500633	CAPITAL OUTLAY - STREET IMPROVEMENTS	-	159,315	486,000	812,685	812,685	486,000	486,000
	<b>TOTAL CAPITAL OUTLAY</b>	-	159,315	486,000	812,685	812,685	486,000	486,000
<b>TOTAL PEOPLE'S TRANSPORTATION PLAN FUND EXPENSES</b>		-	1,754,383	2,143,222	2,469,907	2,469,907	2,143,222	2,143,222
	USE OF FUND BALANCE	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	326,685	326,685	-	-
	<b>Ending Fund Balance</b>	-	478,050	579,362	252,678	403,394	812,554	812,554

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.



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A large tree with red flowers in the foreground, a green lawn, a white building with a dome, and a large white sculpture in the background.

# OTHER FUNDS



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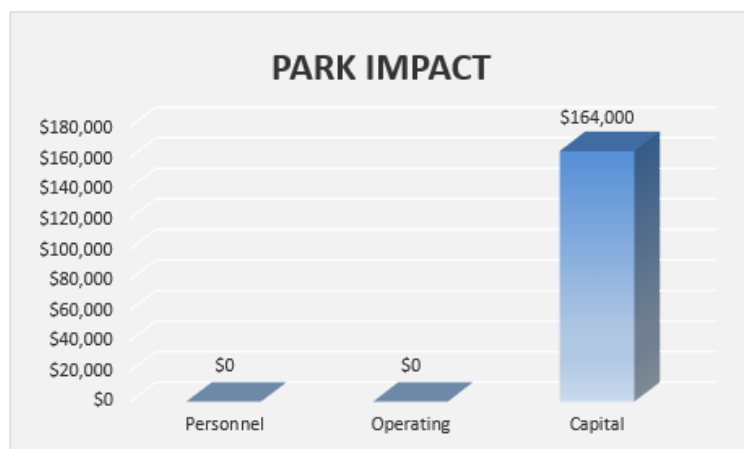
## PARKS IMPACT FEE FUND

### PARK IMPACT FEE FUND FUNCTION

Parks Impact Fees Fund shall be used for the City of Doral Publicly owned parks, open space, and recreation facilities either for the development or improvement of current or future green spaces. The City charges developers who are building new construction single family, duplex and multi-family buildings a fee per unit. Such acquisitions and improvements shall be consistent with the levels of service and standards set forth in the comprehensive plan.

The Parks Impact Fees are imposed in order to regulate the use and development of land so as to assure that new development bears a proportionate share of the cost of the capital expenditures necessary to provide parklands, and the funds necessary to construct improvements to such lands in the City of Doral.

### Park Impact Fee FUND BUDGET HIGHLIGHTS



- **634 Capital Outlay – Improvements – Parks**

- *ADA Design & Construction* - Our department is allocating funds to be utilized for design and construction costs associated with any modifications needed based on the findings of the ADA assessment conducted in FY 17-18. These modifications will ensure that our facilities remain ADA compliant.
- *Resurfacing of Morgan Levy Park Basketball & Tennis Courts* - Our department will be resurfacing the tennis and basketball courts at Morgan Levy Park. This project is a routine maintenance project and ensures that patrons have a safe surface to play on.
- *Doral Meadow Park - Enclose Grass Baseball Field* - Our department will be enclosing the small baseball field at Doral Meadow Park.



PARK IMPACT FEE FUND

102

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		9,062,130	3,736,528	3,194,066	3,194,066	3,194,066	1,436,791	1,436,791
<b>REVENUES</b>								
102.9000.331700	GRANT - FEDERAL	-	-	-	-	-	-	-
102.9000.361100	INTEREST INCOME	16,083	22,316	10,000	10,000	35,518	10,000	10,000
102.9000.363101	SPECIAL ASSESSTMENT - EDUCATIONAL	-	-	-	-	-	-	-
102.9000.363270	IMPACT FEES - PARKS	2,651,002	418,579	400,000	400,000	1,020,000	250,000	250,000
	<b>TOTAL REVENUES</b>	<b>2,667,085</b>	<b>440,895</b>	<b>410,000</b>	<b>410,000</b>	<b>1,055,518</b>	<b>260,000</b>	<b>260,000</b>
<b>OTHER RESOURCES</b>								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	542,462	510,204	510,204	510,204	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	1,892,589	1,892,589	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>542,462</b>	<b>510,204</b>	<b>2,402,793</b>	<b>2,402,793</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>2,667,085</b>	<b>983,357</b>	<b>920,204</b>	<b>2,812,793</b>	<b>3,458,311</b>	<b>260,000</b>	<b>260,000</b>
<b>EXPENDITURES</b>								
102.90005.500310	PROFESSIONAL SERVICES -	83,171	-	-	3,555	3,555	-	-
	<b>TOTAL OPERATING COST</b>	<b>83,171</b>	<b>-</b>	<b>-</b>	<b>3,555</b>	<b>3,555</b>	<b>-</b>	<b>-</b>
102.22005.500652	CAPITAL OUTLAY - OTHER	-	-	517,204	517,204	517,204	-	-
102.90005.500620	CAPITAL OUTLAY - BUILDING	7,842,234	110,599	-	1,332,770	1,332,770	-	-
102.90005.500634	CAPITAL OUTLAY - IMPROVEMENTS - PARKS	67,283	872,758	-	556,264	556,264	164,000	164,000
102.90005.500640	CAPITAL OUTLAY - PARK DEVELOPMENT	-	-	18,000	18,000	18,000	-	-
102.90005.500650	CAPITAL OUTLAY - CONSTRUCTION IN PROGRESS	-	-	385,000	385,000	385,000	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>7,909,517</b>	<b>983,357</b>	<b>920,204</b>	<b>2,809,238</b>	<b>2,809,238</b>	<b>164,000</b>	<b>164,000</b>
<b>TOTAL PARK IMPACT FEE FUND EXPENSES</b>		<b>7,992,687</b>	<b>983,357</b>	<b>920,204</b>	<b>2,812,793</b>	<b>2,812,793</b>	<b>164,000</b>	<b>164,000</b>
	USE OF FUND BALANCE	-	542,462	510,204	510,204	510,204	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	1,892,589	1,892,589	-	-
<b>Ending Fund Balance</b>		<b>3,736,528</b>	<b>3,194,066</b>	<b>2,683,862</b>	<b>791,273</b>	<b>1,436,791</b>	<b>1,532,791</b>	<b>1,532,791</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.



