



ADOPTED BUDGET

FY 2017-2018



CITY OF DORAL, FLORIDA



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



City Council



Juan Carlos Bermudez
Mayor



Claudia Mariaca
Councilwoman



Ana Maria Rodriguez
Vice Mayor



Pete Cabrera
Councilman



Christi Fraga
Councilwoman





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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**City of Doral
Florida**

For the Fiscal Year Beginning

October 1, 2016

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, 2016**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



ACKNOWLEDGMENT

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

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A scenic view of a university campus. In the foreground, a large, mature tree with green leaves and clusters of small red flowers stands on the right. A paved path leads from the bottom left towards the center, scattered with fallen red petals. To the left of the path, there are several informational signs on a post. In the middle ground, a large, white, abstract sculpture of a figure is situated on a well-maintained green lawn. In the background, a large, light-colored building with a prominent dome and many windows is visible under a clear blue sky.

INTRODUCTION



CITY MANAGER'S BUDGET MESSAGE



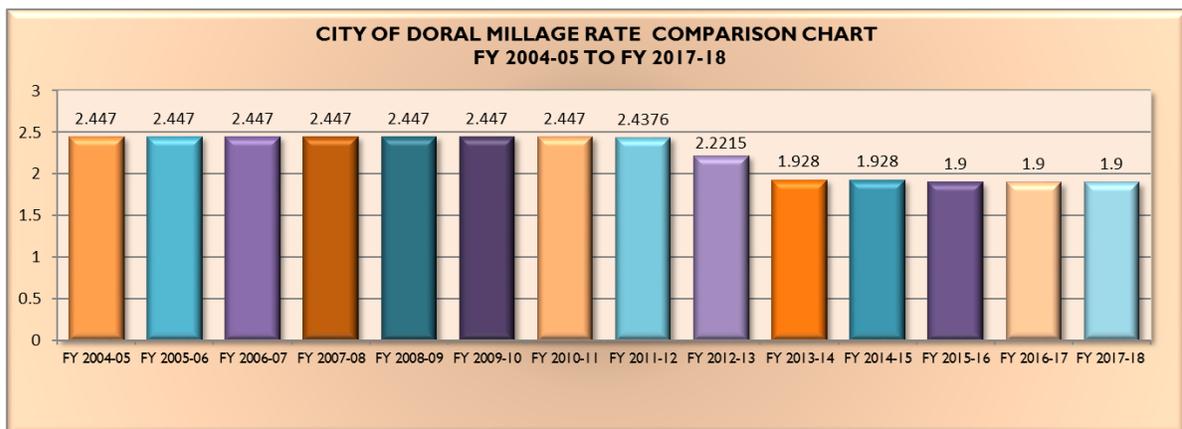
Dear Honorable Mayor, Council Members, and Citizens of Doral:

I am pleased to submit the Fiscal Year 2017-2018 Adopted Operating and Capital Budget in the amount of \$74,789,606 across all funds (General Fund, Transportation Fund, Park Impact Fee Fund, Police Impact Fee Fund, Peoples Transportation Plan Fund, Capital Improvement Fund and Stormwater Fund). This budget is significantly lower than the 2016 -2017 Fiscal Year adopted budget of \$94,500,376, a reduction of \$19,710,770 across all funds.

FUND	ADOPTED BUDGET FY 2016-2017	ADOPTED BUDGET FY 2017-2018	INCREASE (REDUCTION)
General	\$72,661,492	\$57,001,076	(\$15,660,416)
Transportation	\$8,113,873	\$7,185,578	(\$928,295)
Park Impact	\$2,000,000	\$920,204	(\$1,079,796)
Police Impact	\$1,000,000	\$389,000	(\$611,000)
Peoples Transportation	\$2,121,000	\$2,143,222	\$22,222
Capital Improvement	\$458,000	\$257,708	(\$200,292)
Stormwater	\$8,146,011	\$6,892,818	(\$1,253,193)
Total	\$94,500,376	\$74,789,606	(\$19,710,770)

For Fiscal Year 2017-2018, the City's principal fund - General Fund adopted at \$57,001,076 or 76.21% of the total budget and includes capital in the amount of \$1,646,398. The overall budget was prepared to meet the criteria of the Council's strategic priorities of: Communication; Smart City; Long-Term Financial Sustainability; Organizational Efficiency; Transportation; Workforce Housing and Quality of Place. It also reflects the administration's commitment to sound financial and operational practices that realizes our growing community's needs and expectations of exceptional services.

The City of Doral has been a recipient of two consecutive Distinguished Budget Presentation Awards, and we look forward to once again meeting the highest principles of governmental budgeting through this submittal.





The City of Doral is the fastest growing City in Florida and the eleventh fastest in the country based on the 2016 U.S. Census estimates. The population grew twenty-nine percent or over 13,000 people from 2010 to 2016, accompanied by fast-paced construction of new homes. In 2016, the city had approximately 59,000 citizens and it is projected that by 2020 the population will reach an estimated 78,000.

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

Budget Approach:

On February 3rd & 4th, 2017, the Mayor and City Council held a two-day workshop to discuss the FY 2017-2018 Strategic Plan. During that time, each department director had an opportunity to meet with the Mayor and City Council Members to discuss some of the proposed goals and objectives of the departments and the necessary resources to achieve those objectives.

For Fiscal Year 2017-2018, the City will continue projects from prior strategic plans such as Doral Glades Park and include new projects that will position Doral as a preferred community. The fiscally responsible FY 2017-2018 Adopted Budget steadily advances our long-term strategic priorities in the areas of:

- Communication – To enhance connectivity across internal organizational lines and externally to our citizens and businesses.
- Smart City – To develop technological partnerships that will shape Doral into a technology hub along with developing the City's internal infrastructure to operate more efficiently and effectively.
- Long-Term Financial Sustainability – To develop the tools and skills so that the City can better understand its long-term financial future, including the maintenance and operational costs of expansion.



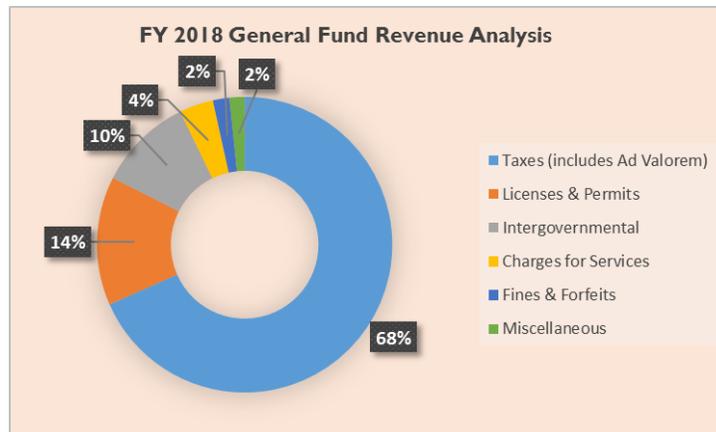
- Organizational Efficiency – To invest in accomplished staff and state-of-the-art technology to sustain and improve our services to our growing population.
- Transportation – To maintain focus on the growing transportation needs within our City and develop partnerships and strategies to meet those demands.
- Workforce Housing – To continue to gain a better understanding of the impact of rising costs of housing in Doral and the impact on businesses seeking to relocate or expand within the City.
- Quality of Place – 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.

An excerpt of the City’s FY 2017-2018 Strategic Plan is found in page 15.

Budget Summary:

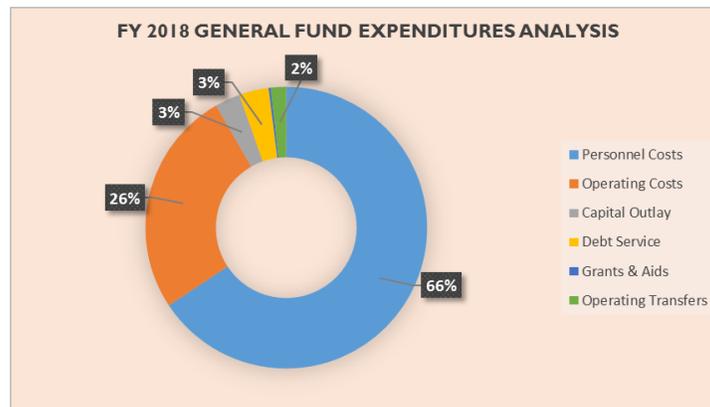
The proposed General Fund budget is presented without the use of reserves, which is currently estimated at \$36,331,263, while maintaining the City’s standards of providing excellent services to our community. The City also continues to maintain a firm financial standing and preserving its Standard & Poor’s AA credit rating. Having already reduced operating expenditures in prior years, administration has submitted a proposal that continues to trim costs in a responsible manner and is solely contingent upon projected revenues. The following is a brief introduction to the 2017- 2018 Adopted Budget:

- General Fund Revenues: Total revenues are projected to be \$57,001,076, a 3.1% increase over the prior year’s adopted revenue projection of \$55,265,022.
 - Ad Valorem taxes are projected at the 2017-2018 adopted millage rate of \$1.90 per \$1,000 of taxable value, which represents \$21,805,400 and comprises 38.2% of the total General Fund Revenue.
 - Inter-Governmental and Other Taxes are projected at \$23,071,547 and comprises 40.5% of the total General Fund Revenue.
 - Licenses and Permits are projected at \$8,024,000 and comprises 14.1% of the total General Fund Revenue.
 - All other revenues are projected at \$4,100,129 and comprises 7.2% of the total General Fund Revenue.





- General Fund Expenditures: Total expenditures are projected to be \$57,001,076, a 21.5% decrease over the prior year's adopted expenditure projection of \$72,661,492.
 - Projected personnel expenditures are \$37,441,214 which includes a 1% COLA increase, up to a 3% merit increase and health insurance increases.
 - Projected operating expenditure are \$14,824,341 which includes funding related to new facilities comprising of Legacy Park, Police substation, and the expansion of the Police and Public Works facility, including the fleet maintenance operations.
 - Projected capital expenditures are \$1,646,398, a decrease of \$15,478,856 over Fiscal Year 2016-2017. Current Adopted Budget includes funding for vehicles, playground turf, traffic intersection cameras, and IT infrastructure among others.
 - Projected operating transfers out, debt service and grants are \$3,089,123 which decreased by \$3,238,030 due to the elimination of operating transfers to the Transportation Fund.



FY 2018 GENERAL FUND CONSOLIDATED ITEMS DETAIL										
DEPARTMENT	SALARIES & OTHER WAGES	FRINGE BENEFITS	PERSONNEL TOTAL	OPERATING COSTS	CAPITAL OUTLAY	OPERATING TRANSFERS ⁽¹⁾	DEBT SERVICE	GRANTS & AIDS	DEPARTMENT TOTAL	
10005 CITY COUNCIL	482,650	346,531	829,181	319,900	-	-	-	-	1,149,081	
11005 CITY MANAGER	474,822	159,254	634,076	34,900	-	-	-	-	668,976	
11505 PUBLIC AFFAIRS	392,659	156,031	548,690	202,875	2,000	-	-	-	753,565	
11605 ECONOMIC DEVELOPMENT	170,712	79,898	250,610	119,900	-	-	-	-	370,510	
12005 CITY CLERK	221,418	86,494	307,912	394,600	-	-	-	-	702,512	
13005 CHARTER ENFORCEMENT	-	-	-	50,000	-	-	-	-	50,000	
20005 HUMAN RESOURCES	430,504	164,980	595,484	166,241	-	-	-	-	761,725	
21005 FINANCE	704,192	291,924	996,116	105,945	-	-	-	-	1,102,061	
22005 INFORMATION TECHNOLOGY	1,182,348	482,072	1,664,420	2,432,017	871,698	-	-	-	4,968,134	
30005 CITY ATTORNEY	-	-	-	685,000	-	-	-	-	685,000	
40005 PLANNING & ZONING	670,424	245,258	915,682	124,800	-	-	-	-	1,040,482	
50005 GENERAL GOVERNMENT	609,840	-	609,840	2,813,993	-	1,000,000	1,944,123	145,000	6,512,956	
60005 POLICE	13,157,772	6,250,545	19,408,317	1,636,854	466,700	-	-	-	21,511,871	
70005 BUILDING	2,604,175	1,119,323	3,723,498	586,735	70,000	-	-	-	4,380,233	
71005 CODE COMPLIANCE	962,353	348,813	1,311,166	69,753	45,000	-	-	-	1,425,919	
80005 PUBLIC WORKS	1,576,089	758,521	2,334,610	2,733,595	105,000	-	-	-	5,173,205	
90005 PARKS & RECREATION	2,464,739	846,873	3,311,612	2,347,234	86,000	-	-	-	5,744,846	
FY 2018 ADOPTED BUDGET	\$ 26,104,697	\$ 11,336,517	\$ 37,441,214	\$ 14,824,341	\$ 1,646,398	\$ 1,000,000	\$ 1,944,123	\$ 145,000	\$ 57,001,076	
FY 2017 ADOPTED BUDGET⁽²⁾	\$ 24,870,671	\$ 11,373,986	\$ 36,244,656	\$ 12,964,428	\$ 17,125,254	\$ 4,240,000	\$ 1,944,653	\$ 142,500	\$ 72,661,492	
FY 2018 v. FY 2017	\$ 1,234,026	\$ (37,469)	\$ 1,196,558	\$ 1,859,913	\$ (15,478,856)	\$ (3,240,000)	\$ (530)	\$ 2,500	\$ (15,660,416)	

⁽¹⁾ Operating Transfers include \$500K to the Infrastructure Replacement Fund and \$500K to the OPEB Liability account.

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



FY 2018 GENERAL FUND SUMMARY

DEPT NO	ACCOUNT CLASSIFICATION	AMENDED			YEAR-END			
		ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET* FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-19
BEGINNING FUND BALANCE		70,608,941	77,044,536	75,784,454		75,784,454	36,331,263	36,331,263
REVENUES								
	TAXES	34,018,699	34,799,912	35,517,317	15,378,717	36,329,877	38,618,136	38,979,641
	LICENSES & PERMITS	10,817,638	11,072,700	10,139,275	7,321,059	7,739,000	8,024,000	8,024,000
	INTERGOVERNMENTAL	5,011,198	5,422,346	5,622,730	5,244,804	5,599,766	5,897,306	5,897,306
	CHARGES FOR SERVICES	2,015,950	2,113,300	2,285,700	2,012,844	2,105,820	2,268,617	2,133,617
	FINES AND FORFEITS	526,374	510,745	420,000	414,244	469,877	1,029,500	1,029,500
	MISCELLANEOUS	1,750,522	3,014,254	1,280,000	0	928,726	937,012	937,012
	TOTAL REVENUES	54,140,381	56,933,257	55,265,022	30,371,668	53,173,066	56,774,571	57,001,076
OTHER RESOURCES								
	RESERVES - IN USE OF FUND BALANCE	-	1,260,083	17,396,470	-	17,396,470	0	-
	PRIOR YEAR OPERATING BALANCES	-	-	22,278,672	-	22,278,672	-	-
	TOTAL OTHER RESOURCES	-	1,260,083	39,675,142	-	39,675,142	0	-
TOTAL AVAILABLE RESOURCES		54,140,381	58,193,340	94,940,164	30,371,668	92,848,208	56,774,571	57,001,076
EXPENDITURES BY DEPARTMENT:								
	10005 CITY COUNCIL	995,642	986,949	1,227,294	1,087,833	1,222,294	1,218,856	1,149,081
	11005 CITY MANAGER	617,566	683,681	902,119	776,860	902,119	673,230	668,976
	11505 PUBLIC AFFAIRS	580,106	624,740	805,801	638,879	753,986	758,341	753,565
	11605 ECONOMIC DEVELOPMENT	233,800	262,092	442,974	300,921	442,974	353,552	370,510
	12005 CITY CLERK	642,350	481,833	708,400	476,972	633,400	711,764	702,512
	13005 CHARTER ENFORCEMENT	-	-	150,000	-	150,000	50,000	50,000
	20005 HUMAN RESOURCES	445,195	556,836	764,460	548,535	704,832	768,378	761,725
	21005 FINANCE	892,736	947,778	1,141,189	976,892	1,122,052	1,120,991	1,102,061
	22005 INFORMATION TECHNOLOGY	2,505,278	4,020,590	6,625,658	4,318,120	6,360,082	4,991,156	4,968,134
	30005 CITY ATTORNEY	644,871	1,057,985	717,875	493,772	717,874	685,000	685,000
	40005 PLANNING & ZONING	851,650	964,476	1,337,754	828,967	1,297,431	1,050,334	1,040,482
	50005 GENERAL GOVERNMENT	5,551,720	4,246,729	4,605,153	4,305,018	4,601,293	4,758,871	5,512,956
	60005 POLICE	15,310,861	19,947,302	26,387,622	21,922,043	25,618,561	21,742,684	21,511,871
	70005 BUILDING	3,363,744	3,687,056	4,497,009	3,819,250	4,397,192	4,443,199	4,380,233
	71005 CODE COMPLIANCE	1,138,190	1,230,321	1,463,867	1,195,324	1,454,051	1,439,802	1,425,919
	80005 PUBLIC WORKS	5,050,582	8,183,452	10,842,583	4,196,294	10,506,623	5,219,205	5,173,205
	90005 PARKS & RECREATION	8,880,496	9,911,520	28,079,155	10,592,709	27,501,493	5,789,208	5,744,846
	TOTAL EXPENDITURES	47,704,786	57,793,340	90,698,913	56,478,391	88,386,257	55,774,571	56,001,076
INTERFUND TRANSFER OUT			400,000	4,240,000	4,240,000	4,240,000	1,000,000	1,000,000
TOTAL GENERAL FUND EXPENDITURES		47,704,786	58,193,340	94,938,913	60,718,391	92,626,257	56,774,571	57,001,076
	USE OF FUND BALANCE	-	1,260,083	17,396,470		17,396,470	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	22,278,672		22,278,672		
ENDING FUND BALANCE		\$ 77,044,536	\$ 75,784,454	\$ 36,110,563		\$ 36,331,263	\$ 36,331,263	\$ 36,331,263
15% REQUIRED RESERVE				\$ 14,240,837		\$ 8,516,186	\$ 8,550,161	

*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: **\$54,354,678**



- The proposed budget for all other funds is \$17,788,530 which is 23.7% of the total across the following funds:
 - The Transportation Fund is projected to receive \$2,604,429 in revenues; use \$4,581,149 of fund balance reserves; expenditures are projected to be \$7,185,578 which includes: \$334,658 in personnel expenditures, \$2,217,920 in operating expenses and \$4,633,000 in capital outlay.
 - The Park Impact Fee Fund is projected to receive \$410,000 in revenues; use \$510,204 of fund balance reserves; expenditures are projected to be \$920,205 for capital outlay.
 - The Police Impact Fee Fund is projected to receive \$405,000 in revenues; expenditures are projected to be \$389,000 in capital outlay and \$16,000 to fund balance.
 - The Peoples Transportation Fund is projected to receive \$2,244,534 in revenues; expenditures are projected to be \$2,143,222 which includes \$1,657,222 in operating expenses and \$486,000 in capital outlay and \$51,045 to fund balance.
 - The Capital Improvement Fund is projected to receive \$0 in operating transfers in and use \$257,708 of fund balance reserves; expenditures are projected to be \$257,708 for capital outlay.
 - The Stormwater Fund is projected to receive \$4,540,000 in revenues; use \$2,352,818 of fund balance reserves; expenditures are projected to be \$6,892,818 which includes \$171,648 in personnel expenditures; \$1,231,021 in operating expenses and \$5,490,149 in capital outlay and debt service.

The City's Finance Department has developed a five-year budget cycle. 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 laser focus, we must maintain our diligence and precisely execute the budget plan enclosed.

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

Our tax dollars are improving the City by:

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





The FY 2017-18 Adopted Budget contains funding for on-going services to the community. The following are the highlights:

- Funding for Police Department community policing outreach programs
- Increase of police presence through high visibility traffic enforcement
- Revitalizing Police Department's aging fleet through the acquisition of 15 new police vehicles
- New roadway construction and beautification projects
- Citywide intersection improvements
- Stormwater improvements
- Continued canal stabilization and maintenance projects
- Purchase of security and safety technologies for trolleys
- Continued programs and initiatives to expand communication with our citizens/public
- Computer device upgrades to optimize the use of technology and provide more efficient services
- Conceptual design for Doral Central Park
- Code Compliance staffing on evenings and weekends
- Improve our customer services through training programs

Details of the adopted expenditures are included within each departmental narrative in the proposed annual budget documents.

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

Edward A. Rojas

City Manager



STRATEGIC PLAN

BACKGROUND

The City of Doral's strategic plan for 2014/2015 resulted in a number of significant accomplishments. These accomplishments were related to the three major goal areas: Sustainability, Capital and Communication. A complete list of these accomplishments will be found in the report, Strategic Plan Action Status, available on the City's web site.

To be effective, strategy requires consistent execution over time. Much was accomplished in the areas of sustainability, capital, and communication and much is yet to be done. For this reason, the Mayor and Council kept the three major goal areas for their 2015/2016 strategic plan. The work that was done in 2015 and 2016 built upon the accomplishments of the prior year while adding additional dimensions that are important to continue the forward movement of the City.

For 2017/2018 the City will continue to complete projects from prior strategic plans while adding new projects that will continue to position Doral as a preferred work, live 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 2017/2018 the focus will be on the following.

In the goal area of communication:

- Continued communication improvements internally and externally;
- Further development of the infrastructure that is essential for Doral to operate as a smart City.

In the goal area of sustainability:

- Long term financial sustainability so that the City can reliably meet its obligations;
- Organizational efficiency so that the City optimizes its resources.

In the goal area of community capital:

- Meeting the transportation demands and challenges;
- Creating Quality of Place features, particularly parks, to ensure the City has the public space to meet the needs of a growing population and the community features needed to attract and keep businesses and residents while at the same time drawing visitors.

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. The strategic plan seeks to ensure the City is well prepared to respond to whichever scenario or combination of scenarios emerge. Described in greater detail below, scenarios 1 and 2 are positive and complement each other. Scenario 3 creates a more challenging economic development environment while scenario 4 creates a more challenging public revenue environment. The strategic plan seeks to position the City to effectively respond to all four scenarios through a matrix of strategies as shown in table 1.

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

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	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 need that eliminates any need to relocate.	Smart City tools help keep Doral as 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



VISION

The vision statement for the City is: “A premier community in which to live, work and play”. This vision represents the Mayor and Council’s vision that Doral is not only a full-service City from a public services perspective, but that it also is an economically vibrant City that offers a full range of amenities such that people would choose it not only as a place to work but as a place to live and engage in community activities. This vision requires the City to balance the needs of businesses with those of residents and that it provide a full range of public services to meet the needs and expectations of its residents and businesses.

MISSION

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

VALUES

- Efficiency, effectiveness and continuous improvement
- Order
- Accessibility and transparency
- Product-oriented



STRATEGIC FOCUS AREAS

The strategic focus areas identified in the 2016/17 plan were maintained but slightly modified for the 2017/2018 update. These focus areas included: communications, sustainability and community capital. The latter represents a broadening of the concept of capital.

STRATEGIES

Communication. This strategy has both internal and external components. Internally the intent is that City staff improve communications across internal organizational lines. Externally the intent is to better inform the public of City activities, make the actions of the City even more transparent, and communicate to publics outside of Doral the distinctive strengths and characteristics of the City.

Smart City. This strategy also has internal and external components. Externally it is developing technology partnerships that make Doral a technology hub, thereby encouraging the growth of technology driven firms in the City. Internally, it is developing the infrastructure that will enable the City to operate more efficiently and effectively, improve internal communication and be better able to manage and analyze data in order to better understand issues related to the City.

Long Term Financial Sustainability. This strategy is focused on developing the tools and skills so that the City can better understand its long term financial picture, including the maintenance and operational costs of new capital investment.



Organizational Efficiency. The intent is for the City to determine both technology investments and process redesign options that will enable the City to be able to serve a population of 80,000 without necessarily simply adding staff based on a 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 the a live/work/play 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.

ACTION STEPS & OBJECTIVES

The following action steps and objectives were established for each strategy:

Communication

- Ensure City has the technologies to utilize all communication channels and tools.
- Continue focus on community policing and police outreach to community.
- Provide crimes stats fact sheet, Communicate that crime is down for our residents
- Expand use of 30 to 40 second short videos by including in Facebook and Instagram
- Publish viewership metrics
- More programming by and about youth (Doral TV)
- Provide live sports coverage if a cost effective way to do so is determined
- Continue to communicate to our residents/public our initiatives, programs and accomplishments.
- Improve relationships with other agencies and municipalities
- Eliminate newsletter as is and create a one page sheet with an events calendar
- Create more on-demand product
- Reverse focus of Doral TV to be on residents with city information serving as advertising time
- Create more video with the product of 30 second nature
- Continue new citizens academy
- Improve scorecard
- Create message about the City as a central residential location
- Prepare a Communication Plan to provide to Council
- Use public/City events to provide information
- Use text message apps with GIS technology to distribute information



Smart City

- Complete study to ensure competitive salaries in order to maintain stability of IT function.
- Develop IT capacity to visually display city work in real-time.
- Complete the License Plate reader grid.
- Develop on-line functions for parks

A financially resilient City: Long Term Financial Sustainability

- Develop a long term sustainability plan that addresses capital, maintenance and operations to include:
 - A five-year financial plan for City operations;
 - Identification of needed capital projects for the next 5-10 years;
 - Five year estimates of future funding needs;
 - Calculation and communication of operating and maintenance costs of new projects;
 - Development of an Asset Management Plan and Asset Replacement Schedule;
 - Consider increasing General Fund reserve to 20%;
 - Research using reserves or revenues to cover capital expansion and maintenance.
- Develop private partnerships to be identified to cover operating costs: Example: YMCA, FIU.
- Develop bond analysis for various capital projects.
- Pursue private sector partnerships and examine P3 options.
- Secure a Financial Advisor for bonding of P3 projects.
- Develop a policy on City financial support of various events.
- Ensure the City does not inadvertently assume the responsibilities of other public entities.
- Identify grants to fund projects.
- Examine options for alternative financing of park system
- Analyze financial impacts of additional residential growth
- Analyze capacity of existing millage to meet existing operational and maintenance costs
- Continue land banking
- Perform an analysis to identify sustainable growth needs
- What impact (broader impact as well) of growth and annexation with associated costs
- Perform an analysis to identify OEM needs for possible increase to mileage rate
- Perform an analysis to determine if bonds are needed to cover capital projects
- Conduct Park analysis to determine which park projects will proceed, including capital analysis

Organizational Efficiency

- Develop tools to display full picture of projects as to tasks and total budget.
- Review best practices in risk management and develop an updated risk management approach for the City.
- Review and update human resources manual.
- Review and improve grants administration process.



- Improve Customer Service through training programs.
- Continue employee training sessions.
- Develop matrix to respond to requests in a timely manner
- Review city nepotism policy
- Review internal promotions policy
- Review outside employment policy

Transportation

- Develop a regional strategy and partnership with Miami Dade County, State Level and Federal level.
- Implement transportation strategic plan including continued development of a Grid Network.
- Implement real time data collection tools to be able to quantify transportation in the City. (Smart City data collection; License Plate Readers).
- Examine options for an additional trolley route, including route to FIU and MDC
- Update signalization city-wide with an initial emphasis 41st St.
- Seek to coordinate signalization adjacent to the City
- Design the City's transportation and mobility network from the joint perspectives of within and outside the City.
- Obtain seat on the MPO
- Plan for extension of 112th St and consider eminent domain
- Strengthen partnerships at county, state and federal levels
- Study feasibility of a lunch route for the trolley
- Complete 102nd St
- Identify incentives to reduce workforce related traffic or shift the schedule

Workforce Housing

- Conduct an analysis of Section 8 applications in the City.
- Continue economic development strategies that seek to raise the wage level

Quality of Place

- Complete FAA negotiation.
- Examine annexation of section 16 and other parcels.
- Complete construction of currently funded park facilities.
- Examine feasibility of including private greenspace and parks in calculations of needed open space.
- Examine potential partnerships with schools for open space.
- Initiate discussions on annexation of county land fill.
- Examine costs and benefits of issuing bonds to complete Central Park.
- Improve aesthetic experience.
- Provide additional code compliance staffing on evenings and weekends.



- Increase educational programming at recreation facilities (computer laboratories, tutoring, ESOL).
- Improve working relationships with local schools and school board.
- Develop a beautification plan with funding strategies with an emphasis on City entrances, parks, medians, roadways and lakes.
- Identify annual cultural events and determine future support policies.
- Examine feasibility of a Performing Arts Theater and cultural events.
- Revise land development regulations to reflect the needs of a city of the future.
- Conduct an air quality analysis
- Develop public-public and public-private coalitions to address odors
- Improve bathrooms in parks
- Increase code enforcement and policing at the Resource Recovery facility
- Enhance programs for seniors, including a facility
- Enhance youth and adult sports
- Plan for sea level rise
- Create/finalize online park service registration functionality
- Discussion once more on possibility of restrooms in parks (passive vs active parks)
- Coordinate workshops for the Community to provide feedback on the proposed Aquatic Park, including meeting with consultants to further discuss proposal
- Increase police presence on streets





GUIDE FOR READERS

The Fiscal Year 2017-2018 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, 2017 through September 30, 2018. 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 2018, as well as, the Capital Improvement Element and Five-Year Financial Plan.

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

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

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

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

Sample Department Section for FY 2018 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 59,000 residents currently live in Doral, making it the fastest growing City in the State of Florida and the 11th in the Country. We also have numerous hotels being built in response to demand from business travelers. It is a unique combination of residential, resort, commercial, and industrial communities that attract people to Doral.

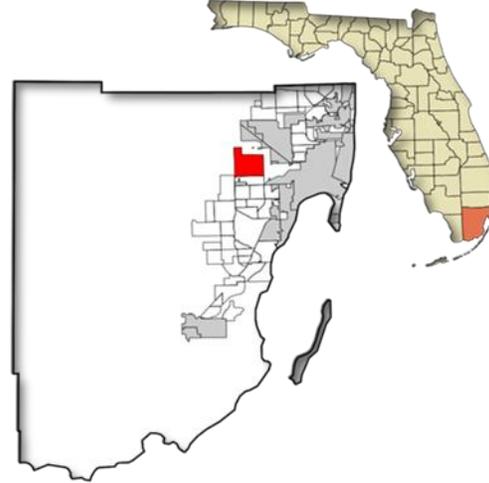
The City of Doral has come a very long way in a very short time and is attracting positive attention from Fortune 100 corporations, mom-and-pop businesses, young families and retirees. More and more people are choosing Doral every day – “to Live, Work, Learn, and Play”.





CITY OVERVIEW

City of Doral incorporated on June 24, 2003, it is one of thirty-four municipalities in Miami-Dade County, Florida. Conveniently located just one mile from Miami International Airport and twelve miles from Downtown Miami, our City is home to approximately 59,000 residents and regularly hosts in excess of 100,000 people who work within the City. The City of Doral occupies a land area of 15 square miles bordered on the west by the Ronald Reagan Turnpike, to the north by the Town of Medley, to the east by the Palmetto Expressway and to the South by the City of Sweetwater.



Population		Language Spoken	
Total Population	59,000	English Only	9.1%
Median Age	34.2	Language Other Than English	90.9%
Age 0-19	29.7%	Spanish	80.6%
Age 20-34	21.5%	Other	9.5%
Age 35-54	34.3%	Education	
Age 55-64	7.9%	Percent high school graduate or higher	96.8%
Age 65+	6.5%	percent high school graduate or higher	55.8%
		Graduate or professional degree	20.3%

Economics

Principal Employers			
Employer	Employees	Rank	Percentage of Total City Employment
CARNIVAL CRUISE LINES	2380	1	3.07%
TRUMP ENDEAVOR 12 LLC	900	2	1.16%
UNIVISION NETWORK LTD PARTNERSHIP	800	3	1.03%
LEON MEDICAL CENTER INC	760	4	0.98%
MIAMI HERALD MEDIA COMPANY	635	5	0.82%
SUPREME INTERNATIONAL CORPORATION	525	6	0.68%
AMADEUS NORTH AMERICA LLC	450	7	0.58%
PERRY ELLIS INTERNATIONAL INC	420	8	0.54%
BLUE CROSS BLUE SHIELD OF FL INC	412	9	0.53%
BRINKS INCORPORATED	366	10	0.47%
Total	7,648		



Quality of Life

Housing options that fit any style and need, Single-Family Homes, Townhomes, Condominiums, Apartment Rentals and Mix-Use neighborhoods are all available in the City of Doral

Awarded Playful City USA every year since 2010

Seven parks with a combined 139 acres of green space and recreational facilities

Over 10 Colleges, Universities and Technical Schools

Over 10 Public, Charter and Private Schools with "A" and "B" Grade Status



Awards & Accolades

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

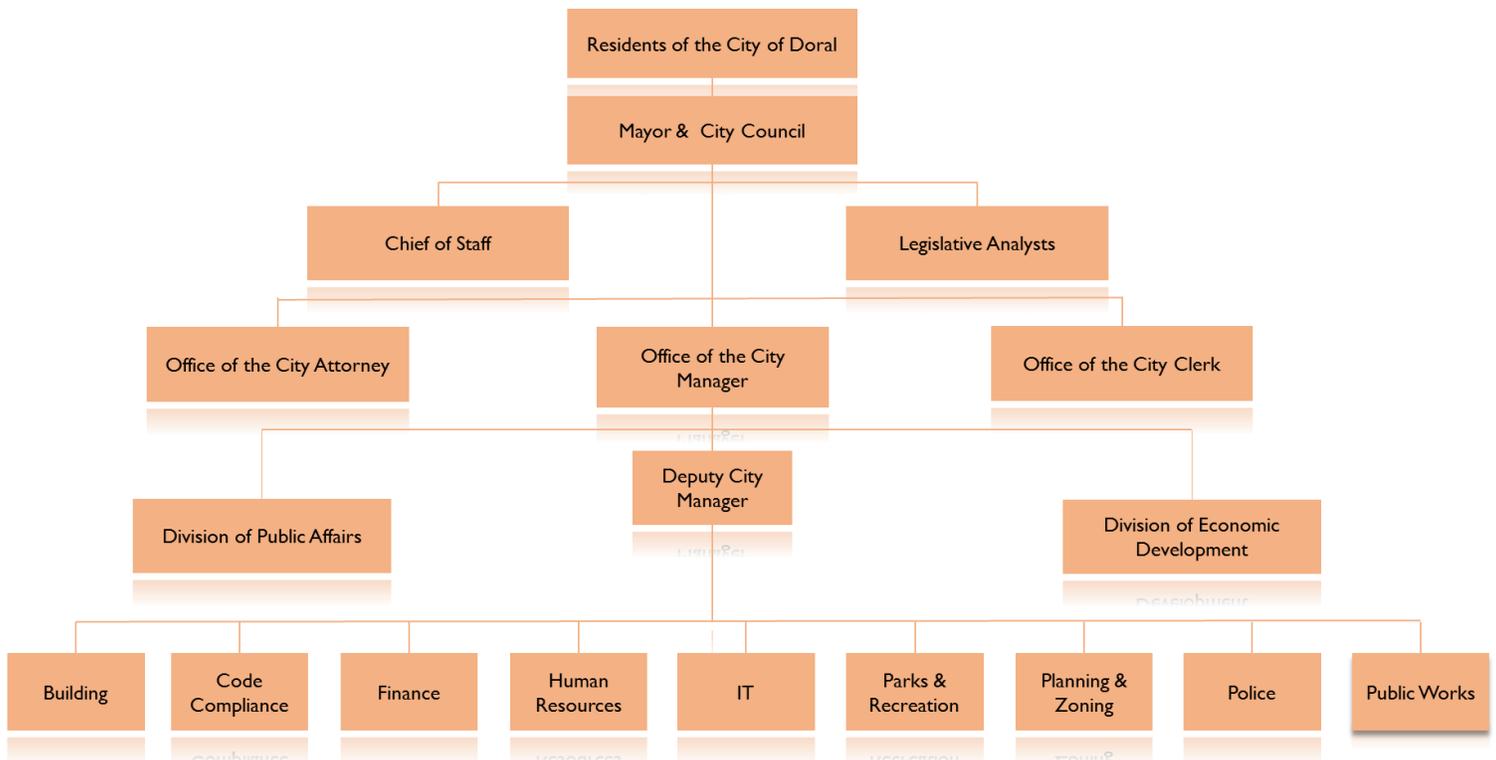
* Source: 2016 Economic Snapshot

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

* United States Census Bureau



CITY OF DORAL ORGANIZATIONAL CHART

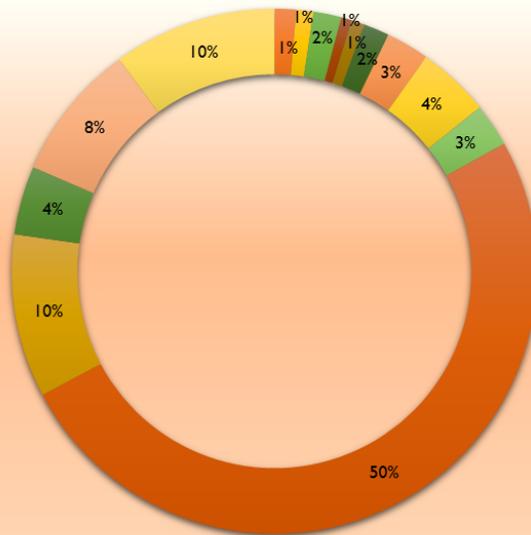




CONSOLIDATED POSITION SUMMARY



GENERAL FUND FULL-TIME HEADCOUNT BY DEPARTMENT



- MAYOR & COUNCIL
- CITY MANAGER'S OFFICE
- PUBLIC AFFAIRS
- ECONOMIC DEVELOPMENT
- CITY CLERK
- HUMAN RESOURCES
- FINANCE
- INFORMATION TECHNOLOGY
- PLANNING & ZONING
- POLICE
- BUILDING
- CODE COMPLIANCE
- PUBLIC WORKS
- PARKS



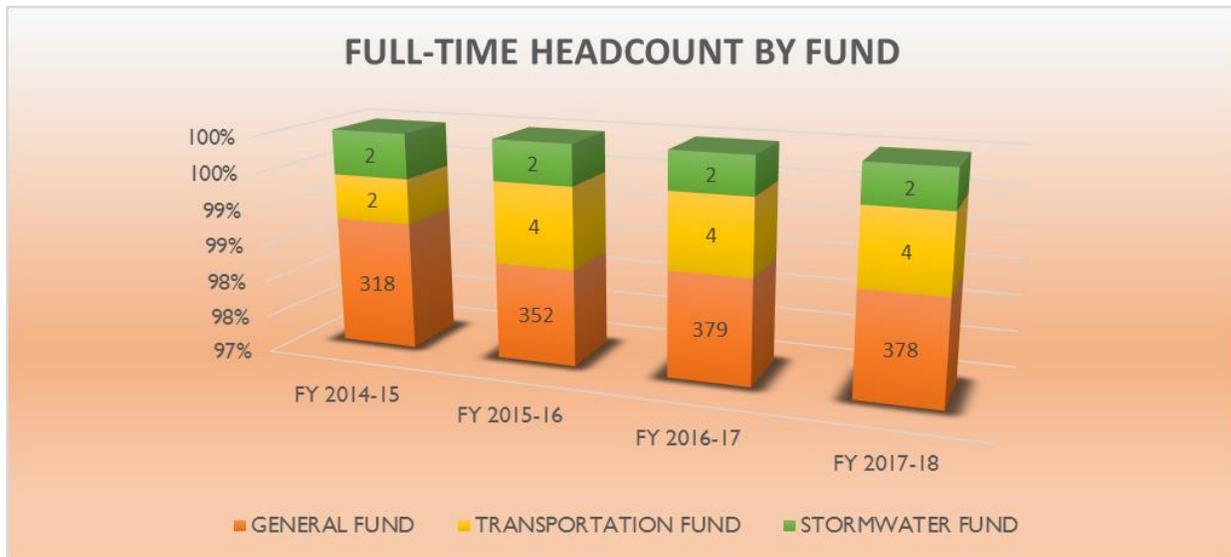
CITY OF DORAL					
CONSOLIDATED POSITION SUMMARY					
DEPARTMENT	BUDGET FY 2014-15	BUDGET FY 2015-16	BUDGET FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
Mayor & City Council					
Charter Compensation	5	5	5	5	5
Full Time Salaries	6	5	5	5	5
Total	11	10	10	10	10
Office of the City Manager					
Administrative Salaries	2	2	2	2	2
Full Time Salaries	3	4	4	2	2
Other Salaries	1	1	1	0	0
Total	6	7	7	4	4
Division of Public Affairs					
Full Time Salaries	5	6	6.5	6.5	6.5
Other Salaries	0	0	0	0	0
Total	5	6	6.5	6.5	6.5
Division of Economic Development					
Full Time Salaries	2	2	2.5	2.5	2.5
Other Salaries	0	0	0	0	0
Total	2	2	2.5	2.5	2.5
City Clerk					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	3	2	2	2	2
Total	4	3	3	3	3
Human Resources Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	3	4	4	5	5
Other Salaries	1	31	22	6	6
Total	5	36	27	12	12
Finance Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	10	10	10	9	9
Other Salaries	0	1	1	2	2
Total	11	12	12	12	12
Information Technology Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	10	13	16	16	16
Other Salaries	0	0	0	0	0
Total	11	14	17	17	17



CITY OF DORAL					
CONSOLIDATED POSITION SUMMARY					
DEPARTMENT	BUDGET FY 2014-15	BUDGET FY 2015-16	BUDGET FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
Planning & Zoning Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	9	8	9	9	9
Other Salaries	0	0	0	0	0
Total	10	9	10	10	10
Police Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries - Sworn	119	138	143	141	141
Full Time Salaries	40	40	47	48	48
Other Salaries	1	1	1	1	1
Total	161	180	192	191	191
Building Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	34	36	37	37	37
Other Salaries	3	2	1	1	1
Total	38	39	39	39	39
Code Compliance Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	14	14	15	15	15
Other Salaries	1	2	1	0	0
Total	16	17	17	16	16
Public Works Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	25	27	29	31	31
Other Salaries	1	2	1	2	2
Total	27	30	31	34	34
Parks & Recreation Department					
Administrative Salaries	1	1	1	1	1
Full Time Salaries	23	31	37	37	37
Other Salaries	N/A	N/A	N/A	N/A	N/A
Total	24	32	38	38	38



CITY OF DORAL CONSOLIDATED POSITION SUMMARY					
DEPARTMENT	BUDGET FY 2014-15	BUDGET FY 2015-16	BUDGET FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
Transportation					
Full Time Salaries	2	4	4	4	4
Total	2	4	4	4	4
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	12	12
Sworn - Full Time Total	119	138	143	141	141
Full Time Total	191	208	230	231	231
Other Salaries - Part Time Total	8	40	28	12	12
Grand Total (Excluding Councilmembers)	330	398	413	396	396





BUDGET OVERVIEW



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 February with Council's Strategic Planning session. In March, the budget request forms are distributed to all departments. All departments are responsible for compiling budget figures, which are then reviewed and adjusted by the City Manager during a series of inter-departmental meetings.

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

The City Council must adopt a preliminary millage rate by August to be used on the Notice of Proposed Taxes which is mailed to all property owners by August 24th, 2017 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 2018 BUDGET CALENDAR

DATE	RESPONSIBILITY	ACTION REQUIRED
February 3-4, 2017	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
March 1, 2017	Finance Department	Distribution of Munis Budget Worksheets and Budget Summaries to Departments.
April 22, 2017	Finance Department Department Heads	Deadline for Submission of Department's Year-End Estimates for FY 2017 and FY 2018-22 Munis Budget Worksheets.
May 18, 2017	City Manager Finance Director	FY 2017 Budget-to-Actual Estimates and FY 2018-22 Budget Requests Reports to City Manager.
May 26-31, 2017	City Manager Finance Director Department Heads	1 st Round of Departmental Budget Review Meetings with City Manager. Deadline for Submission of Department's Budget Summaries.
June 15-20, 2017	City Manager Finance Director Department Heads	2 nd Round of Departmental Budget Review meetings with City Manager.
June 27-29, 2017	City Manager Finance Director Department Heads	3 rd Round of Departmental Budget Review meetings with City Manager.
June 30, 2017	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County.
July 31, 2017	City Council City Manager	Submission of Proposed Budget to the City Council.
August 2, 2017	City Council City Manager	Special Hearing Presentation of Resolution Setting Proposed Millage Rate for 2018 and Announcing the First and Second Budget Public Hearing Dates.
August 4, 2017	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 14, 2017	City Council City Manager Department Heads	Budget Workshop #1
August 15, 2017	City Council City Manager Department Heads	Budget Workshop #2
August 23, 2017	City Council City Manager Planning & Zoning	First Hearing of the 2018 Capital Improvement Element Update
September 19, 2017*	City Council City Manager	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate.
September 26, 2017*	City Council City Manager	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate.

