



ADOPTED BUDGET



FY 2019-2020
CITY OF DORAL, FL



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City Council



Juan Carlos Bermudez
Mayor



Pete Cabrera
Councilman



Claudia Mariaca
Vice Mayor



Christi Fraga
Councilwoman



Digna Cabral
Councilwoman





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DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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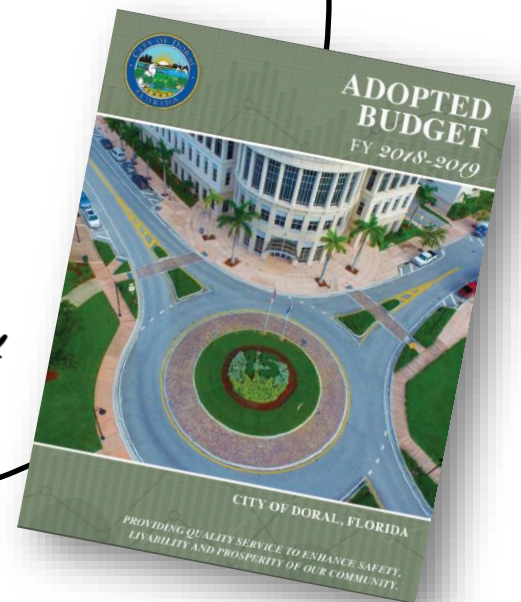
**City of Doral
Florida**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morrill

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, 2018**. 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.

MANAGEMENT TEAM



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FY 2020 ADOPTED BUDGET AT A GLANCE

HOW LARGE IS THE CITY'S BUDGET?

Total FY 2020 Budget—All Funds
\$80,762,740



Operating Budget
(all other funds)
\$18,275,404



Operating Budget
(General Fund Only)
\$62,487,336



Capital Improvements Budget
(all funds)
\$8,314,997



HOW MANY FULL TIME EQUIVALENT (FTE) POSITIONS ARE INCLUDED IN THE BUDGET?

438
Total FTE Positions

431
General Fund FTE Positions



WHAT ARE THE CITY'S MAJOR GENERAL FUND RESOURCES? FY 2020 GENERAL FUND REVENUE





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DOWNTOWN DORAL

PARK

INTRODUCTION





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CITY MANAGER'S BUDGET MESSAGE



Dear Honorable Mayor and Members of the City Council:

In accordance with the City of Doral Charter, the Code of Ordinances, and the laws of the State of Florida, it is my pleasure to present the City of Doral's Adopted Operating and Capital Budget for Fiscal Year (FY) 2020 beginning October 1, 2019 and ending September 30, 2020 (Ordinance No. 2019-28). The primary objective and driving force behind the FY 2020 budget is the City's adopted Strategic Plan with the following seven strategic focus areas: Safety; Opportunity; Mobility; Play; Information and Control; Efficient and Effective Government; and Financial Planning. It also reflects the administration's needs and expectations of exceptional services.

STATE OF THE ECONOMY

The City of Doral is in the midst of a period of rapid growth. The population grew forty-nine percent from 2010 to 2018, adding 22,535 citizens to the city, according to the Florida Bureau of Economic and Business Research. In 2018, Doral was the home of approximately 68,244 citizens and it is projected that by 2020 the population will reach an estimated 78,000. The city's commercial, educational, recreational and residential amenities have continued to evolve, providing more reasons every day to live, work, learn, play, and invest in Doral.

Doral is also a business-friendly city that facilitates investment and growth through a commitment to customer service, efficiency, transparency, technology and communication, and its robust economy is a testament to that commitment. The City of Doral's business community continues to grow in the most important industry sectors in Miami-Dade County. Doral remains a strategic gateway city for international trade and continues to attract multinational businesses to the area. Since incorporation, Doral's employment growth has played a significant role in driving total employment in the region, representing over 17% of all new net jobs created in Miami-Dade County as reported by the 2017 Florida International University Metropolitan Center Economic Analysis. The City has over 10,000 licensed businesses, employing more than 102,000 workers producing total sales revenues estimated at nearly \$70 Billion in 2016. The total volume of sales revenue from these companies, concentrated in such a small geographic area, makes Doral one of South Florida's and the State's most productive local economies.

The young city's many accomplishments have been recognized on the national level. This year, the city was ranked by *Money* magazine as one of the top twenty-five cities to live in the United States. In June, the City of Doral was honored to be recognized as a 2019 All-America City Silver Recipient, a remarkable accomplishment that highlighted the young city's strong sense of community pride.



On the global stage, Doral continues to attract attention as a Smart City. In 2017, Doral obtained the World Council on City Data’s Platinum Level Certifications for ISO 37120, joining major smart cities of the world like Amsterdam, Barcelona, Dubai and London. Doral is one of the few cities in the United States to achieve this certification, an accomplishment that was showcased at national and international conferences like NALEO and eMerge Americas. Through this internationally recognized certification, Doral joins a network of cities adopting a culture of data to drive innovation. Additionally, WCCD’s data provides verifiable measurement of a city’s performance relative to other great cities of the world, and the opportunities for Doral to showcase its strengths. The favorable comparisons make a strong case for investment in the dynamic and modern City of Doral.

BUDGET APPROACH

In addition to addressing the funding commitments outlined in the FY 2019 budget, the FY 2020 budget will allow for strategic new positions, infrastructure investment, and enhanced programming aligned with the priorities enumerated in the City’s vision, mission, core values and strategic plan. 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.

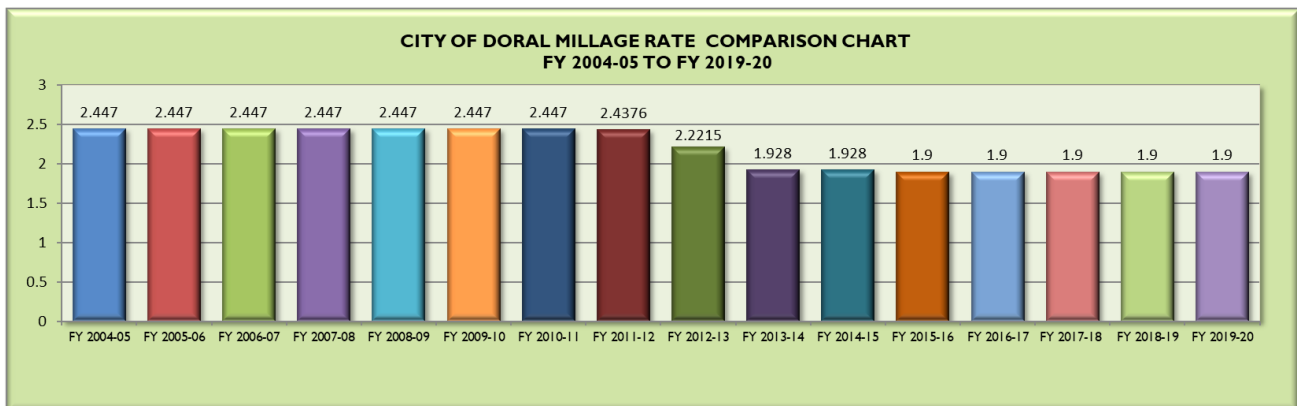
VISION: To be a premier community in which to live, work, learn, play and invest.

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 found on Page 23-31.

The City is pleased to report that we have a modest growth in projected General Fund revenues of approximately 3.5%, in the amount of \$2,106,988, along with several cost savings initiatives that will allow us to invest back into the City.





The FY 2020 adopted budget as presented here is based on the adopted millage rate of 1.90 mills. This budget maintains our current millage rate of 1.90 for the fifth consecutive year and produces a structurally balanced budget for the third straight year. On July 1st the Property Appraiser certified the taxable value to each taxing authority (the City). The City’s current year gross taxable value for operating purposes increased to \$13,715,630,586. When the increase in ad valorem revenues is considered in conjunction with the increase in inflation or CPI, the net increase in revenues to the City as projected at the current and adopted millage rate is \$956,371.

Our City of Doral community is a source of much pride and confidence. We continue to achieve successes that sustain our City as the premier place to “Live, Work, Learn, Play and Invest.” A heightened sense of optimism and excitement permeates Doral as economic indicators confirm the City’s sound fiscal management, strong economy and financial profile, and capital investment strategies are paying off. We have been diligent in our pursuit of excellence, which was evidenced by both Standard and Poor’s (S&P) Global Ratings and Fitch Ratings, assignment of AA+ rating to the City’s General Obligation (GO) Bond Series 2019 issuance. This represents an increase of Doral’s previous issuer credit rating of AA.

High bond ratings enable the City to borrow and repay money at a much lower interest rate which translates into savings for taxpayers. Our fiscal discipline and vigilance have been instrumental in building a strong financial foundation and positioning the City of Doral for a bright future.

GENERAL OBLIGATION BONDS – PARKS & RECREATION PROJECTS



On November 6th the City of Doral residents voted to approve the referendum authorizing the City to issue general obligation bonds not to exceed \$150,000,000 for the improvements of parks, natural areas and recreational facilities. The Bond Referendum authorized the financing of the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, aquatic facility, playgrounds, ports fields and approximately five miles of walking/cycling trails.

The Bonds are expected to specifically finance the construction and/or improvements to the following projects: the Doral Meadow Park, Cultural Arts Facility, White Course Park, pedestrian bridge, lighting of trails, and Morgan Levy Park. In addition, the Bonds will also fund the costs of the construction and improvements of Doral Central Park. Total construction costs for Doral Central Park are expected to be \$120 million.



The City's first bond issuance, or tranche, Series 2019 was issued for \$45,100,000.00. The principal and interest on the bonds are secured by a pledge of the full faith, credit and taxing authority of the City without limitation. The bond will mature over a 30-year period. The average coupon rate is 3.2%, with the average yield at 2.9%, and the true interest cost at 3.0%. The debt service millage rate of .1872 mills will be levied to generate sufficient revenues to cover the debt service cost of FY 2020.



BUDGET SUMMARY

FUND	ADOPTED BUDGET FY 2018-2019	ADOPTED BUDGET FY 2019-2020	INCREASE (REDUCTION)
General	\$60,380,348	\$62,487,336	\$2,106,988
Transportation	\$4,034,591	\$6,978,203	\$2,943,612
Park Impact	\$164,000	\$20,000	(\$144,000)
Police Impact	\$691,378	\$1,403,860	\$712,482
Peoples Transportation	\$2,143,222	\$2,143,222	\$0
Building Technology	\$200,000	\$200,000	\$0
Debt Service	\$0	\$2,439,762	\$2,439,762
Capital Improvement	\$147,443	\$450,000	\$302,557
Park G.O. Bond-Series 2019	\$0	\$124,744	\$124,744
Stormwater	\$5,072,268	\$4,515,613	(\$556,655)
Total	\$72,833,250	\$80,762,740	\$7,929,490

The FY 2020 total operating and capital budget for all funds is \$80,762,740. The total budget represents an increase of \$7,929,490 (10.9%) over the FY 2019 adopted budget for all funds. It is important to note that the General Obligation Bond, Series 2019 proceeds of \$46,356,299 have been encumbered in FY 2019, for the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, aquatic facility, playgrounds, ports fields and approximately five miles of walking/cycling trails.

For FY 2020, the City's principal fund - General Fund is adopted at \$62,487,336, or 77.6% of the total budget. This budget is moderately higher than the Fiscal Year 2019 adopted budget of \$60,380,348, with an increase of \$2,106,988, or 3.49%.

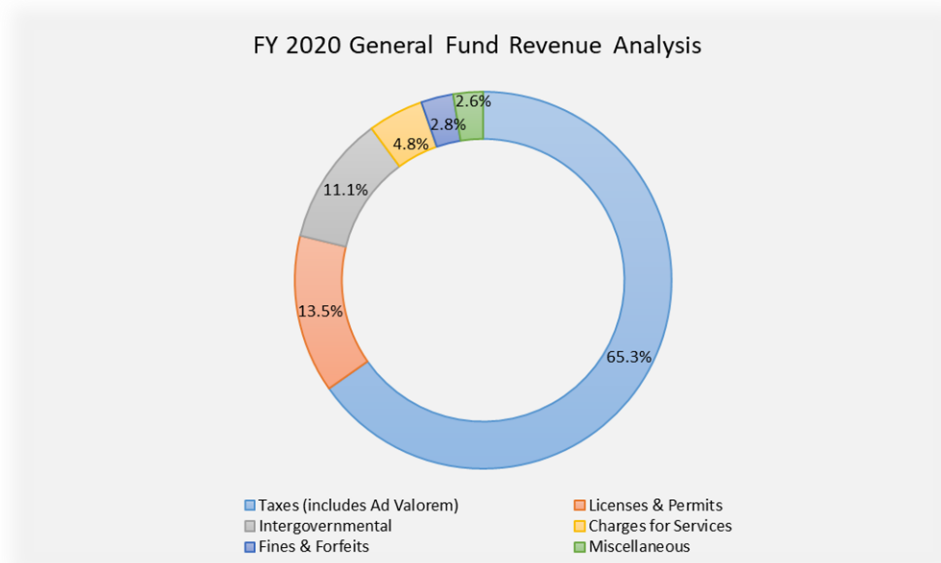


The City's Finance Department developed a five-year budget cycle, which is introduced and discussed during the budget workshops. This provides administration the ability to envision the future financial picture for the City based on current information. Thus, allowing administration to steer the City 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.

GENERAL FUND

The FY 2020 General Fund budget was adopted at the \$62,487,336. This budget maintains the City's standard of providing excellent services to our community without the use of reserves. Having already reduced operating expenditures in prior years, administration has submitted a proposal is fiscally responsible and solely contingent upon projected revenues.

The following is a brief introduction to the FY 2020 adopted budget:



- **General Fund Revenues:** Total revenues are projected to be \$62,487,336, a 3.5% increase over the prior year's adopted revenue projection of \$60,380,348.
 - Taxes comprise of 65.3% of all revenues with Ad Valorem taxes are projected at the 2019-2020 adopted millage rate of \$1.90 per \$1,000 of taxable value, which represents \$24,756,713 and comprises 39.6% of the total General Fund Revenue.
 - Inter-Governmental are projected at \$6,935,233 and comprises 11.1% of the total General Fund Revenue.
 - Licenses and Permits are projected at \$8,463,000 and comprises 13.5% of the total General Fund Revenue.
 - All other revenues are projected at \$6,307,249 and comprise 10.2% of the total General Fund Revenue.



○

FY 2020 ADOPTED GENERAL FUND CONSOLIDATED ITEMS DETAIL										
DEPARTMENT	SALARIES &	FRINGE	PERSONNEL	OPERATING	CAPITAL	OPERATING	DEBT	GRANTS	DEPARTMENT	
	OTHER WAGES	BENEFITS	TOTAL	COSTS	OUTLAY	TRANSFERS ⁽¹⁾	SERVICE	& AIDS	TOTAL	
10005 CITY COUNCIL	518,608	405,376	923,984	307,400	-	-	-	-	-	1,231,384
11005 CITY MANAGER	494,098	238,577	732,675	35,740	-	-	-	-	-	768,415
11505 PUBLIC AFFAIRS	452,110	183,106	635,216	268,790	-	-	-	-	-	904,006
11605 ECONOMIC DEVELOPMENT	-	-	-	-	-	-	-	-	-	-
12005 CITY CLERK	241,178	117,206	358,384	168,900	-	-	-	-	-	527,284
13005 CHARTER ENFORCEMENT	-	-	-	50,000	-	-	-	-	-	50,000
20005 HUMAN RESOURCES	487,882	190,612	678,494	180,679	-	-	-	-	-	859,173
21005 FINANCE	844,387	374,150	1,218,537	102,295	-	-	-	-	-	1,320,832
22005 INFORMATION TECHNOLOGY	1,372,106	584,227	1,956,333	2,762,985	629,193	-	-	-	-	5,348,511
30005 CITY ATTORNEY	260,838	144,742	405,580	309,800	-	-	-	-	-	715,380
40005 PLANNING & ZONING	772,855	331,282	1,104,137	310,084	-	-	-	-	-	1,414,221
50005 GENERAL GOVERNMENT	567,500	-	567,500	2,412,362	-	940,000	1,914,058	190,000	-	6,023,920
60005 POLICE	15,680,595	8,138,274	23,818,869	1,845,922	348,383	-	-	-	-	26,013,174
70005 BUILDING	2,772,844	1,180,430	3,953,274	405,417	-	-	-	-	-	4,358,691
71005 CODE COMPLIANCE	1,030,728	422,980	1,453,708	57,748	-	-	-	-	-	1,511,456
80005 PUBLIC WORKS	1,887,677	924,336	2,812,013	2,035,665	98,600	-	-	-	-	4,946,278
90005 PARKS & RECREATION	3,038,283	937,689	3,975,972	2,498,139	20,500	-	-	-	-	6,494,611
FY 2020 ADOPTED BUDGET	\$ 30,421,689	\$ 14,172,987	\$ 44,594,676	\$ 13,751,926	\$ 1,096,676	\$ 940,000	\$ 1,914,058	\$ 190,000	\$	\$ 62,487,336
FY 2019 ADOPTED BUDGET⁽²⁾	\$ 28,288,926	\$ 12,962,038	\$ 41,250,964	\$ 13,757,507	\$ 1,579,199	\$ 1,712,799	\$ 1,917,379	\$ 162,500	\$	\$ 60,380,348
FY 2020 v. FY 2019										
INCREASES (DECREASES)	\$ 2,132,763	\$ 1,210,949	\$ 3,343,712	\$ (5,581)	\$ (482,523)	\$ (772,799)	\$ (3,321)	\$ 27,500	\$	\$ 2,106,988
Percent Change	7.54%	9.34%	8.11%	-0.04%	-30.55%	-45.12%	-0.17%	16.92%		3.49%

⁽¹⁾ Operating Transfers include \$440,000 to the CIP Fund, \$300,000 to the Infrastructure Replacement Fund and \$200,000 to the OPEB Liability Fund.

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

➤ **General Fund Expenditures:** Total expenditures are projected to be \$62,487,336, a 3.5% increase over the prior years adopted expenditure projection of \$60,380,348. Following are highlights of the General Fund Expenditure budget for FY 2020:

- Projected personnel expenditures are \$44,594,676 that includes a 1.5% COLA increase, up to a 2% merit increase and a 6% health insurance increase. In FY 2020, the City will be adopting a 40-hour work week schedule for its non-sworn employees, consistent with the 40-hour work week of sworn employees.
- Projected operating expenditures are \$13,751,926 which includes funding related to public safety, full programming at Doral Glades Park, and fleet maintenance operations.
- Projected capital expenditures are \$1,096,676, a decrease of \$482,523 (-40.7%) below FY 2019 and includes funding for IT infrastructure, replacement of vehicles and equipment in the Police department, along with equipment and capitalizable services in the Public Works department.
- Projected operating transfers out of \$940,000, debt service payments of \$1,914,058 and grants and aids of \$190,000.



FY 2020 GENERAL FUND SUMMARY

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2016-17	ACTUAL FY 2017-18	ADOPTED BUDGET FY 2018-19	AMENDED BUDGET* FY 2018-19	YEAR-END ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20	% CHANGE
BEGINNING FUND BALANCE		75,784,453	64,343,604	71,405,562	71,405,562	71,405,562	57,228,344	57,228,344	
REVENUES									
	TAXES	36,219,621	40,458,466	41,159,397	41,159,397	40,631,993	40,781,864	40,781,864	
	LICENSES & PERMITS	7,489,660	9,345,706	7,670,000	7,670,000	9,296,386	8,463,000	8,463,000	
	INTERGOVERNMENTAL	5,771,694	6,261,782	6,381,244	6,381,244	6,482,374	6,935,223	6,935,223	
	CHARGES FOR SERVICES	2,052,442	2,275,117	2,689,195	2,689,195	2,676,253	2,982,237	2,982,237	
	FINES AND FORFEITS	483,341	1,813,905	1,493,500	1,493,500	2,070,000	1,730,000	1,730,000	
	MISCELLANEOUS	1,526,366	1,249,188	987,012	1,487,012	4,063,071	1,595,012	1,595,012	
	TOTAL REVENUES	53,543,123	61,404,164	60,380,348	60,880,348	65,220,077	62,487,336	62,487,336	
OTHER RESOURCES									
	RESERVES - IN USE OF FUND BALANCE	11,440,849	-	-	-	-	-	-	
	PRIOR YEAR OPERATING BALANCES	-	-	-	27,442,956	27,442,956	-	-	
	TOTAL OTHER RESOURCES	11,440,849	-	-	27,442,956	27,442,956	-	-	
TOTAL AVAILABLE RESOURCES		64,983,972	61,404,164	60,380,348	88,323,304	92,663,033	62,487,336	62,487,336	
EXPENDITURES BY DEPARTMENT:									
10005	CITY COUNCIL	1,119,904	1,080,671	1,181,948	1,181,948	1,181,948	1,231,384	1,231,384	4.2%
11005	CITY MANAGER	812,686	651,346	690,217	690,217	614,279	741,699	768,415	11.3%
11505	PUBLIC AFFAIRS	669,606	644,817	732,012	732,012	724,462	904,006	904,006	23.5%
11605	ECONOMIC DEVELOPMENT ⁽⁴⁾	311,994	414,043	401,745	401,745	401,745	-	-	-100.0%
12005	CITY CLERK	496,326	394,201	712,465	712,465	597,465	499,004	527,284	-26.0%
13005	CHARTER ENFORCEMENT	-	-	50,000	50,000	-	50,000	50,000	0.0%
20005	HUMAN RESOURCES	576,181	692,322	787,936	817,936	787,936	859,173	859,173	9.0%
21005	FINANCE	1,027,594	1,015,493	1,164,544	1,183,059	1,183,059	1,320,832	1,320,832	13.4%
22005	INFORMATION TECHNOLOGY	4,800,516	4,465,539	5,564,125	6,502,867	6,302,098	5,208,511	5,348,511	-3.9%
30005	CITY ATTORNEY	583,686	543,695	743,926	743,926	554,759	678,786	715,380	-3.8%
40005	PLANNING & ZONING	867,138	791,405	1,084,775	1,312,023	1,283,112	1,399,221	1,414,221	30.4%
50005	GENERAL GOVERNMENT	4,364,301	4,200,431	5,249,803	4,828,375	5,065,999	5,634,478	5,083,920	-3.2%
60005	POLICE	23,607,235	20,630,345	23,790,455	25,300,745	25,179,745	25,738,364	26,013,174	9.3%
70005	BUILDING	4,005,606	3,715,534	4,328,027	4,353,683	4,343,976	4,358,691	4,358,691	0.7%
71005	CODE COMPLIANCE	1,261,107	1,326,153	1,450,699	1,450,699	1,450,271	1,548,352	1,511,456	4.2%
80005	PUBLIC WORKS	3,980,570	5,028,357	4,783,768	17,998,280	9,670,585	4,900,224	4,946,278	3.4%
90005	PARKS & RECREATION	12,259,522	7,747,855	5,951,104	18,350,526	18,343,056	6,474,611	6,494,611	9.1%
	TOTAL EXPENDITURES	60,743,972	53,342,207	58,667,549	86,610,505	77,684,495	61,547,336	61,547,336	4.9%
INTERFUND TRANSFER OUT ⁽²⁾		4,240,000	1,000,000	1,712,799	1,712,799	1,712,799	940,000	940,000	
TOTAL GENERAL FUND EXPENDITURES		64,983,972	54,342,207	60,380,348	88,323,304	79,397,294	62,487,336	62,487,336	3.5%
	USE OF FUND BALANCE	11,440,849	-	-	-	-	-	-	
	PRIOR YEAR OPERATING BALANCES	-	-	-	27,442,956	27,442,956	-	-	
ENDING FUND BALANCE ⁽³⁾		\$ 64,343,604	\$ 71,405,562	\$ 71,405,562	\$ 43,962,606	\$ 57,228,344	\$ 57,228,344	\$ 57,228,344	
15% REQUIRED RESERVE				\$ 13,248,496		\$ 9,373,100		\$ 9,373,100	

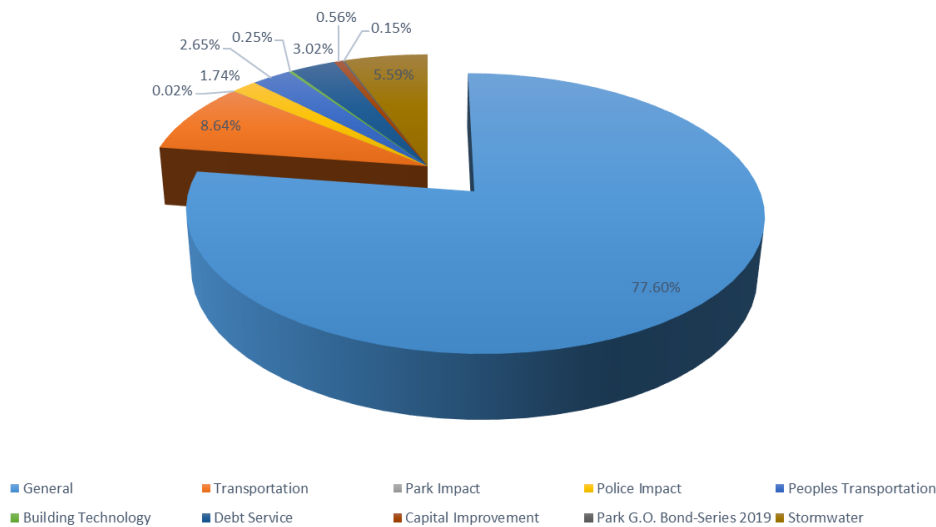
*Includes approved amendments to the budget and/or carryovers of previous year's projects.

NOTES:

- (1) Operating expenditures (excluding Capital Outlay & Operating Transfers to Other Funds) Total: \$60,450,660
- (2) Interfund Transfers Out are budgeted from General Government
- (3) FY 2017-18 Fund Balance reflects a difference of \$505,533 when compared to financial statements, due to presentation difference
- (4) Economic Development was transferred to Planning & Zoning Department



Proposed Budget by Fund as a % of Total Budget



SPECIAL REVENUE FUNDS & OTHER FUNDS

The adopted budget for all other funds is \$18,051,404 which is 22.4% of the overall budget broken down in the following funds:

- The Transportation Fund is projected to receive \$6,978,203 in revenues, which includes a use of \$4,205,786 of fund balance reserves; expenditures are projected to be \$6,978,203 which includes: \$392,061 in personnel expenditures, \$2,565,142 in operating expenses and \$4,021,000 in capital outlay.
- The Park Impact Fee Fund is projected to receive \$260,000 in revenues; expenditures are projected to be \$20,000 for capital outlay and \$240,000 to fund balance.
- The Police Impact Fee Fund is projected to receive \$1,403,860 in revenues, which includes a use of \$898,860 of fund balance reserves; expenditures are projected to be \$1,403,860 in capital outlay.
- The Peoples Transportation Fund is projected to receive \$2,817,739 in revenues and expenditures are projected to be \$2,143,222; which includes \$1,957,222 in operating expenses and \$186,000 in capital outlay and \$674,517 to fund balance.
- The Building Technology Fund is projected to receive \$221,000 in revenues and expenditures are projected to be \$200,000 in capital outlay and \$21,000 to fund balance.
- The Debt Service Fund is projected to receive \$2,439,762 in revenues; expenditures are projected to be \$2,439,762; and use \$574 of fund balance reserves.
- The Capital Improvement Fund is projected to receive \$440,000 in operating transfers in; use \$10,000 of fund balance reserves; and expenditures are projected to be \$450,000 for capital outlay.
- The Park General Obligation Bond Series 2019 Capital Project Fund is projected to receive \$130,000 in revenues; expenditures are projected to be \$124,744; and \$5,256 to fund balance. Refer to the fund section of the budget for details on the use bond proceeds and adopted bond projects.



- The Stormwater Fund is projected to receive \$4,540,000 in revenues; expenditures are projected to be \$4,515,613, which includes \$182,464 in personnel expenditures; \$1,499,150 in operating expenses; \$2,169,000 in capital outlay; \$664,999 in debt service; and \$24,387 to fund balance.

SUMMARY OF MAJOR BUDGET HIGHLIGHTS

There are some expenditures that remain out of our purview such as 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 2020 Adopted Budget contains funding for on-going services to the community. The following are the highlights:

- Funding to hire fifteen (15) additional Officers, four (4) Sergeants, two (2) PSAs, two (2) Park Rangers, and (1) Executive Officer to the Chief of Police to provide community policing and enhanced police visibility
- Revitalizing Police Department's aging fleet through the acquisition of police vehicles
- Funding to hire a Constituent Services Coordinator to strengthen communication with community.
- Programming and operation of Doral Glades Park
- Improvement of Batting Cages at Doral Legacy Park
- Funding to hire three (3) Auto Maintenance Technicians to provide in house fleet maintenance for City vehicles
- Continue roadway construction, milling, resurfacing and beautification projects
- Citywide intersection improvements
- Funding to hire a Fixed Asset & Purchasing Coordinator to continue the City's goal of organizational effectiveness.
- 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
- Procure data analytics platform that leverages artificial intelligence (AI) to help cities understand citizen feedback for better governance and communication
- Continue quarterly mailing of newsletter to all homes to strengthen communication campaigns
- Expand advertising, marketing, and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets
- Computer device upgrades for Departments to optimize use of new technology and improve efficiency



- Citywide implementation of smart system 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 in the adopted budget sections of this book.

CONCLUSION

In my first year as your City Manager, 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 adopted budget. Developing a balanced budget was a time-intensive and challenging process. There were many difficult trade-offs to thoughtfully consider. I believe that my team and I have risen to the occasion and that I am proposing a budget that will address our organization's highest priorities for the upcoming fiscal year. This is a budget that will deliver the quality services that our residents expect.

I want to thank everyone who assisted in the development of this year's budget proposal, including the department directors and all City departments. Special recognition is extended to the Finance department 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.

The FY 2020 Adopted Budget was formally presented to City Council at the first public hearing on September 10, 2019 and adopted at the second public hearing on September 24, 2019 at City Hall. I look forward to working with you, our neighbors, and our team of public servants as we move forward as a City into our next fiscal year.

Albert P. Childress, M.B.A., M.P.A., ICMA-CM

City Manager



STRATEGIC PLAN

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 2019/2020, the City will continue to complete projects from prior strategic plans while adding new projects that will continue to position Doral as a preferred live, work, invest, learn, and play community. As the City has continued to refine its strategic plan, a broader understanding of the future has developed as well as greater skill and expertise. In 2019/2020, the focus will be on the following.

Experiencing quality of life

Improving the quality of life in the City through focusing on five key experiences which are:

- Safety
- Opportunity
- Mobility
- Play
- Information and control

Effective and Efficient Government

Financial Planning

This focus generates seven (7) strategic focus areas. In summary, this will be the work focus for FY 2019/20. It is important to state that the work from prior strategic plans continues as much work is multi-year in nature. City staff continuously manage the work plans generated from each strategic plan.

CONTEXT ANALYSIS

The 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 includes the work of multiple strategic plans, so it addresses more than one year’s focus.

Table 1: How the City’s strategies prepare it for any scenario				
Strategy/Scenario	Scenario 1: Projected growth occurs	Scenario 2: More international business	Scenario 3: Loss of commercial/industrial properties	Scenario 4: Housing market adjustment
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, invest, learn, 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

There are seven strategic focus areas in this new plan. These are:

- Safety
- Opportunity
- Mobility
- Play
- Information and control
- Efficient and effective government
- Financial planning

The prior strategic focus areas identified in earlier plans are still being addressed as needed to complete those plans.



PRIOR STRATEGIES STATUS

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 and Infrastructure Investment Capacity. 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 of this 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.



FISCAL YEAR 2019 - 2020 STRATEGIC PLAN GOALS

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

Goal: Enhance Public Safety

Objectives:

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

Strategies:

- Enhanced communication about public health topics
- Enhanced community Police presence

Action Steps:

- Send information and updates about landfill analysis to homeowners
- Examine use of Police Service Aides to police parking infractions during peak times
- Examine functions of School Resource Officers with respect to traffic enforcement
- Review alternative companies for red light cameras
- Establish Park Ranger positions

Goal: Support the growth of opportunity for businesses to develop and grow in the City

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 and retention of existing businesses
- Expand the marketing effort of the City to attract new businesses

Action Steps:

- Increase the assistance provided to local small business
- Review grants program
- Develop a proactive retention effort
- Identify key target demographics
- Develop a global marketing effort
- Develop a brand for Downtown
- Open the Visitors Center
- Seek National and International Conferences
- Develop a Super Bowl plan
- Enhance communication of City's success to the community



Goal: Improve mobility in the City

Objectives:

- Increase the experience of persons using the Trolley system or other forms of transport in the City
- Expedite transportation and mobility projects
- Reduce negative impacts on residential communities of commercial related transport activities

Strategies:

- Enhance existing features
- Improve the processes for project development and transportation management

Action Steps:

- Develop a plan to expand shelters at trolley stops
- Replace missing street lights
- Develop strategy to expedite County reviews and projects
- Identify alternatives and issues regarding advertising on trolleys or at trolley stops
- Develop approach to managing large truck deliveries in commercial areas with short driveways

Goal: Enhance the recreational experience offered by the City

Objectives:

- Enhance programming options for residents
- Develop policies to ensure best interests of the community are met in the use of its facilities
- Examine costs and benefits of additional recreational infrastructure

Strategies:

- Enhance senior programming
- Enhance inclusiveness of facilities
- Examine amphitheater
- Revise special events policy
- Enhance teen programming
- Enhance youth baseball

Action Steps:

- Identify alternative to increase senior programming
- Research status of Meals-on-Wheels program
- Complete ADA study
- Develop three options for future consideration of an amphitheater
- Develop a policy regarding outdoor events in City parks, including deposits
- Develop a policy regarding non-profit use of City parks



- Develop a communications plan for adjacent neighborhoods
- Continue safety training of Park's staff
- Ensure consistent application of Park rules regarding various programs
- Continue to provide youth baseball recreational programming in-house
- Develop bid and fee system for travel baseball

Goal: Increase residents awareness and understanding of City services and regulations

Objectives:

- Ensure regulatory requirements are current and appropriate
- Strengthen communication with the community
- Improved customer service

Strategies:

- Update codes and regulations
- Strengthen constituent services
- Improve the customer experience

Action Steps:

- Review and update the City's land development code
- Update regulations for yard signs
- Revisit the five-year deadline for sign compliance
- Update regulations for LED signs
- Modify 311-like app
- Develop a system and process so that responses acknowledging receipt of request to inquiries are made within 24 hours
- Develop a plan for a Director of Constituent Services position
- Develop processes to ensure that the City speaks with one voice
- Increase the speed with which City accomplishments are communicated to the Community
- Improve software in Building Department
- Establish a single point of contact for persons seeking a permit
- Increase collaboration and improve permitting process among Building, Code Enforcement, and Planning and Zoning
- Improve customer service in the reception area
- Revise and add internal target metrics
- Display more metrics externally
- Develop additional metrics



Goal: Increase 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 accountability
- Greater attention to detail
- Focused capital projects management
- Ensure current positions are appropriately classified

Action Steps:

- Hold weekly review meetings
- Implement a tracking system for all work assignments
- Hold weekly reviews regarding critical topics and/or areas where performance needs to be improved
- Issue RFQ for firm for bond management
- Examine internal vs. external firms for project management and project design
- Evaluate job descriptions and salaries for capital project related positions
- Conduct a pay and classification study

Goal: Strengthen the financial viability of the City

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:

- Proactive annexation
- Infrastructure status monitoring
- Revenue analysis
- Renewal and replacement planning



Action Steps:

- Monitor status of annexation and determine need for independent action
- Report on status of City roads and related infrastructure
- Explore non-traditional revenue sources such as naming rights
- Analyze impact fees and update as needed
- Conduct fee review study
- Keep R&R plan current





GUIDE FOR READERS

The Fiscal Year 2019-2020 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, 2019 through September 30, 2020. 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

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 2020, 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 Parks Impact Fee Fund, Police Impact Fee Fund, Building Technology Fund, Bond Debt Service Fund, Capital Improvement Fund, Infrastructure Replacement Fund, General Obligation Bond Fund, Series 2019, 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 2020 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

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



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 24th, 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 68,000 residents currently live in Doral, making it the fastest growing City in the State of Florida and the 11th in the Country. The City of Doral also has 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.

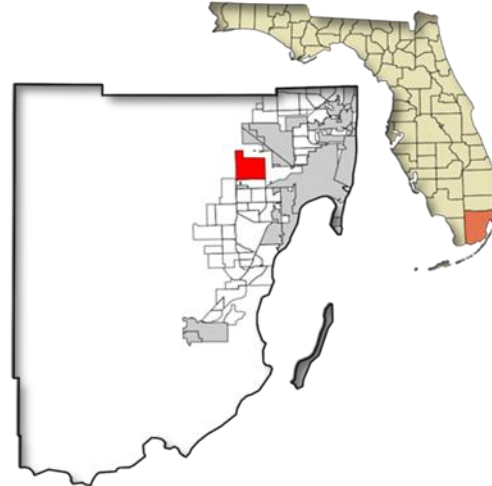
The City of Doral has come a very long way in a very short time and is attracting positive attention from Fortune 100 corporations, mom-and-pop businesses, young families and retirees. More and more people are choosing Doral every day – “to Live, Work, Learn, and Play”.





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 68,244 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	68,244	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	
2018	\$76,184	Percent High School Graduate or higher	96.8%
Unemployment Rate		Percent Bachelor's Degree or higher	55.8%
2018	3.7%		

Economics

Principal Employers			
Employer	Employees	Rank	Percentage of Total City Employment
Carnival Cruise Lines	2,380	1	2.78%
Univision Network LTD Partnership	900	2	1.05%
Trump Endeavor 12 LLC	800	3	0.94%
Leon Medical Center Inc	760	4	0.89%
Miami Herald Media Company	635	5	0.74%
Supreme International Corp	525	6	0.61%
Amadeus North America LLC	450	7	0.53%
Perry Ellis International Inc	420	8	0.49%
Blue Cross Blue Shield of Florida	412	9	0.48%
Brinks Incorporated	366	10	0.43%
Total	7,648		



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*

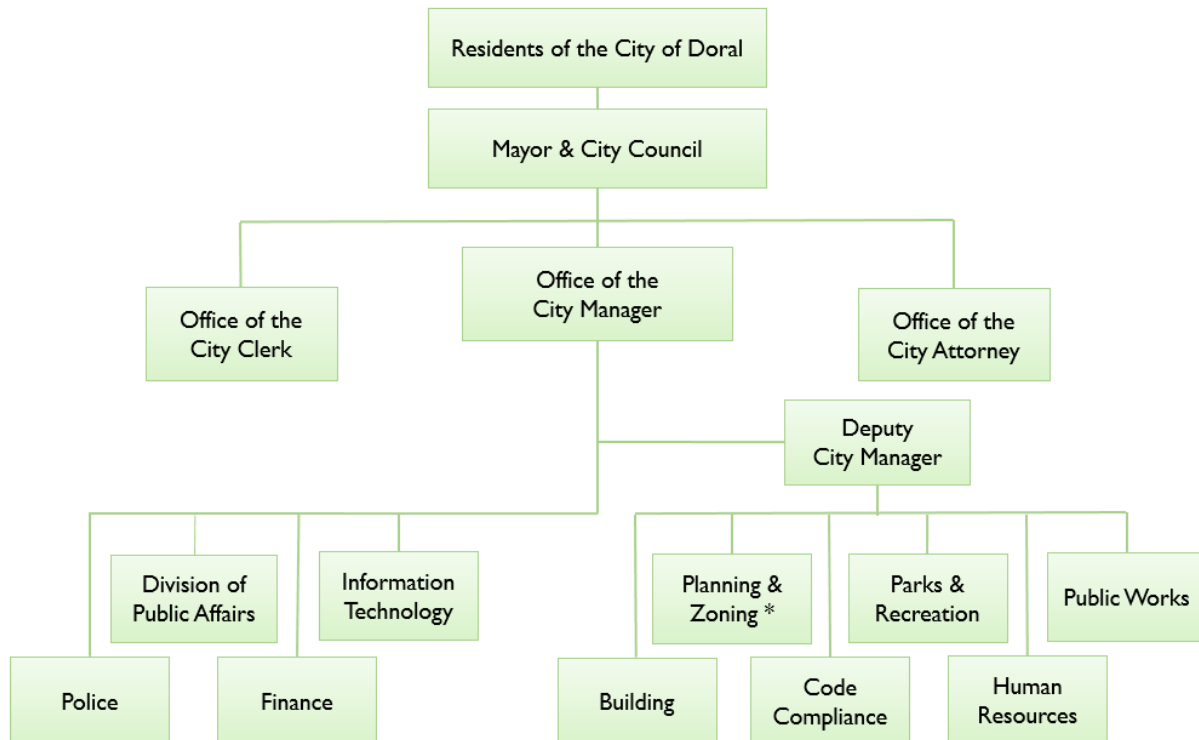
* Source: 2017 Economic Snapshot

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

* United States Census Bureau



CITY OF DORAL ORGANIZATIONAL CHART



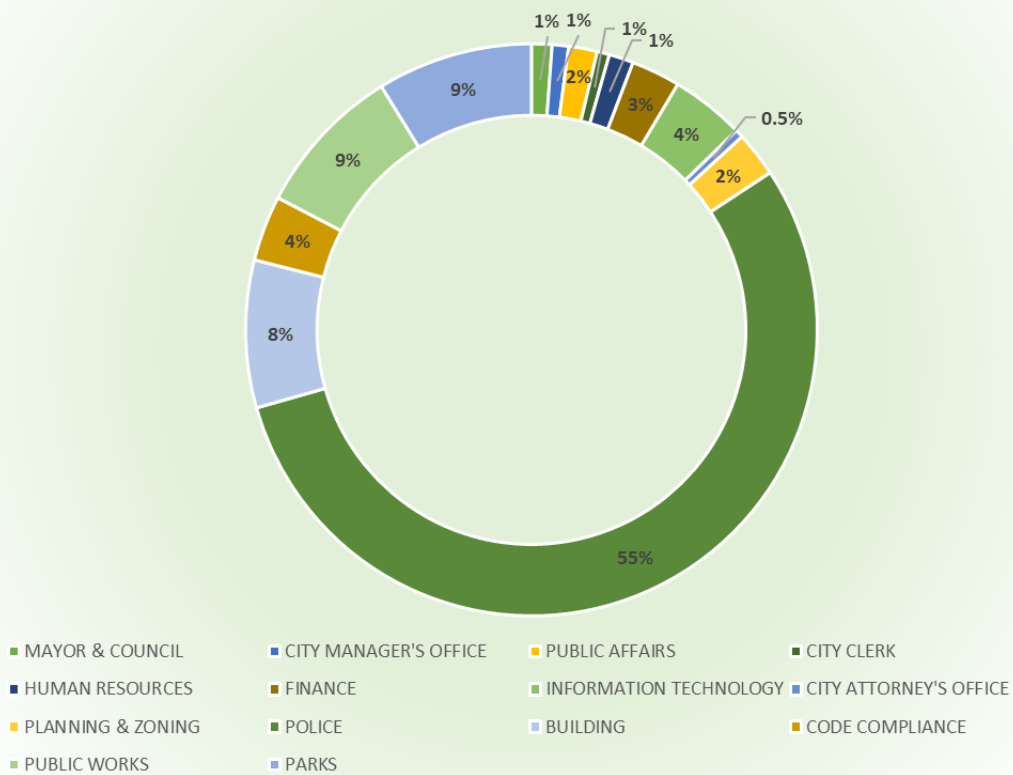
* Economic Development is now part of Planning & Zoning.



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	AMENDED BUDGET FY 2017-18	AMENDED BUDGET FY 2018-19	ADOPTED FY 2019-20
Mayor & City Council					
Charter Compensation	5	5	5	5	5
Full Time Salaries	5	5	5	5	5
Total	10	10	10	10	10
Office of the City Manager					
Administrative Salaries	2	2	2	2	2
Full Time Salaries	4	4	2	2	2
Other Salaries	1	1	0	0	0
Total	7	7	4	4	4
Division of Public Affairs					
Full Time Salaries	6	6.5	5.5	6	7
Total	6	6.5	5.5	6	7
Division of Economic Development					
Full Time Salaries	2	2.5	2.5	2	0
Total	2	2.5	2.5	2	0
City Clerk					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	2	2	2	2	2
Total	3	3	3	3	3
Human Resources Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	4	4	5	5	5
Other Salaries	31	22	6	6	6
Total	36	27	12	12	12
Finance Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	10	10	10	10	11
Other Salaries	1	1	1	1	1
Total	12	12	12	12	13
Information Technology Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	13	16	16	17	17
Total	14	17	17	18	18
Office of the City Attorney					
Administrative Salaries	0	0	0	1	1
Full Time Salaries	0	0	0	2	1
Total	0	0	0	3	2



**CITY OF DORAL
CONSOLIDATED POSITION SUMMARY**

DEPARTMENT	BUDGET FY 2015-16	BUDGET FY 2016-17	AMENDED BUDGET FY 2017-18	AMENDED BUDGET FY 2018-19	ADOPTED FY 2019-20
Planning & Zoning Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	8	9	9	9	10
Total	9	10	10	10	11
Police Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries - Sworn	138	143	141	161	180
Full Time Salaries	40	47	48	51	55
Other Salaries	1	1	1	1	1
Total	180	192	191	214	237
Building Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	36	37	37	35	35
Other Salaries	2	1	1	2	2
Total	39	39	39	38	38
Code Compliance Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	14	15	15	15	15
Other Salaries	2	1	0	0	0
Total	17	17	16	16	16
Public Works Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	27	29	31	34	36
Other Salaries	2	1	2	2	2
Total	30	31	34	37	39
Parks & Recreation Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	31	37	37	37	37
Other Salaries ¹	N/A	N/A	N/A	N/A	N/A
Total	32	38	38	38	38

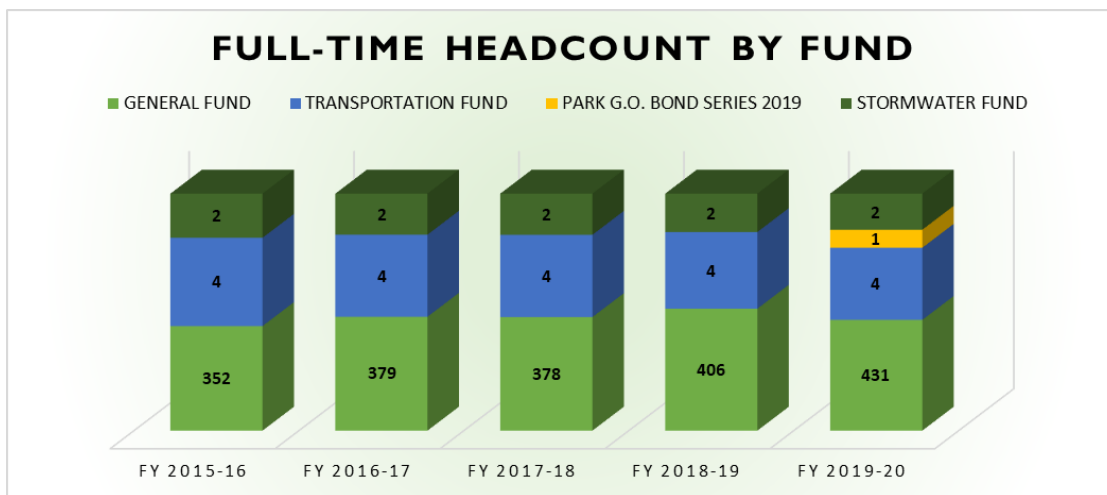


**CITY OF DORAL
CONSOLIDATED POSITION SUMMARY**

DEPARTMENT	BUDGET FY 2015-16	BUDGET FY 2016-17	AMENDED BUDGET FY 2017-18	AMENDED BUDGET FY 2018-19	ADOPTED FY 2019-20
Transportation					
Full Time Salaries	4	4	4	4	4
Total	4	4	4	4	4
Parks G.O. Bond - Series 2019					
Full Time Salaries	0	0	0	0	1
Total	0	0	0	0	1
Stormwater					
Full Time Salaries	2	2	2	2	2
Total	2	2	2	2	2
Councilmembers Total	5	5	5	5	5
Administrative - Full Time Total	12	12	12	13	13
Sworn - Full Time Total	138	143	141	161	180
Full Time Total	208	230	231	238	245
Other Salaries - Part Time Total	40	28	11	12	12
Grand Total (Excluding Councilmembers)	398	413	395	424	450

¹ Other Salaries - Pool of funds; not tied to a number of positions

² Economic Development transferred to Planning & Zoning Department



DOWNTOWN DORAL
PARK

BUDGET OVERVIEW





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ANNUAL BUDGET PROCEDURES

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

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

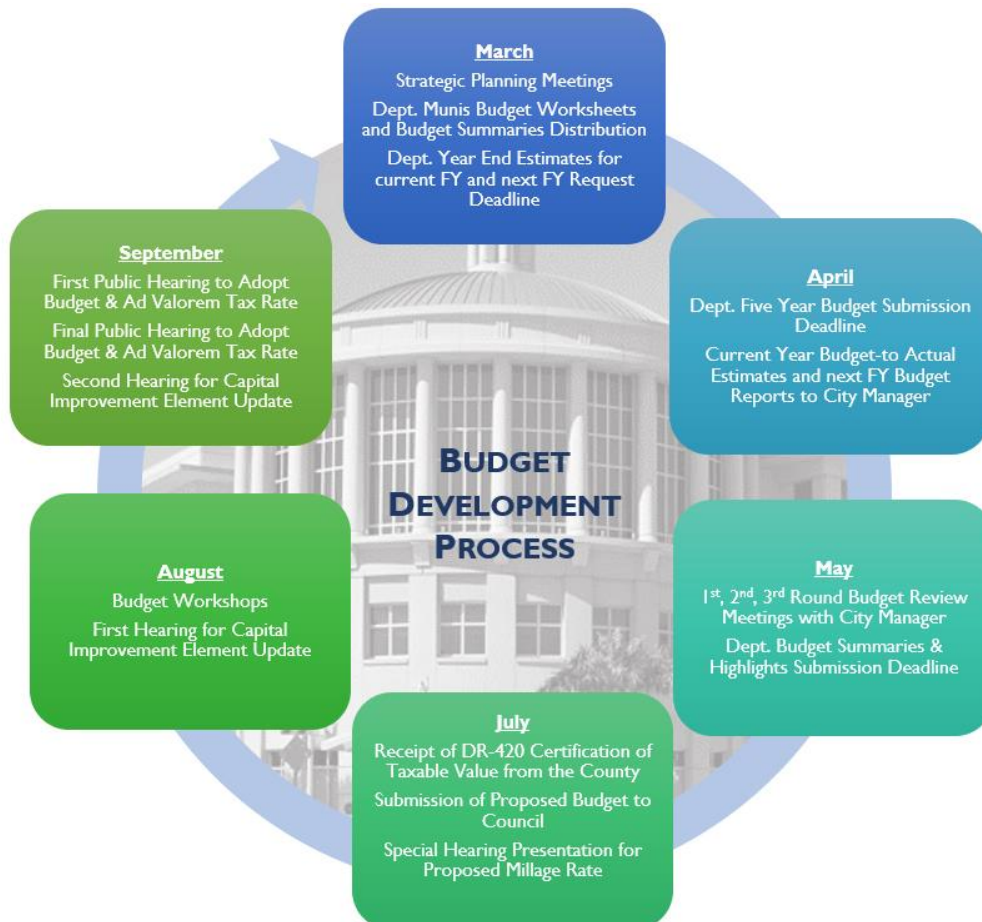
Under the cash basis, transactions are recognized only when cash changes hands. Cash basis financial statements omit recognition of assets and liabilities not arising from cash transactions, therefore they rarely present financial position or results of operations in conformity with GAAP. Cash basis 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

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 March 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 24th, 2019 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 8-9, 2019	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
March 15, 2019	Finance Department	Distribution of Munis Budget Worksheets and Budget Summaries to Departments.
April 5, 2019	Finance Department Department Heads	Deadline for Submission of Department's Year-End Estimates for FY 2019 and FY 2020 Requests (including Budget Worksheets & IT Requests).
April 19, 2019	Finance Department Department Heads	Deadline for Submission of Department's Year Five Year Budget (FY 2021 -2024) .
May 3, 2019	City Manager Finance Director	FY 2019 Budget-to-Actual Estimates and FY 2020 Budget Requests Reports to City Manager.
May 2-10, 2019	City Manager Finance Director Department Heads	1 st Round of Departmental Budget Review Meetings with City Manager.
May 15-16, 2019	City Manager Finance Director Department Heads	2 nd Round of Departmental Budget Review meetings with City Manager.
June 30, 2018	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County.
July 31, 2019	City Council City Manager	Submission of Proposed Budget to the City Council.
August 1, 2019	City Council City Manager	Special Hearing Presentation of Resolution Setting Proposed Millage Rate for 2020 and Announcing the First and Second Budget Public Hearing Dates.
August 2, 2019	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, 2019	City Council City Manager Department Heads	Budget Workshop #1
August 21, 2019	City Council City Manager Department Heads	Budget Workshop #2
August 28 2019	City Council City Manager Planning & Zoning	First Hearing of the 2020 Capital Improvement Element Update
September 10, 2019*	City Council City Manager	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate.
September 24, 2019*	City Council City Manager Planning & Zoning	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate. Second Hearing of the 2020 Capital Improvement Element Update

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



FINANCIAL AND BUDGETARY POLICIES

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 following excerpt is from the City's adopted Debt Management Policy – Ordinance Number 2018-13.