## POLICE IMPACT FEE FUND

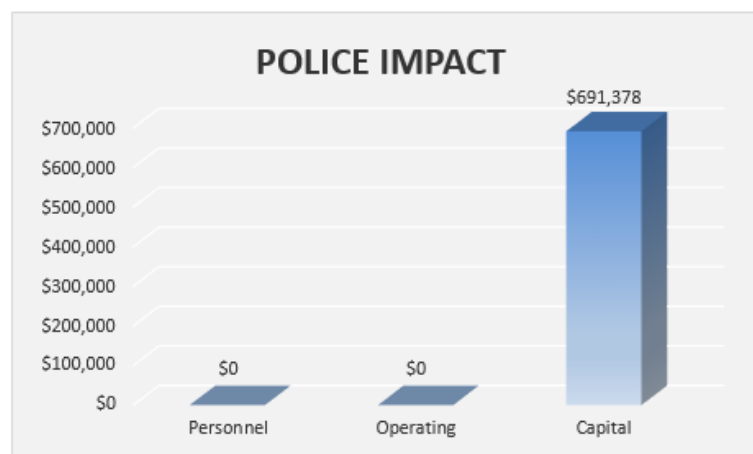
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### POLICE IMPACT FEE FUND FUNCTION

This fund is intended to assist in the implementation of the City of Doral Comprehensive Plan and to regulate the use and development of land so as to assure that new development bears a proportionate share of the cost of capital expenditures necessary to provide public safety in the City of Doral.

The City imposes an impact fee on new development to help fund Police department Capital expenditures. This fund tracks this revenue and the allowed expenses. With the increase in construction activity, this revenue is climbing.

### POLICE IMPACT FEE FUND BUDGET HIGHLIGHTS



- **640 Capital Outlay – Office** – Increase to purchase essential equipment for new Police Officers, including tasers, ballistic vests, ballistic helmets, guns, and handheld radios.
- **641 Capital Outlay - Vehicles** – Purchase of Police Vehicles associated with the addition of new Police Officers.
- **652 Capital Outlay – Other** – Purchase of laptops for new Police Officers.



POLICE IMPACT FEE FUND

103

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		2,346,741	3,202,690	1,560,320	1,560,320	1,560,320	1,374,850	1,374,850
<b>REVENUES</b>								
103.6000.361100	INTEREST INCOME	3,650	8,107	5,000	5,000	14,000	5,000	5,000
103.6000.363220	IMPACT FEES - POLICE	852,299	237,125	400,000	400,000	916,000	500,000	500,000
	<b>TOTAL REVENUES</b>	<b>855,949</b>	<b>245,232</b>	<b>405,000</b>	<b>405,000</b>	<b>930,000</b>	<b>505,000</b>	<b>505,000</b>
<b>OTHER RESOURCES</b>								
103.6000.300100	RESERVES - IN USE OF FUND BALANCE	-	1,642,371	-	-	-	186,378	186,378
	PRIOR YEAR OPERATING BALANCES	-	-	-	726,470	726,470	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>1,642,371</b>	<b>-</b>	<b>726,470</b>	<b>726,470</b>	<b>186,378</b>	<b>186,378</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>855,949</b>	<b>1,887,603</b>	<b>405,000</b>	<b>1,131,470</b>	<b>1,656,470</b>	<b>691,378</b>	<b>691,378</b>
<b>EXPENDITURES</b>								
103.60005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
103.60005.500610	CAPITAL OUTLAY - LAND	-	-	-	-	-	-	-
103.60005.500620	CAPITAL OUTLAY - BUILDING	-	503,288	-	496,712	496,712	-	-
103.60005.500634	CAPITAL OUTLAY - IMPROVEMENTS	-	1,384,315	-	229,757	229,757	-	-
103.60005.500640	CAPITAL OUTLAY - OFFICE	-	-	15,000	15,000	15,000	125,600	125,600
103.60005.500641	CAPITAL OUTLAY - VEHICLES	-	-	374,000	374,000	374,000	511,648	511,648
103.60005.500652	CAPITAL OUTLAY - OTHER	-	-	-	-	-	54,130	54,130
	<b>TOTAL CAPITAL OUTLAY</b>	<b>-</b>	<b>1,887,602</b>	<b>389,000</b>	<b>1,115,470</b>	<b>1,115,470</b>	<b>691,378</b>	<b>691,378</b>
<b>TOTAL POLICE IMPACT FEE FUND EXPENSES</b>		<b>-</b>	<b>1,887,602</b>	<b>389,000</b>	<b>1,115,470</b>	<b>1,115,470</b>	<b>691,378</b>	<b>691,378</b>
	USE OF FUND BALANCE	-	1,642,371	-	-	-	186,378	186,378
	PRIOR YEAR OPERATING BALANCES	-	-	-	726,470	726,470	-	-
<b>Ending Fund Balance</b>		<b>3,202,690</b>	<b>1,560,320</b>	<b>1,576,320</b>	<b>849,850</b>	<b>1,374,850</b>	<b>1,188,472</b>	<b>1,188,472</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.