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



FINANCIAL AND BUDGETARY POLICIES

OVERVIEW

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

OBJECTIVES

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

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

FINANCIAL POLICIES

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICY

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

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



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

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

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

OPERATING BUDGET POLICIES

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

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

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

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

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

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

CAPITAL IMPROVEMENT POLICIES

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

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

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

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



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

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

DEBT MANAGEMENT POLICIES

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

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

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

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

The City will maintain good communications with bond rating agencies regarding its financial condition. The City will follow a policy of full disclosure on every financial report and borrowing prospectus.

INVESTMENT POLICIES

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

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

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

REVENUE POLICIES

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



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

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

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

CAPITAL ASSETS POLICY

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

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

Asset classifications and useful lives:

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

PURCHASING POLICY

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

Items covered by this policy:

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

Competitive bid and purchase order requirements

1. Purchases of less than \$5,000.00 **do not require:**
 - a. Competitive bids or,
 - b. Inclusion in the original budget or require approval from the City Manager.



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 nine (9) different funds: General fund, Transportation fund, Park Impact Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Capital Improvement fund, Infrastructure Replacement fund, Stormwater fund, and Other Post-Employment Benefits fund.

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

USE OF FUNDS

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

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

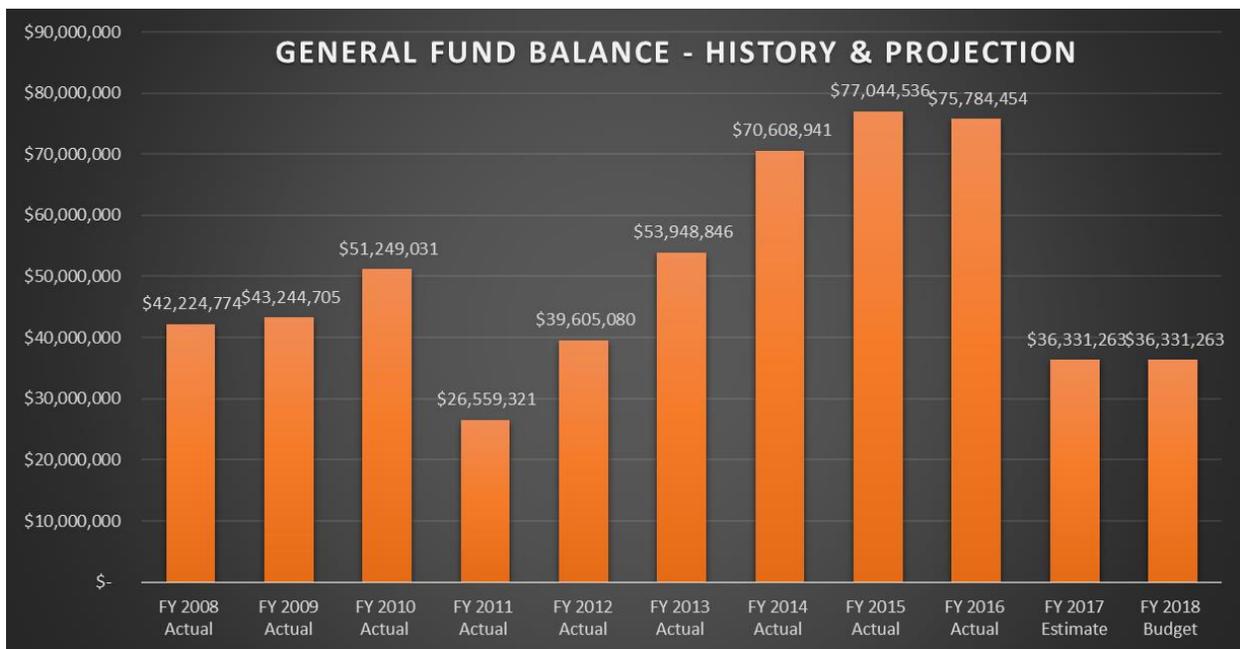
FUND BALANCE DANGERS AND TRAPS TO AVOID

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



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

FUND BALANCE – GENERAL FUND



- The FY 2017-2018 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
Capital Projects Fund	Non-major Governmental Fund	Used to fund improvements to the City of Doral Government Center	General Fund transfers	Modified Accrual	Modified Accrual
Infrastructure Replacement Fund	Non-major Governmental Fund	This fund was established to help fund future capital replacements	General Fund transfers	Modified Accrual	Modified Accrual
Other Post-Employment Benefits Fund	Non-major Governmental Fund	Used to prefund the City's obligation for post-employment benefits other than pensions	General Fund transfers	Modified Accrual	Modified Accrual
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



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 eight funds: General Fund, Stormwater Utility Fund, Transportation Fund, Police Impact Fees Fund, Park Impact Fees Fund, Capital Project Fund, Infrastructure Replacement Fund, and the People's Transportation Plan 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.

CAPITAL PROJECT FUND - 301

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

INFRASTRUCTURE REPLACEMENT FUND - 302

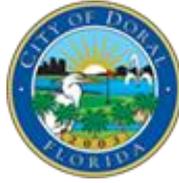
This fund was established for future capital maintenance and replacement needs. This includes major government facilities, infrastructure, equipment and networks that enable the delivery of public sector services. The performance and continued use of these capital assets is essential to the health, safety,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

STORMWATER UTILITY FUND - 401

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

OTHER POST-EMPLOYMENT BENEFITS FUND - 651

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



FUND EXPENDITURES

ACCOUNT CLASSIFICATION	ACTUAL FY 2014-15	ACTUAL FY 2015-16	AMENDED BUDGET* FY 2016-17	YEAR-END ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
General Fund - 001						
Beginning Fund Balance	70,608,941	77,044,536	75,784,454	75,784,454	36,331,263	36,331,263
Revenues	54,140,381	58,193,340	94,940,164	92,848,208	56,774,571	57,001,076
Expenditures	(47,704,786)	(57,793,340)	(90,698,913)	(88,386,257)	(55,774,571)	(56,001,076)
Interfunds Transfers In	-	-	-	-	-	-
Interfunds Transfers Out	-	(400,000)	(4,240,000)	(4,240,000)	(1,000,000)	(1,000,000)
Committed (Encumbrances)	-	-	(22,278,672)	(22,278,672)	-	-
Use of Fund Balance	-	(1,260,083)	(17,396,470)	(17,396,470)	-	-
Ending Fund Balance	77,044,536	75,784,454	36,110,563	36,331,263	36,331,263	36,331,263
Transportation Fund - 101						
Beginning Fund Balance	11,748,689	15,882,541	16,193,176	16,193,176	5,689,769	5,689,769
Revenues	9,222,371	7,048,318	17,307,660	17,307,660	7,190,173	7,185,578
Expenditures	(5,088,519)	(6,737,683)	(17,307,661)	(17,307,660)	(7,190,173)	(7,185,578)
Interfunds Transfers In	-	-	-	-	-	-
Committed (Encumbrances)	-	-	(9,193,787)	(9,193,787)	-	-
Use of Fund Balance	-	-	(1,755,120)	(1,309,620)	(4,585,744)	(4,581,149)
Ending Fund Balance	15,882,541	16,193,176	5,244,268	5,689,769	1,104,025	1,108,620
Park Impact Fee Fund - 102						
Beginning Fund Balance	6,768,489	9,062,130	3,736,528	3,736,528	641,393	641,393
Revenues	3,188,507	2,667,085	3,560,134	2,265,134	920,205	920,204
Expenditures	(894,866)	(7,992,687)	(3,560,135)	(3,560,135)	(920,205)	(920,204)
Committed (Encumbrances)	-	-	(1,560,134)	(1,560,134)	-	-
Use of Fund Balance	-	-	(240,000)	(240,000)	(510,205)	(510,204)
Ending Fund Balance	9,062,130	3,736,528	1,936,393	641,393	131,188	131,189
Police Impact Fee Fund - 103						
Beginning Fund Balance	1,423,930	2,346,742	3,202,691	3,202,691	946,119	946,119
Revenues	922,812	855,949	2,614,072	2,469,572	405,000	405,000
Expenditures	-	-	(2,614,072)	(2,614,072)	(389,000)	(389,000)
Committed (Encumbrances)	-	-	(1,614,072)	(1,614,072)	-	-
Use of Fund Balance	-	-	(498,000)	(498,000)	-	-
Ending Fund Balance	2,346,742	3,202,691	1,090,619	946,119	962,119	962,119
People's Transportation Plan Fund - 106						
Beginning Fund Balance	-	-	-	-	50,267	50,267
Revenues	-	-	2,171,267	2,171,267	2,171,267	2,244,534
Expenditures	-	-	(2,121,000)	(2,121,000)	(2,121,000)	(2,143,222)
Committed (Encumbrances)	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	50,267	50,267	100,534	151,579



ACCOUNT CLASSIFICATION	ACTUAL	ACTUAL	AMENDED	YEAR-END	PROPOSED	ADOPTED
	FY 2014-15	FY 2015-16	BUDGET*	ESTIMATE	FY 2017-18	FY 2017-18
Capital Improvement Fund - 301						
Beginning Fund Balance	273,200	185,737	279,363	279,363	403,668	403,668
Revenues	-	300,000	486,481	486,481	257,708	257,708
Expenditures	(87,463)	(206,374)	(486,481)	(225,695)	(257,708)	(257,708)
Interfunds Transfers In	-	-	-	-	-	-
Committed (Encumbrances)	-	-	(28,481)	(28,481)	-	-
Use of Fund Balance	-	-	(108,000)	(108,000)	(257,708)	(257,708)
Ending Fund Balance	185,737	279,363	142,882	403,668	145,960	145,960
Infrastructure Replacement Fund - 302						
Beginning Fund Balance	-	-	100,000	100,000	200,000	200,000
Interfunds Transfers In	-	100,000	100,000	100,000	500,000	500,000
Ending Fund Balance	-	100,000	200,000	200,000	700,000	700,000
Stormwater Fund - 401						
Beginning Fund Balance ¹	15,286,069	14,817,794	15,797,725	15,797,725	7,522,299	7,522,299
Revenues	4,424,682	4,899,074	13,929,621	12,345,346	6,895,000	6,892,818
Expenditures	(2,435,451)	(1,878,696)	(13,929,621)	(12,345,346)	(6,895,000)	(6,892,818)
Committed (Encumbrances)	-	-	(5,783,611)	(5,783,611)	-	-
Use of Fund Balance	-	-	(4,271,010)	(2,491,815)	(2,355,000)	(2,352,818)
Ending Fund Balance	14,817,794	15,797,725	5,743,104	7,522,299	5,167,299	5,169,481
Other Post-Employment Benefits Fund - 651						
Beginning Fund Balance	-	-	-	-	-	-
Interfunds Transfers In	-	-	-	-	-	500,000
Ending Fund Balance	-	-	-	-	-	500,000

*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.



CAPITAL IMPROVEMENT ELEMENT

Below are charts from the 2017 Capital Improvement Element Update as adopted by City Council on August 23, 2017 with Ordinance No. 2017-13. 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 proposed Schedule of Capital Improvements (SCI) in Tables 19 and 20 is intended to address the maintenance and improvement of public facilities.

Table 17: Projected Revenues for Capacity-Related Projects by Funding Source

FUNDING SOURCES	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	5 YEAR TOTAL FY 2018-2022
Parks & Recreation/ GF	\$9,825,000	\$18,700,000	\$14,550,000	\$1,897,000	\$0	\$44,972,000
Stormwater Fund	\$1,312,000	\$1,310,000	\$1,410,000	\$1,110,000	\$980,000	\$6,122,000
Park Impact Fee Fund	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000
Transportation Fund	\$16,171,000	\$15,303,000	\$11,042,000	\$11,038,000	\$12,334,000	\$65,888,000
TOTAL	\$28,508,000	\$36,513,000	\$28,202,000	\$15,245,000	\$14,514,000	\$122,982,000

Source: City of Doral; Iler Planning & City of Doral, 2017.

Table 18: Projected 5-Year Expenditures for Capital Improvements by Type

Project Type	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/2022	5-YEAR TOTAL FY 2018-2022
City-Funded Projects						
Parks	\$10,500,000	\$19,000,000	\$15,000,000	\$2,950,000	\$0	\$47,450,000
Drainage	\$1,968,342	\$1,047,694	\$1,398,536	\$960,000	\$1,050,000	\$6,424,572
Transportation	\$10,491,000	\$10,528,750	\$14,996,563	\$9,522,297	\$11,121,141	\$56,659,751
Total	\$22,959,342	\$30,576,444	\$31,395,099	\$13,432,297	\$12,171,141	\$110,534,323

Source: City of Doral; 2017.



Revenue projections for capital projects to be funded by Doral are based on the City’s adopted 2016-2017 budget and information provided by the City departments. City revenues for capital improvements by type are also identified in Table 18. For example, the Stormwater Fund is used for drainage improvements, the Park Impact Fee Fund is used to finance park improvements, and the Transportation Fund is used for roadway, transit and pedestrian projects. The Capital Improvements Fund is comprised of revenue transfers from the General Fund, and recovery of grant funds from prior years.

An analysis of the projected revenues and planned capital expenditures indicate that the City will maintain financial feasibility through the 5-year planning period. The City is projected to accumulate \$122,982,000 over the 5-year planning period to fund the capital improvements needed to maintain and improve public facility LOS, and has identified a total of \$110,534,323 in capital improvement expenditures over the planning period.

Table 19. 2017/18 - 2021/22 Schedule of Capital Improvements (SCI)

PROJECT / LOCATION	TYPE OF WORK	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	TOTAL COST FY 2018-2022	FUNDING SOURCE
TRANSPORTATION PROJECTS								
Citywide - Transit	Trolley Circulator (Operations)	\$2,625,000	\$3,018,750	\$3,471,563	\$3,992,297	\$4,591,141	\$17,698,751	TF, PTP
Citywide - Transit	Trolley Circulator Fleet	\$760,000	\$570,000	\$0	\$380,000	\$380,000	\$2,090,000	TF
Citywide – Canals & Bikeway	Canal Refurbishment / Bikeway	\$2,250,000	\$1,000,000	\$0	\$0	\$0	\$3,250,000	SWF, SG
Citywide – Maintenance	Roadway Maintenance	\$1,036,000	\$650,000	\$650,000	\$500,000	\$500,000	\$3,336,000	TF, PTP
Citywide - Intersections	Intersection Improvements	\$150,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,150,000	TF
Citywide – Traffic Calming Program	Installation of Traffic Calming Devices	\$150,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,150,000	GF, TF
Citywide - Transit	Mobility & Infrastructure	\$120,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,120,000	TF
Citywide	Freebee Program	\$0	\$0	\$225,000	\$0	\$0	\$225,000	TF
NW 102 Av. & 62 St.	Roadway Widening	\$0	\$0	\$0	\$700,000	\$0	\$700,000	TF
NW 82 nd St. and 112 th Av.	Traffic Signal	\$0	\$0	\$250,000	\$0	\$0	\$250,000	TF
NW 99 th Av. (64 St-66 St)	New Road Construction	\$0	\$0	\$0	\$800,000	\$0	\$800,000	TF
NW 82 nd Av. (27 St-33 St)	Roadway and Stormwater Improvements	\$2,275,000	\$0	\$0	\$0	\$0	\$2,275,000	TF, SWF
NW 112 Av. & 114 Av. (41 St - 58 St.)	Roadway Improvements - Two-Way Pair	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000	TF
NW 112 Av. (25 St - 34 St)	Roadway Improvements	\$0	\$2,000,000	\$0	\$0	\$0	\$2,000,000	TF



PROJECT / LOCATION	TYPE OF WORK	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	TOTAL COST FY 2018-2022	FUNDING SOURCE
NW 114 Av. (34 St - 39 St)	Roadway Improvements	\$0	\$0	\$2,000,000	\$0	\$0	\$2,000,000	TF
NW 34 St. (117 Av - 112 Av)	Roadway Improvements	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000	TF
NW 117 Av. (NW 58 St - North)	New Road Construction	\$0	\$0	\$800,000	\$0	\$0	\$800,000	TF
NW 102 nd Av. (17 th St. – 25 th St.)	Bike Path and Sidewalks	\$0	\$1,640,000	\$0	\$0	\$0	\$1,640,000	FG, TF
Turnpike Trail Bridge over Doral Blvd. at NW 117 th Av.	Bicycle / Pedestrian Connectivity; Design-Build	\$0	\$0	\$0	\$0	\$2,800,000	\$2,800,000	TF
Traffic Monitoring Cameras	Install Cameras for Congestion Mgmt.	\$0	\$50,000	\$0	\$50,000	\$0	\$100,000	TF
NW 33 rd St. (104 th Av. to Torremolinos Av.	Construct Sidewalk	\$75,000	\$0	\$0	\$0	\$0	\$75,000	TF
NW 112 th Av. (34 th St. to 41 st St.)	Land acquisition & roadway Improvements	\$0	\$0	\$7,000,000	\$0	\$0	\$7,000,000	TF
NW 58 th St. and 99 th Av.	Install Traffic Signal	\$250,000	\$0	\$0	\$0	\$0	\$250,000	TF
NW 82 nd Av. and 84 th Av. Connection	Roadway Improvements	\$0	\$250,000	\$0	\$0	\$0	\$250,000	TF
NW 74 th St. at 102 nd Av and 97 th Av.	Install Traffic Signal	\$700,000	\$0	\$0	\$0	\$0	\$700,000	TF
Do Not Block Box Intersections	Roadway Improvements	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000	TF
Street Lighting Segments	Roadway Improvements	\$0	\$250,000	\$0	\$250,000	\$0	\$500,000	GF
5 Year Transportation Cost Sub Total		\$10,491,000	\$10,528,750	\$14,996,563	\$9,522,297	\$11,121,141	\$56,659,751	

Source: City of Doral Public Works Dept., June 27, 2017.



Table 19. 2017/18-2021/22 Schedule of Capital Improvements (continued)

Project/Location	Type of Work	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total Cost FY 2018-2022	Fund Source
City Parks								
NW 97 th Av. & 74 th St.	Doral Glades Park	\$10,500,000	\$0	\$0	\$0	\$0	\$10,500,000	GF
Doral Central Park	Aquatic Facility	\$0	\$15,000,000	\$15,000,000	\$0	\$0	\$30,000,000	Multiple
NW 87 th Av. & 30 th St	Doral Central Park	\$0	\$0	\$0	\$2,500,000	\$0	\$2,500,000	Multiple
Adjacent to Downtown Doral Park	Triangle Parcel	\$0	\$4,000,000	\$0	\$0	\$0	\$4,000,000	GF
NW 50 th St. & 107 th Av.	Linear Greenway Park	\$0	\$0	\$0	\$450,000	\$0	\$450,000	GF
Parks Cost Subtotal		\$10,500,000	\$19,000,000	\$15,000,000	\$2,950,000	\$0	\$47,450,000	
City Stormwater								
City Wide	Stormwater Drainage	\$1,968,342	\$1,047,694	\$1,398,536	\$960,000	\$1,050,000	\$6,424,572	SWF, SG
Stormwater Cost Subtotal		\$1,968,342	\$1,047,694	\$1,398,536	\$960,000	\$1,050,000	\$6,424,572	
Total City Capital Cost		\$22,959,342	\$30,576,444	\$31,395,099	\$13,432,297	\$12,171,141	\$110,534,323	

Source: Public Works and Parks Depts., City of Doral, 2017.

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 2018 ADOPTED BUDGET AND FIVE YEAR FINANCIAL PLAN HIGHLIGHTS

The FY 2017-18 Adopted Budget and Five Year Financial Plan contains funding for on-going services to the community. The following are some of the general fund highlights:

Fiscal Year 2018

- Funding for Police Department community policing outreach programs
- Increase of police presence through high visibility traffic enforcement
- Revitalizing Police Department's aging fleet through the acquisition of new vehicles
- Continued programs and initiatives to expand communication with our citizens/public
- Computer device upgrades to optimize the use of technology and provide more efficient services
- Conceptual design for Doral Central Park
- Code Compliance staffing on evenings and weekends
- Improve our customer services through training programs

Fiscal Year's 2019 – 2022

- 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 Phase I and II of the Doral Central Park Development – Aquatic Facility and Community Center
- Development of the Triangle Parcel
- Resurfacing of Parks tennis and basketball courts
- Continued funding of IT infrastructure improvements
- Funding of trucks to for the Public Works department

DEVELOPING THE FINANCIAL PLAN

REVENUES

The Millage Rate remains constant at 1.9000.

Revenues were forecasted using inflation rate projection. The source which was provided by the City's financial advisors was the International Monetary Fund Forecast. The rates were as follows:

2019 – 2.64% 2020 – 2.32% 2021 – 2.18% 2022 – 2.27%

Some departments providing their own revenue projections, these were reviewed by the Finance Department.

Ad Valorem revenues were forecasted using the average percent change over the last five years. The rate is 6.9% and includes new construction.



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 inflation rate projection. The source which was provided by the City's financial advisors was the International Monetary Fund Forecast. The rates were as follows:

2019 – 2.64% 2020 – 2.32% 2021 – 2.18% 2022 – 2.27%

Departments provided any increases to personnel and new or anticipated increases related to new programs or capital expenditures.

CAPITAL EXPENDITURES

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

FUNDING OF THE FINANCIAL PLAN

As presented the Five Year Financial Plan does not consider other sources of funding.

In Fiscal Year 2019, the City would have an in use \$19,444,781 of fund balance to have a balance budget. Without the issuance of debt the City would be unable to meet its 15% reserve requirement by Fiscal Year 2020. By Fiscal Year 2021 the City would be operating at a deficit.

If the funding of Phase I and II of Doral Central Park and the development of the Triangle Park were not included in the plan, along with the related operating expenses, the City would have an estimated ending Fund Balance of \$35.8 million in Fiscal Year 2022.

The funding of Phase I and II of Doral Central Park and the development of the Triangle Park would require an alternate source of financing such as general obligation bonds, which are voter approved and backed by the full faith, credit, and taxing power of the City. One measure of the City's financial condition is its bond rating. The City continues to maintain a AA credit rating issued by Standard & Poor's.





GENERAL FUND FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2018-2022

DEPT NO	ACCOUNT CLASSIFICATION	AMENDED	YEAR-END	ADOPTED	DEPT.REQ.	DEPT.REQ.	DEPT.REQ.	DEPT.REQ.	
		BUDGET*	ESTIMATE FY						FY 2017-18
MILLAGE RATE		1.9000	1.9000	1.9000	1.9000	1.9000	1.9000	1.9000	
BEGINNING FUND BALANCE		77,044,537	75,784,456	75,784,456	36,331,265	36,331,265	16,886,484	801,672	-2,805,045
REVENUES									
	TAXES	34,799,912	35,517,317	36,329,877	38,618,136	40,566,565	42,575,306	44,679,595	46,927,148
	LICENSES & PERMITS	11,072,700	10,139,275	7,739,000	8,024,000	8,308,763	8,481,655	8,655,154	8,834,183
	INTERGOVERNMENTAL	5,422,346	5,622,730	5,599,766	5,897,306	6,052,995	6,193,424	6,328,441	6,472,097
	CHARGES FOR SERVICES	2,113,300	2,285,700	2,105,820	2,268,617	2,309,478	2,741,960	2,800,818	2,862,996
	FINES AND FORFEITS	510,745	420,000	469,877	1,029,500	1,056,269	1,080,764	1,104,319	1,129,376
	MISCELLANEOUS	3,014,256	1,280,000	928,726	937,012	1,391,996	1,421,994	1,451,851	1,483,061
	TOTAL REVENUES	56,933,259	55,265,022	53,173,066	56,774,571	59,686,067	62,495,104	65,020,177	67,708,860
OTHER RESOURCES									
	RESERVES - IN USE OF FUND BALANCE	1,260,084	17,396,470	17,396,470	0	19,444,781	16,084,811	3,606,718	17,645,519
	PRIOR YEAR OPERATING BALANCES	14,490,186	22,278,672	22,278,672	0	0	0	0	0
	TOTAL OTHER RESOURCES	15,750,270	39,675,142	39,675,142	0	19,444,781	16,084,811	3,606,718	17,645,519
TOTAL AVAILABLE RESOURCES		72,683,529	94,940,164	92,848,208	56,774,571	79,130,848	78,579,915	68,626,895	85,354,380
EXPENDITURES BY DEPARTMENT:									
10005	CITY COUNCIL	986,950	1,227,294	1,222,294	1,218,856	1,263,260	1,308,274	1,354,490	1,402,731
11005	CITY MANAGER	683,681	902,119	902,119	673,230	699,685	727,070	755,486	785,057
11505	PUBLIC AFFAIRS	624,739	805,801	753,986	758,341	783,836	811,691	840,281	870,125
11605	ECONOMIC DEVELOPMENT	262,091	442,974	442,974	353,552	366,335	379,266	392,527	406,373
12005	CITY CLERK	481,833	708,400	633,400	711,764	734,868	757,458	780,214	804,097
13005	CHARTER ENFORCEMENT	0	150,000	150,000	50,000	51,320	52,511	53,655	54,873
20005	HUMAN RESOURCES	556,837	764,460	704,832	768,378	796,852	825,860	855,717	886,859
21005	FINANCE	947,778	1,141,189	1,122,052	1,120,991	1,164,390	1,209,139	1,255,479	1,303,731
22005	INFORMATION TECHNOLOGY	4,020,589	6,625,658	6,360,082	4,991,156	5,207,570	5,153,123	5,185,448	5,182,227
30005	CITY ATTORNEY	1,057,985	717,875	717,874	685,000	703,084	719,396	735,078	751,765
40005	PLANNING & ZONING	964,477	1,337,754	1,297,431	1,050,334	1,115,850	1,157,909	1,201,371	1,246,653
50005	GENERAL GOVERNMENT	4,246,731	4,605,153	4,601,293	4,758,871	4,924,630	5,039,368	5,119,286	5,204,275
60005	POLICE	19,947,301	26,387,622	25,618,561	21,742,684	22,890,035	24,103,740	25,349,863	26,562,877
70005	BUILDING	3,687,055	4,497,009	4,397,192	4,443,199	4,655,147	4,734,636	4,911,887	5,096,549
71005	CODE COMPLIANCE	1,230,322	1,463,867	1,454,051	1,439,802	1,494,645	1,551,428	1,610,352	1,671,672
80005	PUBLIC WORKS	8,184,233	10,842,583	10,506,623	5,219,205	5,486,377	5,719,925	5,971,757	6,232,960
90005	PARKS & RECREATION	9,910,738	28,079,155	27,501,493	5,789,208	25,792,965	23,329,123	11,254,003	25,891,554
	TOTAL EXPENDITURES	57,793,340	90,698,914	88,386,257	55,774,571	78,130,848	77,579,915	67,626,895	84,354,380
INTERFUND TRANSFERS OUT		400,000	4,240,000	4,240,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TOTAL GENERAL FUND EXPENDITURES		58,193,340	94,938,914	92,626,257	56,774,571	79,130,848	78,579,915	68,626,895	85,354,380
PRIOR YEAR OPERATING BALANCE:		14,490,186	22,278,672	22,278,672	0	0	0	0	0
USE OF FUND BALANCE		1,260,084	17,396,470	17,396,470	0	19,444,781	16,084,811	3,606,718	17,645,519
ENDING FUND BALANCE		\$75,784,456	\$36,110,564	\$36,331,265	\$36,331,265	\$16,886,484	\$801,672	-\$2,805,045	-\$20,450,565
15% REQUIRED RESERVE		\$14,240,837	\$13,893,939	\$8,516,186	\$11,869,627	\$11,786,987	\$10,294,034	\$12,803,157	
EXCESS/(DEFICIT) IN REQUIRED RESERVE		\$21,869,727	\$22,437,326	\$27,815,079	\$5,016,856	\$(10,985,315)	\$(13,099,080)	\$(33,253,722)	

Inflation Rate Projections:

2019	2.64%
2020	2.32%
2021	2.18%
2022	2.27%

The in-use of fund balance for Fiscal Years 2019-2022 is due to capital expenditures associated with new park infrastructure. As presented the Five Year Financial Plan does not consider other sources of funding. If the new park infrastructure expenditures were removed from the Financial Plan, the General Fund would have an estimated Fund Balance of \$35.8 million in Fiscal 2022.

Source: International Monetary Fund Forecast (2018-2022)

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



GENERAL FUND FIVE YEAR FINANCIAL PLAN - REVENUES

Accounts	Description	Y-E					
		ACTUAL FY2015-16	ESTIMATE FY2016-17	ADOPTED FY 2017-18	DEPT.REQ. FY 2018-19	DEPT.REQ. FY 2019-20	DEPT.REQ. FY 2020-21
TAXES							
15000 300100	DESIGNATED FUND BALANCE	0	0	0	0	0	0
15000 311100	AD VALOREM TAXES - CURRENT	17,594,091	19,366,465	21,805,400	23,309,973	24,918,361	28,475,731
15000 311200	AD VALOREM TAXES-DELINQUENT	343,379	450,000	450,000	461,880	472,596	493,860
15000 313100	FRANCHISE FEES - ELECTRICITY	3,033,419	2,950,000	3,000,000	3,079,200	3,150,637	3,292,400
18000 313700	FRANCHISE FEES - SOLID WASTE	1,113,222	1,105,000	1,100,000	1,129,040	1,155,234	1,207,213
18000 313900	FRANCHISE FEES - BUS BENCH ADS	28,780	28,412	28,500	29,252	29,931	31,278
18000 313910	FRANCHISE FEES - TRASH BIN ADV	0	0	0	0	0	0
16000 313920	TOWING FEES	10,500	10,000	10,000	10,264	10,502	10,731
15000 314100	UTILITY TAXES - ELECTRICITY	7,368,612	7,500,000	7,500,000	7,698,000	7,876,594	8,048,303
15000 314200	COMMUNICATION SERVICES TAX	4,246,691	3,900,000	3,704,236	3,802,028	3,890,235	4,065,275
15000 314300	UTILITY TAXES - WATER	984,100	950,000	950,000	975,080	997,702	1,042,593
15000 314400	UTILITY TAXES - GAS	77,118	70,000	70,000	71,848	73,515	76,823
	TOTALS	34,799,912	36,329,877	38,618,136	40,566,565	42,575,306	44,679,595
LICENSE & PERMITS							
14000 321100	LOCAL BUSINESS LICENSE TAX	1,253,098	1,000,000	1,200,000	1,231,680	1,260,255	1,287,729
17000 322100	BUILDING PERMITS	8,112,153	5,335,000	5,441,000	5,549,675	5,660,669	5,773,882
17000 329101	OTHER FEES - BOILER FEES	51,898	39,000	40,000	40,616	41,428	43,103
16000 329200	ALARM PERMITS	273,188	250,000	270,000	277,128	283,557	289,739
14000 329300	ZONING HEARING FEES	171,554	70,000	100,000	102,640	105,021	107,311
14000 329400	ZONING PLAN REVIEW FEES	233,773	150,000	200,000	205,280	210,042	214,621
17000 329500	CERTIFICATES OF OCCUPANCY	546,994	500,000	400,000	519,854	530,251	540,856
17000 329600	CONCURRENCY FEES	157,885	120,000	98,000	99,630	101,622	103,655
18000 329700	PUBLIC WORKS PERMITS	272,157	275,000	275,000	282,260	288,808	295,104
	TOTALS	11,072,700	7,739,000	8,024,000	8,308,763	8,481,655	8,655,154
INTERGOVERNMENTAL							
15000 335120	STATE SHARING REVENUE	1,241,147	1,275,000	1,365,303	1,401,347	1,433,858	1,465,116
15000 335150	ALCOHOLIC BEVERAGE TAX	61,240	70,000	70,000	71,848	73,515	76,823
15000 335180	HALF CENT SALES TAX	4,069,066	4,204,766	4,412,003	4,528,480	4,633,541	4,734,552
14000 338100	COUNTY BUSINESS TAX RECEIPTS	50,893	50,000	50,000	51,320	52,511	53,655
	TOTALS	5,422,346	5,599,766	5,897,306	6,052,995	6,193,424	6,328,441
CHARGES FOR SERVICES							
17000 341301	INSPECTION SERVICE FEE	0	0	0	0	0	0
17000 341302	OPTIONAL PLAN REVIEW FEE	126,370	135,000	135,000	219,055	223,436	227,905
17000 341303	BUILDING TRAINING FEES	13,825	28,820	53,117	54,180	55,263	56,368
11200 341900	LIEN SEARCH FEES	23,151	21,000	21,000	21,554	22,054	22,535
17100 341900	LIEN SEARCH FEES	189,911	175,000	185,000	189,884	194,289	198,525
11200 341901	CANDIDATE QUALIFYING FEES	2,400	0	0	0	0	0
17000 341902	BLDG ADMINISTRATIVE FEES	140,951	130,000	140,000	148,654	151,627	154,659
17000 341903	BLDG RECORDS REQUEST	81,910	75,000	71,000	72,493	73,943	75,421
16000 342100	POLICE SERVICES (OFF DUTY)	827,826	800,000	800,000	821,120	840,170	858,486
16000 342110	POLICE SERVICES - RECORDS	13,649	10,000	10,000	10,264	10,502	10,731
16000 342115	SCHOOL CROSSING GUARDS	52,334	70,000	65,000	66,716	68,264	69,752
17000 342901	BLDG RECERT FEES 40-YR	4,620	7,000	7,000	4,606	4,698	4,792
19000 347200	RECREATION FEES	118,864	120,000	140,000	143,696	496,030	506,843
19000 347201	RECREATION - RENTALS	61,390	60,000	75,000	18,500	50,429	51,529
19000 347202	RECREATION - BRONCO REGIST.	13,760	40,000	22,000	22,581	23,105	23,608
19000 347203	RECREATION-CONCESSIONS	21,684	27,000	30,000	7,200	7,367	7,528
19000 347400	RECREATION - SPECIAL EVENTS	32,635	45,000	45,000	46,188	47,260	48,290
19000 347401	RECREATION - SPONSORSHIP	49,300	30,000	45,000	46,188	47,260	48,290
19000 347402	RECREATION - CAMPS	44,601	35,000	70,000	97,086	99,338	101,504
19000 347403	RECREATION - TENNIS	153,795	150,000	175,000	179,620	183,787	187,794
19000 347404	RECREATION - SOCCER	84,438	88,000	76,000	78,006	79,816	81,556
19000 347405	RECREATION-COMMUNITY CENTER	43,694	46,000	90,000	48,030	49,144	50,216
19000 347406	RECREATION-TRAINING	0	0	500	513	525	537
19000 347407	RECREATION-BASEBALL	12,192	13,000	13,000	13,343	13,653	13,950
	TOTALS	2,113,300	2,105,820	2,268,617	2,309,478	2,741,960	2,800,818



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2018-2022

DEPARTMENT	BUDGET FY 2016-17	ADOPTED					% CHANGE FY2018 TO FY2022
		BUDGET FY 2017-18	DEPT.REQ. FY 2018-19	DEPT.REQ. FY 2019-20	DEPT.REQ. FY 2020-21	DEPT.REQ. FY 2021-22	
10005 CITY COUNCIL	\$ 1,227,294	\$ 1,149,081	\$ 1,190,694	\$ 1,232,805	\$ 1,276,003	\$ 1,321,104	15%
11005 CITY MANAGER	\$ 902,119	\$ 668,976	\$ 695,260	\$ 722,469	\$ 750,701	\$ 780,081	17%
11505 PUBLIC AFFAIRS	\$ 795,816	\$ 753,565	\$ 778,869	\$ 806,525	\$ 834,908	\$ 864,538	15%
11605 ECONOMIC DEVELOPMENT	\$ 382,974	\$ 370,510	\$ 383,700	\$ 396,980	\$ 410,568	\$ 424,765	15%
12005 CITY CLERK	\$ 708,400	\$ 702,512	\$ 725,246	\$ 747,451	\$ 769,807	\$ 793,274	13%
13005 CHARTER ENFORCEMENT	\$ 150,000	\$ 50,000	\$ 51,320	\$ 52,511	\$ 53,655	\$ 54,873	10%
20005 HUMAN RESOURCES	\$ 764,460	\$ 761,725	\$ 789,933	\$ 818,664	\$ 848,233	\$ 879,076	15%
21005 FINANCE	\$ 1,132,739	\$ 1,102,061	\$ 1,144,703	\$ 1,188,664	\$ 1,234,185	\$ 1,281,586	16%
22005 INFORMATION TECHNOLOGY	\$ 6,034,550	\$ 4,968,134	\$ 5,183,627	\$ 5,128,222	\$ 5,159,552	\$ 5,155,294	4%
30005 CITY ATTORNEY	\$ 685,000	\$ 685,000	\$ 703,084	\$ 719,396	\$ 735,078	\$ 751,765	10%
40005 PLANNING & ZONING	\$ 1,181,640	\$ 1,040,482	\$ 1,105,604	\$ 1,147,253	\$ 1,190,288	\$ 1,235,127	19%
50005 GENERAL GOVERNMENT	\$ 8,845,153	\$ 6,512,956	\$ 6,698,623	\$ 6,831,317	\$ 6,928,500	\$ 7,031,858	8%
60005 POLICE	\$ 25,744,475	\$ 21,511,871	\$ 22,649,989	\$ 23,854,093	\$ 25,090,230	\$ 26,292,859	22%
70005 BUILDING	\$ 4,497,202	\$ 4,380,233	\$ 4,589,663	\$ 4,666,532	\$ 4,841,058	\$ 5,022,888	15%
71005 CODE COMPLIANCE	\$ 1,463,867	\$ 1,425,919	\$ 1,480,207	\$ 1,536,413	\$ 1,594,736	\$ 1,655,430	16%
80005 PUBLIC WORKS	\$ 9,008,039	\$ 5,173,205	\$ 5,438,537	\$ 5,670,172	\$ 5,920,013	\$ 6,179,146	19%
90005 PARKS & RECREATION	\$ 9,137,764	\$ 5,744,846	\$ 25,746,828	\$ 23,281,141	\$ 11,204,102	\$ 25,839,657	350%
	\$ 72,661,492	\$ 57,001,076	\$ 79,355,885	\$ 78,800,606	\$ 68,841,618	\$ 85,563,321	50%

* Reflects FY 2016-17 Department total

FY 2015-16 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

	2019	2020	2021	2022
Inflation Rates Projections:	2.64%	2.32%	2.18%	2.27%

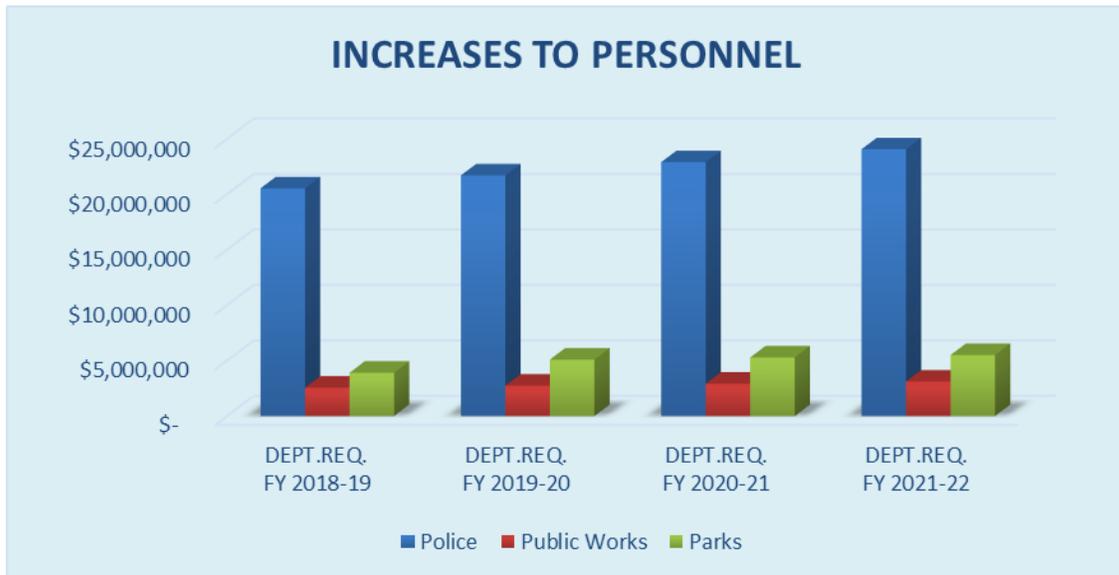
Source: International Monetary Fund Forecast (2018-2022)



FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2018-2022

PERSONNEL COST

DEPARTMENT	BUDGET FY 2016-17	ADOPTED FY 2017-18	DEPT.REQ. FY 2018-19	DEPT.REQ. FY 2019-20	DEPT.REQ. FY 2020-21	DEPT.REQ. FY 2021-22	% CHANGE TO FY2022
10005 CITY COUNCIL	\$ 834,819	\$ 829,181	\$ 862,348	\$ 896,842	\$ 932,716	\$ 970,024	17%
11005 CITY MANAGER	\$ 854,724	\$ 634,076	\$ 659,439	\$ 685,817	\$ 713,249	\$ 741,779	17%
11505 PUBLIC AFFAIRS	\$ 545,801	\$ 548,690	\$ 570,638	\$ 593,463	\$ 617,202	\$ 641,890	17%
11605 ECONOMIC DEVELOPMENT	\$ 235,360	\$ 250,610	\$ 260,634	\$ 271,060	\$ 281,902	\$ 293,178	17%
12005 CITY CLERK	\$ 286,700	\$ 307,912	\$ 320,228	\$ 333,038	\$ 346,359	\$ 360,213	17%
13005 CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
20005 HUMAN RESOURCES	\$ 577,764	\$ 595,484	\$ 619,303	\$ 644,075	\$ 669,839	\$ 696,632	17%
21005 FINANCE	\$ 1,012,684	\$ 996,116	\$ 1,035,961	\$ 1,077,399	\$ 1,120,495	\$ 1,165,315	17%
22005 INFORMATION TECHNOLOGY	\$ 1,638,498	\$ 1,664,420	\$ 1,730,997	\$ 1,800,237	\$ 1,872,246	\$ 1,947,136	17%
30005 CITY ATTORNEY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
40005 PLANNING & ZONING	\$ 898,744	\$ 915,682	\$ 952,309	\$ 990,402	\$ 1,030,018	\$ 1,071,218	17%
50005 GENERAL GOVERNMENT	\$ 509,000	\$ 609,840	\$ 634,234	\$ 659,603	\$ 685,987	\$ 713,427	17%
60005 POLICE	\$ 18,206,476	\$ 19,408,317	\$ 20,520,422	\$ 21,684,798	\$ 22,883,461	\$ 24,046,216	24%
70005 BUILDING	\$ 3,899,801	\$ 3,723,498	\$ 3,872,438	\$ 4,027,335	\$ 4,188,429	\$ 4,355,966	17%
71005 CODE COMPLIANCE	\$ 1,334,414	\$ 1,311,166	\$ 1,363,613	\$ 1,418,157	\$ 1,474,883	\$ 1,533,879	17%
80005 PUBLIC WORKS	\$ 2,168,125	\$ 2,334,610	\$ 2,554,915	\$ 2,738,666	\$ 2,911,673	\$ 3,109,695	33%
90005 PARKS & RECREATION	\$ 3,241,746	\$ 3,311,612	\$ 3,900,327	\$ 5,078,720	\$ 5,281,869	\$ 5,493,144	66%
	\$ 36,244,656	\$ 37,441,214	\$ 39,857,806	\$ 42,899,612	\$ 45,010,327	\$ 47,139,712	26%