The City may issue debt obligations for: (1) construction, rehabilitation, or acquisition of infrastructure and other capital assets; (2) refinancing existing debt obligations; or (3) other lawful purposes.

All debt obligations shall target a maximum maturity of the earlier of: (i) the estimated useful life of the Capital Improvements being financed; or (ii) forty years, or (iii), in the event they are being issued to refinance outstanding debt obligations, the final maturity of the debt obligations being refinanced.

Debt obligations shall be considered for those capital projects with funding requirements in excess of \$5,000,000. Capital projects not meeting this threshold shall be targeted for funding through current revenue when available (i.e. pay-as-you-go) or from outside funding sources such as grant funding and related aid.

The City shall comply with all covenants and requirements of the bonds resolutions, and State and Federal laws authorizing and governing the issuance and administration of debt obligations.

All debt issues shall meet the disclosure requirements of the SEC (rule 15c2-12) and other government agencies before and after the bond sales take place.

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 analyze the cash flow 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

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, Bond Debt Service fund, Capital Improvement fund, Infrastructure Replacement fund, General Obligation Bond, Series 2019 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

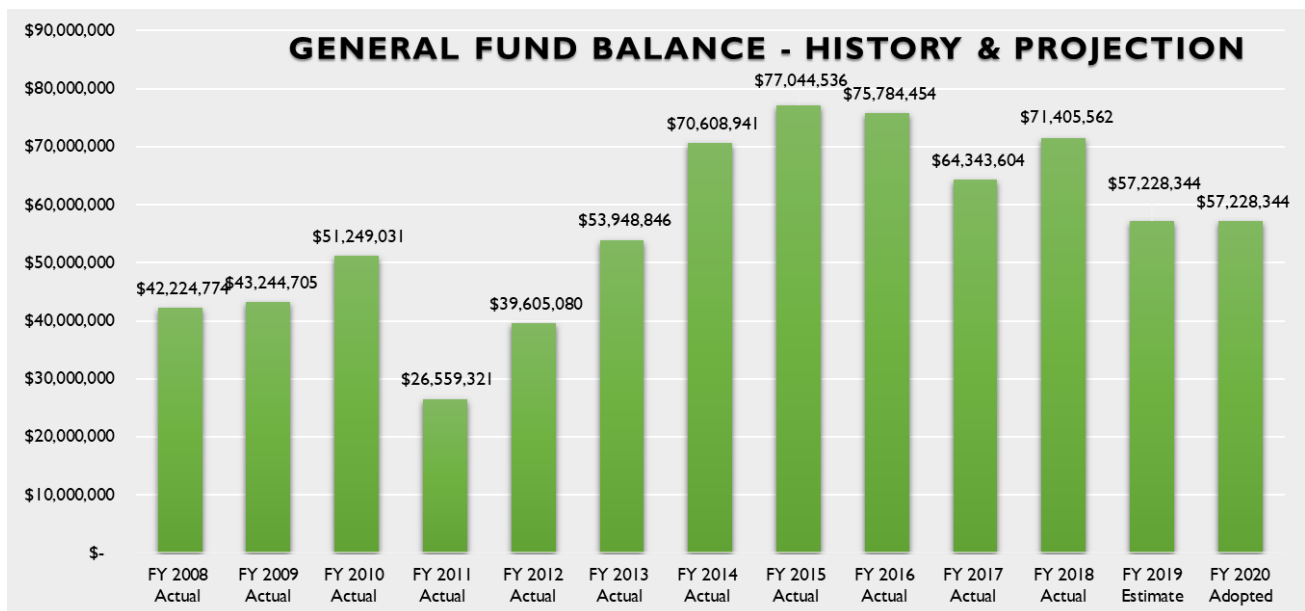
FUND BALANCE DANGERS AND TRAPS TO AVOID

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 2019-2020 budget does not include the use of fund balance.



FUND STRUCTURE

FUND STRUCTURE					
Fund Name	Fund Type	Purpose	Revenue	Budgeting Basis	Accounting Basis
GOVERNMENTAL FUNDS					
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
Bond Debt Service Fund	Non-major Governmental Fund	Used to account for the revenues collected through the debt service millage rate and for the payment of debt service on the general obligation bonds.	Special assesment on property taxes of a debt service millage rate	Modified Accrual	Modified Accrual
Capital Improvement 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
General Obligation Bond- Series 2019 Capital Projects Fund	Non-major Governmental Fund	This fund will account for all bond proceeds, and revenues generated from the G.O. Bond Series 2019 proceeds.	G.O. Bond proceeds	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
PROPRIETARY FUNDS					
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												
DEPARTMENT	GEN	TRN	PTP	PAIF	POIF	BTF	DSF	CAP	IRF	GOB19	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	x	x	
Police	x				x							
Building	x					x						
Code Compliance	x											
Public Works	x	x	x					x		x		x
Parks & Recreation	x			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
- DSF Debt Service Fund
- CAP Capital Projects Fund
- IRF Infrastructure Replacement Fund
- GOB19 General Obligation Bond, Series 2019 Fund
- OPEB Other Post-Employment Benefits Fund
- SWU Stormwater Utility Fund



FUND OVERVIEW

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 Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Building Technology fund, Bond Debt Service fund, Capital Improvement fund, Infrastructure Replacement fund, General Obligation Bond, Series 2019 fund, Stormwater fund, and 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.

BOND DEBT SERVICE FUND – 201

The Debt Service Fund will account for the revenues collected through the debt service millage rate and for the payment of debt service on the general obligation bonds.

CAPITAL IMPROVEMENT 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.

GENERAL OBLIGATION BOND, SERIES 2019 FUND – 303

The General Obligation Bond Fund will account for all bond proceeds, and revenues generated from these proceeds. Fund expenditures are limited to the financing of the construction and improvement of parks and recreational facilities with safety features, including but not limited to, green spaces, community centers, cultural amenities, aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails. No other expenditure shall be permitted, except for a prorated charge for general government 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	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
General Fund - 001							
Beginning Fund Balance	75,784,454	64,343,605	71,405,562	71,405,562	71,405,562	57,228,345	57,228,345
Revenues	64,983,972	61,404,164	60,380,348	88,323,304	92,663,033	62,487,336	62,487,336
Expenditures	(60,743,972)	(53,342,207)	(58,667,549)	(86,610,505)	(77,684,495)	(61,547,336)	(61,547,336)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	(4,240,000)	(1,000,000)	(1,712,799)	(1,712,799)	(1,712,799)	(940,000)	(940,000)
Committed (Encumbrances)	-	-	-	(27,442,956)	(27,442,956)	-	-
Use of Fund Balance	(11,440,849)	-	-	-	-	-	-
Ending Fund Balance	64,343,605	71,405,562	71,405,562	43,962,606	57,228,345	57,228,345	57,228,345
Transportation Fund - 101							
Beginning Fund Balance	16,193,178	17,830,564	16,986,079	16,986,079	16,986,079	6,538,267	6,538,267
Revenues	5,443,556	5,104,491	4,034,591	14,752,821	16,320,550	6,978,203	6,978,203
Expenditures	(5,958,785)	(5,104,491)	(4,034,591)	(14,752,821)	(14,743,347)	(6,978,203)	(6,978,203)
Interfunds Transfers In	3,790,000	-	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(10,718,230)	(10,718,230)	-	-
Use of Fund Balance	(1,637,385)	(844,485)	(1,306,785)	(1,306,785)	(1,306,785)	(4,205,786)	(4,205,786)
Ending Fund Balance	17,830,564	16,986,079	15,679,294	4,961,064	6,538,267	2,332,481	2,332,481
Park Impact Fee Fund - 102							
Beginning Fund Balance	3,736,527	3,194,065	3,815,664	3,815,664	3,815,664	5,482,713	5,482,713
Revenues	983,357	1,274,185	260,000	1,606,951	4,524,951	260,000	260,000
Expenditures	(983,357)	(652,586)	(164,000)	(1,510,951)	(1,510,951)	(20,000)	(20,000)
Committed (Encumbrances)	-	-	-	(1,346,951)	(1,346,951)	-	-
Use of Fund Balance	(542,462)	-	-	-	-	-	-
Ending Fund Balance	3,194,065	3,815,664	3,911,664	2,564,713	5,482,713	5,722,713	5,722,713
Police Impact Fee Fund - 103							
Beginning Fund Balance	3,202,690	1,560,320	1,892,194	1,892,194	1,892,194	1,387,910	1,387,910
Revenues	1,887,603	961,720	691,378	1,161,906	1,314,528	1,179,860	1,403,860
Expenditures	(1,887,602)	(629,846)	(691,378)	(1,161,906)	(1,161,906)	(1,179,860)	(1,403,860)
Committed (Encumbrances)	-	-	-	(470,528)	(470,528)	-	-
Use of Fund Balance	(1,642,371)	-	(186,378)	(186,378)	(186,378)	(674,860)	(898,860)
Ending Fund Balance	1,560,320	1,892,194	1,705,816	1,235,288	1,387,910	713,050	489,050
People's Transportation Plan Fund - 106							
Beginning Fund Balance	-	478,050	560,862	560,862	560,862	995,108	995,108
Revenues	2,232,433	2,508,437	2,552,382	2,605,136	2,652,754	2,552,382	2,817,739
Expenditures	(1,754,383)	(2,425,625)	(2,143,222)	(2,195,976)	(2,165,754)	(2,143,222)	(2,143,222)
Committed (Encumbrances)	-	-	-	(52,754)	(52,754)	-	-
Ending Fund Balance	478,050	560,862	970,022	917,268	995,108	1,404,268	1,669,625
Building Technology Fund - 108							
Beginning Fund Balance	-	-	130,432	130,432	130,432	172,432	172,432
Revenues	-	130,432	200,000	200,000	242,000	221,000	221,000
Expenditures	-	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
Ending Fund Balance	-	130,432	130,432	130,432	172,432	193,432	193,432



ACCOUNT CLASSIFICATION	ADOPTED AMENDED YEAR-END						
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
Debt Service Fund - 201							
Beginning Fund Balance	-	-	-	-	-	20,545	20,545
Revenues	-	-	-	-	-	2,439,762	2,439,762
Expenditures	-	-	-	-	-	(2,439,762)	(2,439,762)
Interfunds Transfers In	-	-	-	-	20,545	-	-
Use of Fund Balance	-	-	-	-	-	(574)	(574)
Ending Fund Balance	-	-	-	-	20,545	19,971	19,971
Capital Improvement Fund - 301							
Beginning Fund Balance	279,363	571,616	535,508	535,508	535,508	21,963	21,963
Revenues	-	36,108	-	662,888	664,788	10,000	10,000
Expenditures	(57,747)	(36,108)	(147,443)	(662,888)	(662,888)	(450,000)	(450,000)
Interfunds Transfers In	350,000	-	147,443	-	-	440,000	440,000
Committed (Encumbrances)	-	-	-	(515,445)	(515,445)	-	-
Use of Fund Balance	-	(36,108)	-	-	-	(10,000)	(10,000)
Ending Fund Balance	571,616	535,508	535,508	20,063	21,963	11,963	11,963
Infrastructure Replacement Fund - 302							
Beginning Fund Balance	100,000	200,000	700,000	700,000	700,000	1,865,356	1,865,356
Interfunds Transfers In	100,000	500,000	1,165,356	1,165,356	1,165,356	300,000	300,000
Ending Fund Balance	200,000	700,000	1,865,356	1,865,356	1,865,356	2,165,356	2,165,356
Park General Obligation Bond-Series 2019 Capital Project Fund - 303							
Beginning Fund Balance	-	-	-	-	-	-	-
Revenues	-	-	-	46,629,022	46,629,022	130,000	130,000
Expenditures	-	-	-	(46,608,477)	(46,608,477)	(124,744)	(124,744)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	-	-	-	(20,545)	(20,545)	-	-
Ending Fund Balance	-	-	-	-	-	5,256	5,256
Stormwater Fund - 401							
Beginning Fund Balance ¹	15,797,725	14,403,699	14,545,707	14,545,707	14,545,707	3,475,282	3,475,282
Revenues	4,180,048	3,999,290	5,072,268	15,314,522	14,989,522	4,540,000	4,540,000
Expenditures	(2,258,916)	(2,338,790)	(5,072,268)	(15,314,522)	(15,285,425)	(4,515,613)	(4,515,613)
Committed (Encumbrances)	-	-	-	(10,242,254)	(10,242,254)	-	-
Use of Fund Balance	-	-	(532,268)	(532,268)	(532,268)	-	-
Ending Fund Balance ¹	14,403,699	14,545,707	14,013,439	3,771,185	3,475,282	3,499,669	3,499,669
Other Post-Employment Benefits Fund - 651							
Beginning Fund Balance	-	-	505,534	505,534	505,534	918,534	918,534
Revenues	-	5,534	-	-	13,000	-	-
Interfunds Transfers In	-	500,000	400,000	400,000	400,000	200,000	200,000
Ending Fund Balance	-	505,534	905,534	905,534	918,534	1,118,534	1,118,534

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

¹ Stormwater Fund Balance adjusted to show net of investment in capital assets.



CAPITAL IMPROVEMENT ELEMENT

Below is a chart from the 2019 Capital Improvement Element Update. 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 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 17. Doral’s Schedule of Capital Improvements 2019/20 - 2023/24

PROJECT / LOCATION	TYPE OF WORK	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	TOTAL COST	FUNDING SOURCE
		(in \$\$s)	(in \$\$s)	(in \$\$s)	(in \$\$s)	(in \$\$s)	FY 2020-2024 (in \$\$s)	
TRANSPORTATION PROJECTS								
1. Citywide	City Sidewalks Phase 2	0	1,400,000	0	0	0	1,400,000	TF
2. Citywide	Trolley Circulator Fleet	200,000	0	400,000	0	0	600,000	TF
3. Citywide	Traffic Monitoring Cameras	50,000	0	50,000	0	0	100,000	TF
4. Citywide	Roadway Maintenance	300,000	300,000	300,000	300,000	300,000	1,500,000	TF, PTP
5. Citywide	Traffic Calming Program	150,000	150,000	150,000	150,000	150,000	750,000	GF, TF
6. Citywide	Transit Mobility & Infrastructure	150,000	150,000	150,000	150,000	150,000	750,000	TF
7. Citywide	NW 102 Av Bike Path & City Sidewalks	0	0	0	1,650,000	0	1,650,000	GF, TF
8. Citywide	Intersection Improvements	150,000	150,000	150,000	150,000	150,000	750,000	TF
9. Citywide	Do Not Block Box Intersections	0	100,000	0	100,000	0	200,000	
10. Section 7	Traffic Calming Devices	200,000	0	0	0	0	200,000	TF
11. NW 102 Av Widening	NW 102 Av & 62 St Intersection	0	0	0	700,000	0	700,000	TF



PROJECT / LOCATION	TYPE OF WORK	FY	FY	FY	FY	FY	TOTAL COST	FUNDING SOURCE
		2019-20	2020-21	2021-22	2022-23	2023-24	FY 2020-2024	
		(in \$\$s)	(in \$\$s)	(in \$\$s)	(in \$\$s)	(in \$\$s)	(in \$\$s)	
12. NW 112 Av & 82 St Signal	Intersection of NW 112 Av & 82 St	600,000	0	0	0	0	600,000	TF
13. NW 90 St Roadway Improvements	Section 7 Vacant Land	250,000	0	0	0	0	250,000	TF
14. NW 99 Av – New Roadway	From 64 St to 66 St	0	0	800,000	0	0	800,000	TF
15. NW 112 Av & 114 Av Intersection Improvements	From NW 41 St to 58 St	0	500,000	500,000	0	0	1,000,000	TF
16. NW 112 Av Roadway Improvements	From NW 25 St to 34 St	2,300,000	0	0	0	0	2,300,000	TF
17. NW 114 Av Improvements	From NW 34 St to 39 St	0	0	2,000,000	0	0	2,000,000	TF
18. NW 34 St Roadway Improvements	From NW 117 Av to 112 Av	0	0	0	0	2,000,000	2,000,000	TF
19. NW 117 Av – New Roadway	From NW 58 St to North of Eugenia Thomas School	0	0	800,000	0	0	800,000	TF
20. NW 117 Av – New Roadway	From NW 25 St to 34 St	0	0	0	1,800,000	0	1,800,000	TF
21. NW 33 St Roadway Improvements	From NW 107 Av to 112 Av	0	0	0	0	2,000,000	2,000,000	TF
22. Turnpike Trail Bridge over Doral Blvd.	Doral Blvd. just east of Turnpike	2,000,000	0	0	0	0	2,000,000	TF
23. NW 112 Av – New Roadway	From NW 34 St to 41 St	0	0	4,000,000	0	0	4,000,000	TF
24. NW 112 Av – Land Acquisition for New Roadway	From NW 34 St to 41 St	0	5,000,000	0	0	0	5,000,000	GF
25. New Roadway Connections on NW 82 Av & 84 Av	From NW 14 St to 21 St	0	0	100,000	0	0	100,000	TF
26. NW 33 St Roadway Improvements	From NW 79 Av to 82 Av	0	0	0	0	1,600,000	1,600,000	TF
5 Year Transportation Cost Sub Total		6,350,000	7,750,000	9,400,000	5,000,000	6,350,000	34,850,000	

Source: City of Doral Public Works Dept., June 2019.



Project/Location	Type of Work	FY 2019-20 (in \$\$s)	FY 2020-21 (in \$\$s)	FY 2021-22 (in \$\$s)	FY 2022-23 (in \$\$s)	FY 2023-24 (in \$\$s)	Total Cost FY 2020-24 (in \$\$s)	Fund Source
Parks Projects								
1. Doral Central Park	Construct Park Facilities	0	0	30,000,000	30,000,000	30,000,000	90,000,000	Approved Parks Bond
2. Downtown Doral South	White Course Park	0	0	4,000,000	0	0	4,000,000	Approved Parks Bond
3. Adjacent to Downtown Doral Park	Downtown Doral Cultural Center	0	0	9,000,000	0	0	9,000,000	Approved Parks Bond
Parks Cost Subtotal		0	0	43,000,000	30,000,000	30,000,000	103,000,000	
Stormwater Projects								
1. City Wide	Stormwater Drainage	1,149,064	625,000	1,000,000	1,225,000	1,025,000	5,024,064	SWF, SG
Stormwater Cost Subtotal		1,149,064	625,000	1,000,000	1,225,000	1,025,000	5,024,064	
Total City Capital Cost		7,499,064	8,375,000	53,400,000	36,225,000	37,375,000	142,874,064	

Table Key:

TF: Transportation Fund

SWF: Stormwater Fund

GF: General Fund

SG: State Appropriation for Stormwater Improvements

PTP: Peoples Transportation Fund (CITT)



FIVE YEAR FINANCIAL PLAN



FISCAL YEAR 2020 BUDGET AND FIVE-YEAR FINANCIAL PLAN HIGHLIGHTS

The General Fund FY 2019-20 Budget and Five-Year Financial Plan contains funding for on-going services to the community. The following are some of the general fund highlights:

The FY 2020 Budget contains funding for on-going services to the community. The following are the highlights:

- Funding to hire fifteen (15) additional Officers, four (4) Sergeants, two (2) PSAs, two (2) Park Rangers, and (1) Executive Officer to the Chief of Police to provide community policing and enhanced police visibility
- Revitalizing Police Department's aging fleet through the acquisition of police vehicles
- Funding to hire a Constituent Services Coordinator to strengthen communication with community.
- Funding to hire three (3) Auto Maintenance Technicians to provide in house fleet maintenance for City vehicles
- Funding to hire a Fixed Asset & Purchasing Coordinator to continue the City's goal of organizational effectiveness.
- Integration by the Building Department to an online permitting system that is outward facing



- Procure data analytics platform that leverages artificial intelligence (AI) to help cities understand citizen feedback for better governance and communication
- Continue quarterly mailing of newsletter to all homes to strengthen communication campaigns
- Expand advertising, marketing, and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets
- Computer device upgrades for Departments to optimize use of new technology and improve efficiency
- Citywide implementation of smart system solutions that will enhance transparency of City operations
- Improve our customer services through training programs

Fiscal Year's 2021 – 2024

- 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 Cultural Center
- 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, Parks 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 2024.

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:

2021 – 2.30% 2022 – 2.20% 2023 – 2.20% 2024 – 2.20%

Ad Valorem revenues were forecasted using the average value growth rate of 5% 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:

2021 – 2.30% 2022 – 2.20% 2023 – 2.20% 2024 – 2.20%

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 2024.

One measure of the City's financial condition is its bond rating. The City's credit rating was recently increased to AA+ by Standard & Poor's and Fitch.



GENERAL FUND FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2020-2024

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL	ACTUAL	AMENDED BUDGET*	YEAR-END ESTIMATE	ADOPTED	DEPT.REQ.	DEPT.REQ.	DEPT.REQ.	DEPT.REQ.
		FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	MILLAGE RATE	1.9000	1.9000	1.9000		1.9000	1.9000	1.9000	1.9000	1.9000
	BEGINNING FUND BALANCE	75,784,453	64,343,605	71,405,562	71,405,562	57,228,345	57,228,345	56,608,626	55,628,303	56,278,701
	REVENUES									
	TAXES	36,219,621	40,458,466	41,159,397	40,631,993	40,781,864	43,888,278	45,548,668	47,281,978	49,091,633
	LICENSES & PERMITS	7,489,660	9,345,706	7,670,000	9,296,386	8,463,000	8,886,150	9,330,458	9,796,981	10,286,829
	INTERGOVERNMENTAL	5,771,694	6,261,782	6,381,244	6,482,374	6,935,223	7,281,984	7,646,083	8,028,388	8,429,807
	CHARGES FOR SERVICES	2,052,442	2,275,117	2,689,195	2,676,253	2,982,237	3,131,349	3,287,916	3,452,312	3,624,928
	FINES AND FORFEITS	483,341	1,813,905	1,493,500	2,070,000	1,730,000	1,816,500	1,907,325	2,002,691	2,102,826
	MISCELLANEOUS	1,526,366	1,249,188	1,487,012	4,063,071	1,595,012	1,631,697	1,667,595	1,704,282	1,741,776
	TOTAL REVENUES	53,543,124	61,404,164	60,880,348	65,220,077	62,487,336	66,635,958	69,388,045	72,266,632	75,277,799
	OTHER RESOURCES									
	RESERVES - IN USE OF FUND BALANCE	11,440,849	0	8,100,000	8,100,000	0	619,719	980,323	0	0
	PRIOR YEAR OPERATING BALANCES	0	0	22,310,343	22,310,343	0	0	0	0	0
	TOTAL OTHER RESOURCES	11,440,849	0	30,410,343	30,410,343	0	619,719	980,323	0	0
	TOTAL AVAILABLE RESOURCES	64,983,973	61,404,164	91,290,691	95,630,420	62,487,336	67,255,677	70,368,368	72,266,632	75,277,799
	EXPENDITURES BY DEPARTMENT:									
10005	CITY COUNCIL	1,119,904	1,080,671	1,181,948	1,181,948	1,231,384	1,280,747	1,334,797	1,394,501	1,460,701
11005	CITY MANAGER	812,686	651,346	690,217	614,279	768,415	772,077	804,399	838,893	875,800
11505	PUBLIC AFFAIRS	669,606	644,817	732,012	724,462	904,006	937,127	972,096	1,009,392	1,049,285
11605	ECONOMIC DEVELOPMENT	311,994	414,043	401,745	401,745	0	0	0	0	0
12005	CITY CLERK	496,326	394,201	712,465	597,465	527,284	616,803	535,472	655,272	576,328
13005	CHARTER ENFORCEMENT	0	0	50,000	0	50,000	50,000	50,000	50,000	50,000
20005	HUMAN RESOURCES	576,181	692,322	787,936	787,936	859,173	951,981	926,736	963,834	1,003,540
21005	FINANCE	1,027,594	1,015,493	1,183,059	1,183,059	1,320,832	1,375,508	1,434,339	1,497,911	1,566,828
22005	INFORMATION TECHNOLOGY	4,800,516	4,465,539	6,406,867	6,302,098	5,348,511	5,278,719	5,397,601	5,682,970	5,720,258
30005	CITY ATTORNEY	583,686	543,695	743,926	554,759	715,380	701,568	725,360	750,593	777,428
40005	PLANNING & ZONING	867,138	791,405	1,312,023	1,283,112	1,414,221	1,453,148	1,510,571	1,572,189	1,638,513
50005	GENERAL GOVERNMENT	4,364,301	4,200,431	5,107,134	5,065,999	4,311,121	4,960,196	5,334,650	5,423,457	5,529,708
60005	POLICE	23,607,235	20,630,345	25,300,745	25,179,745	26,013,174	28,640,505	30,200,617	31,150,621	32,240,009
70005	BUILDING	4,005,606	3,715,534	4,353,683	4,343,976	4,358,691	4,580,177	4,772,931	4,974,647	5,204,411
71005	CODE COMPLIANCE	1,261,107	1,326,153	1,450,699	1,450,271	1,511,456	1,638,216	1,776,727	1,783,003	1,866,691
80005	PUBLIC WORKS	3,980,570	5,028,357	17,845,521	9,670,585	4,946,278	5,248,347	5,210,842	5,450,410	5,597,445
90005	PARKS & RECREATION	12,259,522	7,747,855	18,350,526	18,343,056	6,494,611	6,814,072	7,581,230	7,218,541	7,458,013
	TOTAL EXPENDITURES	60,743,972	53,342,207	86,610,505	77,684,495	60,774,537	65,299,191	68,568,368	70,416,234	72,614,958
	INTERFUND TRANSFERS OUT									
	INTERFUND TRANSFERS OUT	4,240,000	1,000,000	1,712,799	1,712,799	1,712,799	1,956,486	1,800,000	1,200,000	1,200,000
	INTERFUND TRANSFERS OUT									
	TOTAL GENERAL FUND EXPENDITURES	64,983,972	54,342,207	88,323,304	79,397,294	62,487,336	67,255,677	70,368,368	71,616,234	73,814,958
	PRIOR YEAR OPERATING BALANCES		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	619,719	980,323	0	0
	ENDING FUND BALANCE	\$64,343,605	\$71,405,562	\$43,962,606	\$57,228,345	\$57,228,345	\$56,608,626	\$55,628,303	\$56,278,701	\$57,741,542
	15% REQUIRED RESERVE			\$13,248,496		\$ 9,373,100	\$ 10,088,352	\$ 10,555,255	\$ 10,742,435	\$ 11,072,244
	EXCESS/(DEFICIT) IN REQUIRED RESERVE			\$30,714,110	\$57,228,345	\$ 47,855,245	\$ 46,520,274	\$ 45,073,048	\$ 45,536,266	\$ 46,669,298

Inflation Rate Projections:

2021	2.30%
2022	2.20%
2023	2.20%
2024	2.20%

Source: International Monetary Fund Forecast

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



GENERAL FUND REVENUES							
DESCRIPTION	YEAR-END						
	ACTUAL FY2017-18	ESTIMATE FY2018-19	ADOPTED FY 2019-20	PROJECTED FY 2020-21	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24
TAXES:							
AD VALOREM	\$21,354,285	\$22,956,000	\$24,756,713	\$25,994,549	\$27,294,276	\$28,658,990	\$30,091,939
OTHER TAXES	19,104,181	17,675,993	16,025,151	17,893,729	18,254,392	18,622,988	18,999,694
TOTAL TAXES	40,458,466	40,631,993	40,781,864	43,888,278	45,548,668	47,281,978	49,091,633
LICENSES & PERMITS:							
BUILDING PERMITS	6,768,280	6,800,000	5,900,000	6,195,000	6,504,750	6,829,988	7,171,487
LOCAL BUSINESS LICENSE TAX	1,038,145	1,200,000	1,225,000	1,286,250	1,350,563	1,418,091	1,488,995
OTHER LICENSES & PERMITS	1,539,281	1,296,386	1,338,000	1,404,900	1,475,145	1,548,902	1,626,347
TOTAL LICENSES & PERMITS	9,345,706	9,296,386	8,463,000	8,886,150	9,330,458	9,796,981	10,286,829
INTERGOVERNMENTAL REVENUES	6,261,782	6,482,374	6,935,223	7,281,984	7,646,083	8,028,388	8,429,807
CHARGES FOR SERVICES	2,275,117	2,676,253	2,982,237	3,131,349	3,287,916	3,452,312	3,624,928
FINES & FORFEITS	1,813,905	2,070,000	1,730,000	1,816,500	1,907,325	2,002,691	2,102,826
MISCELLANEOUS	1,249,188	4,063,071	1,595,012	1,631,697	1,667,595	1,704,282	1,741,776
TOTAL GENERAL FUND REVENUES	61,404,164	65,220,077	62,487,336	66,635,958	69,388,045	72,266,632	75,277,799



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2020-2024

DEPARTMENT	BUDGET FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2020-2021	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24		% CHANGE FY2020 TO FY2024
10005 CITY COUNCIL	\$ 1,194,448	\$ 1,231,384	\$ 1,280,747	\$ 1,334,797	\$ 1,394,501	\$ 1,460,701		19%
11005 CITY MANAGER	\$ 696,577	\$ 768,415	\$ 772,077	\$ 804,399	\$ 838,893	\$ 875,800		14%
11505 PUBLIC AFFAIRS	\$ 727,317	\$ 904,006	\$ 937,127	\$ 972,096	\$ 1,009,392	\$ 1,049,285		16%
11605 ECONOMIC DEVELOPMENT	\$ 359,745	\$ -	\$ -	\$ -	\$ -	\$ -		0%
12005 CITY CLERK	\$ 721,869	\$ 527,284	\$ 616,803	\$ 535,472	\$ 655,272	\$ 576,328		9%
13005 CHARTER ENFORCEMENT	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		0%
20005 HUMAN RESOURCES	\$ 795,058	\$ 859,173	\$ 951,981	\$ 926,736	\$ 963,834	\$ 1,003,540		17%
21005 FINANCE	\$ 1,168,944	\$ 1,320,832	\$ 1,375,508	\$ 1,434,339	\$ 1,497,911	\$ 1,566,828		19%
22005 INFORMATION TECHNOLOGY	\$ 5,135,573	\$ 5,348,511	\$ 5,278,719	\$ 5,397,601	\$ 5,682,970	\$ 5,720,258		7%
30005 CITY ATTORNEY	\$ 1,097,379	\$ 715,380	\$ 701,568	\$ 725,360	\$ 750,593	\$ 777,428		9%
40005 PLANNING & ZONING	\$ 1,052,802	\$ 1,414,221	\$ 1,453,148	\$ 1,510,571	\$ 1,572,189	\$ 1,638,513		16%
50005 GENERAL GOVERNMENT	\$ 6,473,116	\$ 6,023,920	\$ 6,916,682	\$ 7,134,650	\$ 6,623,457	\$ 6,729,708		12%
60005 POLICE	\$ 24,007,602	\$ 26,013,174	\$ 28,640,505	\$ 30,200,617	\$ 31,150,621	\$ 32,240,009		24%
70005 BUILDING	\$ 4,374,379	\$ 4,358,691	\$ 4,580,177	\$ 4,772,931	\$ 4,974,647	\$ 5,204,411		19%
71005 CODE COMPLIANCE	\$ 1,454,379	\$ 1,511,456	\$ 1,638,216	\$ 1,776,727	\$ 1,783,003	\$ 1,866,691		24%
80005 PUBLIC WORKS	\$ 5,474,300	\$ 4,946,278	\$ 5,248,347	\$ 5,210,842	\$ 5,450,410	\$ 5,597,445		13%
90005 PARKS & RECREATION	\$ 6,027,339	\$ 6,494,611	\$ 6,814,072	\$ 7,581,230	\$ 7,218,541	\$ 7,458,013		15%
	\$ 60,810,827	\$ 62,487,336	\$ 67,255,677	\$ 70,368,368	\$ 71,616,234	\$ 73,814,958		18%

FY 2018-19 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

	2021	2022	2023	2024
Inflation Rates Projections:	2.30%	2.20%	2.20%	2.20%

Source: International Monetary Fund Forecast



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2020-2024

PERSONNEL COST

DEPARTMENT	BUDGET FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2020-2021	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	%	CHANGE
								TO FY2024
10005 CITY COUNCIL	\$ 874,548	\$ 923,984	\$ 966,277	\$ 1,013,408	\$ 1,066,042	\$ 1,125,016	22%	
11005 CITY MANAGER	\$ 661,677	\$ 732,675	\$ 735,515	\$ 767,033	\$ 800,705	\$ 836,771	14%	
11505 PUBLIC AFFAIRS	\$ 522,442	\$ 635,216	\$ 662,155	\$ 691,074	\$ 722,188	\$ 755,762	19%	
11605 ECONOMIC DEVELOPMENT	\$ 239,845	\$ -	\$ -	\$ -	\$ -	\$ -	0%	
12005 CITY CLERK	\$ 327,269	\$ 358,384	\$ 346,473	\$ 361,395	\$ 377,366	\$ 394,508	10%	
13005 CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	
20005 HUMAN RESOURCES	\$ 628,817	\$ 678,494	\$ 707,146	\$ 737,835	\$ 770,777	\$ 806,236	19%	
21005 FINANCE	\$ 1,062,999	\$ 1,218,537	\$ 1,270,860	\$ 1,327,389	\$ 1,388,608	\$ 1,455,120	19%	
22005 INFORMATION TECHNOLOGY	\$ 1,831,858	\$ 1,956,333	\$ 2,120,775	\$ 2,197,019	\$ 2,295,625	\$ 2,332,125	19%	
30005 CITY ATTORNEY	\$ 412,379	\$ 405,580	\$ 384,029	\$ 400,835	\$ 418,928	\$ 438,467	8%	
40005 PLANNING & ZONING	\$ 928,002	\$ 1,104,137	\$ 1,151,277	\$ 1,202,059	\$ 1,256,890	\$ 1,316,277	19%	
50005 GENERAL GOVERNMENT	\$ 570,000	\$ 567,500	\$ 590,200	\$ 613,808	\$ 638,360	\$ 663,895	17%	
60005 POLICE	\$ 21,904,048	\$ 23,818,869	\$ 26,059,799	\$ 27,177,545	\$ 28,374,167	\$ 29,403,670	23%	
70005 BUILDING	\$ 3,717,644	\$ 3,953,274	\$ 4,122,509	\$ 4,305,065	\$ 4,502,456	\$ 4,716,559	19%	
71005 CODE COMPLIANCE	\$ 1,339,626	\$ 1,453,708	\$ 1,554,140	\$ 1,691,351	\$ 1,696,299	\$ 1,776,129	22%	
80005 PUBLIC WORKS	\$ 2,635,705	\$ 2,812,013	\$ 3,112,862	\$ 3,017,542	\$ 3,260,287	\$ 3,364,470	20%	
90005 PARKS & RECREATION	\$ 3,594,105	\$ 3,975,972	\$ 4,144,464	\$ 4,777,888	\$ 4,519,727	\$ 4,729,464	19%	
	\$ 41,250,964	\$ 44,594,676	\$ 47,928,481	\$ 50,281,246	\$ 52,088,425	\$ 54,114,469	21%	



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2020-2024

OPERATING COST

DEPARTMENT	BUDGET FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2020-2021	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	% CHANGE TO FY2024
							FY2024
10005 CITY COUNCIL	\$ 319,900	\$ 307,400	\$ 314,470	\$ 321,389	\$ 328,459	\$ 335,685	9%
11005 CITY MANAGER	\$ 34,900	\$ 35,740	\$ 36,562	\$ 37,366	\$ 38,188	\$ 39,029	9%
11505 PUBLIC AFFAIRS	\$ 202,875	\$ 268,790	\$ 274,972	\$ 281,022	\$ 287,204	\$ 293,523	9%
11605 ECONOMIC DEVELOPMENT	\$ 119,900	\$ -	\$ -	\$ -	\$ -	\$ -	0%
12005 CITY CLERK	\$ 394,600	\$ 168,900	\$ 270,330	\$ 174,077	\$ 277,906	\$ 181,820	8%
13005 CHARTER ENFORCEMENT	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	0%
20005 HUMAN RESOURCES	\$ 166,241	\$ 180,679	\$ 244,835	\$ 188,901	\$ 193,057	\$ 197,304	9%
21005 FINANCE	\$ 105,945	\$ 102,295	\$ 104,648	\$ 106,950	\$ 109,303	\$ 111,708	9%
22005 INFORMATION TECHNOLOGY	\$ 2,432,017	\$ 2,762,985	\$ 2,756,819	\$ 2,889,717	\$ 2,986,220	\$ 2,977,268	8%
30005 CITY ATTORNEY	\$ 685,000	\$ 309,800	\$ 317,539	\$ 324,525	\$ 331,665	\$ 338,961	9%
40005 PLANNING & ZONING	\$ 124,800	\$ 310,084	\$ 301,871	\$ 308,512	\$ 315,299	\$ 322,236	4%
50005 GENERAL GOVERNMENT	\$ 2,813,993	\$ 2,412,362	\$ 2,265,395	\$ 2,597,409	\$ 2,657,887	\$ 2,734,861	13%
60005 POLICE	\$ 1,636,854	\$ 1,845,922	\$ 1,751,706	\$ 1,790,244	\$ 1,829,629	\$ 1,869,881	1%
70005 BUILDING	\$ 586,735	\$ 405,417	\$ 413,668	\$ 423,866	\$ 428,191	\$ 443,852	9%
71005 CODE COMPLIANCE	\$ 69,753	\$ 57,748	\$ 59,076	\$ 60,376	\$ 61,704	\$ 63,062	9%
80005 PUBLIC WORKS	\$ 2,733,595	\$ 2,035,665	\$ 2,107,485	\$ 2,128,300	\$ 2,190,123	\$ 2,232,975	10%
90005 PARKS & RECREATION	\$ 2,347,234	\$ 2,518,639	\$ 2,556,108	\$ 2,728,342	\$ 2,669,814	\$ 2,728,549	8%
	\$ 14,824,342	\$ 13,772,426	\$ 13,825,484	\$ 14,410,996	\$ 14,754,649	\$ 14,920,714	8%



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2020-2024

		CAPITAL COST					
DEPARTMENT	BUDGET	ADOPTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	
	FY 2018-19	FY 2019-20	FY 2020-2021	FY 2021-22	FY 2022-23	FY 2023-24	
10005 CITY COUNCIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11005 CITY MANAGER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11505 PUBLIC AFFAIRS	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	
11605 ECONOMIC DEVELOPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
12005 CITY CLERK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13005 CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
20005 HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
21005 FINANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
22005 INFORMATION TECHNOLOGY	\$ 871,698	\$ 629,193	\$ 401,125	\$ 310,865	\$ 401,125	\$ 410,865	
30005 CITY ATTORNEY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
40005 PLANNING & ZONING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
50005 GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
60005 POLICE	\$ 466,700	\$ 348,383	\$ 829,000	\$ 1,232,828	\$ 946,825	\$ 966,458	
70005 BUILDING	\$ 70,000	\$ -	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000	
71005 CODE COMPLIANCE	\$ 45,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 27,500	
80005 PUBLIC WORKS	\$ 105,000	\$ 98,600	\$ 28,000	\$ 65,000	\$ -	\$ -	
90005 PARKS & RECREATION	\$ 86,000	\$ -	\$ 113,500	\$ 75,000	\$ 29,000	\$ -	
	\$ 1,646,398	\$ 1,076,176	\$ 1,440,625	\$ 1,752,693	\$ 1,445,950	\$ 1,448,823	



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2020-2024

DEBT & GRANTS/ TRANSFERS

DEPARTMENT	BUDGET FY 2018-19	ADOPTED FY 2019-20	PROJECTED FY 2020-2021	PROJECTED FY 2021-22	PROJECTED FY 2022-23	PROJECTED FY 2023-24	% CHANGE FY2020 TO FY2024
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	\$ 3,044,058	\$ 4,061,087	\$ 3,923,433	\$ 3,327,210	\$ 3,330,952	9%
60005 POLICE	\$ -	\$ -					
70005 BUILDING	\$ -	\$ -					
71005 CODE COMPLIANCE	\$ -	\$ -					
80005 PUBLIC WORKS	\$ -	\$ -					
90005 PARKS & RECREATION	\$ -	\$ -					
	\$ 3,089,123	\$ 3,044,058	\$ 4,061,087	\$ 3,923,433	\$ 3,327,210	\$ 3,330,952	

DOWNTOWN DORAL

PARK

**GENERAL FUND
BUDGET**





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GENERAL FUND REVENUES

ACCOUNT - DESCRIPTION	ADOPTED AMENDED				YEAR-END			
	ACTUAL FY 2016-17	ACTUALS FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUAL FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
TAXES								
311100 - AD VALOREM TAXES - CURRENT	19,367,300	21,354,285	23,800,342	23,800,342	23,360,263	22,956,000	24,756,713	24,756,713
311200 - AD VALOREM TAXES-DELINQUENT	504,086	545,526	450,000	450,000	663,857	587,993	500,000	500,000
313100 - FRANCHISE FEES - ELECTRICITY	2,464,185	3,496,163	3,000,000	3,000,000	3,171,895	3,000,000	1,961,000	1,961,000
313700 - FRANCHISE FEES - SOLID WASTE	1,223,753	1,357,908	1,200,000	1,200,000	1,127,996	1,227,000	1,200,000	1,200,000
313900 - FRANCHISE FEES - BUS BENCH ADS	28,412	21,895	28,500	28,500	15,500	22,000	22,000	22,000
313920 - TOWING FEES	11,235	11,820	10,000	10,000	12,205	12,000	11,000	11,000
314100 - UTILITY TAXES - ELECTRICITY	7,503,945	8,267,782	7,600,000	7,600,000	6,037,417	7,850,000	7,600,000	7,600,000
314200 - COMMUNICATION SERVICES TAX	3,965,886	4,162,963	3,990,555	3,990,555	3,021,388	3,673,000	3,551,151	3,551,151
314300 - UTILITY TAXES - WATER	1,077,852	1,137,160	1,000,000	1,000,000	768,245	1,220,000	1,100,000	1,100,000
314400 - UTILITY TAXES - GAS	72,968	102,964	80,000	80,000	81,468	84,000	80,000	80,000
TAXES TOTAL	36,219,621	40,458,466	41,159,397	41,159,397	38,260,236	40,631,993	40,781,864	40,781,864
LICENSES & PERMITS								
321100 - LOCAL BUSINESS LICENSE TAX	1,149,353	1,038,145	1,200,000	1,200,000	1,079,058	1,200,000	1,225,000	1,225,000
322100 - BUILDING PERMITS	4,916,533	6,768,270	5,000,000	5,000,000	6,335,940	6,800,000	5,900,000	5,900,000
329101 - OTHER FEES - BOILER FEES	40,741	31,813	40,000	40,000	26,254	27,386	33,000	33,000
329200 - ALARM PERMITS	253,458	259,979	280,000	280,000	196,936	215,000	230,000	230,000
329300 - ZONING HEARING FEES	97,163	76,510	100,000	100,000	57,875	75,000	65,000	65,000
329400 - ZONING PLAN REVIEW FEES	136,332	227,256	175,000	175,000	91,654	115,000	100,000	100,000
329401 - ZONING PERMIT REVIEW FEES	300	63,651	55,000	55,000	73,507	75,000	70,000	70,000
329500 - CERTIFICATES OF OCCUPANCY	573,781	476,561	445,000	445,000	406,926	460,000	475,000	475,000
329600 - CONCURRENCY FEES	98,402	148,272	100,000	100,000	110,738	143,000	120,000	120,000
329700 - PUBLIC WORKS PERMITS	223,597	255,249	275,000	275,000	133,681	141,000	215,000	215,000
329800 - CODE DEFAULT PROPERTY FEES	0	0	0	0	42,400	45,000	30,000	30,000
LICENSES & PERMITS TOTAL	7,489,660	9,345,706	7,670,000	7,670,000	8,554,969	9,296,386	8,463,000	8,463,000
INTERGOVERNMENTAL								
335120 - STATE SHARING REVENUE	1,328,824	1,410,964	1,410,672	1,410,672	1,390,879	1,335,854	1,540,428	1,540,428
335150 - ALCOHOLIC BEVERAGE TAX	74,235	74,344	70,000	70,000	79,806	71,520	70,000	70,000
335180 - HALF CENT SALES TAX	4,280,346	4,705,140	4,825,572	4,825,572	4,697,201	5,000,000	5,249,795	5,249,795
338100 - COUNTY BUSINESS TAX RECIEPTS	88,289	71,335	75,000	75,000	80,895	75,000	75,000	75,000
INTERGOVERNMENTAL TOTAL	5,771,694	6,261,782	6,381,244	6,381,244	6,248,781	6,482,374	6,935,223	6,935,223
CHARGES FOR SERVICES								
341302 - OPTIONAL PLAN REVIEW FEE	121,343	51,053	0	0	570	570	100,000	100,000
341303 - BUILDING TRAINING FEES	28,820	12,000	75,000	75,000	0	26,323	75,000	75,000
341900 - LIEN SEARCH FEES	205,760	218,484	206,000	206,000	226,201	206,000	206,000	206,000
341901 - CANDIDATE QUALIFYNG FEES	0	2,730	0	0	840	840	0	0
341902 - BLDG ADMINISTRATIVE FEES	121,769	188,323	140,000	140,000	128,411	136,000	132,000	132,000
341903 - BLDG RECORDS REQUEST	71,101	85,077	71,000	71,000	83,414	77,100	75,000	75,000
342100 - POLICE SERVICES	806,075	725,345	750,000	750,000	841,960	650,000	775,000	775,000
342110 - POLICE SERVICES - RECORDS	10,510	7,200	10,000	10,000	7,739	7,700	10,000	10,000
342115 - SCHOOL CROSSING GUARDS	72,122	81,165	65,000	65,000	67,311	79,000	70,000	70,000
342120 - POLICE SERVICE-MDC SCHOOLS	0	0	126,317	126,317	140,352	126,000	126,317	126,317
342130 - POLICE SERVICES-SCHOOL OFFICER	0	28,424	448,378	448,378	490,314	497,420	497,420	497,420
342901 - BLDG RECERT FEES 40-YR	8,050	5,700	9,000	9,000	14,460	11,000	10,000	10,000
347200 - RECREATION FEES	103,396	103,737	140,000	140,000	91,490	103,000	100,000	100,000
347201 - RECREATION - RENTALS	46,833	121,517	100,000	100,000	139,360	130,000	120,000	120,000
347202 - RECREATION - BRONCO REGIS.	34,659	32,060	35,000	35,000	25,951	35,000	35,000	35,000
347203 - RECREATION-CONCESSIONS	23,242	21,087	20,000	20,000	10,341	10,000	12,000	12,000
347400 - RECREATION - SPECIAL EVENTS	43,068	30,916	45,000	45,000	29,063	30,000	30,000	30,000
347401 - RECREATION - SPONSORSHIPS	28,480	118,830	120,000	120,000	84,967	86,000	100,000	100,000
347402 - RECREATION - CAMPS	43,565	73,390	70,000	70,000	82,419	21,000	75,000	75,000
347403 - RECREATION - TENNIS	140,372	140,126	75,000	75,000	52,527	58,000	60,000	60,000



ACCOUNT - DESCRIPTION	ADOPTED AMENDED				YEAR-END			
	ACTUAL	ACTUALS	BUDGET	BUDGET	ACTUAL	ESTIMATE	PROPOSED	ADOPTED
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
347404 - RECREATION - SOCCER	79,647	103,710	80,000	80,000	229,317	275,000	250,000	250,000
347405 - RECREATION-COMMUNITY CENTER	49,913	111,141	90,000	90,000	101,307	97,000	110,000	110,000
347406 - RECREATION-TRAINING	0	0	500	500	300	300	500	500
347407 - RECREATION-BASEBALL	13,718	13,103	13,000	13,000	21,842	13,000	13,000	13,000
CHARGES FOR SERVICES TOTAL	2,052,442	2,275,117	2,689,195	2,689,195	2,868,778	2,676,253	2,982,237	2,982,237
FINES & FORFEITS								
351100 - JUDGEMENTS & FINES	303,663	444,977	375,000	375,000	532,185	595,000	455,000	455,000
351150 - SAFETY REDLIGHT CAMERAS	5,421	1,101,906	910,000	910,000	1,294,298	1,300,000	1,125,000	1,125,000
351900 - JUDGEMENTS & FINES-OTHER	2,905	0	5,000	5,000	0	0	0	0
359101 - FINES - PERMIT VIOLATIONS	171,351	267,022	203,500	203,500	171,749	175,000	150,000	150,000
FINES & FORFEITS TOTAL	483,341	1,813,905	1,493,500	1,493,500	1,998,233	2,070,000	1,730,000	1,730,000
MISCELLANEOUS								
331206 - FDOT HVE GRANT	14,984	0	0	0	0	0	0	0
334200 - STATE OF FL JAG GRANT -2009	16,633	0	0	0	6,319	0	0	0
334390 - STATE-VOL.CLEANUP TAX.CERT.	128,003	0	0	0	338,890	0	0	0
334700 - STATE-CULTURAL FACILITY GRANT	145,000	0	0	0	0	0	0	0
337500 - GRANT	0	10,000	0	0	24,359	24,359	0	0
337701 - GRANT - FORESTRY	0	12,500	0	0	0	0	0	0
347204 - RECREATION-TAXABLE SALES	0	11,034	15,000	15,000	17,932	20,000	20,000	20,000
361100 - INTEREST INCOME	989,633	1,268,926	350,000	350,000	1,689,107	1,727,000	1,000,000	1,000,000
362100 - LEASE AGREEMENT-DORAL PREP	12	12	12	12	13	12	12	12
366000 - PRIVATE GRANTS & CONTRIBUTIONS	171,000	20,000	0	0	380,000	0	0	0
366100 - DEVELOPER CONTRIBUTIONS	0	0	0	500,000	500,000	500,000	0	0
366200 - PRIVATE CONTRIBUTIONS-OTHER	0	0	0	0	30	0	0	0
367100 - CHANGE IN INVEST VALUE	457,227	709,609	0	0	1,473,134	1,000,000	0	0
369100 - MISCELLANEOUS INCOME	48,896	6,134	35,000	35,000	45,578	43,000	35,000	35,000
369101 - BLDG MISC - OT RECOVERY	358,892	244,703	400,000	400,000	430,880	450,000	363,000	363,000
369102 - BLDG MISC - COPY SCAN FEES	79,167	90,511	80,000	80,000	92,357	100,000	90,000	90,000
369103 - POLICE AUTO TAKE HOME PGM	92,663	57,887	50,000	50,000	47,800	52,000	50,000	50,000
369104 - MAU PARK	0	0	7,000	7,000	7,000	7,000	7,000	7,000
369200 - PRIOR YEARS RECOVERY	104,065	65,003	50,000	50,000	13,488	13,500	30,000	30,000
369301 - SETTLEMENT - VIEWPOINT	0	87,500	0	0	0	0	0	0
369400 - MISC.PARK FEES	0	200	0	0	300	200	0	0
369900 - INSURANCE PROCEEDS	42,774	84,387	0	0	160,267	126,000	0	0
MISCELLANEOUS TOTAL	1,526,366	1,249,188	987,012	1,487,012	5,214,816	4,063,071	1,595,012	1,595,012
REVENUES GRAND TOTAL	53,543,123	61,404,164	60,380,348	60,880,348	63,145,814	65,220,077	62,487,336	62,487,336



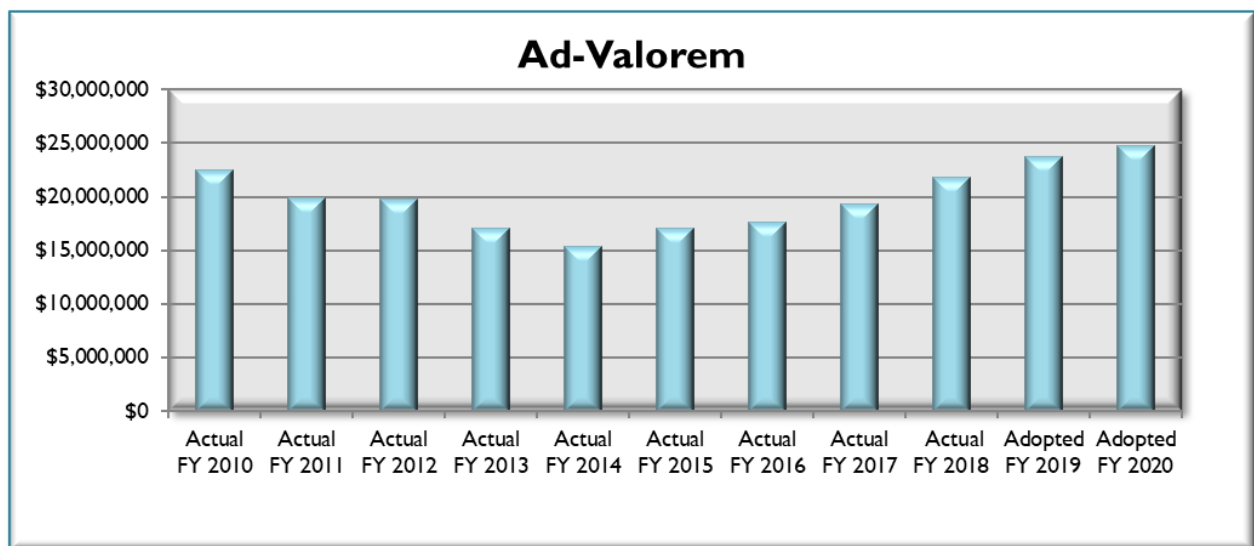
GENERAL FUND REVENUE PROJECTIONS

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.