## BUILDING TECHNOLOGY FUND

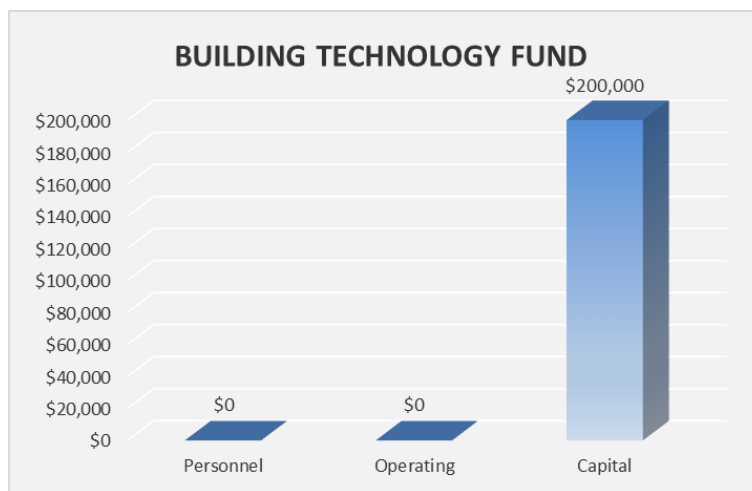
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### BUILDING TECHNOLOGY FUND FUNCTION

This fund was established to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines.

The City assesses a Technology Fee of 0.05% of the total cost of construction; added to all base permit fees. This fund tracks this revenue and the allowed expenses.

### BUILDING TECHNOLOGY FUND BUDGET HIGHLIGHTS



- **652 Capital Outlay – Other** – This account includes partial funding for a full integration to an online permitting system that is outward facing.



**BUILDING TECHNOLOGY FUND**

108

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END					ADOPTED	
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18		PROPOSED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		-	-	-	-	-	166,582	166,582
<b>REVENUES</b>								
108.7000.341904	BUILDING TECHNOLOGY ADMINISTRATIVE FEE	-	-	-	-	166,582	200,000	200,000
	<b>TOTAL REVENUES</b>	-	-	-	-	166,582	200,000	200,000
<b>OTHER RESOURCES</b>								
108.7000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-
	<b>TOTAL OTHER RESOURCES</b>	-	-	-	-	-	-	-
	<b>TOTAL AVAILABLE RESOURCES</b>	-	-	-	-	166,582	200,000	200,000
<b>EXPENDITURES</b>								
108.70005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
108.70005.500320	ACCOUNTING & AUDITING SERVICES	-	-	-	-	-	-	-
108.70005.500400	TRAVEL & PER DIEM	-	-	-	-	-	-	-
108.70005.500520	OPERATING SUPPLIES	-	-	-	-	-	-	-
108.70005.500540	DUES/ SUBSCRIPTIONS/ MEMBERSHIPS	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	-	-	-	-	-	-	-
<b>CAPITAL</b>								
108.70005.500640	CAPITAL OUTLAY - OFFICE	-	-	-	-	-	-	-
108.70005.500652	CAPITAL OUTLAY - OTHER	-	-	-	-	-	200,000	200,000
	<b>TOTAL CAPITAL COST</b>	-	-	-	-	-	200,000	200,000
	<b>TOTAL BUILDING TECHNOLOGY FUND EXPENSES</b>	-	-	-	-	-	200,000	200,000
	USE OF FUND BALANCE							-
	<b>Ending Fund Balance</b>	-	-	-	-	166,582	166,582	166,582

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.





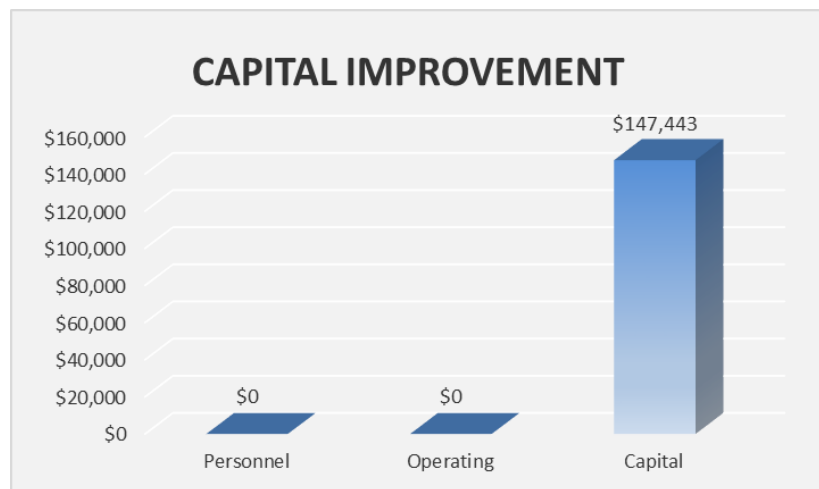
## CAPITAL IMPROVEMENT FUND

### CAPITAL IMPROVEMENT FUND FUNCTION

This section provides for a brief overview of the capital improvement projects that are scheduled to take place during Fiscal Year 2019 as well as a breakdown of those Capital Improvement Projects that are funded through the Capital Project Fund. Pursuant to the City Charter Section 3.2(5), a capital program is developed and updates annually.

The Capital Improvement Fund is used to fund improvements to the City of Doral Government Center.

### CAPITAL IMPROVEMENT FUND BUDGET HIGHLIGHTS



- **634 Capital Outlay-Improvements** – This account is budgeted for \$82,443, this includes funding for the Police Department Headquarters building façade repairs. This is a life safety issue as the existing façade tiles are falling from the building. Tile will be replaced with stamp concrete painted in blue to simulate the existing tiles.
- **650 Construction in Progress** – This account is budgeted for \$65,000 for HVAC-replacement of condenser coils.