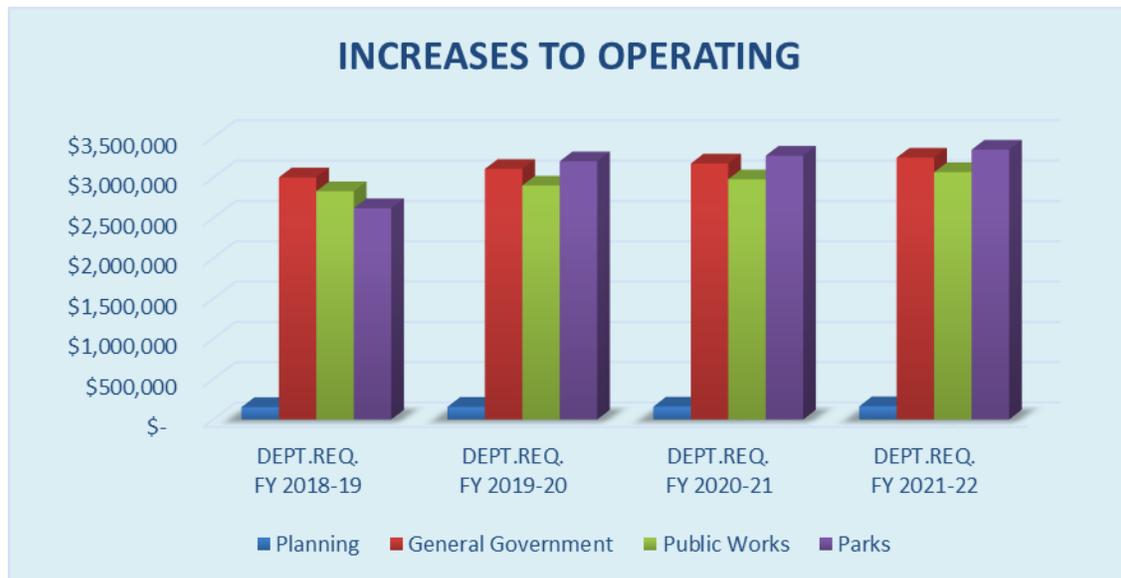


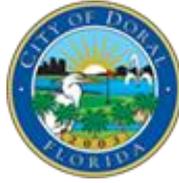


FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2018-2022

OPERATING COST

DEPARTMENT	BUDGET FY 2016-17	ADOPTED		DEPT.REQ. FY 2019-20	DEPT.REQ. FY 2020-21	DEPT.REQ. FY 2021-22	DEPT.REQ. FY2022	% CHANGE FY2018 TO FY2022
		BUDGET FY 2017-18	DEPT.REQ. FY 2018-19					
10005 CITY COUNCIL	\$ 392,475	\$ 319,900	\$ 328,345	\$ 335,963	\$ 343,287	\$ 351,080		10%
11005 CITY MANAGER	\$ 47,395	\$ 34,900	\$ 35,821	\$ 36,652	\$ 37,451	\$ 38,302		10%
11505 PUBLIC AFFAIRS	\$ 237,215	\$ 202,875	\$ 208,231	\$ 213,062	\$ 217,707	\$ 222,649		10%
11605 ECONOMIC DEVELOPMENT	\$ 144,614	\$ 119,900	\$ 123,065	\$ 125,920	\$ 128,666	\$ 131,586		10%
12005 CITY CLERK	\$ 421,700	\$ 394,600	\$ 405,017	\$ 414,414	\$ 423,448	\$ 433,060		10%
13005 CHARTER ENFORCEMENT	\$ 150,000	\$ 50,000	\$ 51,320	\$ 52,511	\$ 53,655	\$ 54,873		10%
20005 HUMAN RESOURCES	\$ 186,696	\$ 166,241	\$ 170,630	\$ 174,588	\$ 178,394	\$ 182,444		10%
21005 FINANCE	\$ 120,055	\$ 105,945	\$ 108,742	\$ 111,265	\$ 113,690	\$ 116,271		10%
22005 INFORMATION TECHNOLOGY	\$ 2,096,427	\$ 2,432,017	\$ 2,496,222	\$ 2,554,134	\$ 2,609,814	\$ 2,669,057		10%
30005 CITY ATTORNEY	\$ 685,000	\$ 685,000	\$ 703,084	\$ 719,396	\$ 735,078	\$ 751,765		10%
40005 PLANNING & ZONING	\$ 282,896	\$ 124,800	\$ 153,295	\$ 156,851	\$ 160,271	\$ 163,909		31%
50005 GENERAL GOVERNMENT	\$ 2,009,000	\$ 2,813,993	\$ 3,003,282	\$ 3,107,958	\$ 3,175,712	\$ 3,247,800		15%
60005 POLICE	\$ 1,213,259	\$ 1,636,854	\$ 1,680,067	\$ 1,719,044	\$ 1,756,520	\$ 1,796,393		10%
70005 BUILDING	\$ 531,401	\$ 586,735	\$ 602,225	\$ 616,196	\$ 629,630	\$ 643,922		10%
71005 CODE COMPLIANCE	\$ 73,453	\$ 69,753	\$ 71,594	\$ 73,255	\$ 74,852	\$ 76,552		10%
80005 PUBLIC WORKS	\$ 1,818,003	\$ 2,733,595	\$ 2,830,762	\$ 2,901,586	\$ 2,979,840	\$ 3,067,788		12%
90005 PARKS & RECREATION	\$ 2,554,840	\$ 2,347,234	\$ 2,620,501	\$ 3,202,421	\$ 3,272,233	\$ 3,346,513		43%
	\$ 12,964,429	\$ 14,824,341	\$ 15,592,204	\$ 16,515,217	\$ 16,890,249	\$ 17,293,962		17%





FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2018-2022

CAPITAL COST

DEPARTMENT	ADOPTED					
	BUDGET FY 2016-17	BUDGET FY 2017-18	DEPT.REQ. FY 2018-19	DEPT.REQ. FY 2019-20	DEPT.REQ. FY 2020-21	DEPT.REQ. FY 2021-22
10005 CITY COUNCIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11005 CITY MANAGER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11505 PUBLIC AFFAIRS	\$ 12,800	\$ 2,000	\$ -	\$ -	\$ -	\$ -
11605 ECONOMIC DEVELOPMENT	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -
12005 CITY CLERK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13005 CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20005 HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21005 FINANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22005 INFORMATION TECHNOLOGY	\$ 2,299,625	\$ 871,698	\$ 956,408	\$ 773,851	\$ 677,491	\$ 539,101
30005 CITY ATTORNEY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
40005 PLANNING & ZONING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
50005 GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
60005 POLICE	\$ 6,324,740	\$ 466,700	\$ 449,500	\$ 450,250	\$ 450,250	\$ 450,250
70005 BUILDING	\$ 66,000	\$ 70,000	\$ 115,000	\$ 23,000	\$ 23,000	\$ 23,000
71005 CODE COMPLIANCE	\$ 56,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
80005 PUBLIC WORKS	\$ 5,021,911	\$ 105,000	\$ 52,860	\$ 29,920	\$ 28,500	\$ 1,664
90005 PARKS & RECREATION	\$ 3,341,178	\$ 86,000	\$ 19,226,000	\$ 15,000,000	\$ 2,650,000	\$ 17,000,000
	\$ 17,125,254	\$ 1,646,398	\$ 20,844,768	\$ 16,322,021	\$ 3,874,241	\$ 18,059,015





FIVE YEAR ADOPTED BUDGET AND FINANCIAL PLAN FOR 2018-2022

DEBT & GRANTS/ TRANSFERS

DEPARTMENT	BUDGET FY 2016-17	ADOPTED BUDGET FY 2017-18	DEPT.REQ. FY 2018-19	DEPT.REQ. FY 2019-20	DEPT.REQ. FY 2020-21	DEPT.REQ. FY 2021-22	% CHANGE FY2018 TO FY2022
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	\$ 6,327,153	\$ 3,089,123	\$ 3,061,107	\$ 3,063,756	\$ 3,066,801	\$ 3,070,631	-1%
60005 POLICE	\$ -	\$ -					
70005 BUILDING	\$ -	\$ -					
71005 CODE COMPLIANCE	\$ -	\$ -					
80005 PUBLIC WORKS	\$ -	\$ -					
90005 PARKS & RECREATION	\$ -	\$ -					
	\$ 6,327,153	\$ 3,089,123	\$ 3,061,107	\$ 3,063,756	\$ 3,066,801	\$ 3,070,631	



GENERAL FUND BUDGET



GENERAL FUND REVENUES

ACCOUNT - DESCRIPTION	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
TAXES							
300100 - DESIGNATED FUND BALANCE	0	1,260,083	17,396,470	0	17,396,470	0	0
311100 - AD VALOREM TAXES - CURRENT	17,101,157	17,594,091	20,098,581	19,367,300	19,366,465	21,805,400	21,805,400
311200 - AD VALOREM TAXES-DELINQUENT	2,452	343,379	200,000	454,155	450,000	450,000	450,000
313100 - FRANCHISE FEES - ELECTRICITY	2,998,896	3,033,419	2,950,000	2,464,185	2,950,000	3,000,000	3,000,000
313700 - FRANCHISE FEES - SOLID WASTE	1,014,663	1,113,222	1,000,000	1,101,711	1,105,000	1,100,000	1,100,000
313900 - FRANCHISE FEES - BUS BENCH ADS	33,809	28,780	30,000	28,412	28,412	28,500	28,500
313920 - TOWING FEES	8,625	10,500	12,500	11,235	10,000	10,000	10,000
314100 - UTILITY TAXES - ELECTRICITY	7,060,657	7,368,613	6,652,000	5,609,135	7,500,000	7,500,000	7,500,000
314200 - COMMUNICATION SERVICES TAX	4,846,708	4,246,691	3,704,236	2,949,928	3,900,000	3,704,236	4,065,741
314300 - UTILITY TAXES - WATER	891,712	984,100	800,000	727,783	950,000	950,000	950,000
314400 - UTILITY TAXES - GAS	60,020	77,118	70,000	65,614	70,000	70,000	70,000
TAXES TOTAL	34,018,699	36,059,995	52,913,787	32,779,458	53,726,347	38,618,136	38,979,641
LICENSES & PERMITS							
321100 - LOCAL BUSINESS LICENSE TAX	1,149,336	1,253,098	1,200,000	1,085,944	1,000,000	1,200,000	1,200,000
322100 - BUILDING PERMITS	8,172,932	8,112,153	7,500,000	4,915,678	5,335,000	5,441,000	5,441,000
329101 - OTHER FEES - BOILER FEES	55,620	51,898	58,000	40,741	39,000	40,000	40,000
329200 - ALARM PERMITS	301,110	273,188	300,000	253,458	250,000	270,000	270,000
329300 - ZONING HEARING FEES	236,305	171,554	140,000	97,163	70,000	100,000	100,000
329400 - ZONING PLAN REVIEW FEES	50,334	233,773	200,000	136,332	150,000	200,000	200,000
329500 - CERTIFICATES OF OCCUPANCY	379,468	546,994	320,000	573,781	500,000	400,000	400,000
329600 - CONCURRENCY FEES	200,674	157,885	121,275	98,402	120,000	98,000	98,000
329700 - PUBLIC WORKS PERMITS	271,859	272,157	300,000	223,597	275,000	275,000	275,000
LICENSES & PERMITS TOTAL	10,817,638	11,072,700	10,139,275	7,425,096	7,739,000	8,024,000	8,024,000
INTERGOVERNMENTAL							
335120 - STATE SHARING REVENUE	1,168,221	1,241,147	1,312,964	1,528,920	1,275,000	1,365,303	1,365,303
335150 - ALCOHOLIC BEVERAGE TAX	75,879	61,240	70,000	74,235	70,000	70,000	70,000
335180 - HALF CENT SALES TAX	3,701,941	4,069,066	4,204,766	3,573,878	4,204,766	4,412,003	4,412,003
338100 - COUNTY BUSINESS TAX RECIEPTS	65,157	50,894	35,000	67,772	50,000	50,000	50,000
INTERGOVERNMENTAL TOTAL	5,011,198	5,422,347	5,622,730	5,244,804	5,599,766	5,897,306	5,897,306
CHARGES FOR SERVICES							
341302 - OPTIONAL PLAN REVIEW FEE	136,135	126,370	110,000	121,343	135,000	135,000	0
341303 - BUILDING TRAINING FEES	0	13,825	29,000	28,820	28,820	53,117	53,117
341900 - LIEN SEARCH FEES	128,815	213,062	171,000	207,800	196,000	206,000	206,000
341901 - CANDIDATE QUALIFYNG FEES	0	2,400	0	0	0	0	0
341902 - BLDG ADMINISTRATIVE FEES	98,978	140,951	125,000	121,769	130,000	140,000	140,000
341903 - BLDG RECORDS REQUEST	76,627	81,910	80,000	71,101	75,000	71,000	71,000
342100 - POLICE SERVICES	812,615	827,826	850,000	806,229	800,000	800,000	800,000
342110 - POLICE SERVICES - RECORDS	3,307	13,649	13,000	10,510	10,000	10,000	10,000
342115 - SCHOOL CROSSING GUARDS	71,111	52,334	65,000	53,623	70,000	65,000	65,000
342901 - BLDG RECERT FEES 40-YR	33,350	4,620	7,700	8,050	7,000	7,000	7,000
347200 - RECREATION FEES	118,402	118,864	140,000	104,401	120,000	140,000	140,000
347201 - RECREATION - RENTALS	62,325	61,390	100,000	47,083	60,000	75,000	75,000
347202 - RECREATION - BRONCO REGIS.	27,354	13,760	30,000	34,824	40,000	22,000	22,000
347203 - RECREATION-CONCESSIONS	20,226	21,684	40,000	23,242	27,000	30,000	30,000
347400 - RECREATION - SPECIAL EVENTS	29,095	32,635	45,000	43,068	45,000	45,000	45,000
347401 - RECREATION - SPONSORSHIPS	50,725	49,300	65,000	28,480	30,000	45,000	45,000
347402 - RECREATION - CAMPS	48,682	44,601	70,000	43,565	35,000	70,000	70,000
347403 - RECREATION - TENNIS	150,323	153,795	150,000	140,372	150,000	175,000	175,000



ACCOUNT - DESCRIPTION	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
347404 - RECREATION - SOCCER	76,559	84,438	75,000	79,647	88,000	76,000	76,000
347405 - RECREATION-COMMUNITY CENTER	61,086	43,694	90,000	49,946	46,000	90,000	90,000
347406 - RECREATION-TRAINING	0	0	0	0	0	500	500
347407 - RECREATION-BASEBALL	10,235	12,192	30,000	13,718	13,000	13,000	13,000
CHARGES FOR SERVICES TOTAL	2,015,950	2,113,300	2,285,700	2,037,591	2,105,820	2,268,617	2,133,617
FINES & FORFEITS							
351100 - JUDGEMENTS & FINES	196,380	330,926	270,000	241,227	280,000	300,000	300,000
351150 - SAFETY REDLIGHT CAMERAS	168,122	8,171	0	2,066	1,577	561,000	561,000
351900 - JUDGEMENTS & FINES-OTHER	0	601	5,000	2,905	5,000	5,000	5,000
359101 - FINES - PERMIT VIOLATIONS	161,871	171,046	145,000	171,470	183,300	163,500	163,500
FINES & FORFEITS TOTAL	526,374	510,744	420,000	417,668	469,877	1,029,500	1,029,500
MISCELLANEOUS							
331201 - DOJ COPS TECH GRANT 2010	206,925	0	0	0	0	0	0
331206 - FDOT HVE GRANT	0	11,354	0	14,984	14,984	0	0
334200 - STATE OF FL JAG GRANT -2009	0	16,025	0	0	0	0	0
334390 - STATE-VOL.CLEANUP TAX.CERT.	0	460,000	0	0	0	0	0
334700 - STATE-CULTURAL FACILITY GRANT	0	355,000	0	0	0	0	0
337200 - GRANT- BYRNE PROGRAM	15,074	0	0	0	0	0	0
337500 - GRANT	0	2,500	0	0	0	0	0
337701 - GRANT - FORESTRY	0	2,000	0	0	0	0	0
337706 - GRANT - MDC CULTURAL AFFAIRS	3,500	0	0	0	0	0	0
361100 - INTEREST INCOME	633,672	764,024	600,000	903,423	750,000	600,000	600,000
362100 - LEASE AGREEMENT-DORAL PREP	0	0	0	12	12	12	12
366000 - PRIVATE GRANTS & CONTIRBUTIONS	84,926	95,566	0	171,000	21,000	0	0
366200 - PRIVATE CONTRIBUTIONS-OTHER	3,566	0	0	0	0	0	0
367100 - CHANGE IN INVEST VALUE	69,682	12,001	0	328,714	417,040	0	0
369100 - MISCELLANEOUS INCOME	55,665	73,890	35,000	47,215	30,000	35,000	35,000
369101 - BLDG MISC - OT RECOVERY	352,885	497,624	400,000	358,892	400,000	100,000	100,000
369102 - BLDG MISC - COPY SCAN FEES	109,431	107,413	105,000	79,167	85,000	87,000	87,000
369103 - POLICE AUTO TAKE HOME PGM	87,150	93,290	90,000	88,850	90,000	65,000	65,000
369200 - PRIOR YEARS RECOVERY	53,050	172,571	50,000	45,329	45,230	50,000	50,000
369301 - SETTLEMENT - VIEWPOINT	75,000	375,000	0	0	0	0	0
MISCELLANEOUS TOTAL	1,750,525	3,014,255	1,280,000	1,289,500	928,726	937,012	937,012
REVENUES GRAND TOTAL	54,140,383	58,193,341	72,661,492	49,194,117	70,569,536	56,774,571	57,001,076



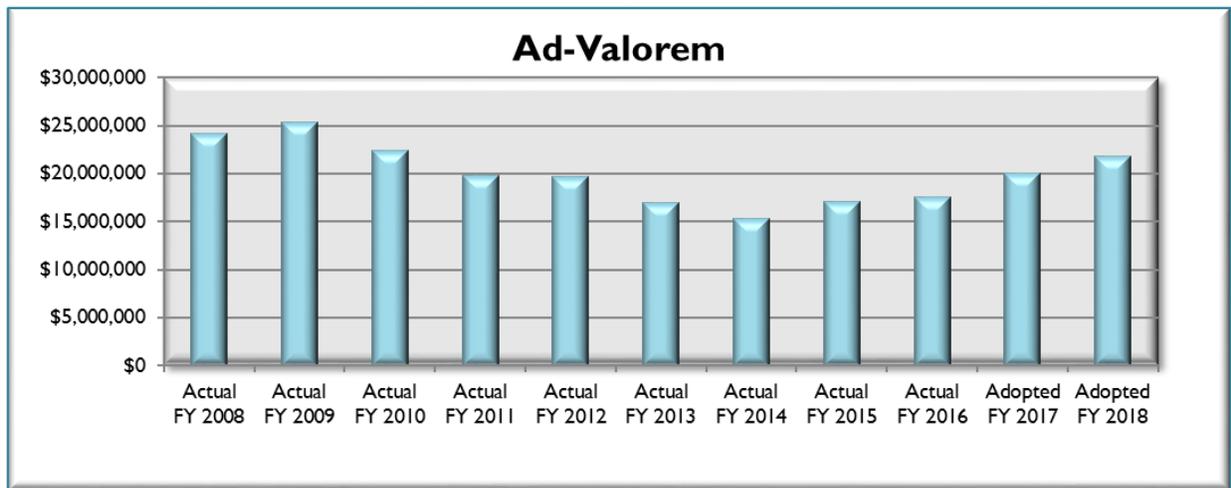
GENERAL FUND REVENUE PROJECTIONS

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.

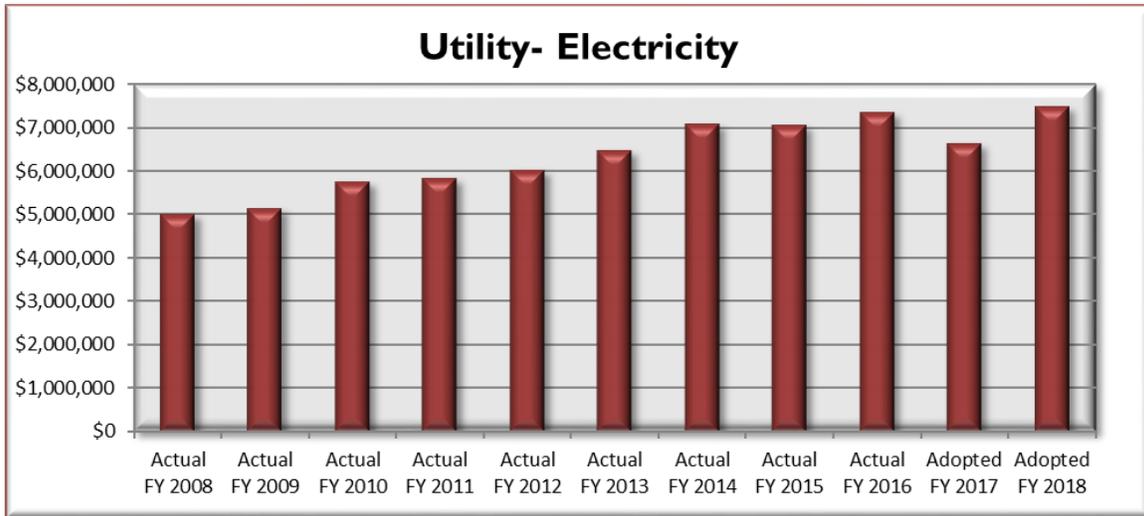


311.200 Ad Valorem Taxes-Delinquent-This revenue source is derived by those taxpayers who do not pay their taxes by March 31 of any given year. On average the total revenue received in this category is minimal when compared to the total Ad Valorem taxes collected.



Utility Taxes

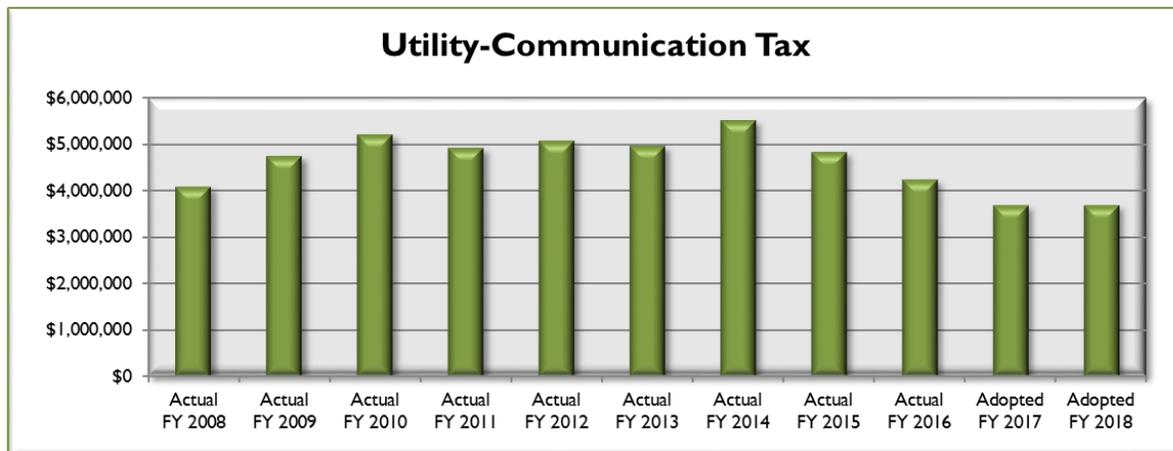
314.100 Utility Tax-Electricity -Section 166.23 (l) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes. The City previously established by Ordinance utility taxes in the amount of 10% on electricity.



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.

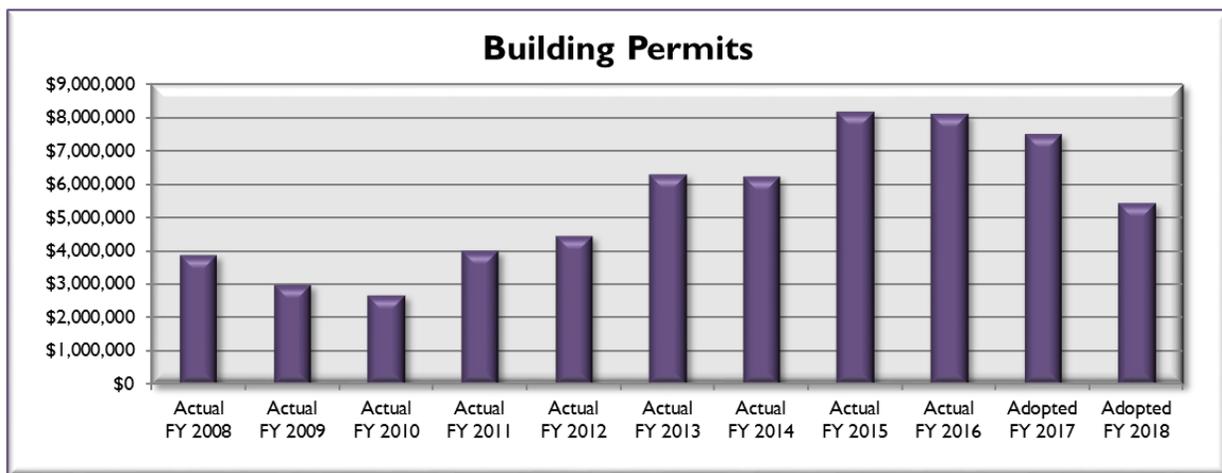




LICENSES AND PERMITS

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

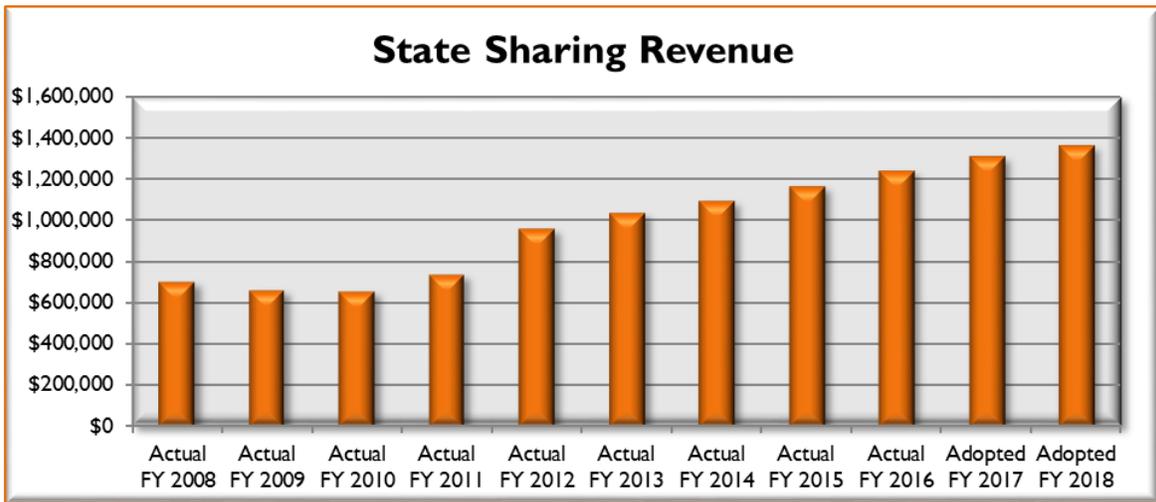
322.100 Building Permits- Permits must be issued to any individual or business that performs construction work within the corporate limits of the City. These permits are issued for construction, such as plumbing, electrical, structural, mechanical, etc. City Ordinance sets the fees.



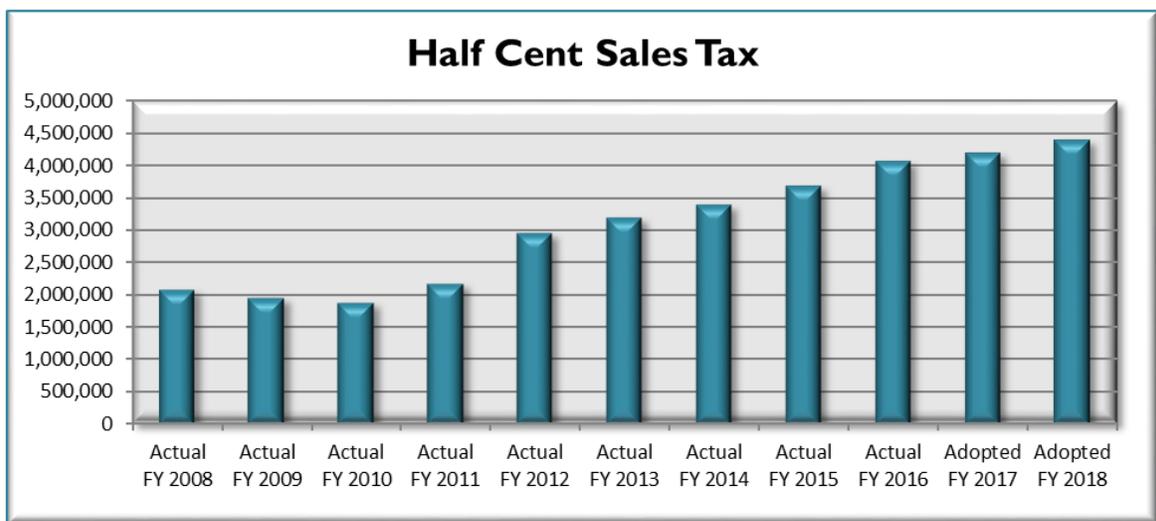
INTERGOVERNMENTAL

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

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



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

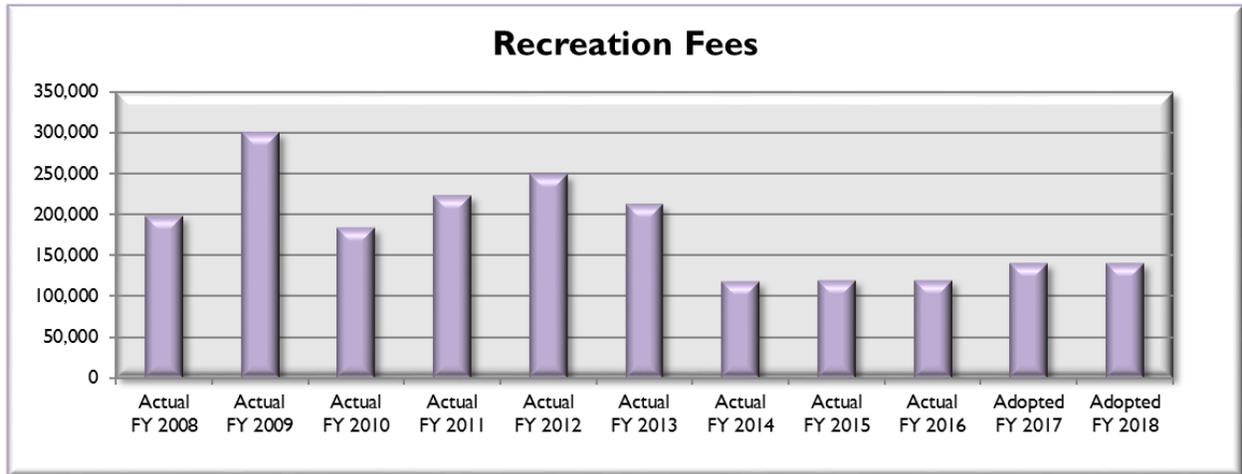




CHARGES FOR SERVICES

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

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



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

FINES & FORFEITURES

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

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

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

OTHER REVENUES



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

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

369.100 Miscellaneous Income- Any other revenues not otherwise classified.



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CITY OF DORAL DEPARTMENTS & DIVISIONS





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 2018

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

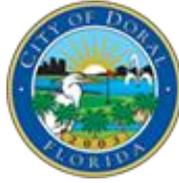
Sustainability and Capital Area:

- 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 and flourishing businesses that bring steady jobs and stimulate the economic growth of the City.
- Foster and maintain a strong sense of community identity and of place.
- Continue to represent a high level of community confidence and trust in city government.

OFFICE OF THE MAYOR AND CITY COUNCIL BUDGET HIGHLIGHTS



- **120 – 230 Personnel Costs** – There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual's performance evaluation. Health insurance rates increased city-wide.
- **490 Other Current Charges** – Previously this line item funded the employee appreciation events which is now covered by General Government's 490 Other Current Charges account.
- **510 Office Supplies** - In an effort to streamline expenditures this account's budget was reduced.
- **540 Dues, Subscriptions, Memberships** – In an effort to streamline expenditures this account's budget was reduced.



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

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.110 - Charter Compensation							
	Mayor	1	1	1	1	1	\$ 68,365
	Council Members	4	4	4	4	4	\$ 65,596
	Charter Compensation Total	5	5	5	5	5	\$ 133,961
500.120 - Full Time Salaries							
	Chief of Staff	1	1	1	1	1	\$ 78,461
	Administrative Aide to the Mayor	1	0	0	0	0	\$ -
	Legislative Analyst	4	4	4	4	4	\$ 270,228
	Full Time Salaries Total	6	5	5	5	5	\$ 348,689
500.130 - Other Salaries							
	<u>N/A</u>						
	Other Salaries Total	0	0	0	0	0	\$ -
	Total	11	10	10	10	10	\$ 482,650

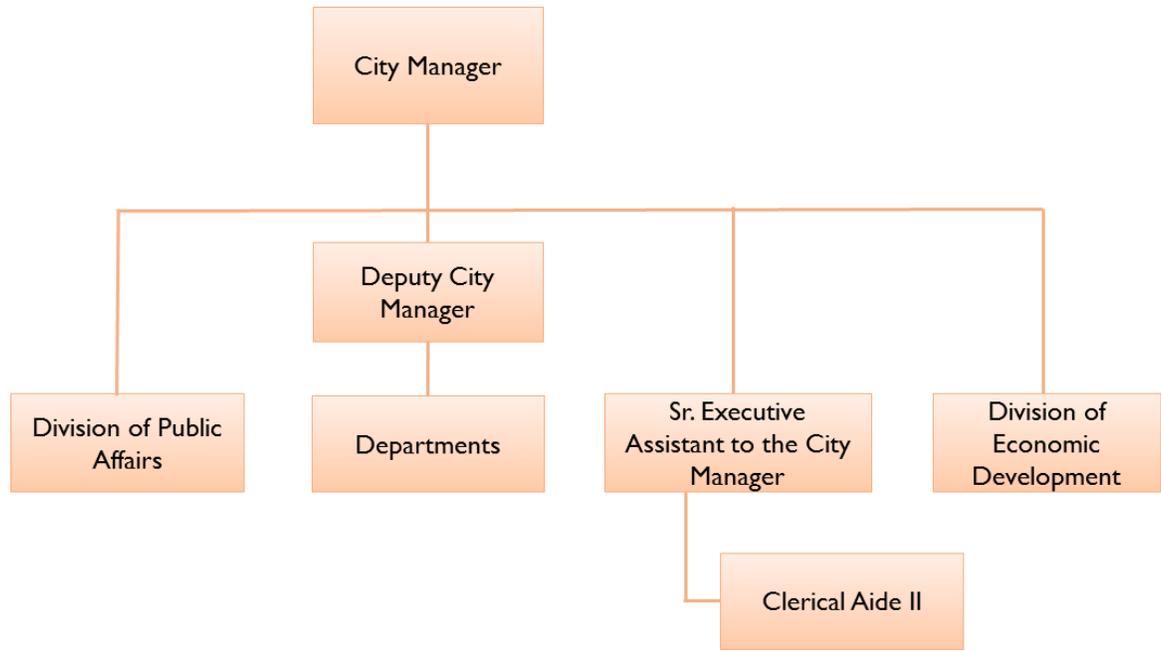


00110005 - OFFICE OF THE MAYOR & CITY COUNCIL

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500110 - CHARTER COMPENSATION	127,498	131,322	132,635	132,635	132,635	133,961	133,961
500120 - FULL TIME SALARIES	326,782	312,498	335,498	316,243	335,498	348,689	348,689
500125 - COMPENSATED ABSENCES	4,186	4,942	12,904	10,974	12,904	13,413	13,413
500210 - FICA & MICA TAXES	48,915	47,766	50,730	47,505	50,730	51,882	51,882
500220 - RETIREMENT CONTRIBUTION	62,921	60,852	64,134	63,372	64,134	65,957	65,957
500230 - LIFE & HEALTH INSURANCE	142,375	135,520	238,917	225,293	238,917	285,054	215,279
PERSONNEL TOTAL	712,678	692,900	834,819	796,023	834,819	898,956	829,181
OPERATING							
500340 - CONTRACTUAL SERVICES - OTHER	0	3,576	20,000	0	20,000	0	0
500400 - TRAVEL & PER DIEM	31,247	22,960	26,100	26,546	26,100	26,100	26,100
50040A - COUNCIL SEAT MAYOR	9,070	5,937	15,000	11,783	15,000	15,000	15,000
50040B - COUNCIL SEAT ONE	9,080	6,662	15,000	3,614	15,000	15,000	15,000
50040C - COUNCIL SEAT TWO	12,885	13,966	19,500	16,810	19,500	15,000	15,000
50040D - COUNCIL SEAT THREE	2,970	0	15,000	3,549	15,000	15,000	15,000
50040E - COUNCIL SEAT FOUR	9,748	5,925	10,500	7,113	10,500	15,000	15,000
50040I - COUNCIL STIPEND	150,000	150,000	150,000	150,000	150,000	150,000	150,000
500410 - COMMUNICATION & FREIGHT	11,428	11,255	13,800	9,680	13,800	13,800	13,800
500490 - OTHER CURRENT CHARGES	0	31,057	35,000	31,795	35,000	0	0
500510 - OFFICE SUPPLIES	22,780	17,206	30,000	22,471	25,000	25,000	25,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	23,757	25,507	42,575	25,834	42,575	30,000	30,000
OPERATING TOTAL	282,964	294,050	392,475	309,195	387,475	319,900	319,900
CAPITAL OUTLAY							
500640 - CAPITAL OUTLAY - OFFICE	0	0	0	0	0	0	0
CAPITAL OUTLAY TOTAL	0	0	0	0	0	0	0
Grand Total	995,642	986,949	1,227,294	1,105,218	1,222,294	1,218,856	1,149,081



OFFICE OF THE CITY MANAGER



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 2017

The performance goals and strategies focused on various priority areas, including:

- Communication
- Sustainability
- Capital

The following section lists key accomplishments associated with the aforementioned priority areas. In FY2017, we continued to make steady progress in each priority area ranging from communication improvements to tackling transportation demands and challenges.

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

The following section lists FY2017 accomplishments and status of the current year budget initiatives that support the City's strategic goals.

Success and Accomplishments:

- Continued to implement, administer and enforce the laws, policies, Charter and Code of Ordinances of the City of Doral.
- Prepared and submitted a proposed annual budget and capital program to the City Council.
- Continued to advise the City Council as to the financial condition and future needs of the City via the City's Investment Manager who evaluated the City's cash and investment holdings and prepared recommendations to management.
- Submitted the City's second Popular Annual Financial Report (PAFR) for the year ending September 30, 2016 which is based on the 2016 Comprehensive Annual Financial Report (CAFR) to the City Council. The PAFR was another example of the City's commitment to improve communication with our residents and increase public confidence in the governing body of the City of Doral.
- The City utilized technology as a tool to further communicate with its stakeholders through initiatives such as: configuring and integrating a Live Chat function on the City's webpage to be used by various departments (Phase I – Building) to provide its customers with additional resources when inquiring on processes and forms.
- Enhanced and redeployed a previously used Community Based Organization ("CBO") Grant Program which provides non-profit organizations with the opportunity to submit their program/service proposals to the City for consideration of a grant award. Said Program, provided a more transparent and equitable grant process.



- Improved relationships with other agencies and municipalities through initiatives such as: a) entering into an Inter-local Memorandum of Understanding between Miami-Dade County and the City of Doral for “free” centralized data and system sharing program linking building permitting data with Miami-Dade County Water and Sewer (“WASD”) and the Regulatory and Economic Resources (“RER”) Departments in one centralized and easy to use location. This data sharing process eliminated the City of Doral from submitting multiple files to two County departments, reduced the number of calls between agencies, and allowed Building Departments to view if properties had pulled municipal permits and provided enhanced enforcement tools; b) through Council approval provided local schools with an additional \$1,500 for the purchase of basic school supplies, thus reducing the burden of the parents who bring school supplies for their children).
- Developed a regional strategy and partnership with Miami-Dade County, State and Federal level by working with the Emergency Operations Center and FEMA to coordinate hurricane preparation procedures and after-action clean-up. Thus, ensuring that all agencies work efficiently and effectively to provide key assistance to our residents.
- Coordinated with other governmental agencies and municipalities to strategize

transportation projects in order to relieve traffic congestion as demonstrated through: a) the continued collaboration with the Miami-Dade Expressway Authority (MDX) in completing various corridor improvements; b) implementation of Traffic Relief Management Plan, which consists of team members from the City of Doral, Miami-Dade County DTPW, Miami-Dade Express Authority (MDX) and a traffic consultant, to focus on congestion management strategies.

- Continued to fund for City capital, maintenance and operations.
- City’s Dashboard - Developed tools to display full picture of projects as to tasks and total budget.

Work in Progress:

- Pursued private sector partnerships related to Smart City with initiatives such as: a) utilizing WAZE app product to allow Doral drivers and pedestrians to immediately be rerouted during their drive or walk when streets are closed, pot holes are identified, construction project delays occurred, etc.; b) utilizing In-Telligent social media app to allow the City’s Police Department to communicate with our community by distributing community policing information such as crime flyers, missing persons flyers, crime prevention information, and other important notices to the community.



OFFICE OF THE CITY MANAGER OBJECTIVES FOR FY 2018

The City's strategic goals and strategies were presented to the Mayor and Members of the City Council on May 10, 2017; they were unanimously endorsed.

The performance goals and strategies focused on various priority areas, including:

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

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.

- Improve relationships with other agencies and municipalities.
- Develop a matrix to respond to requests in a timely manner.
- Pursue public and private sector partnerships and examine P3 options.
- Continue analyzing land banking options.
- Develop public-private coalitions to address odors.
- Develop regional strategy and strengthen partnerships with Miami-Dade County, State and Federal level.
- Update signalization city-wide.
- Assist with seeking to obtain seat on the MPO.



OFFICE OF THE CITY MANAGER BUDGET HIGHLIGHTS



- **111 – 230 Personnel Costs** – There was a decrease in the Full Time Salaries account due to the realignment and reduction of staff resources. Due to new technology utilized by existing City receptionists and voluntary staff turnover, the Office of the City Manager reviewed existing functions and whenever possible, reassigned, realigned and eliminated positions. As a result, the following changes took place: a) the Receptionist (3rd Floor) was eliminated; b) the Transportation Advisor to the City Manager position was eliminated. Moreover, the Other Salaries account decreased due to the Clerical Aide position being reassigned to the Public Works Department. Furthermore, there is an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **400 Travel & Per Diem** - The reduction is related to the elimination of the following: Auto Allowance for the Transportation Advisor position; All Transportation Advisor related travel, per diem, and conference/meeting expenses.
- **410 Communication & Freight** - The reduction in this account is related to the elimination of the Transportation Advisor position.
- **540 Dues, Subscriptions, Memberships** - The reduction in this account is related to the elimination of the following: Transportation Advisor memberships, registrations, conferences, workshops, meetings, training, etc.



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

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries							
	City Manager	1	1	1	1	1	\$ 206,237
	<i>Service Award 5 yr</i>						\$ 1,719
	Deputy City Manager	1	1	1	1	1	\$ 151,948
	Administrative Salaries Total	2	2	2	2	2	\$ 359,904
500.120 - Full Time Salaries							
	Senior Executive Assistant to the City Manager	1	1	1	1	1	\$ 83,362
	Transportation Advisor to the City Manager ¹	0	1	1	0	0	\$ -
	Receptionists/Clerical Aide 1st & 3rd Floors	2	2	0	0	0	\$ -
	Receptionist ¹	0	0	1	0	0	\$ -
	Clerical Aide II	0	0	1	1	1	\$ 31,306
	Full Time Salaries Total	3	4	4	2	2	\$ 114,668
500.130 - Other Salaries							
	P/T Clerical Aide (Mail Distribution) ²	1	1	1	0	0	\$ -
	Other Salaries Total	1	1	1	0	0	\$ -
	Total	6	7	7	4	4	\$ 474,572

¹ **ELIMINATED** - Transportation Advisor to the City Manager and Receptionist positions.

² **RECLASSIFIED** - P/T Clerical Aide (Mail Distribution) and Transferred to the Public Works Department as P/T Mail Clerk.