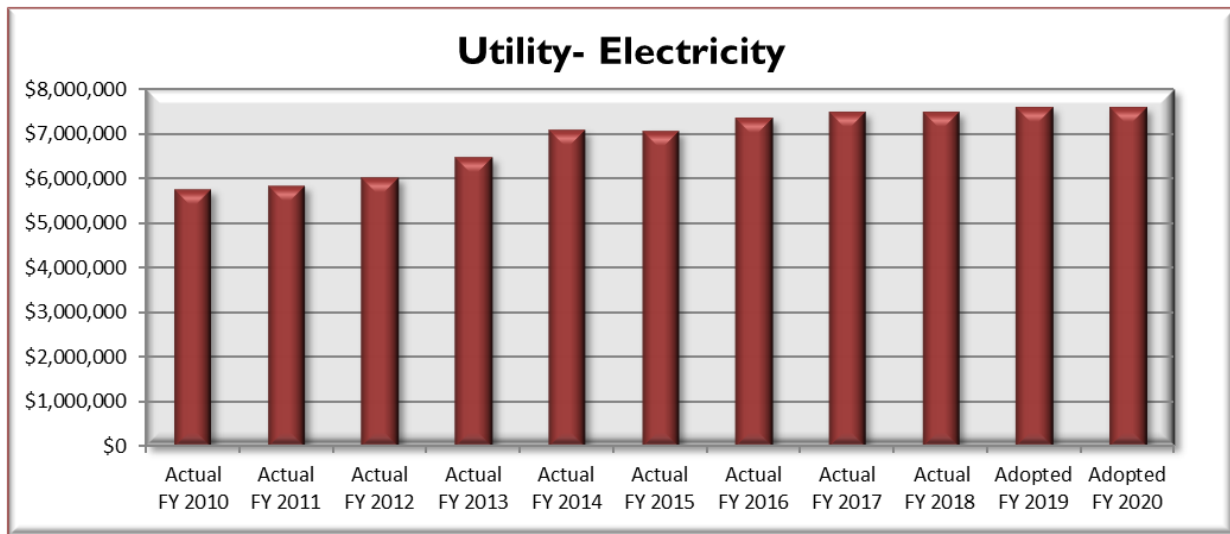


311.200 Ad Valorem Taxes-Delinquent-This revenue source is derived by those taxpayers who do not pay their taxes by March 31 of any given year. On average the total revenue received in this category is minimal when compared to the total Ad Valorem taxes collected.



Utility Taxes

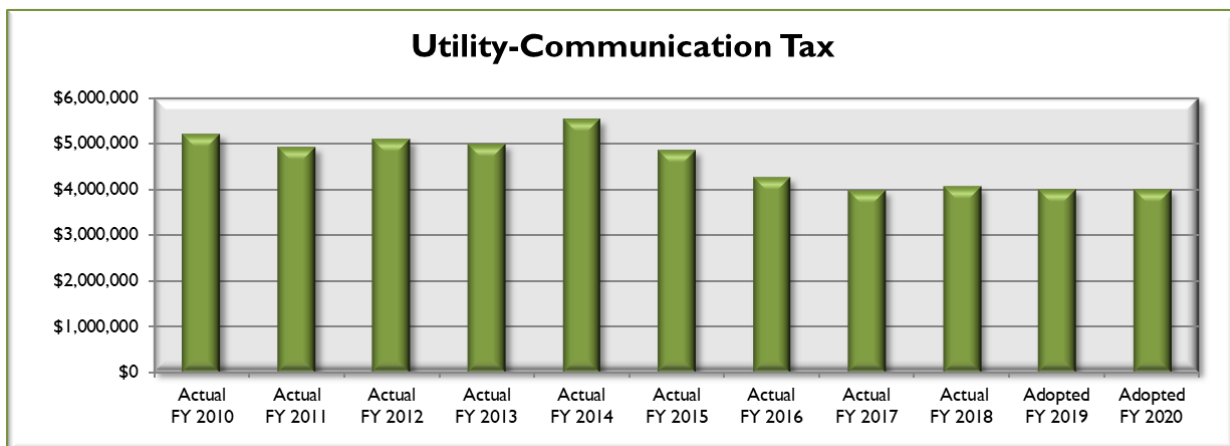
314.100 Utility Tax-Electricity -Section 166.23 (l) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes. The City previously established by Ordinance utility taxes in the amount of 10% on electricity.



314.300 Utility Tax-Water- Section 166.23 (l) (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 (l) (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.

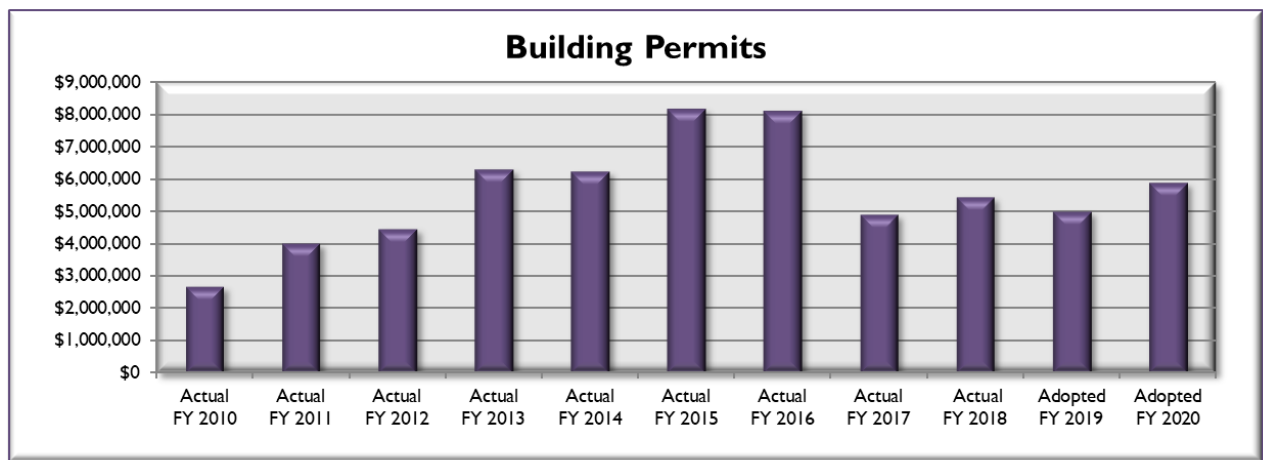




LICENSES AND PERMITS

The Licenses and Permits revenue classification in the General Fund include 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.

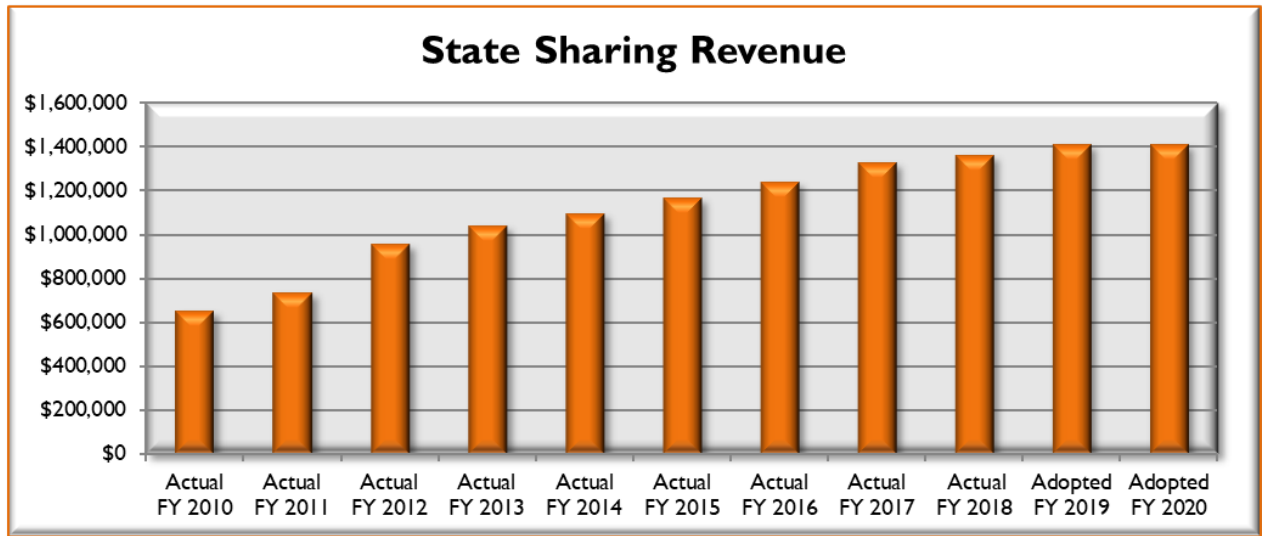
322.100 Building Permits- Permits must be issued to any individual or business that performs construction work within the corporate limits of the City. These permits are issued for construction, such as plumbing, electrical, structural, mechanical, etc. City Ordinance sets the fees.



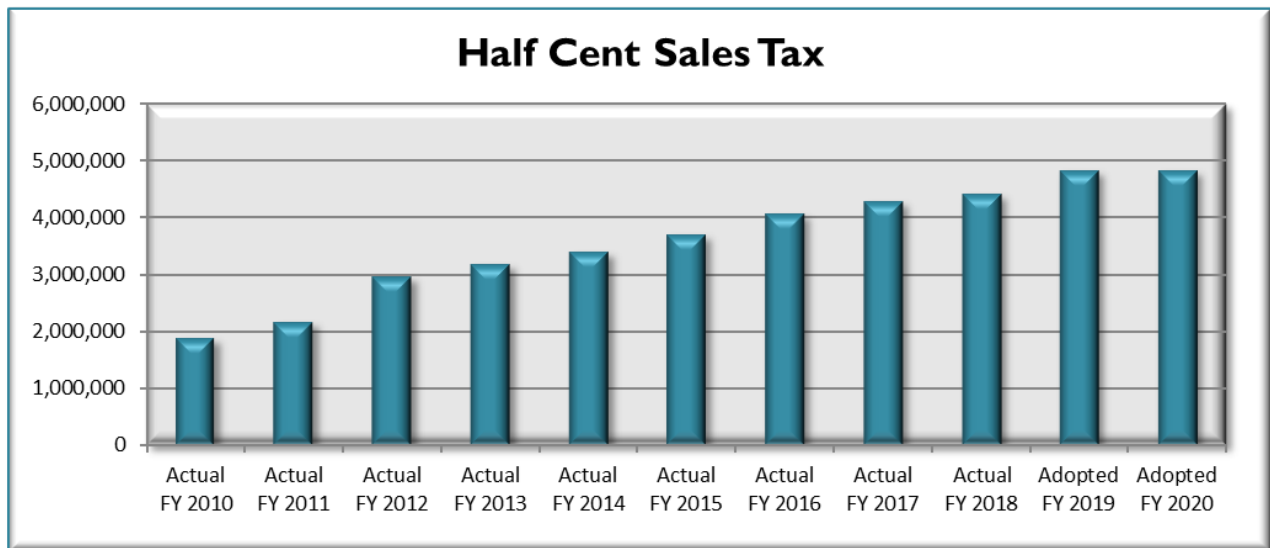
INTERGOVERNMENTAL

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.

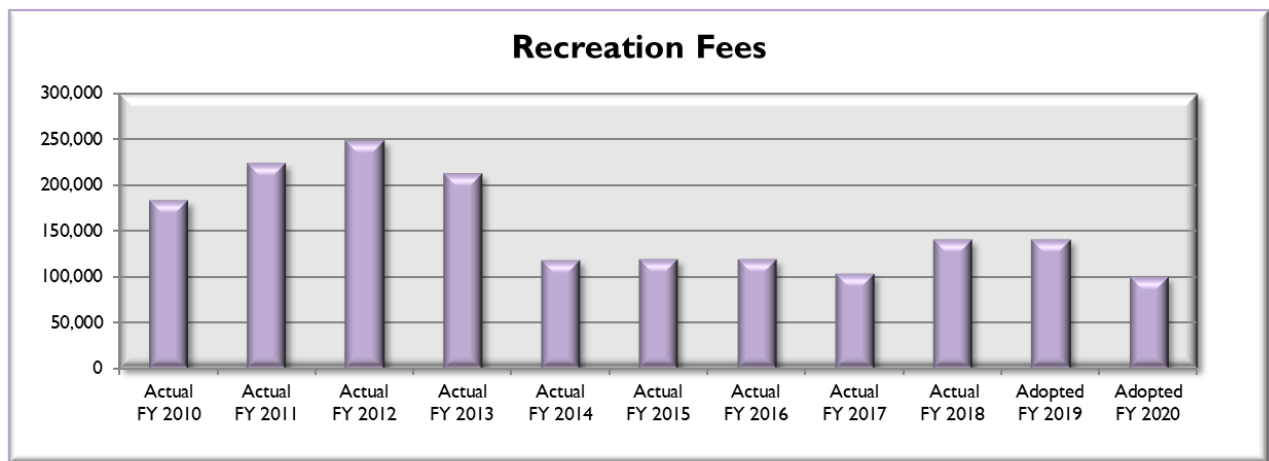




CHARGES FOR SERVICES

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 owners 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 include 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 \$455,000 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



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.



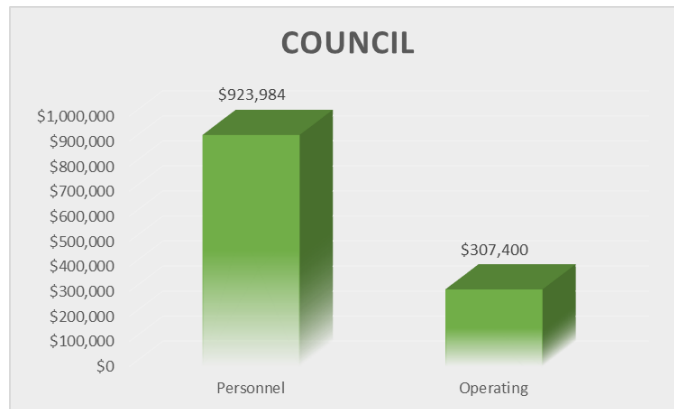
OFFICE OF THE MAYOR AND CITY COUNCIL OBJECTIVES FOR FY 2020

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 draw steady jobs that will 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** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual’s performance evaluation. Health insurance rates have increase by 6% city-wide.
- **480 Promotional Items** – The budget includes funding of \$500 for the Mayor and each Council member for promotional items.
- **510 Office Supplies** – Mayor and Council members have separate accounts, each with a \$5,000 adopted budget.
- **540 Dues, Subscriptions, Memberships** – Mayor and Council members have separate accounts, each with a \$6,000 adopted budget.



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

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.110 - Charter Compensation							
	Mayor	1	1	1	1	1	\$ 70,778
	Council Members	4	4	4	4	4	\$ 67,912
	Charter Compensation Total	5	5	5	5	5	\$ 138,690
500.120 - Full Time Salaries							
	Chief of Staff	1	1	1	1	1	\$ 89,543
	Legislative Analyst	4	4	4	4	4	\$ 289,721
	<i>Service Award 5 yr</i>						\$ 654
	Full Time Salaries Total	5	5	5	5	5	\$ 379,918
500.130 - Other Salaries							
	<i>N/A</i>						
	Other Salaries Total	0	0	0	0	0	\$ -
	Total	10	10	10	10	10	\$ 518,608

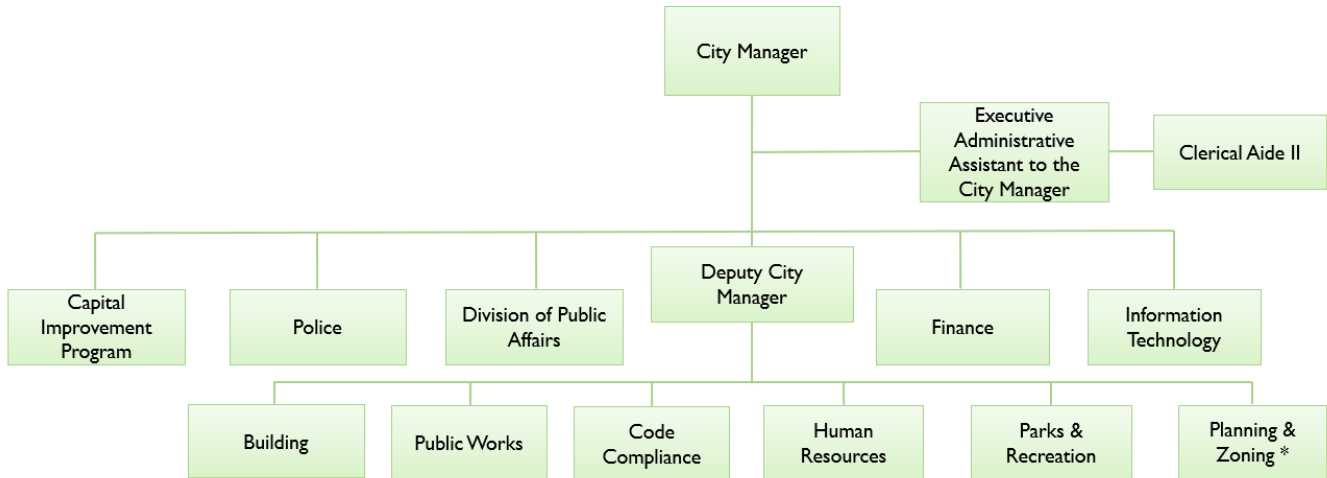


00110005 - OFFICE OF THE MAYOR & CITY COUNCIL

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2016-17	FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500110 - CHARTER COMPENSATION	132,635	133,962	136,640	136,640	134,761	136,640	138,690	138,690
500120 - FULL TIME SALARIES	326,383	346,628	363,258	363,258	342,728	363,258	379,918	379,918
500125 - COMPENSATED ABSENCES	10,974	7,491	13,926	13,926	2,296	13,926	13,675	13,675
500210 - FICA & MICA TAXES	48,404	49,263	53,237	53,237	48,092	53,237	54,560	54,560
500220 - RETIREMENT CONTRIBUTION	63,372	65,678	68,044	68,044	63,503	68,044	70,475	70,475
500230 - LIFE & HEALTH INSURANCE	224,738	204,123	239,443	239,443	230,695	239,443	266,666	266,666
PERSONNEL TOTAL	806,507	807,145	874,548	874,548	822,075	874,548	923,984	923,984
OPERATING								
500400 - TRAVEL & PER DIEM	26,100	26,100	26,100	26,100	26,100	26,100	26,100	26,100
50040A - TRAVEL-COUNCIL SEAT MAYOR	11,783	17,099	20,000	20,000	14,799	20,000	20,000	20,000
50040B - TRAVEL-COUNCIL SEAT ONE	6,135	9,310	10,000	10,000	6,788	10,000	10,000	10,000
50040C - TRAVEL-COUNCIL SEAT TWO	18,417	9,909	10,000	10,000	5,248	10,000	10,000	10,000
50040D - TRAVEL-COUNCIL SEAT THREE	3,549	5,186	10,000	10,000	1,642	10,000	10,000	10,000
50040E - TRAVEL-COUNCIL SEAT FOUR	7,113	10,441	10,000	5,000	5,927	5,000	10,000	10,000
500401 - COUNCIL STIPEND	150,000	150,000	150,000	150,000	146,629	150,000	150,000	150,000
500410 - COMMUNICATION & FREIGHT	10,200	12,095	13,800	13,800	10,035	13,800	13,800	13,800
500490 - OTHER CURRENT CHARGES	31,795	0	0	0	0	0	0	0
500510 - OFFICE SUPPLIES	22,471	8,515	0	0	0	0	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	25,834	24,869	0	0	0	0	0	0
50048A - PROM.ACT.-COUNCIL SEAT MAYOR	0	0	500	500	0	500	500	500
50048B - PROM.ACT.-COUNCIL SEAT ONE	0	0	500	500	95	500	500	500
50048C - PROM.ACT.-COUNCIL SEAT TWO	0	0	500	500	0	500	500	500
50048D - PROM.ACT.-COUNCIL SEAT THREE	0	0	500	500	0	500	500	500
50048E - PROM.ACT.-COUNCIL SEAT FOUR	0	0	500	500	427	500	500	500
50051A - OFF.SUPP.-COUNCIL SEAT MAYOR	0	0	5,000	5,000	1,350	5,000	5,000	5,000
50051B - OFF.SUPP.-COUNCIL SEAT ONE	0	0	5,000	5,500	4,124	5,000	5,000	5,000
50051C - OFF.SUPP.-COUNCIL SEAT TWO	0	0	5,000	5,000	1,650	5,000	5,000	5,000
50051D - OFF.SUPP.-COUNCIL SEAT THREE	0	0	5,000	5,000	2,883	5,000	5,000	5,000
50051E - OFF.SUPP.-COUNCIL SEAT FOUR	0	0	5,000	10,000	8,911	10,000	5,000	5,000
50054A - DUES/MEMB.-COUNCIL SEAT MAYOR	0	0	6,000	6,000	3,899	6,000	6,000	6,000
50054B - DUES/MEMB.-COUNCIL SEAT ONE	0	0	6,000	5,500	1,563	6,000	6,000	6,000
50054C - DUES/MEMB.-COUNCIL SEAT TWO	0	0	6,000	6,000	3,078	6,000	6,000	6,000
50054D - DUES/MEMB.-COUNCIL SEAT THREE	0	0	6,000	6,000	2,584	6,000	6,000	6,000
50054E - DUES/MEMB.-COUNCIL SEAT FOUR	0	0	6,000	6,000	5,204	6,000	6,000	6,000
OPERATING TOTAL	313,397	273,526	307,400	307,400	252,937	307,400	307,400	307,400
CAPITAL								
CAPITAL TOTAL	0	0	0	0	0	0	0	0
Grand Total	1,119,904	1,080,671	1,181,948	1,181,948	1,075,012	1,181,948	1,231,384	1,231,384



OFFICE OF THE CITY MANAGER



* Economic Development is now part of Planning & Zoning.

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 2019

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 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 & Recreation, City events and identify time efficiencies and cost savings for the City



OFFICE OF THE CITY MANAGER OBJECTIVES FOR FY 2020

The City's strategic goals and strategies were presented to the Mayor and Members of the City Council on June 12, 2019; they were unanimously endorsed.

Performance Strategic Focus Areas

- Safety
- Opportunity
- Mobility
- Play
- Control
- Effective & Efficient Government
- Financial Planning

Performance Goals and Strategies

- Landfill Analysis
- Police Services
- Existing Business Support
- Marketing
- Enhancements
- Process Improvements
- Senior Programming
- Inclusive Parks
- Amphitheater
- Special Events
- Teen Programming
- Youth Baseball
- Code and Regulations
- Communication and Constituent Services
- Customer Experience
- Metrix
- Accountability
- Attention to Detail
- Capital Projects Management
- Current Positions
- Annexation
- Infrastructure
- Revenue
- Renewal and Replacement

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.

- Develop strategy to expedite County reviews and projects
- Develop process to ensure that the City speaks with one voice
- Hold weekly review meetings
- Implement a tracking system for work assignment
- Hold weekly review regarding critical topics and/or areas where performance needs to be improved
- Evaluate job descriptions and salaries for capital project related positions



OFFICE OF THE CITY MANAGER BUDGET HIGHLIGHTS



- **111 – 230 Personnel Costs** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual’s performance evaluation. Health insurance rates have increase by 6% city-wide.
- **400 Travel & Per Diem** - The increase is related to the Auto Allowance for the Deputy City Manager.



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

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries							
	City Manager	1	1	1	1	1	\$ 217,413
	Deputy City Manager	1	1	1	1	1	\$ 168,652
	Administrative Salaries Total	2	2	2	2	2	\$ 386,065
500.120 - Full Time Salaries							
	Senior Executive Assistant to the City Manager	1	1	1	1	0	\$ -
	<i>Reclassified to Executive Administrative Assistant to the City Manager¹</i>	0	0	0	0	1	\$ 73,744
	<i>Service Award 10 yr</i>						\$ 2,458
	Transportation Advisor to the City Manager	1	1	0	0	0	\$ -
	Receptionists/Clerical Aide 1st & 3rd Floors	2	0	0	0	0	\$ -
	Receptionist	0	1	0	0	0	\$ -
	Clerical Aide II	0	1	1	1	1	\$ 34,289
	Full Time Salaries Total	4	4	2	2	2	\$ 110,491
500.130 - Other Salaries							
	P/T Clerical Aide (Mail Distribution)	1	1	0	0	0	\$ -
	Other Salaries Total	1	1	0	0	0	\$ -
	Total	7	7	4	4	4	\$ 496,556

¹RECLASSIFIED - Senior Executive Assistant to the City Manager to Executive Administrative Assistant to the City Manager

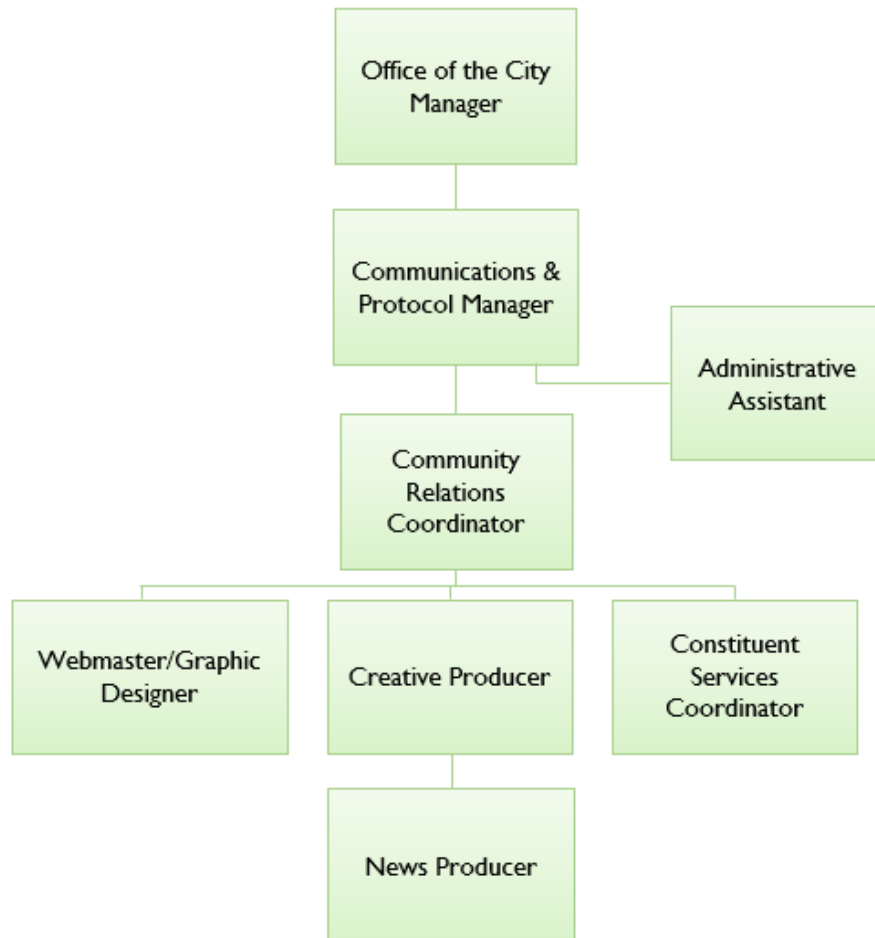


00111005 - OFFICE OF THE CITY MANAGER

	ADOPTED		AMENDED		YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	341,179	358,383	374,042	374,042	267,221	298,104	386,065	386,065
500120 - FULL TIME SALARIES	223,424	106,725	119,277	119,277	101,617	119,277	95,949	108,033
500125 - COMPENSATED ABSENCES	28,795	13,862	23,103	23,103	97,221	23,103	21,305	21,741
500130 - OTHER SALARIES	17,531	0	0	0	0	0	0	0
500140 - OVERTIME	466	0	250	250	0	250	0	0
500210 - FICA & MICA TAXES	39,232	29,690	40,282	40,282	30,795	40,282	39,832	40,790
500220 - RETIREMENT CONTRIBUTION	68,396	55,366	59,199	59,199	61,997	59,199	96,886	98,336
500230 - LIFE & HEALTH INSURANCE	58,757	52,183	45,524	45,524	53,667	45,524	65,922	77,710
PERSONNEL TOTAL	777,781	616,210	661,677	661,677	612,518	585,739	705,959	732,675
OPERATING								
500400 - TRAVEL & PER DIEM	18,567	18,821	14,000	11,000	8,542	14,000	20,600	20,600
500410 - COMMUNICATION & FREIGHT	4,575	3,900	3,900	3,900	3,525	3,900	4,500	4,500
500510 - OFFICE SUPPLIES	3,485	2,423	2,640	2,677	2,676	2,140	2,640	2,640
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	8,279	9,992	8,000	10,963	9,614	8,500	8,000	8,000
OPERATING TOTAL	34,905	35,135	28,540	28,540	24,358	28,540	35,740	35,740
CAPITAL OUTLAY								
CAPITAL OUTLAY TOTAL	0	0	0	0	0	0	0	0
Grand Total	812,686	651,346	690,217	690,217	636,876	614,279	741,699	768,415



DIVISION OF PUBLIC AFFAIRS



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 the Division’s promise to the City’s stakeholders. Public Affairs will communicate what residents can expect from the City’s policies and services; the value of the community, safeguarded by businesses, institutions, and residents and how this value can attract investors, visitors, and talent. This is the foundation of the City’s brand identity. Not only must the Division of Public Affairs inform but must also do so in a creative and entertaining way. Having the local community in mind at all times, Public Affairs researches and listens for those key issues or behaviors that require attention and creates campaigns to shift the negative issues into a positive result.



PUBLIC AFFAIRS ACCOMPLISHMENTS FOR FY 2019

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 quarterly magazine “Doral Life” with new design that will be mailed to each Doral home quarterly with information on City events, initiatives, and programs.
- Successfully completed education campaign for General Obligation Parks Bond to inform the public on projects that will be funded. Communication continued following the passing of the bond to keep residents informed and involved every step of the way.
- Executed integrated campaigns to promote new programs like FreeBee rides and Spend Local Save Local.
- Identified topics of public interest such as the Odor Control matter and road projects. Engaged with residents through email, social media, website, and videos to keep the public updated on the status.
- Participated in the new “Mayor on the Move” Series each month visiting HOAs to inform on important City information and how to best reach the City for assistance.
- Work between the Division and other Departments continued through promotional, marketing, and protocol support on numerous events and efforts.
- Continued fostering media relationships with quick and transparent responses to inquiries for an accurate and balanced story.
- 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, wall designs at Visitors Center, visuals for new EOC, floodplain brochures and event/program flyers.

Community Relations

- Along with Parks & Recreation spearheaded application process that resulted in the City of Doral being named an All-American Finalist 2019.
- Furthered City initiatives and strengthened partnerships, Community Outreach has become an integral part of operations. Working with partners like: FIU, Autism Speaks, UM Miller School of Medicine, Venezuelan American Chamber of Commerce, Southern Command, and many more.
- Continued promotion of 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. Along with social media campaign for residents to TAG US should they need assistance in order to mitigate misinformation.
- Planning and executing top-level City events that include, ribbon cutting, groundbreakings, sister cities ceremonies, and other events that come through Council/Administrative initiatives (State of the City, PedestriArt,



National Day of Prayer, Council & City Manager Swearing-in).

- Overseeing Facility Use Application process for organizations that apply to use the facilities (Government Center & Doral Police Training and Community Center). The number of requests and events held at these locations, requiring coordination of logistics interdepartmentally continues to increase.
- 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, Big Fish Entertainment, and others. Total local budget of the productions exceeded \$21 million in Miami-Dade County.
- This FY there have been 9 film permits thus far.

Web Content/ Social Media

- Tracking social media sentiments from posts – From Oct 1, 2018- July 5, 2019 sentiment has been 44% positive with only 8% negative

on topics ranging from public safety to public works and political affairs.

- Implemented Facebook Live streaming of all Council and Zoning meetings.
- Used organic and paid campaigns to garner successful attendance for events like Mother's Day Retro Concert and Doral Hearts Brazil.
- Saturated the website with contact info on all Departments to better help our constituents reach us.
- Created new Monthly Business Tax Receipt list on website to highlight the new businesses.
- Several pages/links have been recycled for aesthetics and increased efficiency with new online services like GIS.
- New pages added to highlight key initiatives such as Doral Parks Bond, Smart City, and Public Affairs Newsroom.
- We continue to make changes for a better user experience, enhancing ADA accessibility. 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, Public Affairs produced 138 video items from promos for Doral Glades Park, to the educational videos for the Doral Parks Bond. The Division has saved the City more than \$125,000 in video production costs, based on local marketing standard rates with minimum personnel.

1. Ritmo Doral Concert (\$20,000)
2. Body Camera PSA (\$8,000)



- 3. Mayor’s Monthly Messages (\$12,000)
- 4. Inside Doral News (\$54,000 + Talent Fees)
- 5. Hurricane Preparedness (\$4,000)
- 6. Spend Local, Save Local Campaign (\$12,000)
- 7. Doral Through New Eyes Promo (\$3,000)
- 8. Park Programs Spotlight (\$3,000)
- 9. Building Safety Month (\$3,000)
- 10. Doral Connects Holiday Video (\$6,000)
 - Increased destination/place making marketing campaign highlighting Doral’s growth as an urban core to live, work, invest, learn and play in. “If you haven’t seen Doral lately, you haven’t seen Doral”. Advertising avenues included: Comcast programming, South Florida Business Journal, WLRN radio.

PUBLIC AFFAIRS ACTIVITY REPORT				
ACTIVITY	ACTUAL 2016-17	ACTUAL 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Social Media Followers	22,000	32,971	44,172	54000
Videos Completed	110	150	156	160
Website Page Views	1,192,081	1,281,924	1,429,530	1,600,00
Positive Media Mentions	3,081	5,537	20,130	30000
Facility Events Coordinated (logistics)	110	371	385	400
Events Produced (all aspects)	66	45	21	30



PUBLIC AFFAIRS OBJECTIVES FOR FY 2020

The following objectives were developed to provide a description of the anticipated accomplishments for the division as it relates 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; as well as, to develop positive media relations that provide balanced coverage of City issues.

Media/Direct Communications

- Expand destination marketing efforts to include more digital and mass media advertising intended to attract new businesses as well as local, national and international visitors. The effort is underway with Doral recently showcased in special sections of the South Florida Business Journal and Invest Miami 2019 and scheduled to gain significant visibility in American Airlines' in-flight publication Nexos in August and September. A local destination and business attraction campaign is also slated to run during National Public Radio (NPR) drive-time and business news program on WLRN radio this summer.
- Expand online destination marketing via sponsored social media campaigns to attract more local consumers as well as national and international visitors.
- Develop a brand for Downtown Doral. Through quarterly meetings with Codina Partners. The City actively seeks opportunities to promote the expanding amenities in the area to residents, businesses and visitors through social media, advertising, editorial content and special events like Ritmo Doral. The City will continue to promote the evolving Downtown Doral brand through all appropriate platforms and enhance Codina Partners promotions through collaborative efforts with the marketing team.
- Working with the Superbowl to assess possibility of City's participation in Super Bowl-related festivities in 2020.
- Continue to "TELL THE DORAL STORY" to local stakeholders and the broader regional community through social media content, business news stories, workshops, presentations to groups and participation in events. Ongoing video campaigns like the Inside Doral provide an instantly recognizable platform to enhance the communication of "good news" to the community.
- Increase Engagement – Public Affairs wants to encourage and enable residents and business owners to participate in public policy formation. Continue to generate high levels of participation in and attendance at City programs and events.
- Transparency - It is the intent of the Division to conduct the "people's business" in the open— continue 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 – Public Affairs will continue providing honest and responsive



communications that will help to build trust and credibility with audiences, which is critical in maintaining an ongoing dialogue with the community.

Community Relations

- Serve as liaison to the Census Community Board and execute awareness campaign for Census 2020 to maximize response from the residents.
- Continue supporting Departments with the coordination of events that communicate City programs and policies to the community.
- Continue to produce top level events with partner organizations, per the new facilities use policy.

Web Content/ Social Media

- The website is the 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. Public Affairs will continue to 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 to 10%.
- Continue using creative ways to optimize social media content to improve organic effectiveness and increase audience awareness, as well as, paid social media campaigns to reach the full local community.
- Enhance communications with constituents on factual information that matters to them.

Digital & Multimedia

- The Division will continue to produce: Inside Doral, Citizenry Pride/Responsibility campaigns, Mayor's Messages, Awareness Videos about City Services and Departments.
- Continue highlighting businesses that participate in City programs (eg. Spend Local, Save Local) to help those succeed and to promote participation.
- Continue to focus on video production as 85% of internet users in the United States watch online videos. 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 Public Affairs to have a direct and immediate dialogue but also shortens the time of programming. 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 visually appealing, relevant and precise.

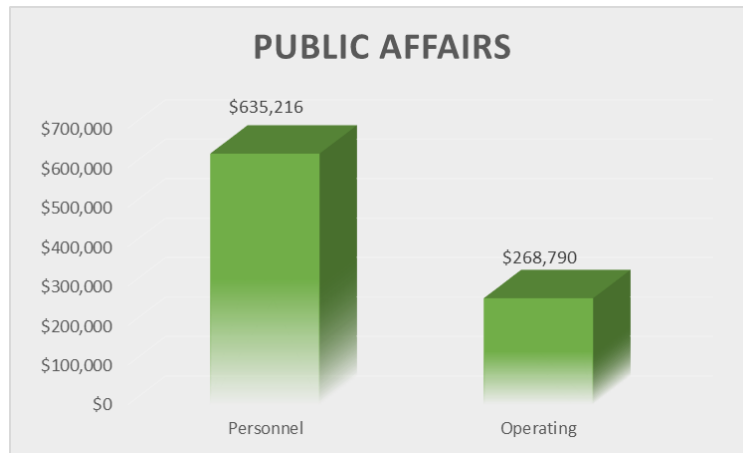


STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	BUDGET FY 2019-20	ASSOCIATED COST
Opportunity & Marketing: Strengthen distinctive cultural identity of Doral	Quarterly mailing of newsletter to all homes	\$ 56,000.00
Opportunity & Marketing: Increase global and destination marketing	Digital and print advertising to continue establishing Doral globally for brand awareness, tourism/business attraction	\$ 35,000.00
Opportunity & Marketing: Awareness and Marketing Campaign for Census 2020	Census Marketing Firm	\$ 50,000.00
Control & Communication/Constituent Services	Constituent Services Coordinator to handle constituent issues and help city communicate with ONE VOICE.	\$ 44,045.00
TOTAL		\$ 185,045.00



PUBLIC AFFAIRS BUDGET HIGHLIGHTS



- **120 – 230 Personnel Costs** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual’s performance evaluation. Health insurance rates have increase by 6% city-wide. The position of Constituent Services Coordinator was also added to the budget.
- **340 Contractual Services** - This account increased due to budgeting for a census marketing firm.
- **470 Printing & Binding** - This account increased as funds were added for the “Doral Life” quarterly magazine mailer based on new awarded contract. Ritmo Doral printing has moved to the Planning & Zoning Department.
- **481 Promotional Activities** - This account increased for additional prints and digital for destination and global marketing, as well as, higher quality frames for special recognitions.
- **540 Dues, Subscriptions, & Memberships** - This account decreased as funds budgeted for trainings/ subscriptions/ memberships were reduced.



**DIVISION OF PUBLIC AFFAIRS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	AMENDED	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.120 - Full Time Salaries							
	Communications & Protocol Manager	1	1	1	1	1	\$ 92,664
	<i>Service Award 10 yr</i>						\$ 3,089
	Public Relations Coordinator	1	1	0	0	0	\$ -
	Community Relations Coordinator	0	0	1	1	1	\$ 72,858
	Creative Producer	1	1	1	1	1	\$ 69,799
	Webmaster	1	0	0	0	0	\$ -
	Webmaster/ Graphic Designer	0	1	1	1	1	\$ 72,417
	Administrative Assistant	0	0.5	0.5	1	1	\$ 39,086
	Events Specialist/ Administrative Assistant	1	0	0	0	0	\$ -
	Events Coordinator	0	1	0	0	0	\$ -
	News Producer	1	1	1	1	1	\$ 58,152
	NEW - Constituent Services Coordinator	0	0	0	0	1	\$ 44,045
	Full Time Salaries Total	6	6.5	5.5	6	7	\$ 452,110
500.130 - Other Salaries							
	<u>N/A</u>						
	Other Salaries Total	0	0	0	0	0	\$ -
	Total	6	6.5	5.5	6	7	\$ 452,110



00111505 - DIVISION OF PUBLIC AFFAIRS

	ACTUAL		ADOPTED AMENDED BUDGET		YEAR-END			
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500120 - FULL TIME SALARIES	340,403	327,841	369,765	369,765	338,444	369,765	452,110	452,110
500125 - COMPENSATED ABSENCES	14,015	1,753	14,158	14,158	7,402	14,158	16,190	16,190
500140 - OVERTIME	29	0	0	0	0	0	0	0
500210 - FICA & MICA TAXES	27,331	25,490	30,067	30,067	26,568	30,067	36,523	36,523
500220 - RETIREMENT CONTRIBUTION	41,872	39,315	44,175	44,175	38,395	44,175	53,882	53,882
500230 - LIFE & HEALTH INSURANCE	46,500	55,325	64,277	64,277	65,203	64,277	76,511	76,511
PERSONNEL TOTAL	470,150	449,724	522,442	522,442	476,012	522,442	635,216	635,216
OPERATING								
500310 - PROFESSIONAL SERVICES	5,090	0	0	0	0	0	0	0
500340 - CONTRACTUAL SERVICES - OTHER	12,205	30,847	43,500	43,500	38,450	43,500	91,000	91,000
500400 - TRAVEL & PER DIEM	9,192	7,183	7,670	7,670	5,265	7,670	7,670	7,670
500410 - COMMUNICATION & FREIGHT	4,325	3,900	3,900	3,900	3,900	3,900	3,900	3,900
500440 - RENTALS & LEASES	2,679	954	1,000	1,000	0	1,000	0	0
500460 - REPAIR & MAINT - OFFICE EQUIP	269	0	1,000	1,000	0	500	0	0
500470 - PRINTING & BINDING	31,294	40,486	57,050	50,050	37,866	50,000	61,950	61,950
500481 - PROMOTIONAL ACTIVITIES - PIO	68,627	77,125	52,600	59,600	57,374	52,600	63,100	63,100
500490 - OTHER CURRENT CHARGES	20,155	23,985	29,500	29,500	24,782	29,500	29,500	29,500
500510 - OFFICE SUPPLIES	1,706	2,809	3,500	3,500	2,705	3,500	3,500	3,500
500520 - OPERATING SUPPLIES	2,794	433	2,000	2,000	1,892	2,000	1,500	1,500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	31,159	5,373	7,100	7,100	5,473	7,100	6,670	6,670
OPERATING TOTAL	189,495	193,095	208,820	208,820	177,708	201,270	268,790	268,790
CAPITAL OUTLAY								
500640 - CAPITAL OUTLAY - OFFICE	9,962	1,999	750	750	0	750	0	0
CAPITAL OUTLAY TOTAL	9,962	1,999	750	750	0	750	0	0
Grand Total	669,606	644,817	732,012	732,012	653,720	724,462	904,006	904,006



DIVISION OF ECONOMIC DEVELOPMENT

The Economic Development Division
is now part of the Planning & Zoning Department.

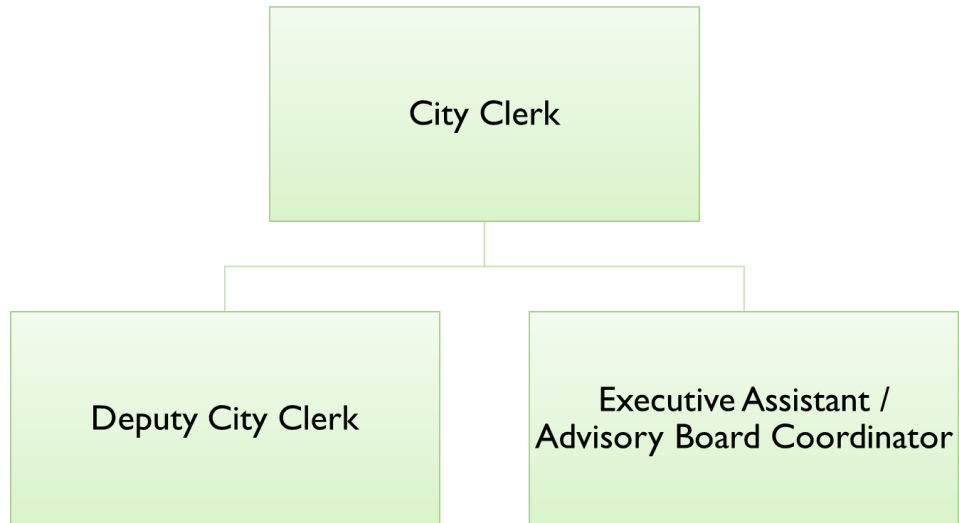
00111605 - DIVISION OF ECONOMIC DEVELOPMENT

	ADOPTED		AMENDED		YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500120 - FULL TIME SALARIES	149,029	171,206	161,912	161,912	141,905	161,912	0	0
500125 - COMPENSATED ABSENCES	753	1,119	6,228	6,228	869	6,228	0	0
500210 - FICA & MICA TAXES	11,420	13,198	13,423	13,423	10,851	13,423	0	0
500220 - RETIREMENT CONTRIBUTION	17,968	20,421	19,429	19,429	19,050	19,429	0	0
500230 - LIFE & HEALTH INSURANCE	27,952	35,665	38,853	38,853	31,740	38,853	0	0
PERSONNEL TOTAL	207,122	241,608	239,845	239,845	204,415	239,845	0	0
OPERATING								
500310 - PROFESSIONAL SERVICES	0	60,000	25,000	25,000	12,500	25,000	0	0
500340 - CONTRACTUAL SERVICES - OTHER	0	0	0	0	0	0	0	0
500400 - TRAVEL & PER DIEM	5,365	10,572	12,720	12,720	5,404	12,720	0	0
500410 - COMMUNICATION & FREIGHT	2,100	2,100	2,100	2,100	1,725	2,100	0	0
500470 - PRINTING & BINDING	0	0	2,000	2,000	1,569	2,000	0	0
500481 - PROMOTIONAL ACTIVITIES - PIO	83,224	91,360	113,500	113,500	102,639	113,500	0	0
500510 - OFFICE SUPPLIES	198	3	500	500	0	500	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	13,985	8,399	6,080	6,080	395	6,080	0	0
OPERATING TOTAL	104,872	172,435	161,900	161,900	124,231	161,900	0	0
CAPITAL								
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0	0
CAPITAL TOTAL	0	0	0	0	0	0	0	0
Grand Total	311,994	414,043	401,745	401,745	328,646	401,745	0	0

*Economic Development Division was transferred to the Planning & Zoning Department



OFFICE OF THE CITY CLERK



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 2019

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 2016-17	ACTUAL 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Public Records Requests	681	768	1150	1350

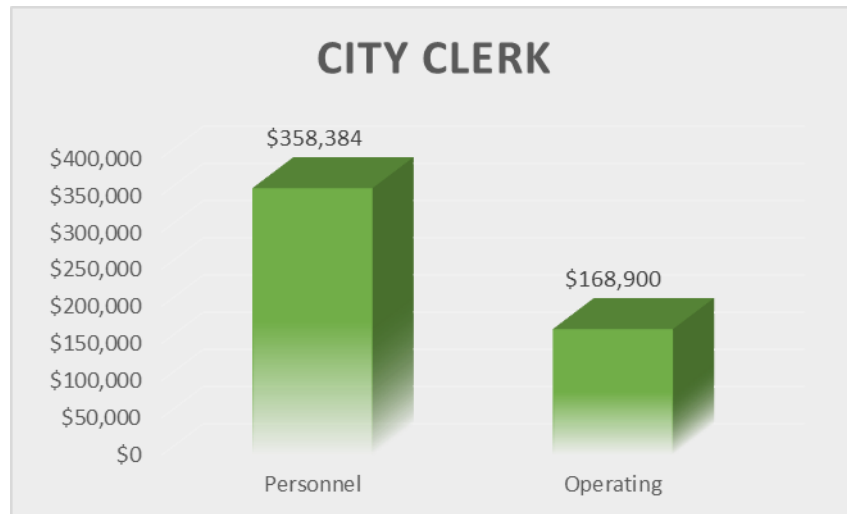
CITY CLERK OBJECTIVES FOR FY 2020

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** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide.
- **340 Contractual Services (Other)** - This account budgets for funds to cover the Special Master for the continuing Red-Light Camera Hearings.
- **400 Travel and Per Diem** – This line item is used to fund the City Clerk's Office travel expenses associated with various professional conferences.
- **470 Printing & Binding** – This line item is used to cover the Codification of Ordinances. It has decreased since last Fiscal Year.
- **491 Legal Advertising** – This account includes the cost of legal advertisements Citywide. It decreased since last Fiscal Year.