**CAPITAL IMPROVEMENT FUND**  
301

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		185,737	279,363	571,616	571,616	571,616	60	60
<b>REVENUES</b>								
301.5000.381100	OPERATING TRANSFERS IN	300,000	350,000	-	-	-	147,443	147,443
	<b>TOTAL REVENUES</b>	<b>300,000</b>	<b>350,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>147,443</b>	<b>147,443</b>
<b>OTHER RESOURCES</b>								
301.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	257,705	257,705	257,705	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	427,845	427,845	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>-</b>	<b>257,705</b>	<b>685,550</b>	<b>685,550</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>300,000</b>	<b>350,000</b>	<b>257,705</b>	<b>685,550</b>	<b>685,550</b>	<b>147,443</b>	<b>147,443</b>
<b>EXPENDITURES</b>								
301.80005.500310	PROFESSIONAL SERVICES - CITY HALL CONST.	4,170	(418)	-	331,956	217,956	-	-
301.80005.500314	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
301.80005.500520	OPERATING SUPPLIES	-	41,154	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	<b>4,170</b>	<b>40,736</b>	<b>-</b>	<b>331,956</b>	<b>217,956</b>	<b>-</b>	<b>-</b>
301.80005.500620	CAPITAL OUTLAY - BUILDINGS	-	-	-	-	-	-	-
301.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	195,425	750	236,800	326,250	326,250	82,443	82,443
301.80005.500640	CAPITAL OUTLAY - OTHER	6,780	4,114	20,908	27,347	27,347	-	-
301.80005.500650	CONSTRUCTION IN PROGRESS	-	12,146	-	-	-	65,000	65,000
	<b>TOTAL CAPITAL OUTLAY</b>	<b>202,205</b>	<b>17,011</b>	<b>257,708</b>	<b>353,597</b>	<b>353,597</b>	<b>147,443</b>	<b>147,443</b>
<b>TOTAL CAPITAL IMPROVEMENT FUND EXPENSES</b>		<b>206,374</b>	<b>57,747</b>	<b>257,708</b>	<b>685,553</b>	<b>571,553</b>	<b>147,443</b>	<b>147,443</b>
	USE OF FUND BALANCE	-	-	257,708	257,708	257,708	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	427,845	427,845	-	-
<b>Ending Fund Balance</b>		<b>279,363</b>	<b>571,616</b>	<b>313,905</b>	<b>(113,940)</b>	<b>60</b>	<b>60</b>	<b>60</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.



## **INFRASTRUCTURE REPLACEMENT FUND**

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### **INFRASTRUCTURE REPLACEMENT FUND FUNCTION**

This new fund was established in FY 2015-2016 in an effort to help fund future capital replacement. The Infrastructure Replacement Funding principle is that the money is collected and segregated, over a period of time, to cover the repair or replacement cost of existing common elements; that is, capital assets already in existence.

Infrastructure Replacement Funds are part of a long-term financial plan, which helps:

- Strengthen the Community's fiscal health and increase the market value of units

### **INFRASTRUCTURE REPLACEMENT FUND BUDGET HIGHLIGHTS**

The Infrastructure Replacement Fund is supported by an operating transfer from the General Fund in the amount of \$1,165,356.



**INFRASTRUCTURE REPLACEMENT FUND**

302

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END					ADOPTED	
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET* FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18		PROPOSED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		-	100,000	200,000	200,000	200,000	700,000	700,000
<b>REVENUES</b>								
302.5000.381100	OPERATING TRANSFERS IN	100,000	100,000	500,000	500,000	500,000	1,165,356	1,165,356
	<b>TOTAL REVENUES</b>	<b>100,000</b>	<b>100,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,165,356</b>	<b>1,165,356</b>
<b>OTHER RESOURCES</b>								
302.8000.300100	RESERVES - IN USE OF FUND BALANCE							
	<b>TOTAL OTHER RESOURCES</b>	-	-	-	-	-	-	-
<b>TOTAL AVAILABLE RESOURCES</b>		<b>100,000</b>	<b>100,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,165,356</b>	<b>1,165,356</b>
<b>EXPENDITURES</b>								
302.80005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
302.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
302.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	-	-	-	-	-	-	-
302.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	-	-	-	-	-	-	-
302.80005.500640	CAPITAL OUTLAY - OTHER	-	-	-	-	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	-	-	-	-	-	-	-
<b>TOTAL INFRASTRUCTURE REPLACEMENT FUND EXPENSES</b>		-	-	-	-	-	-	-
	USE OF FUND BALANCE							-
<b>Ending Fund Balance</b>		<b>100,000</b>	<b>200,000</b>	<b>700,000</b>	<b>700,000</b>	<b>700,000</b>	<b>1,865,356</b>	<b>1,865,356</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.



## STORMWATER FUND

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### STORMWATER FUND – DIVISION FUNCTION

In 1987, the United States Congress amended the Clean Water Act to require the Environmental Protection Agency to develop regulations for the permitting of Stormwater discharges into the waters of the United States of America. In addition, under the provisions of the “Florida Air and Water Pollution Control Act,” (Chapter 403, Florida Statutes, at section 403.0891), local governments are required to develop Stormwater managements programs. In order to comply with the mandated Federal requirements, and in accordance with state law, Miami-Dade County enacted a county-wide Stormwater utility ordinance (91-66) effective June 30, 1991.

The money within the fund shall be used for the exclusive use of the city's Stormwater management utility, including but not limited to, the following:

- Stormwater management services, such as studies, design, permit review, planned preparation, and development review.
- Operation, maintenance, repair, and replacement of the Stormwater collection, storage, treatment, and conveyance infrastructure.
- Project cost related to constructing major or minor structural improvements to the Stormwater-related infrastructure as provided in any city Stormwater management plan.
- Administrative costs associated with the management of the Stormwater management utility fee.
- Debt service financing of Stormwater-related capital improvements defined in any city Stormwater management plan, including City's pro rata share of the Miami-Dade County Stormwater Utility Revenue Bond Series 1999 and Series 2004.
- Funding of any studies, including water quantity and quality monitoring aerial photography and geotechnical work associated with the planning of Stormwater-related infrastructure.



## STORMWATER FUND - DIVISION ACCOMPLISHMENTS FOR FY 2018

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals.