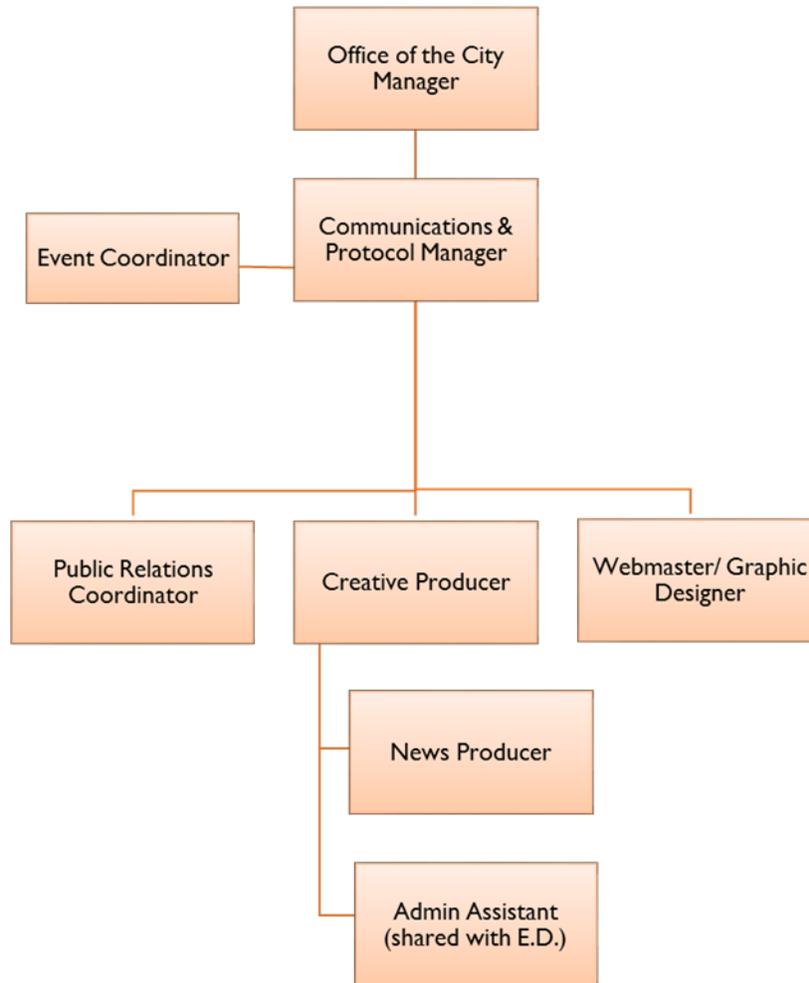


0011005 - OFFICE OF THE CITY MANAGER

	ACTUAL FY 2014-15	ACTUAL FY 2015-16	AMENDED BUDGET FY 2016-17	ACTUALS FY 2016-17	YEAR-END ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	299,290	324,844	339,737	303,806	339,737	359,904	359,904
500120 - FULL TIME SALARIES	137,346	158,571	275,943	212,520	275,943	114,668	114,668
500125 - COMPENSATED ABSENCES	9,883	25,173	27,410	17,243	27,410	22,159	22,159
500130 - OTHER SALARIES	12,672	16,496	21,112	15,519	21,112	0	0
500140 - OVERTIME	561	308	250	473	250	250	250
500210 - FICA & MICA TAXES	30,177	34,944	52,515	36,173	52,515	39,235	39,235
500220 - RETIREMENT CONTRIBUTION	53,754	56,910	73,882	66,276	73,882	56,742	56,742
500230 - LIFE & HEALTH INSURANCE	34,905	31,774	63,875	58,946	63,875	45,372	41,118
PERSONNEL TOTAL	578,587	649,020	854,724	710,956	854,724	638,330	634,076
OPERATING							
500340 - CONTRACTUAL SERVICES - OTHER	1,759	1,328	0	0	0	0	0
500400 - TRAVEL & PER DIEM	11,898	18,077	29,545	17,567	29,545	20,000	20,000
500410 - COMMUNICATION & FREIGHT	5,050	4,970	4,800	4,250	4,800	3,900	3,900
500510 - OFFICE SUPPLIES	4,246	2,559	3,500	3,485	3,500	3,000	3,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	15,571	7,727	9,550	7,106	9,550	8,000	8,000
OPERATING TOTAL	38,525	34,662	47,395	32,407	47,395	34,900	34,900
CAPITAL OUTLAY							
500640 - CAPITAL OUTLAY - OFFICE	454	0	0	0	0	0	0
CAPITAL OUTLAY TOTAL	454	0	0	0	0	0	0
Grand Total	617,566	683,681	902,119	743,363	902,119	673,230	668,976



DIVISION OF PUBLIC AFFAIRS



DIVISION OF PUBLIC AFFAIRS FUNCTION

The mission of the City's Division of Public Affairs is to inform of the City's accomplishments, policies and brand. The success of any enterprise comes from a strong foundation and a clear vision. The Public Affairs vision is: "The City works hard and responsibly to make Doral the premier community in which to "live, work, learn, play"." This is our promise to our stakeholders. We will communicate what residents can expect from City policies and services. The value of our community, safeguarded by businesses, institutions, and residents and how this value can attract investors, visitors and talent. This is the foundation of our brand identity.

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



PUBLIC AFFAIRS ACCOMPLISHMENTS FOR FY 2017

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

Media/Direct Communications

- The Communications Policy is drafted and is undergoing the review process. The City's Logo and Branding Usage Guide has been drafted and is undergoing review.
- Work between the Division and other departments continued through promotional, marketing and protocol support on numerous events and efforts.
- Media relationships have become increasingly positive due to quick and transparent responses to inquiries for an accurate and balanced story.
- To reach residents more regularly, we mail a monthly events calendar to each home featuring City events for that upcoming month. This page is also featured in the Community Newspapers publication FREE as part of a partnership.
- Management and coordination of interview requests to City departments and crafting of messages 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, tri-fold brochures for Business Development, visuals for workshops, Solution Center signage, event/program flyers.
- Citywide light pole banners redesigned to reflect the updated sunburst logo as well as revamp the City's image returning to our fundamental values. First phase of the updates was the Patriotic banners. Second phase will be the Welcome banners with a "Live, Learn, Work, Play" theme as our four pillars.

Community Relations

- To further City initiatives and fortify partnerships, Community Outreach has become an integral part of operations.
- Planning and executing top-level events is a priority with a growing number of events produced that include, ribbon cutting, groundbreakings, sister cities ceremonies, and other events that come through Council/Administrative initiatives (Biznovator Camp, Relay for Life, Autism Speaks).
- Additionally, the Public Affairs Division coordinates the logistics of all events held in the Government Center facility (consular visits, public workshops, etc.).
 - Over 66 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 110 facility events have been coordinated this FY in collaboration with respective department/division hosting.



- A strong relationship with the Miami-Dade County Film Commissioner has resulted in Doral becoming a viable filming location for production companies like Univision Network, Telemundo Studios, Somos Productions, Nickelodeon and others.
- This FY there have been 17 film permits thus far (average of 3 monthly)

Web Content/ Social Media

- Developed an internal social media calendar to improve post efficiency with scheduling. Strategic schedule takes into account individual department needs and analytics showing when our audience is most online.
- Reinstated active use of City's Instagram page, growing its followers by approximately 90 monthly.
- Increased Facebook Reach by 69% from last year; Video Views by 155%.
- Used organic and paid campaigns to garner successful attendance for events like Art of Music and the Miami Symphony Orchestra. Also, implemented utilizing separate event pages for events, workshops, etc.
- City website home slider was redesigned to be truly responsive and used to promote City events and programs.
- Calendar app was coded and designed for the homepage to display upcoming calendar events. Calendar details was also redesigned to display all graphics and information and linked from home page events.
- For a better user experience, links were organized on the homepage for browsing ease and popular links were added to footer.

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 first half of this FY we produced 88 video items from 2 minute "Inside Dorals" to the almost 20+ minute Transportation Master Plan Workshop video. We have saved the City more than \$106,000 thus far in video production costs based on local industry rates.
 1. Ritmo Doral Concert (\$20,000)
 2. Trolley and Public Transit Day Campaign (\$9,000)
 3. Special Needs Survey Video (\$10,000)
 4. Keep Doral Clean Campaign (\$30,000)
 5. Relay for Life Campaign (\$5,000)
 6. 311 Campaign (\$15,000)
 7. State of the City 2016 Live Coverage (\$15,000)
 8. Prepare Contra Huracanes (\$2,500)
- Using other avenues to reach more people like through Comcast were several spots are running to promote the City's events and where people can go to follow us on social media and learn more on the city website.
- "See something, say something" campaign produced in-house was recognized by National Association of Government Communicators (NAGC) with the Blue Pencil & Gold Screen Awards in two categories -- "Shoestring Budget", and in category 28, "Public Service Announcement".



PUBLIC AFFAIRS OBJECTIVES FOR FY 2018

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

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

Media/Direct Communications

- To serve as a guide and provide clear procedural parameters, the City Communications Policies as well as the City Logo and Branding Guide will be implemented.
- Establish communication plan for short-term and long-term goals and strategies.
- Institute public opinion research to better understand the market we serve. These can include workshops, focus groups, direct mail questionnaires, and online surveys.
- Increase Engagement — Encourage and enable residents and business owners to participate in public policy formation. In addition, we would like to generate high levels of participation in and attendance at City programs and events.
- Provide Access— Reduce barriers to communication in order to reach the broadest possible audience with press releases distributed in English and Spanish as well as some bilingual campaigns.
- Transparency—Conduct the “people’s business” in the open—making information about City policies and operations available to all— and give constituents and media reasonable access to elected officials and City staff.
- Reinforce Credibility— Provide honest and responsive communications that will help build trust and credibility with our audiences, which is critical in maintaining an ongoing dialogue with the community.

Community Relations

- 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.
- Design an integrated marketing campaign highlighting Doral as a central residential location where you can “Live, Work, Learn and Play”.

Web Content/ Social Media

- Our website is our most important tool with a monthly average of over 77,000 unique users. This is a dynamic property, where changes are made, sometimes daily. We will leverage the home page to drive direct visitors to less visited sections of the website.
- The division will work to grow the number of followers across the City’s multiple social media platforms by 5-10%.



- We will use personalized Hash Tags and Video Tags to improve organic effectiveness and increase audience awareness, as well as paid social media campaigns to reach the full local community.
- Incorporate push notifications/direct messaging to City events and initiatives. Work with departments like Parks & Recreation to establish community groups for subscribers to sign-up to receive pushed out communications.

Digital & Multimedia

- Exponential growth in consumer consumption of video makes it our prime focus and first option to disseminate information.
 - 85% of internet users in the United States watch online video. Video has educational and entertainment aspects, can easily teach a new idea or concept. It can also be the most powerful way to

tell a story and to stimulate an emotional reaction.

- It has the most viral potential of any content medium. Video fosters trust. Video has the ability to break down boundaries by making communication more personal and human.
- Internet has changed communication, and social media has changed the visual landscape. This shift allows for distribution of content directly to the end user. This enables us to have a direct and immediate dialogue but also shortens the time of programing, the average user expects to receive the information in less than 3 minutes and even some platforms are more constrained about time, reducing it to 15 seconds.
- This forces the content creation to be visual appealing, relevant and precise.
- We will continue to produce: Inside Doral, Construction Project Updates, and Mayor’s Message.
- We are developing monthly youth feature stories and exploring partnerships with Doral high schools to share their content.

PUBLIC AFFAIRS ACTIVITY REPORT

ACTIVITY	ACTUAL 2014-15	ACTUAL 2015-16	PROJECTED FY 2016-17	PROJECTED FY 2017-18
Social Media Followers	11,770	18,252	22,000	25,000
Videos Completed	45	86	110	125
Website Page Views	1,087,000	1,046,540	1,192,081	1,333,000
Positive Media Mentions	3,494	2,825	3,081	3,300
Facility Events Coordinated (logistics)	N/A	64	110	140
Events Produced (all aspects)	N/A	42	66	75



PUBLIC AFFAIRS BUDGET HIGHLIGHTS



- **120 – 230 Personnel Costs** – There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **310 Professional Services** - This account will close as prior line items such as translation services and media consulting has been moved to Contractual Services (340).
- **340 Contractual Services** - This account increased due to translation services and media consulting moved to this object code from Professional Services (310). Meanwhile amounts for visual production support decreased as the production of videos will be handled mostly in-house and sponsorship opportunities will be explored to offset costs.
- **400 Travel & Per Diem** - This account decreased due to a reduction in conferences that require attendance.
- **470 Printing & Binding** - This account increased due to specifically promote the Ritmo Doral event in its second year, as well as funds to advertise on City bus benches for targeted campaigns (e.g. Doral Pride, Citizen Responsibility).
- **481 Promotional Activities** - This account reflects a reduction in funds for promotional items and special recognition awards based on actuals. There was a decrease in funds for digital marketing and new funding for light pole banners, as this expense will no longer be centralized through Public Works.
- **490 Other Current Charges & Obligations** - This account decreased as sponsorship options will be explored to cover event costs when possible.
- **520 Operating Supplies** – This account budgets for video production equipment.
- **640 Capital Outlay-Office** – This account budgets for video and recording/ editing equipment.



PUBLIC AFFAIRS STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2017-18	ASSOCIATED COST
Communication	Ensure City has the technology to utilize all communication channels and tools (IT is lead agency)	No cost
Communication	Continue focus on community policing and police outreach to community. (DPD is lead agency)	No cost
Communication	Communicate crime statistics to residents (DPD is lead agency)	No cost
Communication	Expand use of 30 to 40 second short videos by including in Facebook and Instagram*	\$ 10,000.00
Communication	More programming on and about youth (Doral TV)	No cost
Communication	Use text message apps with GIS technology to distribute information (IT is lead agency)	No cost
Communication	Use public/City events to provide information	No cost
Communication	Prepare a Communication Plan to provide to Council	No cost
Communication	Create message about the City as a central residential location	No cost
Communication	Eliminate City Newsletter as is and create a one page sheet with an events calendar **	\$ 40,000.00
Communication	Provide live sports coverage (if a cost effective way to do so is determined)	No cost
Communication	Improve relationships with other agencies and municipalities	No cost
TOTAL		\$ 50,000.00

* While mostly done in-house this amount will be supplementary due to volume of events and initiative needing coverage and communicating to the public.

** Approximately \$3,333 per month to print mailers. Postage amounts are under a General Government account.



**DIVISION OF PUBLIC AFFAIRS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.120 - Full Time Salaries							
	Public Affairs Manager	1	0	0	0	0	\$ -
	Communications & Protocol Manager	0	1	1	1	1	\$ 85,000
	Public Affairs Coordinator	1	0	0	0	0	\$ -
	Public Information Coordinator	1	0	0	0	0	\$ -
	Public Relations Coordinator	0	1	1	1	1	\$ 64,926
	Content Creator/Producer	0	0	0	0	0	\$ -
	Videographer/Editor	1	0	0	0	0	\$ -
	Creative Producer	0	1	1	1	1	\$ 60,160
	Webmaster	1	1	0	0	0	\$ -
	Webmaster/ Graphic Designer	0	0	1	1	1	\$ 62,418
	Administrative Assistant (shared with Eco. Dev) ¹	0	0	0.5	0.5	0.5	\$ 16,599
	Events Specialist/ Administrative Assistant	0	1	0	0	0	\$ -
	Events Coordinator	0	0	1	0	0	\$ -
	<i>Reclassified to Special Events Coordinator</i>	0	0	0	1	1	\$ 52,942
	News Producer	0	1	1	1	1	\$ 50,614
	Full Time Salaries Total	5	6	6.5	6.5	6.5	\$ 392,659
500.130 - Other Salaries							
	Clerical Aide P/T - Best Buddies	0	0	0	0	0	\$ -
	Other Salaries Total	0	0	0	0	0	\$ -
	Total	5	6	6.5	6.5	6.5	\$ 392,659

¹Reflects position as a half due to total cost of position shared with Economic Development

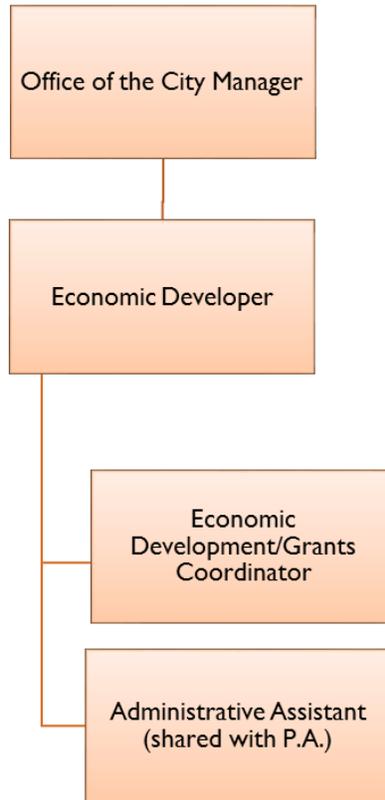


001 | 1505 - DIVISION OF PUBLIC AFFAIRS

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500120 - FULL TIME SALARIES	243,353	316,428	384,923	306,761	341,590	392,656	392,659
500125 - COMPENSATED ABSENCES	18,309	715	14,805	12,470	14,805	15,102	15,102
500130 - OTHER SALARIES	6,942	7,423	0	0	0	0	0
500140 - OVERTIME	0	3,295	0	32	32	0	0
500210 - FICA & MICA TAXES	20,901	25,304	31,346	24,583	28,032	31,470	31,870
500220 - RETIREMENT CONTRIBUTION	29,823	37,738	46,191	40,414	40,991	47,119	47,119
500230 - LIFE & HEALTH INSURANCE	28,148	34,125	68,537	47,049	68,537	67,119	61,940
PERSONNEL TOTAL	347,477	425,029	545,801	431,309	493,986	553,466	548,690
OPERATING							
500310 - PROFESSIONAL SERVICES	0	0	18,700	5,090	18,700	0	0
500340 - CONTRACTUAL SERVICES - OTHER	161,172	48,994	25,000	7,205	25,000	42,000	42,000
500400 - TRAVEL & PER DIEM	4,656	7,176	9,820	7,539	9,820	7,670	7,670
500410 - COMMUNICATION & FREIGHT	5,093	4,311	4,800	4,000	4,800	4,800	4,800
500440 - RENTALS & LEASES	0	636	4,000	2,679	4,000	1,000	1,000
500460 - REPAIR & MAINT - OFFICE EQUIP	0	975	4,000	269	4,000	2,000	2,000
500470 - PRINTING & BINDING	0	27,540	40,950	25,289	40,950	54,750	54,750
500481 - PROMOTIONAL ACTIVITIES - PIO	44,019	46,155	74,985	68,565	74,985	51,500	51,500
500490 - OTHER CURRENT CHARGES	0	11,347	24,500	13,578	24,500	20,000	20,000
500510 - OFFICE SUPPLIES	5,640	5,218	3,700	1,706	3,700	3,500	3,500
500520 - OPERATING SUPPLIES	0	0	500	466	500	3,500	3,500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	1,777	26,229	36,245	30,715	36,245	12,155	12,155
OPERATING TOTAL	222,357	178,581	247,200	167,101	247,200	202,875	202,875
CAPITAL OUTLAY							
500640 - CAPITAL OUTLAY - OFFICE	10,272	21,130	12,800	12,290	12,800	2,000	2,000
CAPITAL OUTLAY TOTAL	10,272	21,130	12,800	12,290	12,800	2,000	2,000
Grand Total	580,106	624,740	805,801	610,701	753,986	758,341	753,565



DIVISION OF ECONOMIC DEVELOPMENT



DIVISION OF ECONOMIC DEVELOPMENT FUNCTION

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



ECONOMIC DEVELOPMENT ACCOMPLISHMENTS FOR FY 2017

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

- Executed Sister City Agreement with Armenia, Colombia.
- Coordinated approval of Sister City agreement with Guatemala City.
- Created and implemented Ritmo Doral, a Sister City-themed cultural event partnership with The Rhythm Foundation that featured musical presentations, art exhibitions and trade missions from Aruba, Armenia and Barranquilla, Colombia.
- Instituted relationship with Aruban Foreign Affairs Director Edwin Abath for implementation of Sister Cities programs.
- Coordinated with Consulate of the Netherlands and Aruban Sister Cities partners for participation of STC-Group Holding B.V., Bureau of Innovation Aruba, University of Aruba, Astec and APA in Global Trade & Logistics Accelerator.
- Worked with Beacon Council, Miami Dade County, Miami Dade College and HUBB on roll-out of Global Trade & Logistics Accelerator program.
- Implemented CBO grant program (2 cycles) and designed SQL database.
- Launched and promoted Façade Improvement Grant for businesses in expanded area of Doral.
- Promoted Property Assessed Clean Energy (PACE) program for Doral.
- Coordinated FIU Economic Study with Doral departments and consultants.
- Served as Liaison for the Economic Development Advisory Board and executed the Consulate Reception, Small Business Forum and Business Valuations events.
- Hosted monthly New Business Start-up Orientation workshops with Doral Chamber.
- Coordinated Doral staff outreach presentations at Doral Business Council monthly breakfasts.
- Increased outreach and cooperation with business organizations, strategic partners, and economic development institutions.
- Gave presentations to business groups including Miami Association of Realtors, Midtown Doral, Brazilian American Chamber of Commerce Florida, DBC, Carlos Albizu University, Colombian American Chamber of Commerce.
- Coordinated Doral participation in eMerge Americas tech conference.
- Attended Hemispheric Congress, WorldCity Global Connections, Beacon Council Innovation Committee, Asian Real Estate Association luncheon, WorldCity series, World Strategic Forum, Miami-Dade Sister Cities council.
- Participated in and hosted numerous diplomatic and trade visits.
- Met with new and potential businesses, cultural groups, and organizations to provide data and discuss opportunities.
- Collaborated with Public Affairs on materials, videos, ads, film industry outreach/permitting facilitation, event promotions, media interviews, Doral Map and City Report projects.
- Participated in Biznovators program.
- Participated in coordination of South Florida Commuter Services study.
- Coordinated participation in IRS VITA program.
- Aided the City of Miramar in formation of



- Sister Cities program.
- Aided the City of North Miami Beach in formation of grants program.
- Participated in creation of DBC's new Tourism Committee consisting of representatives of Doral's hospitality industry.
- Coordinated launch of revamped 'Spend Local, Save Local' program.
- Coordinated with GMCVB on creation of Visitors Center partnership.
- Coordinated entrepreneurship education program with Prospera.

ECONOMIC DEVELOPMENT OBJECTIVES FOR FY 2018

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.

- Create Economic Development Strategic Plan based on data and recommendations from FIU Economic Study.
- Increase business beautification efforts through promotion of Façade Improvement Grant program.
- Develop CBO Grant program and facilitate participation of Doral non-profits through workshops & promotions.
- Develop and strengthen Doral Spend Local, Save Local program through seasonal promotions.
- Develop and strengthen Sister Cities interactions with Armenia, Aruba & Barranquilla and formalize Sister Cities relationship with Guatemala City.
- Expand Ritmo Doral event with cultural, economic and technology partners.
- Expand business education efforts with IRS, Prospera, Miami Dade, SBA, SCORE.
- Establish Doral Visitors Information Center program in partnership with GMCVB.
- Expand tourism promotions through DBC Tourism Council and GMCVB partnership.
- Coordinate City of Doral Film incentives program with Public Affairs and Miami Dade County.
- Incorporate real-time commercial real estate data and analytics program in Economic Development toolkit.



ECONOMIC DEVELOPMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 17-18	ASSOCIATED COST
COMMUNICATION	Continue to communicate to our residents/public our initiatives, programs and accomplishments	\$ 15,000.00
COMMUNICATION	Use public events/City events to provide information	\$ 13,000.00
COMMUNICATION	Improve relationships with other agencies and municipalities	\$ 10,000.00
LONG TERM FINANCIAL SUSTAINABILITY	Develop private partnerships to be identified to cover operating costs: Example: YMCA, FIU	\$ 1,000.00
LONG TERM FINANCIAL SUSTAINABILITY	Pursue private sector partnerships and examine P3 options	\$ 8,080.00
QUALITY OF PLACE	Identify annual cultural events and determine future support policies	N/A
QUALITY OF PLACE	Examine feasibility of a Performing Arts Theater and cultural events	N/A
SMART CITY	Pursue private sector partnerships related to Smart City	\$ 4,500.00
TOTAL		\$ 51,580.00



ECONOMIC DEVELOPMENT BUDGET HIGHLIGHTS



- **120 – 230 Personnel Costs** – There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **400 Travel & Per Diem** – This account decreased. This is a strategic move away from outreach at national and state conferences and toward more emphasis on local events and international relations.
- **481 Promotional Activities-PIO** - A major role of the Economic Development division is the promotion of Doral as a thriving international business hub through participation in local business programs, events hosted by the City of Doral, Sister Cities activities aimed at providing opportunities for trade, cultural and educational interaction, and targeted advertising. In FY 2018, the Economic Development division will expand international business outreach through its Sister Cities program and related activities. Significant reductions in this fund are due to more efficient strategies for city participation as attendees rather than exhibitors at major events such as eMerge Americas.
- **540 Dues, Memberships, Subscriptions** - This account covers memberships and registrations for local business conferences. For this fiscal year this account has been reduced to cover only Doral-based business organizations and Sister Cities International.



**DIVISION OF ECONOMIC DEVELOPMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.120 - Full Time Salaries							
	Economic Developer	1	1	1	1	1	\$ 90,465
	Grant Writer	1	1	0	0	0	\$ -
	Economic Development/Grants Coordinator	0	0	1	1	1	\$ 63,648
	Administrative Assistant (shared with Public Affairs) ¹	0	0	0.5	0.5	0.5	\$ 16,599
	Full Time Salaries Total	2	2	2.5	2.5	2.5	\$ 170,712
500.130 - Other Salaries							
	N/A						
	Other Salaries Total	0	0	0	0	0	\$ -
	Total	2	2	2.5	2.5	2.5	\$ 170,712

¹Reflects position as a half due to total cost of position shared with Public Affairs

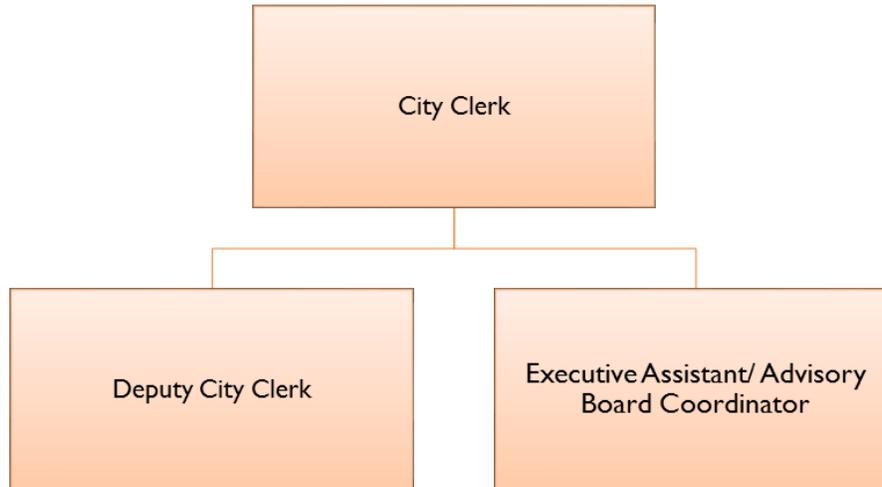


0011605 - DIVISION OF ECONOMIC DEVELOPMENT

	ACTUAL FY 2014-15	ACTUAL FY 2015-16	AMENDED BUDGET FY 2016-17	ACTUALS FY 2016-17	YEAR-END ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500120 - FULL TIME SALARIES	119,000	140,690	164,923	133,098	164,923	170,709	170,712
500125 - COMPENSATED ABSENCES	635	0	6,324	0	6,324	6,565	6,565
500210 - FICA & MICA TAXES	9,220	10,698	13,660	10,125	13,660	14,121	14,122
500220 - RETIREMENT CONTRIBUTION	14,280	16,785	19,730	17,282	19,730	20,486	20,486
500230 - LIFE & HEALTH INSURANCE	16,899	19,073	30,724	28,862	30,724	41,771	38,725
PERSONNEL TOTAL	160,034	187,246	235,360	189,367	235,360	253,652	250,610
OPERATING							
500310 - PROFESSIONAL SERVICES	25,000	0	80,000	0	80,000	0	0
500340 - CONTRACTUAL SERVICES - OTHER	6,195	314	2,500	0	2,500	0	0
500400 - TRAVEL & PER DIEM	8,520	8,952	12,460	4,930	12,460	10,220	30,220
500410 - COMMUNICATION & FREIGHT	1,605	2,895	2,100	1,925	2,100	2,100	2,100
500481 - PROMOTIONAL ACTIVITIES - PIO	25,500	44,439	89,300	76,844	89,300	78,500	78,500
500510 - OFFICE SUPPLIES	275	1,128	1,600	198	1,600	500	500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	3,720	8,664	16,654	13,985	16,654	8,580	8,580
OPERATING TOTAL	70,816	66,393	204,614	97,882	204,614	99,900	119,900
CAPITAL							
500640 - CAPITAL OUTLAY - OFFICE	2,950	8,453	3,000	0	3,000	0	0
CAPITAL TOTAL	2,950	8,453	3,000	0	3,000	0	0
Grand Total	233,800	262,092	442,974	287,249	442,974	353,552	370,510



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 2017

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

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

CITY CLERK'S OFFICE ACTIVITY REPORT

ACTIVITY	ACTUAL 2014-15	ACTUAL 2015-16	PROJECTED FY 2016-17	PROJECTED FY 2017-18
Public Records Requests	902	1050	1260	975

CITY CLERK OBJECTIVES FOR FY 2018

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

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



CITY CLERK BUDGET HIGHLIGHTS



- **111 – 230 Personnel Costs** – There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide. Additionally, there is a grade reclassification for the Deputy City Clerk.
- **340 Contractual Services-Other** - This line item will be used for the Special Master for the upcoming Red Light Camera Hearings.
- **400 Travel & Per Diem** - This line item is used to fund the City Clerk’s Office travel expenses associated with various professional conferences. The reduction is due to an emphasis on state and local conferences.
- **470 Printing & Binding** – This account budgets for funds to cover the Codification of Ordinances. The reduction in this line item is based on expected activity.
- **491 Legal Advertising** - This line item is used to cover all statutory requirements for Legal Advertising. The reduction in this line item is based on expected activity.
- **495 Election Expenses** – This line item increased due to scheduled elections.
- **540 Dues, Subscriptions, Memberships** – The decrease is attributable to the decrease in the travel account.



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

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries	City Clerk	1	1	1	1	1	\$ 97,411
	Administrative Salaries Total	1	1	1	1	1	\$ 97,411
500.120 - Full Time Salaries	Deputy City Clerk	1	1	1	1	1	\$ 70,536
	Executive Assistant/Advisory Board Coord. <i>Service Award 5 yr</i>	1	1	1	1	1	\$ 53,029
	Records Specialist/Local Hearing Coordinator	1	0	0	0	0	\$ -
	Full Time Salaries Total	3	2	2	2	2	\$ 124,007
	Total	4	3	3	3	3	\$ 221,418



0011200 - OFFICE OF THE CITY CLERK

	AMENDED		YEAR-END				
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
0011200 - CITY CLERK REVENUE							
341300 - ADMINISTRATIVE FEES-RED LIGHT	0	0	0	0	0	0	0
341900 - LIEN SEARCH FEES	24,405	23,151	21,000	21,139	21,000	21,000	21,000
341901 - CANDIDATE QUALIFYNG FEES	0	2,400	0	0	0	0	0
0011200 - CITY CLERK REVENUE TOTAL	24,405	25,551	21,000	21,139	21,000	21,000	21,000
GRAND TOTAL	24,405	25,551	21,000	21,139	21,000	21,000	21,000



00112005 - OFFICE OF THE CITY CLERK

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	85,089	87,771	92,618	82,618	92,618	97,411	97,411
500120 - FULL TIME SALARIES	107,676	103,716	114,013	99,080	114,013	124,007	124,007
500125 - COMPENSATED ABSENCES	10,879	12,238	7,918	0	7,918	8,500	8,500
500140 - OVERTIME	192	0	0	0	0	0	0
500210 - FICA & MICA TAXES	16,322	16,719	17,561	14,795	17,561	18,805	18,805
500220 - RETIREMENT CONTRIBUTION	23,733	21,916	24,704	23,664	24,704	26,516	26,516
500230 - LIFE & HEALTH INSURANCE	29,158	23,283	29,886	34,586	29,886	41,925	32,673
500240 - WORKERS COMPENSATION	0	0	0	0	0	0	0
PERSONNEL TOTAL	273,048	265,643	286,700	254,743	286,700	317,164	307,912
OPERATING							
500310 - PROFESSIONAL SERVICES	38,319	0	0	0	0	0	0
500331 - COURT REPORTER SERV-SPEC MSTRS	6,516	7,355	10,700	5,370	10,700	10,700	10,700
500340 - CONTRACTUAL SERVICES - OTHER	1,500	0	0	0	0	7,200	7,200
500400 - TRAVEL & PER DIEM	5,880	13,077	17,150	12,729	17,150	15,500	15,500
500410 - COMMUNICATION & FREIGHT	2,390	2,845	3,150	2,750	3,150	3,000	3,000
500440 - RENTALS & LEASES	41,056	0	0	0	0	0	0
500460 - REPAIR & MAINT - OFFICE EQUIP	41,054	371	0	0	0	0	0
500470 - PRINTING & BINDING	15,524	12,071	25,000	12,597	25,000	20,000	20,000
500491 - LEGAL ADVERTISING	149,371	168,421	250,000	81,410	175,000	175,000	175,000
500495 - ELECTION EXPENSES	44,517	0	100,000	71,466	100,000	150,000	150,000
500510 - OFFICE SUPPLIES	3,055	3,511	4,500	1,225	4,500	4,000	4,000
500520 - OPERATING SUPPLIES	18,035	4,833	5,000	4,192	5,000	5,000	5,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	2,085	3,706	6,200	5,140	6,200	4,200	4,200
OPERATING TOTAL	369,301	216,190	421,700	196,879	346,700	394,600	394,600
CAPITAL	0	0	0	0	0	0	0
Grand Total	642,350	481,833	708,400	451,622	633,400	711,764	702,512



OFFICE OF CHARTER ENFORCEMENT

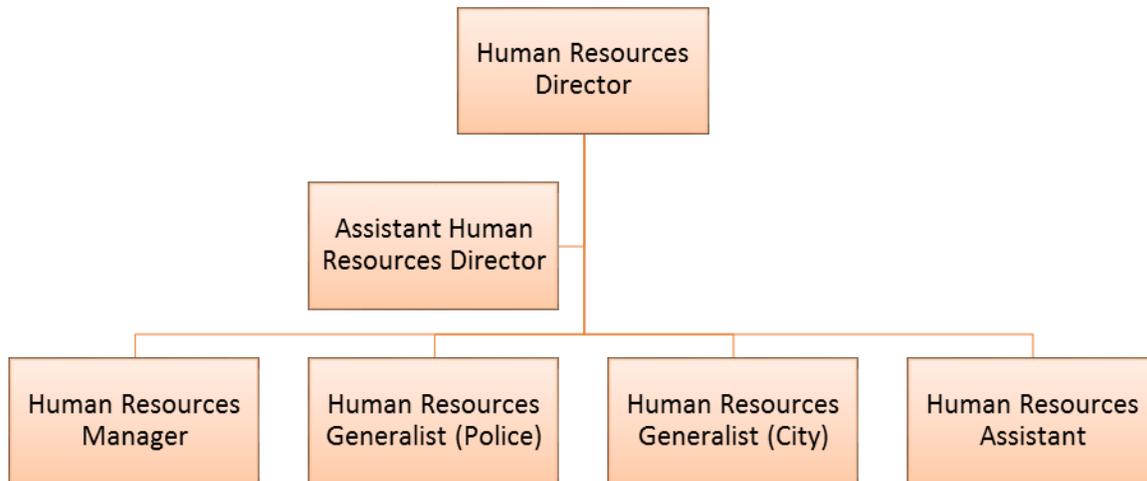
The Office of Charter Enforcement was created to investigate violations of Federal, State, County, City laws, Charter provisions, Ordinances, and other regulatory provisions.

00113005 - OFFICE OF CHARTER ENFORCEMENT

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
OPERATING							
500310 - PROFESSIONAL SERVICES	0	0	150,000	0	150,000	50,000	50,000
OPERATING TOTAL	0	0	150,000	0	150,000	50,000	50,000
Grand Total	0	0	150,000	0	150,000	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 we work closely with each department to ensure that the City creates, maintains, and continually enhances a positive workplace that fosters excellence, productivity and camaraderie at all levels of the organization.

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



HUMAN RESOURCES ACCOMPLISHMENTS FOR FY 2017

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

Communication

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

- The Human Resources Department is currently working on finalizing the implementation of the Human Resources Information System. This development will allow our department to electronically compile employee information and interface it with the payroll system. Through this enhancement we will have an all-inclusive and powerful tool which will allow us to generate comprehensive reports, compile and analyze data, and review and communicate findings. These are all instruments that will assist departments in effectively managing the City workforce.
- The Human Resources Department updated the Kronos Timekeeping system to an upgraded version that provides enhanced reporting features, audit tracking, and general timekeeping compliance in order to adhere to current labor regulations.
- The Human Resources Department utilized the Employee Navigator software to report and monitor compliance requirements for the Affordable Care Act (ACA). This platform was also utilized to provide a more efficient means to distributing the form 1095-B, which is the Tax documentation required for ACA.
- The Human Resources Department utilized Employee Navigator software to disseminate benefit information and enroll all eligible employees and dependents for proper and available benefit options. This software allows

employees and dependents the feasibility to update any necessary information. Employee Navigator is a valuable tool for all benefit related aspects for the Human Resources Department.

- In FY 16-17, the Human Resources Department obtained access to an online training software provided by PGCS. The program *Target Solutions* is a software that provides general and industry specific safety and compliance trainings. The program allows the department to schedule, ensure track status, and issue certificates of completion for all 405 employees. This program is at no cost to the city.

Organizational Efficiency

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

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

As such, the Human Resources Department continually monitors the status of the driver's licenses for those employees classified as City drivers. When a drivers status changes or is flagged (active, inactive, expiration, suspensions, revocations, violations and sanctions) we are able to advise supervisors



and employees regarding the status of driver's licenses. In FY16-17 the department ensured that no authorized driver for the City operated a vehicle with an expired, revoked and/or suspended license.

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

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

In addition, the Human Resources Department has been able to close 6 risk management claims, minimizing costs to the City.

Review and update the Human Resources Policies and Procedures Manual

- The Human Resources Department has been working with legal counsel to update the Employees Policies and Procedures Manual. The department has revised several policies and is preparing a final draft for the City Manager's review and approval.

Upon approval, updated policies will be made available to all City employees.

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

- The City's objective is to retain valued employees. Employee turnover has been reduced by 15.38% since fiscal year 2015-

2016. The total workforce of the City as of September 30, 2016 was 375 employees. The Human Resources Department has estimated that the City's workforce will be approximately 410 employees by the end of fiscal year 2016-2017.

- Employee Retention & Recruitment: During FY17 our department would have processed 402 performance evaluations. All employees that had evaluations that met or exceeded expectations received their approved merit increase (1%- 3%). The Human Resources department continually works with department directors and supervisors to encourage constant communication and feedback to employees. Performance evaluations and communication provide clarity about expectations. This identifies strengths and weaknesses, and provides the opportunity for dialogue between management and employees to be more effective and efficient in the services they provide.

- The Human Resources Department continues to manage the employee's recognition program that encourages the recognition of excellent employee performance and positive contributions related to the overall objectives of the City. A total of 50 employees have been recognized this fiscal year. Established recognition categories: Act of Valor award, Exemplary Customer Service, Initiative and Leadership Award, Inspire Award, Outstanding Achievement Award, Rookie of the Year, Safety Award, Spirited Award, Team Work and Collaboration Award, and The Big Idea Award.

- Employees are also recognized for their years of service with the City (5 & 10 Years of Service) a total of 28 employees have been



recognized this fiscal year.

- The Human Resources Department continues to review the Classification and Compensation study to ensure all employees are properly classified and to certify that the City is competitive with the relevant market.
- The City of Doral has created strategic partnerships with educational institutions to generate reduced pricing on programs for City of Doral Employees. Currently we have a partnership with Barry University that provides employees and members of their immediate family a 20% discounted rate. Additionally, we are working with Nova Southeastern University and Florida International University (FIU) to provide discounts for City employees. Nova has offered a 20% reduction in tuition for select programs. FIU is prepared to offer an application fee waiver for their undergraduate programs and 10% discount on certain graduate programs.
- The Department has developed several wellness initiatives. These initiatives include: a Doral walking club, monthly lunch and learn program, stair challenge, monthly workout regimens in employee newsletter and a calendar of initiatives and programs to motivate employees to live a healthier lifestyle.
- The Lunch and Learn program has realized an increase in participation during fiscal year 2016-2017. During this period the department has hosted 7 lunch and learn sessions with an average of 33 employees per session. Overall the program has had over 230 participants and the highest turnout was 47 participants which was for the May 2017 Police Health Extravaganza.
- Coordination and execution of our annual health fair which included vendors that

provided screenings, health assessments, and wellness information for City employees. In FY16-17 the annual health fair had 144 employee participants. This was 28.57% increase from the prior year.

Trainings & Education:

Improve Customer Service through Training programs & continue employee training session.

- The Training budget includes funding for tuition reimbursements and trainings that are intended to assist the City to accomplish its mission. The following trainings, events, and tools have been utilized to reinforce the City's commitment to provide quality service to all stakeholders:
- Executive Leadership Trainings – establish, evaluate and reinforce the vision, values, and behaviors we look to achieve as an organization. These sessions also serve as an opportunity to communicate current and future challenges that have been identified and discuss methods for confronting these challenges.
 - CPR Trainings
 - Defensive Driving Training Course
 - Kronos Timekeeping Training
 - Performance Evaluations Trainings
 - Disciplinary and Performance Improvement Process Training
 - Annual Cultural Diversity Trainings
 - Annual Sexual Harassment Training
 - Annual Customer Service Training
 - Leadership Training
 - Tuition Reimbursement – HR has processed approximately 48 tuition reimbursements this fiscal year.



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, worker's compensation & safety, wellness initiative, legal compliance and litigation avoidance, records management, compensation and benefits and compliance with Federal and State Laws.

HUMAN RESOURCES ACTIVITY REPORT

ACTIVITY	ACTUAL 2014-15	ACTUAL 2015-16	PROJECTED FY 2016-17	PROJECTED FY 2017-18
Employment Applications Received	5,494	5,189	6,000	5,800
Job Interest Cards Received	1,958	1,681	1,600	1,800
Job Posting Hits	86,175	71,760	74,000	74,000
Vacancy By Requisition	63	85	85	75
New Hires	69	51	82	55
Terminations	45	39	20	20
Internal Promotions	35	73	40	40
Employment Reclassifications	2	2	7	5
Health Fair Attendance	137	112	144	180
Temporary Appointments	25	40	40	40
Workers Compensation Processed	60	63	80	65
Tuition Reimbursement Processed	56	60	48	22
Performance Merit Increases Processed	351	379	402	402



HUMAN RESOURCES OBJECTIVES FOR FY 2018

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

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



- Continue to maintain complete and accurate records regarding each employee and position, to comply with legal requirements regarding retention and release of personnel records, and to preserve the confidentiality of personnel records.
- Coordinate and administer employee training, including harassment, customer service, communication, general supervisory principles, and various other topics.
- Manage employee performance evaluation system and ensure that all employees are evaluated on an annual basis.
- Maintain strategic partnerships with local colleges and universities to develop additional educational opportunities for our employees.

HUMAN RESOURCES STRATEGIC PRIORITIES

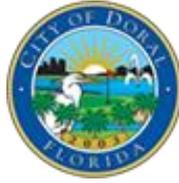
STRATEGIC PRIORITIES	ADOPTED FY 17-18	ASSOCIATED COST
<i>Organization Efficiency</i> - Maintain competitive salary and benefits and consider making the package more attractive, with career planning, education, etc.	Staffing Agency for Difficult to Fill Positions	\$ 15,000.00
	Employee Recognition Program	\$ 8,000.00
	Job Recruiting Program	\$ 1,500.00
	Other Website & Association Advertising	\$ 1,000.00
<i>Organizational Efficiency</i> - Ensure competitive salaries in order to maintain stability of organizational functions	Conduct and participate in localized salary surveys of market peers at regular intervals throughout the year; assess market position and make adjustments accordingly.	\$ 3,000.00
	Work with departments to review and revise current job descriptions; create job descriptions for new classifications, and properly classify and slot into current pay scale.	
<i>Organization Efficiency</i> - Improve Customer Service through training programs.	Human Resources Trainings & Seminars	\$ 10,000.00
	Special Customer Service Training	\$ 9,600.00
TOTAL		\$ 48,100.00



HUMAN RESOURCES BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **310 Professional Services** – This account decreased due to reduction of Pay and Classification consultant line item and reduction of Staffing Agency line item.
- **340 Other Contractual Services** – This account was reduced due to a decrease in proposed new positions for the upcoming fiscal year, as compared to FY2017.
- **480 Promotional Activities** – This account increased due to the upcoming years’ service awards recognitions (Five & Ten years).
- **510 Office Supplies** – The reduction in this line item is based on expected activity.
- **540 Dues, Subscriptions, Memberships** – There was a decrease in this account due to a reduction in pricing of certifications and reduction of Human Resources Training line item.



