

**ORDINANCE #2011- 13**

**AN ORDINANCE OF THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA CREATING SECTION \_\_\_\_ OF THE CITY CODE INSTITUTING PERFORMANCE BASED BUDGETING AND PERFORMANCE BASED MEASURES AND REPORTING FOR THE CITY OF DORAL; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICT; AND PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, economical, efficient, and effective government programs fortify the confidence of citizens in the government and enhance government's ability to address vital public needs; and

**WHEREAS**, officials and employees who manage government programs must render a full account of their activities by providing appropriate reports to the public and to those to whom they are accountable; and

**WHEREAS**, the efforts of managers to improve program efficiency and effectiveness are substantially aided by proper alignment and linkage among the planning, budgeting, and assessment processes, and by adequate information on program performance; and

**WHEREAS**, performance measurement and reporting systems are the basis for providing accountability to the public, determining whether quality services are being provided at a reasonable cost, facilitating City Council decision making and communication with citizens, improving City management and service delivery, and enhancing citizens' understanding of government performance; and

**WHEREAS**, the City Council and the City Manager have identified the need to continually strengthen the City's performance measurement and reporting process, particularly with regard to measuring and reporting program efficiency, quality, and results; and

**WHEREAS**, the City Council has expressed a strong need for improved performance information with which to make policy and spending decisions and to oversee the achievement of City departments and programs in contributing to City policy objectives and priorities; and

**WHEREAS**, the City needs to continually strengthen its measurement and reporting systems for programs funded through federal and state monies, to meet increasing external requirements for performance results and to demonstrate relevance to City priorities and indicators.

**THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, AS FOLLOWS<sup>1</sup>:**

Section 1. That the Code of Ordinances, City of Doral, Florida, is hereby amended by adding a new section, to be numbered Sections \_\_\_\_\_, which said section reads as follows:

**Section \_\_\_\_\_ . Purpose and Intent**

(1) To establish the fundamental importance of performance measurement and reporting for accomplishing effective and efficient delivery of City services to the residents of the City;

(2) To increase the confidence of Doral citizens in the competence of City government, by systematically holding City departments accountable for efficiently achieving program results;

(3) To help City Council decision making by providing more complete and objective information on the achievement of key City and departmental goals and program objectives;

(4) To strengthen public accountability by requiring City departments to continue to measure program performance against goals and objectives, and report publicly on their progress; and

(5) To improve the City's measurement, monitoring, and reporting of results achieved by programs supported with federal/state funds, to ensure that funding source performance requirements are met and that funds are spent to achieve measurable results that support City goals.

**Section \_\_\_\_\_ . Performance Based Initiatives.**

(a) The following is hereby required:

(1) That the City Manager annually develop and bring to Council for adoption a City-level strategic plan which contains long-term City goals, designates key performance measures for each goal, and addresses City Council strategic

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<sup>1</sup> Additions to existing text are shown by underline, changes to existing text on second reading are shown by double underline, and deletions are shown as ~~strikethrough~~.

priorities and indicators relative to the quality of life of Doral residents and businesses;

(2) That the City Manager require City departments to link departmental goals with program objectives and both goals and objectives with City-level goals;

(3) That the City Manager continue to require each City department to annually develop strategic business plans, consistent with the City's Strategic Planning, and refine these business plans based on current operational needs and future internal and external needs. These business plans will describe anticipated accomplishments in terms of aforementioned goals and objectives and a family of performance measures will reflect the actual accomplishments of each departmental program.

(4) Annually these business plans, including the targets established for each measure, will be reviewed by a ~~Corporate~~ review team consisting of one (1) representative from the Finance Department; one (1) representative from the Citizen's Audit Board; and one (1) representative named by the Mayor and the City Manager jointly.

(5) That the City Manager provide ~~corporate-level~~ oversight, assistance, and support to departments for integrating and coordinating strategic planning, budgeting, performance reporting, and performance-based decision making.

(6) That the City Manager shall continue to support and sustain a performance-based budgeting system which requires City departments, when submitting annual budgets, to provide information on the performance of their programs to be considered when resource allocation decisions are made.

(7) That the City Manager shall require that City departments continue to report results from key City-level and department/program performance measures that were approved in the FY02 11-12 budget process. On an annual basis the ~~Corporate Review Team~~ City Manager will recommend to Council additions, deletions, and modifications of existing measures as recommended by the three (3) person board consisting of individuals as stated in paragraph (4) above.