- Completed the design of Year 5B of the Canal Bank Stabilization Program and commenced construction.
- Secured FDOT LAP Grant in an amount of \$1,000,000 for Year 6 (5b) of the Canal Bank Stabilization Program located along the Dressels Canal adjacent to NW 41<sup>st</sup> Street between NW 97<sup>th</sup> Avenue and NW 87<sup>th</sup> Avenue.
- Completed the construction of Year 5A of the Canal Bank Stabilization Program located along the Dressels Canal adjacent to NW 41<sup>st</sup> Street between NW 87<sup>th</sup> Avenue and NW 79<sup>th</sup> Avenue, and adjacent to NW 107<sup>th</sup> Avenue between NW 52<sup>nd</sup> Street and NW 57<sup>th</sup> Street.
- Obtained the MDC Class III Permit for the completed design of Year 7 of the Canal Bank Stabilization Program located along the Northline Canal adjacent to NW 25<sup>th</sup> Street between NW 97<sup>th</sup> Avenue and NW 87<sup>th</sup> Avenue, and along the north side of the Dressels Canal adjacent to NW 50<sup>th</sup> Street between NW 102<sup>nd</sup> Avenue and NW 97<sup>th</sup> Avenue.
- Completed the maintenance cycle of the City's stormwater drainage infrastructure.
- Commenced the design of Year 4 of the Stormwater Improvements 5-Year CIP: Sub Basin A-2, located along NW 79<sup>th</sup> Avenue between NW 14<sup>th</sup> Street and NW 24 Street.
- Updated Stormwater Division written procedures.
- Secured State Grant in an amount of \$461,708.00 for the Stormwater Improvements at Sub Basin H-8 located along NW 57<sup>th</sup> Street between NW 79<sup>th</sup> Avenue and NW 77<sup>th</sup> Court, along NW 56<sup>th</sup> Street between NW 79<sup>th</sup> Avenue and NW 77<sup>th</sup> Court, and along NW 77<sup>th</sup> Court between NW 56<sup>th</sup> Street and NW 62<sup>nd</sup> Street.
- Completed the construction of Stormwater Improvements at Sub Basin D-3 located along NW 29<sup>th</sup> Street between NW 82<sup>nd</sup> Avenue and NW 79<sup>th</sup> Avenue, and along NW 31<sup>st</sup> Street between NW 82<sup>nd</sup> Avenue and NW 79<sup>th</sup> Avenue.
- Completed design of Year 5 of the Stormwater Improvements 5-Year CIP: Sub Basin A-4, located along NW 84<sup>th</sup> Avenue between NW 12<sup>th</sup> Street and NW 25 Street.
- Completed the design of the Stormwater Improvements at Sub Basin H-8 Phase II located along NW 57<sup>th</sup> Street between NW 79<sup>th</sup> Avenue and NW 77<sup>th</sup> Court, along NW 56<sup>th</sup> Street between NW 79<sup>th</sup> Avenue and NW 77<sup>th</sup> Court, and along NW 77<sup>th</sup> Court between NW 56<sup>th</sup> Street and NW 62<sup>nd</sup> Street.
- Completed the design of Miscellaneous Stormwater Improvements for NW 21<sup>st</sup> Street between NW 82<sup>nd</sup> Avenue and NW 83<sup>rd</sup> Avenue; and NW 114<sup>th</sup> Avenue between NW 50<sup>th</sup> Street and NW 60<sup>th</sup> Street.
- Completed the Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Program MS4 Permit annual report for Cycle 3 six-month evaluation period.



## STORMWATER FUND - DIVISION OBJECTIVES FOR FY 2019

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- Complete construction of Year 5b of the Canal Bank Stabilization Program located along the Dressels Canal adjacent to NW 41<sup>st</sup> Street between NW 97<sup>th</sup> Avenue and NW 87<sup>th</sup> Avenue.
- Commence construction of Year 7 of the Canal Bank Stabilization Program located along the Northline Canal adjacent to NW 25<sup>th</sup> Street between NW 97<sup>th</sup> Avenue and NW 87<sup>th</sup> Avenue, and along the north side of the Dressels Canal adjacent to NW 50<sup>th</sup> Street between NW 102<sup>nd</sup> Avenue and NW 97<sup>th</sup> Avenue.
- Commence construction of Year 5 of the Stormwater Improvements 5-Year CIP: Sub Basins A-4, located along NW 84<sup>th</sup> Avenue between NW 12<sup>th</sup> Street and NW 25 Street.
- Commence construction of Stormwater Improvements at Sub Basin H-8 Phase II, located along NW 57<sup>th</sup> Street between NW 79<sup>th</sup> Avenue and NW 77<sup>th</sup> Court, along NW 56<sup>th</sup> Street between NW 79<sup>th</sup> Avenue and NW 77<sup>th</sup> Court, and along NW 77<sup>th</sup> Court between NW 56<sup>th</sup> Street and NW 62<sup>nd</sup> Street.
- Commence construction of Miscellaneous Stormwater Improvements for NW 21<sup>st</sup> Street between NW 82<sup>nd</sup> Avenue and NW 83<sup>rd</sup> Avenue; and at NW 114<sup>th</sup> Avenue between NW 50<sup>th</sup> Street and NW 60<sup>th</sup> Street.
- Commence process to update the stormwater master plan and prepare next 5-Year Capital Improvement Plan.
- Address miscellaneous drainage deficiencies identified throughout the City.
- Continue to develop and improve existing procedures and program to maintain and improve the stormwater drainage infrastructure.
- Continue to follow the Florida Department of Environmental Protection (FDEP) NPDES MS4 Permit standards and prepare for the next annual report.
- Work along with the Building Department to improve the City's Community Rating System (CRS) Program ranking.