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

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	City Clerk	1	1	1	1	1	1	\$ 106,331
	Administrative Salaries Total	1	1	1	1	1	1	\$ 106,331
500.120 - Full Time Salaries	Deputy City Clerk	1	1	1	1	1	1	\$ 82,655
	Executive Assistant/Advisory Board Coord.	1	1	1	1	0	0	\$ -
	<i>Title Changed to Advisory Board Coordinator</i>	0	0	0	0	1	1	\$ 52,192
	Full Time Salaries Total	2	2	2	2	2	2	\$ 134,847
	Total	3	3	3	3	3	3	\$ 241,178

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions

0011200 - OFFICE OF THE CITY CLERK

	ACTUAL		ADOPTED		AMENDED		YEAR-END		
	FY 2016-17	FY 2017-18	BUDGET FY 2018-19	BUDGET 2018-19	FY ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20	
0011200 - CITY CLERK REVENUE									
341900 - LIEN SEARCH FEES	21,140	21,813	21,000	21,000	27,692	21,000	21,000	21,000	
341901 - CANDIDATE QUALIFYNG FEES	0	2,730	0	0	840	840	0	0	
0011200 - CITY CLERK REVENUE TOTAL	21,140	24,543	21,000	21,000	26,852	21,840	21,000	21,000	
GRAND TOTAL	21,140	24,543	21,000	21,000	26,852	21,840	21,000	21,000	



00112005 - OFFICE OF THE CITY CLERK

	ADOPTED		AMENDED		YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	92,664	96,488	101,268	101,268	93,232	101,268	106,331	106,331
500120 - FULL TIME SALARIES	111,509	121,031	132,824	132,824	118,527	132,824	134,847	134,847
500125 - COMPENSATED ABSENCES	11,527	0	9,004	9,004	7,948	9,004	8,696	8,696
500210 - FICA & MICA TAXES	17,556	17,719	19,745	19,745	17,424	19,745	20,263	20,263
500220 - RETIREMENT CONTRIBUTION	24,615	25,981	28,091	28,091	29,626	28,091	28,942	54,822
500230 - LIFE & HEALTH INSURANCE	34,458	28,005	36,337	36,337	30,461	36,337	33,425	33,425
PERSONNEL TOTAL	292,328	289,223	327,269	327,269	297,218	327,269	332,504	358,384
OPERATING								
500331 - COURT REPORTER SERV-SPEC MSTRS	5,643	3,496	9,900	9,900	2,650	9,900	8,700	8,700
500340 - CONTRACTUAL SERVICES - OTHER	0	2,400	7,200	7,200	2,500	7,200	3,000	3,000
500400 - TRAVEL & PER DIEM	13,729	14,767	15,500	15,500	15,627	15,500	15,500	17,900
500410 - COMMUNICATION & FREIGHT	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
500470 - PRINTING & BINDING	14,853	6,933	19,000	19,000	10,352	19,000	15,000	15,000
500491 - LEGAL ADVERTISING	84,110	67,694	170,000	170,000	57,172	100,000	110,000	110,000
500495 - ELECTION EXPENSES	71,466	0	145,000	145,000	59,705	100,000	0	0
500510 - OFFICE SUPPLIES	1,225	2,417	4,000	4,000	3,079	4,000	3,000	3,000
500520 - OPERATING SUPPLIES	4,832	434	6,596	6,596	3,631	6,596	3,000	3,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,140	3,837	5,000	5,000	2,918	5,000	5,300	5,300
OPERATING TOTAL	203,998	104,977	385,196	385,196	160,635	270,196	166,500	168,900
CAPITAL	0	0	0	0	0	0	0	0
Grand Total	496,326	394,201	712,465	712,465	457,853	597,465	499,004	527,284



OFFICE OF CHARTER ENFORCEMENT

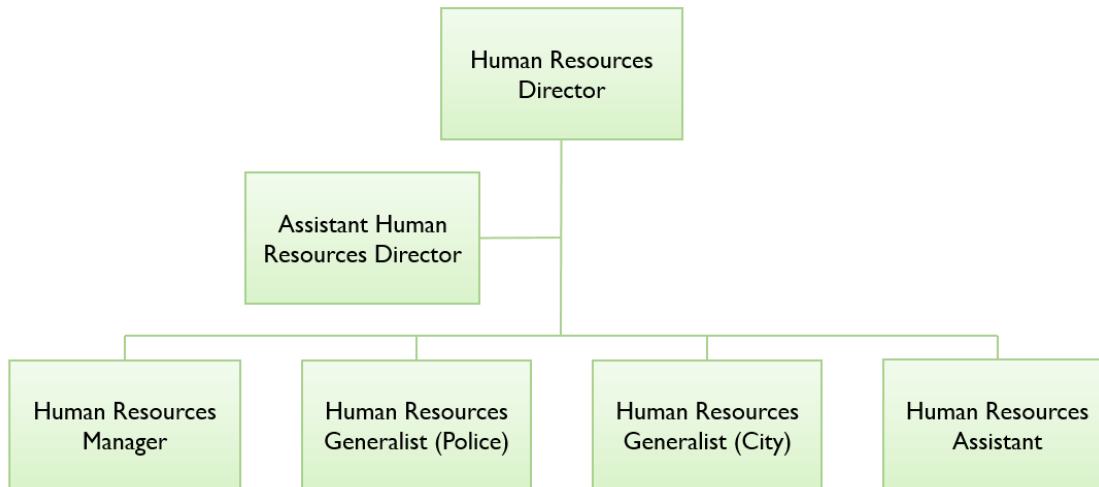
The Office of Charter Enforcement was created to investigate violations of Federal, State, County, City laws, Charter provisions, Ordinances, and other regulatory provisions.

00113005 - OFFICE OF CHARTER ENFORCEMENT

	AMENDED			YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
OPERATING							
500310 - PROFESSIONAL SERVICES	0	0	50,000	0	0	50,000	50,000
OPERATING TOTAL	0	0	50,000	0	0	50,000	50,000
Grand Total	0	0	50,000	0	0	50,000	50,000



HUMAN RESOURCES DEPARTMENT



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, Human Resources works 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.



HUMAN RESOURCES ACCOMPLISHMENTS FOR FY 2019

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.

- Drafted and Issued a Request for Proposal for HRIS/Payroll system and implemented a strategy for transition into the new system.
- The Human Resources Department utilized electronic benefit management 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 electronic benefit management 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.

Organizational Efficiency

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

- The Human Resources Department continually monitored the status of the driver's licenses for employees classified as City drivers. When a driver's status changed or was flagged (active, inactive, expiration, suspensions, revocations, violations and sanctions) HR notified supervisors and employees regarding the status of driver's licenses. In FY 2019 the Department ensured

that no authorized driver for the City operated a vehicle with an expired, revoked and/or suspended license.

- Served as a strategic member of the City's Bargaining Team to timely negotiate and ratify collective bargaining agreements that represent the organization's best interests; actively negotiating three (3) year agreements 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 implemented or updated several policies, including:
 - Salary establishment for Staff of Elected Officials.
 - Employment of Relatives.
 - City Vehicle Assignment Use, Operation, Maintenance, Acquisition, and Disposal (in coordination with Public Works Department).

Identify new opportunities for expanded workforce that provides Departments the opportunity to improve services.

- Implement the "Senior Community Service Employment Program" (SCSEP). The SCSEP is funded through the Department of Labor and



allows qualifying low-income senior citizens that are actively seeking employment to be reintroduced into the workforce, learn a range of new skills, and obtain on-the-job experience in order to become more qualified applicants and find permanent work.

This mutually beneficial program provides temporary staffing support at no cost to the City.

- Miami-Dade County Public Schools (MDCPS) summer internship program. This program is fully funded by Miami Dade County and provides participating organizations with an expanded summer workforce.

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

- Employee Retention & Recruitment: During FY 2019 the HR 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 worked 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 provided.
- The Human Resources Department managed the employee recognition program, which encourages the recognition of excellent employee performance and positive

contributions related to the overall objectives of the City. A total of 46 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 were recognized for years of service with the City (5 & 10 Years of Service). A total of 47 employees have been recognized this fiscal year.
- The Department managed several wellness initiatives. These initiatives included: lunch and learn programs, stair challenge, monthly workout regimens in employee newsletter, and a calendar of initiatives and programs to motivate employees to live a healthier lifestyle.
- The Department hosted 5 Lunch and Learn program sessions with an average employee participation rate of 54 employees per session.
- Coordinated and executed annual health fair which included vendors that provided screenings, health assessments, and wellness information for City employees. In FY18-19 the annual health fair had 151 employee participants.
- Department received several recognitions for health and wellness initiatives, including:
 - Named 2019 Healthiest Employers in South Florida, presented by South Florida Business Journal.
 - Nominated as a finalist for the 2019 Worksite Wellness Award, presented by Consortium for a Healthier Miami-Dade.
 - Awarded Above and Beyond Silver Winner for Workplace Wellbeing,



presented by Aetna.

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.
 - Cultural Diversity Training

- Sexual Harassment Training
- Customer Service Training
- Tuition Reimbursement – HR has processed approximately 30 tuition reimbursements for fiscal year 2018-2019.
- Department evaluated and modified required harassment and customer service training to achieve timely participation. This was accomplished coordinating and providing course offerings multiple times throughout the year.

HUMAN RESOURCES DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL 2016-17	ACTUAL 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Employment Applications Received	5,213	3,356	3,800	4,000
Job Interest Cards Received	1,200	457	900	950
Job Posting Hits	77,052	69,823	55,000	65,000
Vacancy By Requisition	67	65	55	50
New Hires	86	77	80	77
Terminations	68	67	53	30
Internal Promotions	80	42	68	30
Employment Reclassifications	2	2	2	5
Health Fair Attendance	144	153	151	160
Temporary Appointments	12	24	20	20
Workers Compensation Processed	52	43	42	50
Tuition Reimbursement Processed	48	20	30	35
Performance Merit Increases Processed	360	330	370	380

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 and 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 2020

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.

- Implementation of new Human Resources Management System.
- Promote, support, and leverage technology resources and tools to respond to customer needs, improve and enhance workflow efficiency, and improve customer service.
- Issue a Request for Proposal for Employee Health Benefits Broker/Agent of Record Services and implement a strategy to enhance customer service and sustainable benefit offerings.
- Issue a RFP seeking qualified, experienced and licensed firm(s) to provide voluntary benefits consultation services.
- Develop a plan and schedule for comprehensive pay and classification study.
- Continue to provide professional recruitment and selection services in order to hire the most qualified candidates into vacant positions.
- 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.
- Manage the Classification and Compensation plan to ensure they properly represent the necessary classification requirements and address the changing needs of the workforce.
- 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 that provide employees with increased awareness of positive health behaviors.
- 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.



HUMAN RESOURCES STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	BUDGET FY 19-20	ASSOCIATED COST
Organization Efficiency	Ensure current positions are appropriately classified. Evaluate job descriptions and salaries for capital projects related positions. Evaluate job descriptions and salaries for newly proposed or modified positions (e.g., Constituent Services, Park Ranger, etc.).	\$ 3,000.00
Organization Efficiency	Conduct pay and classification study.	General Government
TOTAL		\$3,000.00



HUMAN RESOURCES BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual’s performance evaluation. Health insurance rates have increase by 6% city-wide.
- **340 Other Contractual Services** – This account budgets for pre-employment drug screenings, credit history checks, and polygraph testing for Police Officers. The increase is due to the budgeted city-wide additional positions for the upcoming fiscal year.
- **520 Operating Supplies** – The increase in this account is due to Department uniform shirts.



**HUMAN RESOURCES DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	Human Resources Director	1	1	1	1	1	\$ 130,131
	Administrative Salaries Total	1	1	1	1	1	\$ 130,131
500.120 - Full Time Salaries	Human Resource Director - <i>Service Award 5 yr</i>						\$ 1,084
	Assistant Human Resources Director	1	1	1	1	1	\$ 99,801
	HR Manager	0	0	1	1	1	\$ 79,473
	<i>Service Award 5 yr</i>						\$ 662
	HR Supervisor/Police Coordinator	1	0	0	0	0	\$ -
	Police Human Resources Generalist	0	1	1	1	1	\$ 66,618
	HR Coordinator/General Employees	1	0	0	0	0	\$ -
	Human Resources Generalist	0	1	1	1	1	\$ 65,104
	Human Resources Assistant	1	1	1	1	1	\$ 44,508
	Full Time Salaries Total	4	4	5	5	5	\$ 357,250
500.130 - Other Salaries	Human Resources Assistant	1	1	0	0	0	\$ -
	Human Resources Specialist	0	1	0	0	0	\$ -
	Interns ¹	30	20	6	6	6	\$ -
	Other Salaries Total	31	22	6	6	6	\$ -
	TOTAL	36	27	12	12	12	\$ 487,381

¹Intern stipend removed due to FLSA regulation.

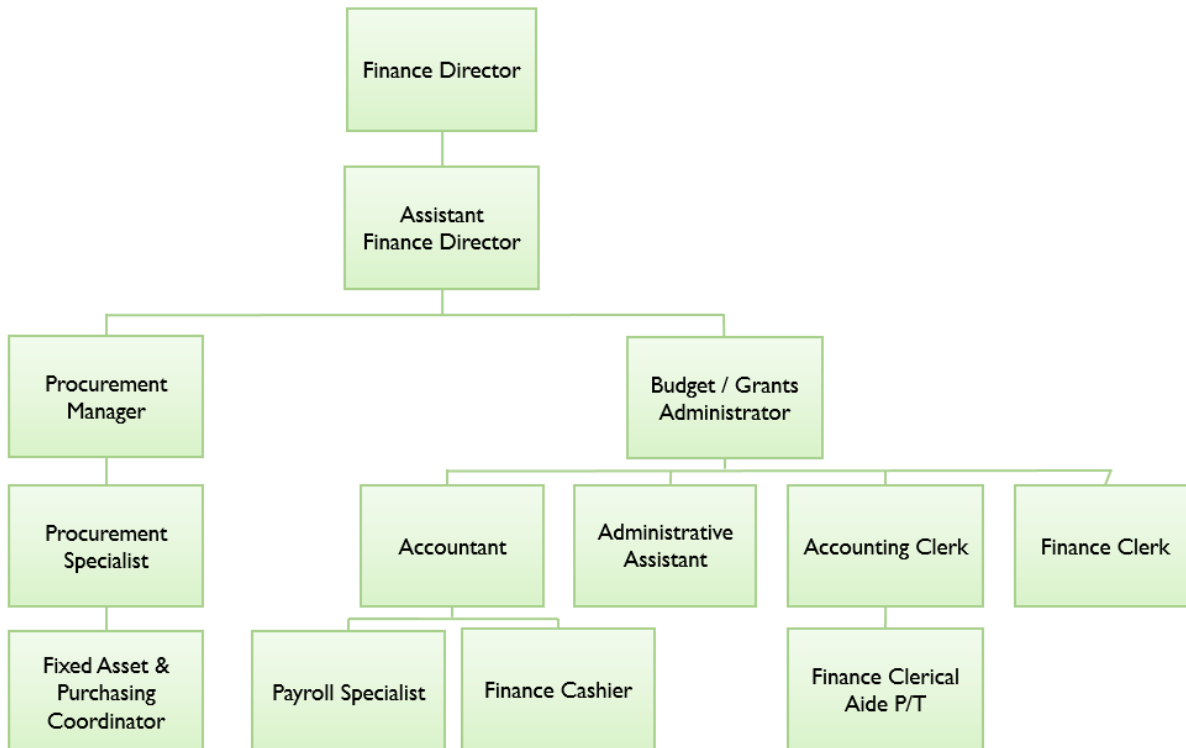


00120005 - HUMAN RESOURCES

	ADOPTED		AMENDED		YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUAL FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	108,772	112,713	117,651	117,651	105,981	117,651	130,131	130,131
500120 - FULL TIME SALARIES	209,485	283,797	319,801	319,801	309,858	319,801	357,251	357,251
500125 - COMPENSATED ABSENCES	6,184	8,568	16,806	16,806	18,538	16,806	17,512	17,512
500130 - OTHER SALARIES	15,794	6,000	9,000	9,000	4,500	9,000	0	0
500140 - OVERTIME	2,210	305	500	500	359	500	500	500
500210 - FICA & MICA TAXES	25,837	30,857	36,061	36,061	32,895	36,061	39,246	39,246
500220 - RETIREMENT CONTRIBUTION	39,016	47,330	52,436	52,436	49,737	52,436	58,276	58,276
500230 - LIFE & HEALTH INSURANCE	45,544	53,334	76,562	76,562	71,838	76,562	75,578	75,578
PERSONNEL TOTAL	452,842	542,905	628,817	628,817	593,706	628,817	678,494	678,494
OPERATING								
500310 - PROFESSIONAL SERVICES	6,750	19,211	19,500	16,135	10,535	16,135	19,500	19,500
500340 - CONTRACTUAL SERVICES - OTHER	36,586	32,828	37,837	82,837	55,588	47,202	64,779	64,779
500400 - TRAVEL & PER DIEM	5,948	6,866	8,220	8,220	7,059	8,220	7,000	7,000
500410 - COMMUNICATION & FREIGHT	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
500470 - PRINTING & BINDING	711	1,238	1,550	1,550	1,500	1,550	500	500
500480 - PROMOTIONAL ACTIVITIES	10,172	12,771	10,000	10,000	6,884	10,000	10,000	10,000
500510 - OFFICE SUPPLIES	1,249	1,413	2,500	2,500	2,308	2,500	2,000	2,000
500520 - OPERATING SUPPLIES	1,200	1,880	1,420	1,795	1,785	1,420	2,000	2,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	58,321	70,811	75,692	63,682	40,030	69,692	72,500	72,500
OPERATING TOTAL	123,339	149,418	159,119	189,119	128,088	159,119	180,679	180,679
CAPITAL	0	0	0	0	0	0	0	0
Grand Total	576,181	692,322	787,936	817,936	721,793	787,936	859,173	859,173



FINANCE DEPARTMENT



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 2019

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 2016-17	ACTUAL FY 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Payrolls Processed	38	38	38	38
Purchase Orders Issued	2,335	2,378	2,400	2,450
RFPs/RFQs/ITBs Issued	34	30	60	65
Checks Issued (A/P)	5,743	6,170	6,371	6,400
Comprehensive Annual Financial Report (CAFR)				
Popular Annual Financial Report (PAFR)				
Annual Balanced Budget				

Long-term Financial Sustainability:

- Instrumental in the City's issuance of \$45,100,000 in General Obligations Bonds, Series 2019 (Parks and Recreation Projects), to finance construction costs for Doral Central Park and various other park-related projects authorized in a November 2018 bond referendum.
- S&P Global Ratings & Fitch Ratings assigned a AA+ on the City of Doral's long-term issuer credit rating and to the City's 2019 general obligation (GO) bonds.
- Formally implemented a Municipal Securities Post-Issuance Disclosure Policy.
- 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 Garcia, Espinosa, Miyares, Rodriguez, Trueba & Co., PA, the City's independent auditors, with the audit and preparation of the Comprehensive Annual Financial Report for FY 2017-2018. As well as providing full and complete access to financial data.
- Completed a City-wide Cost Allocation Plan based on FY 2018 actual expenditures and in



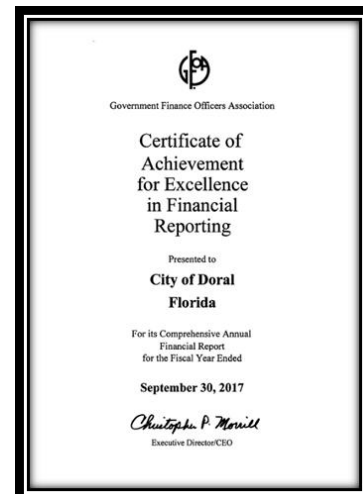
accordance with Uniform Guidance 2 CFR Part 200 and a Full Cost Allocation Plan.

Organizational Efficiency:

- Implemented the Wells Fargo Check Scanner for prompt check depositing into the City’s accounts.
- Contracted with Dunbar for a safer cash deposit pick-up and delivery to the City’s bank.
- Quatred QUICKAssets (Quatred Universal Interface Control Kit) for Fixed Assets Tracking - is a wireless, service-oriented architecture foundation, providing rapid deployment via generic web services. These web services provide real-time data, via Munis, to mobile computers for Capital Asset Tracking and Inventory. In conjunction with Munis, organizations code their warehouse assets with “tag numbers.” Each tag number corresponds to a specific asset in the Munis Asset record. When it’s time for a site to “track” their assets, the user simply chooses a find set of assets within Munis. With the flexibility of using RFID or Barcoded Tags, each asset is then scanned to confirm its existence and location. After the asset count is completed, the information is updated in Munis directly from the MC via Web services. At this point, the Munis records are updated automatically to include the asset location, fiscal year, and any missing or changed asset information.
- Contracts Management via Smartsheet – Procurement logs and monitors all active City contracts. A copy of the Resolution, the signed Agreement and any other resulting documents are uploaded for quick reference. Departments are notified an estimated six (6) months prior to a contract expiration so that a determination can be made as to

whether a new solicitation will be advertised or if any pending Options to Renew (OTR) will be exercised.

- JDi Data/ CTrax Insurance Tracking - JDi provides a web-based certificate of insurance tracking system that includes a full-service offering provided by JDi’s exclusive White-Glove Services (WGS) Team. This system shall be all-encompassing and at a minimum include the capability to input, store, track, archive, manage, and individually review approximately 300+ Certificates of Insurance under this service. The process of implementing the system shall be done with the help of both parties. The WGS shall be run by JDi employees, while the self-service access will allow authorized Licensee employee(s) from each of the City of Doral participating Departments to perform the day to day operations of the program, including dashboards, reports, and document library.
- 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 2016-2017 Comprehensive Annual Financial Report (CAFR).





- Awarded the GFOA distinguished Popular Annual Financial Reporting Award for the FY 2017 PAFR.
- Awarded the GFOA Distinguished Budget Presentation Award for the FY 2018-2019 Budget.





FINANCE OBJECTIVES FOR FY 2020

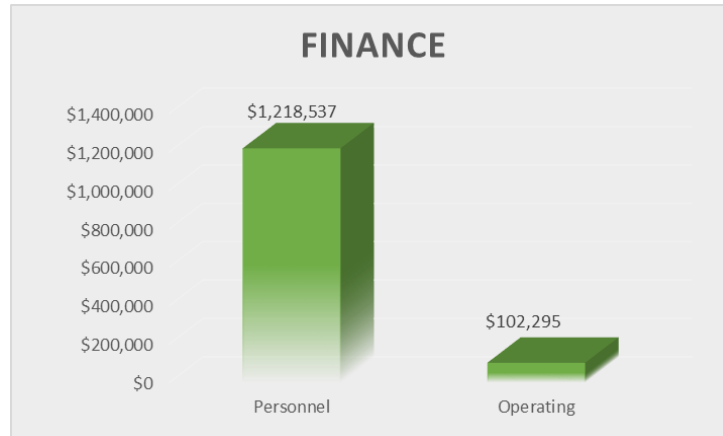
The following objectives were developed to provide an overview of the anticipated accomplishments for the Department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

Sustainability, Communication and Capital Area:

- Provide accurate and timely budget and financial reports on a monthly basis to the City Manager.
- Oversee the use of the General Obligation Bond funds to ensure compliance with all requirements and transparency in reporting.
- 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 the City's investments.
- Manage and account for City debt, including Post-Issuance Disclosure requirements.
- 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.
- Continue identifying ways to sustain and promote financial stability and organizational efficiencies.



FINANCE BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide. A new position of Fixed Asset & Purchasing Coordinator was added to the budget.
- **321 Acct & Auditing – Audit Services** – The increase in this line item is due to the Independent Auditor adjusted for changes in the consumer price index (CPI).



**FINANCE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	AMENDED	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	Finance Director	1	1	1	1	1	\$ 164,457
	Service Award 10 yr						\$ 5,482
	Administrative Salaries Total	1	1	1	1	1	\$ 169,939
500.120 - Full Time Salaries	Assistant Finance Director	1	1	1	1	1	\$ 115,410
	Administrative Assistant	1	1	1	1	1	\$ 53,179
	Payroll Specialist	1	1	1	1	1	\$ 51,084
	Finance Coordinator	1	0	0	0	0	\$ -
	Accountant	0	1	1	1	1	\$ 56,599
	Service Award 5 yr						\$ 472
	Budget/ Grants Administrator	1	1	1	1	1	\$ 84,995
	Service Award 5 yr						\$ 708
	Finance Cashier	1	1	1	1	1	\$ 38,913
	Finance Clerk	1	2	1	1	1	\$ 38,074
	Accounting Clerk	0	0	1	1	1	\$ 47,975
	Procurement Services Assistant	1	0	0	0	0	\$ -
	Contracts/ Procurement Manager	1	0	0	0	0	\$ -
	Procurement Manager	0	1	1	1	1	\$ 78,913
	Procurement Specialist	1	1	1	1	1	\$ 52,038
	NEW - Fixed Asset & Purchasing Coordinator	0	0	0	0	1	\$ 36,310
	Full Time Salaries Total	10	10	10	10	11	\$ 654,670
500.130 - Other Salaries	Finance Clerical Aide P/T(Best Buddy)	1	1	1	1	1	\$ 17,278
	Other Salaries Total	1	1	1	1	1	\$ 17,278
	TOTAL	12	12	12	12	13	\$ 841,887

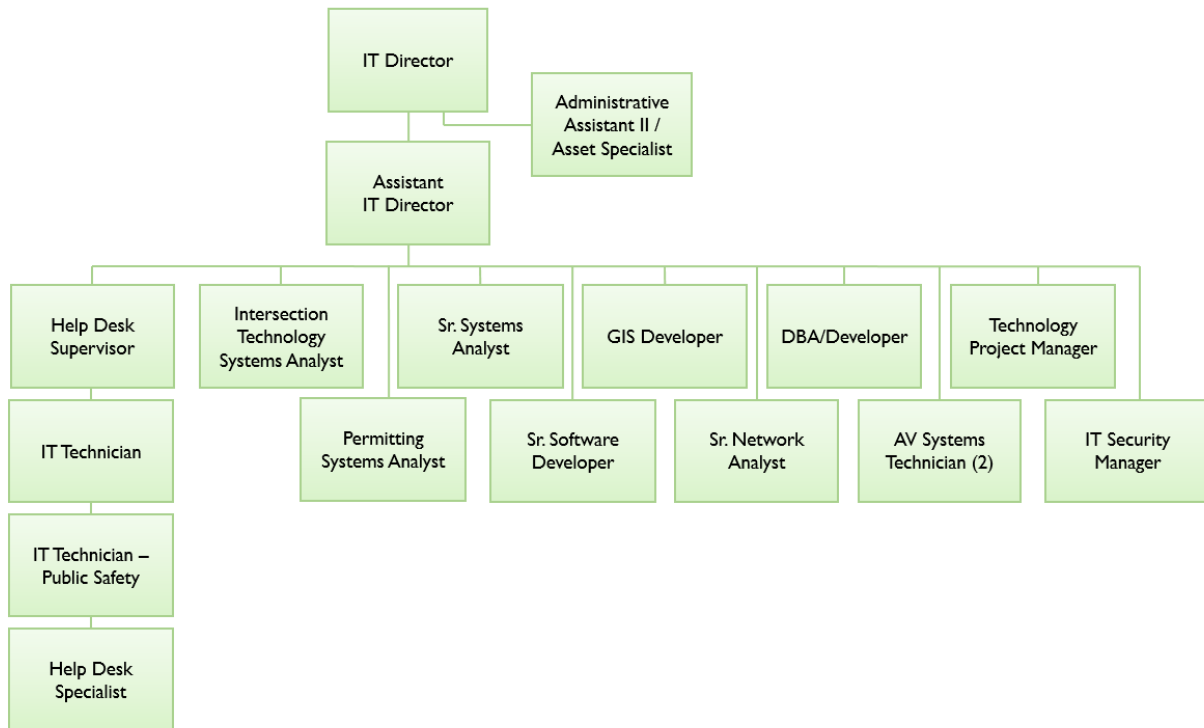


00121005 - FINANCE

	ADOPTED AMENDED				YEAR-END				
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20	
PERSONNEL									
500111 - ADMINISTRATIVE SALARIES	136,632	142,115	148,920	148,920	136,990	148,920	169,939	169,939	
500120 - FULL TIME SALARIES	495,388	510,393	555,615	555,615	540,667	555,615	654,670	654,670	
500125 - COMPENSATED ABSENCES	13,891	9,309	27,025	27,025	9,730	27,025	29,493	29,493	
500130 - OTHER SALARIES	42,077	18,991	16,966	16,966	11,024	16,966	17,278	17,278	
500140 - OVERTIME	3,018	551	2,500	2,500	305	2,500	2,500	2,500	
500210 - FICA & MICA TAXES	49,405	48,966	58,039	58,039	49,988	58,039	67,434	67,434	
500220 - RETIREMENT CONTRIBUTION	76,201	78,263	84,310	84,310	80,812	84,310	98,154	98,154	
500230 - LIFE & HEALTH INSURANCE	112,984	119,783	169,624	169,624	145,780	169,624	179,069	179,069	
PERSONNEL TOTAL	929,595	928,370	1,062,999	1,062,999	975,296	1,062,999	1,218,537	1,218,537	
OPERATING									
500310 - PROFESSIONAL SERVICES	8,450	0	0	0	0	0	0	0	
500321 - ACCTG & AUDITING-AUDIT SVCS	51,000	52,500	60,900	56,900	47,000	60,900	61,650	61,650	
500340 - CONTRACTUAL SERVICES - OTHER	11,145	8,388	6,800	22,564	15,138	22,564	6,800	6,800	
500400 - TRAVEL & PER DIEM	7,754	6,870	12,810	12,810	7,351	12,810	12,810	12,810	
500410 - COMMUNICATION & FREIGHT	2,953	2,400	2,450	2,450	2,453	2,450	2,450	2,450	
500460 - REPAIR & MAINT - OFFICE EQUIP	1,338	1,341	1,850	1,850	1,712	1,850	1,850	1,850	
500470 - PRINTING & BINDING	25	4,313	4,500	3,200	2,782	3,200	4,500	4,500	
500491 - LEGAL ADVERTISING	0	0	0	0	0	0	0	0	
500510 - OFFICE SUPPLIES	6,012	4,470	4,950	10,250	9,505	6,250	4,950	4,950	
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	9,320	6,841	7,285	7,285	6,424	7,285	7,285	7,285	
OPERATING TOTAL	97,998	87,123	101,545	117,309	92,364	117,309	102,295	102,295	
CAPITAL									
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	2,751	2,751	2,751	0	0	
CAPITAL TOTAL	0	0	0	2,751	2,751	2,751	0	0	
Grand Total	1,027,594	1,015,493	1,164,544	1,183,059	1,070,411	1,183,059	1,320,832	1,320,832	



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, the Department is 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 Departments as the City remains focused on the 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. The Department's focus is to lower the cost of services by leveraging inter-organizational collaboration and efficiencies. The key to the 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 the IT Department follows 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 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 2019

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

- Provide continual, on-demand customer support throughout the City's business units and operational periods. Provide a resourceful and informed Help Desk operation that can manage inbound calls and effectively resolve requests for service and successfully address issues, problems, data/video analysis needs, and service affecting events. Customer satisfaction is first and foremost.
- 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.
- Support the Wide Area Network for 11 City Facilities.
- Enhancement and Hardening of Security infrastructure.
- Refresh of Computer/Laptop and Mobile Assets for efficiencies.
- Enhancement of License Plate Reader Program that benefits Public Safety and Transportation Analytics.
- Systems Infrastructure upgrades (Storage, Databases, O365, SharePoint, Cloud systems).
- Network infrastructure refresh, storage upgrade, cloud services for disaster recovery (DR), hyperconverged systems, Storage as a Service (StaaS), Virtual desktops (VDI), Software as a Service (SaaS).
- Wireless Backbone and Smart Wi-Fi Projects.
- Continued the yearly comprehensive security awareness training as the City needs to defend against cybercrime, and security is every employee's job.
- IT worked with Public Affairs to design two new website portals and enhancements to the Transparency portal.
- Doral Digital Smart City Portal: Provides insight into how the City has achieved digital government transformation and the overall plan to make sound technology investments that enables a next generation City – Digital Investment, Digital Data Standards and Civic Innovation and Technology Growth.
- The GIS Portal is critical for the development of a Smart City and brings out the best in Smart Cities which enables the electronic management of spatial data and facilitate its visualization.
- In line with the Strategic Priorities supporting Smart Cities, our GIS Developer has worked with City Departments to develop 21 GIS maps for our residents, business and visitors.
- They are a wide range of maps using spatial data to provide residents and visitors information such as; all the art in public spaces around the City, hotels, bike paths, tree inventory, flood information, find out which Code Compliance Officers are assigned to the code enforcement zones, school information and the routes for drop-off for Doral schools.
- The Department's investment in an Enterprise GIS system has ushered in a new era in interactive maps that provide our residents and business real-time interactive GIS data across a wide range of City Services.
- The Transparency Portal provides openness, accountability, and shares information with residents, businesses, and visitors. IT



continues to enhance this portal and to provide full disclosure and demonstrates the City's pledge to hold financial disclosure, accessibility, public safety, and sustainability and service delivery to a high standard.

- Completed the implementation for the Automated Vehicle Locator for Public Safety vehicles.
- Clarium Security Consultants conducted a Security Assessment in 2018. The assessment was based on how the City prevents, tracks, and documents a potential breach.
- The City of Doral scored very well on the assessment with an overall result of 4.06 for the areas assessed.
- This year, the Department completed the implementation of additional security monitoring systems to correlate system logs and provide alerts based on risk levels.
- IT completed the technology implementation of the new Community Center in Downtown Doral that includes CCTV Camera, Network Equipment, Telephone System, WAN Connectivity and Door Access Security.
- 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 2019.
- IT continues to implement PRTG, which monitors all systems, devices, traffic and applications of our IT infrastructure.
- IT continues to enhance the Internal Metric dashboard displaying measurements for all City departments.
- Centralized Reporting and Business Intelligence: With the increased demand to provide reporting, data analytics, and business intelligence (BI) a central reporting solution has been implemented. Microsoft Power BI solution ties in with previously mentioned goals such as Office 365 and cloud service, leveraging a mix of on premise and cloud reporting technologies providing for easier data access from within the network as well as remotely. BI provides staff, including senior management, target-rich data with actionable intelligence assisting them in making key decisions for the City. Business Intelligence tools provided a unified view of operations for managers to identify opportunities for growth and efficiencies. A strong central reporting and business intelligence solution also empowers end-users to create self-service business intelligent reports and dashboard with only the data that is important to the user. Advanced self-service capabilities enable users to create visualizations that are much more complex (e.g. trends, forecasting and complex calculations), diverse (e.g. geo-spatial visualizations, funnels and heat maps) and interactive (e.g. support for real-time streaming data, custom filtering and user-defined drill down layers). These tools combined allow the City to provide dashboards and other data to citizens for increased transparency.



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 37120 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, the City strengthens its 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.

- **WCCD City Data for the United Nations Sustainable Development Goals**

WCCD City Data for the United Nations Sustainable Development Goal (SDG) highlights the fact that high caliber city level data is already building in breadth to support the SDGs, and that this data is essential to the success of the SDGs, since city leaders stand at the pivotal points for global change in building a more sustainable planet. Cities represent more than 80 percent of global gross domestic product. This WCCD results-driven tracking empowers cities to direct and leverage investment, a core success factor in operationalizing each and every target across all of the SDGs. It is cities and globally standardized city level data that present an unparalleled opportunity for successful implementation of the SDGs by 2030.



- **WCCD New Standards**

In 2018, WCCD asked the City of Doral to participate in the final stages of developing the new ISO standard – Indicators for Smart Cities (ISO 37122) to be published by the International Organization for Standardization (ISO).

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 a school that provides educational and residential care to 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.”

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

- **Computer Donations to Doral Schools**

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. To date, 202 computers have been donated.

IT DEPARTMENT ACTIVITY REPORT				
ACTIVITY	ACTUAL 2016-17	ACTUAL 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Number of Network Users	414	417	427	437
Online Applications-Smart City	9	30	35	40
Service Support Requests	3200	3221	3300	3400
Change Control Management	114	148	182	192
Audio Visual Event Support	700	700	800	850
City Facilities Network Support	10	11	12	14
City Facilities-CCTV Cameras	234	245	287	297
License Plate Reader Cameras	99	99	143	157
Intersection Video Streaming Cameras	63	67	73	75
Guest WiFi In Park Facilities	7	8	11	12
Total Computer Donations to Doral Schools	135	202	222	250



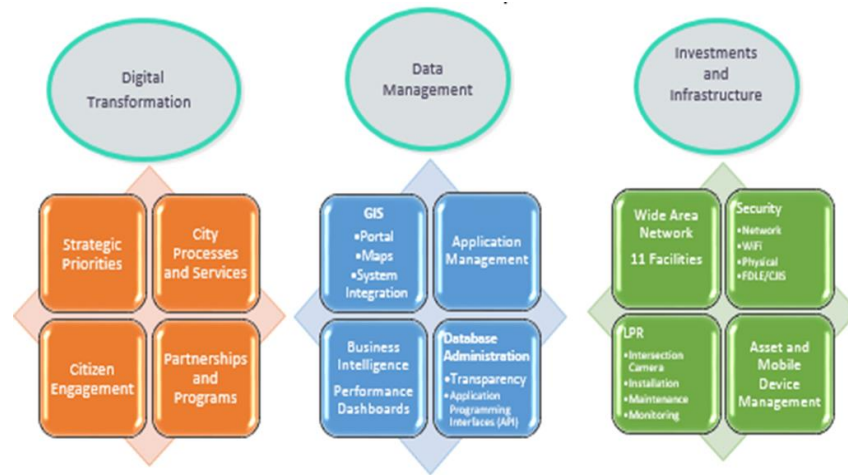
INFORMATION TECHNOLOGY OBJECTIVES FOR FY 2020

The City of Doral Information Technology Department (IT) 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, IT is 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 the Departments as the City remains 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. IT also helps City departments achieve accreditation and compliance with federal, state, county, city and industry standards, best practices, rules and regulations for information management, security, public safety, sustainability, environmental conservation, financial regulations, business processes, and other government controls.

Technology plays an important role in many of the City's services and operations by facilitating communication between employees, constituents and stakeholders; by fostering collaboration and innovation; expediting tasks, increasing productivity, and operational efficiencies; by reducing carbon footprint and assessing and managing risks; and, by enhancing the delivery of citizen services with added value and convenience. The IT Department's focus is to lower the cost of services by leveraging inter-organizational collaboration and efficiencies.

The key to Doral's Smart City Strategy is using Information and Communications Technology (ICT) 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 IT follows when implementing new technologies in the City of Doral.



- **Systems Infrastructure upgrades**

Update and replace servers and storage hardware as part of capital hardware refresh cycle. The systems staff is implementing new technologies to provide enhanced performance improvements across the systems infrastructure stack, which includes servers and storage. This technology provides IT the ability to quickly provision the infrastructure and grow that infrastructure incrementally, on a per-node basis, as the demand for resources increases.

- **Technology Infrastructure Projects**

Divisional EOC & Doral Glades Park

- Access Control
- Audio Visual
- CCTV Cameras
- Network Equipment
- Wireless Access Points
- Wi-Fi

- **Disaster Recovery Cloud Service and Cloud Storage**

Implement a disaster recovery and storage cloud solution to enhance the City’s ability to maintain high availability during emergency

and scheduled maintenance events. In addition to data protection, instituting a cloud solution alternative provides IT the ability to offer improved service delivery by allowing mobile employees to access resources from anywhere resulting in quicker turnaround times for citizens. This goal is a multiple phase approach. Phase one is to begin hosting critical application workloads in a cloud provider for application data protection and high availability. When funding is available, Phase two will be to integrate cloud storage to host data backups, as well offloading potential archived data such as files not in used after a set amount of time i.e. 1 year, 3 years, or 5 years. This will help reducing the on-premise storage needs and cost associated with maintaining aged and infrequently used data.

- **Centralized Reporting and Business Intelligence**

With the increased demand to provide reporting, data analytics, and business intelligence (BI) a central reporting solution has been implemented. Microsoft Power BI solution ties in with previously mentioned



goals such as Office 365 and cloud service, leveraging a mix of on premise and cloud reporting technologies providing for easier data access from within the network as well as remotely. BI provides staff, including senior management, target-rich data with actionable intelligence assisting them in making key decisions for the City. Business Intelligence tools provided a unified view of operations for managers to identify opportunities for growth and efficiencies. These tools combined allow the city to provide dashboards and other data to citizens for increased transparency.

- **Centralized Video Storage**
Implementation is underway to centralize the surveillance storage at the NAP for 300+ security cameras. This will enhance our business continuity strategy by providing a level of redundancy for the security camera videos.
- **Records Management**
IT is working with City Clerk's Office on the implementation of Veritas Enterprise Vault; a critical tool for improving the records retention, accuracy, efficiency, and responsiveness of government general records and records management.
- **Development Services Software**
IT will oversee the Project Management and Implementation services of the new Development Services Software and our System Analyst will work with the Building,

Code, Public Works, and Planning and Zoning Departments for the successful completion of this project.

- **New Telephone System**
Perform an Enterprise VOIP Level Upgrade to provide additional enhancements and system redundancy.
- **Website Upgrade**
Migration of the 311 System to a GIS platform.
- **Public Safety is a Key Priority as the IT Department continues to support the following projects**
 - Complete the implementation for the Automated Vehicle Locator.
 - Deployment and Support for the Police Body Worn Cameras.
 - CAD integration with Miami Dade County system to have calls go directly to PD mobile devices.
 - License Plate Readers (LPR) Projects Phase I
 - Currently: 99 License Plate Readers at City Entry and Exit Intersections
 - March 2019: 103 Cameras Operational
 - April 2019: 115 Cameras Operational
 - Sept 2019: 143 Cameras Operational



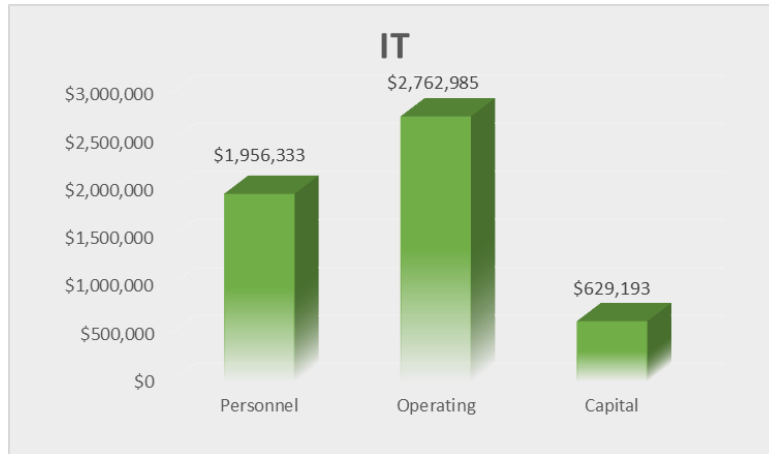
INFORMATION TECHNOLOGY STRATEGIC PRIORITIES

IT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	BUDGET FY 2019-20	ASSOCIATED COST
Strategic Category	IT Capital Items	
ORGANIZATIONAL EFFICIENCY	<u>Computing Device Upgrades</u> : 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	\$ 189,195.00
ORGANIZATIONAL EFFICIENCY	<u>Infrastructure Upgrades</u> : This initiative includes the enhancement of reliability, availability and integrity of the existing network infrastructure that supports data, servers, mobile users and telephone communications.	\$ 70,000.00
SMART CITY	Implementing citywide security solutions that will help us mitigate and maintain confidentiality, accountability and integrity of city operations.	\$ 40,000.00
SMART CITY	GIS Geocoding Software	\$ 10,000.00
COMMUNICATION	IT Equipment Upgrades	\$ 44,000.00
TOTAL		\$ 353,195.00
Strategic Category	Departmental Capital Items	
ORGANIZATIONAL EFFICIENCY	CH & PD Access Control Enterprise Upgrade	\$ 96,000.00
ORGANIZATIONAL EFFICIENCY	CH Council Chambers Upgrades	\$ 160,000.00
ORGANIZATIONAL EFFICIENCY	CH Multipurpose Room Phase 2 Upgrade	\$ 10,000.00
ORGANIZATIONAL EFFICIENCY	CH Training Room Upgrade	\$ 13,998.44
ORGANIZATIONAL EFFICIENCY	PA Dell Desktop	\$ 1,000.00
ORGANIZATIONAL EFFICIENCY	BD Dell Desktop	\$ 1,000.00
ORGANIZATIONAL EFFICIENCY	FN Dell Desktop	\$ 1,000.00
ORGANIZATIONAL EFFICIENCY	PD Training Center Roll Call Room AV System	\$ 13,000.00
TOTAL		\$ 295,998.44



INFORMATION TECHNOLOGY BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual’s performance evaluation. Health insurance rates have increase by 6% city-wide.
- **310 Professional Services** - This account budgets for consultants of various City projects including network wiring, security health check, system support, and public records retention.
- **410 Communication & Freight** - This account has decreased from FY 2019 due to License Plate Reader connections to the wide area network that have not been completed.
- **440 Rentals & Leases** – This account has increased from FY 2019 due to multifunctional devices at new City facilities.
- **460 Repair & Maintenance-Office Equipment** – This account has decreased from FY 2019 due to the removal of annual maintenance for systems no longer utilized by Departments.
- **464 Repair & Maintenance-Office Equipment Other** – This account has increased from FY 2019 due to a new SaaS (Software as a Service) or Hosted systems implemented by citywide Departments.
- **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.



**INFORMATION TECHNOLOGY DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	IT Director	1	1	1	1	1	1	\$ 163,633
	Administrative Salaries Total	1	1	1	1	1	1	\$ 163,633
500.120 - Full Time Salaries	IT Director - <i>Service Award 5 yr</i>							\$ 1,364
	Assistant IT Director	1	1	1	1	1	1	\$ 98,177
	Admin. Assistant II / Asset Specialist	1	1	1	1	1	1	\$ 56,797
	<i>Service Award 10 yr</i>							\$ 1,893
	Senior Network Analyst	1	1	1	1	1	1	\$ 82,962
	Senior Systems Analyst	1	1	1	1	1	1	\$ 82,689
	Senior Software Developer	1	1	1	1	1	1	\$ 94,221
	Technology Project Manager	1	1	1	1	1	1	\$ 84,487
	<i>Service Award 5 yr</i>							\$ 704
	IT Technician	1	1	1	1	1	1	\$ 52,022
	IT Technician(Public Safety)	1	1	1	1	1	1	\$ 53,319
	AV Systems Technician	1	1	2	2	2	2	\$ 104,561
	Help Desk Supervisor	1	1	1	1	1	1	\$ 60,462
	DBA Developer	1	1	1	1	1	1	\$ 76,545
	IT Security Manager	1	1	1	1	1	1	\$ 81,606
	GIS Developer	0	1	1	1	1	1	\$ 73,483
	CRM Developer	0	1	0	0	0	0	\$ -
	Intersection Technology Systems Analyst	0	1	1	1	1	1	\$ 78,068
	Help Desk Specialist	1	1	1	1	1	1	\$ 44,285
	Permitting System Analyst	0	0	0	1	0	0	\$ -
	<i>Titled Changed to System Analyst ¹</i>	0	0	0	0	1	1	\$ 70,243
	<i>Service Award 5 yr</i>							\$ 585
	Full Time Salaries Total	13	16	16	17	17	17	\$ 1,198,474
	Total	14	17	17	18	18	18	\$ 1,362,107

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions

¹ FY 2018-19 Title changed from Permitting System Analyst to System Analyst

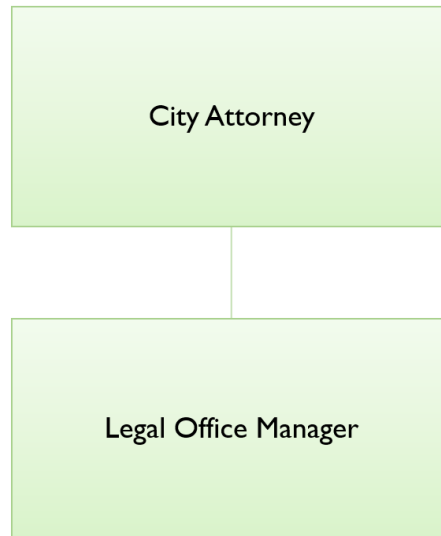


00122005 - INFORMATION TECHNOLOGY

	ADOPTED AMENDED				YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	136,893	142,388	148,139	148,139	136,722	148,139	163,633	163,633
500120 - FULL TIME SALARIES	827,810	885,300	1,119,918	1,119,918	925,252	1,015,156	1,198,473	1,198,473
500125 - COMPENSATED ABSENCES	3,767	7,108	48,745	48,745	4,994	48,745	48,951	48,951
500140 - OVERTIME	11,421	7,888	10,000	10,000	12,588	10,000	10,000	10,000
500210 - FICA & MICA TAXES	71,371	76,468	102,084	102,084	78,135	102,084	109,293	109,293
500220 - RETIREMENT CONTRIBUTION	116,510	122,742	152,082	152,082	126,379	152,082	162,907	162,907
500230 - LIFE & HEALTH INSURANCE	149,086	177,403	250,890	250,890	218,125	250,890	263,076	263,076
PERSONNEL TOTAL	1,316,858	1,419,298	1,831,858	1,831,858	1,502,195	1,727,096	1,956,333	1,956,333
OPERATING								
500310 - PROFESSIONAL SERVICES	99,549	139,977	94,747	141,997	98,510	104,747	87,500	87,500
500400 - TRAVEL & PER DIEM	8,199	14,804	17,220	17,220	12,445	17,220	15,220	15,220
500410 - COMMUNICATION & FREIGHT	524,511	630,825	846,960	846,960	650,652	846,960	801,840	801,840
500440 - RENTALS & LEASES	40,583	61,527	75,640	75,640	57,080	75,640	81,840	81,840
500460 - REPAIR & MAINT - OFFICE EQUIP	904,935	1,076,221	1,236,579	1,171,844	976,027	1,230,691	1,223,277	1,223,277
500461 - REPAIR & MAINT - VEHICLES	585	0	0	0	0	0	0	0
500464 - REPAIR & MAINT-OFF. EQUIP. OTH	0	93,140	369,174	392,979	367,089	392,979	401,756	401,756
500510 - OFFICE SUPPLIES	1,104	1,569	2,000	2,000	1,608	2,000	2,000	2,000
500520 - OPERATING SUPPLIES	585,075	267,906	123,473	123,473	117,058	123,473	106,738	106,738
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	42,621	31,168	51,589	65,589	65,394	65,589	42,814	42,814
OPERATING TOTAL	2,207,162	2,317,136	2,817,382	2,837,702	2,345,863	2,859,299	2,762,985	2,762,985
CAPITAL								
500640 - CAPITAL OUTLAY - OFFICE	296,844	181,963	246,635	283,156	164,756	261,553	353,195	353,195
500641 - CAPITAL OUTLAY - VEHICLES	22,972	0	0	0	0	0	0	0
500652 - CAPITAL OUTLAY-OTHER	956,680	547,143	668,250	1,550,150	776,656	1,454,150	135,998	275,998
CAPITAL TOTAL	1,276,496	729,105	914,885	1,833,307	941,412	1,715,703	489,193	629,193
Grand Total	4,800,516	4,465,539	5,564,125	6,502,867	4,789,470	6,302,098	5,208,511	5,348,511



OFFICE OF THE CITY ATTORNEY



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 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.