**HUMAN RESOURCES DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries							
	Human Resources Director	1	1	1	1	1	\$ 113,082
	Administrative Salaries Total	1	1	1	1	1	\$ 113,082
500.120 - Full Time Salaries							
	Assistant Human Resources Director	1	1	1	1	1	\$ 86,020
	<i>Service Award 5 yr</i>						\$ 717
	NEW HR Manager¹	0	0	0	1	1	\$ 68,500
	HR Supervisor/Police Coordinator	1	1	0	0	0	\$ -
	Police Human Resources Generalist	0	0	1	1	1	\$ 56,488
	HR Coordinator/General Employees	1	1	0	0	0	\$ -
	Human Resources Generalist	0	0	1	1	1	\$ 56,488
	Human Resources Assistant	0	1	1	1	1	\$ 39,209
	Full Time Salaries Total	3	4	4	5	5	\$ 307,422
500.130 - Other Salaries							
	Human Resources Assistant ²	1	1	1	0	0	\$ -
	Human Resources Specialist ²	0	0	1	0	0	\$ -
	Interns ²	0	30	20	6	6	\$ 9,000
	Other Salaries Total	1	31	22	6	6	\$ 9,000
	TOTAL	5	36	27	12	12	\$ 429,504

¹ **NEW - HR Manager position**

² **ELIMINATED - P/T Human Resources Assistant, P/T Human Resources Specialist, and 14 intern positions**

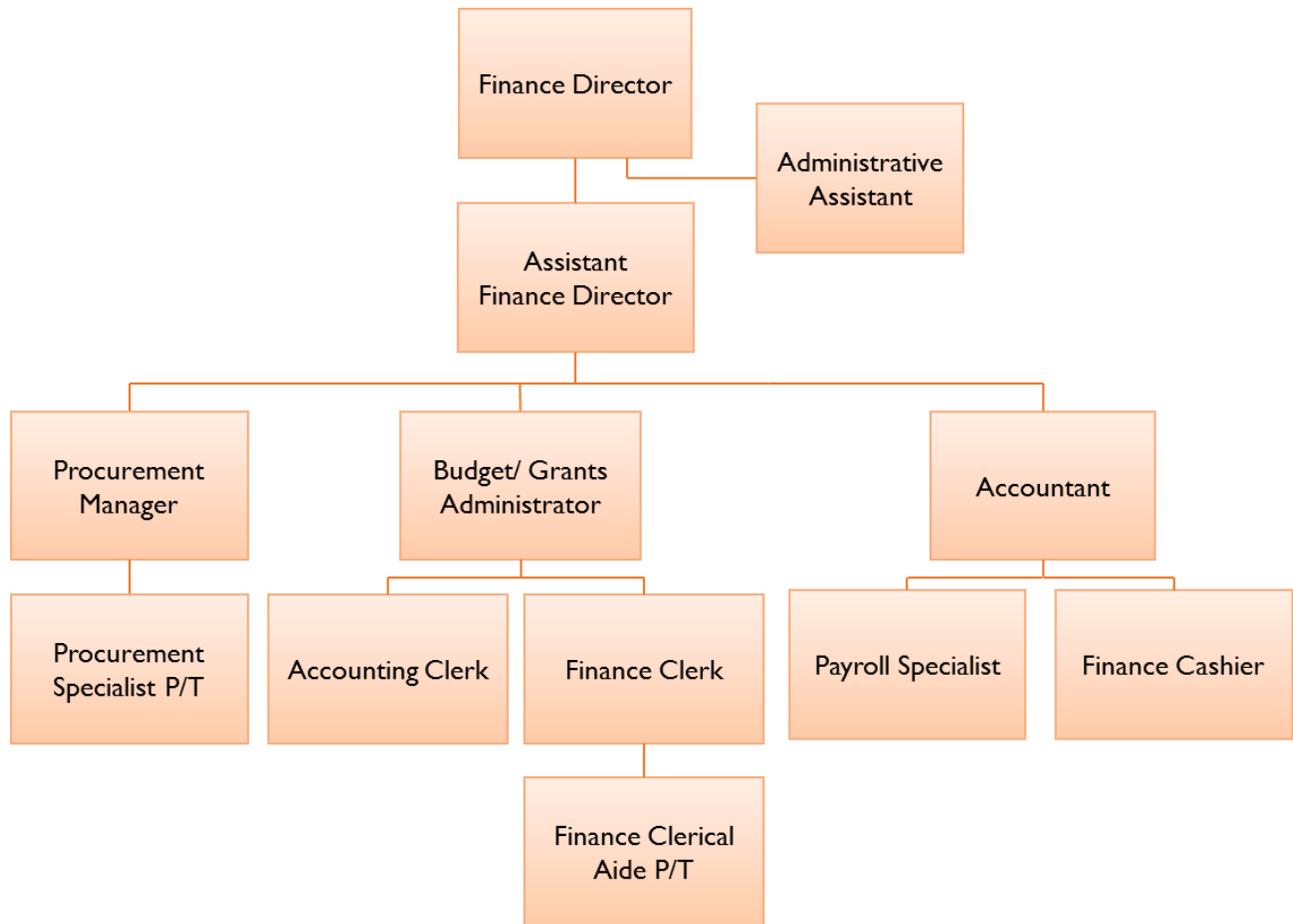


00120005 - HUMAN RESOURCES

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	69,152	103,337	108,701	97,069	108,701	113,082	113,082
500120 - FULL TIME SALARIES	163,690	201,456	226,824	184,579	226,824	307,422	307,422
500125 - COMPENSATED ABSENCES	864	925	12,888	0	12,888	16,146	16,146
500130 - OTHER SALARIES	11,592	5,429	91,407	16,019	36,017	9,000	9,000
500140 - OVERTIME	0	451	250	2,120	250	1,000	1,000
500210 - FICA & MICA TAXES	19,147	23,871	34,248	22,598	30,011	34,754	34,754
500220 - RETIREMENT CONTRIBUTION	28,284	39,811	40,210	37,442	40,210	50,375	50,375
500230 - LIFE & HEALTH INSURANCE	27,054	31,739	63,235	46,189	63,235	70,358	63,705
PERSONNEL TOTAL	319,782	407,019	577,764	406,014	518,136	602,137	595,484
OPERATING							
500310 - PROFESSIONAL SERVICES	600	16,013	25,500	6,750	25,500	19,500	19,500
500340 - CONTRACTUAL SERVICES - OTHER	27,444	30,126	53,234	32,651	53,234	41,959	41,959
500400 - TRAVEL & PER DIEM	4,532	5,522	8,220	5,066	8,220	8,220	8,220
500410 - COMMUNICATION & FREIGHT	3,460	3,390	2,400	2,200	2,400	2,400	2,400
500460 - REPAIR & MAINT - OFFICE EQUIP	24,954	5,962	0	0	0	0	0
500470 - PRINTING & BINDING	918	700	1,550	711	1,550	1,550	1,550
500480 - PROMOTIONAL ACTIVITIES	1,754	5,600	11,500	8,915	11,500	12,500	12,500
500510 - OFFICE SUPPLIES	1,061	2,239	3,000	1,249	3,000	2,500	2,500
500520 - OPERATING SUPPLIES	605	1,831	1,920	1,200	1,920	1,920	1,920
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	60,084	78,433	79,372	59,356	79,372	75,692	75,692
OPERATING TOTAL	125,413	149,818	186,696	118,098	186,696	166,241	166,241
CAPITAL	0	0	0	0	0	0	0
Grand Total	445,195	556,836	764,460	524,111	704,832	768,378	761,725



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 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 2017

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 2014-15	ACTUAL FY 2015-16	PROJECTED FY 2016-17	PROJECTED FY 2017-18
Payrolls Processed	26	26	26	26
Purchase Orders Issued	1,800	2,183	2,000	2,100
RFPs and RFQs Issued	45	47	47	50
Checks Issued (A/P)	5,226	5,778	6,000	6,300
Comprehensive Annual Financial Report (CAFR)	1	1	1	1
Popular Annual Financial Report (PAFR)	1	1	1	1
Annual Balanced Budget	1	1	1	1

Long-term Financial Sustainability:

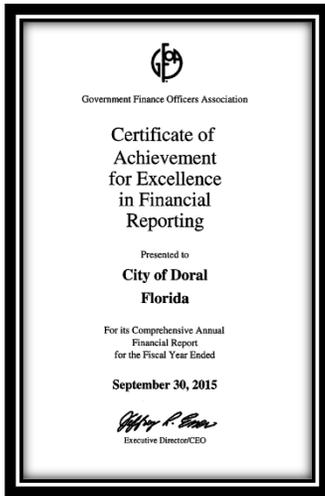
- The Finance Department continues to provide accurate and timely budget and financial reports on a monthly basis to the City Manager. These reports are submitted to the City Council for review at its monthly Council meeting.
- Processed payroll and associated reports, as well as processing accounts payable and accounts receivable.
- Assisted the City Manager in the preparation of the Annual Operating and Capital Budget.
- Developed a 5-year financial plan to assist the administration in managing the City's future growth.
- Continued to collect and monitor revenues; and process and account for grants.
- Reviewed and updated the City's Investment Policy to enhance fiscal sustainability.
- Assisted the representatives from Rodriguez, Trueba & Co., PA, the City's independent auditors, with the audit and preparation of the Comprehensive Annual Financial Report for the FY 2015-2016. Providing full and complete access to financial data.

Organizational Efficiency:

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



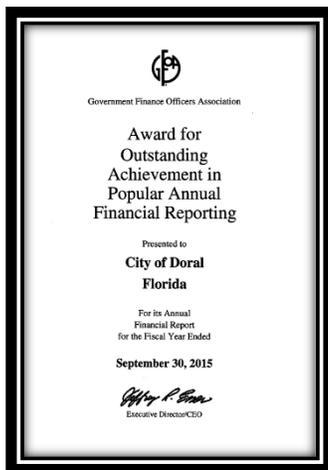
- Awarded the Government Finance Officer Association (GFOA) and the United States and Canada Certificate of Achievement for Excellence in Financial Reporting for the City's FY 2014-2015 Comprehensive Annual Financial Report (CAFR).



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



- Awarded the GFOA distinguished Popular Annual Financial Reporting Award for the FY 2015 PAFR.





FINANCE OBJECTIVES FOR FY 2018

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

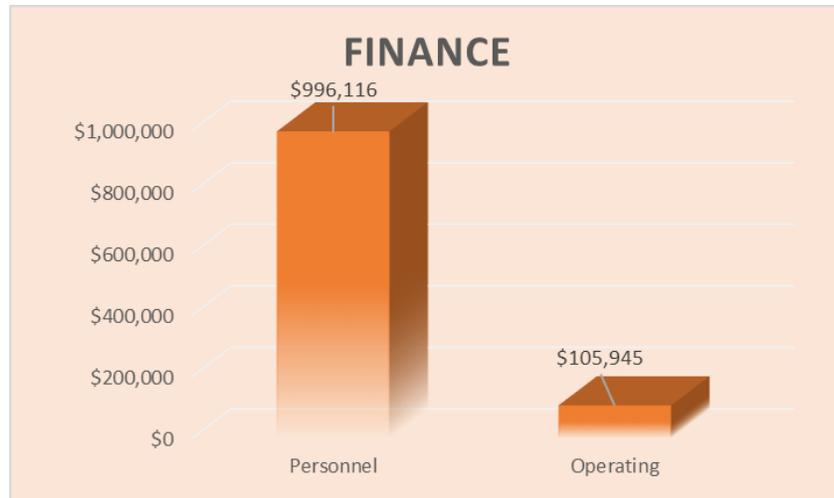
Sustainability, Communication and Capital Area:

- Provide accurate and timely budget and financial reports on a monthly basis to the City Manager.
- Process Payroll and associated Federal and State reports.
- Process accounts payable, accounts receivable and reconciliation of all accounts.
- Assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Collect and monitor revenues.
- Coordinate and assist the independent auditors in the preparation of the Comprehensive Annual Financial Report (CAFR).
- Process and account for grants.
- Manage and account for City debt.
- Maintain the capital assets program in compliance with Governmental Accounting Standards Board (GASB) 34.
- Continue to obtain all three Government Finance Officers Association (GFOA) prestigious awards for Budget, CAFR, and PAFR; certifying that the City’s finance reports are being produced at the highest standard possible.
- Prepare the Budget in Brief book to highlight major points from the Budget document.
- In order to meet the service needs of our growing City, Finance will be finalizing implementation of the Tyler-Munis Cashiering Module and The Accounts Receivable Module by the beginning of FY 2018.
- Continue identifying ways to sustain and promote financial stability and organizational efficiencies.

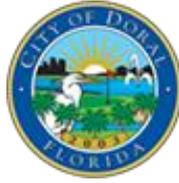
STRATEGIC PRIORITIES	ADOPTED FY 17-18	ASSOCIATED COST
Financial Resilience	Develop a five year financial plan of future funding needs, for City operations and capital projects	N/A
Financial Resilience	Development of an Asset Management Plan and Asset Replacement Schedule	N/A
Financial Resilience	Develop bond analysis for various capital projects	N/A
Financial Resilience	Examine options for alternative financing of park system	N/A
Organizational Efficiency	Review and improve grants administration process	N/A
Organizational Efficiency	Review best practices in risk management and develop an updated risk management approach for the City	N/A
TOTAL		N/A



FINANCE BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide. During FY 2017 the position of Procurement Specialist was made part-time generating salary savings.
- **310 Professional Services** – This account is used to fund various studies such as the cost allocation plan; no studies are proposed for FY 2018.
- **340 Contractual Services-Other** – The reduction in this line item is associated with two procurement services which are currently being reviewed.
- **400 Travel & Per Diem** – This line item covers the costs of employees to attend conferences, training and seminars in order to remain current in the respective field; as well as to maintain institutional knowledge within the department along with professional designations. The increase is attributable to a transfer in FY 2017 to Dues, Subscription & Memberships account 540.
- **410 Communication & Freight** – The reduction in this account is due to the cellphone policy which stipulates that new employees are not eligible to receive the cellphone allowance, with the exception of the Director and Assistant Director.
- **540 Dues, Subscriptions, & Memberships** – This account is used for trainings, the annual CAFR, PAFR and Budget Award Certification fees. The reduction is based on expected activity.



**FINANCE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries	Finance Director	1	1	1	1	1	\$ 141,749
	Administrative Salaries Total	1	1	1	1	1	\$ 141,749
500.120 - Full Time Salaries	Assistant Finance Director	1	1	1	1	1	\$ 99,076
	Administrative Assistant	1	1	1	1	1	\$ 45,541
	Administrative & Finance Assistant	1	0	0	0	0	\$ -
	Payroll Specialist	1	1	1	1	1	\$ 43,855
	Finance Coordinator	1	1	0	0	0	\$ -
	Accountant	1	0	1	1	1	\$ 53,586
	Budget/ Grants Administrator	0	1	1	1	1	\$ 70,345
	Finance Cashier	1	1	1	1	1	\$ 33,380
	Finance Clerk	1	1	2	1	1	\$ 36,277
	<i>Reclassified to Accounting Clerk</i>	0	0	0	1	1	\$ 39,478
	Procurement Services Assistant	0	1	0	0	0	\$ -
	Contracts/ Procurement Manager	0	1	0	0	0	\$ -
	Procurement Manager	0	0	1	1	1	\$ 67,634
	Procurement Specialist	1	1	1	0	0	\$ -
	Stockroom Clerk	1	0	0	0	0	\$ -
	Full Time Salaries Total	10	10	10	9	9	\$ 489,172
500.130 - Other Salaries	<i>Reclassified Procurement Specialist P/T</i> ¹	0	0	0	1	1	\$ 57,472
	Finance Clerical Aide P/T(Best Buddy)	0	1	1	1	1	\$ 11,999
	Other Salaries Total	0	1	1	2	2	\$ 69,471
	TOTAL	11	12	12	12	12	\$ 700,392

¹ RECLASSIFIED - F/T Procurement Specialist Position to P/T

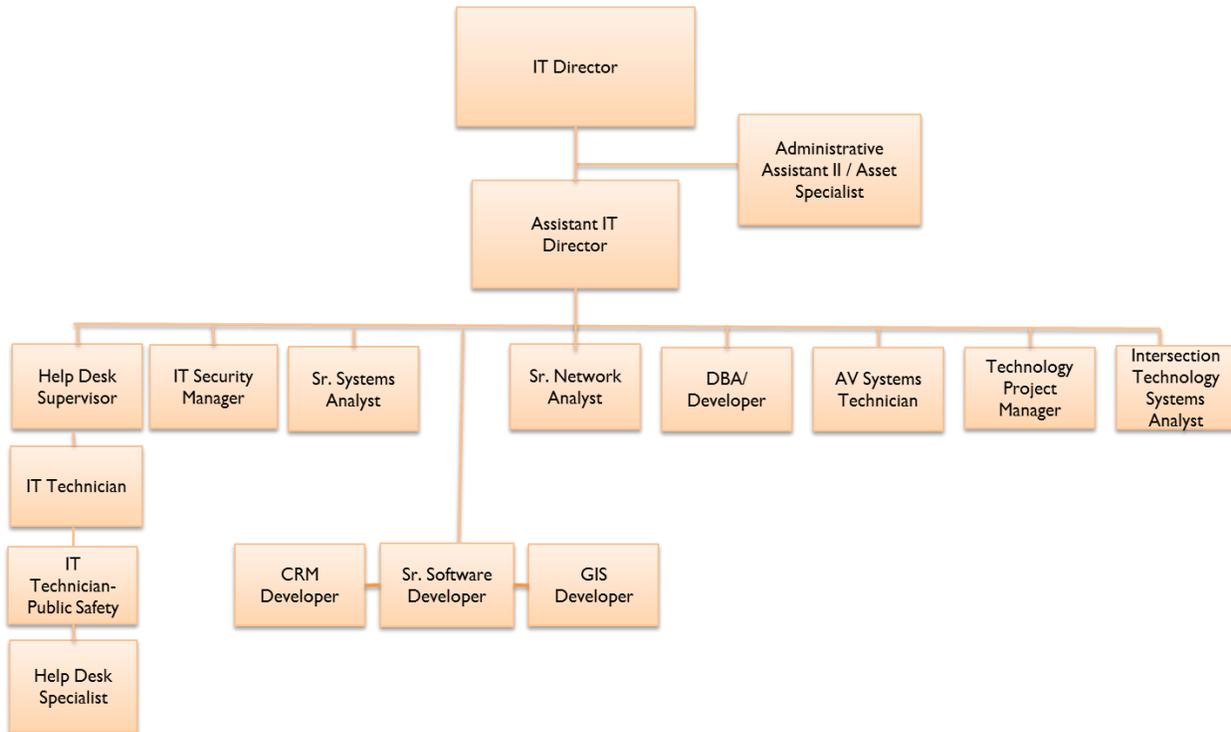


00121005 - FINANCE

			AMENDED	YEAR-END			
	ACTUAL	ACTUAL	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2017-18	FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	98,278	128,522	136,257	122,018	136,257	141,749	141,749
500120 - FULL TIME SALARIES	459,612	502,831	562,844	444,949	519,845	489,618	489,172
500125 - COMPENSATED ABSENCES	8,442	8,778	26,853	5,655	26,853	24,284	24,267
500130 - OTHER SALARIES	0	7,002	10,816	34,738	43,000	69,471	69,471
500140 - OVERTIME	1,164	4,128	2,500	2,948	2,500	3,800	3,800
500210 - FICA & MICA TAXES	42,577	48,183	57,206	43,471	53,916	56,346	56,311
500220 - RETIREMENT CONTRIBUTION	67,968	72,155	83,782	73,377	78,750	75,763	75,710
500230 - LIFE & HEALTH INSURANCE	82,012	79,774	132,426	116,420	132,426	154,015	135,636
PERSONNEL TOTAL	760,052	851,373	1,012,684	843,577	993,547	1,015,046	996,116
OPERATING							
500310 - PROFESSIONAL SERVICES	0	1,950	15,950	8,450	15,950	0	0
500321 - ACCTG & AUDITING-AUDIT SVCS	51,000	51,000	58,940	51,000	60,500	60,900	60,900
500340 - CONTRACTUAL SERVICES - OTHER	16,521	12,065	15,000	11,145	15,000	10,000	10,000
500400 - TRAVEL & PER DIEM	7,800	7,916	11,810	7,319	11,810	12,810	12,810
500410 - COMMUNICATION & FREIGHT	3,156	3,143	3,350	2,753	3,350	2,450	2,450
500460 - REPAIR & MAINT - OFFICE EQUIP	37,980	1,336	1,850	1,338	1,850	1,850	1,850
500470 - PRINTING & BINDING	3,980	4,251	4,200	25	5,700	5,700	5,700
500491 - LEGAL ADVERTISING	0	0	0	0	0	0	0
500510 - OFFICE SUPPLIES	6,070	6,119	6,950	6,012	5,450	4,950	4,950
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	4,948	8,625	10,455	9,000	8,895	7,285	7,285
OPERATING TOTAL	131,454	96,405	128,505	97,043	128,505	105,945	105,945
CAPITAL							
500640 - CAPITAL OUTLAY - OFFICE	1,230	0	0	0	0	0	0
CAPITAL TOTAL	1,230	0	0	0	0	0	0
Grand Total	892,736	947,778	1,141,189	940,621	1,122,052	1,120,991	1,102,061



INFORMATION TECHNOLOGY DEPARTMENT



INFORMATION TECHNOLOGY DEPARTMENT FUNCTION

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



ESSENTIAL INFORMATION TECHNOLOGY DEPARTMENT FUNCTIONS

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

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

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

Citizen Engagement - Empowering Citizen Engagement with a Smart City Strategy provides a “Citizen First” eServices platform for citizen access, business intelligence, service delivery, 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.

Information Management - Collecting and managing information from many sources and 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.

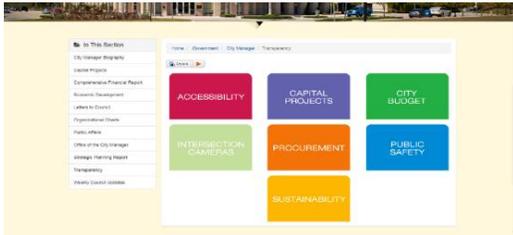
Security - Working with City government to improve transparency and accessibility, while protecting privacy and security using confidentiality, integrity, and accountability.



INFORMATION TECHNOLOGY ACCOMPLISHMENTS FOR FY 2017

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

- Focused on the idea that the use of information and communication technology can enhance the quality of services, transform city operations, and infrastructure, engage citizens, and accelerate innovation, the City of Doral adopted the Smart City approach since the strategic planning session of June 2015.
- Information Technology department focused on technology infrastructure upgrades City of Doral, to enhance the network systems, upgrade of devices, purchase of traffic safety technology, and the implementation of the City of Doral Website Transparency Portal.



- This Citizens' Engagement and Organizational Efficiency strategies involved the completion of 21 technology projects.

Smart City Projects

- **Soofa Smart Benches**
IT purchased Soofa Smart Benches to be installed in City facilities. The Parks Department selected the Park locations for installation, so far, we have installed one at Doral Downtown Park, Morgan Levy Park, and Veterans Park.
- **Military Board Discount Online Application**

IT developed an online application for businesses to register so they can provide discounts to military veterans.

- **Phase I-License Plate Reader Cameras:** January 18, 2017, the City Council approved a Resolution for IT Department to work with FPL Fibernet Wireless Services team to execute a scope of services agreement for the FY1617 License Plate Reader Camera project in order to have them install the required poles in the City's right of way at no cost to the City. Phase I includes the addition of 6 intersections and 22 Poles to the existing LPR grid.

- **iWASD Allocations GIS Viewer**

The Board of County Commissioners for Miami-Dade County, adopted a resolution approving an inter-local Memorandum of Understanding between Miami-Dade County and any of its municipalities related to the iWASD allocations GIS Viewer and database. IT and Building Departments worked with MDWS to provide the mandated construction permit to Miami-Dade County agencies. The County is offering at no cost to the municipalities for their construction permit information to be populated and available to residents and developers in the GIS viewer application.

- **Legacy Park Technology**
IT worked with Procurement to issue, award and implementation of ITB's relating to Wiring, AV, CCTV Cameras, Network Equipment, Telephone System, WAN Connectivity, and Door Access Security.



Organizational Efficiency

- **CD-Plus Planning and Zoning Reviews**
IT and Planning and Zoning staff worked with Perconti to implement tracking of Planning and Zoning projects from the time of submittal up until issuance of their Certificate of Occupancy from the Building Department.
- **CD-Plus Boiler Module for Building**
IT and Building staff worked with Perconti to provide all software and services related to the creation of pressure vessel tracking module for CD-Plus.
- **Doral Q for Building Solution Center**
IT developed a system to ease the burden on the Solution Center Receptionist and allow the individual departments to take back responsibility for meeting their customers. This system will be implemented in various other departments throughout the City.
- **Weekly Accomplishments Application**
IT developed an online application for departments to provide their weekly accomplishments to the City Manager's Office for weekly LTC to Council.
- **Assignment Tracking System**
IT worked with the City Manager's Office to enhance the Legistar system to enter after action tasks to existing Legistar items by the Task Administrator. This will ensure that the City accurately and efficiently tracks all after action tasks, including assignments issued by Management that are non-Council related.
- **FDLE Security Audit Compliance**
The IT and PD staff worked on the FDLE Security audit. The purpose of the technical audit is to ensure that our Police agency is operating in compliance with the agency's Criminal Justice User Agreement with FDLE and FBI Criminal Justice Information Services Security Policy.
- **PD Building Expansion**
IT worked with Procurement to issue, award and implementation of ITB's relating to Wiring, CCTV Cameras, and Door Access Security.
- **Alert Florida Statewide Notification System**
Implementation of Florida Division of Emergency Management (FDME) AlertFlorida Statewide Notification System. This contract is at no cost for County and Municipal agencies to participate in the AlertFlorida Notification System which is an annual savings of \$24,000 per year for the City of Doral since we cancelled the Code Red Alerting service.
- **IPads for Doral Central Park Staff**
Provided IPads for Parks staff to log into Kronos for timekeeping services. This required the implementation of WiFi and VDI solution for the IPads.
- **PD and CH Telecommunication Services**
In an effort to continue our enterprise platform, we moved the PD and City Hall facilities to ATT to provide telecommunications services. Services were provided by different vendors which made business continuity and disaster recovery difficult.
- **Munis Modules Implementation**
 - Contract Management; Tyler reports services
 - Transparency Dashboard; Cubes with upgrade 11.2
 - Cashiering



- **Mandatory Online Computer Security Awareness Training**

IT coordinated Mandatory Online Computer Security Awareness training with the SANS Institute for all city employees. They were required to register and take an online computer security awareness training.

- **Public Affair Promotional Items Inventory System**

IT department developed an application for Public Affairs to provide City Council a shopping cart application for selection of promotional items.

- **Telephone System Call Flow Modifications**

IT worked with all departments to modify the telephone system call flow to provide customer focused routing.

- **Interactive Signage Kiosks**

IT purchased two Interactive Signage Kiosks to display information at City facilities.

- **Guest WiFi**

Implemented Guest WiFi to enable visitor to utilize of Guest WiFi while at the following: City Parks: Doral Central Park; Downtown Park; Veterans Park.

- **Partnerships and Programs Computer Donations**

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

- Dr. Rolando K. Espinosa K-8: 35 Computers
- John I Smith Elementary: 50 Computers

- Eugenia B. Thomas K-8: 50 Computers
- Total Donated: 135 Computers

- **IT/Building Department**

- City of Miami, City of Doral and Miami Dade.
- Miami Dade Water and Sewer Construction permitting data transfer to MDWS for water allocation.

- **IT/Parks Department**

Code Explorer Program - The City of Doral, in partnership with Code Explorers™, offers students the Computational Thinking & Coding program which gives them real-life experience in writing computer code. Prepares its Smart City youth for success in thriving technology, engineering, and computer science careers.

- **WCCD ISO 37120 Certification**

During our FY17/18 IT will work with the World Council on City Data to use standardized data to build data driven goals and results for a resilient and prosperous future for our city. The WCCD hosts a network of innovative cities committed to improving services and quality of life with open city data. Cities certified in accordance with ISO 37120 become recognized in the WCCD Global Cities Registry™. WCCD Open City Data Portal showcases verified data for WCCD ISO 37120 certified cities of all sizes, from around the world.

- **Conferences and Presentations**

IT Department hosted and/or participated as a speaker at the following events:





INFORMATION TECHNOLOGY OBJECTIVES FOR FY 2018

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

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

- **Communication** - This strategy has both internal and external components. Internally the intent is that City staff improve communications across internal organizational lines. Externally the intent is to better inform the public of City activities, make the actions of the City even more transparent, and communicate to publics outside of Doral the distinctive strengths and characteristics of the City.
- **Smart City** - This strategy also has internal and external components. Externally it is developing technology partnerships that make Doral a technology hub, thereby encouraging the growth of technology driven firms in the City. Internally, it is developing the infrastructure that will enable the City to operate more efficiently and effectively, improve internal communication and be better able to manage and analyze data in order to better understand issues related to the City.



In FY18, we will continue our strategy which requires a system-wide view and an integrated approach focusing on three core smart city functions: collect, communicate and crunch data to proactively engage with residents. The end result is that the City of Doral is entirely cloud-based on the Microsoft Azure and CRM Online Government cloud platforms. This provides a more interactive environment that will enable residents to access their specific city-related information on the device of their choosing along with a powerful business intelligence solution. As we continue development of our business intelligence dashboards and provide additional transparency of city operations with measurable metrics.



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

STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2017-18	ASSOCIATED COST
Strategic Category	IT Capital Items	
ORGANIZATIONAL EFFICIENCY	Computing Device Upgrades: Install, configure and upgrade staff computing devices across all departments. This includes laptops, desktops, tablets and server upgrades required to meet the need growing needs of the city. Departments optimize use of new technology and become efficient at completing city functions.	\$ 52,835.00
ORGANIZATIONAL EFFICIENCY	Public Records Compliance	\$ 41,000.00
ORGANIZATIONAL EFFICIENCY	Infrastructure Upgrades: This initiative includes the enhancement of reliability, availability and integrity of the existing network infrastructure that supports data, servers, mobile users and telephone communications.	\$ 86,962.64
SMART CITY	Implementing citywide security solutions that will help us mitigate and maintain confidentiality, accountability and integrity of city operations.	\$ 15,000.00
COMMUNICATION	Communication Systems Integration & Upgrades: Voice Over Internet Protocol New Telephone System	\$ 10,000.00
	TOTAL	\$ 205,797.64
Strategic Category	Departmental Capital Items	
ORGANIZATIONAL EFFICIENCY	New Computers	\$ 26,900.00
ORGANIZATIONAL EFFICIENCY	Replacement of Video Recording servers and switches for Morgan Levy, Trails and Tails and Meadows Park	\$ 68,000.00
ORGANIZATIONAL EFFICIENCY	RFID Asset Tracking for PD Substation, PD Expansion and City Hall replacements	\$ 40,000.00
SMART CITY	City Hall Outdoor Cameras	\$ 11,000.00
SMART CITY	Citywide replacement of Wireless Access Points	\$ 25,000.00
SMART CITY	INTERSECTION CAMERAS PROJECT - Year 2 FY 2017-2018	\$ 495,000.00
	TOTAL	\$ 665,900.00



INFORMATION TECHNOLOGY BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **310 Professional Services** - This account decreased from FY 2017. The department will be working with consultants for various city projects including network wiring, security health check, CRM development, system support and file and email retention.
- **410 Communication & Freight** - This account has increased from FY 2017. Due to wide area network connections to new City facilities such as Legacy Park, PD Substation and License Plate Reader poles.
- **460 Repair & Maintenance-Office Equipment** – The increase in this account is due to the maintenance for the systems implemented by citywide departments. In addition, expenditures related to hosted systems are budgeted in account 464 Repairs & Maintenance-Office Equipment Other.
- **464 Repair & Maintenance-Office Equipment Other** - This is a new account to better track SaaS (Software as a Service) or Hosted systems implemented by citywide departments. This was previously included in account 460 Repairs & Maintenance Office Equipment.
- **520 Operating Supplies** - This account increased due to City facilities and citywide technology requirements.
- **540 Dues, Subscriptions, Memberships** - This account decreased from FY 2017 due to a reduction in costs associated with training that will not be needed this fiscal year.
- **640 Capital Outlay-Office** - This account decreased from FY 2017 as IT replaced most of the end of life network infrastructure and computing equipment in the City.
- **652 Capital Outlay-Other** – This account includes citywide IT capital project needs. The decrease is associated with the timing of these projects and the funding by the Park Impact Fee fund of Park capital expenditures.



**INFORMATION TECHNOLOGY DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries	IT Director	1	1	1	1	1	\$ 142,083
	Administrative Salaries Total	1	1	1	1	1	\$ 142,083
500.120 - Full Time Salaries	Assistant IT Director	1	1	1	1	1	\$ 83,570
	Admin. Assistant II / Asset Specialist	1	1	1	1	1	\$ 49,934
	Senior Network Analyst	1	1	1	1	1	\$ 77,454
	System Analyst	1	0	0	0	0	\$ -
	Senior Systems Analyst	0	1	1	1	1	\$ 74,838
	Senior Software Developer	1	1	1	1	1	\$ 81,212
	Software Developer	1	0	0	0	0	\$ -
	Technology Project Manager	0	1	1	1	1	\$ 72,821
	IT Technician	1	1	1	1	1	\$ 48,681
	IT Technician(Public Safety)	1	1	1	1	1	\$ 47,253
	AV Systems Technician	1	1	1	1	1	\$ 59,523
	NEW AV Systems Technician ¹	0	0	0	1	1	\$ 45,000
	Help Desk Supervisor	1	1	1	1	1	\$ 57,672
	DBA/Developer	0	1	1	1	1	\$ 74,468
	IT Security Manager	0	1	1	1	1	\$ 85,018
	GIS Developer	0	0	1	1	1	\$ 62,929
	CRM Developer ²	0	0	1	0	0	\$ -
	Intersection Technology Systems Analyst	0	0	1	1	1	\$ 67,127
	Help Desk Specialist	0	1	1	1	1	\$ 42,765
	Full Time Salaries Total	10	13	16	16	16	\$ 1,030,265
	Total	11	14	17	17	17	\$ 1,172,348

¹ NEW - AV Systems Technician position

² ELIMINATED - CRM Developer position changed to an AV Systems Technician position



00122005 - INFORMATION TECHNOLOGY

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	117,596	127,889	136,578	122,152	136,578	142,083	142,083
500120 - FULL TIME SALARIES	443,652	691,662	1,025,523	733,953	854,127	1,030,265	1,030,265
500125 - COMPENSATED ABSENCES	656	1,576	44,583	2,185	44,583	45,357	45,090
500140 - OVERTIME	891	7,054	10,000	9,282	10,000	10,000	10,000
500210 - FICA & MICA TAXES	41,956	63,809	93,659	63,018	81,547	94,482	94,482
500220 - RETIREMENT CONTRIBUTION	68,392	100,394	139,098	111,853	118,885	140,681	140,681
500230 - LIFE & HEALTH INSURANCE	97,909	119,865	189,056	151,986	145,000	224,574	201,819
PERSONNEL TOTAL	771,052	1,112,249	1,638,498	1,194,429	1,390,720	1,687,442	1,664,420
OPERATING							
500310 - PROFESSIONAL SERVICES	337,691	177,946	172,539	88,693	158,439	109,560	109,560
500400 - TRAVEL & PER DIEM	6,763	9,926	20,220	7,764	20,220	17,220	17,220
500410 - COMMUNICATION & FREIGHT	393,336	537,375	661,025	509,623	661,025	752,022	752,022
500440 - RENTALS & LEASES	31,481	33,845	70,000	39,456	70,000	75,900	75,900
500460 - REPAIR & MAINT - OFFICE EQUIP	164,930	950,759	1,084,568	843,455	1,080,871	1,131,287	1,131,287
500461 - REPAIR & MAINT - VEHICLES	100	390	1,200	585	1,200	0	0
500464 - REPAIR & MAINT-OFF. EQUIP. OTH	0	0	0	0	0	121,047	121,047
500510 - OFFICE SUPPLIES	2,005	2,185	2,800	1,104	2,800	2,000	2,000
500520 - OPERATING SUPPLIES	27,243	274,544	114,513	82,557	114,513	185,317	185,317
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	19,496	29,302	66,632	32,267	66,632	37,664	37,664
OPERATING TOTAL	983,044	2,016,272	2,193,497	1,605,503	2,175,700	2,432,017	2,432,017
CAPITAL							
500640 - CAPITAL OUTLAY - OFFICE	751,182	736,668	610,602	481,760	622,401	205,798	205,798
500641 - CAPITAL OUTLAY - VEHICLES	0	0	25,000	22,972	25,000	0	0
500652 - CAPITAL OUTLAY-OTHER	0	155,400	2,158,061	944,740	2,146,261	665,900	665,900
CAPITAL TOTAL	751,182	892,069	2,793,663	1,449,472	2,793,662	871,698	871,698
Grand Total	2,505,278	4,020,590	6,625,658	4,249,405	6,360,082	4,991,156	4,968,134



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. The City Attorney provides legal advice in the areas of labor and personnel matters, real estate, and real estate related matters, land use and zoning, legislation and related matters, Code Compliance, all police matters, construction and construction related issues, sunshine laws, public records laws, conflict of interest issues and other ethical issues, the preparation and/or review of all contracts, all litigation including forfeitures, employment matters, eminent domain, and tort liability.

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

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

OFFICE OF THE CITY ATTORNEY OBJECTIVES FOR FY 2018

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

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



OFFICE OF THE CITY ATTORNEY BUDGET HIGHLIGHTS

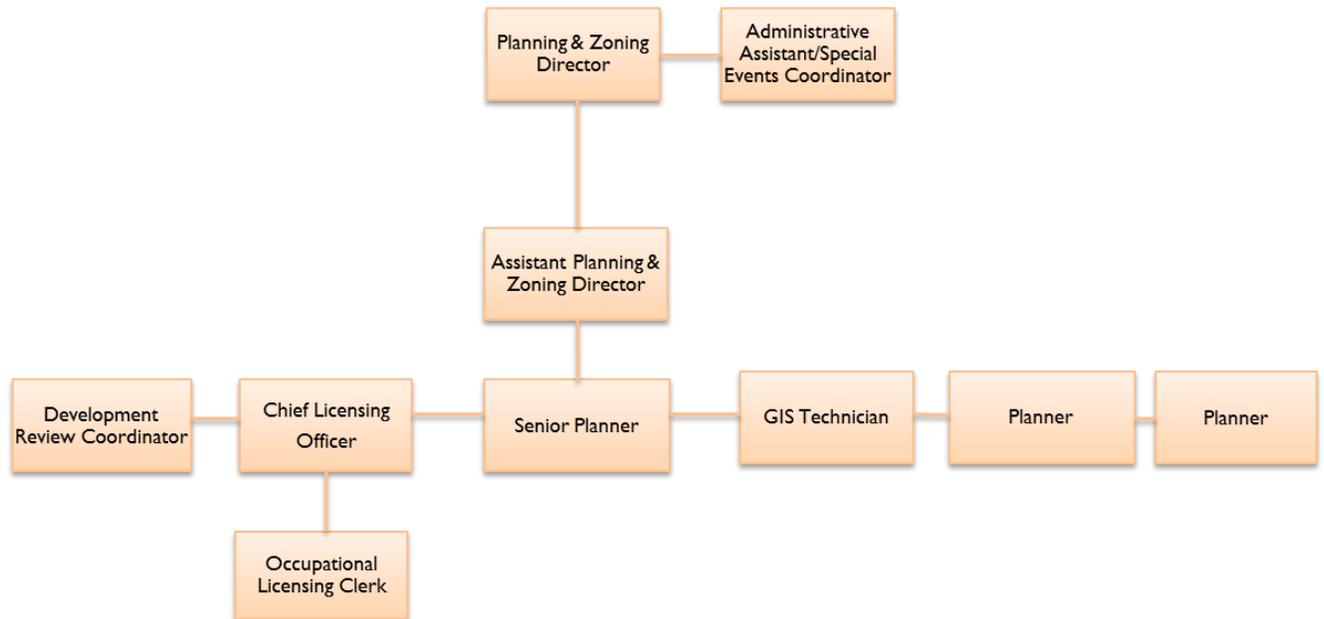
- **311 Professional Services** –This expense line item is used to account for the general services provided by the City Attorney’s Firm.
- **312 Professional Services – Attorney Other** – Due to some current outstanding and future potential lawsuits related to general items, specialized outside Council has been obtained and the amount is estimated to cover the legal expense related to those issues. This line item is used to account for the City Attorney’s services provided to the City Departments. Other specialized legal counsel required throughout the fiscal year is paid from this line item. Furthermore, this line item encompasses other expenses related to services required such as, court fees, court reporters, etc.
- **316 Professional Services – Litigation Contingency** – This line item is used to cover any legal fees, related to litigation.

00130005 - OFFICE OF THE CITY ATTORNEY

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
OPERATING							
500311 - PROFESSIONAL SERV-CITY ATTNY	211,333	202,580	165,000	90,304	165,000	220,000	220,000
500312 - PROFESSIONAL SERV-ATTNY OTH	290,959	293,378	260,000	166,312	260,000	300,000	300,000
500316 - LITIGATION CONTINGENCY	142,580	562,027	292,875	237,156	292,874	165,000	165,000
OPERATING TOTAL	644,871	1,057,985	717,875	493,772	717,874	685,000	685,000
CAPITAL	0	0	0	0	0	0	0
Grand Total	644,871	1,057,985	717,875	493,772	717,874	685,000	685,000



PLANNING AND ZONING DEPARTMENT



PLANNING AND ZONING FUNCTION

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



PLANNING AND ZONING ACCOMPLISHMENTS FOR FY 2017

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

- Continued to serve as the technical support liaison to the City of Doral Public Arts Advisory Board.
- Implementation of the Public Arts Site Selection Plan.
- Development of a GIS Program to implement the Public Arts Site Selection Plan.
- Implementation of the City Water Supply Facilities Work Plan consistent with Chapter 163 Florida Statutes.
- Initiated a comprehensive update of the City's Sign Ordinance.
- Implementation the City's Comprehensive Plan Update. The purpose of the City's Comprehensive Plan Update is to ensure that future growth is sustainable, support changing demographics, housing options, multi-modal transportation, growth in jobs and visitors, and long-term resilience.
- The Department participated in a Town Hall meeting with the community and elected officials to explain the adopted modifications to the Comprehensive Plan.
- The Department has successfully implemented the City's Low Impact Development (LID) Master Plan. The goal of this plan is to work with the development community and interested stakeholders to develop long-term strategies to naturally treat storm water on site. Introduce new concepts, technologies, and objectives for storm water management such as micromanagement and multi-functional landscape features (bio-retention areas, swales, and conservation areas); mimic or replicate hydrologic functions; and maintain the ecological/biological integrity of receiving waters.
- The Department continues to educate the developing community and residents regarding the intent LID Master Plan and low impact development design criteria and its application to both public and private development projects.
- Implementation of the citywide Brownfield Program.
- The Department sponsored several community meetings to explain the City's Brownfield Program as part of the program community outreach initiative.
- Department participated in the Brownfield Conference held at City Hall. This conference was sponsored by the Goldstein Environmental Law Firm. The purpose of the conference was to provide an introduction to brownfield redevelopment, the various policies, financial, legal, regulatory, economic, social design, and development trends that have propelled the evolution and success of the Brownfield Program.
- Continue participation of the Brownfield Site Rehabilitation Agreements (BSRAs) for the Doral Legacy Park and NW 62 Street Passive Park (former FPL site).
- Successfully negotiated the sale of \$500,000 in Brownfield Voluntary Cleanup Tax Credit (VCTC) for the Doral Legacy Park in the secondary market to Apple Company.
- The Department and City's Brownfield



- Consultant (The Goldstein Group) secured additional VCTC tax credits in the amount of over \$100,000 for the environmental cleanup of Doral Legacy Park and NW 62nd Street Passive Park from the State Brownfield Voluntary Cleanup Tax Credit (VCTC) program.
- The City's Brownfield Team assisted JMH-West Campus with their BSRA.
 - The City's Brownfield Team (Planning and Zoning, Public Works, Parks and Recreation and Goldstein Group) continues to work on the approval of the Doral Legacy and NW 62 Street Passive Park "Brownfield Site Rehabilitation Agreements" (BSRAs) from Miami-Dade County Department of Regulatory and Economic Resources (RER) to secure an unconditional no further action for these sites.
 - The Department has successfully reached out to private property owners and developers to explain the intent of the Brownfield Program, city designation of brownfield area, and regulatory and financial benefits.
 - The Department continues to work with Miami-Dade County to secure the approval of the Annexation Applications for Sections 6, 15 and 16.
 - The Department prepared an in-depth evaluation of the development history for Sections 8 and 17 of the City.
 - The Department initiated the Housing Master Plan for the City of Doral. The purpose of this Plan is to evaluate the housing stock of the city and develop an Action Plan to address the future housing needs of young working professionals in the City.
 - Development and implementation of a modified Workforce Housing Ordinance.
 - The Department successfully completed the update of the Comprehensive Plan Capital Improvement Element (CIE) and 5-Year Schedule of Capital Improvements.
 - The Department participated in the review of the City's Comprehensive Emergency Management Plan.
 - The Department in conjunction with the Building Department and the Floodplain Administrator has implemented an education program to prepare in-house professionals for the "Certified Floodplain Management" exam. The success of this education program has been recognized by FEMA, Association of State Floodplain Manager, Florida Floodplain Manager Association and Miami-Dade County Resiliency Office.
 - The Planning and Zoning and Building Departments, and Floodplain Administrator are working on joint effort with FEMA and State Floodplain Managers Association to host meetings and educational conferences to expand the knowledge base of the floodplain managers in the region.
 - Department continues to work with representative of the Form Base Institute to assist the City develop the Doral Boulevard Corridor Study. The goal of this study is to evaluate the potential future land use categories applicable to the Doral Boulevard Corridor.
 - The Department participated in an in-house floodplain management technical group to prepare the submission documents to the Community Rating System (CRS) Program. The intent of this effort was to maintain or improve the city's CRS ranking and discount received by over 4,500 flood insurance



- policyholders in the City.
- The Department and City Floodplain Manager successfully prepared coursework class material to prepare in-house staff for the floodplain manager’s certification exam. Currently, the City of Doral is the only municipality in South Florida to have the Planning Director and Assistant Planning Director certified as Floodplain Managers.
- Several members of the Department’s professional planning team obtained their CFM certification.
- Members of the Department’s professional planning team successfully completed FEMA’s National Incident Management System (NIMS) educational and certification program.
- Director of Planning and Zoning participated in local panels to discuss current and future development opportunities in the City.
- The Department continues to work with the Doral Décor District Merchant Association efforts to establish the District’s “Brownfield Initiative.”
- Worked with respective departments to process outdoor events.
- Met customer’s needs by processing zoning verification letters, window signs, and customer inquiries related to zoning matters.
- Processed and reviewed approximately 50 development applications, including future land use amendments (Comprehensive Plan)

- and rezoning applications; and administrative site plan review.
- Processed and reviewed approximately 3 T-Plats and Final Plats in FY 2016-17.
- Increase in the number of new local business licenses tax issued by the City from an average of 130 to 150 monthly.
- Continue to participate in City sponsored monthly meeting with the local business community and interested parties designed to guide potential business owners through the licensing approval process.
- Updated regularly the City local business list posted in the City’s website.
- Met on a daily basis with 15-30 customers regarding zoning issues or information.
- Received on average of 21-30 set of plans for review daily (building permits).
- Issued on average of 5-10 “Zoning Verification Letters” weekly.
- Received on average of 25-45 calls daily.
- Continued to actively participate in new projects review process in conjunction with other city departments.
- Continued to assist code enforcement with the interpretation of the Land Development Code.
- Development of a revised zoning fees schedule.
- The Department continues to coordinate with Miami-Dade County Property Appraisal Office and U.S. Postal Services on the issuance of addresses for new development.