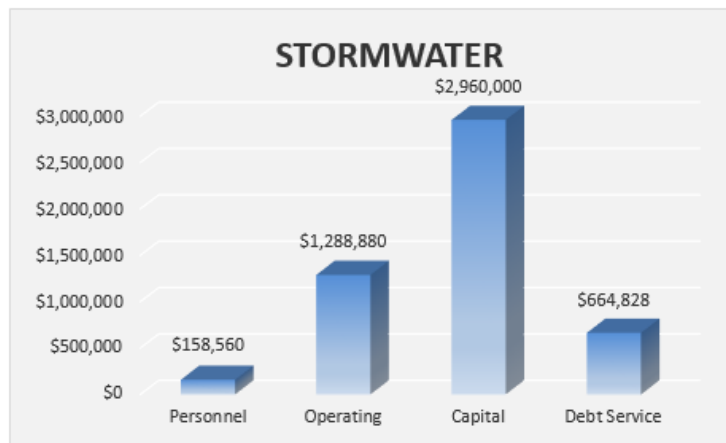
**STORMWATER FUND - DIVISION STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>ADOPTED FY 18-19</b>	<b>ASSOCIATED COST</b>
Sustainability / Stormwater Fund	Stormwater Improvements	\$ 1,500,000.00
	Canal Bank Stabilization: Year VII	\$ 400,000.00
	Catch Basin Maintenance Program	\$ 500,000.00
	Street Sweeping	\$ 115,000.00
	Canal Maintenance	\$ 425,000.00
	<b>TOTAL</b>	<b>\$ 2,940,000.00</b>





## STORMWATER FUND – DIVISION BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 2% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation.
- **340 Contractual Services Other** - This account was increased to allow for the creation of a maintenance program of the geo-web cells installed along approximately 10 miles of canal bank as part of the Canal Bank Stabilization Program, and to allow for the maintenance of newly installed Stormwater drainage systems along public right-of-way in order to maintain proper level of service.
  - Catch Basin Maintenance Program
  - Canal Bank Geo-Web Cells Maintenance Program
- **400 Travel and Per Diem** - This account increased in comparison to previous Fiscal Year. This increase will allow for the Stormwater Manager and the Assistant Public Works Director to attend annual conferences and training. This allows personnel to stay relevant on Stormwater related themes, and allows for the acquisition of credits for the Certified Floodplain Manager (CFM) license.
- **440 Rental and Leases** - This account decreased in comparison to previous Fiscal Year.
- **540 Books, Publications, Subscriptions and Membership** - This account increased in comparison to previous Fiscal Year. This increase will allow for the Stormwater Manager and the Assistant Public Works Director to renew annual memberships. This allows personnel to be involved in the Stormwater community and allows for discounts with annual conferences and/or trainings. Also, to comply with the National Pollutant Discharge Elimination System (NPDES) permit personnel must attend annual training. This training will allow our agency to comply with the permit requirements as well as train personnel in the Stormwater related field.
- **633 Improvements Streets** - This account decreased in comparison to previous Fiscal Year as funding from the Stormwater Fund will only be required for the drainage portion of the NW 112 Ave (NW 25 St.-NW 34 St.) & NW 27th St. (NW 112 Ave.-NW 109 Ave.) Widening Project.
- **640 – Capital Outlay** -This account increased in comparison to previous Fiscal Year. This increase is to purchase a Vacuum Litter Collector truck. With this heavy equipment, we will be able to be prepared during emergency situations including Hurricane caused damages following the 3-year Gold Maintenance Plan.



- **650 - Construction In Progress** - This account decreased in comparison to previous Fiscal Year as the Canal Bank Stabilization Program will be substantially complete.
- **710 - Debt Service – Principal** - This account was increased to cover the costs of

the Principal on County Debt as provided by Miami-Dade Count in the most recent debt service schedule.

- **720 - Debt Service – Interest** - This account was decreased as per Miami-Dade County most recent debt service schedule.

**STORMWATER FUND - PUBLIC WORKS  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	ADOPTED FY 2018-19	TOTAL COST FY 2018-19
500.120 - Full Time Salaries						
	Stormwater Utility Manager	1	1	1	1	\$ 61,942
	Stormwater Utility Technician	1	1	1	1	\$ 49,703
	<i>Service Award 5yr</i>					\$ 517
	<b>Full Time Salaries Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 112,162</b>
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 112,162</b>