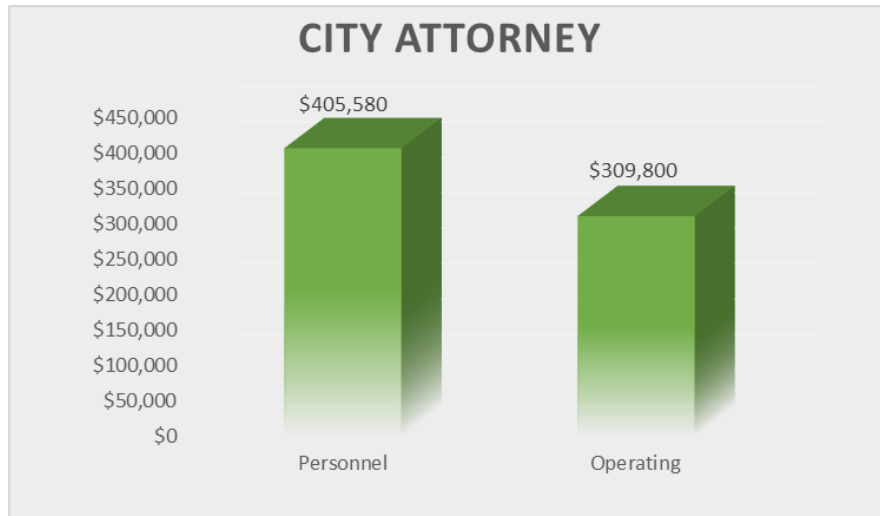
OFFICE OF THE CITY ATTORNEY OBJECTIVES FOR FY 2020

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** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual’s performance evaluation. Health insurance rates have increase by 6% city-wide.
- **312 Professional Services – Attorney Other** – This line item is used to account for other specialized legal counsel required throughout the fiscal year. Furthermore, this account encompasses other expenses related to services required such as, court fees, court reporters, etc.
- **400 Travel & Per Diem** - This account decreased due to the City Attorney electing a City issued vehicle instead of a car allowance.



**OFFICE OF THE CITY ATTORNEY
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	AMENDED* FY 2018-19	ADOPTED FY 2019-20	TOTAL COST FY 2019-20
500.111 - Administrative Salaries	City Attorney	0	0	0	1	1	1	\$ 189,788
	Administrative Salaries Total	0	0	0	1	1	1	\$ 189,788
500.120 - Full Time Salaries	Paralegal	0	0	0	1	0	0	\$ -
	<i>FY 19 - Title Changed to Executive Legal Assistant ¹</i>	0	0	0	0	1	0	\$ -
	<i>FY 20 - Reclassified to Legal Office Manager ²</i>	0	0	0	0	0	1	\$ 71,050
	Administrative Assistant ³	0	0	0	1	1	0	\$ -
	Full Time Salaries Total	0	0	0	2	2	1	\$ 71,050
	Total	0	0	0	3	3	2	\$ 260,838

* **AMENDED FY 2018-19** - This column reflects any mid-year change to budgeted positions

¹FY 2018-19 Title changed from Paralegal to Executive Legal Assistant

²RECLASSIFIED - Executive Legal Assistant to Legal Office Manager

³Eliminated - Administrative Assistant position

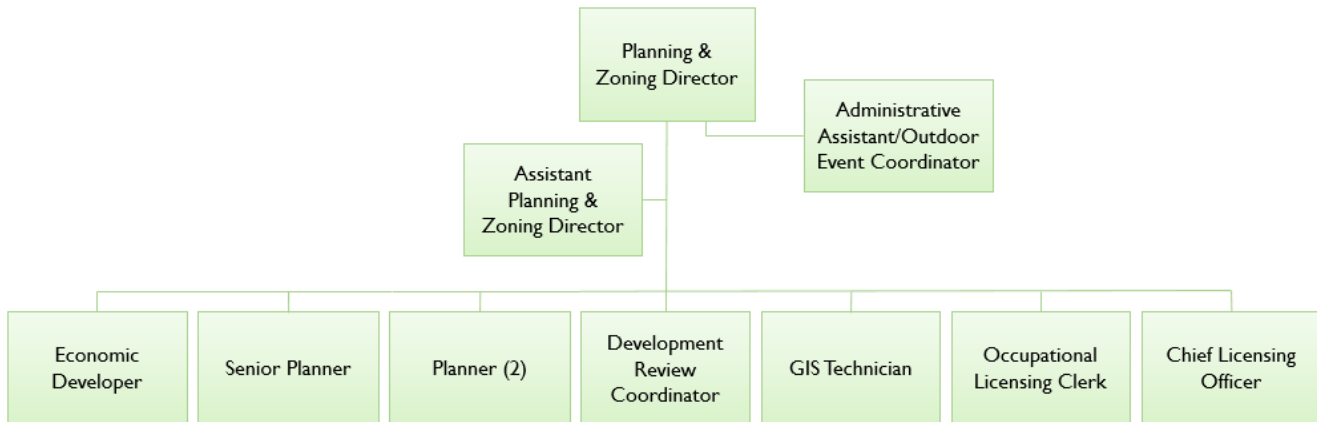


00130005 - OFFICE OF THE CITY ATTORNEY

	ACTUAL		ADOPTED	AMENDED	YEAR-END			
	FY 2016-17	FY 2017-18	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	0	6,923	180,750	180,750	166,154	180,750	189,788	189,788
500120 - FULL TIME SALARIES	0	0	103,020	103,020	53,077	70,000	71,050	71,050
500125 - COMPENSATED ABSENCES	0	0	10,914	10,914	0	10,914	9,508	9,405
500210 - FICA & MICA TAXES	0	579	23,645	23,645	17,040	23,645	20,991	21,270
500220 - RETIREMENT CONTRIBUTION	0	831	34,052	34,052	34,638	34,052	31,642	68,688
500230 - LIFE & HEALTH INSURANCE	0	0	59,998	59,998	40,774	59,998	45,407	45,379
PERSONNEL TOTAL	0	8,333	412,379	412,379	311,684	379,359	368,386	405,580
OPERATING								
500311 - PROFESSIONAL SERV-CITY ATTN	112,490	168,221	0	0	0	0	0	0
500312 - PROFESSIONAL SERV-ATTNY OTH	190,172	260,229	261,147	261,147	122,865	110,000	275,000	275,000
500316 - LITIGATION CONTINGENCY	281,024	106,912	0	0	0	0	0	0
500340 - CONTRACTUAL SERVICES - OTHER	0	0	10,000	10,000	0	5,000	10,000	10,000
500400 - TRAVEL & PER DIEM	0	0	14,000	14,000	6,035	14,000	9,500	9,500
500410 - COMMUNICATION & FREIGHT	0	0	2,400	2,400	1,800	2,400	2,400	1,800
500510 - OFFICE SUPPLIES	0	0	1,000	2,000	1,404	1,000	3,500	3,500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	0	0	3,000	2,000	385	3,000	10,000	10,000
OPERATING TOTAL	583,686	535,362	291,547	291,547	132,489	135,400	310,400	309,800
CAPITAL								
500641 - CAPITAL OUTLAY - VEHICLES	0	0	40,000	40,000	25,898	40,000	0	0
CAPITAL TOTAL	0	0	40,000	40,000	25,898	40,000	0	0
GRAND TOTAL	583,686	543,695	743,926	743,926	470,071	554,759	678,786	715,380



PLANNING AND ZONING DEPARTMENT



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, Citywide Brownfield Program, Doral Boulevard Corridor Study, update of the Comprehensive Plan, Low Impact Development Master Plan, Housing Master Plan, Adaptive Reuse Study Area Action Plan, implementation of the Floodplain Management Ordinance, Arts-In-Public Places Site Evaluation Analysis and Annexation Reports.

The Economic Development Division has been incorporated into the Planning and Zoning Department. It 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. Economic Development is devoted to elevating Doral as a world-class international and domestic destination for trade and commerce.



PLANNING AND ZONING ACCOMPLISHMENTS FOR FY 2019

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

- The Department updated Section 53-128 "Use Compatibility Table" of the Land Development Code to remove heavy industrial uses no longer compatible with Doral's built environment.
- The Department updated Section 74-105 "Special Setbacks Established" to include standards for generator and pergolas.
- Updated the City's Comprehensive Plan Transportation Element and Parks and Recreation Element to reflect recommendations from the Parks and Recreation Master Plan and Transportation Master Plan.
- 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 participated in the Doug Williams Group Study. In addition, the Department implemented several initiatives that improved organizational efficiency.
- The Department completed the Adaptive Reuse Study Area Action Plan. As part of the Master Plan the department coordinated stakeholder meetings and public workshops.
- The Department completed the "Illustrative Zoning Guidebook" to provide illustrations of existing zoning standards. This helps educate property owners, the development community, and the general public to the specific zoning and landscape requirements for new development, infill, and redevelopment.
- Development of the City's Medical Marijuana Moratorium Ordinance. The Department conducted an in-depth analysis of Florida medical marijuana law and literature.
- The Department received the "Site Rehabilitation Completion Order (SRCO) from Miami-Dade County's Department of Regulatory and Economic Resources on December 10, 2018.
- The Department assisted the City Attorney's Office with the evaluation of the "lime residual disposal" proposition the County Staff had proposed to the County Commission. The "sludge lagoon" was being proposed just outside of City limits.
- The Department continued to work with Miami-Dade County to secure the approval of the Annexation Applications for Sections 6, 15, and 16.
- The Department successfully completed the update of the Comprehensive Plan's Capital Improvement Element (CIE) and 5-Year Schedule of Capital Improvements.
- The Department continued to work with Amec Foster Wheeler Environmental and Infrastructure Inc., to provide the City with CRS Program Support and Modification Visit Assistance services to improve the CRS rating from 7 to 6 which would result in a flood insurance discount of 5 percent.
- Worked with respective departments to process outdoor events. As of June 2019, the Department has processed 39 outdoor event applications. The Department expects to continue to receive and process these applications.



- Met customer's needs by processing zoning verification and determination letters, window signs, and customer inquiries related to zoning matters. As of June 2019, the Department has processed 9 window sign applications and a total of 35 zoning determination and verification letters. The Department expects to continue to receive and process these applications.
- Processed and reviewed approximately 42 development applications, including future land use amendments (Comprehensive Plan), rezoning applications, and administrative site plan review as of June 2019. The Department estimates a total of 62 applications by the end of the fiscal year.
- Processed and reviewed approximately 8 T-Plats and Final Plats as of June 2019. The Department estimates a total of 10-12 applications by the end of the fiscal year.
- The Department conducted a total of 1,866 zoning inspections.
- The Department worked with IT to facilitate the implementation of the ARC GIS PRO software which it used to prepare GIS maps for the Public Works, Code Compliance, Police, and Parks Department. The Department estimates that a total 20-25 maps have been prepared and revised year-to-date.
- Assisted the City Attorney's Office on updating Chapter 35 "Special Events" of the City's Code of Ordinances.
- The Department participated in the Local Update of Census Addresses Operation (LUCA). The intent of LUCA is to provide the Census Bureau with a complete and accurate list to reach every living quarters and associated population for inclusion in the census.
- 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).
- Answered on average of 25-45 calls daily pertaining to zoning inquires and requests within the department.
- Processed and reviewed 13 outdoor dining applications as of June 2019. The Department expects to continue to receive and process these applications.
- The Department continues to coordinate with Miami-Dade County Property Appraisal Office and U.S. Postal Services on the issuance of addresses for new developments.
- Implemented monthly New Business Welcome Packet for new Doral businesses.
- Collaborated with Public Affairs on South Florida Business Journal and Invest Miami city reports, ads, promotions, interviews.
- Implemented Import/Export Academy with Prospera and Miami-Dade County.
- Opened Doral Visitors Center with GMCVB.
- Expanded business education programs with SBDC @ FIU, SBA, Miami-Dade County, Google, Enterprise Florida, MBDA.
- Increased business assistance through revised Façade Improvement Grant program cycle.
- Revised and administered CBO grant program and PTSA grant program.
- Administered Consular Reception, Business Forum, Valuations, and all Economic Development Advisory Board activities.
- Hosted monthly Start-up Doral workshop.
- Presented to business organizations including AmCham, GMCC, Millenia Atlantic University, and Westfield Business School.
- Presented Smart City initiative presentation at NALEO conference.
- Exhibited at eMerge Americas and Unbound Miami tech conferences, participated in panel



- discussion at Invest Miami.
- Participated in GMCVB Marketing Committee, Beacon Council Economic Development Partners, Beacon Awards.
- Hosted diplomatic and trade visits including ProChile, Guatemalan Trade Office, Dominican Consulate, Spain Trade Commission, Consulate of the Netherlands, Minister Plenipotentiary of Aruba.
- Hosted Business Initiative Roundtables in Government Center and PS Business Parks.
- Collaborated with IT on WCCD ISO 37120 Smart City annual recertification.
- Released Economic Reports Q1 and Q2.
- Administered Ritmo Doral event.
- Coordinated Sisters Cities program.

PLANNING & ZONING ACTIVITY REPORT

ACTIVITY	ACTUAL 2016-17	ACTUAL 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Building Permit Reviews	3,358	2,960	3,442	3,226
Zoning Inspections	1,994	1,732	1,866	1,873
Zoning Items Presented to City Council	61	71	75	70



PLANNING AND ZONING OBJECTIVES FOR FY 2020

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

- Continue to administer the Community Based Organization (CBO) Grant Program to provide beneficiaries with opportunities to plan, develop and implement sustainable projects that will serve the needs of the Doral Community.
- Continue to administer the PTSA Grant Program to assist schools in realizing and implementing educational programs that benefit the students.
- Continue to administer the Façade Improvement Grant Program to provide financial assistance for beautification of commercial properties and HOA entry features within the City by reimbursing 50% of the renovation costs up to a maximum grant amount of \$10,000 per property.
- Continue updating the "Economic Quarterly Report".
- Complete the annual update to the Capital Improvement Element (CIE) and 5-year Capital Improvement Schedule.
- 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.
- Complete update to the City's Low Impact Development Master Plan and enhance existing Land Development Code regulations related to low impact development principles.
- In conjunction with Public Works, complete the "NW 79th Avenue" Master Plan.
- Conduct a thorough audit of existing land development regulations to evaluate the effectiveness of current procedures and standards in achieving the City's goals and objectives.
- Conduct targeted code revisions which would consist of public engagement process and presentations to Mayor and City Council in a workshop setting.
- If enough monies are available, the Department will conduct a code reorganization with targeted code revisions to better organize land development regulations.
- Department Staff will complete update to the City's Sign Ordinance.
- 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 58th Street to NW 54 Street and between NW 87th Avenue and NW 79th Avenue.
- Drafting of the Adaptive Reuse Overlay District regulations to facilitate the transition of the area north of Downtown Doral from an area dominated by a mix of heavy commercial and industrial uses to more vibrant community mixed-use center that fosters establishment of creative office, restaurant entertainment, and live work uses that remains an active economic center that provides opportunities for live, work, and play.



- Continue to coordinate the City's Annexation Program with adjacent municipalities and Miami-Dade County.
- 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.
- Collaborate with the Building and Public Works Departments to improve the permitting process among Departments. Conduct meetings twice a month to go over existing processes and how to improve efficiency.
- Assist in the implementation of the development service software.
- Continue to evaluate and improve the Department's Standard Operating Procedures (SOPs).
- Continue to improve internal metrics and work on external metrics.
- Continue to evaluate opportunities for workforce housing within the City of Doral.
- Evaluate establishing a Zoning Improvement Permit process for permits requiring review solely by the Department. These permits are to include paving and draining work, painted wall signs, seal coating and restriping work, as well as, other scopes of work to be determined. These permits will be used to review work not reviewed by the Building Department.
- Collaborate with Public Affairs to expand business attraction advertising, web-based marketing, media coverage, outreach activities and events.
- Collaborate with developer, shops, promoters and media to brand Downtown Doral.
- Expand Business Retention & Expansion (BRE) program with local promotions, business tours, surveys, workshops, roundtable discussions, City grants, and business assistance programs.
- Increase business beautification efforts through increase of Façade Improvement Grant program funding.
- Develop Visitor Center Program and expand business assistance programs with staff support from AARP Senior Community Service Employment Program.
- Leverage partnerships with the GMCVB, Visit Florida, GMBHA and local hospitality industry to attract conferences to the City and connect them to information, events, transportation, and attractions.
- Maintain and strengthen relationships with regional economic development partners and institutions.
- Strengthen international business relations through webinars, workshops, and partnerships.
- Build relationships with real estate brokers, developers, and stakeholders to market Doral to investors.
- Collaborate with IT on new WCCD ISO 37122 & 37123 global certifications.
- Seek grants and attract programs to support business development, education, beautification, sustainability, innovation.
- Continue regular economic development briefings with US Southern Command.
- Evaluate and Update Chapter 65 of the LDC "Impact Fees" as needed.



PLANNING AND ZONING BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide. The Economic Developer position has been incorporated into the Planning & Zoning Department.
- **310 Professional Services** – The increase in this account is a result of a priority established during the City's 2019 Strategic

Planning Session. The objective for the Department is to revisit the Land Development Code to conduct an audit of existing regulations to identify needed regulatory changes and evaluate alternative supplements.

- **470 Printing & Binding** – The increase in this account is due to printing associated with the Ritmo Doral event.
- **482 Promotional Activities** – This is a new account that was added to record all promotional items associated with the Economic Development Division.



**PLANNING & ZONING DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	Planning & Zoning Director	1	1	1	1	1	\$ 119,778
	Administrative Salaries Total	1	1	1	1	1	\$ 119,778
500.120 - Full Time Salaries	Assistant Planning & Zoning Director	1	1	1	1	1	\$ 81,709
	Economic Developer ¹	0	0	0	0	1	\$ 105,125
	<i>Service Award 5 yr</i>						\$ 876
	Admin. Assistant/ Special Events Coord.	1	1	1	1	1	\$ 40,225
	Chief Licensing Officer	1	1	1	1	1	\$ 70,889
	Senior Planner	1	1	1	1	1	\$ 69,373
	Planner	1	2	2	2	2	\$ 129,393
	Occupational Licensing Clerk	1	1	1	1	1	\$ 39,319
	GIS Technician	1	1	1	1	1	\$ 57,430
	Development Review Coord.	1	1	1	1	1	\$ 58,488
	Full Time Salaries Total	8	9	9	9	10	\$ 652,827
	Total	9	10	10	10	11	\$ 772,605

¹Transferred - Economic Developer position



0014000 - PLANNING & ZONING

	ACTUAL		ADOPTED AMENDED BUDGET		YEAR-END			
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
0014000 - PLANNING AND ZONING REVENUE								
321100 - LOCAL BUSINESS LICENSE TAX	1,149,353	1,038,145	1,200,000	1,200,000	1,079,058	1,200,000	1,225,000	1,225,000
329300 - ZONING HEARING FEES	97,163	76,510	100,000	100,000	57,875	75,000	65,000	65,000
329400 - ZONING PLAN REVIEW FEES	136,332	227,256	175,000	175,000	95,815	115,000	100,000	100,000
329401 - ZONING PERMIT REVIEW FEES	300	63,651	55,000	55,000	74,857	75,000	70,000	70,000
338100 - COUNTY BUSINESS TAX RECEIPTS	88,289	71,335	75,000	75,000	80,895	75,000	75,000	75,000
0014000 - PLANNING AND ZONING REVENUE TOTAL	1,471,437	1,476,897	1,605,000	1,605,000	1,388,500	1,540,000	1,535,000	1,535,000
Grand Total	1,471,437	1,476,897	1,605,000	1,605,000	1,388,500	1,540,000	1,535,000	1,535,000

00140005 - PLANNING & ZONING

	ACTUAL		ADOPTED AMENDED BUDGET		YEAR-END			
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	119,563	124,376	131,440	131,440	78,427	85,000	119,778	119,778
500120 - FULL TIME SALARIES	435,970	369,171	541,436	541,436	479,802	541,436	652,827	652,827
500125 - COMPENSATED ABSENCES	5,227	11,674	25,584	25,584	47,158	25,584	27,998	27,998
500140 - OVERTIME	694	21	1,000	1,000	0	1,000	250	250
500210 - FICA & MICA TAXES	41,744	38,752	54,090	54,090	45,271	54,090	61,918	61,918
500220 - RETIREMENT CONTRIBUTION	66,476	59,012	79,821	79,821	66,908	79,821	92,608	92,608
500230 - LIFE & HEALTH INSURANCE	71,120	55,699	94,631	94,631	104,545	112,160	148,758	148,758
PERSONNEL TOTAL	740,793	658,704	928,002	928,002	822,112	899,091	1,104,137	1,104,137
OPERATING								
500310 - PROFESSIONAL SERVICES	100,428	106,267	100,000	226,001	132,313	226,001	150,000	150,000
500340 - CONTRACTUAL SERVICES - OTHER	0	0	10,238	10,238	8,120	10,238	2,500	2,500
500400 - TRAVEL & PER DIEM	8,303	9,191	10,770	10,770	5,034	10,770	13,000	28,000
500410 - COMMUNICATION & FREIGHT	1,587	1,600	2,400	2,400	2,000	2,400	3,300	3,300
500461 - REPAIR & MAINT - VEHICLES	489	169	740	740	88	740	0	0
500470 - PRINTING & BINDING	4,494	3,878	8,000	8,000	5,923	8,000	14,000	14,000
500482 - PROMOTIONAL ACTIVITIES ECO DEV	0	0	0	0	0	0	90,500	90,500
500510 - OFFICE SUPPLIES	5,998	5,508	9,000	9,000	4,205	9,000	8,000	8,000
500520 - OPERATING SUPPLIES	1,411	2,531	5,700	5,700	2,203	5,700	4,000	4,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	3,634	3,555	9,925	9,925	2,973	9,925	9,784	9,784
OPERATING TOTAL	126,345	132,700	156,773	282,774	162,859	282,774	295,084	310,084
CAPITAL OUTLAY								
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	101,247	0	101,247	0	0
CAPITAL OUTLAY TOTAL	0	0	0	101,247	0	101,247	0	0
GRAND TOTAL	867,138	791,405	1,084,775	1,312,023	984,970	1,283,112	1,399,221	1,414,221



GENERAL GOVERNMENT



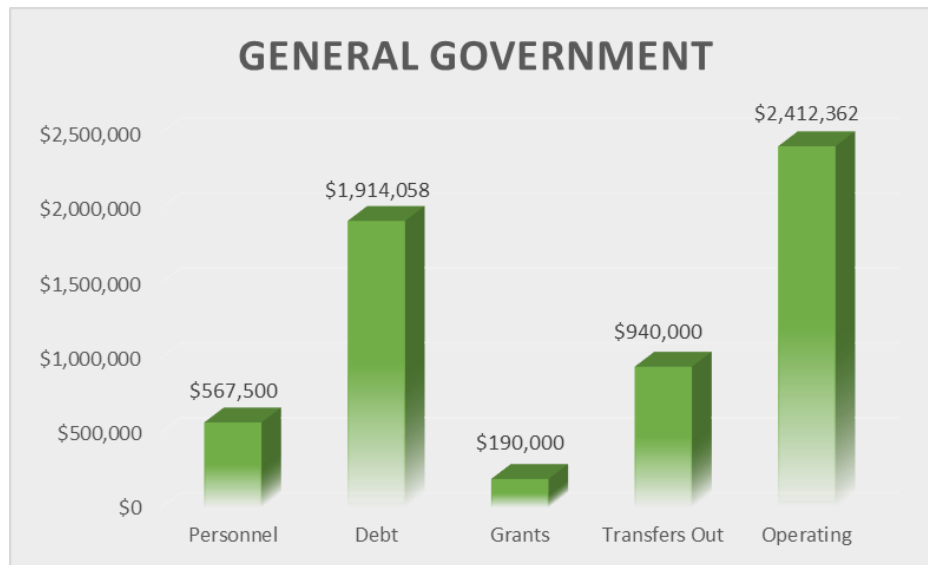
GENERAL GOVERNMENT FUNCTION

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 the General Fund Budget to other funds.
- Debt Service encompasses payments of principal and/or interest of the City's obligations.



GENERAL GOVERNMENT BUDGET HIGHLIGHTS



- **310 Professional Services** – The decrease in this account is attributable to the regulatory debt.
- **450 Insurance** – The increase in the account is attributable to the Cyber Coverage Insurance.
- **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 two additional schools.
- **910-915 Operating Transfers** – The budget includes transfers to the Infrastructure Replacement Fund, the OPEB (Other Post-Employment Benefits) fund, and the Capital Improvement fund.



0015000 - GENERAL GOVERNMENT

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2016-17	FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
0015000 - GENERAL GOVERNMENT REVENUE								
300100 - DESIGNATED FUND BALANCE	0	0	0	0	0	0	0	0
311100 - AD VALOREM TAXES - CURRENT	19,367,300	21,354,285	23,800,342	23,800,342	23,360,263	22,956,000	24,756,713	24,756,713
311200 - AD VALOREM TAXES-DELINQUENT	504,086	545,526	450,000	450,000	663,857	587,993	500,000	500,000
313100 - FRANCHISE FEES - ELECTRICITY	2,464,185	3,496,163	3,000,000	3,000,000	3,171,895	3,000,000	1,961,000	1,961,000
314100 - UTILITY TAXES - ELECTRICITY	7,503,945	8,267,782	7,600,000	7,600,000	6,037,417	7,850,000	7,600,000	7,600,000
314200 - COMMUNICATION SERVICES TAX	3,965,886	4,162,963	3,990,555	3,990,555	3,021,388	3,673,000	3,551,151	3,551,151
314300 - UTILITY TAXES - WATER	1,077,852	1,137,160	1,000,000	1,000,000	768,245	1,220,000	1,100,000	1,100,000
314400 - UTILITY TAXES - GAS	72,968	102,964	80,000	80,000	82,502	84,000	80,000	80,000
335120 - STATE SHARING REVENUE	1,328,824	1,410,964	1,410,672	1,410,672	1,390,879	1,335,854	1,540,428	1,540,428
335150 - ALCOHOLIC BEVERAGE TAX	74,235	74,344	70,000	70,000	79,806	71,520	70,000	70,000
335180 - HALF CENT SALES TAX	4,280,346	4,705,140	4,825,572	4,825,572	4,302,693	5,000,000	5,249,795	5,249,795
361100 - INTEREST INCOME	989,633	1,268,926	350,000	350,000	1,689,107	1,727,000	1,000,000	1,000,000
362100 - LEASE AGREEMENT-DORAL PREP	12	12	12	12	13	12	12	12
366000 - PRIVATE GRANTS & CONTRIBUTIONS	150,000	20,000	0	0	0	0	0	0
367100 - CHANGE IN INVEST VALUE	457,227	709,609	0	0	1,473,134	1,000,000	0	0
369100 - MISCELLANEOUS INCOME	48,896	6,134	35,000	35,000	46,036	43,000	35,000	35,000
369200 - PRIOR YEARS RECOVERY	104,065	65,003	50,000	50,000	13,757	13,500	30,000	30,000
369301 - SETTLEMENT - VIEWPOINT	0	87,500	0	0	0	0	0	0
0015000 - GENERAL GOVERNMENT REVENUE TOTAL	41,266,875	45,995,257	46,662,153	46,662,153	46,101,023	48,561,879	47,474,099	47,474,099
Grand Total	41,266,875	45,995,257	46,662,153	46,662,153	46,101,023	48,561,879	47,474,099	47,474,099

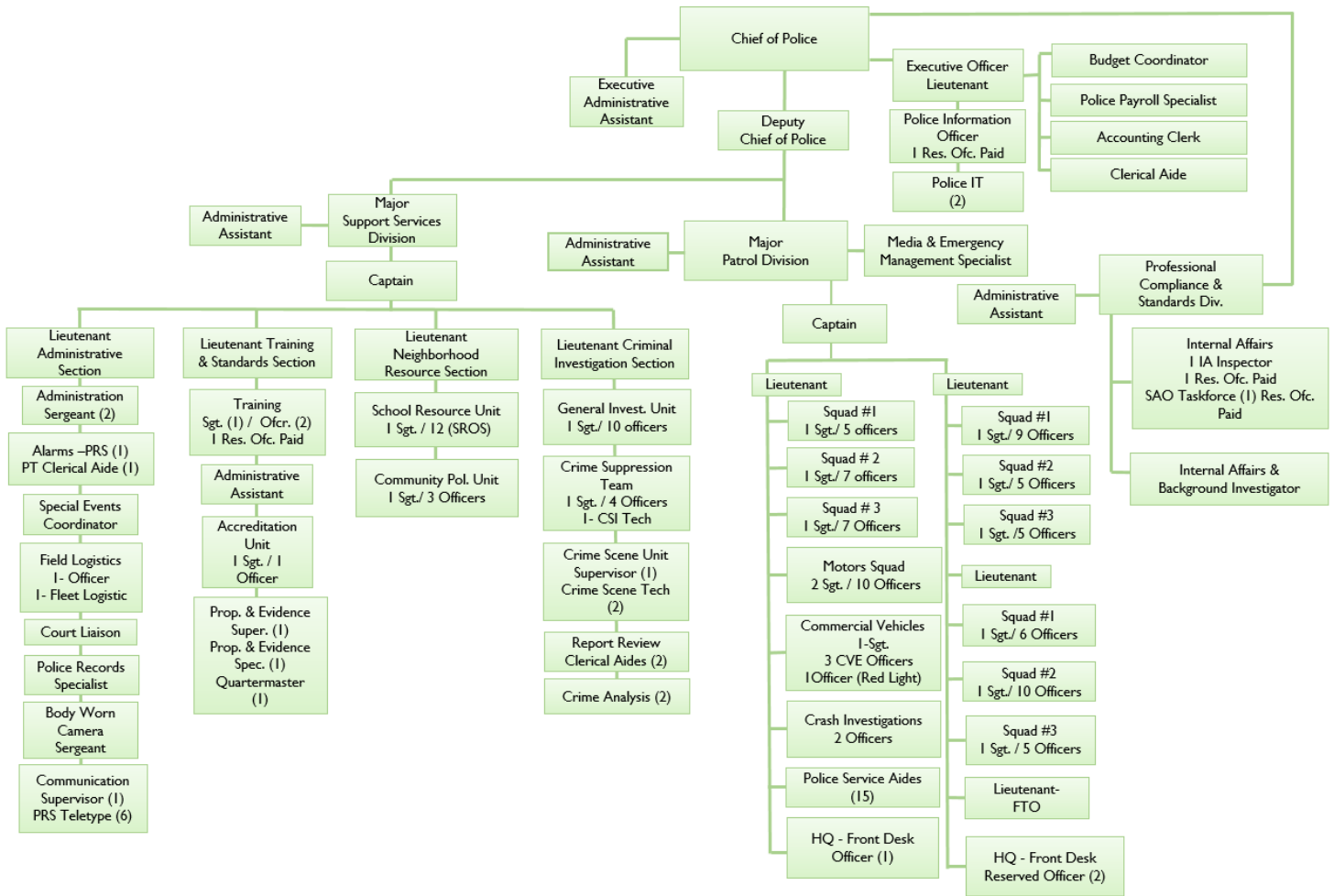


00150005 - GENERAL GOVERNMENT

	ACTUAL		ADOPTED	AMENDED	YEAR-END		PROPOSED	ADOPTED
	FY 2016-17	FY 2017-18	BUDGET	BUDGET	ACTUAL	ESTIMATE		
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
PERSONNEL								
500230 - LIFE & HEALTH INSURANCE	22,858	0	0	0	0	0	0	0
500240 - WORKERS COMPENSATION	569,383	516,758	560,000	560,000	361,283	560,000	560,000	560,000
500250 - UNEMPLOYMENT COMPENSATION	0	1,414	10,000	10,000	1,650	6,000	7,500	7,500
PERSONNEL TOTAL	592,241	518,172	570,000	570,000	362,933	566,000	567,500	567,500
OPERATING TRANSFERS								
500310 - PROFESSIONAL SERVICES	413,723	296,220	499,400	499,400	302,406	499,400	415,400	515,400
500340 - CONTRACTUAL SERVICES - OTHER	208,063	210,569	352,100	352,100	232,116	352,100	337,100	337,100
500400 - TRAVEL & PER DIEM	12,530	21,047	21,000	21,000	18,393	21,000	25,000	25,000
500402 - TRAVEL & PER DIEM-AWARDS	0	0	0	0	37,135	0	0	0
500410 - COMMUNICATION & FREIGHT	69,607	60,102	99,500	99,500	42,103	99,500	75,000	75,000
500430 - UTILITY SERVICES	155,763	130,975	169,020	169,020	147,382	169,020	158,020	158,020
500440 - RENTALS & LEASES	44,241	58,683	74,000	74,000	40,629	74,000	53,500	53,500
500450 - INSURANCE	682,946	677,702	751,000	751,000	795,063	751,000	806,000	806,000
500460 - REPAIR & MAINT - OFFICE EQUIP	1,719	4,397	4,800	4,800	4,095	4,800	4,800	4,800
500470 - PRINTING & BINDING	4,795	3,530	5,000	5,000	3,266	5,000	5,000	5,000
500490 - OTHER CURRENT CHARGES	38,272	58,938	78,100	78,100	65,893	78,100	81,500	106,500
500492 - CONTINGENT RESERVE	96,880	88,766	500,004	41,441	29,096	320,200	933,600	265,542
500494 - CURR.CHARGES - CULTURAL EVENTS	5,064	0	0	0	0	0	0	0
500520 - OPERATING SUPPLIES	17,950	26,924	41,000	41,000	26,740	41,000	50,500	50,500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	0	5,000	5,000	5,000	5,000	5,000	10,000	10,000
OPERATING TRANSFERS TOTAL	1,751,553	1,642,855	2,599,924	2,178,496	1,750,791	2,420,120	2,955,420	2,412,362
DEBT SERVICE								
500710 - DEBT SERVICE - PRINCIPAL	1,258,903	1,312,750	1,368,425	1,368,425	1,110,917	1,368,425	1,428,601	1,428,601
500712 - DEBT SERVICE - STATE OF FL	600	600	600	600	0	600	600	600
500720 - DEBT SERVICE - INTEREST	648,016	622,426	548,354	548,354	463,501	548,354	484,857	484,857
DEBT SERVICE TOTAL	1,907,519	1,935,776	1,917,379	1,917,379	1,574,418	1,917,379	1,914,058	1,914,058
GRANTS & AIDS								
500820 - GRANTS & AIDS	112,987	103,629	162,500	162,500	98,666	162,500	197,500	190,000
GRANTS & AIDS TOTAL	112,987	103,629	162,500	162,500	98,666	162,500	197,500	190,000
OPERATING TRANSFERS								
500910 - OPERATING TRANSFERS OUT	3,790,000	0	0	0	0	0	0	0
500912 - TRANSFER OUT-CAPITAL IMPRV FND	350,000	0	147,443	147,443	147,443	147,443	440,000	440,000
500914 - TRANSFER OUT-INFRASTR. REP. FUND	100,000	500,000	1,165,356	1,165,356	1,165,356	1,165,356	300,000	300,000
500915 - TRANSFER OUT-OPEB LIABILITY	0	500,000	400,000	400,000	400,000	400,000	200,000	200,000
OPERATING TRANSFERS TOTAL	4,240,000	1,000,000	1,712,799	1,712,799	1,712,799	1,712,799	940,000	940,000
Grand Total	8,604,301	5,200,431	6,962,602	6,541,174	5,499,607	6,778,798	6,574,478	6,023,920



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 2019

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

- **Crime Rate**
The Police Department reports a significant decrease in overall crime in Doral of 15.4% for 2018, per the Florida Department of Law Enforcement (FDLE) annual report. This reduction in the overall crime rate can be attributed to the strong relationships and open lines of communication the Department has with residents and business owners, as well as, the proactive enforcement details that are conducted on a daily basis by both uniformed and plain-clothes officers.

negative impact in the Police Department's delivery of public safety services to the community.
- **Hires**
In order to meet the increasing public safety demands of City, the Department added a Property and Evidence Supervisor, a Quartermaster, and an Administrative Assistant. In addition, twelve (12) Police Officers and four (4) Reserve Officers were added to the ranks. Two of the Reserve Officers were assigned to the Desk Operations Center, one was designated to manage the Body Worn Camera Program that was implemented at the beginning of the year, and one was assigned to the Internal Affairs Section. A civilian Public Information Officer was hired to better communicate with the media and the community.
- **School Safety and Security**
The past year brought along significant challenges for the Police Department in school security. Specifically, the Marjorie Stoneman Douglas High School Public Safety Act forced police agencies across the state to evaluate the manner in which school security and safety was being handled. Sworn personnel were reassigned to provide coverage during the entire school year at four (4) public schools, six (6) charter schools, and one (1) private school. This reassignment of personnel did not present a
- **Training**
A well-trained force is the cornerstone of any law enforcement agency. To that end, the Department remains committed to ensuring that sworn and non-sworn personnel receive continuous training to



maintain state-mandated standards. All personnel are encouraged to seek training and educational opportunities that will further enhance the abilities to fulfill existing job duties and prepare for potential future openings within the Department. The Training Section conducted two eight-week academies for Public Service Aides where over 40 PSAs from various law enforcement agencies throughout South Florida successfully completed the course. The Training Section held a 40-hour First Line Supervision Course for Departmental Lieutenants and Sergeants. An additional course is planned for the end of FY 2019 and another one in FY 2020. In addition, a consultant was brought into train supervisors in Critical Incident Management and Response to Active Shooter Situations.

- **Fleet**
The Police Department remains committed to updating its aging fleet. A total of 33 new vehicles were acquired to include 16 marked Police vehicles, 2 marked Police Service Aide vehicles, 9 unmarked vehicles, 3 pick-up trucks, 2 sport utility vehicles for the Chief and Deputy Chief, and a 24-passenger bus to be used for activities with the Police Explorers. In addition, 12 new Harley Davidson motorcycles were leased when the old lease expired.
- **Police Equipment**
The Department acquired ballistic armor, handguns, handheld radios, and electronic control devices (Tasers) to outfit the recently hired Officers.



POLICE DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL 2016-17	ACTUAL 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Administrative:				
Internal Investigations Conducted	7	35	35	40
Vehicles Purchased	25	24	33	25
Communications:				
Total Calls for Service	26507	25300	29095	33459
Crime Analysis:				
Total Violent Crimes	86	80	92	106
Total Non-Violent Crimes	1616	1496	1720	1978
Total Crime Offenses	1702	1576	1812	2083
Patrol:				
Total Arrests	1316	1254	1442	1658
Citations-Violations	19702	28891	33224	38207
Criminal Investigation Division:				
Total Cases Assigneed	752	751	863	992
Total Cases Cleared	322	129	148	170
Total Arrests	172	131	150	172
Crime Scened Processed BY CSI ONLY	451	434	579	666



POLICE OBJECTIVES FOR FY 2020

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 is committed to the successful and proven community-based policing model as the means to continue addressing issues of public safety and quality of life with the overall goal of preventing and reducing crime. As well as, continuing to build relationships and further develop existing ones with residents, business owners, and the administrators of the various schools and other educational facilities in Doral.
- **School Safety and Security**
The Police Department's commitment to the children who attend schools in Doral remains unchanged. This coming school year the Department will continue to staff four public schools, seven charter schools; including a new charter school which will become operational in August 2019, and one private school.
- **Emergency Operations Center**
Under the direction of the Mayor and City Council, the Police Department was tasked with designing and developing a Divisional Emergency Operations Center (EOC) that will be located within the Police Station. The EOC will be utilized during hurricanes that threaten Doral and surrounding areas in South Florida, as well as, any large scale situation or event that impacts public safety concerns in our City. As a divisional EOC
- the cities of Medley, Miami Springs, and Virginia Gardens will staff the EOC with their respective representative ensuring that communications and requests for assistance are a seamless process.
- **Real Time Information Center**
The Police Department will convert its existing Communications Unit to a Real Time Information Center. This will increase the efficiency of personnel presently assigned and allow said personnel to handle other tasks resulting in a more productive application of resources.
- **Integration of the Mobile CAD**
The Police Department will be integrating the Mobile Computer Assisted Dispatch (CAD) platform that is presently utilized by the Miami-Dade Police Department in the answering of calls from the public and the subsequent dispatch of those calls to Doral Police units. This will result in a more efficient and accurate outcome in the way calls for service affecting Doral residents and businesses are managed and transcribed.
- **Continued Hiring and Promotions**
As the City of Doral continues to grow, so do the public safety needs of the vibrant and thriving community. The Police Department is committed to continue hiring qualified, certified and non-certified candidates to fill the ranks of Police Officers as vacancies



arise. Police Service Aides will also be hired as necessary. PSA's play an integral role in the manner in which the Department delivers services, particularly responding to non-emergency calls and the investigation of traffic crashes.

- **Creation of a Park Rangers Unit**
The Police Department is committed to ensuring that the City's Parks maintain the world class reputation it has developed. Therefore, the position of Park Ranger was created in conjunction with the Parks Department. This non-sworn position will be tasked with handling non-emergency situations within the Parks, enforcing City Ordinances, and assisting the public.
- **Increasing the Size of the Traffic Section**
The Doral Police Department's Traffic Section is comprised of the Motors Squads, the Commercial Vehicle Enforcement Unit, the Crash Investigations Unit, the Red-Light Camera Unit, and the Police Service Aides. The Motors Unit was increased by one Officer during FY 2019 and as the hiring of new personnel continue the Department anticipates an additional two new Officers. A new Sergeant was assigned to the Commercial Vehicle Enforcement Unit. It is projected that the addition of personnel along with the various traffic enforcement details that will be conducted throughout FY

2020 will result in an increase in both parking and traffic citations.

- **Reintroduction of Bicycle Patrols**
The Doral Police Department's Bicycle Unit was disbanded in FY 2018 and its personnel were assigned to the eleven schools that are staffed during the school year. As a result of the hiring of new personnel, the Department is in the position to reestablish bicycle patrols within our community and reap the benefits of this proven method of patrolling.
- **Growth by Annexation of Three Sections of Unincorporated Miami-Dade County**
It is projected that sometime in the coming year the City of Doral will annex three sections of land in the north end of the City. These sections are comprised of commercial and industrial businesses as well as Federal, State, and County facilities. While the annexation of these three sections will not result in an increase to the population of the City, there will be some impact to the amount of calls for service the Department will be handling. The Police Department will restructure its areas of patrol into three zones instead of the present two currently in effect. Doing so will allow the Department to answer calls for service and conduct enforcement in an efficient and productive manner.



POLICE STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	BUDGET FY 2019-20	ASSOCIATED COST
<u>Organizational Efficiency: Visibility</u>	This initiative includes the hiring of 15 more Officers, 4 Sergeant, 2 Park Rangers 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.	\$ 2,037,447.64
TOTAL		\$ 2,037,447.64



POLICE BUDGET HIGHLIGHTS



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

- **110-230 Personnel Costs** - For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increased by 6% city-wide. There was also an increase in personnel by fifteen (15) Police Officers, four (4) Police Sergeants, two (2) Park Rangers, two (2) Police Services Aides, and one (1) Executive Officer to the Chief of Police.
- **310 Professional Services** – There was a decrease due to the elimination of the Inner circle Training group line item.
- **342 School Crossing Guards** – There was an increase in the School Crossing Guards account due to using actual numbers to budget.
- **350 Investigations** – There was an increase to this account in order to establish a fund for the disbursement of monies to defray authorized expenditures incurred for the investigation into criminal activity and suspected crimes committed within the City.
- **440 Rental and Leases** – There was an increase due to the Downtown neutral space lease/mini station.
- **510 Office Supplies** – There was an increase in the account in order to supply all Police Buildings.
- **520 Operating Supplies** – There was an increase in Police uniform and gear, as well as, the purchase of Narcan nasal spray and bleeding control kits.
- **540 Dues/ Subscriptions/ Memberships** – There was an increase in this account due to the training of new recruits in order to promote within and send employees to the Police Academy.
- **640 Capital Outlay Office** - Covers purchase of ballistic shields, guns, tasers, and ballistic vests to increase protection.
- **641 Capital Outlay Vehicles** – This account is used to fund the replacement of seven (7) Police Vehicles, one (1) Property and Evidence Cargo Minivan, one (1) Quartermaster Truck and, one (1) Utility cargo for training.