(8) That the City Manager expand the information found performance related reports and summaries at various levels of detail, for use in planning, budgeting, reporting, and decision making; and that such reports to be made widely available to the City Council, the Citizens Audit Board, the City Auditor and the general public. These reports should present and analyze the results of City departments and programs in achieving their Council-adopted performance goals and objectives as well as all department program/activity measures, and of the City in addressing City priorities and achieving long-term goals;

(9) That the City Manager and department heads shall implement the controls necessary to ensure the accuracy, continuity, completeness, relevance, reliability and timeliness of performance information; and that each measure has a definition;

(10) That the City Manager develop a system of positive incentives or rewards or negative incentives or penalties tied to achieving or failing to achieve each Department's performance targets;

(11) That the Citizens' Audit Board conduct performance audits to evaluate the progress of the City and its departments in accomplishing their strategic goals and objectives; and assess whether selected information in these performance related reports are reliable;

(12) That the City Manager ensures that all managers responsible for performance measurement data be trained and that these managers regularly conduct a self-assessment of the data they are reporting;

(13) That a team consisting of representatives from the Citizens' Audit Board annually conduct certification reviews of selected performance measures for the purpose of assessing the reliability of reported data;

(14) That the City Manager appoint an ongoing committee to assess the effectiveness of the Performance Accountability System and revise system elements as necessary;

(15) That the City Manager determine annually whether the Citywide and department specific performance measurement and reporting systems are being continuously improved, developed and used effectively to monitor performance and facilitate management decision making;

(16) That the City Manager and department directors develop and use effective processes for monitoring, analyzing, and using performance information to facilitate management decision making and manage City activities effectively;

(17) That the City Council, City Manager, and department directors use performance information, when appropriate, in making policy and program decisions;

(18) That the City Manager implement a process to ensure that the programs supported with federal/state funds achieve measurable results that support City goals, and that the measurement, monitoring, and reporting of these results meet funding source requirements;

(19) That the City Manager develop, within 120 days after the adoption of this ordinance, an administrative bulletin which establishes a comprehensive

framework of standards and processes needed to implement this ordinance and defines the role of the City's Finance Department in the performance measurement and reporting system;

(20) That the City Manager annually assesses and recommends for Council approval sufficient resources and associated strategies to establish the framework and to meet the performance information needs of Council, City management, Council boards, advisory boards, task forces, commissions and Doral citizens;

(21) That the City Manager annually conduct a process to identify and obtain Council input on any needed changes to plans and reports associated with this ordinance or to the ordinance itself;

Section 2. Repeal of Conflicting Provisions. To the extent any provisions of the Code conflict with this Ordinance, those provisions are repealed in their entirety.

Section 3. Severability. The provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

Section 4. Inclusion in the Code. It is the intention of the City Council, and it is hereby ordained that the provisions of this Ordinance shall become and be made a part of the Code of the City of Doral, Florida; that the sections of this Ordinance may be renumbered or relettered to accomplish such intentions; and that the word "Ordinance" shall be changed to "Section" or other appropriate word.

Section 5. Effective Date. This Ordinance shall be effective upon adoption on second reading.

The foregoing Ordinance was offered by Councilman Boria who moved its adoption. The motion was seconded by Vice Mayor DiPietro and upon being put to a vote, the vote was as follows

Mayor Juan Carlos Bermudez	Yes
Vice Mayor Michael DiPietro	Yes
Councilman Luigi Boria	Yes
Councilman Pete Cabrera	Yes
Councilwoman Ana Maria Rodriguez	Yes

PASSED AND ADOPTED on FIRST READING this 11<sup>th</sup> day of May, 2011.

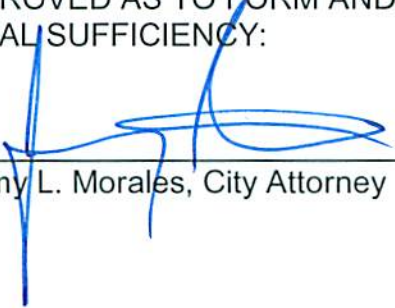
PASSED AND ADOPTED on SECOND READING this 17<sup>th</sup> day of August, 2011.

  
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Juan Carlos Bermudez, Mayor

ATTEST:

  
\_\_\_\_\_  
Barbara Herrera, City Clerk

APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY:

  
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Jimmy L. Morales, City Attorney