**STORMWATER FUND**

401

ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	ADOPTED	AMENDED	YEAR-END	PROPOSED	ADOPTED
		FY 2015-16	FY 2016-17	BUDGET	BUDGET*	ESTIMATE		
		FY 2017-18	FY 2017-18	FY 2017-18	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19
<b>BEGINNING FUND BALANCE<sup>1</sup></b>		<b>14,817,794</b>	<b>15,797,725</b>	<b>14,403,698</b>	<b>14,403,698</b>	<b>14,403,698</b>	<b>3,545,889</b>	<b>3,545,889</b>
<b>REVENUES</b>								
401.8000.314300	STORMWATER USER FEES	3,855,651	3,906,429	3,800,000	3,800,000	3,694,019	3,800,000	3,800,000
401.8000.334100	STATE GRANT REIMB	750,000	-	600,000	600,000	-	600,000	600,000
401.8000.361100	INTEREST INCOME	111,491	158,684	140,000	140,000	201,735	140,000	140,000
401.8000.367100	CHANGE IN INVESTMENT VALUES	7,383	(60,984)	-	-	(201,735)	-	-
401.8000.369200	PRIOR YEAR RECOVERY	174,549	175,918	-	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>4,899,074</b>	<b>4,180,048</b>	<b>4,540,000</b>	<b>4,540,000</b>	<b>3,694,019</b>	<b>4,540,000</b>	<b>4,540,000</b>
<b>OTHER RESOURCES</b>								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	2,352,818	2,352,818	2,352,818	532,268	532,268
	PRIOR YEAR OPERATING BALANCES	-	-	-	5,783,611	5,783,611	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>-</b>	<b>2,352,818</b>	<b>8,136,429</b>	<b>8,136,429</b>	<b>532,268</b>	<b>532,268</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>4,899,074</b>	<b>4,180,048</b>	<b>6,892,818</b>	<b>12,676,429</b>	<b>11,830,448</b>	<b>5,072,268</b>	<b>5,072,268</b>
<b>EXPENDITURES</b>								
401.80005.500120	FULL TIME SALARIES	118,368	49,877	124,354	124,354	124,354	112,162	112,162
401.80005.500125	COMPENSATED ABSENCES	893	-	4,721	4,721	4,721	4,294	4,294
401.80005.500140	OVERTIME	5	12	-	-	-	-	-
401.80005.500210	FICA & MICA TAXES	8,915	3,944	9,874	9,874	9,874	8,909	8,909
401.80005.500220	RETIREMENT CONTRIBUTIONS	14,100	6,260	14,729	14,729	14,729	13,397	13,397
401.80005.500230	LIFE & HEALTH INSURANCE	18,457	9,066	17,970	17,970	17,970	19,798	19,798
	<b>TOTAL PERSONNEL COSTS</b>	<b>160,738</b>	<b>69,159</b>	<b>171,648</b>	<b>171,648</b>	<b>171,648</b>	<b>158,560</b>	<b>158,560</b>
401.80005.500314	PROFESSIONAL SERVICES- ENGINEERING	5,825	472,591	30,000	559,568	559,568	25,000	25,000
401.80005.500340	CONTRACTUAL SERVICE S - OTHER	849,471	859,087	1,083,000	2,314,191	2,314,190	1,143,000	1,143,000
401.80005.500400	TRAVEL & PER DIEM	1,458	1,201	4,741	4,741	3,500	5,900	5,900
401.80005.500410	COMMUNICATIONS & FREIGHT SERVICES	-	250	-	-	-	-	-
401.80005.500440	RENTAL & LEASES	-	-	2,000	3,000	1,000	1,000	1,000
401.80005.500460	REPAIRS & MAINTENANCE - VEHICLES	-	-	2,000	1,000	330	2,000	2,000
401.80005.500470	PRINTING & BINDING	115	407	1,500	1,500	1,300	1,500	1,500
401.80005.500490	OTHER CURRENT CHARGES	76,618	26,712	100,000	100,000	98,539	100,000	100,000
401.80005.500510	OFFICE SUPPLIES	435	386	500	500	490	500	500
401.80005.500520	OPERATING SUPPLIES	1,345	509	1,630	5,630	5,630	1,630	1,630
401.80005.500522	OPERATING SUPPLIES VEHICLES	-	1,058	2,000	2,000	-	2,000	2,000
401.80005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	2,234	2,230	3,650	3,650	3,382	6,350	6,350
401.80005.500590	DEPRECIATION EXPENSE	476,162	535,313	-	-	-	-	-
401.80005.500591	ACCUMULATED DEPRECIATION	-	-	-	-	-	-	-
401.80005.500592	AMORTIZATION - DEFERRED LOSS	52,383	52,383	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	<b>1,466,047</b>	<b>1,952,127</b>	<b>1,231,021</b>	<b>2,995,780</b>	<b>2,987,929</b>	<b>1,288,880</b>	<b>1,288,880</b>
401.80005.500633	CAPITAL OUTLAY - IMPROVEMENTS STREETS	-	0	775,000	1,944,978	1,944,978	450,000	450,000
401.80005.500640	CAPITAL OUTLAY - OFFICE EQUIP & MACH	-	-	-	-	-	60,000	60,000
401.80005.500650	CONSTRUCTION IN PROGRESS	-	1	4,050,000	8,782,125	8,782,125	2,450,000	2,450,000
	<b>TOTAL CAPITAL OUTLAY</b>	<b>-</b>	<b>1</b>	<b>4,825,000</b>	<b>10,727,103</b>	<b>10,727,103</b>	<b>2,960,000</b>	<b>2,960,000</b>
401.80005.500710	DEBT SERVICE PRINCIPAL- COUNTY BOND	-	1	442,306	442,306	442,306	457,289	457,289
401.80005.500720	DEBT SERVICE INTEREST - COUNTY BOND	251,911	237,629	222,843	222,843	222,843	207,539	207,539
	<b>TOTAL DEBT SERVICE</b>	<b>251,911</b>	<b>237,630</b>	<b>665,149</b>	<b>665,149</b>	<b>665,149</b>	<b>664,828</b>	<b>664,828</b>
<b>TOTAL STORMWATER FUND EXPENSES</b>		<b>1,878,696</b>	<b>2,258,916</b>	<b>6,892,818</b>	<b>14,559,680</b>	<b>14,551,829</b>	<b>5,072,268</b>	<b>5,072,268</b>
	USE OF FUND BALANCE	-	-	2,352,818	2,352,818	2,352,818	532,268	532,268
	PRIOR YEAR OPERATING BALANCES	-	-	-	5,783,611	5,783,611	-	-
<b>Ending Fund Balance<sup>1</sup></b>		<b>15,797,725</b>	<b>14,403,698</b>	<b>12,050,880</b>	<b>4,384,019</b>	<b>3,545,889</b>	<b>3,013,621</b>	<b>3,013,621</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

<sup>1</sup>Fund Balance adjusted to show net of investment in capital assets.



## **OTHER POST-EMPLOYMENT BENEFITS FUND**

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### **OTHER POST-EMPLOYMENT BENEFITS FUND FUNCTION**

Other Post-Employment Benefits (or OPEB) are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability, legal and other services.

The Governmental Finance Officers Association (GFOA) recommends that governments prefund their obligations for post-employment benefits other than pensions (OPEB) once they have determined that the employer has incurred a substantial long-term liability. In most cases, employers can make long-term investments to cover these obligations through a separate trust fund that should, over time, result in a lower total cost for providing postemployment benefits.

### **OTHER POST-EMPLOYMENT BENEFITS FUND BUDGET HIGHLIGHTS**

The Other Post-Employment Benefits Fund is supported by an operating transfer from the General Fund in the amount of \$400,000.