**POLICE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	AMENDED	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1	1	\$ 161,561
	Administrative Salaries Total	1	1	1	1	1	1	\$ 161,561
500.121 - Full Time Salaries Sworn	Deputy Chief	1	1	1	1	1	1	\$ 135,757
	Major	1	2	2	2	2	2	\$ 220,666
	Captain	6	5	5	2	2	2	\$ 208,112
	Lieutenant	6	6	6	9	9	9	\$ 781,019
	Sergeant ¹	18	19	19	20	20	24	\$ 1,704,573
	<i>Service Award 5 yr</i>							\$ 563
	Executive Officer to the Chief of Police	0	0	0	0	0	1	\$ 104,905
	Internal Affairs Inspector ²	0	0	0	0	1	1	\$ 102,853
	Internal Affairs & Background Investigator ³	0	0	0	0	1	1	\$ 58,870
	Police Officer / Trainee ⁴	90	97	97	110	110	125	\$ 7,178,687
	<i>Service Award 5 yr</i>							\$ 5,014
	<i>Service Award 10 yr</i>							\$ 4,230
	Police Officer / Reserve ⁷	5	2	6	10	10	9	\$ 386,100
	Police Non-Paid Reserve	10	10	4	4	4	4	\$ -
	Auxiliary Officer	1	1	1	1	1	1	\$ -
	Full Time Sworn Salaries Total	138	143	141	159	161	180	\$ 10,891,348
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	1	1	1	1	\$ 73,939
	Administrative Assistant	3	3	3	4	4	4	\$ 175,206
	Criminal Inv. & Evidence Supervisor	1	1	1	1	1	1	\$ 66,504
	Crime Scene Technician	2	3	3	3	3	3	\$ 135,046
	Police Service Aide ⁵	11	13	13	15	15	17	\$ 579,499
	<i>Service Award 5 yr</i>							\$ 321
	Court Liaison Coordinator	1	1	1	1	1	1	\$ 56,085
	Clerical Aide	3	3	1	1	1	1	\$ 45,754
	<i>Service Award 15 yr</i>							\$ 3,432
	Police Review Specialist ⁶	0	0	2	2	1	1	\$ 40,310
	Police Crime Analyst Specialist ⁶	2	2	2	2	3	3	\$ 165,127
	Police Field Logistics Specialist	1	1	1	1	1	1	\$ 47,066
	<i>Service Award 10 yr</i>							\$ 1,569
	Police Budget Coordinator	1	1	1	1	1	1	\$ 86,613
	Records Specialist	1	1	1	1	1	1	\$ 46,851
	Records Specialist / Teletype	7	7	7	6	6	6	\$ 250,637
	<i>Service Award 5 yr</i>							\$ 686
	Record Management Specialist	1	1	1	1	1	1	\$ 42,628
	NEW - Park Ranger	0	0	0	0	0	2	\$ 38,544
	Police Property & Evidence Supervisor	0	0	0	1	1	1	\$ 42,140
	Property & Evidence Specialist	0	1	1	1	1	1	\$ 43,553
	<i>Service Award 5 yr</i>							\$ 363
	Police Special Events Coordinator	1	1	1	1	1	1	\$ 56,692
	Payroll Specialist	1	1	1	1	1	1	\$ 44,724
	Media & Emergency Management Specialist	1	1	1	1	1	1	\$ 94,170
	<i>Service Award 5 yr</i>							\$ 785
	Public Safety Technical Services Manager	1	1	0	0	0	0	\$ -
	Public Safety Technical Services Supervisor	0	0	1	1	1	1	\$ 85,466
	<i>Service Award 5 yr</i>							\$ 712
	Accounting Clerk	0	0	1	1	1	1	\$ 39,311
	Quartermaster	0	0	0	1	1	1	\$ 41,867
	Community Policing Specialist	0	1	1	1	0	0	\$ -
	<i>Title changed to Public Information Officer</i> ⁷	0	0	0	0	1	1	\$ 82,283
	Civilian Investigator	0	1	1	1	0	0	\$ -
	Communication Supervisor	0	1	1	1	1	1	\$ 52,968
	IT Technician - Public Safety	1	1	1	1	1	1	\$ 54,291
	Full Time Salaries Total	40	47	48	52	51	55	\$ 2,495,141



**POLICE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	AMENDED	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
500.130 - Other Salaries	Part Time							
	Clerical Aide	1	1	1	1	1	1	\$ 33,638
	Other Salaries Total	1	1	1	1	1	1	\$ 33,638
	Total	180	192	191	213	214	237	\$ 13,581,689

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions

¹ NEW - Four (4) Police Sergeant positions

² FY 2018-19 POSITION ADDED - Internal Affairs Inspector

³ FY 2018-19 RECLASSIFIED - Civilian Investigator (Non-Sworn) to Internal Affairs & Background Investigator (Sworn)

⁴ NEW - Fifteen (15) Police Officers positions

⁵ NEW - Two (2) Police Service Aide

⁶ FY 2018-19 RECLASSIFIED - One (1) Police Review Specialist to Police Crime Analyst Specialist

⁷ FY 2018-19 Title changed from Community Policing Specialist to Public Information Officer
One (1) Police Reserve Officer was removed



0016000 - POLICE

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2016-17	FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
0016000 - POLICE REVENUE								
313920 - TOWING FEES	11,235	11,820	10,000	10,000	12,205	12,000	11,000	11,000
329200 - ALARM PERMITS	253,458	259,979	280,000	280,000	200,114	215,000	230,000	230,000
331206 - FDOT HVE GRANT	14,984	0	0	0	0	0	0	0
334200 - STATE OF FL JAG GRANT -2009	16,633	0	0	0	6,319	0	0	0
342100 - POLICE SERVICES	806,075	725,345	750,000	750,000	850,410	650,000	775,000	775,000
342110 - POLICE SERVICES - RECORDS	10,510	7,200	10,000	10,000	7,782	7,700	10,000	10,000
342115 - SCHOOL CROSSING GUARDS	72,122	81,165	65,000	65,000	68,188	79,000	70,000	70,000
342120 - POLICE SERVICE-MDC SCHOOLS	0	0	-126,317	126,317	140,352	126,000	126,317	126,317
342130 - POLICE SERVICES-SCHOOL OFFICER	0	28,424	-448,378	448,378	532,950	497,420	497,420	497,420
351100 - JUDGEMENTS & FINES	207,670	268,016	225,000	225,000	377,144	400,000	280,000	280,000
351150 - SAFETY REDLIGHT CAMERAS	5,421	1,101,906	910,000	910,000	1,307,976	1,300,000	1,125,000	1,125,000
369103 - POLICE AUTO TAKE HOME PGM	92,663	57,887	50,000	50,000	52,350	52,000	50,000	50,000
369105 - PD MISC-SRO OT RECOVERY	0	0	-	0	20,088	0	0	0
0016000 - POLICE REVENUE TOTAL	1,490,771	2,541,742	2,874,695	2,874,695	3,564,739	3,339,120	3,174,737	3,174,737
GRAND TOTAL	1,490,771	2,541,742	2,874,695	2,874,695	3,564,739	3,339,120	3,174,737	3,174,737

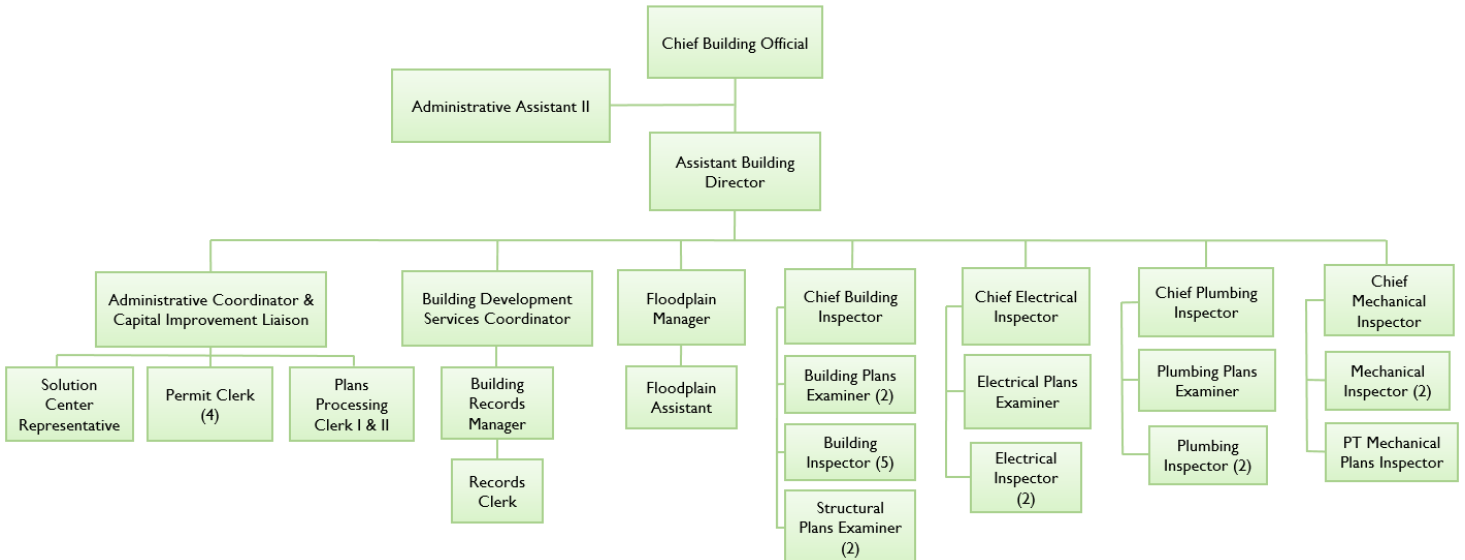


00160005 - POLICE

	ADOPTED		AMENDED		YEAR-END			
	ACTUAL	ACTUAL	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	154,395	169,047	155,046	155,046	143,067	155,046	161,561	161,561
500120 - FULL TIME SALARIES	1,641,923	1,907,931	2,253,481	2,253,481	1,994,032	2,253,481	2,495,142	2,495,142
500121 - FULL TIME SALARIES - SWORN	7,522,057	8,236,660	9,642,592	9,642,592	8,790,732	9,642,592	10,934,249	10,891,349
500125 - COMPENSATED ABSENCES	404,140	395,618	446,645	446,645	336,323	446,645	473,942	473,942
500130 - OTHER SALARIES	26,005	25,714	33,197	33,197	21,495	33,197	33,638	33,638
500140 - OVERTIME	686,952	799,905	1,586,250	1,586,250	1,072,482	1,586,250	1,000,000	1,143,905
500144 - OVERTIME - HOLIDAY PAY	368,873	158,609	0	0	0	0	0	0
500150 - SPECIAL PAY - OFF DUTY	615,316	630,076	640,000	640,000	686,829	640,000	640,000	640,000
500151 - SPECIAL PAY - DIFFERENTIAL	168,401	198,847	200,000	200,000	157,279	200,000	200,000	200,000
500152 - SPECIAL PAY - INCENTIVE	102,411	113,034	97,500	97,500	106,115	97,500	115,000	115,000
500210 - FICA & MICA TAXES	861,386	933,074	1,152,877	1,152,877	979,038	1,152,877	1,229,284	1,237,011
500220 - RETIREMENT CONTRIBUTION	2,432,197	2,706,026	3,170,310	3,170,310	2,773,586	3,170,310	3,493,703	3,526,182
500230 - LIFE & HEALTH INSURANCE	1,681,723	1,969,034	2,526,150	2,526,150	2,226,171	2,526,150	2,901,139	2,901,139
PERSONNEL TOTAL	16,665,779	18,243,574	21,904,048	21,904,048	19,287,148	21,904,048	23,677,658	23,818,869
OPERATING								
500310 - PROFESSIONAL SERVICES	65,188	31,190	30,100	30,100	22,428	30,100	26,850	26,850
500342 - CONT - SCHOOL CROSSING GUARDS	177,420	206,455	200,000	206,030	182,129	200,000	210,000	210,000
500343 - CONTR-SAFETY REDLIGHT CAMERAS	0	499,675	561,000	561,000	483,367	561,000	561,000	561,000
500350 - INVESTIGATIONS	394	25	1,500	1,500	455	1,500	6,500	6,500
500400 - TRAVEL & PER DIEM	44,034	39,709	40,000	33,970	25,164	40,000	40,000	40,000
500410 - COMMUNICATION & FREIGHT	19,322	19,864	24,800	24,800	16,288	24,800	24,800	24,800
500440 - RENTALS & LEASES	148,095	130,922	148,900	148,900	130,959	148,900	168,784	168,784
500460 - REPAIR & MAINT - OFFICE EQUIP	223,887	212,413	143,150	147,374	137,255	147,374	98,650	98,650
500470 - PRINTING & BINDING	7,307	7,357	8,000	8,000	4,331	8,000	8,000	8,000
500480 - PROMOTIONAL ACTIVITIES	6,156	5,028	4,000	4,000	3,149	4,000	7,500	7,500
500510 - OFFICE SUPPLIES	24,164	24,347	26,625	26,625	23,837	26,625	27,956	27,956
500520 - OPERATING SUPPLIES	328,210	220,051	241,100	242,700	166,966	242,700	308,650	434,749
500521 - OPERATING SUPPLIES - FUEL	13,371	14,045	18,000	18,000	15,455	18,000	18,000	18,000
500523 - OP SUPP - COMMUNITY SERVICES	56,036	56,388	65,000	65,000	59,178	65,000	68,150	68,150
500527 - OPERATING SUPPLIES - CRYWOLF A	24,106	24,808	25,358	25,358	24,671	25,358	25,358	25,358
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	52,988	45,828	68,780	68,780	59,917	68,780	112,125	119,625
OPERATING TOTAL	1,190,676	1,538,104	1,606,313	1,612,137	1,355,549	1,612,137	1,712,323	1,845,922
CAPITAL OUTLAY								
500620 - CAPITAL - BUILDING	4,871,188	74,884	0	87,338	86,832	87,338	0	0
500640 - CAPITAL OUTLAY - OFFICE	239,727	197,096	59,700	74,526	66,262	74,526	102,356	102,356
500641 - CAPITAL OUTLAY - VEHICLES	623,232	576,687	220,394	596,105	460,539	475,105	246,027	246,027
500642 - DOJ BRYNE GRANT CAPITAL OUTLAY	16,633	0	0	0	0	0	0	0
500650 - CONSTRUCTION IN PROGRESS	0	0	0	1,026,590	988,696	1,026,590	0	0
CAPITAL OUTLAY TOTAL	5,750,780	848,667	280,094	1,784,560	1,602,329	1,663,560	348,383	348,383
Grand Total	23,607,235	20,630,345	23,790,455	25,300,745	22,245,027	25,179,745	25,738,364	26,013,174



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 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 served. The Department is committed to providing quality services to all citizens through excellence in customer service, timely delivery, innovation, high level of professionalism, and continuous improvement. The Building Department believes that through education and cooperation, it can build positive working relationships within the building community, consumers, and citizens alike.



BUILDING DEPARTMENT ACCOMPLISHMENTS FOR FY 2019

- The Department continues to be the lead for the 2020 Development Services Software implementation. The RFP was awarded early in the year and the contract was executed in the Spring. An anticipated kickoff date is expected in Fall 2019.
- HOA Outreach Program with Mayor & City Manager’s Offices.
- The Department maintained auditing activities implemented because of The Doug Williams’ Group Process Improvement Study and the Mayor’s 2018 Building Task Force Recommendations.
- The Department maintained the DoralQ lobby Management system.
- The Department updated and modified its internal and external dashboards to more accurately reflect defined metrics and performance.
- The Department completed the installation of an interactive Customer Survey Program in the Solution Center which services all 2nd floor departments and developed reporting methodologies with IT.
- Interdepartmental and 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, facilitating dialogue across all departments and disciplines.
- The 2019 Procedures and Processes Manual (SOP) was completed and issued.
- Work has begun with Public Affairs for the ADA Awareness, Mobile Permitting, and Did You know...? video series.

BUILDING DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL 2016-17	ACTUAL 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Permits Issued ¹	7,791	5,749	7,089	6,766
Plans Reviews Completed	34,008	22,991	23,145	22,092
Inspections Completed	54,622	33,035	44,997	42,950
Overall Revenue (All accounts) ²	\$ 6,420,937	\$ 8,101,283	\$ 6,937,158	\$ 6,621,517.31
Overall Expenses (All accounts)	\$ 4,005,606	\$ 3,715,534	\$ 3,851,760	\$ 4,530,298.00

¹ - Permits issued includes Building, Electrical, Mechanical, Plumbing, Roofing, and Sign Master Permits

² - Revenue includes amounts collected toward Building Technology Fund beginning in FY18



BUILDING DEPARTMENT OBJECTIVES FOR FY 2020

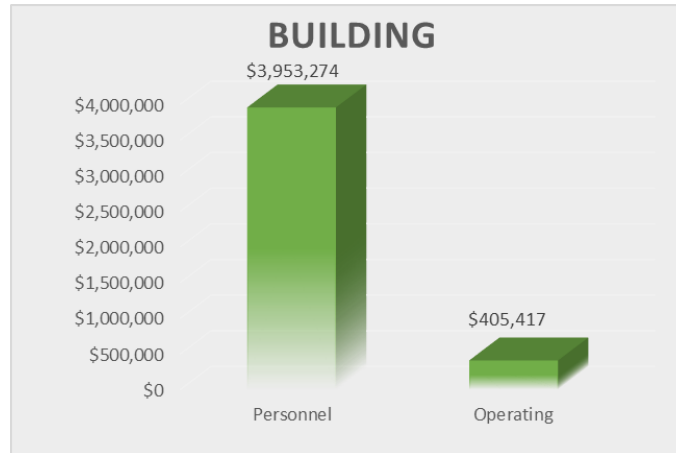
- Control: Customer Service
 - Work towards achieving efficiencies in repetitive processes.
 - Refine policies and procedures with an emphasis in Lean Management and Resource and Waste Reduction.
 - Evaluate value-add services that the Department can provide to customers.
 - Analyze department layout to maximize efficacy of clerical and technical staff. This effort will be in association with Management Partners consulting firm and City Manager’s office.
- 2020 Development Services Software Implementation (Electronic Application Submittal & Electronic Plans Review Program across four departments).
- Continue Public Outreach Program including Building Safety Month Initiatives, Hurricane Fair Participation, etc.
- Provide Permit Application Submittal & Floodplain Management Workshops.
- Maintain Employee Retention Program through training and certification.
- Transition key staff into leadership roles for a more effective and efficient department.

BUILDING DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	BUDGET FY 2019-20	ASSOCIATED COST
SmartCity: Coordination, Management and Implementation of new Development Services Software	Permitting System (with IT Dept) and funded by Bldg Tech Fund	See IT Budget
Communication: Public education & outreach	Continue hospitality programming for educational events (e.g. "Bagels with Building")	\$ 3,000.00
TOTAL		\$ 3,000.00



BUILDING DEPARTMENT BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** - For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide. The increase in the 140 Overtime account is allocated toward programs and services that are recoverable (user fee paid by customer) by the Department and for additional after-hours public outreach as part of the Mayor's Strategic Planning Objectives.
- **470 Printing & Binding** – Increase for FY 20 is to meet Mayor's Task Force Objectives,

Permitting Consultant's Recommendations and Strategic Objectives of "Communication" and "Organizational Efficiency" and "SmartCity" by providing rebranded materials in the Solution Center and clarifying messaging across the development services departments. Items in this category also maintain the city's participation in the Community Rating System (CRS) and National Flood Insurance Program (NFIP).



**BUILDING DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	Building Official	1	1	1	1	1	1	\$ 138,826
	Administrative Salaries Total	1	1	1	1	1	1	\$ 138,826
500.120 - Full Time Salaries	Assistant Building Director	1	1	1	1	1	1	\$ 115,705
	Administrative Assistant	1	1	1	0	0	0	\$ -
	Administrative Assistant II	0	0	0	1	1	1	\$ 38,925
	Administrative Coordinator	1	1	1	1	1	0	\$ -
	<i>Title changed for Administrative Coordinator & Capital Improvement Liaison ¹</i>	0	0	0	0	0	1	\$ 69,854
	Building Development Service Coord.	1	1	1	1	1	1	\$ 61,439
	Building Clerk	1	1	1	1	0	0	\$ -
	<i>Reclassified to Plans Processing Clerk II ²</i>	0	0	0	0	1	1	\$ 39,967
	Building Records Clerk	2	2	2	1	2	2	\$ 81,218
	Building Records Manager	0	0	0	1	0	0	\$ -
	Plans Processing Clerk I	2	2	2	1	1	1	\$ 40,460
	Flood Plain Assistant	0	0	0	1	1	1	\$ 47,435
	Permit Clerk	4	4	4	4	4	4	\$ 152,722
	Chief Building Inspector	1	1	1	1	1	1	\$ 100,447
	Flood Plain Manager	1	1	1	1	1	1	\$ 87,649
	<i>Service Award 5 yr</i>							\$ 730
	Building Plans Examiner & Sr. Plans Examiner	2	0	0	0	0	0	\$ -
	Building Inspector	4	5	5	5	5	5	\$ 354,788
	<i>Service Award 5 yr</i>							\$ 685
	Chief Mechanical Inspector	1	1	1	1	1	1	\$ 105,195
	Mechanical Inspector	2	2	2	2	2	2	\$ 145,899
	<i>Service Award 5 yr</i>							\$ 637
	Chief Plumbing Inspector	1	1	1	1	1	1	\$ 105,195
	<i>Service Award 15 yr</i>							\$ 7,890
	Plumbing Inspector	3	2	2	2	2	2	\$ 148,743
	<i>Service Award 5 yr</i>							\$ 679
	Plans Examiner	0	4	4	4	4	4	\$ 313,279
	<i>Service Award 5 yr</i>							\$ 637
	Chief Electrical Inspector	1	1	1	1	1	1	\$ 105,195
	Electrical Inspector	2	2	2	2	2	2	\$ 127,774
	Lead Electrical Inspector	1	0	0	0	0	0	\$ -
	Permitting Information Analyst I	1	1	1	0	0	0	\$ -
	Solution Center Representative	1	1	1	1	1	1	\$ 37,345
	Structural Plans Examiner ³	2	2	2	2	1	1	\$ 102,171
	Full Time Salaries Total	36	37	37	36	35	35	\$ 2,392,663
500.130 - Other Salaries	Plans Examiners & Inspectors-P/T	2	1	1	1	1	1	\$ 50,118
	Structural Plans Examiner ³	0	0	0	0	1	1	\$ 77,236
	Other Salaries Total	2	1	1	1	2	2	\$ 127,354
	Total	39	39	39	38	38	38	\$ 2,658,843

¹ Title Changed from Administrative Coordinator to Administrative Coordinator & Capital Improvement Liaison

² FY 2018-19 RECLASSIFIED - Building Clerk to Plans Processing Clerk II

³ FY 2018-19 RECLASSIFIED -Structural Plans Examiner full time to part time



0017000 - BUILDING

	ACTUAL FY 2016-17	ACTUAL FY 2017-18	ADOPTED BUDGET FY 2018-19	AMENDED BUDGET FY 2018-19	ACTUALS FY 2018-19	YEAR-END ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
0017000 - BUILDING REVENUE								
322100 - BUILDING PERMITS	6,768,270	6,551,616	5,900,000	5,900,000	312,921	6,800,000	5,900,000	5,900,000
329101 - OTHER FEES - BOILER FEES	31,813	26,984	33,000	33,000	2,195	27,386	33,000	33,000
329500 - CERTIFICATES OF OCCUPANCY	476,561	421,641	475,000	475,000	24,623	460,000	475,000	475,000
329600 - CONCURRENCY FEES	148,272	111,828	120,000	120,000	4,456	143,000	120,000	120,000
341302 - OPTIONAL PLAN REVIEW FEE	51,053	570	100,000	100,000	0	570	100,000	100,000
341303 - BUILDING TRAINING FEES	12,000	0	75,000	75,000	0	26,323	75,000	75,000
341902 - BLDG ADMINISTRATIVE FEES	188,323	132,681	132,000	132,000	7,556	136,000	132,000	132,000
341903 - BLDG RECORDS REQUEST	85,077	85,364	75,000	75,000	6,969	77,100	75,000	75,000
342901 - BLDG RECERT FEES 40-YR	5,700	15,160	10,000	10,000	860	11,000	10,000	10,000
359101 - FINES - PERMIT VIOLATIONS	0	0	0	0	0	0	0	0
369101 - BLDG MISC - OT RECOVERY	244,703	443,545	363,000	363,000	30,995	450,000	363,000	363,000
369102 - BLDG MISC - COPY SCAN FEES	90,511	102,125	90,000	90,000	6,021	100,000	90,000	90,000
0017000 - BUILDING REVENUE Total	8,102,282	7,891,512	7,373,000	7,373,000	396,596	8,231,379	7,373,000	7,373,000
Grand Total	8,102,282	7,891,512	7,373,000	7,373,000	396,596	8,231,379	7,373,000	7,373,000

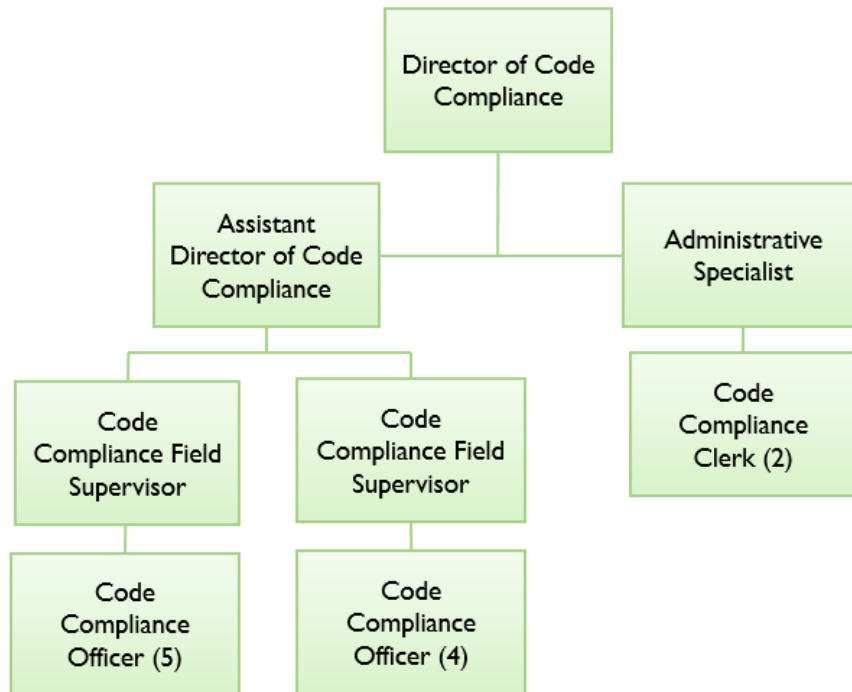


00170005 - BUILDING

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2016-17	FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	122,947	128,078	138,826	138,826	10,108	129,801	138,826	138,826
500120 - FULL TIME SALARIES	2,062,825	2,074,612	2,392,664	2,392,664	156,057	2,232,880	2,392,664	2,392,664
500125 - COMPENSATED ABSENCES	35,992	40,075	93,659	93,659	0	125,451	93,659	93,659
500130 - OTHER SALARIES	83,198	127,832	127,354	127,354	10,754	48,215	127,354	127,354
500140 - OVERTIME	89,685	160,433	114,000	114,000	9,175	135,000	114,000	114,000
500143 - OVERTIME -BLDG OPTION PLAN REV	20,265	0	0	0	0	0	0	0
500210 - FICA & MICA TAXES	176,348	184,619	219,873	219,873	13,571	203,973	219,873	219,873
500220 - RETIREMENT CONTRIBUTION	259,857	261,353	311,693	311,693	19,940	282,617	311,693	311,693
500230 - LIFE & HEALTH INSURANCE	431,658	471,069	555,205	555,205	42,527	550,000	555,205	555,205
PERSONNEL TOTAL	3,282,775	3,448,070	3,953,274	3,953,274	262,133	3,707,937	3,953,274	3,953,274
OPERATING								
500310 - PROFESSIONAL SERVICES	312,033	286,898	300,000	313,556	0	330,000	300,000	300,000
500400 - TRAVEL & PER DIEM	11,685	10,357	13,822	13,822	635	16,802	13,822	13,822
500410 - COMMUNICATION & FREIGHT	2,400	2,400	2,500	2,500	0	2,500	2,500	2,500
500460 - REPAIR & MAINT - OFFICE EQUIP	542	280	1,645	1,645	0	1,645	1,645	1,645
500461 - REPAIR & MAINT - VEHICLES	3,992	5,830	9,824	11,554	0	13,668	9,824	9,824
500470 - PRINTING & BINDING	5,016	4,997	11,550	11,550	0	7,325	11,550	11,550
500510 - OFFICE SUPPLIES	10,609	7,607	12,000	12,000	0	12,000	12,000	12,000
500520 - OPERATING SUPPLIES	19,768	13,010	25,000	25,000	0	29,791	25,000	25,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,333	9,213	9,597	9,597	0	13,739	9,597	9,597
500541 - DUES/SUBS./MEMBER./TRAINING	18,855	22,160	19,479	19,479	0	26,323	19,479	19,479
OPERATING TOTAL	390,232	362,751	405,417	420,703	635	453,793	405,417	405,417
CAPITAL OUTLAY								
500640 - CAPITAL OUTLAY - OFFICE	2,449	499	0	0	0	3,500	0	0
500641 - CAPITAL OUTLAY - VEHICLES	40,078	176,973	0	0	0	178,746	0	0
CAPITAL OUTLAY TOTAL	42,527	177,472	0	0	0	182,246	0	0
Grand Total	3,715,534	3,988,292	4,358,691	4,373,977	262,768	4,343,976	4,358,691	4,358,691



CODE COMPLIANCE DEPARTMENT



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 2019

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

- Planned and executed 10th Annual “Mayor’s Citizens Government Academy” and continued with the addition of the second Academy session towards the second half of the year, all the while securing 18 food sponsorships from local businesses as a result.
- Continued 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, Miami Dade County Fire Prevention Division, and Miami Dade County Water and Sewer 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 4 hours.
- Through a recently acquired short term rental software vendor, the Department has reduced the total number of advertised listings by approximately 44%.
- Department has verified and initiated over 100 short-term rental and multi-family cases, which have resulted in the issuance of over 75 citations totaling approximately \$45,000.
- Developed new and continued community outreach initiatives such as attending additional HOA meetings, coordinating the Hurricane Safety Fair, and participating in Kids and the Power of Work (KAPOW) series, etc.
- Continued to utilize a proactive Bike Patrol Unit that has been 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.
- Implemented expanded hours of operation (8 pm) to provide code compliance officers the ability to enforce the code during the early evening hours.
- 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.
- 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.
- Completed an update to the Department’s policies and procedures to ensure consistency and maximize efficiency for

officers, supervisors, and administrative staff.

- 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.
- Implemented new foreclosed property software, ProChamps, that assists the Department in ensuring that foreclosed properties within City limits are being maintained by assigned service providers.
- Department began assisting the Parks Department in enforcing unauthorized personal trainers within City facilities, where numerous trainers were issued citations.

CODE COMPLIANCE ACTIVITY REPORT

ACTIVITY	ACTUAL 2016-17	ACTUAL 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Inspections	20094	20089	19000	19750
SM Hearing Cases	221	231	309	250
Cases in Compliance	3960	3814	4315	4050
Lien Searches	1952	2439	2347	2246
Public Service Requests	796	861	733	800



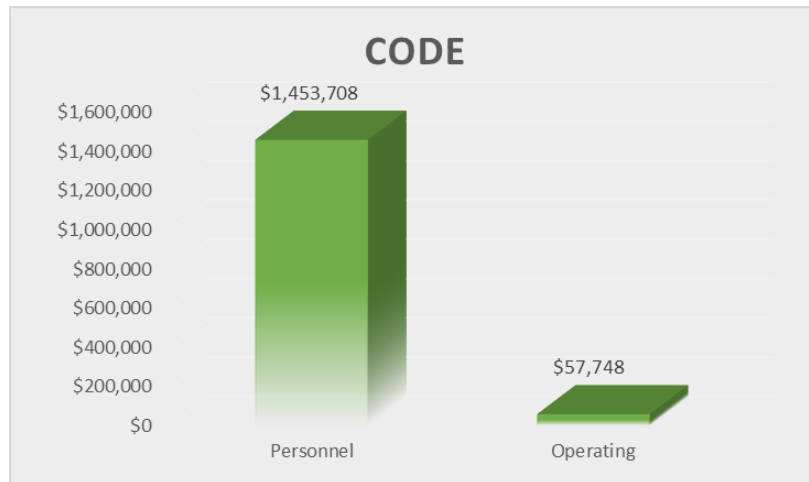
CODE COMPLIANCE OBJECTIVES FOR FY 2020

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.
- Develop approach to managing large truck deliveries in commercial areas with short driveways.
- 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.
- Assist in improving collaboration and overall processes City-wide by implementing development services software, which will be utilized by multiple departments.
- Continue to reorganize the remaining Fingerlakes property owner associations in order to complete roadway and drainage repairs.
- Assist Planning and Zoning Department in reviewing and updating the City's Land Development Code, including an overhaul to the sign ordinance.
- Develop online feature for HOA ability to request Department presence at monthly HOA meetings.



CODE COMPLIANCE BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** - For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide.
- **340 Contractual Services** - This account decreased due to reduction of using City contractor for nuisance abatement.
- **461 Repairs & Maintenance - Vehicles** – This line item decreased as fleet repairs are being allocated in the Public Works Department – Fleet Maintenance Division Budget.
- **641 Capital Outlay - Vehicles** – This line item decreased to reflect that no vehicles will be purchased by the Department during FY 2020.



**CODE COMPLIANCE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	Code Compliance Director	1	1	1	1	1	\$ 133,206
	Administrative Salaries Total	1	1	1	1	1	\$ 133,206
500.120 - Full Time Salaries	Chief Code Compliance	1	1	0	0	0	\$ -
	Assistant Code Compliance Director	0	0	1	1	1	\$ 96,698
	<i>Service Award 5 yr</i>						\$ 3,223
	Code Compliance Field Supervisor	1	1	2	2	2	\$ 143,944
	AA/Special Magistrate Agenda Coord.	1	1	1	1	1	\$ 50,142
	Code Compliance Clerk	1	2	2	2	2	\$ 81,703
	Code Compliance Officer I, II, III	10	10	9	9	9	\$ 479,311
	Required Promo to II & III						\$ 20,000
	Full Time Salaries Total	14	15	15	15	15	\$ 875,021
500.130 - Other Salaries	P-T Code Compliance Clerk	1	0	0	0	0	\$ -
	P-T Code Compliance Clerical Aide (Best Buddy) ²	1	1	0	0	0	\$ -
	Other Salaries Total	2	1	0	0	0	\$ -
	Total	17	17	16	16	16	\$ 1,008,227

0017100 - CODE COMPLIANCE

	ACTUAL		ADOPTED	AMENDED	ACTUALS	YEAR-END		
	FY 2016-17	FY 2017-18	BUDGET	BUDGET		ESTIMATE	PROPOSED	ADOPTED
0017100 - CODE REVENUE								
329800 - CODE DEFAULT PROPERTY FEES	0	46,200	(30,000)	30,000	13,600	45,000	30,000	30,000
341900 - LIEN SEARCH FEES	196,672	204,245	185,000	185,000	19,720	185,000	185,000	185,000
351100 - JUDGEMENTS & FINES	176,961	195,346	175,000	175,000	10,120	195,000	175,000	175,000
351900 - JUDGEMENTS & FINES-OTHER	0	0	0	0	0	0	0	0
359101 - FINES - PERMIT VIOLATIONS	267,022	180,752	150,000	150,000	11,071	175,000	150,000	150,000
0017100 - CODE REVENUE TOTAL	640,655	626,544	540,000	540,000	54,512	600,000	540,000	540,000
GRAND TOTAL	640,655	626,544	540,000	540,000	54,512	600,000	540,000	540,000

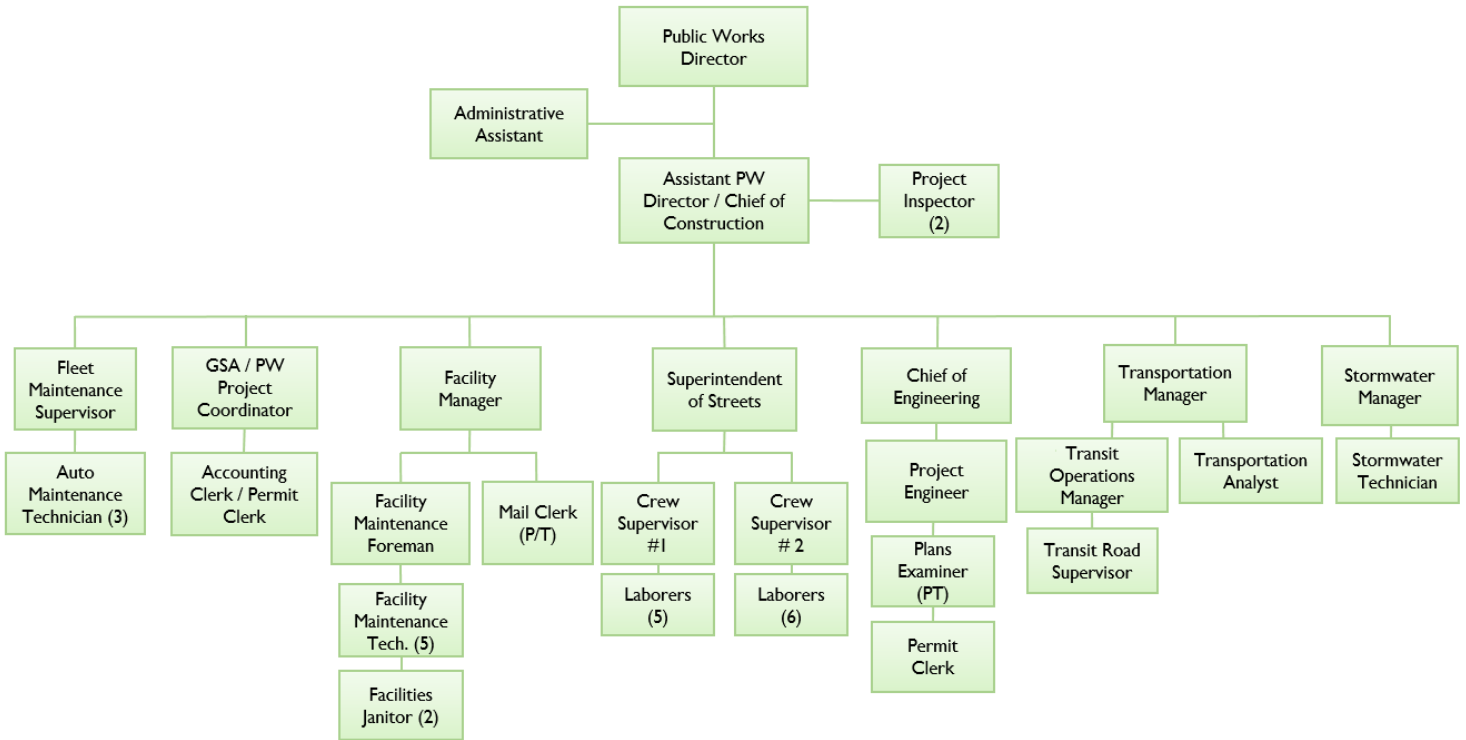


00171005 - CODE COMPLIANCE

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2016-17	FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	115,111	101,602	133,206	133,206	0	120,622	133,206	133,206
500120 - FULL TIME SALARIES	742,870	768,706	875,022	875,022	59,463	827,696	895,590	875,022
500125 - COMPENSATED ABSENCES	45,081	35,900	36,238	36,238	0	36,456	36,897	36,238
500130 - OTHER SALARIES	0	0	0	0	0	0	0	0
500140 - OVERTIME	19,820	18,104	22,500	22,500	2,099	20,000	22,500	22,500
500210 - FICA & MICA TAXES	69,658	69,059	82,413	82,413	4,601	77,846	84,036	82,413
500220 - RETIREMENT CONTRIBUTION	102,072	103,209	120,601	120,601	7,136	107,744	122,796	120,601
500230 - LIFE & HEALTH INSURANCE	135,136	157,731	183,728	183,728	16,013	160,762	195,579	183,728
PERSONNEL TOTAL	1,229,748	1,254,311	1,453,708	1,453,708	89,312	1,351,126	1,490,604	1,453,708
OPERATING								
500340 - CONTRACTUAL SERVICES - OTHER	9,350	9,625	12,200	12,200	0	11,800	12,200	12,200
500400 - TRAVEL & PER DIEM	8,014	7,590	10,040	10,040	175	10,040	10,040	10,040
500410 - COMMUNICATION & FREIGHT	4,200	3,925	5,100	5,100	0	4,200	5,100	5,100
500461 - REPAIR & MAINT - VEHICLES	3,986	2,179	0	0	0	5,860	0	0
500470 - PRINTING & BINDING	5,680	5,449	5,900	5,900	0	5,900	5,900	5,900
500490 - OTHER CURRENT CHARGES	0	0	1,500	1,500	0	0	1,500	1,500
500510 - OFFICE SUPPLIES	2,988	2,790	3,000	3,000	0	3,000	3,000	3,000
500520 - OPERATING SUPPLIES	10,151	7,709	11,150	11,150	0	11,150	11,150	11,150
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	8,367	8,296	8,858	8,858	95	8,523	8,858	8,858
OPERATING TOTAL	52,736	47,563	57,748	57,748	270	60,473	57,748	57,748
CAPITAL OUTLAY								
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0	0
500641 - CAPITAL OUTLAY - VEHICLES	43,670	38,672	0	0	0	38,672	0	0
CAPITAL OUTLAY TOTAL	43,670	38,672	0	0	0	38,672	0	0
Grand Total	1,326,153	1,340,546	1,511,456	1,511,456	89,582	1,450,271	1,548,352	1,511,456



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 the ultimate goal of providing exceptional public service.



PUBLIC WORKS ACCOMPLISHMENTS FOR FY 2019

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 requests 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 at least 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.
- Completed the Air, Water, and Soil Test and Analysis as recommended by the Doral Environmental Advisory Board.
- Managed City programs and initiatives that contributed to reach the City's Green Element goals.
- Secured contract services through invitation to bid (ITB) for the City Light Pole Banners.
- Obtained re-certification at a Platinum Level of the City of Doral as a Green Local Government Florida by the Florida Green Building Coalition (FGBC).
- Developed and partially implemented the action items identified in the Climate Action and Implementation Plan (CAP) that addresses the City's strategic priorities: traffic congestion, energy usage, greenhouse gas emissions, and reduce & diverge solid waste.
- Coordinated and collaborated with the Parks & Recreation Department to produce the 2019 Earth Day / Art Walk event held on Saturday, April 21, 2019.
- Coordinated and produced the PWD Signature Events: Arbor Day, Electronic Recycling Drive, WE-LAB Workshop, Employee Sustainability Training Workshop, four Adopt-a-Street's events, 2019 National Public Works Week Awareness Program, Hurricane Preparedness Fair, World Environmental Day, Mosquito Abatement Workshop, and others.
- On-going process of obtaining the American Public Works Association (APWA) Accreditation of the PWD operations.
- Continued the Million Orchid Project in partnership with Fairchild Tropical Botanical Gardens 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.

- Conducted Phase II of the Street Tree Inventory to optimize the tree maintenance plan and project the budget needs for upcoming years.
- Prepared, submitted, and obtained a State Matching Grant in an amount of \$17,500 for educational awareness program.
- Developed and provided an educational awareness program with State Grant Funding: Information and Education for Storm Preparedness which was presented as part of the “Mayor on the Run” program to provide awareness of proper tree care to reduce damage to trees from hurricanes and tropical storms.

Construction & Public R/W Maintenance

- Completed Work Order No. 17-06 of the City’s Milling and Resurfacing Program which consist of the segments along NW 112th Avenue from NW 82nd Street to NW 90th Street, NW 112th Court from NW 82nd Street to NW 112th Avenue, NW 86th Street from NW 107th Avenue to NW 109th Avenue, NW 50th Street from NW 114th Avenue to NW 117th Avenue and NW 50th Street from NW 109th Avenue to NW 112th Avenue.
- Completed Work Order No. 18-01 of the City’s Milling and Resurfacing Program which consist of the segments along NW 109th Avenue from NW 86th Street to NW 90th Street, NW 114th Avenue from S of NW 88th Street to NW 90th Street, NW 88th Street from NW 114th Avenue to NW 112th Avenue, NW 88th Street from NW 114th Place to NW 114th Avenue, NW 114th Place from NW 87th Lane to NW 88th Lane, NW 88th Lane from NW 115th Court to NW 114th Place, NW 115th Court from NW 87th Lane

to NW 88th Lane, NW 87th Lane from NW 115th Court to NW 114th Place, NW 115th Place from NW 84th Street to NW 86th Street, NW 84th Street from NW 115th Place to NW 115th Court, NW 84th Ter. From NW 115th Place to NW 115th Court, NW 86th Street from NW 115th Place to NW 115th Court, NW 115th Court from NW 82th to NW 86th Street, NW 82nd Ter. From NW 115th Court to NW 113th Court, NW 113th Court from NW 82nd Street to NW 82nd Ter., NW 114th Pt. from NW 82nd Street to NW 83rd Way, NW 116th Avenue from NW 82nd Street to NW 83rd Way and NW 84th Ter. from NW 115th Court to NW 114th Court.

- Completed Work Order No. 18-03 of the City’s Milling and Resurfacing Program which consist of the segments along NW 27th Street from NW 82nd Avenue to NW 87th Avenue NW 28th Terrace from NW 102nd Avenue to NW 97th Avenue, NW 104th Avenue from NW 74th Street to NW 70th Street, NW 105th Avenue from NW 31st Terrace to NW 33rd Street and NW 98th Street from NW 28th Terrace to NW 25th Terrace.
- Completed Work Order No. 18-04 of the City’s Milling and Resurfacing Program which consist of the installation of stormwater drainage infrastructure along NW 114th Avenue between NW 58th Street and NW 60th Street.
- Completed Work Order No. 18-05 of the City’s Milling and Resurfacing Program which consist of the segments along NW 109th Avenue from NW 27th Street to NW 30th Street, NW 84th Avenue from NW 54th Street to NW 56th Street and NW 56th Street from NW 79th Avenue to NW 87th Avenue.
- Completed Work Order No. 18-06 of the



City's Milling and Resurfacing Program which consist of the sidewalk repair/replacement along NW 114th Avenue between NW 41st Street and NW 58th Street, NW 112th Avenue between NW 50th Street and NW 58th Street, NW 109th Avenue between NW 50th Street and NW 58th Street, NW 78th Street between NW 107th Court and NW 112th Avenue.

- Completed Work Order No. 18-07 of the City's Milling and Resurfacing Program which consist of the "Do Not Block The Box" pavement marking NW 79th Avenue at NW 41st Street, NW 82nd Avenue at NW 36th Street, NW 8400 Block at NW 36th Street, NW 87th Avenue at NW 13th Terrace, NW 87th Avenue at NW 1400 Block, NW 87th Avenue at NW 17th Street, NW 87th Avenue at NW 27th Street, NW 87th Avenue at NW 58th Street, NW 107th Avenue at NW 14th Street and NW 107th Avenue at NW 17th Street.
- Completed Work Order No. 19-01 of the City's Milling and Resurfacing Program which consist of the sidewalk repair/replacement and milling and resurfacing along NW 114th Avenue between NW 58th Street and NW 74th Street, and the milling and resurfacing of NW 117th Avenue between NW 25th Street and approximately 600 north of the intersection.
- 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.
- Continued with repairs of damaged signs and potholes.
- Continued with pressure cleaning and inspection of City bus shelters.
- Completed the construction of the Doral Divisional Emergency Operations Center (EOC) at the Police Headquarters.
- Completed the construction of the Doral Glades Park at 7600 NW 98 Place.
- Completed the construction of Police Headquarters lobby improvements.
- Completed the construction of the fuel pump station canopy.
- Completed the construction of the roadway improvements project along NW 54th Street from NW 87th Avenue to NW 79th Avenue.
- Completed the construction of bus stop shelters at locations identified in the Transit Mobility Study.
- Completed the construction of Phase II of the Vanderbilt Traffic Calming Improvements.
- Completed the construction of the Doral Boulevard median landscape improvements from the Florida Turnpike to NW 97th Avenue.
- Commenced and completed the construction of the new roadway connection along NW 102nd Avenue from NW 66th Street to NW 74th Street.
- Commenced the widening project along NW 82nd Avenue from NW 27th Street to NW 33rd Street.
- Commenced the roadway widening project



along NW 41st Street from NW 79th Avenue to NW 87th Avenue.

- Commenced the construction of the NW 74th Street Traffic Signals Improvements at NW 97th Avenue and at NW 102nd Avenue.
- Commenced the construction of the Citywide Sidewalk Improvements Project.
- Commenced the construction of the City marquee signs.

Facilities Maintenance

- Provided Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Extended maintenance services to the new Police & Community Services location.
- 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.
- Completed Government Center Improvements on 3rd and 1st floor.
- Implemented Planned Maintenance system.
- Assisted in the design and development of the City of Doral EOC.
- Commenced and completed the refurbishment of the Government Center AC system.
- Commenced the construction of the City Attorney's Office improvements.

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.

- Creation of the Fleet Division.
- Purchase of an air/vacuum machine to be installed on a police station and City Hall parking garage.
- Implemented a fleet maintenance software to track vehicle maintenance and improve efficiency.
- Implemented an automatic fuel gauge system to improve efficiency and safety when measuring the City's fuel tank capacity.
- Replaced fuel dispensers to reduce maintenance cost.
- Developed SOP to correct fleet maintenance procedures and promote cost-efficient operations.

Engineering

- Prepared and maintained all records related to the permitting process including, but not limited to, establishing computerized records, filing, and scheduling of inspection requests.
- 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.
- Continued the tracking and log of all Maintenance of Traffic (MOT) permits submitted to the PWD.
- Initiated the permitting and tracking of the City's new Construction Management Plan.
- Took over the City's Platting review and approval process as per the City's current ordinance.
- Initiated creation of an Amnesty Program in order to address expired Public Works permits.



PUBLIC WORKS DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2015-16	ACTUAL FY 2016-17	ACTUAL FY 2017-18	PROJECTED FY 2018-19	PROJECTED FY 2019-20
Administration					
Customer Service (Front desk assistance)	577	1,642	1,642	1,816	1,874
Phone Calls	7,768	5,862	5,530	4,437	3,851
Service Requests (CRM)	1,450	1,447	1,469	1,634	1,704
Finance- Receiving reports	1,693	1,390	2,408	2,604	3,348
Finance- Purchase Order Requests	498	354	370	580	661
Construction & R/W Maint. Division					
Debris Pick-up (tons)	176	200	185	205	215
Signs Repairs	730	725	1,087	804	951
Potholes Repairs	168	173	193	83	75
Landscape (instances of mowing, trees, branches, etc.)	5,052	5,703	5,411	5,483	5,500
Graffiti	86	94	102	11	15
Sidewalk (construction and replacement)(sq.ft.)	15,024	9,167	20,856	38,548	104,106
Miles of Road Resurfaced	7	3	8	5	12
Facilities Maintenance Division					
Facilities Maintenance Service Requests	343	1,968	2,697	3,907	4,796
Event Setup - Government Center	102	612	708	658	705
Engineering Division					
Site Plans Reviews	168	114	112	165	181
Permitting Plans Reviews	1,481	684	671	601	625
PW Inspections Performed	4,056	2,298	1,605	2,176	2,177
MOT Permit Reviews	N/A	205	525	413	589
CMP Permit Reviews	N/A	N/A	N/A	15	30
Platting Review	N/A	N/A	N/A	N/A	15
Stormwater Utility Division					
Debris removed from Canals (bags)	372	684	818	362	299
Miles of Road swept	5,405	5,928	5,665	5,793	5,660
Inlets / Manholes Cleaned	1,597	1,595	1,457	2,367	2,578
Linear feet pipe	111,637	92,764	98,849	91,919	93,666
Transportation Division					
Doral Trolley Ridership	556,748	615,949	705,000	790,000	877,701
Traffic Studies Reviews	40	26	25	27	25



PUBLIC WORKS OBJECTIVES FOR FY 2020

The following objectives were developed to provide a description of the anticipated accomplishments for the Department as it relates 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 department processes as required for the American Public Works Association (APWA) Accreditation.
- Coordinate and execute all PWD Signature events: Arbor Day, Earth Day, National Public Works Week, Recycling Workshops, Electronic Recycling Drives, Doral Trolley marketing events, 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 rights-of-way.
- Continue to provide Landscape Maintenance of the City's medians and rights-of-way.
- Provide construction inspection for work performed on the City's roads and rights-of-way.
- Complete the widening project along NW 82nd Avenue between NW 27th Street and NW 33rd Street.
- Complete the widening project along NW 41st Street between NW 79th Avenue and NW 87th Avenue.
- Commence construction of Doral Boulevard



Entry Features at the SR 826 / Palmetto Expressway Interchange.

- Continue restoration of landscaping on medians and medians Citywide.
- Complete the construction of Traffic Signal Improvements at the intersections along NW 74th Street at NW 102nd Avenue and at NW 97th Avenue.
- Complete the construction of the Citywide Sidewalk Improvements Project.
- Complete the construction of the City marquee signs.

Facilities Maintenance

- Provide Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Continue providing Maintenance Services to the new Police Expansion areas, the Public Works Warehouse, Government Center, Police Training Center, and Police & Community Services (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 Training and Community Center.
- 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.
- Improve Government Center and Parking Garage infrastructure and security.
- Design improvement projects for the Government Center and Parking Garage.
- Construction and installation of exterior new lighting technology at Government Center.

- Complete the construction of the City Attorney's Office improvements.

Fleet Maintenance

- Establish fleet maintenance services in house to improve preventive maintenance, reduce cost and provide a faster, more effective service.
- Bring mechanics as in-house employees.
- Purchase the City's fleet first electric vehicle.
- Develop a study to bring trolley maintenance in-house.

Engineering

- Complete the design and permitting for the Doral Boulevard Median Landscape Improvements from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Complete the design and permitting for the Intersection Improvements (new traffic signal) at the intersection of NW 112th / 114th Avenue and NW 82nd Street.
- Continue with the City's roadway resurfacing outlined in the updated Five-Year Resurfacing Master Plan.
- Commence with creating the RFP for advertisement of a new Five-Year Resurfacing Master Plan (2021).
- 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.
- Begin to review Platting submittals with staff in order to increase revenue stream.
- Complete the design and permitting for the intersection improvements recommended in the NW 112th Avenue / NW 114th Avenue One-Way Study at the intersections along



NW 112th Avenue at NW 58th Street, at NW 50th Street, and at NW 41st Street; and along NW 114th Avenue at NW 58th Street and at NW 41st Street.

- Initiate the design and permitting for the roadway improvements on NW 114 Avenue between NW 34 Street and NW 39 Street.
- Initiate the design and permitting for 10 new trolley shelters citywide for construction in FY 2020-21.
- Initiate the Land Acquisition for the

continuation of NW 112 Avenue between NW 34 Street and NW 41 Street.

- Complete the design and permitting of traffic calming improvements in Section 7.
- Complete the feasibility study and concept design for implementation of sidewalks throughout the Vanderbilt Park community.
- Complete the design for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.



PUBLIC WORKS DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	BUDGET FY 2019-20	ASSOCIATED COST
Capital / Transportation Fund	Milling and resurfacing plan	\$ 300,000.00
	Intersection Improvements: NW 82 Street at NW 112/114 Avenue (New Signals)	\$ 2,300,000.00
	Citywide Traffic Calming Improvements	\$ 150,000.00
	Section 7 Traffic Calming Improvements	\$ 200,000.00
Capital / People's Transportation Plan (PTP) Fund	Milling and resurfacing plan	\$ 186,000.00
Experience Quality of Life - Mobility / Transportation Fund	Trolley Operation & Maintenance	\$ 1,000,000.00
Experience Quality of Life - Mobility / People's Transportation Plan (PTP) Fund	Trolley Operation & Maintenance	\$ 1,657,222.00
Experience Quality of Life - Mobility / People's Transportation Plan (PTP) Fund	Freebee	\$ 300,000.00
Financial Planning / Transportation Fund	Parking Authority Implementation	\$ 200,000.00
Facilities / Capital Improvement Fund	Parking Garage Repairs	\$ 250,000.00
	Parking Garage Storage Area Construction	\$ 100,000.00
	Government Center Security Improvements	\$ 50,000.00
Sustainability / Stormwater Fund	Catch Basin Maintenance Program	\$ 550,000.00
	Street Sweeping	\$ 115,000.00
	Canal Maintenance	\$ 425,000.00
	Geo-Cell Web Cells Maintenance Program	\$ 50,000.00
	Floating Debris Removal	\$ 45,000.00
Capital / Stormwater Fund	5-Year Capital Improvement Plan SW Master Plan	\$ 170,000.00
	Stormwater Improvements	\$ 1,500,000.00
	Stormwater Improvements: NW 112 Ave. (NW 25 St- NW 34 St) & NW 27 St (NW 112 Ave-NW 109 Ave)	\$ 220,000.00
TOTAL		\$ 9,768,222.00



PUBLIC WORKS BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** - For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide. In addition, three (3) Auto Maintenance Technician positions were added to the budget.
- **310 Professional Services** - This account was decreased in comparison to the previous Fiscal Year as a result of the completion of the 3rd Year of the Million Orchid Program, the completion of Phase II of the 3-Phased Street Tree Inventory Program, and a reduction in the Sustainability Program in order to provide time to analyze the strategies currently identified in the Climate Action Plan (CAP) that could be feasible for City implementation.
- **340 Other Contractual Services** - This account was increased in comparison to the previous Fiscal Year as a result of the new Custodial Services Contract, and an increase in the Right-of-Way Swale/Median Landscape Maintenance line item to provide landscape services to newly landscaped areas.
- **346 Contractual Services - Fleet Maintenance** – This account was decreased in comparison to the previous Fiscal Year as a result of the incorporation of three (3) in-house Auto Maintenance Technicians in order to improve and provide a more efficient fleet maintenance service.
- **400 Travel & Per Diem** - This account was increased in comparison to the previous Fiscal Year as a result of the American Public Works Association (APWA) Accreditation Workshop required for the Department's APWA Accreditation.
- **440 Rental & Leases** - This account was increased in comparison to the previous Fiscal Year as a result of additional funding requested to cover the cost of miscellaneous HVAC rentals.
- **520 Operating Supplies** - This account was increased in comparison to the previous Fiscal Year as a result of additional funding requested for Facilities Maintenance Supplies in order to address current need.