**PLANNING AND ZONING
ACTIVITY REPORT**

ACTIVITIES	ACTUAL FY 2015-2016	ACTUAL FY 2016-2017	PROJECTED FY 2017-2018
Plan Reviews	3,978	4,800	4,700
Zoning Inspections	1,742	2,500	2,700
Zoning Items Presented to City Council	119	70	70



PLANNING AND ZONING OBJECTIVES FOR FY 2018

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

- Continue implementation of the adopted City's Comprehensive Plan Update.
- Modifications to the Comprehensive Plan and Land Development Code to reflect the recommendations of the Housing Master Plan, Transportation Master Plan Update, Parks and Recreation Master Plan Update, and Low Impact Development Master Plan.
- Continue implementation of the City's Low Impact Development (LID) Master Plan including the recommended design criteria.
- Coordination with the State Land Planning Agency to ensure approval of the City's Evaluation and Appraisal Report (EAR).
- Development of the City's Public Arts Program Master Plan if monies are available in the AIPP fund.
- Coordinate with the City's Public Arts Program Advisory Board to initiate the process to commission the first citywide art piece if monies are available in the AIPP Fund.
- Complete the Housing Master Plan.
- Evaluate the feasibility of developing a Master Development Plan for the NW 58th Street Corridor from NW 87th Avenue to the Palmetto Expressway and south to NW 41st Street.
- Prepare and submit a Brownfield Pilot Grant Application to the US Environmental Protection Agency.
- Expand the City's Brownfield Program by identifying and designating new brownfield areas in the industrial area from the corner of NW 87th Avenue and NW 58th Street to the Palmetto Expressway; east of NW 79 Avenue; and north of NW 41st Street.
- Participated in statewide legislative initiatives to promote brownfield policies that will enhance the city brownfield program.
- Continue to work with the City's Floodplain Manager to implement the Floodplain Management Ordinance and implementation of citywide floodplain management initiatives to improve the City's CRS ranking.
- Continue to coordinate the City's Annexation Program with adjacent municipalities.
- Continue to further the City's licensing outreach efforts with residents and interested stakeholders.
- Continue to work with Code Compliance to identify and bring into compliance businesses operating without certificate of use and/or local business tax.
- Continue to provide expeditious customer service in a professional manner, while working closer with other departments to ensure the needs of the residents, developers, and visitors are met in a time sensitive manner.
- Coordinate with Miami-Dade County to improve the number of business complying with the county and municipal business tax receipts regulations.
- Continue to expand the knowledge base of the zoning professionals in the areas of floodplain management, low impact development, transportation, and other planning/environmental disciplines.



- Actively participate in new project development with other City departments.
- Continue to assist Code Enforcement with the interpretation of the Land Development Regulations.

PLANNING AND ZONING BUDGET HIGHLIGHTS



- **110 – 230 Personnel Costs** – There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on the individual’s performance evaluation. Health insurance rates increased city-wide.
- **310 Professional Services** – The Department is not increasing the professional services account. In fact, the Department has reduced the professional services account compared to FY 16-17. The major line item is professional planning services. This line will be used to engage outside consultant to assist the Department with the review of permits, site plans and specific planning projects. Another significant line-item is the 58th Street Master Plan. The intent of this Master Plan is to develop land use policies, zoning districts, and design criteria to help the City promote the redevelopment of NW 58th Street from NW 97th Avenue to NW 77 Avenue, and south of NW 58th Street to NW 36th Street between NW 77th Avenue and NW 79th Avenue.
- **400 Travel & Per Diem** – The decrease in this account is due to a reduction in costs associated with state and local conferences.
- **520 Operating Supplies** -The increase in this line item is due to the overall growth of the department, as a result of increased development.



PLANNING AND ZONING STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 17-18	ASSOCIATED COST
Communication:		
Quality of Place: Brownfield Redevelopment Initiative	Fund brownfield designation areas, grants applications and BSRA. This effort will continue as planned by the city utilizing FY 2017 funding. The Department does not anticipate funding in FY2017-18 to complete the task identified in FY 2016-17.	\$ -
Quality of Place: 58th Street Master Plan	Evaluation of potential land use and zoning designation for the corridor	\$ 20,000.00
Quality of Place: Protection of natural systems and water resources	Implementation of the LID Ordinances and design criteria. This task will be completed in FY2017-18 with the funding allocated in FY 2016-17 budget.	\$ -
Housing - Housing Master Plan	Comprehensive Housing Study	\$ 10,000.00
Housing - Continue Update to the Comprehensive Plan	Modification to the comprehensive plan to add new policies or elements. The Housing Element will be updated after the Housing Master Plan and Economic Study of the city is completed. This task will be performed by in-house staff.	\$ -
Long-Term Financial Feasibility: Professional Planning Consulting Services	Retain one qualified professional planner to assist the department with the development review workload (Site Plan Review, Research and Studies)	\$ 45,000.00
Long-term Financial Feasibility: FY 2017 Update of the Capital Improvement Element and 5-Year Schedule of Capital Improvements	This initiative includes a state requirement to review on an annual basis the CIE in order to maintain a financial feasible 5-Year Schedule of Capital Improvements (SCI).	\$ 15,000.00
TOTAL		\$ 90,000.00



**PLANNING & ZONING DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries	Planning & Zoning Director	1	1	1	1	1	\$ 124,074
	Administrative Salaries Total	1	1	1	1	1	\$ 124,074
500.120 - Full Time Salaries	Assistant Planning & Zoning Director	1	1	1	1	1	\$ 79,825
	Admin. Assistant/ Special Events Coord.	1	1	1	1	1	\$ 35,598
	Chief Licensing Officer	1	1	1	1	1	\$ 81,489
	Senior Planner	1	1	1	1	1	\$ 81,167
	Planner	1	1	2	2	2	\$ 123,589
	Green Initiative Planner/ Sustainability Coord.	1	0	0	0	0	\$ -
	Occupational Licensing Clerk	1	1	1	1	1	\$ 41,767
	<i>Service Award 10 yr</i>						\$ 1,392
	GIS Technician	1	1	1	1	1	\$ 49,985
	Development Review Coord.	1	1	1	1	1	\$ 50,538
	Full Time Salaries Total	9	8	9	9	9	\$ 545,350
	Total	10	9	10	10	10	\$ 669,424



0014000 - PLANNING & ZONING

	AMENDED		YEAR-END				
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
0014000 - PLANNING AND ZONING REVENUE							
321100 - LOCAL BUSINESS LICENSE TAX	1,149,336	1,253,098	1,200,000	1,078,956	1,000,000	1,200,000	1,200,000
329300 - ZONING HEARING FEES	236,305	171,554	140,000	85,763	70,000	100,000	100,000
329400 - ZONING PLAN REVIEW FEES	50,334	233,773	200,000	135,812	150,000	200,000	200,000
329401 - ZONING PERMIT REVIEW FEES	0	0	0	300	0	0	0
338100 - COUNTY BUSINESS TAX RECIEPTS	65,157	50,894	35,000	67,772	50,000	50,000	50,000
0014000 - PLANNING AND ZONING REVENUE TOTAL	1,501,131	1,709,319	1,575,000	1,368,603	1,270,000	1,550,000	1,550,000
Grand Total	1,501,131	1,709,319	1,575,000	1,368,603	1,270,000	1,550,000	1,550,000



00140005 - PLANNING & ZONING

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	101,206	110,147	119,268	106,627	119,268	124,074	124,074
500120 - FULL TIME SALARIES	381,513	461,602	529,107	396,526	495,406	545,350	545,350
500125 - COMPENSATED ABSENCES	17,854	28,968	24,839	3,265	24,839	25,693	25,693
500140 - OVERTIME	1,148	705	1,000	641	1,000	1,000	1,000
500210 - FICA & MICA TAXES	38,210	45,784	52,160	37,563	49,582	53,837	53,837
500220 - RETIREMENT CONTRIBUTION	58,916	67,874	77,499	64,202	73,455	80,164	80,164
500230 - LIFE & HEALTH INSURANCE	61,110	56,205	94,870	71,480	94,870	95,416	85,564
PERSONNEL TOTAL	659,958	771,285	898,744	680,303	858,420	925,534	915,682
OPERATING							
500310 - PROFESSIONAL SERVICES	161,627	163,390	289,868	86,124	289,868	90,000	90,000
500340 - CONTRACTUAL SERVICES - OTHER	0	0	1,000	0	1,000	0	0
500400 - TRAVEL & PER DIEM	6,674	8,160	19,920	7,923	19,920	10,770	10,770
500410 - COMMUNICATION & FREIGHT	3,564	3,456	3,595	1,487	3,595	2,400	2,400
500460 - REPAIR & MAINT - OFFICE EQUIP	5,000	0	0	0	0	0	0
500461 - REPAIR & MAINT - VEHICLES	84	494	740	459	740	740	740
500470 - PRINTING & BINDING	6,593	5,766	6,988	4,440	10,488	8,000	8,000
500510 - OFFICE SUPPLIES	5,840	5,893	9,500	5,777	6,000	6,000	6,000
500520 - OPERATING SUPPLIES	0	0	2,000	1,411	2,000	2,500	2,500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	2,310	6,033	4,153	3,504	4,153	4,390	4,390
OPERATING TOTAL	191,692	193,191	337,764	111,126	337,764	124,800	124,800
CAPITAL OUTLAY							
500640 - CAPITAL OUTLAY - OFFICE	0	0	101,247	0	101,247	0	0
CAPITAL OUTLAY TOTAL	0	0	101,247	0	101,247	0	0
GRAND TOTAL	851,650	964,476	1,337,754	791,429	1,297,431	1,050,334	1,040,482



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



GENERAL GOVERNMENT BUDGET HIGHLIGHTS



- **240 Workers Compensation** - The increase in the account is attributable to expected premiums based on current trends.
- **310 Professional Services** – Decrease is attributable to a reduction in lobbying services.
- **340 Contractual Services** – The increase in this account is due to increasing credit card processing fees and the cost associated with the Flexible Spending Account Services.
- **410 Communication & Freight** – The increase in this account is for postage associated with the sample election ballots to be mailed this fiscal year.
- **440 Rentals & Leases** – Account includes the funding for citywide record storage; projection includes a reduction of the cost for these services.
- **490 Other Current Charges** – The increase in this account is due to the transfer of the cost associated with the employee events from the Mayor and Council department.
- **492 Contingent Reserve** – This account is used to fund non-budgeted expenditures that unexpectedly arise during the year. The increase in this account is proposed to address emergency storm related expenditures.
- **494 Current Charges-Board Funds** – This account is used to fund board projects; the proposed budget eliminates funding.
- **510 Operating Supplies** – Increase is due to the funding in General Government of all kitchen and copier paper for those departments located in the Government Center.
- **540 Dues, Subscriptions, & Memberships** – Account increased to fund the City’s membership in the Miami-Dade League of Citites.
- **710-720 Debt-Principal & Interest** – The change in funding request associated with the loan amortization schedules.
- **820 Grants & Aids** – Increase in account due to funding of an additional school, along with a reduction in CBO Grant funds.
- **910-915 Operating Transfers** – The Proposed Budget includes a transfer to the Infrastructure Replacement Fund and a transfer recommended by the City’s auditors, for funding of the OPEB (Other Post-Employment Benefits) liability account.



0015000 - GENERAL GOVERNMENT

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
0015000 - GENERAL GOVERNMENT REVENUE							
300100 - DESIGNATED FUND BALANCE	0	1,260,083	17,396,470	0	17,396,470	0	0
311100 - AD VALOREM TAXES - CURRENT	17,101,157	17,594,091	20,098,581	19,367,300	19,366,465	21,805,400	21,805,400
311200 - AD VALOREM TAXES-DELINQUENT	2,452	343,379	200,000	454,155	450,000	450,000	450,000
313100 - FRANCHISE FEES - ELECTRICITY	2,998,896	3,033,419	2,950,000	2,464,185	2,950,000	3,000,000	3,000,000
314100 - UTILITY TAXES - ELECTRICITY	7,060,657	7,368,613	6,652,000	5,609,135	7,500,000	7,500,000	7,500,000
314200 - COMMUNICATION SERVICES TAX	4,846,708	4,246,691	3,704,236	2,949,928	3,900,000	3,704,236	4,065,741
314300 - UTILITY TAXES - WATER	891,712	984,100	800,000	727,783	950,000	950,000	950,000
314400 - UTILITY TAXES - GAS	60,020	77,118	70,000	65,440	70,000	70,000	70,000
335120 - STATE SHARING REVENUE	1,168,221	1,241,147	1,312,964	1,528,920	1,275,000	1,365,303	1,365,303
335150 - ALCOHOLIC BEVERAGE TAX	75,879	61,240	70,000	74,235	70,000	70,000	70,000
335180 - HALF CENT SALES TAX	3,701,941	4,069,066	4,204,766	3,573,878	4,204,766	4,412,003	4,412,003
361100 - INTEREST INCOME	633,672	764,024	600,000	903,423	750,000	600,000	600,000
362100 - LEASE AGREEMENT-DORAL PREP	0	0	0	12	12	12	12
366000 - PRIVATE GRANTS & CONTRIBUTIONS	82,926	0	0	150,000	0	0	0
366200 - PRIVATE CONTRIBUTIONS-OTHER	3,566	0	0	0	0	0	0
367100 - CHANGE IN INVEST VALUE	69,682	12,001	0	328,714	417,040	0	0
369100 - MISCELLANEOUS INCOME	55,665	73,890	35,000	47,038	30,000	35,000	35,000
369200 - PRIOR YEARS RECOVERY	53,050	172,571	50,000	45,329	45,230	50,000	50,000
369301 - SETTLEMENT - VIEWPOINT	75,000	375,000	0	0	0	0	0
0015000 - GENERAL GOVERNMENT REVENUE TOTAL	38,881,203	41,652,430	58,144,017	37,541,388	58,450,443	44,011,954	44,373,459
Grand Total	38,881,203	41,652,430	58,144,017	37,541,388	58,450,443	44,011,954	44,373,459

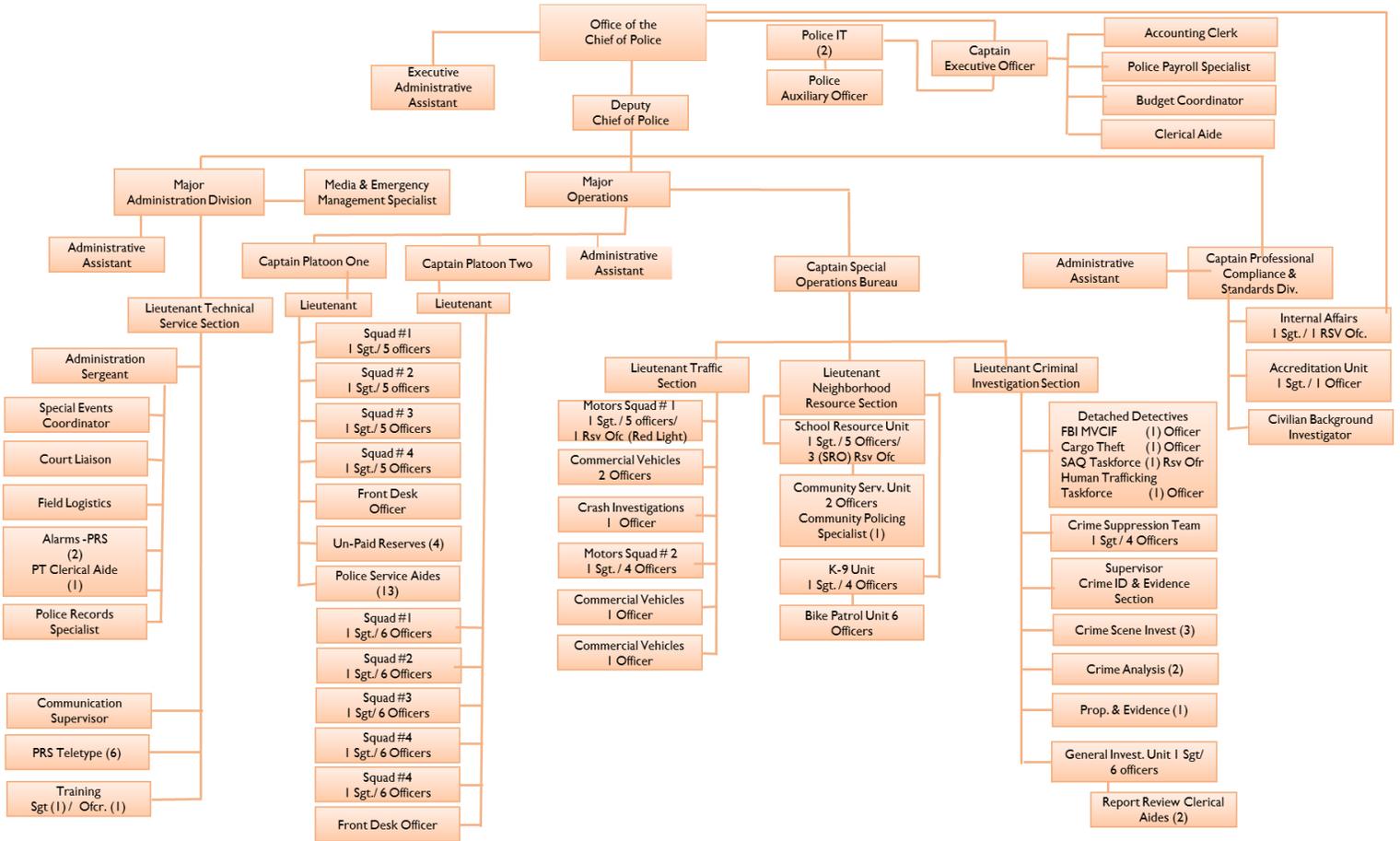


00150005 - GENERAL GOVERNMENT

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500230 - LIFE & HEALTH INSURANCE	0	11,559	15,000	22,858	20,895	28,840	28,840
500240 - WORKERS COMPENSATION	251,316	297,092	569,438	569,383	569,383	571,000	571,000
500250 - UNEMPLOYMENT COMPENSATION	18,086	1,809	5,747	0	15,000	10,000	10,000
PERSONNEL TOTAL	269,402	310,460	590,185	592,241	605,278	609,840	609,840
OPERATING							
500310 - PROFESSIONAL SERVICES	439,421	453,655	489,400	364,140	489,400	345,900	345,900
500340 - CONTRACTUAL SERVICES - OTHER	198,975	266,826	202,600	191,803	202,600	235,600	235,600
500400 - TRAVEL & PER DIEM	530	15,026	18,500	10,121	19,500	15,500	15,500
500410 - COMMUNICATION & FREIGHT	66,721	43,545	77,717	61,402	75,000	97,500	97,500
500430 - UTILITY SERVICES	165,447	160,616	175,600	141,387	175,600	167,450	167,450
500440 - RENTALS & LEASES	9,792	40,197	66,100	37,628	66,100	50,000	50,000
500450 - INSURANCE	661,417	813,977	692,098	692,098	684,562	781,000	781,000
500460 - REPAIR & MAINT - OFFICE EQUIP	3,958	4,397	4,800	1,352	4,800	4,800	4,800
500470 - PRINTING & BINDING	3,373	3,366	9,000	4,418	9,000	5,000	5,000
500480 - PROMOTIONAL ACTIVITIES	1,500,000	0	0	0	0	0	0
500490 - OTHER CURRENT CHARGES	116,628	65,956	43,500	38,272	43,500	54,100	54,100
500492 - CONTINGENT RESERVE	147,216	88,279	100,000	88,652	100,000	262,558	1,016,643
500494 - CURRENT CHARGES - BOARD FUNDS	15,490	7,350	25,000	5,064	15,000	0	0
500520 - OPERATING SUPPLIES	10,652	11,883	23,500	20,218	23,500	35,500	35,500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	0	0	0	665	0	5,000	5,000
OPERATING TOTAL	3,339,620	1,975,072	1,927,815	1,657,220	1,908,562	2,059,908	2,813,993
DEBT SERVICE							
500710 - DEBT SERVICE - PRINCIPAL	1,156,887	1,207,181	1,258,903	1,258,903	1,258,903	1,312,811	1,312,811
500712 - DEBT SERVICE - STATE OF FL	300	0	300	600	600	600	600
500720 - DEBT SERVICE - INTEREST	740,512	694,016	685,450	648,016	685,450	630,712	630,712
DEBT SERVICE TOTAL	1,897,699	1,901,197	1,944,653	1,907,519	1,944,953	1,944,123	1,944,123
GRANTS & AIDS							
500820 - GRANTS & AIDS	45,000	60,000	142,500	112,987	142,500	145,000	145,000
GRANTS & AIDS TOTAL	45,000	60,000	142,500	112,987	142,500	145,000	145,000
OPERATING TRANSFERS							
500910 - OPERATING TRANSFERS OUT	0	0	3,790,000	3,790,000	3,790,000	0	0
500912 - TRANSFER OUT-CAPITAL IMPRV FND	0	300,000	350,000	350,000	350,000	0	0
500914 - TRANSFER OUT-INFRASTR. REP. FUND	0	100,000	100,000	100,000	100,000	500,000	500,000
500915 - TRANSFER OUT-OPEB LIABILITY	0	0	0	0	0	500,000	500,000
OPERATING TRANSFERS TOTAL	0	400,000	4,240,000	4,240,000	4,240,000	1,000,000	1,000,000
Grand Total	5,551,720	4,646,729	8,845,153	8,509,967	8,841,293	5,758,871	6,512,956



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 2017

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

- **Crime Rate**

The Police Department reports an increase in overall crime in Doral of approximately 7.47% for FY2016-2017*, the majority related to thefts. The Department is responding to challenges posed by the City's growth. New entertainment and dining areas and expanding residential communities add to the potential for additional criminal activity. The Police Department credits the proactive enforcement efforts of its police officers and their commitment to community policing as two main reasons for keeping crime rates low. (* As of 06-25-2017)

- **Building**

The expansion of the Police Department's headquarters building located at 6100 NW 99 Avenue is complete and the building is operational. The Police Department is currently moving evidence from the Miami-Dade Property Room to the new Property and Evidence Room at the Police Headquarters. The expansion will allow the Police Department to grow in order to meet the policing needs of the future.

The City approved the building of a police substation to be located at NW 97th Avenue

& 35th Street. The building is expected to be completed by the end of FY2016-2017. The expansions are necessary as the Police Department grows in number and in the types of services it provides to the Doral community.

- **Organization / Hires / Promotions**

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

During FY 2017 the Police Department grew by 7 additional police officers and 7 civilian employees to keep pace with the demand for police services. Internally, the Department promoted 1 Major and 1 Sergeant.



- **New Positions / Unit Enhancements**

Community Policing

The Police Department added a Community Policing Specialist to its workforce. The CPS works hand-in-hand with staff and officers to maintain the established relationships with our residential and business communities while promoting new community policing initiatives. The Police Department is fervent in its commitment to maintaining strong bonds with the community it serves.

Crime Scene Investigator

The City's growth and the added demands on the Police Department required the addition of a crime scene investigator. Maintaining adequate staffing of the Crime Scene Section is vital to the proper documentation of crime scenes and the successful prosecution of criminal offenders.

Property & Evidence Specialist

The completion of the Police Headquarters expansion brought with it a fully functional property and evidence room. A Property & Evidence Specialist was added to ensure a smooth transition from the MDPD Property Room to the DPD Property Room.

Civilian Investigator

As the City grows so must its Police Department. The hiring of new police personnel requires extensive background investigations. The addition of the Civilian Investigator to assist with background checks means a sworn officer can attend to the City's policing needs.

Communications Manager

Police Communications goes beyond mere operation and monitoring of police radios. State law and FDLE mandates require detailed records be kept and proper oversight of persons with access to sensitive information. A civilian Communication Manager means a sworn officer can be relieved of these administrative tasks.

- **Training**

Leadership Training

The Police Department is committed to continued leadership courses for all police personnel. The courses were geared toward developing leadership qualities for police personnel. The sessions also served as a unifying factor stressing the Department's moto of One Voice One Goal.

Citizens Police Academy

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

D.A.R.E.

The Police Department remains committed to prevention through education. The DARE program serves as an example of how the Police Department educates citizens. This year, over 1,000 students participated in and graduated from the DARE program. DARE allows the Department to interact



with schools, teachers, parents, and students. Personal interaction between DARE officers and the community serves to build stronger bonds between the police and the community.

Police Gym

The expansion of the Police Headquarters building allowed for the installation of a police gym. Physical fitness is an important component to the police force. The in-house gym will encourage personnel to remain physically fit.

Command School

One police lieutenant attended the School of Policing Staff and Command course offered by Northwestern University. The Police Department encourages all staff members to attend advanced educational courses aimed at keeping pace with the current changes and trends in policing.

Crime Analysis

One of two crime analysts attended the FDLE Crime Analyst Academy and

successfully graduated from the course. This training will enhance the employee's abilities and benefit the department's overall effectiveness. Crime analysis is a vital component in predicting crime, recognizing current crime trends, and assisting with the allocation of police resources for crime prevention.

- **Special Operations**
DUI Check Point

The Police Department recognizes the importance of keeping impaired drivers off of the streets of Doral and implemented a DUI check point in the City. The Police Department conducted the DUI checkpoint to promote its Zero Tolerance toward impaired driving. The goal of this operation was to identify and apprehend impaired drivers before they caused harm to others with Zero-Tolerance for motorists violating Florida's DUI laws.



POLICE DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2015-16	PROJECTED FY 2016-17	PROJECTED FY 2017-18
Administrative:			
Internal Investigations Conducted	14	15	20
Vehicles Purchased	18	25	28
Communications:			
Total Calls for Service	29809	32790	33000
Crime Analysis:			
Total Violent Crimes	76	84	85
Total Non-Violent Crimes	1683	1860	1870
Total Crime Offenses	1759	1944	1965
Patrol:			
Total Arrests			
Citations - Moving Violations	11065	9460	11618
Non-Moving & Parking	12946	10320	13593
Criminal Investigation Division:			
Total Cases Assigned	537	737	850
Total Cases Cleared	273	405	470
Total Arrests	111	131	154
Crime Scenes Processed BY CSI ONLY	451	485	620



POLICE OBJECTIVES FOR FY 2018

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

- **Crime Rate**

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

- **Building**

The Police Department expects to complete the substation by the start of FY2017-2018. The substation will enhance citizen accessibility to police services.

- **Hires**

As the population in Doral grows, so must the Police Department. The Police Department will focus on enhancing civilian support personnel to the workforce. In order to meet administrative demands, the Police Department will add an accounting clerk to assist with payroll and budgeting. Four reserve officers will be added: one to manage the red light camera program and three to work a 28-hour week as school resource officers. The additional personnel are necessary to keep pace with growth and continue crime prevention initiatives.

- **Training**

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

- **Fleet**

The Police Department will continue to revitalize its aging fleet through the acquisition of approximately 13 new police vehicles budgeted from the General Fund and 11 new police vehicles budgeted from the Police Impact Fee fund.

- **Police Equipment**

The Police Department will acquire ballistic body armor, handguns, and electronic control devices (Tasers) to equip recently hired officers and/or replace aging/obsolete equipment.

The Police Department will also purchase radio base stations to replace broken and obsolete radio equipment in its dispatch center.

- **Property and Evidence Unit**

The Police Department will complete its transition to the new Property & Evidence room. Items will be moved from the Miami-Dade property room and stored at the Police Department's Property & Evidence room. The proper handling and storage of property and evidence is a necessary component of the criminal justice system.



All items will be inventoried as they leave MDPD custody and re-inventoried as they are stored at the police headquarters location. This will result in a double inventory of all items and assure proper accountability of case evidence.

- **Professional Associations/Conferences**

All police staff personnel have membership in the International Association of Chiefs of Police and select groups are members of the Police Executive Research Forum, the Florida Police Chiefs Association, and the Miami-Dade County Police Chiefs Association.

Department members will attend IACP conference in Philadelphia, Pennsylvania, and the National Association of Women Law Enforcement Executives conference. Membership and participation in these organizations allows staff to build professional networks and stay on top of current law enforcement trends.

- **Special Recognitions**

The Police Department was honored by Lt. Daniel Muñecas' graduation from Northwestern University's Staff & Command School. The Department encourages its staff to better its leadership skills through continuous education.

Detective Gerard Starkey received the Task Force Officer of the Year Award for the entire nation. This is a prestigious award that brings recognition to Detective Starkey's commitment to law enforcement and the City of Doral.

Chief Donald W. De Lucca served as the 104th President of the International Association of Chiefs of Police in 2017. The Department is honored by the accolades afforded to Chief De Lucca and is committed to showing its support of the Chief through its dedicated service to the Doral community.

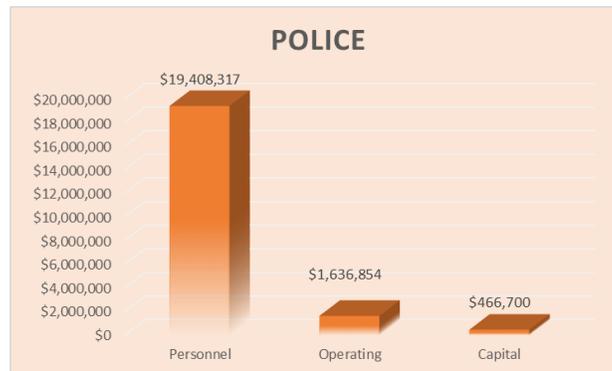


POLICE STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2017-18	ASSOCIATED COST
Communication - Stats and Facts	Provide statistical crime data to the community. (Automated using dashboards created by IT Department)	\$ -
Communication - Messaging	Use messaging technology to distribute information (Twitter, In-Telligent, Everbridge, 3-1-1 App, Information Kiosks)0	\$ -
Communication - Community Policing	Citizen education and assimilation using outreach programs.	\$ 500.00
Communication- Community Policing	Attendance at HOA meetings	
Communication- Community Policing	Participate in community out reach events such as Coffee-with-a-Cop	\$ -
Communication- Community Policing	Conduct business seminars pertaining to public safety issues, active shooter, and the like	\$ 600.00
Communication- Community Policing	Literature campaigns promoting public safety issues	\$ 5,000.00
Communication- Community Policing	Bike Rodeos, Kid Safety Kits, Mentoring, Toy Drives, Crime Watch, DARE, Field Days, RadKids, Thanksgiving Day outreach, KAPOW	\$ 59,000.00
Communication- Community Policing	Citizen Police Academy	\$ 4,200.00
Quality of Place- Relations with Schools	Participate in parent-teacher meetings, meet with School Board members	
Quality of Place- Resource Recovery Facility.	Monitor truck traffic in area of the resource recovery facility on NW 97 AVE & 74 ST	
Quality of Place- Increase Police Presence	High visibility traffic enforcement and DUI Check Points	\$ 21,000.00
Quality of Place- Noise, Illegal Units/Housing, Business Licensing, and other related code infractions	Work with the Code Enforcement Department to reduce violations of City ordinances.	
TOTAL	\$ 90,300.00	



POLICE BUDGET HIGHLIGHTS



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

- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation. There was an increase in School Crossing Guards for added safety for our children.
- **310 Professional Services** - Decrease in outsourced trainer and Sergeants exam. In addition, the Amended Budget includes the encumbrance carryforward related to the Police Substation.
- **342 Contractual-School Crossing Guards** – The increase in this account is based on Miami-Dade County estimates.
- **343 Contractual-Safety Red Light Cameras** – The increase in this account is due to the implementation of the Red Light camera program.
- **400 Travel & Per Diem** - Decrease in Travel & Per Diem for personnel to attend more local trainings.
- **410 Communications & Freight** - Decrease in investigational programs and freight charges.
- **440 Rentals & Leases** - Decrease of a motorcycle lease, a surveillance rental and the usage of the MDPD Property & Evidence Storage.
- **460 Repairs & Maintenance** - Decrease in vehicles repairs & maintenance. Public Works will now be handling maintenance to our Fleet.
- **510 Office Supplies** - Increase to supply all Police Buildings.
- **520 Operating Supplies** -Decrease due to a reduction in police uniform & gear as well as uniform and equipment for the Tactical Response team.
- **523 Operating Supplies-Community Service** - Increase the DARE funds to teach more classes at our schools.
- **540 Dues, Subscriptions, & Memberships** Decrease to host more in-house trainings to continue to provide excellent service to the residents of the City.
- **640 Capital Outlay Office** -Tasers will be purchased on a 3-year cycle of 30 a year. Radio equipment for our Dispatch center as it is the first means of safety. Purchase of ballistic vest, which expire every 5 years.
- **641 Capital Outlay Vehicles** - Purchase of Police Vehicles, Police Service Aide Vehicles and Police Truck in continuing to update the Fleet.



**POLICE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1	\$ 187,500
	Administrative Salaries Total	1	1	1	1	1	\$ 187,500
500.121 - Full Time Salaries Sworn	Deputy Chief	1	1	1	1	1	\$ 126,830
	Major	1	1	2	2	2	\$ 201,888
	<i>Service Award 5 yr</i>						\$ 1,682
	Captain	1	6	5	5	5	\$ 462,298
	<i>Service Award 5 yr</i>						\$ 765
	<i>Service Award 10 yr</i>						\$ 12,351
	Executive Assistant to the Chief	1	0	0	0	0	\$ -
	Lieutenant	7	6	6	6	6	\$ 514,222
	<i>Service Award 10 yr</i>						\$ 17,141
	Sergeant	16	18	19	19	19	\$ 1,357,342
	<i>Service Award 10 yr</i>						\$ 40,738
	Police Officer / Trainee	81	90	97	97	97	\$ 5,710,223
	<i>Service Award 5 yr</i>						\$ 5,703
	<i>Service Award 10 yr</i>						\$ 72,023
	Police Officer / Reserve ¹	10	5	2	6	6	\$ 237,600
	Police Non-Paid Reserve ¹	0	10	10	4	4	\$ -
	Auxiliary Officer	1	1	1	1	1	\$ -
	Full Time Sworn Salaries Total	119	138	143	141	141	\$ 8,760,806
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	1	1	1	\$ 63,679
	<i>Service Award 10 yr</i>						\$ 2,123
	Administrative Assistant	3	3	3	3	3	\$ 124,677
	<i>Service Award 10 yr</i>						\$ 4,156
	Crime Inv. Evidence Supervisor	0	1	1	1	1	\$ 60,948
	<i>Service Award 5 yr</i>						\$ 508
	Crime Scene Technician	2	2	3	3	3	\$ 124,868
	<i>Service Award 5 yr</i>						\$ 358
	Police Service Aide	15	11	13	13	13	\$ 451,108
	<i>Service Award 5 yr</i>						\$ 306
	Crime Analyst	2	2	2	2	2	\$ 101,792
	<i>Service Award 10 yr</i>						\$ 1,655
	Court Liaison Coordinator	1	1	1	1	1	\$ 48,108
	<i>Service Award 10 yr</i>						\$ 1,604
	Clerical Aides	3	3	3	1	1	\$ 40,728
	<i>Reclassified to Police Review Specialist</i>	0	0	0	2	2	\$ 67,625
	Police Field Logistics Specialist	1	1	1	1	1	\$ 42,093
	Police Budget Coordinator	0	1	1	1	1	\$ 57,432
	Grant Coordinator	1	0	0	0	0	\$ -
	Records Specialist / Teletype	8	8	8	8	8	\$ 289,637
	<i>Service Award 5 yr</i>						\$ 933
	Record Management Specialist	1	1	1	1	1	\$ 37,974
	Property & Evidence Specialist	1	0	1	1	1	\$ 37,419
	Police Special Events Coordinator	1	1	1	1	1	\$ 53,422
	Payroll Specialist	0	1	1	1	1	\$ 43,529
	<i>Service Award 10 yr</i>						\$ 1,451
	Media & Emergency Management Specialist	0	1	1	1	1	\$ 84,239
	Public Safety Technical Services Manager	0	1	1	1	1	\$ 69,148
	NEW Accounting Clerk ²	0	0	0	1	1	\$ 30,340
	Community Policing Specialist	0	0	1	1	1	\$ 68,467
	<i>Service Award 10 yr</i>						\$ 2,282
	Civilian Investigator	0	0	1	1	1	\$ 51,937



**POLICE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.130 - Other Salaries	Communication Manager	0	0	1	1	1	\$ 40,598
	Service Award 10 yr						\$ 1,353
	IT Technician - Public Safety	0	1	1	1	1	\$ 53,586
	Full Time Salaries Total	40	40	47	48	48	\$ 2,060,083
	Part Time						
	Clerical Aide	1	1	1	1	1	\$ 33,857
	Other Salaries Total	1	1	1	1	1	\$ 33,857
	Total	161	180	192	191	191	\$ 11,042,246

¹ RECLASSIFIED - 6 Police Non-Paid Reserve Officer Positions to Police Officer / Reserve (Paid)

² NEW - Accounting Clerk

0016000 - POLICE

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
0016000 - POLICE REVENUE							
313920 - TOWING FEES	8,625	10,500	12,500	11,235	10,000	10,000	10,000
329200 - ALARM PERMITS	301,110	273,188	300,000	246,584	250,000	270,000	270,000
331201 - DOJ COPS TECH GRANT 2010	206,925	0	0	0	0	0	0
331206 - FDOT HVE GRANT	0	11,354	0	14,984	14,984	0	0
334200 - STATE OF FL JAG GRANT -2009	0	16,025	0	0	0	0	0
337200 - GRANT- BYRNE PROGRAM	15,074	0	0	0	0	0	0
342100 - POLICE SERVICES	812,615	827,826	850,000	802,049	800,000	800,000	800,000
342110 - POLICE SERVICES - RECORDS	3,307	13,649	13,000	9,385	10,000	10,000	10,000
342115 - SCHOOL CROSSING GUARDS	71,111	52,334	65,000	53,623	70,000	65,000	65,000
351100 - JUDGEMENTS & FINES	134,787	212,923	170,000	145,234	180,000	200,000	200,000
351150 - SAFETY REDLIGHT CAMERAS	168,122	8,171	0	2,066	1,577	561,000	561,000
369103 - POLICE AUTO TAKE HOME PGM	87,150	93,290	90,000	84,400	90,000	65,000	65,000
0016000 - POLICE REVENUE TOTAL	1,808,827	1,519,261	1,500,500	1,369,560	1,426,561	1,981,000	1,981,000
GRAND TOTAL	1,808,827	1,519,261	1,500,500	1,369,560	1,426,561	1,981,000	1,981,000

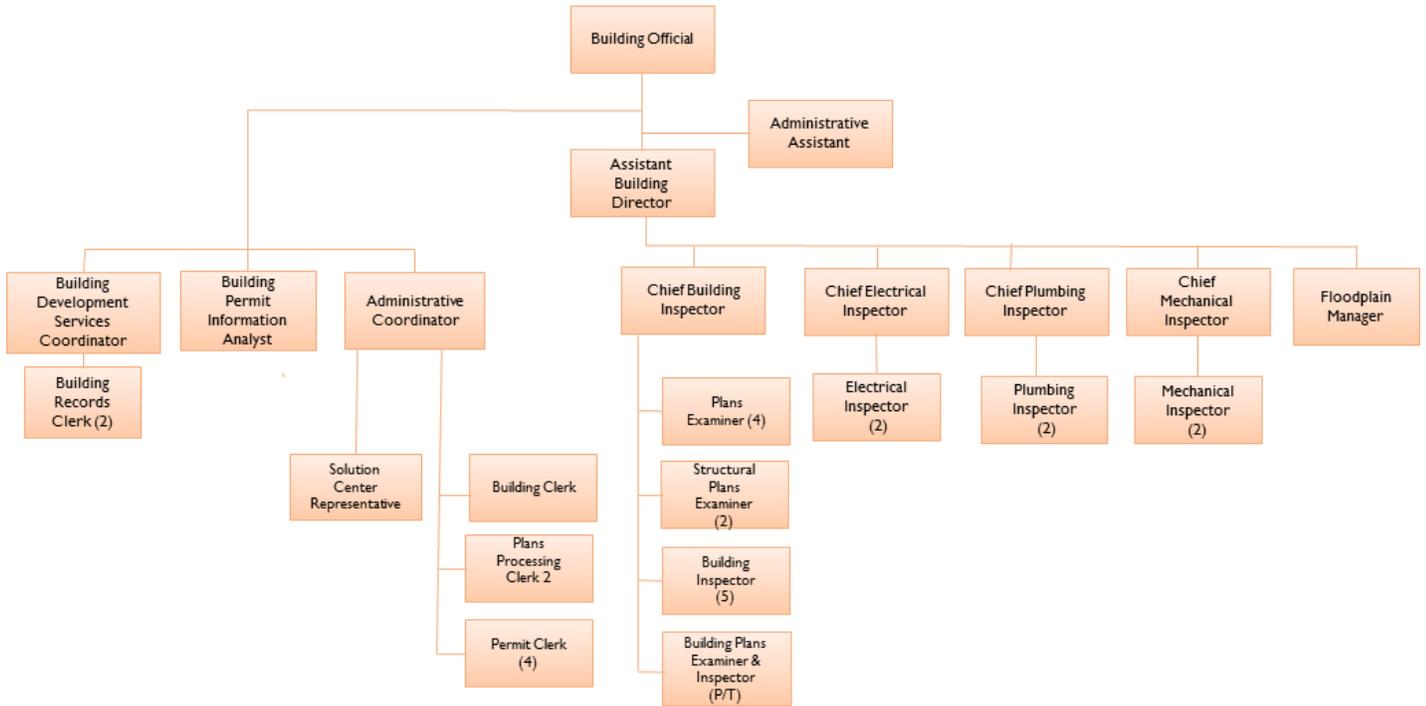


00160005 - POLICE

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	138,600	148,402	153,948	137,820	153,948	160,152	187,500
500120 - FULL TIME SALARIES	1,148,677	1,555,999	1,954,398	1,437,307	1,706,138	2,060,084	2,060,084
500121 - FULL TIME SALARIES - SWORN	6,225,624	7,117,683	8,244,916	6,673,488	7,642,454	8,760,805	8,760,805
500125 - COMPENSATED ABSENCES	85,484	313,708	395,849	28,777	395,849	406,787	407,839
500130 - OTHER SALARIES	41,220	25,523	31,598	24,112	27,526	33,857	33,857
500140 - OVERTIME	547,639	546,523	635,240	604,936	737,743	730,526	730,526
500144 - OVERTIME - HOLIDAY PAY	276,743	356,773	375,000	353,699	457,856	431,250	431,250
500150 - SPECIAL PAY - OFF DUTY	715,569	678,215	625,000	560,654	734,770	656,250	656,250
500151 - SPECIAL PAY - DIFFERENTIAL	162,701	191,665	200,000	147,644	200,000	200,000	200,000
500152 - SPECIAL PAY - INCENTIVE	92,967	95,940	97,500	86,690	97,500	97,500	97,500
500210 - FICA & MICA TAXES	699,328	820,930	973,910	739,987	931,095	1,036,793	1,038,965
500220 - RETIREMENT CONTRIBUTION	1,797,673	2,232,304	2,439,717	2,167,620	2,372,717	2,707,411	2,713,775
500230 - LIFE & HEALTH INSURANCE	1,164,710	1,136,048	2,079,400	1,724,131	2,079,400	2,357,715	2,089,966
PERSONNEL TOTAL	13,096,937	15,219,713	18,206,476	14,686,865	17,536,996	19,639,130	19,408,317
OPERATING							
500310 - PROFESSIONAL SERVICES	16,793	14,636	273,075	64,388	273,074	27,600	27,600
500342 - CONT - SCHOOL CROSSING GUARDS	183,926	169,707	260,000	159,875	220,000	287,000	287,000
500343 - CONTR-SAFETY REDLIGHT CAMERAS	74,823	0	0	0	0	561,000	561,000
500350 - INVESTIGATIONS	0	0	1,500	394	500	1,500	1,500
500400 - TRAVEL & PER DIEM	35,943	43,468	58,089	43,588	54,103	39,608	39,608
500410 - COMMUNICATION & FREIGHT	28,242	25,982	25,250	17,896	22,639	26,600	26,600
500430 - UTILITY SERVICES	223	0	8,000	0	8,000	0	0
500440 - RENTALS & LEASES	113,132	129,656	181,670	141,654	178,802	148,900	148,900
500460 - REPAIR & MAINT - OFFICE EQUIP	402,072	177,827	230,150	178,961	212,000	140,150	140,150
500461 - REPAIR & MAINT - VEHICLES	0	18,300	0	0	0	0	0
500470 - PRINTING & BINDING	4,705	6,422	7,500	7,171	7,500	7,500	7,500
500480 - PROMOTIONAL ACTIVITIES	3,111	3,015	6,600	1,706	2,884	5,000	5,000
500510 - OFFICE SUPPLIES	21,130	22,454	25,150	21,783	24,150	25,358	25,358
500520 - OPERATING SUPPLIES	124,357	211,556	238,821	209,664	220,000	215,700	215,700
500521 - OPERATING SUPPLIES - FUEL	12,610	10,499	18,000	12,307	15,432	18,000	18,000
500523 - OP SUPP - COMMUNITY SERVICES	65,127	52,098	56,000	53,930	56,000	59,000	59,000
500525 - DOJ BYRNE GRANT - OPERATING	5,588	0	0	0	0	0	0
500527 - OPERATING SUPPLIES - CRYWOLF A	25,210	20,830	24,150	24,106	24,150	25,358	25,358
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	43,259	67,150	64,900	51,723	62,597	48,580	48,580
OPERATING TOTAL	1,160,251	973,600	1,478,855	989,145	1,381,831	1,636,854	1,636,854
CAPITAL OUTLAY							
500620 - CAPITAL - BUILDING	16,750	2,424,463	5,300,697	4,959,062	5,300,697	0	0
500640 - CAPITAL OUTLAY - OFFICE	205,672	151,411	527,404	320,434	527,404	70,700	70,700
500641 - CAPITAL OUTLAY - VEHICLES	617,765	1,144,927	874,190	58,838	855,000	396,000	396,000
500642 - DOJ BRYNE GRANT CAPITAL OUTLAY	9,490	16,025	0	16,633	16,633	0	0
500647 - CAPITAL - TECH GRANT 2010	204,000	0	0	0	0	0	0
500653 - CAPITAL OUTLAY-EOC	0	17,163	0	0	0	0	0
CAPITAL OUTLAY TOTAL	1,053,677	3,753,989	6,702,291	5,354,967	6,699,734	466,700	466,700
Grand Total	15,310,864	19,947,302	26,387,622	21,030,977	25,618,561	21,742,684	21,511,871



BUILDING DEPARTMENT



BUILDING DEPARTMENT FUNCTION

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



BUILDING DEPARTMENT ACCOMPLISHMENTS FOR FY 2017

- Boiler Program Revamp - Building Department Boiler Program.
- Update Department Forms available to the public
- Revamp Building Department Customer Surveys
- Update Building Department informational flyers
- Professional Certification Program (Facilitate training opportunities to employees to obtain additional certifications)
- HOA Outreach Program
- Doral Q Sign In System

BUILDING DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL 2015-16	PROJECTED FY 2016-17	PROJECTED FY 2017-18
Permit Numbers Issued	11,481	10,446	10,654
Plan Reviews Completed	21,511	16,215	16,539
Inspections	52,153	53,704	54,778

BUILDING DEPARTMENT OBJECTIVES FOR FY 2018

- Implement Electronic Application Submittal Program
- Boiler SOP update for new CD Plus program
- Re Design Professional Design Meetings
- Retain Part Time employees to diminish plan review time scale (OPR / Expedites)
- Employee Retention Program through training and certification
- Public Outreach Program
- Restructure plan reviews process to accommodate public (residents and small business)
- Additional Permitting and Plan review services offered at Satellite Facility
- Permit Application Submittal Workshops
- Customer Service Training for employees



BUILDING DEPARTMENT BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on individual's performance evaluation. Overtime related costs for plan review and inspection services have been eliminated
- **310 Professional Services** – Increase in funding request is due to an anticipated need for additional outsourcing of plans review and inspection services, this cost is offset by a reduction in staff related overtime funding.
- **400 Travel and Per Diem** – Decrease in funding request due to the related costs of decreased training and certification required.
- **461 Repairs and Maintenance Vehicle** – Decrease in funding request is due to the transfer of vehicle maintenance costs to the Public Works department.
- **510 Office Supplies** – Decrease in funding request is due to the elimination of a one-time purchase for technical staff.
- **520 Operating Supplies** - This line item includes costs associated with all types of supplies consumed in the conduct of operations and decreased in comparison to previous fiscal year.
- **540 Dues, Subscriptions, & Memberships** - This line item includes costs associated with dues and memberships not covered by State Fee Fund. This account decreased in Certifications/Examinations.
- **541 Dues, Subscriptions, Membership & Training** - This line item increased and it includes costs associated with enforcing the Florida Building code which is recoverable through the State Fee Fund.
- **641 Capital Outlay Vehicles** -This line item includes the costs associated with the purchasing of heavy equipment and vehicles.