**OTHER POST-EMPLOYMENT BENEFITS FUND**

651

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2015-16	ACTUAL FY 2016-17	BUDGET FY 2017-18	BUDGET* FY 2017-18	ESTIMATE FY 2017-18	PROPOSED FY 2018-19	ADOPTED FY 2018-19
<b>BEGINNING FUND BALANCE</b>		-	-	-	-	-	504,000	504,000
<b>REVENUES</b>								
651.5000.361100	INTEREST INCOME	-	-	-	-	4,000	-	-
651.5000.381100	OPERATING TRANSFERS IN	-	-	500,000	500,000	500,000	400,000	400,000
	<b>TOTAL REVENUES</b>	-	-	500,000	500,000	504,000	400,000	400,000
<b>OTHER RESOURCES</b>								
651.8000.300100	RESERVES - IN USE OF FUND BALANCE							
	<b>TOTAL OTHER RESOURCES</b>	-	-	-	-	-	-	-
	<b>TOTAL AVAILABLE RESOURCES</b>	-	-	500,000	500,000	504,000	400,000	400,000
<b>EXPENDITURES</b>								
651.80005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
651.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
651.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	-	-	-	-	-	-	-
	<b>TOTAL OTHER POST-EMPLOYMENT BENEFITS FUND EXPENSES</b>	-	-	-	-	-	-	-
	USE OF FUND BALANCE							-
	<b>Ending Fund Balance</b>	-	-	500,000	500,000	504,000	904,000	904,000

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.



## GLOSSARY

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*Accrual Basis of Accounting* - The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

*Ad Valorem Taxes (Property Taxes)* - A tax levied on the assessed value of real and personal property.

*Adopted Budget* - The proposed budget as initially formally approved by the City Council.

*Amended Budget* - The adopted budget as formally adjusted by the City Council.

*Asset* - Resources owned or held by a government which has monetary value.

*Balanced Budget* - A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

*Bonds* – A certificate of debt issued by a government or corporation guaranteeing payment of the original investment plus interest by a specified future date.

*Budget* - A plan of financial operation, embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Upon approval by the City Council, the budget appropriation ordinance becomes the legal basis for expenditures in the budget year.

*Budget Amendment* – A formal action approved by the City Commission to adjust the fiscal year budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another; or, the appropriation of new sources of revenue.

*Budget Calendar* - A schedule of key dates which the City follows in the preparation, adoption and administration of the budget.

*Budget Message* – The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

*Budget Monitoring* – The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.



*Capital Improvement Plan (CIP)* – Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a five-year expenditure plan. This plan details funding sources and expenditures amounts, which these projects will require beyond the one-year period of the annual budget.

*Capital Outlay* – An expenditure category for acquiring equipment, vehicles or machinery, which become additions to the City's fixed assets.

*Division* – The second level in the formal City organization in which a specific function is carried out. A division may comprise a single department.

*Debt Service* - The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

*Delinquent Taxes* - Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

*Department* - An organizational unit responsible for carrying out a major governmental function

*Expenditure*- The cost of goods delivered or services provided, including operating expenses, capital outlays, and debt service. Includes such things as paying salaries of police, fire and others, purchasing materials, electricity, water and gas and making long term debt payments.

*Estimated Revenues* – Is the amount of income to be collected during the fiscal year.

*Expenses* – An event which an asset is used up or a liability is incurred.

*Encumbrances* - Commitments of funds for contracts and services to be performed. When encumbrances are recorded, available appropriations are reduced correspondingly.

*Enterprise Funds* - Funds established to account for operations, which are financed and operated in a manner similar to private enterprises. The intent is that the expense of providing goods or services to the public on a continuing basis (including depreciation) be financed or recovered primarily through user fees.

*Fiduciary Fund* - A fund used to account for the revenue and expenditures of beneficiary accounts held in trust for a group of individuals, e.g. employee pension.

*Fiscal Year* - A 12-month period to which the operating budget applies. For Doral it begins October 1 and ends September 30.

*Fixed Assets* – Are a long term tangible assets such as land, buildings, machinery, furniture and equipment.



*Fund Balance* – The amount of equity held by the City to support future operations or emergencies. It is the difference between fund assets and fund liabilities.

*Franchise Fee* - A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchises include electricity, telephone, natural gas refuse, and cable television.

*Fund* - An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions or limitations.

*General Fund* - Used to account for the general operations of the city and all transactions that are not accounted for in other funds.

*General Obligation Bonds* - Bonds that finance a variety of public projects such as streets, buildings, and improvements; these bonds are backed by the full faith and credit of the issuing government.

*Goal* - A broad statement of desired conditions to be achieved through the efforts of an organization.

*Governmental Fund* - Funds through which most general government functions are financed.

*Grant* - A contribution made by one governmental unit to another. The contribution is usually made to aid in the support of a specified function but it is sometimes for general purposes.

*Homestead Exemption* – Pursuant to the Florida State Constitution, the first \$25,000 of assessed value of a home which the owner occupies as principal residence is exempt for the property value.

*Infrastructure* - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

*Intergovernmental Revenues* - Funds received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments in lieu of taxes (PILOT).

*Millage Rate* - One mill equals \$100 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against the value.

*Modified Accrual Basis* - The basis of accounting under which transactions are recognized when they become both measurable (i.e., an amount can be determined) and available (i.e., able to liquidate liabilities of the current period)

*Operating Expenses* - Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.





*Operating Revenues* - Income derived from sources related to the City's everyday business operations.

*Ordinance* - A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

*Proprietary Fund* - Fund used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector, such as Enterprise and Internal Service funds.

*Reserves* - A portion of the fund balance or retained earnings legally segregated for specific purposes.

*Revenue* - Additions to assets which do not increase any liability or represent the recovery of an expenditure; do not represent the cancellation of certain liabilities or decreases in assets; and do not represent contributions of fund capital in enterprise and internal service Funds.

*Special Revenue Fund* - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) requiring separate accounting because of the legal and/or regulatory provisions or administrative action.

*Strategic Planning* - A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives.

*Taxes* - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.



## City of Doral

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Vice Mayor Claudia Mariaca

Councilwoman Digna Cabral

Councilman Pete Cabrera

Councilwoman Christi Fraga

Edward A. Rojas, City Manager  
Albert Childress, Deputy City Manager