- **522 Repairs and Maintenance – Vehicles** - This account was increased in comparison to the previous Fiscal Year as a result of actual fuel expenditures and anticipated increase in fuel cost.
- **540 Books, Publications, Subscriptions and Memberships** – This account was increased in comparison to the previous Fiscal Year as a result of the growth of the Public Works Department of the City’s population, and the dues associated with the American Public

Works Association (APWA). The account also includes the TOBY Awards and conferences, and an aerial lift certification required for employees to operate a bucket truck that the Department will purchase.

- **641 Capital Outlay – Vehicles** – This account was decreased in comparison to the previous Fiscal Year as no vehicles are scheduled to be purchased from the Public Works General Fund.



**PUBLIC WORKS DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	AMENDED*	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	Public Works Director	1	1	1	1	1	1	\$ 143,388
	Administrative Salaries Total	1	1	1	1	1	1	\$ 143,388
500.120 - Full Time Salaries	Assistant Public Works Director/ Chief of Construction	1	1	1	1	1	0	\$ -
	<i>Title changed to Assistant Public Works Director/ Chief of Engineering</i>						1	\$ 128,456
	Chief of Engineering	1	1	1	1	1	0	\$ -
	<i>Title changed to Chief of Construction</i>	0	0	0	0	0	1	\$ 97,498
	Administrative Assistant	1	1	1	1	1	1	\$ 41,504
	Service Award 5 yr							\$ 346
	Facility Manager	1	1	1	1	1	1	\$ 76,571
	Capital Improvement Manager ¹	1	1	1	1	1	0	\$ -
	Facility Maintenance Technician	2	2	4	4	5	5	\$ 189,872
	Facility Maintenance Tech Assistant ²	1	1	1	1	0	0	\$ -
	Foreman/ Crew Supervisor	1	0	0	0	0	0	\$ -
	Superintendent of Streets	0	1	1	1	1	1	\$ 67,892
	Project Engineer	0	1	1	1	1	1	\$ 72,417
	Project Inspector	2	2	2	2	2	2	\$ 122,912
	General Services Admin.	1	1	1	0	0	0	\$ -
	GSA/PW Project Coordinator	0	0	0	1	1	1	\$ 78,452
	Permit Clerk	2	1	1	1	1	1	\$ 34,598
	Accounting Clerk/ Permit Clerk	0	1	1	1	1	1	\$ 39,246
	Crew Supervisor	2	2	2	2	2	2	\$ 94,400
	Fleet Maintenance Supervisor	0	1	1	1	1	1	\$ 60,462
	NEW - Auto Maintenance Technician	0	0	0	0	0	3	\$ 115,629
	Laborers	9	9	9	11	11	11	\$ 336,653
	Service Award 5 yr							\$ 279
	Facility Maintenance Foreman	0	0	0	1	1	1	\$ 41,860
	Janitor	2	2	2	2	2	2	\$ 62,662
	Full Time Salaries Total	27	29	31	34	34	36	\$ 1,661,708
500.130 - Other Salaries	Project Engineer	1	0	0	0	0	0	\$ -
	P/T Mail Clerk	0	0	1	1	1	1	\$ 24,370
	Plans Examiner Part Time	1	1	1	1	1	1	\$ 53,210
	Other Salaries Total	2	1	2	2	2	2	\$ 77,580
	TOTAL	30	31	34	37	37	39	\$ 1,882,676

* AMENDED FY 2018-19 - This column reflects any mid-year change to budgeted positions

¹ FY 2019-20 TRANSFERRED - Capital Improvements Manager to Park G.O. Bond Series 2019 Capital Project Fund 303

² FY 2018-19 RECLASSIFIED - Facility Maintenance Technician Assistant to Facility Maintenance Technician



0018000 - PUBLIC WORKS

	ACTUAL		ADOPTED AMENDED		YEAR-END			
	FY 2016-17	FY 2017-18	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2018-19	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
0018000 - PUBLIC WORKS REVENUE								
313700 - FRANCHISE FEES - SOLID WASTE	1,357,908	1,236,835	1,200,000	1,200,000	112,489	1,227,000	1,200,000	1,200,000
313900 - FRANCHISE FEES - BUS BENCH ADS	21,895	15,500	22,000	22,000	0	22,000	22,000	22,000
329700 - PUBLIC WORKS PERMITS	255,249	142,971	215,000	215,000	12,850	141,000	215,000	215,000
337500 - GRANT	10,000	24,359	0	0	0	24,359	0	0
337701 - GRANT - FORESTRY	12,500	0	0	0	0	0	0	0
0018000 - PUBLIC WORKS REVENUE TOTAL	1,657,552	1,419,665	1,437,000	1,437,000	125,339	1,414,359	1,437,000	1,437,000
GRAND TOTAL	1,657,552	1,419,665	1,437,000	1,437,000	125,339	1,414,359	1,437,000	1,437,000

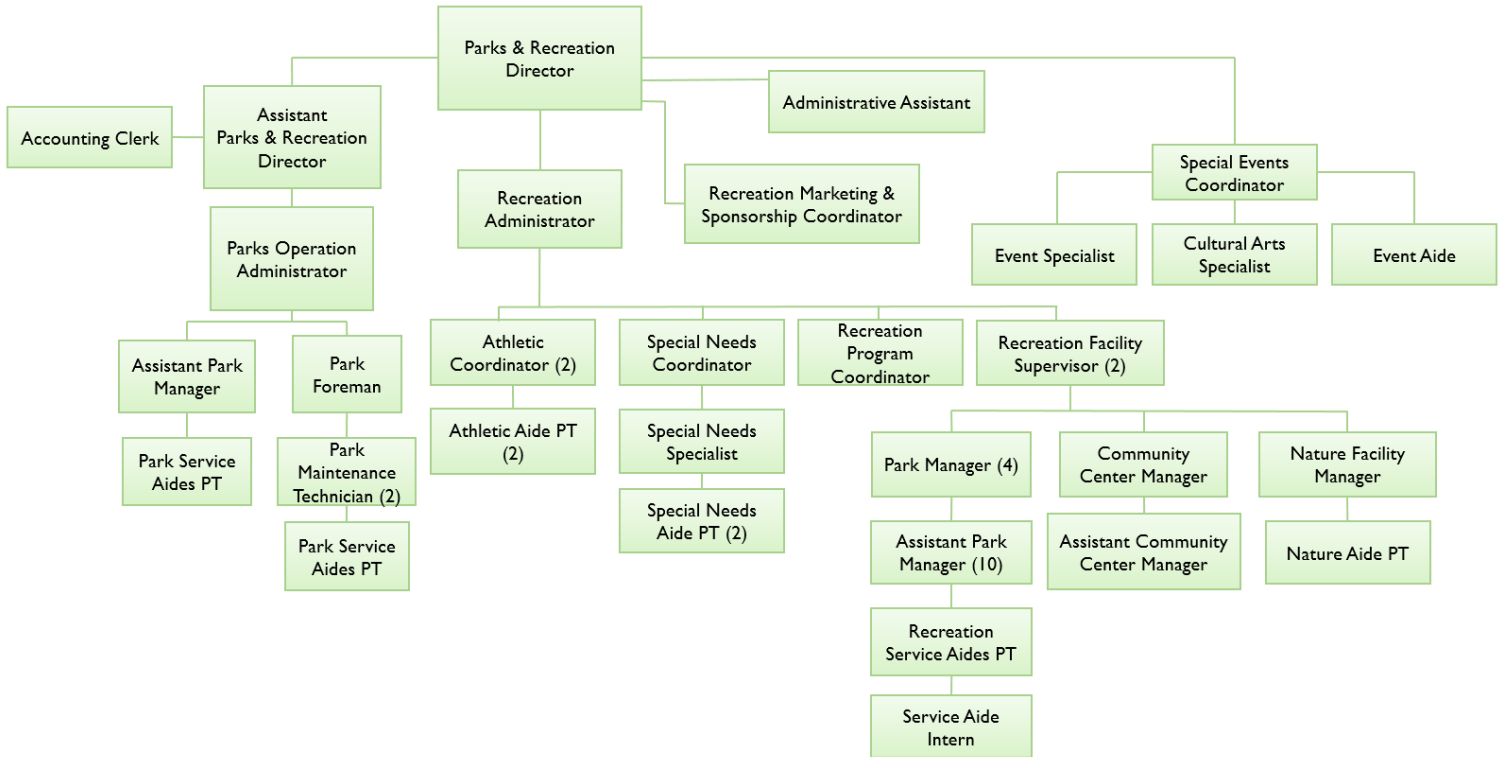


00180005 - PUBLIC WORKS

	ADOPTED		AMENDED		YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	128,080	113,322	143,388	143,388	10,406	110,000	119,581	143,388
500120 - FULL TIME SALARIES	1,242,911	1,416,645	1,661,709	1,661,709	96,238	1,526,103	1,648,816	1,661,709
500125 - COMPENSATED ABSENCES	26,127	45,506	65,066	65,066	146	63,461	63,742	65,066
500130 - OTHER SALARIES	63,634	67,291	77,580	77,580	5,389	74,238	77,580	77,580
500140 - OVERTIME	5,246	7,650	5,000	5,000	386	5,000	5,000	5,000
500210 - FICA & MICA TAXES	106,281	120,028	149,972	149,972	8,197	138,396	147,062	149,972
500220 - RETIREMENT CONTRIBUTION	163,000	182,033	216,538	216,538	12,797	197,999	212,134	216,538
500230 - LIFE & HEALTH INSURANCE	403,293	416,069	492,760	492,760	41,283	497,051	492,044	492,760
PERSONNEL TOTAL	2,138,571	2,368,544	2,812,013	2,812,013	174,842	2,612,248	2,765,959	2,812,013
OPERATING								
500310 - PROFESSIONAL SERVICES	173,176	170,764	145,000	260,072	4,376	309,656	145,000	145,000
500340 - CONTRACTUAL SERVICES - OTHER	682,225	511,959	567,600	588,365	0	557,459	567,600	567,600
500346 - CONTRACTUAL SERV-FLEET MAINT	0	180,183	189,930	195,556	140	299,957	189,930	189,930
500400 - TRAVEL & PER DIEM	11,104	13,450	14,095	14,095	435	12,695	14,095	14,095
500410 - COMMUNICATION & FREIGHT	2,400	2,469	2,650	2,650	256	2,650	2,650	2,650
500430 - UTILITY SERVICES	118,462	154,955	169,660	169,660	0	145,706	169,660	169,660
500440 - RENTALS & LEASES	11,678	11,383	20,000	20,000	0	14,053	20,000	20,000
500460 - REPAIR & MAINT - OFFICE EQUIP	254,190	263,170	219,500	219,500	0	219,500	219,500	219,500
500461 - REPAIR & MAINT - VEHICLES	10,860	0	0	0	0	0	0	0
500470 - PRINTING & BINDING	482	143	1,000	1,000	0	1,000	1,000	1,000
500480 - PROMOTIONAL ACTIVITIES	306	978	1,000	1,000	0	1,000	1,000	1,000
500490 - OTHER CURRENT CHARGES	21,240	16,085	0	0	0	16,086	0	0
500510 - OFFICE SUPPLIES	3,570	2,490	4,000	4,000	0	3,717	4,000	4,000
500520 - OPERATING SUPPLIES	232,094	164,586	213,600	218,607	169	193,500	213,600	213,600
500522 - OPERATING SUPPLIES - VEHICLES	401,088	428,614	450,000	450,000	0	399,993	450,000	450,000
500530 - ROAD MATERIAL SUPPLIES	24,590	11,858	15,000	15,000	0	14,878	15,000	15,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	19,410	21,616	22,630	22,630	0	25,000	22,630	22,630
OPERATING TOTAL	1,966,877	1,954,702	2,035,665	2,182,136	5,376	2,216,849	2,035,665	2,035,665
CAPITAL OUTLAY								
500610 - CAPITAL - LAND	0	0	0	500,000	0	0	0	0
500620 - CAPITAL - BUILDING	0	12,372	0	0	0	12,406	0	0
500631 - IMPRV - STREET BEAUTIFICATIONS	146,452	135,314	0	936	0	153,548	0	0
500633 - IMPRV - STREET	248,819	20,521	0	3,988,076	0	4,104,758	0	0
500640 - CAPITAL OUTLAY - OFFICE	152,874	57,770	13,600	138,296	0	140,866	13,600	13,600
500641 - CAPITAL OUTLAY - VEHICLES	164,853	87,790	0	35,578	0	123,618	0	0
500650 - CONSTRUCTION IN PROGRESS	209,912	37,176	85,000	469,951	0	306,293	85,000	85,000
CAPITAL OUTLAY TOTAL	922,910	350,944	98,600	5,132,836	0	4,841,488	98,600	98,600
Grand Total	5,028,357	4,674,190	4,946,278	10,126,985	180,218	9,670,585	4,900,224	4,946,278



PARKS AND RECREATION DEPARTMENT

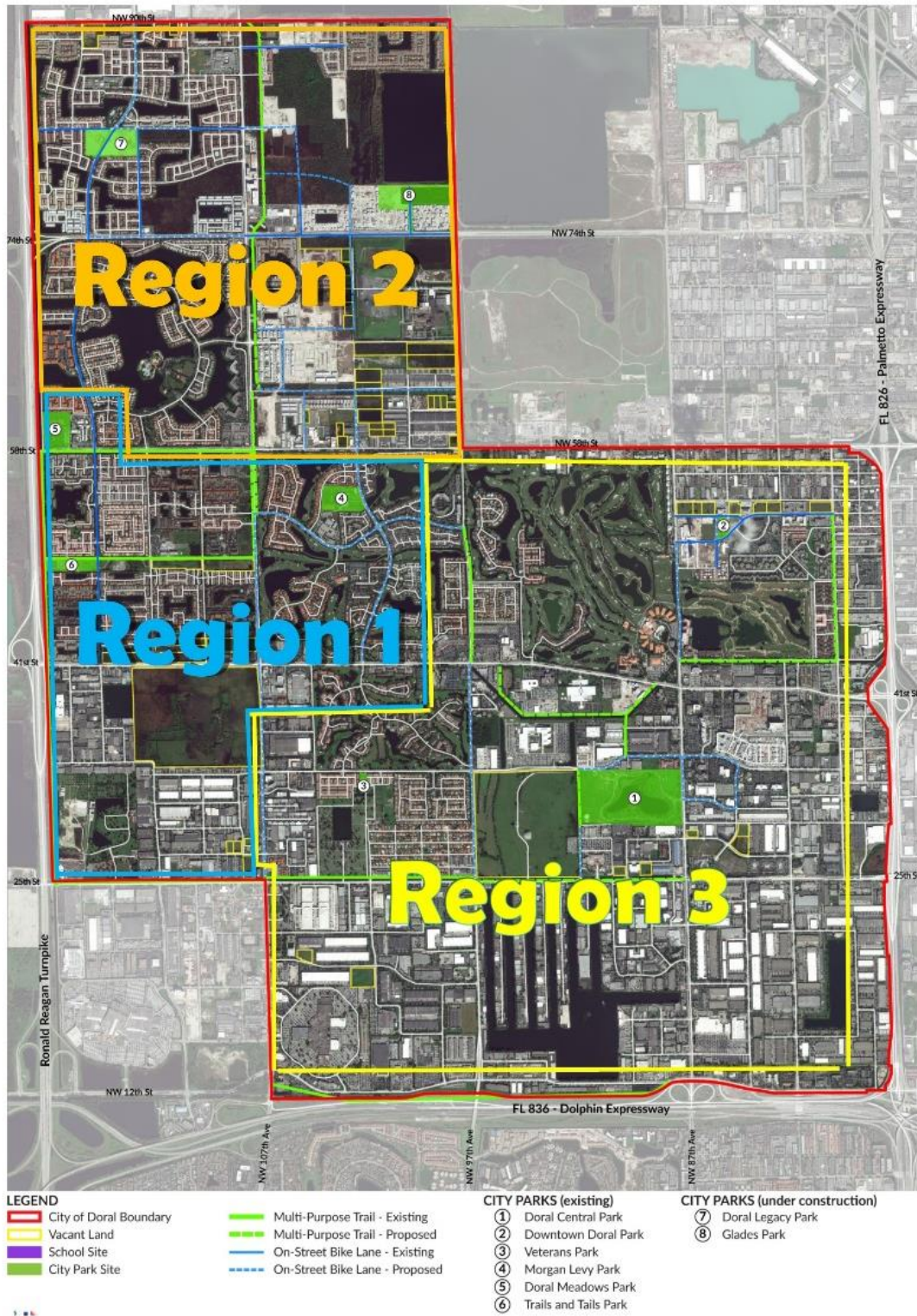


PARKS AND RECREATION FUNCTION

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 opening early August 2019. Currently, the City’s parks receive over 1,000,000 visitors a year. The parks provide a great variety of amenities for every age and lifestyle including: two community centers, lighted artificial sports fields, indoor/outdoor 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. 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 events with attendance ranging anywhere between 8,000 – 30,000 patrons per event. It also offers over 15 cultural events throughout the year with attendance ranging between 30 participants for the art workshops and 200-2,000 patrons for the larger cultural events.



PARKS & RECREATION REGION MAP





PARKS AND RECREATION ACCOMPLISHMENTS FOR FY 2019

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

Facilities

- Executed new grounds maintenance agreements for City parks and bikeways.
 - Separated common areas and turf management for improved services.
 - Implemented new turf management programs on athletic fields at Doral Meadow Park and Doral Legacy Park.
- Executed a new agreement for holding tank cleaning at Doral Central Park.
- Executed a new agreement for concession services at City parks.
- Began implementing recommendations from ADA assessment of City parks.
- Coordinated with Public Works to improve preventative maintenance of all air conditioning systems at City parks.
- Replaced three (3) air conditioning units at Morgan Levy Park.

Events

- Achieved a 100% satisfaction rate on all signature special events:
 - Independence Day Celebration (2018)
 - 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)
- Collected additional revenue at our signature events (Independence Day

Celebration and Holiday Lights & Ice) by implementing a cost for parking (\$5) inside of Doral Central Park.

- Independence Day Celebration = \$3,239.13
- Holiday Lights & Ice = \$2,198.55
- Hosted our first Milk & Cookies story time with Santa and Mrs. Claus during Park & Tree Lighting Celebration to replace Breakfast with Santa. It was a very successful activity at the event.
- Hosted our first Light Your Bike Night, which was very well received by the community.
- Successfully transitioned the Dr. Seuss' Birthday event to the Dr. Seuss' Storytime that included three-hour long sessions focusing on the importance of reading.
- Worked with local vendors and sponsors to increase the amount of Art After Dark Workshops offered from six workshops to twelve workshops.
- Events Aide began visiting local businesses and schools on a monthly basis to increase our email database for promotion of events to increase the attendance of small-scale events.

Sports

- Increased participation in Broncos Tackle Football program from 3 teams in 2017 to 4 teams in 2018. Participation also increased 29% (82 players in 2017 and 106 players in 2018).



- Enhanced the Department's adult volunteer background check process; including strictly enforcing City provided ID badges for all approved adult volunteers be worn at all times while at the park.
- Exceeded 90% user satisfaction rate in all youth sports programs.
- Archery classes offered increased by 50% in FY 18-19, from previous year. There are now four 4-week sessions offered for Youth, Teen and Adult Classes and two Adult Advanced classes throughout the year.
- Implemented adult co-ed flag football & adult co-ed kickball sports leagues to increase the adult sports offerings.
- Partnered with the Miami Dolphins to host the Dolphins Jr. Football Camp for the second year in a row at Doral Legacy Park.
- Continued to offer "Practice with the Pros" to increase football interest in the community, serving on average 25 participants per session.
- Implemented Broncos Cheerleading pre-season conditioning clinics for the 2019 season with an average of 35 participants per session.
- 21% of the 32 volunteer coaches for Youth Basketball League Spring 2019 were new volunteer coaches.
- 61% of the 260 participants in the Spring 2019 Youth Basketball League were new from the 2018 Spring Season.
- Improved the payment and record keeping process for Program Providers.
- Introduced a Fencing program at Doral Legacy Park Community Center for the first-time.
 - 10 registered participants competed in the first fencing tournament.
- Free Anti-Bullying Program was offered once a week in Fall of 2019 with consistent attendance exceeding 20 participants per week.
- As of June 2019, Recreation Program registration numbers have grown 36% from last fiscal year.
- Received a 99% satisfaction rate for all recreation programs.
- Winter Camp Registrations grew by 15% and Spring Camp Registrations grew by 26%, both with a satisfaction survey of 100%.
- Teacher Planning Day Camps attendance increased by 68% from previous year.
- For the first time ever, Doral had two Soccer Providers.
 - Doral Soccer Club had over 500 registered participants with a satisfaction of 90%.
 - Juventus Doral had over 300 registered with a satisfaction of 87.5%.
- The Students in Action Program, for high school volunteers increased the participant base by 32%.
- A Virtual Orientation program was implemented in order to expedite the process to allow volunteers to begin participating while maintaining required semi-annual in-person orientations.
- Offered a wide range of Teen events including; ping pong and basketball, non-competitive recreation like art after dark,

Programs

- Implemented a new Quarterly Evaluation Assessment for program providers and will incorporate the process in all new agreements.



video game nights, soccer sticker exchanges, karaoke with RockStar101, and a valuable free Safe Driving Workshop in partnership with AAA insurance and Doral Police Department.

Senior Programs

The Silver Club is extremely important and beneficial for the senior population in the community. It provides them a place and a 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 900 Registered Silver Club Members, a 12.5% increase from last year.
- Introduced a new Chair Yoga Program.
- Added additional Seminars and Luncheons throughout the Fiscal Year.
- Offered two safe driving courses in partnership with AAA.
- Partnership with AARP for Senior Employment Program.

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 medaled in Team Soccer, Golf, Bowling and Softball.

- Medaled in Individual Skills in Soccer, Basketball, and Softball.
- Continued the Special Needs Summer Camp for its 5th year straight.
- Established a new wellness program for our special needs participants called the Sunburst Wellness Program.
- Started a new Wellness and Martial Arts Program at Doral Legacy Park.
- Created new social activities/events for our participants.
- Offered a two-week tennis camp.

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 make the community aware of businesses and services in the area and benefit the City by establishing multi-event sponsorships.

- Increased number of sponsors per event by an average of 5% (at Signature events).
- Established sponsorship opportunities for Special Needs, Silver Club and Sports Programs.
- Secured Presenting Sponsors for the Independence Day Celebration.
- Established one (1) new opportunity for presenting sponsorship opportunities.
- Created sponsorship packages with (5) different businesses.

Other

- The Parks Bond was passed in the November 2018 election. This \$150 million



bond will allow for improvements to existing parks and new parks to be developed, especially Doral Central Park which will hold the City's first aquatic facility and a 70,000 sq. ft. community center along with many other amenities.

- Completed updating a draft version of the department's Policies & Procedures Manual to reflect new and updated policies.
- Implemented a new employee orientation presentation for all new part time staff at the park.
- Step up Doral: Continued to implement 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.

- Wellness Wednesdays occurring each month offered a variety of fitness classes and had a 20% increase in total participation from FY 17-18.
- Offered 8 new health seminars in FY 18-19 with an average attendance of 25 participants.
- Developed new partnerships with Kendall Regional Medical Center, the Alzheimer's Foundation, and the Doral Yard which allow 7 new health/nutrition seminars and fitness classes to be offered in FY 18-19.
- Offered a new Social Emotional Series, for adults, consisting of 8 workshops with more than 20 participants at each workshop.

PARKS & RECREATION DEPARTMENT ACTIVITY REPORT

ACTIVITY	Actual FY 2016-17	Actual FY 2017-18	Projected FY 2018-19	Projected FY 2019-20
Morgan Levy Park Attendance	316,738	300,000	277,000	280,000
Doral Meadow Park Attendance	246,869	250,000	360,000	360,000
Trails & Tails Park Attendance	93,948	95,000	125,000	125,000
Doral Legacy Park Attendance	56,892*	450,000	605,000	605,000
Doral Glades Park Attendance	N/A	N/A	20,000**	100,000
Cash Sponsorship Totals	\$24,000	\$118,830	\$80,000	\$115,000
Satisfaction Rate (Events, Programs, Facilities)	99%	99%	99%	99%
Volunteer Hours	7,469	8,000	9,000	9,000

* August & September 2017

**August & September 2019



PARKS AND RECREATION OBJECTIVES FOR FY 2020

The goal of the Parks & Recreation Department's FY 19-20 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 the Department provides. The FY 19-20 budget allocates funds for the programming and operations of Doral Glades Park which is set to open August 2, 2019. The following objectives were developed to provide a description of the anticipated accomplishments for the Department as it relates to the City Council's Budget Priorities and Strategic Goals which are indicated below.

Facilities

- Install barrier netting at Doral Legacy Park soccer and football fields.
- Complete tennis and basketball court resurfacing at Morgan Levy Park in the first quarter.
- Complete exterior repairs and painting at Morgan Levy Park in the first quarter.
- Complete installation of burglar alarm at Morgan Levy Park.
- Execute new agreement with waste disposal and recycling vendor.
- Enhance recycling program at City parks.
- Begin waste collection at Trails & Tails Park to improve operational efficiency.
- Bid and award grease trap retrofit at Morgan Levy Park concession space.
- Reseal and restripe parking lots at Veterans and Trails and Tails Park.
- Bid and award agreement for sidewalk repairs and ADA enhancements to City parks.
- Improve turf quality and preventative maintenance at Trails & Tails Park.

Events

- Work with local bike safety organizations and sponsors to host an additional Light

Your Bike Night - Glow Ride event, so that more family members in the community are catered to.

- 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.
- Partner with the IT Department to establish a survey system using iPad, which will make collecting the information easier for both the patrons and staff.
- Promote and execute special and cultural events at Doral Glades Park.
- Continue growing sponsorship cash and in-kind participation for all events.
- Re-evaluate the Art of Music Series and make necessary changes to combine into a yearly concert and use budget savings to introduce a Father's Day wood working/blacksmith workshop.

Sports

- Enhance Youth Flag Football league by adding an All-Girls Division.
- Increase the number of players on teams in the Adult Soccer League by 5%.
- Increase Adult Basketball Team registration by 10%.
- Increase Archery enrollment by 10%.



- Continue to offer and expand adult sport offerings to the community.
- Launch City Administered Youth Recreational Baseball Program.
 - The goal is a minimum of 120 total participants in 4 age groups.
- Successfully recruit and train 22 Volunteer Coaches & Parents for Youth Baseball program.

Programs

- Introduce two new programs at Doral Glades Park with a focus on Music, Art, Computer, and English classes.
- Introduce a new nature camp provider for Doral Glades Park.
- Implement two (2) to three (3) additional fitness program providers such as Table Tennis, Futsal, Beach Tennis and Zumba.
- Implement University of Miami “Families First Parenting Group” in Fall of 2019 at Doral Legacy Park.
- Increase recreation program registration by 10%.
- Continue to build the TEEN program by offering a variety of activities and increase participation by 10%.

Senior Programs (The Silver Club)

- Issue an RFP for new programs and offer at least one new Silver Club Program.
- Issue an RFP for new programs.
 - Ideas:
 - Computer Classes
 - English Classes
 - Ceramics
- Set-up Domino Tournament for Silver Club (on-going).

- Continue to meet or exceed 90% user satisfaction rate in our activities.

Special Needs Programs

- Strengthen our Special Olympics Golf Program by working with the First Tee of Miami to offer a more specialized program.
- Work with Consultant to offer more specialized trainings in Soccer and Tennis.
- Establish an Adult Day Training Program.
- Issue an RFP for new programs and offer at least one new program for Special Needs.
 - Ideas:
 - Music
 - Arts & Crafts
 - Cooking Class

Sponsorship

- Obtain one presenting sponsor of 3 major events.
- 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.
- Conduct a sponsorship and naming rights valuation assessment for Department events, activities, and park facilities. This assessment will provide an important analysis on the value of locations at different park facilities. Furthermore, it will provide a framework for sponsorship values, trends, and local businesses in the area the Department can reach out to for sponsorship. This item will be procured and will help to increase sponsorship revenue and revenue at the



Parks. It will also increase the opportunities local businesses have to sponsor and have name recognition at the parks.

Other

- Finalize Department Policies & Procedures Manual.
- 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.
- Work with consultant to implement feedback provided on efficiency and effectiveness of Department Operations, Policies, Operational Plans and Procedures. Additionally, implement Recreation Program manual and continue to work towards the accreditation process for the Department (CAPRA).
- Apply for Awards such as:
 - NRPA Gold Medal Award
 - FRPA Agency Excellence, Public Relations Award
- Apply for Grants such as FRDAP Grant.

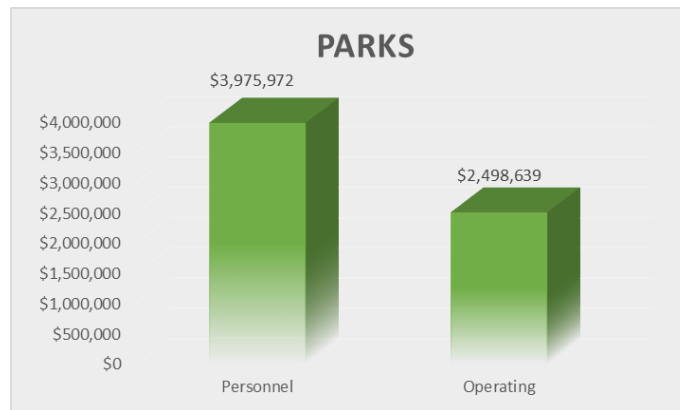


PARKS AND RECREATION STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	BUDGET FY 2019-20	ASSOCIATED COST
<u>Play:</u> Develop policies to ensure best interests of the community are met in the use of its facilities	Revise Department Outdoor Event Fees	Staff Time
<u>Play:</u> Enhance programming options for residents	In-House Operated Youth Recreation Baseball	\$25,000 + Staff Time
<u>Play:</u> Examine costs and benefits of additional recreational infrastructure	Develop three (3) concept alternatives for an amphitheater at Doral Central Park	Roll Over FY 18-19
<u>Play:</u> Develop policies to ensure best interests of the community are met in the use of its facilities	Ensure consistent application of park rules regarding various programs	Staff Time
<u>Play:</u> Enhance programming options for residents	Enhanced senior programming	\$ 14,500
<u>Play:</u> Enhance programming options for residents	Enhanced teen programming	\$ 8,450
<u>Play:</u> Enhance the recreational experiences offered by the City	Continue implementation of ADA Study recommendations	Roll Over FY 18-19
<u>Financial Planning:</u> Explore non-traditional revenue sources such as naming rights	Naming Rights Valuation Study	\$ 75,000
TOTAL		\$ 122,950



PARKS AND RECREATION BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** - For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide.
- **310 Professional Services** - This account increased from last fiscal year due to the addition of a naming rights valuation service. This item will be procured and will help to increase revenue at the parks and increase the opportunities local businesses must sponsor and to have name recognition at the parks.
- **340 Contractual Services – Other** - This account increased from FY 18-19 due to Park Maintenance Services such as the holding tank and trash services at Doral Central Park. Also, an increase in Park Operation Services for Doral Glades Park with it being open an entire year, as well as, more senior citizen programming, and cost for Parking Management Services at City special events.
- **400 Travel & Per Diem** - This account increased from FY 18-19 due to increase cost to existing state and national conferences. The national conference is in Florida this fiscal year and more staff will be able to attend and benefit from the National conference.
- **430 Utility Services** - This account decreased from FY 18-19 due to installation of energy efficient lighting.
- **440 Rentals & Leases** – This account increased due to the associated rental expenses and cost of living expenses for new tournament events.
- **460 Repair & Maintenance- Office Equipment** - Increase in this account is due to the maintenance for Doral Glades Park as well as the increase in park landscaping expenses from the recent bid awarded due to cost of living adjustment. Previous pricing used was from 2013.
- **461 Repair & Maintenance- Vehicles** – The increase in this account is for any repairs and/or maintenance needed for the new utility vehicles.
- **490 Other Current Charges** - This account increased from FY 18-19 due to the food and awards associated with new tournament events.
- **494 Cultural Arts Program** - Increase in this account is due to addition of budgeted funds for the Miami Symphony Orchestra event. In previous years this event was sponsored by



the Miami Symphony Orchestra, however the Department will now be paying for the services which includes the orchestra and sound, stage and lighting for the event.

- **520 Operating Supplies** - Although funding remains the same for special events, adult sports and seniors & special needs programming, this account increased from FY 18-19 due to the Doral Glades Park

recreational programs offered and the City running Youth Recreational Baseball in-house in lieu of a contracted provider.

- **540 Dues / Subscriptions / Memberships** - Increase in this account is due to increased costs for national conferences. The national conference is in Florida this fiscal year and more staff will be able to attend and benefit from the National conference.

**PARKS & RECREATION DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	AMENDED	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.111 - Administrative Salaries	Parks & Recreation Director	1	1	1	1	1	\$ 138,571
	Administrative Salaries Total	1	1	1	1	1	\$ 138,571
500.120 - Full Time Salaries	Assistant Parks & Recreation Director	1	1	1	1	1	\$ 102,591
	Administrative Assistant	1	1	1	1	1	\$ 38,514
	Recreation Administrator	1	1	1	1	1	\$ 79,008
	Parks Maintenance Supervisor	1	1	0	0	0	\$ -
	Parks Operations Administrator	0	0	1	1	1	\$ 69,100
	Recreation Facility Supervisor	2	2	2	2	2	\$ 114,625
	Recreation Program Coordinator	3	1	1	1	1	\$ 56,505
	Special Needs Coordinator	0	1	1	1	1	\$ 58,976
	Special Events Coordinator	1	1	1	1	1	\$ 64,663
	<i>Service Award 10 yr</i>						\$ 2,155
	Event Specialist	1	1	1	1	1	\$ 45,689
	Cultural Event Specialist	1	1	1	1	1	\$ 48,472
	Sponsorship & Recreation Coordinator	1	0	0	0	0	\$ -
	Athletics Coordinator	0	2	2	2	2	\$ 116,709
	Park Manager	4	4	4	4	4	\$ 174,136
	Parks Foreman	0	1	1	1	1	\$ 45,237
	Assistant Park Manager	9	11	11	11	11	\$ 425,954
	<i>Service Award 10 yr</i>						\$ 1,466
	Community Center Manager	1	1	1	1	1	\$ 43,985
	Assistant Community Center Manager	1	1	1	1	1	\$ 37,204
	Special Needs Program Specialist	1	1	1	1	1	\$ 47,253
	Accounting Clerk	1	1	1	1	1	\$ 38,388
	Parks Maintenance Technician	1	2	2	2	2	\$ 91,232
	Recreation Marketing & Sponsorship Coordinator	0	1	1	1	1	\$ 58,200
	Nature Facility Manager	0	1	1	1	1	\$ 37,224
	Full Time Salaries Total	31	37	37	37	37	\$ 1,797,286
500.130 - Other Salaries	Park Service Aides Part Time ¹	0	0	0	0	0	\$ 1,077,426
	Other Salaries Total	0	0	0	0	0	\$ 1,077,426
	TOTAL	32	38	38	38	38	\$ 3,013,283

¹ Other Salaries - Pool of funds; not tied to a number of positions



0019000 - PARKS & RECREATION

	ADOPTED		AMENDED		YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
0019000 - PARKS AND RECREATION REVENUE								
334390 - STATE-VOL.CLEANUP TAX.CERT.	0	338,890	0	0	0	0	0	0
347200 - RECREATION FEES	103,737	98,214	100,000	100,000	5,688	103,000	100,000	100,000
347201 - RECREATION - RENTALS	121,517	155,034	120,000	120,000	24,402	130,000	120,000	120,000
347202 - RECREATION - BRONCO REGIS.	32,060	25,951	35,000	35,000	0	35,000	35,000	35,000
347203 - RECREATION-CONCESSIONS	21,087	10,841	12,000	12,000	250	10,000	12,000	12,000
347204 - RECREATION-TAXABLE SALES	11,034	18,077	20,000	20,000	322	20,000	20,000	20,000
347400 - RECREATION - SPECIAL EVENTS	30,916	29,063	30,000	30,000	0	30,000	30,000	30,000
347401 - RECREATION - SPONSORSHIPS	118,830	87,217	100,000	100,000	4,608	86,000	100,000	100,000
347402 - RECREATION - CAMPS	73,390	83,937	75,000	75,000	4,094	21,000	75,000	75,000
347403 - RECREATION - TENNIS	140,126	60,890	60,000	60,000	0	58,000	60,000	60,000
347404 - RECREATION - SOCCER	103,710	324,408	250,000	250,000	0	275,000	250,000	250,000
347405 - RECREATION-COMMUNITY CENTER	111,141	106,687	110,000	110,000	9,904	97,000	110,000	110,000
347406 - RECREATION-TRAINING	0	300	500	500	0	300	500	500
347407 - RECREATION-BASEBALL	13,103	21,842	13,000	13,000	0	13,000	13,000	13,000
366000 - PRIVATE GRANTS & CONTRIBUTIONS	0	380,000	0	0	0	0	0	0
366100 - DEVELOPER CONTRIBUTIONS	0	500,000	0	0	0	500,000	0	0
369104 - MAU PARK	0	7,000	7,000	7,000	0	7,000	7,000	7,000
369400 - MISC.PARK FEES	200	300	0	0	200	200	0	0
0019000 - PARKS AND RECREATION REVENUE TOTAL	880,850	2,248,651	932,500	932,500	49,466	1,385,500	932,500	932,500
GRAND TOTAL	880,850	2,248,651	932,500	932,500	49,466	1,385,500	932,500	932,500



00190005 - PARKS & RECREATION

	ADOPTED		AMENDED		YEAR-END			
	ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET FY 2018-19	ACTUALS FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
PERSONNEL								
500111 - ADMINISTRATIVE SALARIES	119,522	125,750	138,571	138,571	20,409	125,282	138,571	138,571
500120 - FULL TIME SALARIES	1,338,883	1,540,598	1,797,286	1,797,286	251,713	1,560,503	1,797,286	1,797,286
500125 - COMPENSATED ABSENCES	45,732	34,498	69,674	69,674	6,725	64,709	69,674	69,674
500130 - OTHER SALARIES	924,829	868,711	1,077,426	1,077,426	146,755	964,435	1,077,426	1,077,426
500140 - OVERTIME	24,781	20,336	25,000	25,000	4,618	20,000	25,000	25,000
500210 - FICA & MICA TAXES	184,488	194,227	156,471	156,471	32,315	210,357	156,471	156,471
500220 - RETIREMENT CONTRIBUTION	174,336	197,953	238,894	238,894	32,535	201,902	238,894	238,894
500230 - LIFE & HEALTH INSURANCE	340,743	410,774	472,650	472,650	119,124	446,917	472,650	472,650
500240 - WORKERS COMPENSATION	0	0	0	0	0	0	0	0
PERSONNEL TOTAL	3,153,313	3,392,845	3,975,972	3,975,972	614,194	3,594,105	3,975,972	3,975,972
OPERATING								
500310 - PROFESSIONAL SERVICES	40,820	29,887	90,000	114,581	20,500	556,285	90,000	90,000
500322 - AUDIT SERVICE - ADA COMPLIANCE	0	0	0	0	0	0	0	0
500340 - CONTRACTUAL SERVICES - OTHER	437,795	371,382	508,342	508,342	111,327	484,966	503,342	508,342
500344 - CONTRACTUAL - SOCCER TEAM	0	0	0	0	0	0	0	0
500400 - TRAVEL & PER DIEM	11,677	13,019	13,450	13,450	870	12,605	13,450	13,450
500410 - COMMUNICATION & FREIGHT	8,910	7,732	10,400	10,400	1,150	10,400	10,400	10,400
500430 - UTILITY SERVICES	212,546	220,329	282,500	282,500	16,040	292,000	282,500	282,500
500440 - RENTALS & LEASES	207,405	172,438	200,910	200,910	59,490	184,310	200,910	200,910
500450 - INSURANCE	0	0	0	0	0	0	0	0
500460 - REPAIR & MAINT - OFFICE EQUIP	440,805	502,175	621,094	649,094	97,527	585,943	621,094	621,094
500461 - REPAIR & MAINT - VEHICLES	2,292	2,815	4,500	4,500	0	3,500	4,500	4,500
500470 - PRINTING & BINDING	39,917	48,826	49,150	49,150	4,192	53,799	49,150	49,150
500480 - PROMOTIONAL ACTIVITIES	36,335	32,587	28,300	28,300	5,383	33,800	28,300	28,300
500490 - OTHER CURRENT CHARGES	257,787	223,367	292,504	292,504	65,116	266,208	292,504	292,504
500494 - CURR.CHARGES - CULTURAL EVENTS	69,675	79,343	79,500	79,500	694	81,200	85,000	79,500
500496 - CULTURAL GRANT-KNIGHTS ART	0	0	0	0	0	0	0	0
500497 - CULTURAL GRANT-NEA	0	0	20,500	20,500	0	0	0	20,500
500510 - OFFICE SUPPLIES	16,052	3,524	7,000	7,000	0	7,000	7,000	7,000
500520 - OPERATING SUPPLIES	257,789	254,498	294,000	294,000	28,619	284,700	294,000	294,000
500521 - OPERATING SUPPLIES - FUEL	106	280	250	250	78	280	250	250
500522 - OPERATING SUPPLIES - VEHICLES	0	0	0	0	0	0	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	10,076	13,182	16,239	16,239	500	16,424	16,239	16,239
OPERATING TOTAL	2,049,987	1,975,383	2,518,639	2,571,220	411,487	2,873,421	2,498,639	2,518,639
CAPITAL OUTLAY								
500610 - CAPITAL - LAND	0	0	0	0	0	0	0	0
500620 - CAPITAL - BUILDING	2,109,887	8,279,655	0	487,436	150,000	8,767,096	0	0
500634 - IMPROVEMENTS	52,950	0	0	3,700	0	3,700	0	0
500640 - CAPITAL OUTLAY - OFFICE	13,930	7,320	0	0	0	3,175	0	0
500641 - CAPITAL OUTLAY - VEHICLES	0	31,423	0	25,494	0	32,782	0	0
500643 - GRANT - LOCAL	0	0	0	0	0	0	0	0
500650 - CONSTRUCTION IN PROGRESS	367,786	357,184	0	100,690	0	3,068,777	0	0
500651 - CAPITAL - CONST IN PRG- IMPACT	0	0	0	0	0	0	0	0
500654 - GLADES PARK BOARDWALK - TERRA	0	0	0	0	0	0	0	0
CAPITAL OUTLAY TOTAL	2,544,554	8,675,582	0	617,321	150,000	11,875,530	0	0
Grand Total	7,747,855	14,043,811	6,494,611	7,164,512	1,175,681	18,343,056	6,474,611	6,494,611

DOWNTOWN DORAL

PARK

**SPECIAL
REVENUE FUNDS**

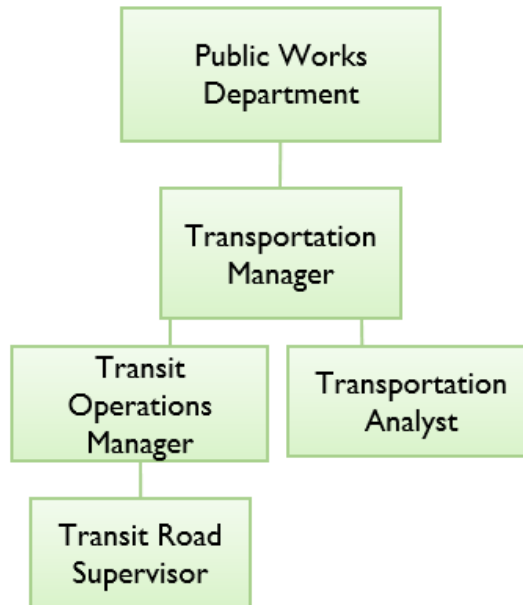




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TRANSPORTATION FUND



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 2019

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

Planning

- Commenced a six-month Freebee service Pilot Program for Downtown Doral.
- Awarded \$260,000 from the Miami-Dade Transportation Planning Organization (TPO) SMART Plan Demonstration Project for the Doral FIU Trolley Route (Route 4) Operation and Maintenance for a three (3) year period.
- Completed the Doral Trolley/SMART Plan Implementation Study.
- Completed Citywide Parking Demand Study.
- Initiated and completed the Roadway Impact Fee Ordinance Update.
- Revised the City's Truck Route Restriction Study.
- Initiated and completed the Speed Hump/Bump Ordinance.
- Initiated and completed the Doral Boulevard Bus Shelter Conceptual Design.
- Initiated the School Traffic Operations Plan (TOP) Phase I Study.
- Initiated the Traffic Calming Interlocal Agreement with Miami-Dade County.
- 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 Police and 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.

Engineering

- Continued to coordinate with the Construction Division for the City's 2016 Road Resurfacing Plan and outlined segments for resurfacing work.
- Completed and submitted the Transportation Alternatives Program (TAP) Grant 2019 applications for the Bicycle/Pedestrian Bridge over Doral Boulevard, Phase 2 of the Citywide Sidewalk Improvements, and for the Implementation of FDOT's new School Zone requirements Citywide.
- Completed the design and permitting for the roadway improvements project along NW 102nd Avenue between NW 66th Street and NW 74th Street, and initiated construction.
- Completed the design and permitting for the roadway improvements project along NW 82nd Avenue between NW 27th Street and NW 33rd Street, and initiated construction.
- Completed the design and permitting for the roadway improvements project along NW 41st Street between NW 79th Street and NW 87th Avenue, and initiated construction.
- Completed the design and permitting for the roadway improvement project along NW 112th Avenue between NW 25th Street and NW 34th Street.
- Continued the design and permitting phase for the Doral Boulevard Median Landscape



Improvements from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.

- Completed 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 commenced construction.
- Completed an audit of the master development agreements and lighting special taxing districts of Section 7 in the northwest area of the City.
- Completed the structural inspections of the two (2) pedestrian bridges within the City located at Legacy Park and NW 97th Ave. (Trump Golf Resort).
- Initiated the design and permitting for the Intersection Improvements (new traffic signal) located at the intersection of NW 112th / 114th Avenue and NW 82nd Street.
- Completed the design and permitting for the traffic signal improvements at the intersections along NW 74th Street at NW 102nd Avenue and at NW 97th Avenue and commenced construction.
- Completed the design and permitting for the roadway widening project along NW 104th

Avenue between NW 68th Street and NW 70th Street.

- Initiated the design and permitting for the intersection improvements recommended in the NW 112th Avenue / NW 114th Avenue One-Way Study at the intersections along NW 112th Avenue at NW 58th Street, at NW 50th Street, and at NW 41st Street; and along NW 114th Avenue at NW 58th Street and at NW 41st Street.
- Completed the design for the “Do Not Block the Box” exhibits at the intersections identified in the Transportation Master Plan and completed construction of the selected segments.
- Continued the design for the Doral Boulevard Entry Features at the Doral Boulevard / SR 826 Interchange.
- Initiate the design and permitting of traffic calming improvements in Section 7.
- Initiate the feasibility study and concept design for implementation of sidewalks throughout the Vanderbilt Park community.
- Complete the conceptual sketches and renderings for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.



TRANSPORTATION FUND - DIVISION OBJECTIVES FOR FY 2020

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.

Planning

- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related project.
- Continue to assist and coordinate with the Doral Police and 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.
- Develop and adopt Citywide Parking Regulations in Public Right-of-Way.
- Implement Year-I of Parking Authority Implementation as presented in the Citywide Parking Demand Study.
- Initiate and complete the NW 79 Avenue Master Plan Study.
- Initiate and complete School Traffic Operations Plan (TOP) Phase II Study.
- Initiate and complete Doral Boulevard Corridor Study.
- Initiate and complete Biennial Citywide Traffic Counts.
- Purchase of one (1) trolley vehicle.
- Expand the Freebee service to City Place.
- Commence the recommendations of the Doral Trolley/SMART Plan Implementation Study.

Engineering

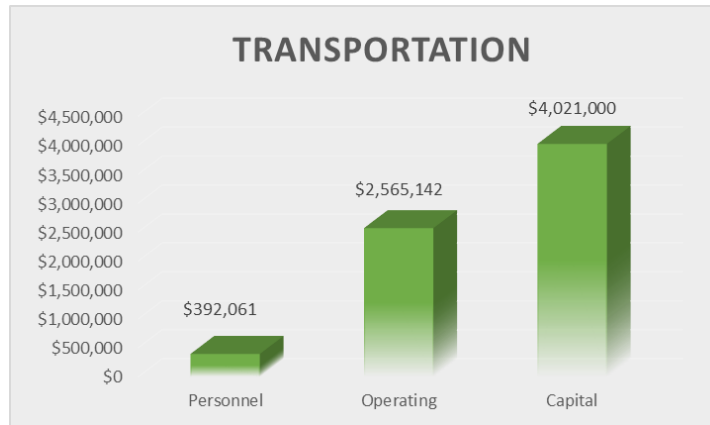
- Complete the design and permitting for the Doral Boulevard Median Landscape

- Improvements from NW 97th Avenue to SR 826 / Palmetto Expressway Interchange.
- Complete the design and permitting for the Intersection Improvements (new traffic signal) at the intersection of NW 112th / 114th Avenue and NW 82nd Street.
- Continue with the City's roadway resurfacing outlined in the updated Five-Year Resurfacing Master Plan.
- Commence with creating the RFP for advertisement of a new Five-Year Resurfacing Master Plan (2021).
- 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.
- Complete the design and permitting for the intersection improvements recommended in the NW 112th Avenue / NW 114th Avenue One-Way Study at the intersections along NW 112th Avenue at NW 58th Street, at NW 50th Street, and at NW 41st Street; and along NW 114th Avenue at NW 58th Street and at NW 41st Street.
- Initiate the design and permitting for the roadway improvements on NW 114 Avenue between NW 34 Street and NW 39 Street.
- Initiate the design and permitting for 10 new trolley shelters citywide for construction in FY 2020-21.
- Initiate the Land Acquisition process for the continuation of NW 112 Avenue between NW 34 Street and NW 41 Street.
- Complete the design and permitting of traffic



- calming improvements in Section 7.
- Complete the feasibility study and concept design for implementation of sidewalks throughout the Vanderbilt Park community.
- Complete the design for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.