BUILDING DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2017-18	ASSOCIATED COST
Online Payment Program	Combine efforts with IT and Finance to establish program to receive payment on line for upfront, regular permit fees, early start permits and TCO (Temporary Certificates of Occupancy)	Currently Estimating Cost
Public Flood Outreach Program	Produce flyers to educate public of the risks associated with flooding, and the different measures used to mitigate damage.	\$ 3,000.00
HOA Public Outreach Program	Produce educational flyers for Property Management and residents.	\$ 4,500.00
	TOTAL	\$7,500



**BUILDING DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries	Building Official	1	1	1	1	1	\$ 123,549
	Administrative Salaries Total	1	1	1	1	1	\$ 123,549
500.120 - Full Time Salaries	Assistant Building Director	0	1	1	1	1	\$ 99,570
	<i>Service Award 5 yr</i>						\$ 830
	Administrative Assistant	1	1	1	1	1	\$ 33,529
	Administrative Coordinator	1	1	1	1	1	\$ 60,017
	<i>Service Award 10 yr</i>						\$ 2,001
	Building Development Service Coord.	1	1	1	1	1	\$ 52,572
	Building Clerk	1	1	1	1	1	\$ 34,620
	Records Clerk	2	2	2	2	2	\$ 72,156
	Plans Processing Clerk I/II	2	2	2	2	2	\$ 73,981
	<i>Service Award 5 yr</i>						\$ 330
	Permit Clerk	4	4	4	4	4	\$ 139,874
	<i>Service Award 5 yr</i>						\$ 309
	Chief Building Inspector	1	1	1	1	1	\$ 89,854
	Flood Plain Manager	1	1	1	1	1	\$ 75,546
	Building Plans Examiner & Sr. Plans Examiner	2	2	0	0	0	\$ -
	Building Inspector	4	4	5	5	5	\$ 326,953
	Chief Mechanical Inspector	1	1	1	1	1	\$ 94,082
	Mechanical Inspector	2	2	2	2	2	\$ 131,245
	Chief Plumbing Inspector	1	1	1	1	1	\$ 98,115
	Plumbing Inspector	2	2	2	2	2	\$ 137,936
	Plumbing Inspector	1	1	0	0	0	\$ -
	Plans Examiner	0	0	4	4	4	\$ 317,552
	Chief Electrical Inspector	1	1	1	1	1	\$ 98,112
	Electrical Inspector	2	2	2	2	2	\$ 121,893
	Lead Electrical Inspector	1	1	0	0	0	\$ -
	Permitting Information Analyst I	1	1	1	1	1	\$ 45,925
	Solution Center Representative	1	1	1	1	1	\$ 31,076
	Structural Plans Examiner	1	2	2	2	2	\$ 187,047
	Certifications Incentives	0	0	0	0	0	\$ 24,000
	Full Time Salaries Total	34	36	37	37	37	\$ 2,349,125
500.130 - Other Salaries	Plans Examiners & Inspectors-P/T	3	2	1	1	1	\$ 56,501
	Other Salaries Total	3	2	1	1	1	\$ 56,501
	Total	38	39	39	39	39	\$ 2,529,175



0017000 - BUILDING

			AMENDED	YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
0017000 - BUILDING REVENUE							
322100 - BUILDING PERMITS	8,172,932	8,112,153	7,500,000	4,853,463	5,335,000	5,441,000	5,441,000
329101 - OTHER FEES - BOILER FEES	55,620	51,898	58,000	40,261	39,000	40,000	40,000
329500 - CERTIFICATES OF OCCUPANCY	379,468	546,994	320,000	563,901	500,000	400,000	400,000
329600 - CONCURRENCY FEES	200,674	157,885	121,275	95,913	120,000	98,000	98,000
341302 - OPTIONAL PLAN REVIEW FEE	136,135	126,370	110,000	121,343	135,000	135,000	0
341303 - BUILDING TRAINING FEES	0	13,825	29,000	28,820	28,820	53,117	53,117
341902 - BLDG ADMINISTRATIVE FEES	98,978	140,951	125,000	121,149	130,000	140,000	140,000
341903 - BLDG RECORDS REQUEST	76,627	81,910	80,000	70,584	75,000	71,000	71,000
342901 - BLDG RECERT FEES 40-YR	33,350	4,620	7,700	8,050	7,000	7,000	7,000
359101 - FINES - PERMIT VIOLATIONS	3,270	3,571	5,000	2,338	3,300	3,500	3,500
369101 - BLDG MISC - OT RECOVERY	352,885	497,624	400,000	357,992	400,000	100,000	100,000
369102 - BLDG MISC - COPY SCAN FEES	109,431	107,413	105,000	77,376	85,000	87,000	87,000
0017000 - BUILDING REVENUE Total	9,619,370	9,845,213	8,860,975	6,341,190	6,858,120	6,575,617	6,440,617
Grand Total	9,619,370	9,845,213	8,860,975	6,341,190	6,858,120	6,575,617	6,440,617

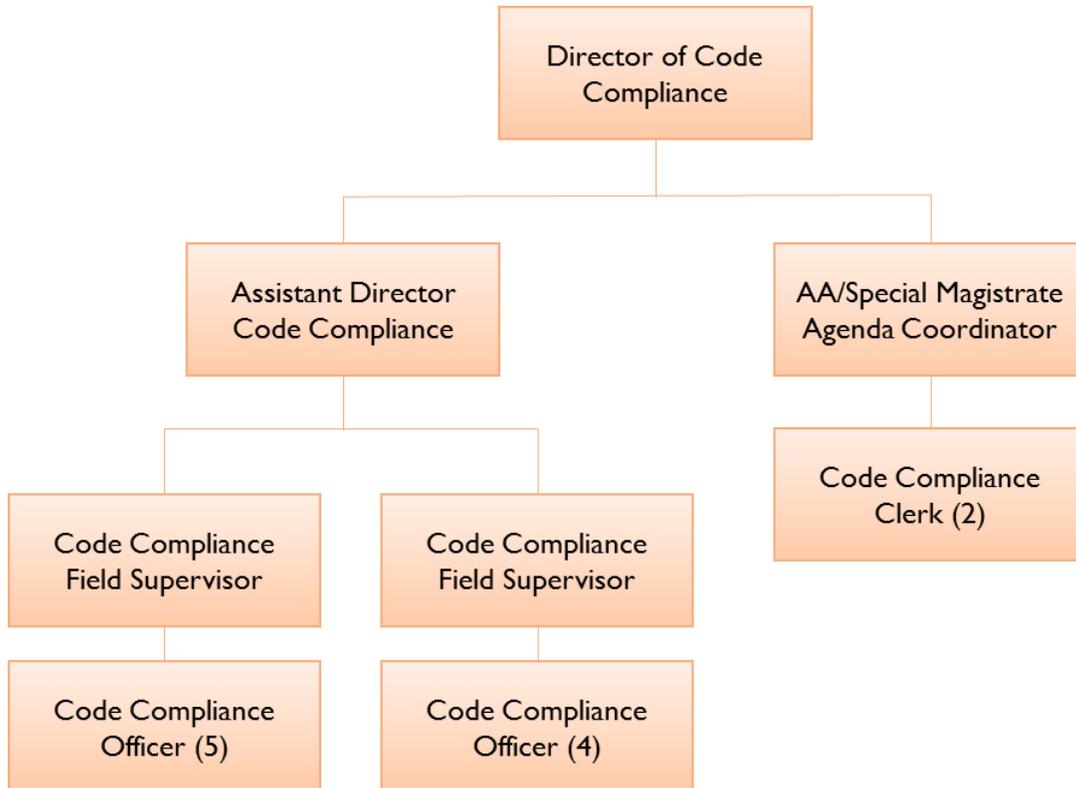


0017005 - BUILDING

	ACTUAL FY 2014-15	ACTUAL FY 2015-16	AMENDED BUDGET FY 2016-17	ACTUALS FY 2016-17	YEAR-END ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	105,854	114,164	122,722	109,997	122,721	123,549	123,549
500120 - FULL TIME SALARIES	1,729,692	2,015,628	2,304,299	1,932,706	2,304,299	2,350,641	2,349,125
500125 - COMPENSATED ABSENCES	14,693	28,052	93,734	17,863	93,734	95,031	94,973
500130 - OTHER SALARIES	136,539	51,555	65,520	14,483	25,000	56,501	56,501
500140 - OVERTIME	184,337	232,408	238,202	172,171	238,202	75,000	75,000
500143 - OVERTIME -BLDG OPTION PLAN REV	47,596	68,344	125,000	56,139	75,000	0	0
500210 - FICA & MICA TAXES	164,499	185,872	226,107	167,145	219,106	207,189	207,068
500220 - RETIREMENT CONTRIBUTION	226,251	253,682	289,777	264,480	289,777	296,485	296,303
500230 - LIFE & HEALTH INSURANCE	261,637	272,169	434,440	423,511	434,440	582,068	520,979
PERSONNEL TOTAL	2,871,098	3,221,874	3,899,801	3,158,494	3,802,279	3,786,464	3,723,498
OPERATING							
500310 - PROFESSIONAL SERVICES	264,270	372,906	400,000	392,234	400,000	500,000	500,000
500400 - TRAVEL & PER DIEM	7,364	8,626	19,056	10,879	19,056	13,000	13,000
500410 - COMMUNICATION & FREIGHT	1,305	3,089	2,500	2,218	2,500	2,450	2,450
500460 - REPAIR & MAINT - OFFICE EQUIP	27,825	645	1,390	1,385	1,360	1,410	1,410
500461 - REPAIR & MAINT - VEHICLES	16,359	12,030	20,025	16,229	20,025	9,375	9,375
500470 - PRINTING & BINDING	6,491	5,724	8,398	4,017	8,398	9,150	9,150
500510 - OFFICE SUPPLIES	8,957	10,656	12,408	12,356	12,408	8,850	8,850
500520 - OPERATING SUPPLIES	14,082	20,398	29,047	18,232	29,047	25,000	25,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	13,392	17,275	8,110	7,526	8,110	5,500	5,500
500541 - DUES/SUBS./MEMBER./TRAINING	0	13,832	28,813	19,292	28,813	12,000	12,000
OPERATING TOTAL	360,045	465,182	529,747	484,369	529,717	586,735	586,735
CAPITAL OUTLAY							
500640 - CAPITAL OUTLAY - OFFICE	90,163	0	1,462	0	0	1,000	1,000
500641 - CAPITAL OUTLAY - VEHICLES	42,437	0	66,000	65,196	65,196	69,000	69,000
CAPITAL OUTLAY TOTAL	132,600	0	67,462	65,196	65,196	70,000	70,000
Grand Total	3,363,744	3,687,056	4,497,009	3,708,059	4,397,192	4,443,199	4,380,233



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 2017



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

- Planned and executed 8th Annual "Mayor's Citizens Government Academy and secured ten food sponsorships from local businesses.
- Began participating in new joint educational workshops with Doral Police to educate the public on various issues.
- 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, Miami Dade County DERM, and Miami Dade County Fire Prevention Division, in order to assist in accomplishing the Department's mission.
- Department exceeded 24-hour response time goal to service requests by responding to all calls for service in an average time of under 5 hours.
- Developed new & continued community outreach initiatives such as the Hurricane Safety Fair, Kids and the Power of Work (KAPOW) series, etc.
- Increased the amount of evening hour details and inspections to allow officers to be able to respond to service requests and other concerns after regular hours of operation.
- Continued to update Homeowners Association (HOA) contact list to strengthen email distribution list to further enhance relationships with the communities.
- Continued assisting Economic Development by participating in monthly "New Business Start-up" workshops to help businesses.
- Continued to maintain, by use of a contractor, properties that are vacant and unattended.
- Continued assisting HOA's and Property Managers requests with neighborhood improvement inspections.
- Continuing to assist Doral Police Department with the collection of delinquent False Alarm accounts.
- Assisted 261 existing businesses to obtain a Business Tax Receipt and Certificate of Use, projected to bring \$89,481 in lost revenues.
- 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.
- Began enforcement of MOT-related work in the City during both morning and evening peak hours after effective date of ordinance regulating issuance of MOT permits.
- Continued recognition of staff with the "Employee of the Quarter" award.
- Assisted with drafting and implementing ordinances: First Aid Kits in Lodging Establishments and Sign Amendment.
- 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.
- Implemented an online and embeddable extension request form on the Code Compliance Department's webpage, which allows for more efficient and customer service-friendly relations with the public.
- Department began delivering all Military Discount decals to approved Doral-based businesses.
- Department expanded hours of operation to begin at 7:30am and end at 6:30pm.
- Department began shifting focus to stricter and more visible enforcement in the community by conducting joint details with/without Doral PD, and conducting monthly weekend residential sweeps related



to work without a permit inspection.

**CODE COMPLIANCE DEPARTMENT
ACTIVITY REPORT**

ACTIVITY	ACTUAL 2015-16	PROJECTED FY 2016-17	PROJECTED FY 2017-18
Inspections	24,730	25,472	26,236
SM Hearing Cases	247	200	250
Lien Searches	2,408	2,000	2,150
Business Tax License Compliance	261	175	200
Public Service Requests	840	900	930

CODE COMPLIANCE OBJECTIVES FOR FY 2018

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

- Develop initiatives, campaigns and compliance measures with a focus on beautification and aesthetic enhancements to private properties citywide that improves the quality of place.
- Incorporate online feature for payment of fines and administrative costs related to enforcement activities.
- Increase frequency of Keep Doral Beautiful Business Award given throughout the year.
- Increase the opportunity for residents and business owners to attend the Mayor’s Citizens Government Academy by offering an additional class.
- 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.
- Provide visibility; monitor the odor and the litter along NW 97th Avenue in the area near the Waste-to-Energy facility.
- Begin process of collection of outstanding liens, which are more than five years old.
- Review and make changes to the department’s policies and procedures to ensure consistency and maximize efficiency for officers and administrative staff.
- Continue to extend hours of operation for officers to conduct inspections and respond to service requests during the evening hours and weekends.
- Continue to reorganize the remaining Fingerlakes property owner associations in order to complete roadway and drainage repairs.
- Develop online feature for HOA ability to request Department presence at monthly HOA meetings.

CODE COMPLIANCE STRATEGIC PRIORITIES



STRATEGIC PRIORITIES	ADOPTED FY 2017-18	ASSOCIATED COST
Communication: Continue New Mayor's Citizens Government Academy	Additional graduation plaques for participants who successfully complete.	\$ 250.00
Quality of Place: Provide additional code compliance staffing on evenings and weekends	Scheduling of additional overtime for staffing on evenings and weekends to address various citizen concerns and patrols of waste facilities.	\$ 5,000.00
		\$ 5,250.00



CODE COMPLIANCE BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation.
- **130 Other Salaries** -This line item decreased due to the discontinuance of the Best Buddies program within the Department.
- **140 Overtime** - This line item increased due to the increasing staffing for evening and weekends.
- **460 Repairs & Maintenance- Office Equip** –This line item decreased as no repairs are being requested this fiscal year.
- **510 Office Supplies** – The reduction in this line item is due to the kitchen supply inventory being budgeted from the General Government (001.50005) supplies account.
- **640 Capital Outlay (Office)** -This line item decreased as no equipment and/or supplies are requested this fiscal year.
- **641 Capital Outlay (Vehicles)** - This line item decreased due to a more conservative cost estimate for the replacement of two new department fleet vehicles.



**CODE COMPLIANCE DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries	Director of Code Compliance	1	1	1	1	1	\$ 114,814
	Administrative Salaries Total	1	1	1	1	1	\$ 114,814
500.120 - Full Time Salaries	Chief Code Compliance	1	1	1	0	0	\$ -
	<i>Reclassified to Assistant Code Compliance Director</i>	0	0	0	1	1	\$ 80,429
	Code Compliance Field Supervisor	1	1	1	1	1	\$ 64,818
	<i>Service Award 5 yr</i>						\$ 540
	NEW Code Compliance Field Supervisor ¹	0	0	0	1	1	\$ 58,946
	AA/Special Magistrate Agenda Coord.	1	1	1	1	1	\$ 58,982
	Code Compliance Clerk	1	1	2	2	2	\$ 71,349
	Code Compliance Officer I, II, III	10	10	10	9	9	\$ 469,213
	<i>Service Award 5 yr</i>						\$ 762
	Lead Code Compliance Officer	0	0	0	0	0	\$ -
	Required Promo to II & III						\$ 20,000
	Full Time Salaries Total	14	14	15	15	15	\$ 825,039
500.130 - Other Salaries	P-T Code Compliance Clerk	1	1	0	0	0	\$ -
	P-T Code Compliance Clerical Aide (Best Buddy) ²	0	1	1	0	0	\$ -
	Other Salaries Total	1	2	1	0	0	\$ -
	Total	16	17	17	16	16	\$ 939,853

¹ NEW - Code Compliance Field Supervisor

² ELIMINATED - P/T Code Compliance Clerical Aide

0017100 - CODE COMPLIANCE

	AMENDED		YEAR-END				
	ACTUAL	ACTUAL	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2017-18	FY 2017-18
0017100 - CODE REVENUE							
341900 - LIEN SEARCH FEES	104,410	189,911	150,000	184,790	175,000	185,000	185,000
351100 - JUDGEMENTS & FINES	61,593	118,003	100,000	95,908	100,000	100,000	100,000
351900 - JUDGEMENTS & FINES-OTHER	0	601	5,000	2,905	5,000	5,000	5,000
359101 - FINES - PERMIT VIOLATIONS	158,602	167,476	140,000	165,793	180,000	160,000	160,000
0017100 - CODE REVENUE TOTAL	324,604	475,990	395,000	449,396	460,000	450,000	450,000
GRAND TOTAL	324,604	475,990	395,000	449,396	460,000	450,000	450,000

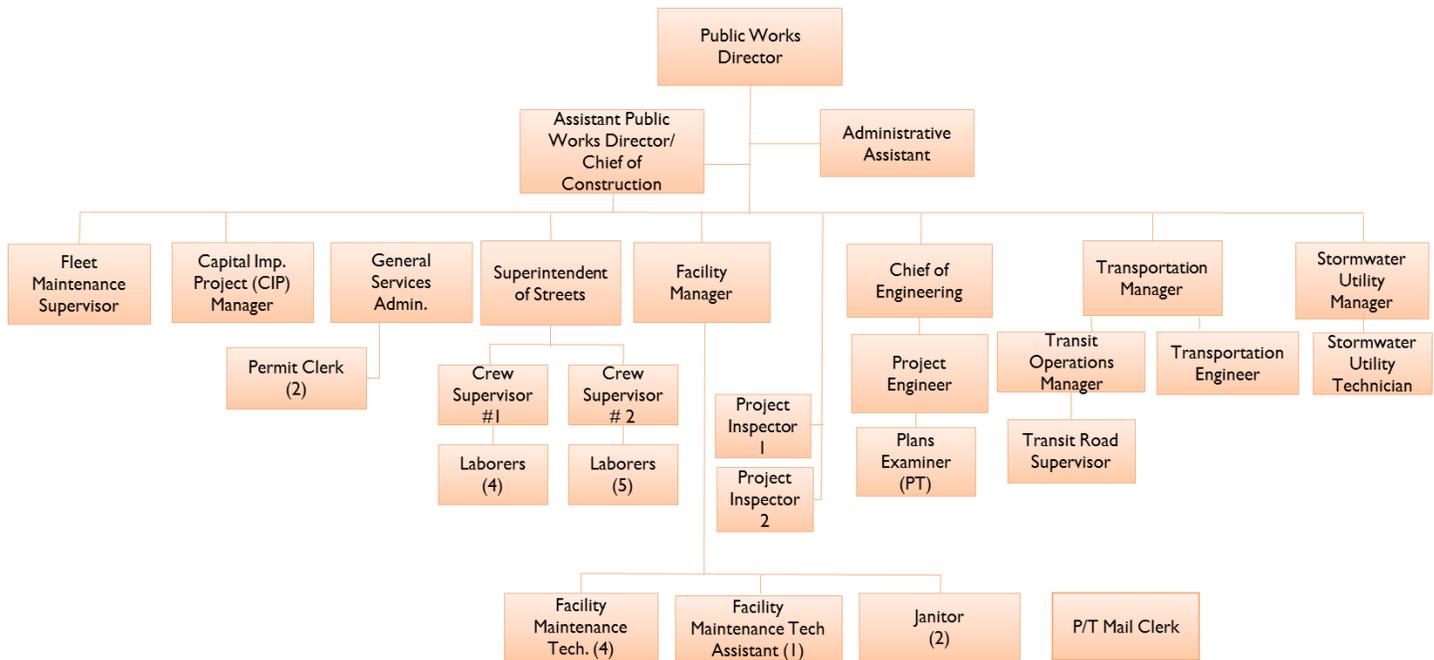


00171005 - CODE COMPLIANCE

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	97,805	110,250	110,365	98,756	110,365	114,814	114,814
500120 - FULL TIME SALARIES	645,956	720,570	805,460	644,139	805,460	825,039	825,039
500125 - COMPENSATED ABSENCES	7,035	16,362	35,135	836	35,135	36,100	36,100
500130 - OTHER SALARIES	19,353	34,819	10,816	3,754	5,000	0	0
500140 - OVERTIME	13,587	17,408	20,000	18,938	20,000	22,500	22,500
500210 - FICA & MICA TAXES	60,038	68,948	75,635	58,271	75,635	77,171	77,171
500220 - RETIREMENT CONTRIBUTION	90,870	98,712	109,621	96,602	109,621	112,627	112,627
500230 - LIFE & HEALTH INSURANCE	88,428	83,238	169,881	117,419	169,881	136,798	122,915
PERSONNEL TOTAL	1,023,071	1,150,307	1,336,914	1,038,715	1,331,098	1,325,049	1,311,166
OPERATING							
500340 - CONTRACTUAL SERVICES - OTHER	7,500	6,735	13,100	9,788	12,400	15,400	15,400
500400 - TRAVEL & PER DIEM	7,683	7,118	10,140	8,063	10,140	10,040	10,040
500410 - COMMUNICATION & FREIGHT	4,998	4,746	4,200	3,850	4,200	4,200	4,200
500460 - REPAIR & MAINT - OFFICE EQUIP	10,000	0	500	0	500	0	0
500461 - REPAIR & MAINT - VEHICLES	11,171	11,911	11,340	9,390	9,040	9,040	9,040
500470 - PRINTING & BINDING	4,318	4,728	6,650	5,506	5,650	5,900	5,900
500490 - OTHER CURRENT CHARGES	0	0	1,500	355	1,500	2,500	2,500
500510 - OFFICE SUPPLIES	3,388	3,465	4,000	3,930	4,000	3,000	3,000
500520 - OPERATING SUPPLIES	10,631	10,555	11,150	8,323	11,150	11,150	11,150
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	6,984	10,997	8,373	6,821	8,373	8,523	8,523
OPERATING TOTAL	66,674	60,254	70,953	56,025	66,953	69,753	69,753
CAPITAL OUTLAY							
500640 - CAPITAL OUTLAY - OFFICE	0	0	6,000	0	6,000	0	0
500641 - CAPITAL OUTLAY - VEHICLES	48,445	19,761	50,000	43,965	50,000	45,000	45,000
CAPITAL OUTLAY TOTAL	48,445	19,761	56,000	43,965	56,000	45,000	45,000
Grand Total	1,138,190	1,230,322	1,463,867	1,138,705	1,454,051	1,439,802	1,425,919



PUBLIC WORKS DEPARTMENT



PUBLIC WORKS FUNCTION

The Public Works Department’s (PWD) mission is to provide safe and aesthetically pleasing infrastructure for the residents, business owners, and visitors to 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 responsible for performing and monitoring many other duties in order to achieve our ultimate goal of providing exceptional services to the public.



PUBLIC WORKS ACCOMPLISHMENTS FOR FY 2017

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

Administration

- Managed and compiled Microsoft Dynamic Customer Service Request (311) to document all service request received by the department.
- Continuously developed Standard Operation Procedures (SOP) for all main functions of the Department for standardization of all processes.
- Coordinated and conducted eight adopt-a-street events, assisting City operations with the removal of over five hundred pounds of garbage from City's right-of-way.
- Maintained quarterly inventories of subdivision improvement agreements and bond inventory, and transferred to the Finance Department.
- Continuously provided updates to the Webmaster for PWD webpage.
- Coordinated Odor Monitoring Plan for the Medley Landfill and Resource Recovery Plant that reviewed current operations in order to minimize odor complaints.
- Prepared and maintained all records related to the permitting process including, but not limited to, establishing computerized records, filling, and scheduling of inspection requests.
- Continued with City programs and initiatives to reduce our impact on Climate Change.
- Continued to assist and coordinate programs and directives for the Doral Environmental Advisory Board (DEAB).
- Secure contract services through invitation to bid (ITB) for the printing, permitting, installation, and removal of City light pole banners from 2016 thru 2018.
- Presented final report to City Council of the findings associated with the Environmental Audit performed on the Waste to Energy (WTE) and Landfill facilities, in order to ensure their compliance with health regulations and permitting requirements.
- Coordinated the formation of the Green Action Committee (GAC) to prepare and submit backup documentation as part of the application for the re-certification of the City of Doral as a Florida Green Local Government with the Florida Green Building Coalition.
- Coordinated and collaborated with the Parks & Recreation Department to produce the Earth Day / Art Walk event on Saturday, April 22nd, 2017.
- Coordinated and processed co-designation application for NW 52nd Street between NW 107th Ave and NW 97th Ave as "Max Salvador Way".
- Coordinated and produced the PW Signature Events: Arbor Day, Electronic Recycling Drive, WE-LAB Workshop, Employee Recycling Training Workshop, eight Adopt-a-Street's event, one Street Co-Designation, 2017 National Public Works Week Awareness Program, Relay for Life, World Environmental Day, Mosquito Abatement Workshop, and others.
- Initiated the process of obtaining the American Public Works Association (APWA) Accreditation of the City's department operations.
- Initiated "The Million Orchid Project" in partnership with the Fairchild Tropical



Botanical Garden. First soft planting at the Downtown Doral Park.

- Attended agenda setting, meetings, and serve as a liaison for the City at the “100 Resilient Cities” under the Greater Miami and the Beaches’ Resilience Challenge.
- Prepared and submitted the application for the certification as TREE City USA for the eight consecutive year.

Construction & Public R/W Maintenance

- Commenced with WO No.’s 17-01 and 17-02 of the City’s milling and resurfacing plan.
- Continued to provide tree permits and respond to tree inquiries from internal and external customers.
- Addressed all CRM’s and document for completion, prepared information 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.
- Completed construction of NW 52 Street from NW 107 – 97 Avenue and NW 102 Avenue from NW 41 – 58 Street milling and resurfacing and bicycle lane project.
- Completed construction of NW 66 Street roadway from NW 102 – 97 Avenue.
- Completed new roadway construction of

NW 92 Avenue from NW 28 - 33 Street.

- Continued with restoration of damaged sidewalks identified throughout the City.
- Continued restoration of landscaping on median bullnoses and Monuments citywide.
- Completed construction of the Police/PW Facilities expansion.
- Expected completion of Police Department Sub Station at NW 97 Avenue.
- Commenced construction of NW 54 Street from NW 87 – 79 Avenue Roadway Improvements Project.
- Commenced construction of bus stop shelters at locations identified in the Transit Mobility Study.
- Commenced construction of traffic signal at NW 79 Avenue and NW 33 Street.

Facilities Maintenance

- Provided Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Extended maintenance services to the new Police Expansion areas and the new Public Works Facility.
- Ensured that all Life Safety systems for the Government Center and the Police Building Facilities are properly maintained.
- Continued developing SOP for the Government Center and Police Facilities for all operating and maintenance equipment.
- Continued Government Center Improvements on 3rd and 1st floor.



Engineering

- Continued to coordinate with the Construction Division for the City's 2016 Road Resurfacing Plan and outlined segments for resurfacing work.
- Prepared and maintained all records related plans review, site plan review and traffic studies for the permitting process including, but not limited to, establishing computerized records and filing.
- Completed and submitted Transportation Alternatives Program (TAP) Grant application for the Bicycle/Pedestrian Bridge over Doral Boulevard.
- Completed the design and permitting for the N.W. 66th St (102nd – 97th Ave) Roadway Improvement project and initiated construction.
- Completed the design and permitting for the N.W. 92nd Avenue (28th – 33rd St) Roadway Improvement project and initiated construction.
- Completed the design and permitting for the N.W. 109th Ave (41st – 50th St) Roadway Improvement project and initiated construction.
- Completed the design and permitting for the construction of 10 bus stop shelters at locations identified in the Transit Mobility Study and initiated construction.
- Completed the design and permitting for a traffic signal at the N.W. 58th St & N.W. 99th Ave intersection and initiated construction.
- Completed the design and permitting for a traffic signal at the N.W. 33rd St & N.W. 79th Ave intersection, and initiated construction.
- Completed the design and permitting for the N.W. 54th St roadway improvements and initiated construction.
- Completed the update to the Five Year Resurfacing Master Plan.
- Started the design and permitting for the Doral Boulevard Median Landscape Improvements from the Homestead Extension of the Florida's Turnpike to N.W. 97th Ave.
- Started the design and permitting for the Doral Boulevard Median Landscape Improvements from N.W. 97th Ave to SR 826/Palmetto Expressway Interchange.
- Completed the design and permitting for the Vanderbilt Traffic Calming Improvements (Phase 2) and initiated construction.
- Completed the design and permitting for the N.W. 102nd Ave (66th – 74th St) Roadway Improvements.
- Completed the design and permitting for the NW 82nd Ave widening (3 to 5 lanes) from (33rd - 27th St).
- Initiated the design and coordination for the underground of FPL and other utilities lines on exiting poles at and between the NW 41st St – NW 97th Ave and NW 41st St / NW 93rd Court intersections.
- Initiated and completed the Citywide Truck Turning Radii review.
- Initiated the design for the Doral Boulevard Entry Features at the Doral Boulevard / SR 826 Interchange.
- Initiated the Benefit-Cost Analysis for the land acquisition and new roadway construction for NW 112 Ave between NW 34 St and NW 41 St.
- Initiated the design and permitting for the roadway improvement project for NW 112 Ave between NW 25 St and NW 34 St.



- Commenced the tracking and log of all Maintenance of Traffic (MOT) permits requested and obtained to track the commencement and completion of work performed within the City.
- Initiated the design update and re-permitting for the roadway improvements along NW 41 St. between NW 87 Ave. and NW 79 Ave.
- Secured TAP Grant for NW 52 St. / NW 102 Ave. Project and City Wide Sidewalk Improvements Project.

**PUBLIC WORKS DEPARTMENT
ACTIVITY REPORT**

ACTIVITY	ACTUAL FY	ACTUAL FY	PROJECTED	PROJECTED
	2014-15	2015-16	FY 2016-17	FY 2017-18
Fiscal Year	2015	2016	2017	2018
Administration:				
Customer Service (Front desk assistance)	413	577	644	660
Phone Calls	8,586	7,768	8,323	8,094
Service Requests (CRM)	1,160	1,450	1,445	1,494
Finance- Receiving reports	1,460	1,693	1,852	1,864
Finance- Purchase Order Requests	351	498	557	572
Construction & R/W Maint. Division:				
Debris Pick-up (tons)	147	176	200	250
Signs	663	730	725	746
Potholes	140	168	173	167
Landscape (instances of mowing, trees, branches, etc.)	3,297	5,052	5,703	6,000
Graffiti	78	86	94	80
Sidewalk (construction and replacement)(sq.ft.)	17,492	15,024	26,327	16,840
Miles of Road Resurfaced	6	7	5	4
Facilities Maintenance Division:				
Facilities Maintenance Service Requests	275	343	406	2,000
Event Setup - Government Center	93	102	136	416
Engineering Division:				
Site Plans Reviews	108	168	167	170
Permitting Plans Reviews	1,185	1,481	1,807	1,802
PW Inspections Performed	3,420	4,056	4,669	4,673
MOT Permit Reviews	N/A	N/A	120	120
Stormwater Utility Division:				
Debris removed from Canals (bags)	288	372	684	700
Miles of Road swept	4,828	5,405	5,929	6,000
Inlets / Manholes Cleaned	1,506	1,597	1,528	1,600
Linear feet pipe	104,462	111,637	114,242	115,000
Transportation Division:				
Doral Trolley Ridership	410,067	536,345	609,888	636,360
Traffic Studies Reviews	42	40	40	40



PUBLIC WORKS OBJECTIVES FOR FY 2018

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

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 and to standardize all processes for the processing of APWA Accreditation
- Renew our LEED (Leadership in Energy and Environmental Design) Certification for the Government Center
- Coordinate and execute all PW Signature events: Arbor Day, Earth Day, National Public Works Week, Recycling Workshops, Electronic Recycling Drives, Doral Trolley marketing events, Earth Day event, conservations workshops, and others.
- Continue to provide updates to the City's webmaster to showcase on the PW webpage.
- Continue to process all department accounting responsibilities to ensure the continuity of our operations and services.
- Conduct quarterly inventories of subdivision improvement agreements and bond inventory.
- Work with all city departments to develop and implement their sustainability goals.
- Seek and obtain grant funding to implement additional sustainable practices in all City operations.
- Complete application process to obtain the APWA Accreditation from APWA.
- Explore the possibility of creating a

Sustainability Division within the Public Works Department with a Sustainability Programs Manager that will be dedicated to performing professional work involved with planning, execution and coordination of activities related to environmental programs, seek grants to implement and maintain green initiatives and programs.

Construction & Public R/W Maintenance

- Complete the construction of bus shelters at identified locations throughout the City.
- Continue with the City's road resurfacing plan and restoration of damaged sidewalks as per the City's Pavement Rehabilitation Master Plan update.
- Continue the City's Tree Planting/Maintenance plan.
- Continue to provide maintenance of the City's and other roads and right-of-ways.
- Continue to provide Landscape Maintenance of the City's medians and right-of-ways.
- Provide construction inspection for work performed on the City's roads and right-of-ways.
- Commence construction of N.W. 102 Ave. from NW 62 - 74th Street.
- Commence widening project at NW 82 Ave. between NW 27 St. and NW 33 St.
- Commence construction of Doral Boulevard Entry Features at the SR 826 / Palmetto Expressway Interchange.
- Continue restoration of landscaping on



medians bulboses Citywide.

- Complete construction of Police Department Sub Station at NW 97 Ave.
- Start implementation of Doral Blvd Beautification Master Plan.
- Start and complete construction of NW 58th St. /NW 99th Ave traffic signal.
- Complete construction of traffic signal at NW 79 Ave. and NW 33 St.
- Commence construction widening of NW 112 Ave. from NW 25 St. to NW 34 St.

Facilities Maintenance

- Provide Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Extend Building Maintenance and Janitorial services to the Police Substation.
- Continue providing Maintenance Services to the new Police Expansion areas, the new Public Works Facility, and Government Center.
- Ensure that all Life Safety systems for the all facilities are properly maintained.
- Continue developing SOP for the Government Center and Police Facilities for all operating and maintenance equipment.
- Develop new SOP for Police Substation.
- Continuation of staff development within the Facility Maintenance division by hands on training, and attending recommended update skill training courses.
- Continued to manage and provide preventive maintenance for the City's vehicle fueling station at the Police Facility.
- Replace exterior lighting at City's Government Center with color changing fixtures remotely controlled.

Engineering

- Complete the design and initiate construction of the Vanderbilt Traffic Calming Improvements.
- Continue with the City's roadway resurfacing outlined in the updated Five Year Resurfacing Master Plan.
- Complete the design and initiated construction of the Doral Boulevard Median Landscape Improvements from the Homestead Extension of the Florida's Turnpike to NW 97 Avenue.
- Initiate the design and permitting of the Doral Boulevard Median Landscape Improvements from NW 97 Avenue to SR 826.
- Complete the design and initiate the construction of the Entry Features at the Doral Boulevard / SR 826 interchange.
- Complete the design and initiate the construction of the N.W. 102 Ave (66-74 St) roadway improvements. This project will incorporate the traffic signals along NW 74 St at NW 102 Ave and NW 97 Ave through a Joint Participation Agreement with Miami-Dade County.
- Complete the design and initiate the construction of the N.W. 82 Ave roadway widening from N.W. 27 – 33 St.
- Complete the design / coordination and initiate the undergrounding of FPL and other utilities lines at and between the N.W. 41 St / N.W. 97 Ave and N.W. 41 St / N.W. 93 Ct. Intersections.
- Start the design of the Citywide Sidewalk Improvements that were identified in the Transit Mobility Study.
- Complete a Citywide Street Lighting Assessment and begin lighting improvements along prioritized segments.



- Initiate the design for the “Do Not Block the Box” at previously identified intersections.
- Complete the design update and initiate the construction of the roadway improvements along NW 41 Street from NW 87 Ave. – NW 79 Ave.
- Complete the design and initiate the construction of the roadway widening along NW 112 Ave from NW 25 St. – NW 34 St.
- Initiate the design and construction of the intersection improvements outlined in the Transportation Master Plan Update.
- Initiate the design, if warranted, of the traffic signal at NW 82 Street and NW 114 Ave.
- Complete the design and initiate the construction of the traffic signal at the NW 58 St / NW 99 Ave intersection.
- Complete the design and initiate the construction of the sidewalk improvements along the north side of NW 33 Street between NW 104 Ave and Torremolinos Ave.

PUBLIC WORKS STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 17-18	ASSOCIATED COST
Facilities / Capital Fund	City Hall exterior lighting fixture replacement Council Chamber light fixture replacement Installation of solar LED lightbollards at Government Center	\$ 200,000.00 \$ 16,800.00 \$ 19,500.00
Sustainability / PW General Fund	Continue with the City programs and initiatives to reduce GHG emissions and our impact on Climate Change. Public Works Signature Events (outreach): Arbor Day, Adopt-a-Street, Earth Day, Adopt-a-Tree, etc..	\$ 20,000.00 \$ 33,500.00
TOTAL \$		289,800.00

* Associated Cost includes year-end encumbrance carryforwards anticipated by the Public Works department.