TRANSPORTATION FUND – DIVISION BUDGET HIGHLIGHTS



- 110-230 Personnel Costs** - For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide.
- 310 – Professional Services** - This account was increased in comparison to the previous Fiscal Year as a result of the inclusion of the Doral Boulevard Corridor Study which will provide intersection operational safety improvements such as mid cross closing/opening, lane width recommendation, turn lanes, etc. The account also includes Phase II of the Citywide schools Traffic Operations Plan (TOP) analysis, and the Biennial Citywide Traffic Counts.
- 340 - Contractual Services - Other** – This account was increased in comparison to the previous Fiscal Year as a result of the inclusion of the NW 114th Ave. & NW 82nd St. Intersection Improvements Project (Traffic Signal), the NW 112th Ave. & NW 50th St. Intersection Improvements (Traffic Signal), and the implementation of Phase One of the Parking Authority.
- 341 - Other Contractual Services** – This account was increased in comparison to the previous Fiscal Year as the Trolley Safety and Security contract line item was increased as a result of additional vehicles on the fleet and the upgrading of outdated trolley equipment
- 540 – Dues/Subscriptions/Membership** - This account was increased in comparison to previous Fiscal Year as it now includes the Transportation Planning Organization (TPO) Annual Membership fees as requested by the latest Citizen's Independent Transportation Trust (CITT) audit findings.
- 633 – Capital Outlay–Street**



Improvements - This account was increased in comparison to previous Fiscal Year as a result of the inclusion of Citywide Traffic Calming Improvements, the NW 112th Ave. (25th – 34th St.) Roadway Improvements Project, and the Section 7 Traffic Calming improvements for FY 2019-20.

- **650 – Construction in Progress** - This account was decreased in comparison to the previous Fiscal Year as a result of the deferral of the adopted NW 112th Ave. (34th – 41st St.) Roadway Construction and all associated work to a future year.

**TRANSPORTATION FUND - PUBLIC WORKS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.120 - Full Time Salaries							
	Transportation Manager	1	1	1	1	1	\$ 106,726
	Transit Operations Manager	1	1	1	1	1	\$ 58,743
	<i>Service Award 15 yr</i>						\$ 4,406
	Transportation Engineer	1	1	1	0	0	\$ -
	Transportation Analyst	0	0	0	1	1	\$ 67,142
	Transit Road Supervisor	1	1	1	1	1	\$ 44,359
	Full Time Salaries Total	4	4	4	4	4	\$ 281,376
	Total	4	4	4	4	4	\$ 281,376



TRANSPORTATION FUND - PUBLIC WORKS BUDGET

101

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		16,193,178	17,830,564	16,986,079	16,986,079	16,986,079	6,538,267	6,538,267
REVENUES								
101.8000.312410	LOCAL OPTION GAS TAX	592,416	637,766	655,812	655,812	704,000	687,791	687,791
101.8000.312420	LOCAL OPTION GAS TAX- NEW	230,470	245,087	251,994	251,994	270,000	264,626	264,626
101.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	-	-	-	-	-	-	-
101.8000.331408	CIRCULATOR GRANT FL04-0122	-	-	-	-	-	-	-
101.8000.331409	CIRCULATOR GRANT FL04-0148	-	-	-	-	-	-	-
101.8000.334102	FDOT GRANT - FEDERAL	1,576,182	202,165	-	-	-	-	-
101.8000.337100	COUNTY REIMBURSEMENT	-	-	-	-	-	-	-
101.8000.337707	LOCAL GRANT TRANSIT MOBILITY	16,624	55,359	-	-	11,535	-	-
101.8000.361100	INTEREST INCOME	99,174	170,702	70,000	70,000	250,000	70,000	70,000
101.8000.363240	ROADWAY BEAUTIFICATION - IMPACT FEES	1,315,917	2,832,515	1,750,000	1,750,000	2,975,000	1,750,000	1,750,000
101.8000.366100	DEVELOPER CONTRIBUTIONS	-	-	-	-	-	-	-
101.8000.367100	CHANGE IN INVESTMENT VALUE	(24,613)	(47,046)	-	-	85,000	-	-
101.8000.369200	PRIOR YEARS RECOVERY	-	163,456	-	-	-	-	-
101.8000.381100	OPERATING TRANSFERS IN	3,790,000	-	-	-	-	-	-
	TOTAL REVENUES	7,596,171	4,260,006	2,727,806	2,727,806	4,295,535	2,772,417	2,772,417
OTHER RESOURCES								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	2,152,615	844,485	1,306,785	1,306,785	1,306,785	4,205,786	4,205,786
	PRIOR YEAR OPERATING BALANCES	-	-	-	10,718,230	10,718,230	-	-
	TOTAL OTHER RESOURCES	2,152,615	844,485	1,306,785	12,025,015	12,025,015	4,205,786	4,205,786
	TOTAL AVAILABLE RESOURCES	9,748,786	5,104,491	4,034,591	14,752,821	16,320,550	6,978,203	6,978,203
EXPENDITURES								
101.80005.500120	FULL TIME SALARIES	198,305	173,847	246,362	246,362	246,362	281,376	281,376
101.80005.500125	COMPENSATED ABSENCES	624	2,144	9,476	9,476	9,476	9,986	9,986
101.80005.500140	OVERTIME	-	34	-	-	-	-	-
101.80005.500210	FICA & MICA TAXES	15,273	13,171	19,572	19,572	19,572	22,290	22,290
101.80005.500220	RETIREMENT CONTRIBUTIONS	24,554	20,704	29,563	29,563	29,563	33,236	33,236
101.80005.500230	LIFE & HEALTH INSURANCE	13,104	14,319	46,698	46,698	46,698	45,173	45,173
	TOTAL PERSONNEL COSTS	251,859	224,220	351,671	351,671	351,671	392,061	392,061
101.80005.500310	PROFESSIONAL SERVICES	275,067	113,336	3,200	333,455	333,455	128,200	128,200
101.80005.500340	CONTRACTUAL SERVICES - OTHER	-	-	-	-	-	1,300,000	1,300,000
101.80005.500341	CONTRACTUAL SERVICES - ENGINEERING	160,398	242,571	1,080,000	1,123,528	1,115,544	1,105,000	1,105,000
101.80005.500400	TRAVEL & PER DIEM	250	5,646	5,900	5,900	5,900	5,900	5,900
101.80005.500440	RENTAL & LEASES	-	-	-	-	-	-	-
101.80005.500460	REPAIR & MAINTENANCE - OFFICE EQUIP	-	-	-	-	-	-	-
101.80005.500540	DUES, SUBSCRIPTIONS, MEMBERSHIPS	899	24,808	3,820	26,042	24,551	26,042	26,042
	TOTAL OPERATING COST	436,614	386,361	1,092,920	1,488,925	1,479,450	2,565,142	2,565,142
101.80005.500631	CAPITAL OUTLAY - MEDIAN ST BEAUTI.	-	585,810	-	1,242,301	1,242,301	-	-
101.80005.500633	CAPITAL OUTLAY - STREET IMPRV	4,496,116	2,685,327	1,500,000	9,203,047	9,203,047	2,950,000	2,950,000
101.80005.500640	CAPITAL OUTLAY - EQUIPMENT	-	-	-	-	-	-	-
101.80005.500641	CAPITAL OUTLAY - VEHICLES	176,832	565,451	-	399,815	399,815	226,000	226,000
101.80005.500648	GRANT (CIRCULATOR #FL 04-0122)	-	-	-	-	-	-	-
101.80005.500649	GRANT (CIRCULATOR #FL 040148)	-	-	-	-	-	-	-
101.80005.500650	CONSTRUCTION IN PROGRESS	597,363	657,322	1,090,000	2,067,063	2,067,063	845,000	845,000
	TOTAL CAPITAL OUTLAY	5,270,311	4,493,910	2,590,000	12,912,225	12,912,226	4,021,000	4,021,000
101.80005.500710	DEBT SERVICE PRINCIPAL TROLLEY	-	-	-	-	-	-	-
101.80005.500720	DEBT SERVICE INTEREST TROLLEY	-	-	-	-	-	-	-
	TOTAL DEBT SERVICE	-	-	-	-	-	-	-
	TOTAL TRANSPORTATION FUND EXPENSES	5,958,785	5,104,491	4,034,591	14,752,821	14,743,347	6,978,203	6,978,203



TRANSPORTATION FUND - PUBLIC WORKS BUDGET

101

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
	USE OF FUND BALANCE	2,152,615	844,485	1,306,785	1,306,785	1,306,785	4,205,786	4,205,786
	PRIOR YEAR OPERATING BALANCES	-	-	-	10,718,230	10,718,230	-	-
	Ending Fund Balance	17,830,564	16,986,079	15,679,294	4,961,064	6,538,267	2,332,481	2,332,481

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



PEOPLE'S TRANSPORTATION PLAN FUND

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 2020 are \$2,143,222.

- **341 Contractual Services-Engineering** – This account increased due to the new Freebee program.
- **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 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		-	478,050	560,863	560,863	560,863	995,109	995,109
REVENUES								
106.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	2,232,433	2,508,437	2,552,382	2,552,382	2,600,000	2,552,382	2,817,739
106.8000.361100	INTEREST INCOME	-	-	-	-	-	-	-
	TOTAL REVENUES	2,232,433	2,508,437	2,552,382	2,552,382	2,600,000	2,552,382	2,817,739
OTHER RESOURCES								
106.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	52,754	52,754	-	-
	TOTAL OTHER RESOURCES	-	-	-	52,754	52,754	-	-
	TOTAL AVAILABLE RESOURCES	2,232,433	2,508,437	2,552,382	2,605,136	2,652,754	2,552,382	2,817,739
EXPENDITURES								
106.80005.500341	CONTRACTUAL SERVICES - ENGINEER	1,595,067	1,635,000	1,635,000	1,635,000	1,635,000	1,957,222	1,957,222
106.80005.500540	DUES, SUBSCRIPTIONS, & MEMBERSHIPS	-	-	22,222	22,222	-	-	-
	TOTAL OPERATING COST	1,595,067	1,635,000	1,657,222	1,657,222	1,635,000	1,957,222	1,957,222
106.80005.500633	CAPITAL OUTLAY - STREET IMPROVEMENTS	159,315	790,625	486,000	538,754	530,754	186,000	186,000
	TOTAL CAPITAL OUTLAY	159,315	790,625	486,000	538,754	530,754	186,000	186,000
	TOTAL PEOPLE'S TRANSPORTATION PLAN FUND EXPENSES	1,754,383	2,425,625	2,143,222	2,195,976	2,165,754	2,143,222	2,143,222
	USE OF FUND BALANCE	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	52,754	52,754	-	-
	Ending Fund Balance	478,050	560,863	970,023	917,269	995,109	1,404,269	1,669,626

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

DOWNTOWN DORAL

PARK

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**
 - Doral Legacy Park – Batting Cage Improvements – The Department will be improving the existing batting cages at Doral Legacy Park to enhance the patrons experience.



PARK IMPACT FEE FUND
102

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		3,736,527	3,194,065	3,815,664	3,815,664	3,815,664	5,482,713	5,482,713
REVENUES								
102.9000.331700	GRANT - FEDERAL	-	-	-	-	-	-	-
102.9000.361100	INTEREST INCOME	22,316	44,607	10,000	10,000	78,000	10,000	10,000
102.9000.363101	SPECIAL ASSESTMENT - EDUCATIONAL	418,579	1,229,578	250,000	250,000	3,100,000	250,000	250,000
102.9000.363270	IMPACT FEES - PARKS	-	-	-	-	-	-	-
	TOTAL REVENUES	440,895	1,274,185	260,000	260,000	3,178,000	260,000	260,000
OTHER RESOURCES								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	542,462	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	1,346,951	1,346,951	-	-
	TOTAL OTHER RESOURCES	542,462	-	-	1,346,951	1,346,951	-	-
TOTAL AVAILABLE RESOURCES		983,357	1,274,185	260,000	1,606,951	4,524,951	260,000	260,000
EXPENDITURES								
102.90005.500310	PROFESSIONAL SERVICES - DESIGN	-	3,555	-	9,000	9,000	-	-
	TOTAL OPERATING COST	-	3,555	-	9,000	9,000	-	-
102.22005.500520	OPERATING SUPPLIES	-	-	-	3,660	3,660	-	-
102.22005.500652	CAPITAL OUTLAY - OTHER	-	-	-	513,544	513,544	-	-
102.90005.500620	CAPITAL OUTLAY - BUILDING	110,599	103,698	-	438,613	438,613	-	-
102.90005.500634	CAPITAL OUTLAY - IMPROVEMENTS - PARKS	872,758	184,308	164,000	504,379	504,379	20,000	20,000
102.90005.500640	CAPITAL OUTLAY - PARK DEVELOPMENT	-	-	-	18,000	18,000	-	-
102.90005.500650	CAPITAL OUTLAY - CONSTRUCTION IN PROGRESS	-	361,025	-	23,755	23,755	-	-
	TOTAL CAPITAL OUTLAY	983,357	649,031	164,000	1,501,951	1,501,951	20,000	20,000
	TOTAL PARK IMPACT FEE FUND EXPENSES	983,357	652,586	164,000	1,510,951	1,510,951	20,000	20,000
	USE OF FUND BALANCE	542,462	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	1,346,951	1,346,951	-	-
	Ending Fund Balance	3,194,065	3,815,664	3,911,664	2,564,714	5,482,713	5,722,713	5,722,713

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



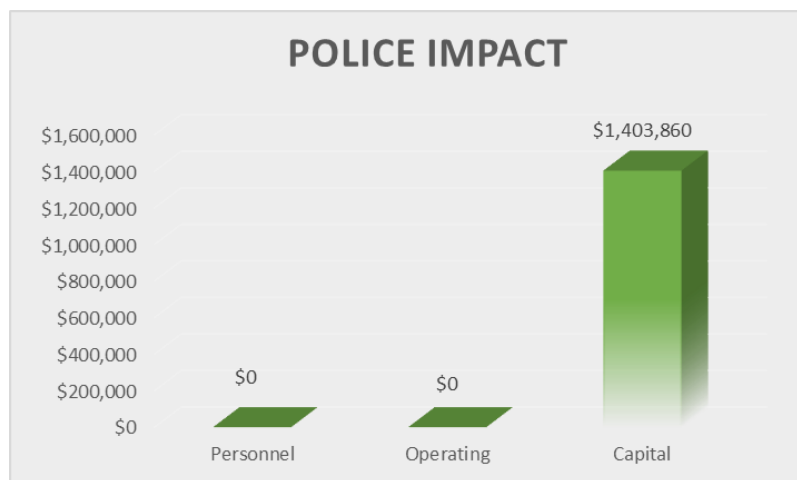
POLICE IMPACT FEE FUND

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** – This line item is including the purchase of 15 AED’s, Ballistic Helmets, Ballistic Vests, Guns, Radios, and Tasers in relation to the 15 new Police Officers.
- **641 Capital Outlay - Vehicles** – The increase in this account is due to the purchase of Police Vehicles associated with the addition of new Police Officers.
- **652 Capital Outlay – Other** – The increase in this account is attributable to the purchase of laptops for new Police Officers.



POLICE IMPACT FEE FUND

103

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		3,202,690	1,560,320	1,892,194	1,892,194	1,892,194	1,387,911	1,387,911
REVENUES								
103.6000.361100	INTEREST INCOME	8,107	17,421	5,000	5,000	28,000	5,000	5,000
103.6000.363220	IMPACT FEES - POLICE	237,125	944,299	500,000	500,000	816,000	500,000	500,000
	TOTAL REVENUES	245,232	961,720	505,000	505,000	844,000	505,000	505,000
OTHER RESOURCES								
103.6000.300100	RESERVES - IN USE OF FUND BALANCE	1,642,371	-	186,378	186,378	-	674,860	898,860
	PRIOR YEAR OPERATING BALANCES	-	-	-	470,528	470,528	-	-
	TOTAL OTHER RESOURCES	1,642,371	-	186,378	656,906	470,528	674,860	898,860
	TOTAL AVAILABLE RESOURCES	1,887,603	961,720	691,378	1,161,906	1,314,528	1,179,860	1,403,860
EXPENDITURES								
103.6000.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	-	-	-
103.6000.500610	CAPITAL OUTLAY - LAND	-	-	-	-	-	-	-
103.6000.500620	CAPITAL OUTLAY - BUILDING	503,288	245,729	-	242,954	242,954	-	-
103.6000.500634	CAPITAL OUTLAY - IMPROVEMENTS	1,384,315	53,035	-	173,134	173,134	-	-
103.6000.500640	CAPITAL OUTLAY - OFFICE	-	14,799	125,600	125,600	125,600	120,750	120,750
103.6000.500641	CAPITAL OUTLAY - VEHICLES	-	316,283	511,648	566,088	566,088	754,110	754,110
103.6000.500650	CONSTRUCTION IN PROGRESS	-	-	-	-	-	250,000	270,000
103.6000.500652	CAPITAL OUTLAY - OTHER	-	-	54,130	54,130	54,130	55,000	259,000
	TOTAL CAPITAL OUTLAY	1,887,602	629,846	691,378	1,161,906	1,161,906	1,179,860	1,403,860
	TOTAL POLICE IMPACT FEE FUND EXPENSES	1,887,602	629,846	691,378	1,161,906	1,161,906	1,179,860	1,403,860
	USE OF FUND BALANCE	1,642,371	-	186,378	186,378	186,378	674,860	898,860
	PRIOR YEAR OPERATING BALANCES	-	-	-	470,528	470,528	-	-
	Ending Fund Balance	1,560,320	1,892,194	1,705,816	1,235,288	1,387,911	713,051	489,051

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



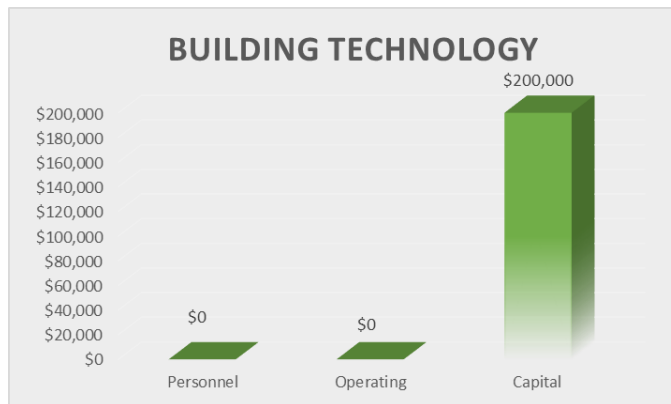
BUILDING TECHNOLOGY FUND

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						
		ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		-	-	130,432	130,432	130,432	172,432	172,432
REVENUES								
108.7000.341904	BUILDING TECHNOLOGY ADMINISTRATIVE FEE	-	130,432	200,000	200,000	242,000	221,000	221,000
	TOTAL REVENUES	-	130,432	200,000	200,000	242,000	221,000	221,000
OTHER RESOURCES								
108.7000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-
	TOTAL AVAILABLE RESOURCES	-	130,432	200,000	200,000	242,000	221,000	221,000
EXPENDITURES								
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	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	-	-	-
CAPITAL								
108.70005.500640	CAPITAL OUTLAY - OFFICE	-	-	-	-	-	-	-
108.70005.500652	CAPITAL OUTLAY - OTHER	-	-	200,000	200,000	200,000	200,000	200,000
	TOTAL CAPITAL COST	-	-	200,000	200,000	200,000	200,000	200,000
	TOTAL BUILDING TECHNOLOGY FUND EXPENSES	-	-	200,000	200,000	200,000	200,000	200,000
	USE OF FUND BALANCE							
	Ending Fund Balance	-	130,432	130,432	130,432	172,432	193,432	193,432

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



BOND DEBT SERVICE FUND

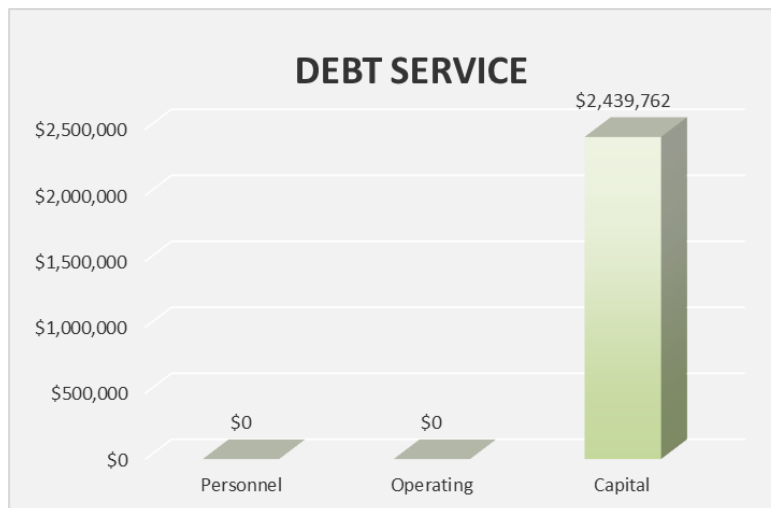
BOND DEBT SERVICE FUND

An election was held on November 6, 2018, whereby electors of the City approved the issuance of not exceeding \$150,000,000 of general obligation bonds of the City for the purpose of financing the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails (collectively, the “Parks and Recreation Projects”), payable from ad valorem taxes on all of the taxable property within the City (the “Bond Referendum”). The Bond Referendum was duly held and conducted in all respects according to law, and a majority of electors casting a ballot voted in favor of the issuance of such bonds for such purpose.

The Bonds are being issued for the purpose of financing the Parks and Recreation Projects and paying certain costs and expenses relating to the issuance of the Bonds.

The Bonds are general obligations of the City. The principal of and interest on the Bonds shall be secured by a pledge of the full faith, credit and taxing power of the City without limitation. In each Fiscal Year while any of the Bonds are outstanding there shall be assessed, levied and collected a tax, without limitation as to rate or amount, on all taxable property within the corporate limits of the City (excluding exemptions as provided by applicable law), in addition to all other taxes, sufficient in amount to pay the principal of and interest on the Bonds as the same shall become due. The tax assessed, levied and collected for the security and payment of the Bonds shall be assessed, levied and collected and the proceeds of said tax shall be applied solely to the payment of the principal of, premium, if any, and interest on the Bonds and shall be in addition to all other taxes authorized to be levied by the City.

BOND DEBT SERVICE FUND BUDGET HIGHLIGHTS





CITY OF DORAL GENERAL OBLIGATION BONDS, SERIES 2019

Fiscal Year			Total
Ending	Principal	Interest	Debt Service
September 30			
2020	\$ 650,000.00	\$ 1,789,761.31	\$ 2,439,761.31
2021	\$ 890,000.00	\$ 1,550,581.26	\$ 2,440,581.26
2022	\$ 930,000.00	\$ 1,506,081.26	\$ 2,436,081.26
2023	\$ 980,000.00	\$ 1,459,581.26	\$ 2,439,581.26
2024	\$ 1,025,000.00	\$ 1,410,581.26	\$ 2,435,581.26
2025	\$ 1,080,000.00	\$ 1,359,331.26	\$ 2,439,331.26
2026	\$ 1,135,000.00	\$ 1,305,331.26	\$ 2,440,331.26
2027	\$ 1,190,000.00	\$ 1,248,581.26	\$ 2,438,581.26
2028	\$ 1,250,000.00	\$ 1,189,081.26	\$ 2,439,081.26
2029	\$ 1,310,000.00	\$ 1,126,581.26	\$ 2,436,581.26
2030	\$ 1,375,000.00	\$ 1,061,081.26	\$ 2,436,081.26
2031	\$ 1,420,000.00	\$ 1,019,831.26	\$ 2,439,831.26
2032	\$ 1,460,000.00	\$ 977,231.26	\$ 2,437,231.26
2033	\$ 1,505,000.00	\$ 933,431.26	\$ 2,438,431.26
2034	\$ 1,550,000.00	\$ 888,281.26	\$ 2,438,281.26
2035	\$ 1,595,000.00	\$ 841,781.26	\$ 2,436,781.26
2036	\$ 1,645,000.00	\$ 793,931.26	\$ 2,438,931.26
2037	\$ 1,695,000.00	\$ 744,581.26	\$ 2,439,581.26
2038	\$ 1,745,000.00	\$ 693,731.26	\$ 2,438,731.26
2039	\$ 1,795,000.00	\$ 641,381.26	\$ 2,436,381.26
2040	\$ 1,850,000.00	\$ 587,531.26	\$ 2,437,531.26
2041	\$ 1,905,000.00	\$ 532,031.26	\$ 2,437,031.26
2042	\$ 1,965,000.00	\$ 472,500.00	\$ 2,437,500.00
2043	\$ 2,025,000.00	\$ 411,093.76	\$ 2,436,093.76
2044	\$ 2,090,000.00	\$ 347,812.50	\$ 2,437,812.50
2045	\$ 2,155,000.00	\$ 282,500.00	\$ 2,437,500.00
2046	\$ 2,225,000.00	\$ 215,156.26	\$ 2,440,156.26
2047	\$ 2,295,000.00	\$ 145,625.00	\$ 2,440,625.00
2048	\$ 2,365,000.00	\$ 73,906.26	\$ 2,438,906.26
TOTAL	\$ 45,100,000.00	\$ 25,608,911.55	\$ 70,708,911.55



DEBT SERVICE FUND
201

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2016-7	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		-	-	-	-	-	20,545	20,545
REVENUES								
201.5000.311300	SPECIAL AD VALOREM TAXES	-	-	-	-	-	2,439,188	2,439,188
201.5000.381100	OPERATING TRANSFER-IN	-	-	-	-	20,545	-	-
	TOTAL REVENUES	-	-	-	-	20,545	2,439,188	2,439,188
OTHER RESOURCES								
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	574	574
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-
TOTAL OTHER RESOURCES		-	-	-	-	-	574	574
TOTAL AVAILABLE RESOURCES		-	-	-	-	20,545	2,439,762	2,439,762
EXPENDITURES								
201.50005.500713	DEBT SERVICE-PRINCIPAL BOND	-	-	-	-	-	650,000	650,000
201.50005.500721	DEBT SERVICE-INTEREST BOND	-	-	-	-	-	1,789,762	1,789,762
TOTAL DEBT SERVICE		-	-	-	-	-	2,439,762	2,439,762
TOTAL DEBT SERVICE FUND EXPENSES		-	-	-	-	-	2,439,762	2,439,762
	USE OF FUND BALANCE	-	-	-	-	-	574	574
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-
Ending Fund Balance		-	-	-	-	20,545	19,971	19,971

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

The Debt Service Fund Amended Budget Ordinance is scheduled to be reviewed by City Council in the August and September Council Meetings



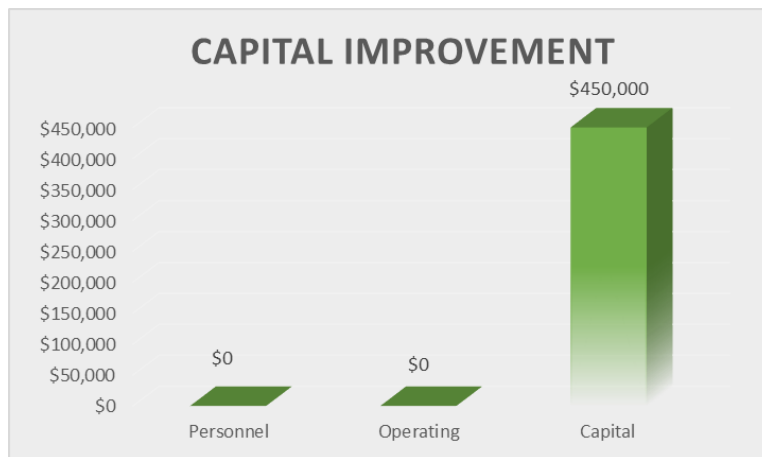
CAPITAL IMPROVEMENT FUND

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 2020 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 \$450,000; this includes funding for the 3rd Floor Media Room, Parking Garage Repairs, Parking

Garage Storage, and Government Center Security Improvements.



CAPITAL IMPROVEMENT FUND

301

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2016-7	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		279,363	571,616	535,508	535,508	535,508	21,963	21,963
REVENUES								
301.5000.361100	INTEREST INCOME	-	-	-	-	1,900	-	-
301.5000.381100	OPERATING TRANSFERS IN	350,000	-	147,443	147,443	147,443	440,000	440,000
	TOTAL REVENUES	350,000	-	147,443	147,443	149,343	440,000	440,000
OTHER RESOURCES								
301.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	36,108	-	-	-	10,000	10,000
	PRIOR YEAR OPERATING BALANCES	-	-	-	515,445	515,445	-	-
	TOTAL OTHER RESOURCES	-	36,108	-	515,445	515,445	10,000	10,000
TOTAL AVAILABLE RESOURCES		350,000	36,108	147,443	662,888	664,788	450,000	450,000
EXPENDITURES								
301.80005.500310	PROFESSIONAL SERVICES - CITY HALL CONST.	(418)	29,008	-	181,153	188,948	-	-
301.80005.500314	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
301.80005.500520	OPERATING SUPPLIES	41,154	3,045	-	-	-	-	-
	TOTAL OPERATING COST	40,736	32,053	-	181,153	188,948	-	-
301.80005.500620	CAPITAL OUTLAY - BUILDINGS	-	-	-	-	-	-	-
301.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	750	4,055	82,443	389,388	381,593	450,000	450,000
301.80005.500640	CAPITAL OUTLAY - OTHER	4,114	-	-	27,347	27,347	-	-
301.80005.500650	CONSTRUCTION IN PROGRESS	12,146	-	65,000	65,000	65,000	-	-
	TOTAL CAPITAL OUTLAY	17,011	4,055	147,443	481,735	473,940	450,000	450,000
TOTAL CAPITAL IMPROVEMENT FUND EXPENSES		57,747	36,108	147,443	662,888	662,888	450,000	450,000
	USE OF FUND BALANCE	-	36,108	-	-	-	10,000	10,000
	PRIOR YEAR OPERATING BALANCES	-	-	-	515,445	515,445	-	-
Ending Fund Balance		571,616	535,508	535,508	20,063	21,963	11,963	11,963

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



INFRASTRUCTURE REPLACEMENT FUND

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 \$300,000.



INFRASTRUCTURE REPLACEMENT FUND

302

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET* FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		100,000	200,000	700,000	700,000	700,000	1,865,356	1,865,356
REVENUES								
302.5000.381100	OPERATING TRANSFERS IN	100,000	500,000	1,165,356	1,165,356	1,165,356	300,000	300,000
	TOTAL REVENUES	100,000	500,000	1,165,356	1,165,356	1,165,356	300,000	300,000
OTHER RESOURCES								
302.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		100,000	500,000	1,165,356	1,165,356	1,165,356	300,000	300,000
EXPENDITURES								
302.80005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
302.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
302.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	-	-	-
302.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	-	-	-	-	-	-	-
302.80005.500640	CAPITAL OUTLAY - OTHER	-	-	-	-	-	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE REPLACEMENT FUND EXPENSES		-	-	-	-	-	-	-
	USE OF FUND BALANCE							-
Ending Fund Balance		200,000	700,000	1,865,356	1,865,356	1,865,356	2,165,356	2,165,356

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



GENERAL OBLIGATION BOND, SERIES 2019 FUND



GENERAL OBLIGATION BOND, SERIES 2019 FUND

The Bond Referendum authorized the financing of the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails.

The Bonds are expected to specifically finance the construction and/or improvements to the following projects: the Doral Meadow Park, Cultural Arts Facility, White Course Park, pedestrian bridge, lighting of trails, and Morgan Levy Park. In addition, the Bonds will also fund a portion of the costs of the construction and improvements of Doral Central Park. Total construction costs for Doral Central Park are expected to be \$120 million. The remaining costs associated with Doral Central Park will be paid with the proceeds of subsequent series of general obligation bonds issued by the City.



General Obligation Bond Series 2019 -Doral Parks and Recreation Projects

Time/Schedule	Preliminary Cost Estimates	Project	Phase
6 months (Sept. 30, 2019)			
	\$ 9,200	Cultural Arts Center	Environmental Testing
	\$ 500,000	Cultural Arts Center	Design
	\$ 10,200	Doral Central Park	Environmental Testing
	\$ 5,000	White Course Park	Environmental Testing
	\$ 26,976	Program Management Firm	
	\$ 197,249	Administrative Cost	
	\$ 150,000	Pedestrian Bridge	30% Design Criteria / RFP Package
	\$ 18,959		CIP Office
Sub-Total	\$ 917,584		
1st Year (FY 2020)			
	\$ 360,000	Cultural Arts Center	Construction
	\$ 90,500	Cultural Arts Center	Permits
	\$ 150,000	Doral Meadow Park	Design
	\$ 350,000	Doral Central Park	Design
	\$ 300,000	White Course Park	Design
	\$ 73,000	Morgan Levy Park	Construction
	\$ 300,000	Lighting of Trails	Design
	\$ 150,000	Additional Trails	Design
	\$ 73,940	Program Management Firm	
	\$ 75,000	Doral Meadow Park Renovation	Design
	\$ 124,744		CIP Office
Sub-Total	\$ 2,047,184		



General Obligation Bond Series 2019 -Doral Parks and Recreation Projects

Time/Schedule	Preliminary Cost Estimates	Project	Phase
2nd Year (FY 2021)			
	\$ 8,640,000	Cultural Arts Center	Construction
	\$ 90,500	Cultural Arts Center	Permits
	\$ 15,000	Doral Meadow Park	Permits
	\$ 1,000,000	Doral Meadow Park	Construction
	\$ 3,500,000	Doral Central Park	Design
	\$ 100,000	White Course Park	Permits
	\$ 3,865,000	White Course Park	Construction
	\$ 1,820,000	Lighting of Trails	Construction
	\$ 1,400,000	Additional Trails	Construction
	\$ 15,000	Lighting of Trails	Permits
	\$ 15,000	Additional Trails	Permits
	\$ 1,050,000	Pedestrian Bridge	Design/Construction
	\$ 860,420	Program Management Firm	
	\$ 129,734		CIP Office
Sub-Total	\$ 22,500,654		
3rd Year (FY 2022)			
	\$ 3,150,000	Doral Central Park	Design
	\$ 200,000	Doral Central Park	Permits
	\$ 11,569,668	Doral Central Park	Construction
	\$ 780,000	Lighting of Trails	Construction
	\$ 600,000	Additional Trails	Construction
	\$ 2,450,000	Pedestrian Bridge	Design/Construction
	\$ 749,987	Program Management Firm	
	\$ 134,923		CIP Office
Sub-Total	\$ 19,634,578		
Total	\$ 45,100,000		



**PARKS G.O. BOND - SERIES 2019 FUND - PUBLIC WORKS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2015-16	BUDGET FY 2016-17	BUDGET FY 2017-18	BUDGET FY 2018-19	ADOPTED FY 2019-20	TOTAL COST FY 2019-20
500.120 - Full Time Salaries							
	Capital Improvements Manager	0	0	0	0	1	\$ 80,551
	Full Time Salaries Total	0	0	0	0	1	\$ 80,551
	Total	0	0	0	0	1	\$ 80,551



PARK GENERAL OBLIGATION BOND-SERIES 2019 CAPITAL PROJECT FUND

303

ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END					PROPOSED	ADOPTED
		ACTUAL FY 2016-7	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19		
BEGINNING FUND BALANCE		-	-	-	-	-	-	-
REVENUES								
303.5000.361100	INTEREST INCOME	-	-	-	-	25,000	130,000	130,000
303.5000.367100	CHANGE IN INVESTMENT VALUE	-	-	-	-	30,000	-	-
303.5000.384110	PARK BOND DEBT PROCEEDS	-	-	-	-	46,574,022	-	-
	TOTAL REVENUES	-	-	-	-	46,629,022	130,000	130,000
OTHER RESOURCES								
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-
TOTAL OTHER RESOURCES		-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		-	-	-	-	46,629,022	130,000	130,000
EXPENDITURES								
303.80005.500120	FULL TIME SALARIES	-	-	-	-	12,257	80,551	80,551
303.80005.500125	COMPENSATED ABSENCES	-	-	-	-	442	2,904	2,904
303.80005.500210	FICA & MICA TAXES	-	-	-	-	971	6,384	6,384
303.80005.500220	RETIREMENT CONTRIBUTION	-	-	-	-	1,471	9,666	9,666
303.80005.500230	LIFE & HEALTH INSURANCE	-	-	-	-	1,707	25,239	25,239
	TOTAL PERSONNEL COST	-	-	-	-	16,848	124,744	124,744
303.90005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
303.50005.500317	PROFESSIONAL SERVICES - COST OF ISSUANCE	-	-	-	-	197,249	-	-
303.90005.500340	CONTRACTUAL SERVICES - OTHER	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	197,249	-	-
303.90005.500620	CAPITAL OUTLAY - BUILDINGS	-	-	-	-	-	-	-
303.90005.500650	CONSTRUCTION IN PROGRESS	-	-	-	-	46,394,380	-	-
	TOTAL CAPITAL OUTLAY	-	-	-	-	46,394,380	-	-
303.50005.500916	TRANSFER OUT DEBT SERVICE	-	-	-	-	20,545	-	-
	TOTAL DEBT SERVICE	-	-	-	-	20,545	-	-
TOTAL CAPITAL IMPROVEMENT FUND EXPENSES		-	-	-	-	46,629,022	124,744	124,744
	USE OF FUND BALANCE	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-
Ending Fund Balance		-	-	-	-	-	5,256	5,256

The Park General Obligation Bond-Series 2019 Capital Project Fund Amended Budget Ordinance is scheduled to be reviewed by City Council in the August and September Council Meetings



STORMWATER FUND



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 2019

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

- Commenced construction of Year 5B of the Canal Bank Stabilization Program and is scheduled to be completed in the 4th Quarter.
- 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 41st St between NW 97th Ave and NW 87th Ave.
- 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 79th Ave between NW 14th St and NW 24 St.
- 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 57th Street between NW 79th Ave and NW 77th Ct, along NW 56th St between NW 79th Ave and NW 77th Ct, and along NW 77th Ct between NW 56th St and NW 62nd St.
- Construction is scheduled to be awarded in the 4th Quarter of FY 18-19 of Year 5 of the Stormwater Improvements 5-Year CIP: Sub Basin A-4, located along NW 84th Ave between NW 12th St and NW 25 St.
- Construction is scheduled to be awarded in the 4th Quarter of FY 18-19 for Stormwater improvements at NW 21st St between NW 84th Ave to NW 82nd Ave.
- Construction is scheduled to be awarded in the 4th Quarter of FY 18-19 of Year 7 of the Canal Bank Stabilization Program located along NW 25th St between NW 97th Ave and NW 87th Ave.
- Completed and permitted the design of the Stormwater Improvements at Sub Basin H-8 Phase II located along NW 57th St between NW 79th Ave and NW 77th Ct, along NW 56th St between NW 79th Ave and NW 77th Ct, and along NW 77th Ct between NW 56th St and NW 62nd St.
- Commenced the design of Miscellaneous Stormwater Improvements for NW 50th St between NW 114th Ave and NW 112th Ave and NW 24th Terrace between NW 89th Pl and NW 25th St.
- Completed the Outfall Feasibility Study to service Sub Basin H-5 which is located between NW 79th Ave and NW 77th Court from NW 57th St to NW 54th St. Outfall will be proposed to discharge into the NW 58th St Canal.
- Completed the Shared Use Path Feasibility Study for the NW 58th Street path from NW 114th Ave to NW 109th Ave.
- Completed the Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Program MS4 Permit annual report for Cycle I one-year evaluation period.
- Administered Mosquito Dunks to all City of Doral Stormwater Inlets.
- Purchased a sidewalk sweeper to implement a sidewalk sweeping program to further comply with the NPDES MS4 Permit.
- Began the Stormwater Vulnerability Study to evaluate the Stormwater Infrastructure and the affects from projected groundwater elevations from climate change.



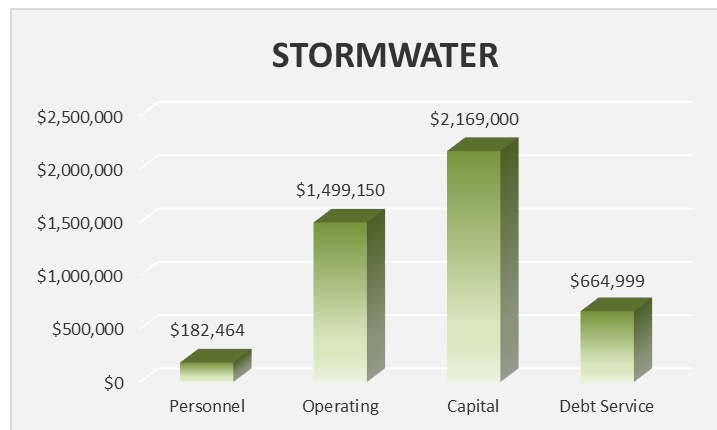
STORMWATER FUND - DIVISION OBJECTIVES FOR FY 2020

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 7 of the Canal Bank Stabilization Program located along the Northline Canal adjacent to NW 25th Street between NW 97th Avenue and NW 87th Avenue, and along the north side of the Dressels Canal adjacent to NW 50th Street between NW 102nd Avenue and NW 97th Avenue.
- Complete construction of Year 5 of the Stormwater Improvements 5-Year CIP: Sub Basins A-4, located along NW 84th Avenue between NW 12th Street and NW 25 Street.
- Complete the design and commence the construction of the Stormwater Improvements at Sub Basin H-8 Phase II to include an outfall to discharge into the NW 58th Street Canal, located along NW 57th Street between NW 79th Avenue and NW 77th Court, along NW 56th Street between NW 79th Avenue and NW 77th Court, and along NW 77th Court between NW 56th Street and NW 62nd Street.
- Complete construction of Miscellaneous Stormwater Improvements for NW 21st Street between NW 82nd Avenue and NW 83rd Avenue; and at NW 114th Avenue between NW 50th Street and NW 60th Street.
- Commence construction for NW 114th Avenue between NW 50th Street and NW 58th Street and NW 50th Street between NW 114th Avenue and NW 112th Avenue.
- Complete the Stormwater Vulnerability Study that will provide an assessment of the impacts to the City of Doral Stormwater infrastructure from climate change.
- Complete the update to 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 BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** - For this fiscal year the City will be converting all employees from a 37.5 to a 40-hour work week. Additionally, there is a 1.5% cost of living adjustment and an up to 2% merit increase based on the individual's performance evaluation. Health insurance rates have increase by 6% city-wide.
- **314 – Professional Services – Engineer** - This account was increased in comparison to the previous Fiscal Year as a result of the inclusion of the 5 Year Stormwater Master Plan Update.
- **340 – Contractual Services – Other** - This account was increased in comparison to the previous Fiscal Year as a result of the increase of budget to the Catch Basin Maintenance line item to allow more maintenance of newly installed stormwater drainage systems along public right-of-way.
- **400 - Travel and Per Diem** - This account was decreased in comparison to the previous Fiscal Year as a result of the decrease of the State and National Conferences and Training line item.
- **470 - Printing & Binding** - This account was decreased in comparison to the previous Fiscal Year as a result of the decrease of the printing materials line item.
- **520 – Operating Supplies** – This account was increased in comparison to the previous Fiscal Year as a result of the addition to a Mosquito Dunk-Larvicide Treatment line item that will allow the public works department to treat all stormwater inlets along the public right-of-way for mosquito larvae. Also, the addition of a Grate Replacement line item to replace stormwater grates that are either damaged or removed.
- **633 Improvements Streets** - This account was decreased in comparison to the previous Fiscal Year as a result of Stormwater Improvements only being needed for the NW 112 Ave. (NW 25 St- NW 34 St) and NW 27 St (NW 112 Ave- NW 109 Ave).
- **640 – Capital Outlay** - This account was decreased in comparison to the previous Fiscal Year as it now includes the purchase of a water pump which cost less than the heavy equipment that was previously purchased. With this heavy equipment, the Department will be able to be prepared during emergency situations and to remove water from low lying areas.



- **650 - Construction in Progress** - This account was decreased in comparison to the previous Fiscal Year as a result of the substantial completion with construction of the Canal Bank Stabilization Program and the decrease in design of stormwater improvements as construction will be occurring during this fiscal year.
- **710 - Debt Service – Principal** - This account was increased in comparison to the

previous Fiscal Year as a result of 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 in comparison to the previous Fiscal Year as a result of the Miami-Dade County most recent debt service schedule.

**STORMWATER FUND - PUBLIC WORKS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2019-20
500.120 - Full Time Salaries							
	Stormwater Utility Manager	1	1	1	1	1	\$ 68,622
	Stormwater Utility Technician	1	1	1	1	1	\$ 56,947
	Full Time Salaries Total	2	2	2	2	2	\$ 125,569
	Total	2	2	2	2	2	\$ 125,569



STORMWATER FUND
401

ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	ADOPTED	AMENDED	YEAR-END	PROPOSED	ADOPTED
		FY 2016-17	FY 2017-18	BUDGET	BUDGET*	ESTIMATE		
BEGINNING FUND BALANCE¹		15,797,725	14,403,699	14,545,706	14,545,706	14,545,706	3,475,281	3,475,281
REVENUES								
401.8000.314300	STORMWATER USER FEES	3,906,429	3,896,241	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
401.8000.334100	STATE GRANT REIMB	-	-	600,000	600,000	-	600,000	600,000
401.8000.361100	INTEREST INCOME	158,684	228,803	140,000	140,000	240,000	140,000	140,000
401.8000.367100	CHANGE IN INVESTMENT VALUES	(60,984)	(125,754)	-	-	175,000	-	-
401.8000.369200	PRIOR YEAR RECOVERY	175,918	-	-	-	-	-	-
	TOTAL REVENUES	4,180,048	3,999,290	4,540,000	4,540,000	4,215,000	4,540,000	4,540,000
OTHER RESOURCES								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	532,268	532,268	532,268	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	10,242,254	10,242,254	-	-
	TOTAL OTHER RESOURCES	-	-	532,268	10,774,522	10,774,522	-	-
	TOTAL AVAILABLE RESOURCES	4,180,048	3,999,290	5,072,268	15,314,522	14,989,522	4,540,000	4,540,000
EXPENDITURES								
401.80005.500120	FULL TIME SALARIES	49,877	84,668	112,162	112,162	112,162	125,569	125,569
401.80005.500125	COMPENSATED ABSENCES	-	1,916	4,294	4,294	4,294	4,527	4,527
401.80005.500140	OVERTIME	12	76	-	-	-	-	-
401.80005.500210	FICA & MICA TAXES	3,944	6,385	8,909	8,909	8,909	9,953	9,953
401.80005.500220	RETIREMENT CONTRIBUTIONS	6,260	9,931	13,397	13,397	13,397	15,069	15,069
401.80005.500230	LIFE & HEALTH INSURANCE	9,066	18,232	19,798	19,798	19,798	27,346	27,346
	TOTAL PERSONNEL COSTS	69,159	121,207	158,560	158,560	158,560	182,464	182,464
401.80005.500314	PROFESSIONAL SERVICES- ENGINEERING	472,591	330,606	25,000	138,629	131,783	185,000	185,000
401.80005.500340	CONTRACTUAL SERVICE S - OTHER	859,087	939,806	1,143,000	1,522,100	1,522,100	1,193,000	1,193,000
401.80005.500400	TRAVEL & PER DIEM	1,201	1,832	5,900	5,900	2,500	5,500	5,500
401.80005.500410	COMMUNICATIONS & FREIGHT SERVICES	250	-	-	-	-	-	-
401.80005.500440	RENTAL & LEASES	-	-	1,000	14,000	4,000	1,000	1,000
401.80005.500460	REPAIRS & MAINTENANCE - VEHICLES	-	-	2,000	2,000	2,000	-	-
401.80005.500470	PRINTING & BINDING	407	30	1,500	1,500	500	1,000	1,000
401.80005.500490	OTHER CURRENT CHARGES	26,712	54,623	100,000	132,000	132,000	100,000	100,000
401.80005.500510	OFFICE SUPPLIES	386	-	500	500	100	500	500
401.80005.500520	OPERATING SUPPLIES	509	4,333	1,630	1,630	1,030	7,400	7,400
401.80005.500522	OPERATING SUPPLIES VEHICLES	1,058	-	2,000	2,000	2,000	-	-
401.80005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	2,230	3,417	6,350	6,350	4,500	5,750	5,750
401.80005.500590	DEPRECIATION EXPENSE	535,313	607,713	-	-	-	-	-
401.80005.500591	ACCUMULATED DEPRECIATION	-	-	-	-	-	-	-
401.80005.500592	AMORTIZATION - DEFERRED LOSS	52,383	52,383	-	-	-	-	-
	TOTAL OPERATING COST	1,952,127	1,994,742	1,288,880	1,826,609	1,802,513	1,499,150	1,499,150
401.80005.500633	CAPITAL OUTLAY - IMPROVEMENTS STREETS	0	-	450,000	2,144,666	2,144,666	220,000	220,000
401.80005.500640	CAPITAL OUTLAY - OFFICE EQUIP & MACH	-	-	60,000	60,000	55,000	49,000	49,000
401.80005.500650	CONSTRUCTION IN PROGRESS	1	-	2,450,000	10,459,858	10,459,858	1,900,000	1,900,000
	TOTAL CAPITAL OUTLAY	1	-	2,960,000	12,664,525	12,659,524	2,169,000	2,169,000
401.80005.500710	DEBT SERVICE PRINCIPAL- COUNTY BOND	1	(1)	457,289	457,289	457,289	473,282	473,282
401.80005.500720	DEBT SERVICE INTEREST - COUNTY BOND	237,629	222,843	207,539	207,539	207,539	191,717	191,717
	TOTAL DEBT SERVICE	237,630	222,842	664,828	664,828	664,828	664,999	664,999
	TOTAL STORMWATER FUND EXPENSES	2,258,916	2,338,790	5,072,268	15,314,522	15,285,425	4,515,613	4,515,613
	USE OF FUND BALANCE	-	-	532,268	532,268	532,268	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	10,242,254	10,242,254	-	-
	Ending Fund Balance¹	14,403,699	14,545,706	14,013,438	3,771,184	3,475,281	3,499,668	3,499,668

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

¹Fund Balance adjusted to show net of investment in capital assets.



OTHER POST-EMPLOYMENT BENEFITS FUND

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 \$200,000.



OTHER POST-EMPLOYMENT BENEFITS FUND

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ACCT NO.	ACCOUNT TITLE	ADOPTED AMENDED YEAR-END						
		ACTUAL FY 2016-17	ACTUAL FY 2017-18	BUDGET FY 2018-19	BUDGET* FY 2018-19	ESTIMATE FY 2018-19	PROPOSED FY 2019-20	ADOPTED FY 2019-20
BEGINNING FUND BALANCE		-	-	505,534	505,534	505,534	918,534	918,534
REVENUES								
651.5000.361100	INTEREST INCOME	-	5,534	-	-	13,000	-	-
651.5000.381100	OPERATING TRANSFERS IN	-	500,000	400,000	400,000	400,000	200,000	200,000
	TOTAL REVENUES	-	505,534	400,000	400,000	413,000	200,000	200,000
OTHER RESOURCES								
651.8000.300100	RESERVES - IN USE OF FUND BALANCE							
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		-	505,534	400,000	400,000	413,000	200,000	200,000
EXPENDITURES								
651.80005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
651.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
651.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	-	-	-
TOTAL OTHER POST-EMPLOYMENT BENEFITS FUND EXPENSES		-	-	-	-	-	-	-
	USE OF FUND BALANCE							
	Ending Fund Balance	-	505,534	905,534	905,534	918,534	1,118,534	1,118,534

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



GLOSSARY

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.

Appropriation – A sum of money or total of assets devoted to a special purpose.

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

Audit – An official inspection of an individual's or organization's accounts, typically by an independent body.

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

Albert P. Childress, City Manager

Mari Gallet, Deputy City Manager