PUBLIC WORKS BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 1% cost of living adjustment, and an up to 3% merit raise based on individual’s performance evaluation. Moreover, there were two Facility Maintenance Technicians added.
- **310 Professional Services** - This account was increased in the following line items:
 - Odor Monitoring increased
 - The Street Tree Inventory / Street Tree Master Plan Update – Grant Matching Funds
 - The Million Orchid Project
- **340 Other Contractual Services** - This account increased in the following items:
 - Right-of-Way swale/median maintenance increased to cover additional areas that need to be service.
 - Right-of-Way debris disposal increased to cover the cost of debris disposal to maintaining additional areas.
 - Tree Maintenance line item was transferred to Acct. No. 530.
 - Custodial Services Contract increased to provide janitorial services to additional facilities as a result of the completion of the Police/Public Works Facility & Police Department Sub-Station.
 - City Building Recycling Programs due to an additional two facilities.
- **400 Travel & Per Diem** -This account increased in the following items:
 - New line item: Facility Pressure Cleaning contract.
 - New line item: Construction of Irrigation Well at NW 36th Street & SR 826 Interchange.
 - New line item: Fleet maintenance contract.
- **430 Utility Services** - This account increased to cover the following items:
 - APWA Accreditation Judge’s Travel & Per Diem expenses for three people.
 - BOMA TOBY Award regional travel & per diem expenses for one person.
 - Additional locations electricity for irrigation / lighting at medians.
 - New electricity for miscellaneous lighting – streets (several locations).
 - New electricity service for Police Sub-station.
 - New water & sewer service for Police Sub-station.
 - New waste disposal service for Police Sub-station.
 - New natural gas service for Police Sub-station.



- **460 Repairs and Maintenance** – This account increased due to the addition of the Police/Public Works Facility and the new Police Sub-Station.
 - Equipment maintenance – Streets maintenance
 - Electrical contract building/irrigation for all facilities (include AC VAV in the Government Center (GC))
 - Plumbing maintenance contract / irrigation repairs
 - HVAC contract for maintenance of all facilities
 - Fire suspension system maintenance contract for all facilities
 - Miscellaneous maintenance repairs
 - Equipment maintenance – Building
 - Power generator maintenance and repairs (GC, PD/PW Facility, & PD Sub-station)
 - New line item: Roof contract building repairs
- **480 Promotional Activities** - This account was not previously funded. This new fiscal year the Public Works Department held over 10 public workshops and participated in more than 10 events in partnership with other City departments and other agencies to provide the general public information on the different services that the PWD offers to its residents and visitors. We need to procure additional items for the giveaways, new informational brochures and flyers that are in line with our department.
- **490 Other Current Charges** – The decrease in funding in this account is due to an encumbrance carryforward from FY2016 for the Police Substation payment fees.
- **520 Operating Supplies** -This account increased as additional facilities are added to expand City services and provide continuity to the operations:
 - Facilities fuel system supplies
 - New line item #16 Tree maintenance (from Acct. No. 340)
- **522 Repairs and Maintenance Vehicles** – The increase in this account is due to the growth in the City’s vehicular fleet, and to cover the cost associated with potential variations in fuel prices.
- **540 Books, Publications, Subscriptions and Memberships** - This account decreased due to the following items:
 - Increase in cost of APWA conference registration
 - Increase in the APWA dues, roaster is based on population served
 - ASCE dues to accommodate increase of engineers in staff
 - Reduced other miscellaneous training
 - Reduction on the employee technical school/college reimbursement fund
 - Reduction on the funds for the APWA Accreditation process due every four years
 - Reduction on the Florida Green Building Council Re-certification process fee, due every five years
- **620 Capital Outlay-Building** – The decrease in funding in this account is due to an encumbrance carryforward from FY2016 for the completion of the Police/ Public Works Facility expansion.
- **633 Improvements – Streets** -This account was reduced as the funding for the listed projects was encumbered.
- **640 Capital Outlay** -This account was decreased as the Public Works Department was able to procure the necessary equipment from current Fiscal Year funding.
- **641 Capital Outlay Vehicles** -This account was decreased as the Public Works Department was able to procure the necessary vehicles from current Fiscal Year funding.
- **650 Construction in Progress** - This account decreased because the design of the two Doral Blvd. Median landscape segments are funded and the mitigation credit purchase for the NW 102 Ave. (66-74 St.) Project is completed.



**PUBLIC WORKS DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.111 - Administrative Salaries	Public Works Director	1	1	1	1	1	\$ 127,030
	Administrative Salaries Total	1	1	1	1	1	\$ 127,030
500.120 - Full Time Salaries	Assistant Public Works Director/ Chief of Construction	1	1	1	1	1	\$ 94,563
	<i>Service Award 10 yr</i>						\$ 3,152
	Chief of Engineering	1	1	1	1	1	\$ 87,782
	Administrative Assistant	1	1	1	1	1	\$ 35,397
	Facility Manager	1	1	1	1	1	\$ 64,978
	Capital Improvement Manager	0	1	1	1	1	\$ 63,042
	NEW Facility Maintenance Technician ¹	1	2	2	4	4	\$ 144,837
	Facility Maintenance Tech Assistant	1	1	1	1	1	\$ 34,620
	Foreman/ Crew Supervisor	1	1	0	0	0	\$ -
	Superintendent of Streets	0	0	1	1	1	\$ 62,418
	<i>Service Award 10 yr</i>						\$ 2,081
	Project Engineer	0	0	1	1	1	\$ 62,418
	Project Inspector	2	2	2	2	2	\$ 106,844
	General Services Admin.	1	1	1	1	1	\$ 67,620
	Permit Clerk	2	2	1	1	1	\$ 35,799
	Accounting Clerk/ Permit Clerk ³	0	0	1	1	1	\$ 36,510
	Crew Supervisor	2	2	2	2	2	\$ 91,595
	Fleet Maintenance Supervisor	0	0	1	1	1	\$ 54,000
	Laborers	9	9	9	9	9	\$ 275,552
	<i>Service Award 5 yr</i>						\$ 282
	<i>Service Award 10 yr</i>						\$ 1,161
	Janitor	2	2	2	2	2	\$ 56,098
	Full Time Salaries Total	25	27	29	31	31	\$ 1,380,749
500.130 - Other Salaries	Project Engineer	0	1	0	0	0	\$ -
	NEW P/T Mail Clerk ²	0	0	0	1	1	\$ 23,141
	Plans Examiner Part Time	1	1	1	1	1	\$ 40,170
	Other Salaries Total	1	2	1	2	2	\$ 63,311
	TOTAL	27	30	31	34	34	\$ 1,571,090

¹ **NEW - 2 Facility Maintenance Technician.**

² **P/T Mail Clerk was transferred from the Office of the City Manager as P/T Clerical Aide (Mail Distribution)**

³ **Title for one Permit Clerk was changed to Accounting Clerk/ Permit Clerk during FY2017**



0018000 - PUBLIC WORKS

	AMENDED			YEAR-END			
	ACTUAL	ACTUAL	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2017-18	FY 2017-18
0018000 - PUBLIC WORKS REVENUE							
313700 - FRANCHISE FEES - SOLID WASTE	1,014,663	1,113,222	1,000,000	1,097,614	1,105,000	1,100,000	1,100,000
313900 - FRANCHISE FEES - BUS BENCH ADS	33,809	28,780	30,000	28,412	28,412	28,500	28,500
329700 - PUBLIC WORKS PERMITS	271,859	272,157	300,000	220,407	275,000	275,000	275,000
337500 - GRANT	0	2,500	0	0	0	0	0
337701 - GRANT - FORESTRY	0	2,000	0	0	0	0	0
0018000 - PUBLIC WORKS REVENUE TOTAL	1,320,330	1,418,659	1,330,000	1,346,432	1,408,412	1,403,500	1,403,500
GRAND TOTAL	1,320,330	1,418,659	1,330,000	1,346,432	1,408,412	1,403,500	1,403,500

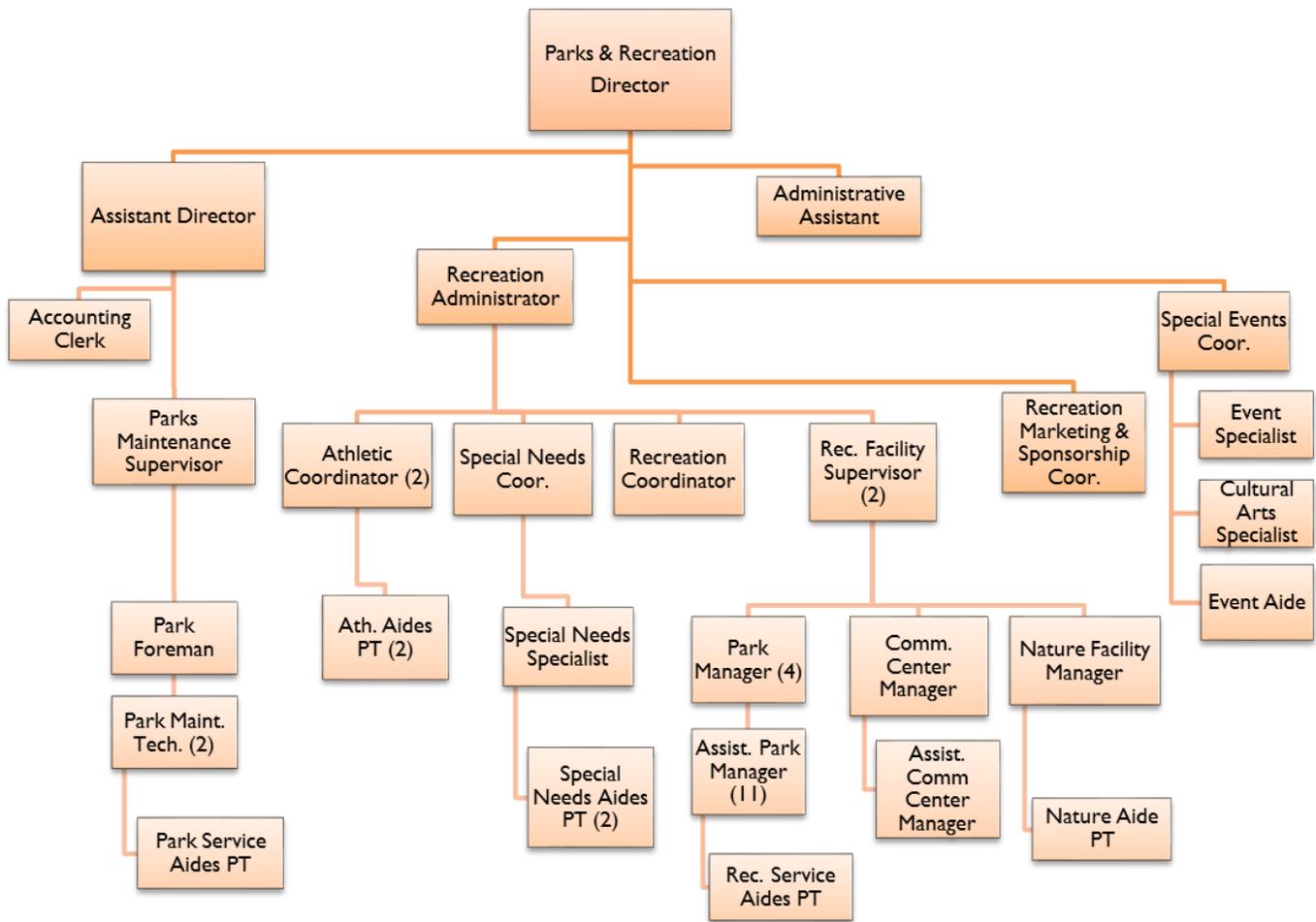


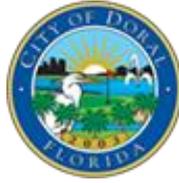
00180005 - PUBLIC WORKS

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	114,676	97,084	123,018	110,012	123,018	127,030	127,030
500120 - FULL TIME SALARIES	865,171	928,236	1,283,301	974,966	1,133,805	1,380,115	1,380,748
500125 - COMPENSATED ABSENCES	2,715	23,259	54,050	1,347	44,000	57,710	57,735
500130 - OTHER SALARIES	40,725	42,178	45,619	37,854	45,619	63,311	63,311
500140 - OVERTIME	2,376	1,598	10,000	2,729	10,000	5,000	5,000
500210 - FICA & MICA TAXES	75,181	82,331	116,556	82,200	106,119	125,614	125,664
500220 - RETIREMENT CONTRIBUTION	119,636	125,082	168,637	142,370	151,637	180,055	180,131
500230 - LIFE & HEALTH INSURANCE	197,370	193,984	366,944	344,164	366,944	441,775	394,991
PERSONNEL TOTAL	1,417,851	1,493,751	2,168,125	1,695,641	1,981,142	2,380,610	2,334,610
OPERATING							
500310 - PROFESSIONAL SERVICES	273,501	265,359	515,986	273,856	515,000	185,000	185,000
500340 - CONTRACTUAL SERVICES - OTHER	494,049	320,932	969,875	336,080	969,000	1,333,600	1,333,600
500400 - TRAVEL & PER DIEM	5,739	6,090	10,095	6,459	9,524	12,220	12,220
500410 - COMMUNICATION & FREIGHT	1,859	3,104	2,650	2,618	2,650	2,650	2,650
500430 - UTILITY SERVICES	49,249	46,777	159,000	81,993	87,760	205,400	205,400
500440 - RENTALS & LEASES	8,968	9,441	20,000	9,777	15,564	15,000	15,000
500460 - REPAIR & MAINT - OFFICE EQUIP	137,973	115,986	180,000	134,447	160,741	232,000	232,000
500461 - REPAIR & MAINT - VEHICLES	16,248	24,005	27,000	17,663	22,458	25,000	25,000
500470 - PRINTING & BINDING	1,019	782	1,000	301	750	1,000	1,000
500480 - PROMOTIONAL ACTIVITIES	0	0	0	0	0	1,000	1,000
500490 - OTHER CURRENT CHARGES	7,521	27,493	62,148	18,347	60,000	0	0
500510 - OFFICE SUPPLIES	3,793	3,841	5,000	3,133	4,886	4,000	4,000
500520 - OPERATING SUPPLIES	117,452	135,972	190,607	145,419	161,995	213,500	213,500
500522 - OPERATING SUPPLIES - VEHICLES	478,876	329,663	413,000	327,768	399,575	471,000	471,000
500530 - ROAD MATERIAL SUPPLIES	16,095	14,545	15,000	9,553	14,483	15,000	15,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	5,295	7,591	39,351	18,605	27,351	17,225	17,225
OPERATING TOTAL	1,617,636	1,311,580	2,610,713	1,386,017	2,451,737	2,733,595	2,733,595
CAPITAL OUTLAY							
500610 - CAPITAL - LAND	1,983,142	-17	0	0	0	0	0
500620 - CAPITAL - BUILDING	0	5,240,821	843,951	831,545	843,950	0	0
500633 - IMPRV - STREET	0	21,267	4,558,775	28,775	4,710,000	0	0
500640 - CAPITAL OUTLAY - OFFICE	11,050	24,323	192,426	28,390	192,425	0	0
500641 - CAPITAL OUTLAY - VEHICLES	20,902	91,725	203,593	56,335	62,369	0	0
500650 - CONSTRUCTION IN PROGRESS	0	0	265,000	52,153	265,000	105,000	105,000
CAPITAL OUTLAY TOTAL	2,015,095	5,378,120	6,063,744	997,198	6,073,744	105,000	105,000
Grand Total	5,050,582	8,183,452	10,842,583	4,078,857	10,506,623	5,219,205	5,173,205

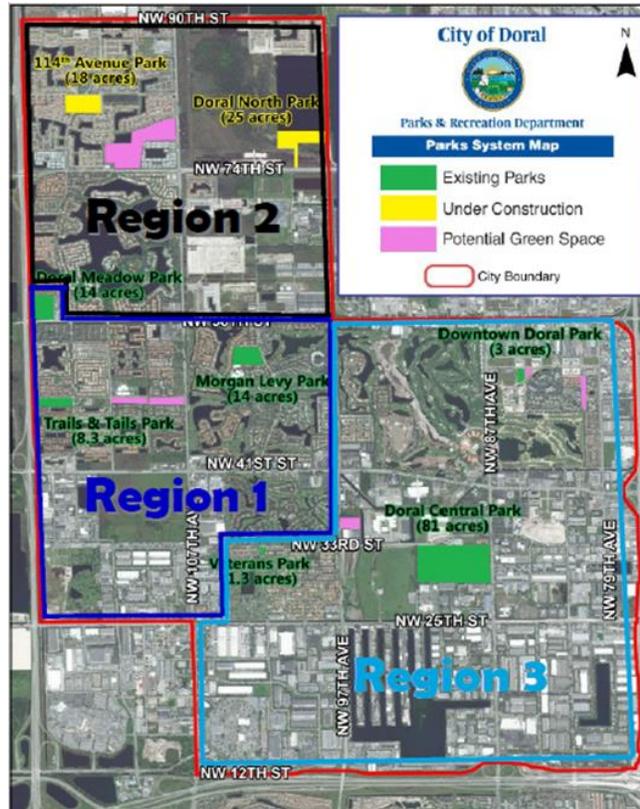


PARKS AND RECREATION DEPARTMENT





PARKS & RECREATION REGION MAP



PARKS AND RECREATION FUNCTION

The Parks and Recreation Department improves quality of life by providing facilities, services, and programs that meet emotional, social, and physical needs. The Parks & Recreation Department operates and maintains seven parks, with an eighth park underway. Currently we have over 500,000 visitors a year at our parks. The City's parks provide an abundance of amenities for every age and lifestyle including: a community center, lighted artificial sports fields, basketball courts, tennis courts, volleyball courts, bikeways, jogging trails, exercise stations, batting cages, shaded playgrounds, dog-friendly off-leash areas and covered pavilions/picnic tables available for party rentals. Our parks offer clean, safe, and secure facilities for patrons of all ages and abilities to play and natural areas for everyone to enjoy. The Department also plans, organizes and coordinates over 20 city-wide special and cultural events throughout the year ranging anywhere between 8,000 – 30,000 patrons per event, respectively.



PARKS AND RECREATION ACCOMPLISHMENTS FOR FY 2017

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

Facilities

Park facilities continue to be maintained to the highest quality standards. The City offers clean, safe and secure facilities for adults and children to play and natural areas for everyone to enjoy. The following items were completed this Fiscal Year:

- Opened Doral Legacy Park in Summer 2017 (18 acres).
- This park is the City's seventh park and serves a highly residential area.
- Finalized construction documents for Doral Glades Park.
- Finalized conceptual for Doral Central Park including the Aquatic Facility concept (phase I).
- Completed renovation of Morgan Levy Park & Doral Meadow Park soccer fields.
- Installed bike racks and replaced benches, trash receptacles, and picnic tables at Doral Central Park.
- Installed sidewalk & crosswalk at 87th Avenue to improve ADA accessibility.
- Sealed and striped Doral Central Park inner loop road, including pedestrian and bike enhancements at entrance and other areas in the park.
- Replaced Air Conditioning Unit in Lobby, foyer and office areas at Morgan Levy Park.

Events

- Increased resident participation for the City's Cultural Arts Events.
- Mother's Day Retro Show – Increased from 400 in 2016 to 600 in 2017.
- Downtown Doral Art Walk – Increased from 100 in 2016 to 1200 to 2017.

- Attain patron/participant surveys at the City's Cultural Arts Events.
- Fronteras Recital (2016) – 100% overall satisfaction rate.
- MISO at Downtown Doral Park – 100% overall satisfaction rate.
- Art of Music Series – Average of 100% overall satisfaction rate.
- Art After Dark – Average of 100% overall satisfaction rate.
- Downtown Doral Art Walk – 100% overall satisfaction rate.
- Mother's Day Retro Show – 99% overall satisfaction rate.
- Transitioned the Hispanic Heritage Celebration from an event we sponsored at Miami International Mall to a City Signature event at Downtown Doral Park.
- Assessed necessary changes to increase survey participation at all City events.
- Used event promotional items to encourage survey participation.
- Offered raffle entries for survey participation.
- Hosted City events at different locations such as Downtown Doral Park, MDC West Campus, Doral Central Park, Doral Meadow Park and Morgan Levy Park, which allowed different communities to access events without having to travel too far.
- Achieved a 95% satisfaction rate on all signature special events(on-going):
- Independence Day Celebration (2016) - 100% overall satisfaction rate.
- Veteran's Day Parade and Ceremony (2016) – 95% overall satisfaction rate.



- Breakfast with Santa (2016) – 100% overall satisfaction rate.
- Holiday Lights & Ice (2016) – 100% overall satisfaction rate.
- Camping Under the Stars - 100% overall satisfaction rate.
- Play Day - 100% overall satisfaction rate.
- Dr. Seuss' Birthday - 100% overall satisfaction rate.
- EGGstravaganza - 99% overall satisfaction rate.
- Doral 5K – 100% overall satisfaction rate.

Sports

- Achieved a 90% user satisfaction rate in all adult and youth sports programs.
- Youth Basketball Season team enrollment increased from 28 teams in the fall of 2016 to 32 teams in the fall of 2017. The participant increase was from 265 players in 2016 to 270 in 2017.
- The first ever Youth Basketball All Girls division was formed this year (Spring 2017 season).
- The Youth Tackle Football team will host 3 teams with 83 registered participants in 2017. That is a 159% increase from 2016 since no teams were hosted.
- Adult Soccer participation increased from 9 teams in 2016 to 18 teams in 2017.
- Adult Basketball team participation increased from 11 teams in 2016 to 23 team in 2017.

Programs

- All recreational programming met a 90% user satisfaction rate.
- TEEN programming included an Art After Dark series component dedicated to the teen population, a college readiness seminar for

high school students, a job interview seminar for teens looking for employment, a Job Fair event and, just recently, we've implemented a weekly teen sporting activity at Morgan Levy Park to help keep teens active while at our facility.

- Added two additional summer, spring and winter camp options for children during school breaks; Cristi's Dance Camp and Code Explorers Camp.
- Students in Action Volunteer Program has launched a new orientation component to the program which educates our youth volunteers about the program's purpose, staff expectations, event details and a description of responsibilities as a volunteer with the City of Doral.

Senior Programs

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

- Silver Club attendance in activities increased by 10%.
- Increased capacity in 50% of trips and activities, allowing more seniors to enjoy and participate.
- Exceeded 90% satisfaction rate for all activities.
- Exceeded 700 Registered Silver Club Members and the number keeps growing.



Special Needs Programs

- Special Olympics Program competed in Flag Football for the first time.
- Special Olympics Program won gold medals in Team Soccer and Basketball and won gold medals in Individual Skills in Soccer and Basketball.
- Continued the Special Needs Summer Camp for 3rd straight year.
- Established a new Program called Little ELITES for kids ages 6-11.
- Launched Special Needs Survey to determine the size of our Special Needs Population in Doral.

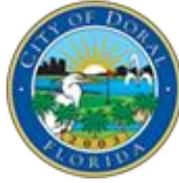
Sponsorship

Sponsorship is important not only for the City but also for the businesses in the community. Obtaining sponsorship helps the City offset the cost of an event/ activity by collecting revenue, however, it also allows the city to develop strong partnerships with local businesses which benefits both the City and community and continues long past the event. These relationships make the community aware of businesses and services in their area, and also benefit the city by establishing multi-event sponsorships.

- Increased number of sponsors per event by an average of 17% (at Signature events).
- Promoted Cultural Event sponsorship opportunities which has increased revenue by 28% (from \$19,440 to \$24,963 - not including the remaining cultural events for FY 16-17).
- Secured Presenting Sponsors for the following (4) events – Park & Tree Lighting, Miami City Ballet, Movies at the Park and Doral 5K.
- 25 new businesses sponsored events, programs, and sports that have never sponsored with the City of Doral.

Other

- Served on the Florida Recreation and Parks Association 75th Conference sub-committee. Through this committee, the liaison assisted in promoting the 75th Conference and building relationships with municipalities throughout the state of Florida.
- The City was named a Healthy Weight Community Champion by the Florida Department of Health for 2017 for the fourth consecutive year.



PARKS & RECREATION ACTIVITY REPORT

ACTIVITY	ACTUAL 2015-16	PROJECTED FY 2016-17	PROJECTED FY 2017-18
Morgan Levy Park Attendance	195,745	245,000	250,000
Doral Meadow Park Attendance	118,913	235,000	245,000
Trails & Tails Park Attendance	48,073	75,000	75,000
Doral Legacy Park Attendance (August & September 2017)	N/A	25,000	300,000
Cash Sponsorship Totals	\$47,950	\$32,100	\$51,000
Satisfaction Rate (events, programs,	99%	99%	99%
Volunteer Hours	5,605	7,750	7,900

Note: FY 16-17- Increase in In-Kind Sponsorship received (product, services, giveaways etc.) which was used to benefit events and reduce event costs

PARKS AND RECREATION OBJECTIVES FOR FY 2018

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

Facilities

- Complete construction of Doral Glades Park.
- Complete architecture and engineering documents for the Aquatic Facility (Phase I of Doral Central Park).
- Bid out landscaping services to maintain a competitive procurement process.
- Reassess outdoor event fees and regulations for outdoor event permits.
- Continue developing preventative maintenance schedule tied with the new work order system for all facilities.
- Finalize conceptual concept of Downtown Doral Triangle.
- Finalize Parks Master Plan Document.
- Complete due diligence and conceptual design refinement for Doral Central Park.
- Complete replacement of playground surfaces at Trails & Tails and Veterans Park.

Events

- Work with Recreation Marketing and Sponsorship Coordinator to re-evaluate the sponsorship benefits and levels for all City events.
- Assess necessary changes to large scale events such as Holiday Lights & Ice, Independence Day Celebration and EGGstravaganza that will accommodate the constant increase in attendance.
- Re-evaluate Lunch on the Lawn Series event expenses in order to facilitate additional events without increasing the budget.
- Establish a survey protocol using promotional items to help increase the amount of surveys collected at all City events.
- Promote and execute special and cultural events at Doral Legacy Park.



- Achieve a 95% satisfaction rate on all signature special events (on-going).

Sports

- Meet or exceed at 90% user satisfaction rate in all adult and youth sports programs.
- Work with Doral Little League to increase spring season registration by 10%.
- Offer at least one new adult program. Programs that will be considered will be based on community demand. Current ideas are Adult Softball League, Adult Flag Football League and/or health and wellness programs.
- Offer a Broncos Cheerleading camp/clinic for participants 5-14 years old.
- Evaluate the City's travel basketball program for potential expansion or contracting to an outside provider.
- Increase number of Youth Basketball League volunteers by 10%.
- Coordinate two basketball camps/clinics to precede each basketball season.
- Assess the need for an athletic performance training program for youth sports participants to improve their sports specific skills.

Programs

- Create and implement an after school "homework help" style program for elementary and/or secondary school students.
- Strategically program new park facilities to either expand current programming or provide new programming beneficial to our residents and to address unmet needs of the community as identified by the Parks Master Plan community survey.
- Work closely with Baptist Health South Florida to provide health screenings, health

fairs, and wellness seminars at low or no cost to City residents.

Senior Programs (The Silver Club)

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

Special Needs Programs

- Implement one (1) new sport for Special Olympics Team. (On-going)
- Potential sport: Tennis.
- Establish an Adult Day Training Program.
- Offer at least one new program for Special Needs.
- Ideas: Arts and Crafts, Socials.
- Increase Special Needs Summer Camp to an 8-Week Camp.

Sponsorship

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



maintain relationships.

Other

- Implement new parks and recreation software which includes a new customer online interface that will help expedite program and sports league registration process.
- 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.

- Create and implement a yearlong Mayor's wellness initiative, Step up your health, Doral! to encourage and promote the community to live a healthy lifestyle as well as achieve a City of a Billion Steps challenge as part of the initiative.



PARKS AND RECREATION STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 17-18	ASSOCIATED COST
QUALITY OF PLACE: Examine costs and benefits of issuing bonds to complete Central Park	Consultant for Doral Central Park Business Plan	\$ 5,000.00
QUALITY OF PLACE: Examine feasibility of including private greenspace and parks in calculations of needed open space	Due Diligence on Future Greenspace	\$ 5,000.00
QUALITY OF PLACE: Examine costs and benefits of issuing bonds to complete Central Park	Doral Central Park Due Diligence and Conceptual Design Refinement (Funded with Park Impact Fee funds)	\$ 385,000.00
QUALITY OF PLACE: Complete construction of park facilities	Doral Aquatic Facility Design and Engineering Services	Roll-Over FY 16-17
QUALITY OF PLACE: Complete construction of park facilities	Conceptual Design of Downtown Doral Triangle Parcel	Roll-Over FY 16-17
QUALITY OF PLACE: Examine feasibility of including private greenspace and parks in calculations of needed open space	Park Master Plan Update	Roll-Over FY 16-17
QUALITY OF PLACE: Examine potential partnerships with schools for open space & Improve working relationships with local schools and school board	Establish more Interlocal Agreements with the upcoming school and improve the current ones	Staff Time
COMMUNICATION: Improve relationships with other agencies and municipalities	IT Equipment for Doral Glades Park	In IT Budget
LONG TERM FINANCIAL SUSTAINABILITY: Develop private partnerships to be identified to cover operating costs: Example: YMCA, FIU	Doral Aquatic Facility	Staff Time
LONG TERM FINANCIAL SUSTAINABILITY: Identify grants to fund projects	Downtown Doral Triangle Parcel & Aquatic Facility	Staff Time
SMART CITY: Develop on-line functions for parks	Parks & Recreation Software	In IT Budget
TOTAL		\$ 395,000.00



PARKS AND RECREATION BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation.
- **310 Professional Services** - This account decreased from FY 16-17. The department will be working with a consultant to develop a business plan for Doral Central Park as a follow up to the conceptual approved through the Parks Master Plan Update as well as a sponsorship business plan to ensure the department is being financially responsible, the park is sustainable and we're maximizing the sponsorship dollars we're receiving.
- **340 Contractual Services-Other** - This account is used for various contractual services such as community center programming, seniors and special needs programming, sports officiating, special events and parks maintenance. Community center programming and parks maintenance both decreased. Overall increase as a result of funds transferred in FY 2017 to Professional Services for the special needs survey.
- **430 Utility Services** - Even with the addition of funds for the Millennia Atlantic University Park, this account decreased from original budget FY 16-17 due to a reduction in utility services for Doral Glades Park as the opening is scheduled for Fall 2018.
- **460 Repair & Maintenance- Office Equipment** - Increase in this account is due to the maintenance for the new Millennia Atlantic University Park.
- **461 Repair & Maintenance- Vehicles** -This account decreased from FY 16-17 as all maintenance and repairs for vehicles will be handled by Public Works. Funds remaining are for repairs and maintenance for department park utility vehicles.
- **470 Printing & Binding** - This account decreased from FY 16-17 in an effort to go green, the department is placing a stronger emphasis on digital flyers and digital marketing.
- **490 Other Current Charges** -This account decreased from FY 16-17 due to a reduction in costs associated with Doral Glades Park as programming will not be needed this fiscal year.



- **496 Cultural Arts Program** – This account decreased as the City was not awarded the Knights Art Challenge Grant.
- **530 Operating Supplies** - This account decreased from FY 16-17 due to a reduction in Doral Glades Park programming and supplies as well as a reduction in supplies for Doral Legacy Park.
- **540 Due, Subscriptions, & Memberships** - Although reducing trainings, this account increased slightly due to the addition of the AFO Certification for staff to maintain and operate the splash pad at Doral Legacy Park.
- **620 Capital Outlay-Building** – The decrease in this account is due to the completion of Legacy Park construction.
- **634 Capital Outlay-Park Improvements** Trails and Tails Park & Veteran’s Park Playground surface replacements - Our department will be converting the Trails & Tails playground surface from the current Pour in Place to Turf and replacing the turf on the Veteran’s Park Playground which has reached its life expectancy. Both projects will improve the amenities and ensure the safety for the community as well as reduce future maintenance costs.
- **640 Capital Outlay-Office** - Doral Meadow New Water Fountains - New water fountains will be installed at Doral Meadow Park to replace the current ones that have reached their life expectancy.
- **650 Construction Work in Progress** – The decrease in this account is due to the completion of Legacy Park construction.



**PARKS & RECREATION DEPARTMENT BUDGET
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2014-15	BUDGET FY 2015-16	BUDGET FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18	TOTAL COST FY 2017-18
500.111 - Administrative Salaries	Parks & Recreation Director	1	1	1	1	1	\$ 119,247
	Administrative Salaries Total	1	1	1	1	1	\$ 119,247
500.120 - Full Time Salaries	Assistant Director	1	1	1	1	1	\$ 88,426
	Administrative Assistant	1	1	1	1	1	\$ 32,867
	Recreation Administrator	1	1	1	1	1	\$ 64,933
	Parks Maintenance Supervisor	1	1	1	1	0	\$ -
	<i>Reclassified to Parks Operations Administrator</i>	0	0	0	0	1	\$ 55,965
	Recreation Facility Supervisor	1	2	2	2	2	\$ 101,181
	<i>Service Award 5 yr</i>						\$ 400
	Recreation Program Coordinator	3	3	1	1	1	\$ 55,906
	<i>Service Award 10 yr</i>						\$ 1,864
	Special Needs Coordinator	0	0	1	1	1	\$ 50,671
	Special Events Coordinator	1	1	1	1	1	\$ 55,735
	Event Specialist	1	1	1	1	1	\$ 42,960
	Cultural Event Specialist	0	1	1	1	1	\$ 41,612
	Sponsorship & Recreation Coordinator	1	1	0	0	0	\$ -
	Athletics Coordinator	0	0	2	2	2	\$ 104,500
	Park Manager	3	4	3	3	3	\$ 116,590
	Parks Foreman	0	0	1	1	1	\$ 40,102
	Assistant Park Manager	6	9	9	9	9	\$ 317,178
	Community Center Manager	0	1	1	1	1	\$ 38,253
	Assistant Community Center Manager	0	1	1	1	1	\$ 34,110
	Special Needs Specialist	1	1	1	1	1	\$ 41,530
	Accounting Clerk	1	1	1	1	1	\$ 37,503
	Parks Maintenance Technician	1	1	2	2	2	\$ 77,712
	Recreation Marketing & Sponsorship Coordinator	0	0	1	1	1	\$ 49,923
	Nature Facility Manager (Doral Glades)	0	0	1	1	1	\$ 5,342
	Park Manager (Doral Glades)	0	0	1	1	1	\$ 5,671
	Assistant Park Manager (Doral Glades)	0	0	2	2	2	\$ 10,114
	Full Time Salaries Total	23	31	37	37	37	\$ 1,471,048
500.130 - Other Salaries	Park Service Aides Part Time	0	0	0	0	0	\$ 855,444
	Other Salaries Total	0	0	0	0	0	\$ 855,444
	TOTAL	24	32	38	38	38	\$ 2,445,739



0019000 - PARKS & RECREATION

	AMENDED			YEAR-END			
	ACTUAL	ACTUAL	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2016-17	FY 2016-17	FY 2017-18	FY 2017-18
0019000 - PARKS AND RECREATION REVENUE							
334390 - STATE-VOL.CLEANUP TAX.CERT.	0	460,000	0	0	0	0	0
334700 - STATE-CULTURAL FACILITY GRANT	0	355,000	0	0	0	0	0
337706 - GRANT - MDC CULTURAL AFFAIRS	3,500	0	0	0	0	0	0
347200 - RECREATION FEES	118,402	118,864	140,000	104,401	120,000	140,000	140,000
347201 - RECREATION - RENTALS	62,325	61,390	100,000	47,083	60,000	75,000	75,000
347202 - RECREATION - BRONCO REGIS.	27,354	13,760	30,000	34,824	40,000	22,000	22,000
347203 - RECREATION-CONCESSIONS	20,226	21,684	40,000	23,242	27,000	30,000	30,000
347400 - RECREATION - SPECIAL EVENTS	29,095	32,635	45,000	43,068	45,000	45,000	45,000
347401 - RECREATION - SPONSORSHIPS	50,725	49,300	65,000	28,480	30,000	45,000	45,000
347402 - RECREATION - CAMPS	48,682	44,601	70,000	43,565	35,000	70,000	70,000
347403 - RECREATION - TENNIS	150,323	153,795	150,000	140,372	150,000	175,000	175,000
347404 - RECREATION - SOCCER	76,559	84,438	75,000	79,647	88,000	76,000	76,000
347405 - RECREATION-COMMUNITY CENTER	61,086	43,694	90,000	49,946	46,000	90,000	90,000
347406 - RECREATION-TRAINING	0	0	0	0	0	500	500
347407 - RECREATION-BASEBALL	10,235	12,192	30,000	13,718	13,000	13,000	13,000
366000 - PRIVATE GRANTS & CONTIRBUTIONS	2,000	95,566	0	21,000	21,000	0	0
0019000 - PARKS AND RECREATION REVENUE TOTAL	660,512	1,546,918	835,000	629,346	675,000	781,500	781,500
GRAND TOTAL	660,512	1,546,918	835,000	629,346	675,000	781,500	781,500



00190005 - PARKS & RECREATION

	AMENDED			YEAR-END			
	ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
PERSONNEL							
500111 - ADMINISTRATIVE SALARIES	105,896	114,459	114,628	95,630	114,628	119,247	119,247
500120 - FULL TIME SALARIES	863,563	980,288	1,448,401	1,102,133	1,288,194	1,471,048	1,471,048
500125 - COMPENSATED ABSENCES	28,533	37,754	60,005	24,768	60,005	61,077	61,077
500130 - OTHER SALARIES	562,044	565,285	880,490	665,836	777,908	855,444	855,444
500140 - OVERTIME	14,302	12,429	25,000	14,223	25,000	19,000	19,000
500210 - FICA & MICA TAXES	120,386	130,830	194,635	143,052	175,530	194,360	194,360
500220 - RETIREMENT CONTRIBUTION	121,751	129,627	187,216	156,031	167,992	190,562	190,562
500230 - LIFE & HEALTH INSURANCE	176,019	160,724	331,372	287,547	331,372	445,236	400,874
PERSONNEL TOTAL	1,992,493	2,131,396	3,241,746	2,489,221	2,940,629	3,355,974	3,311,612
OPERATING							
500310 - PROFESSIONAL SERVICES	302,244	632,365	1,215,594	494,708	1,215,594	35,000	35,000
500340 - CONTRACTUAL SERVICES - OTHER	339,002	431,918	562,644	414,401	562,644	574,070	574,070
500400 - TRAVEL & PER DIEM	14,566	12,037	12,643	9,244	12,643	13,119	13,119
500410 - COMMUNICATION & FREIGHT	12,708	13,547	10,900	9,194	10,900	10,400	10,400
500430 - UTILITY SERVICES	123,173	120,523	290,800	99,390	140,000	292,900	292,900
500440 - RENTALS & LEASES	144,323	161,365	199,990	173,930	196,130	195,120	195,120
500460 - REPAIR & MAINT - OFFICE EQUIP	309,747	354,862	451,600	278,144	385,575	470,950	470,950
500461 - REPAIR & MAINT - VEHICLES	8,302	11,882	17,800	10,295	15,800	3,500	3,500
500470 - PRINTING & BINDING	33,911	35,314	64,307	45,844	58,617	47,682	47,682
500480 - PROMOTIONAL ACTIVITIES	29,377	28,683	35,300	31,122	35,300	35,300	35,300
500490 - OTHER CURRENT CHARGES	251,019	230,583	309,430	231,037	292,089	295,850	295,850
500494 - CURRENT CHARGES - BOARD FUNDS	45,637	56,612	81,200	68,567	81,200	81,200	81,200
500496 - CULTURAL GRANT-KNIGHTS ART	8,724	153,613	114,076	51,873	73,250	0	0
500510 - OFFICE SUPPLIES	4,095	3,303	9,100	4,496	8,100	6,000	6,000
500520 - OPERATING SUPPLIES	203,025	257,951	308,152	192,613	308,152	272,219	272,219
500521 - OPERATING SUPPLIES - FUEL	109	0	0	0	0	250	250
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	7,612	8,750	12,974	7,102	12,974	13,674	13,674
OPERATING TOTAL	1,837,574	2,513,310	3,696,510	2,121,961	3,408,968	2,347,234	2,347,234
CAPITAL OUTLAY							
500620 - CAPITAL - BUILDING	4,933,673	4,972,808	16,783,644	4,442,917	16,783,643	0	0
500634 - IMPROVEMENTS	0	177,124	1,203,343	1,142,351	1,203,342	60,000	60,000
500640 - CAPITAL OUTLAY - OFFICE	73,686	56,370	113,785	79,714	108,785	23,000	23,000
500641 - CAPITAL OUTLAY - VEHICLES	43,070	60,512	69,748	67,773	69,748	3,000	3,000
500643 - GRANT - LOCAL	0	0	0	16,000	16,000	0	0
500650 - CONSTRUCTION IN PROGRESS	0	0	2,970,378	115,310	2,970,378	0	0
500651 - CAPITAL - CONST IN PRG- IMPACT	0	0	0	0	0	0	0
CAPITAL OUTLAY TOTAL	5,050,428	5,266,814	21,140,898	5,864,064	21,151,896	86,000	86,000
Grand Total	8,880,496	9,911,520	28,079,155	10,475,246	27,501,493	5,789,208	5,744,846



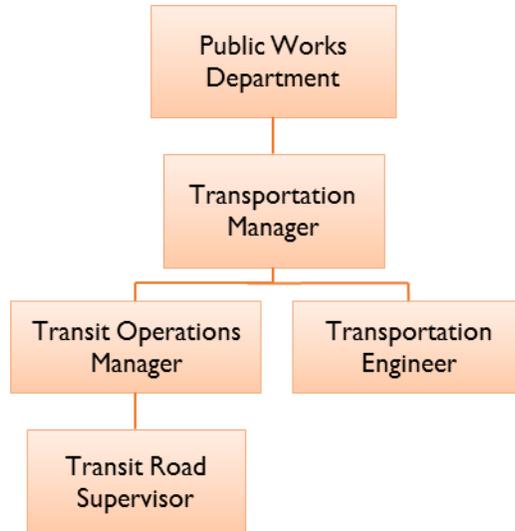
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**SPECIAL
REVENUE FUNDS**



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. County and Municipal governments shall utilize the proceeds of the 6 cent local option fuel tax must be used for only those transportation 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 2017

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

- Continued to assist and coordinate with the Doral Traffic Relief Advisory Board.
- Completed the Transportation Master Plan Update.
- Held the City's Transportation Summit.
- Completed NW 114 Avenue and NW 112 Avenue Improvement Study.
- Completed the Florida International University (FIU) Trolley Expansion Study.
- Purchased and placed into service one (1) new trolley (DT12).
- Started weekday Route 1 Service hour adjustments by providing four (4) trolleys between 6:00 AM and 10:00 PM in order to provide 30-minute headway throughout the day.
- Extended weekday Route 2 evening service by one-hour.
- Started Saturday service on Route 2.
- Enhancement to Route 1 to service to Dolphin Mall Transit Terminal and Doral Legacy Park.
- Enhancement to Route 2 to better service the NW 36 Street and the NW 79 Avenue corridors and Downtown Doral.
- Enhancement to Route 3 to service the Doral Math and Science Academy and the communities along NW 104 Avenue between NW 74 Street and NW 66 Street (Landmark).
- Developed revised Trolley schedules for proposed minor route alignment modifications.
- Initiated and completed Onboard Trolley Survey.
- Completed the installation of bike racks on all trolley vehicles.
- Rewrapped Trolley Vehicles DT03, DT04, and DT05.
- Initiated Sunday Church Trolley Route Feasibility Study.
- Continued to support the Planning and Zoning Department with the review, comment, and approval 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.
- Continue to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on Transportation Partners.
- Implemented short term improvements of the Doral Congestion Management Plan for Doral Boulevard, NW 87 Avenue, and NW 107 Ave, and NW 25 Street.



TRANSPORTATION FUND - DIVISION OBJECTIVES FOR FY 2018

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

- Continue to assist and coordinate with the Doral Traffic Relief Advisory Board.
- Continue to work with the City's Police Department on traffic related concerns.
- Continue to support the Planning and Zoning Department with the review, comment, and approval of traffic impact studies and trip generation analysis of private developments.
- Initiate and complete the City's Transit Development Plan.
- Implement FIU Trolley Route.
- Implement Sunday Church Route.
- Purchase four (4) additional trolleys, where two (2) of the four (4) trolleys are being donated to the City by Private Developers. Three (3) of the trolleys will be placed to service the new FIU Route and another (1) trolley will serve to increase the reliability of the system and have spare vehicles available for special event requests.
- Continue to conduct annual On-Board Trolley Survey.
- Continue to implement plan of the Doral Congestion Management Plan for NW 79 Avenue, NW 97 Avenue, NW 58 Street, NW 74 Street, NW 12 Street, and NW 33 Street.
- Conduct 2018 Citywide Roadway Segment Counts.
- Perform Citywide Parking Demand Study.
- Perform signal warrant study for the intersection of NW 112 Avenue/NW 82 Street.
- Initiate and complete Feasibility Study for NW 117 Ave connection north of Doral Meadows Park.



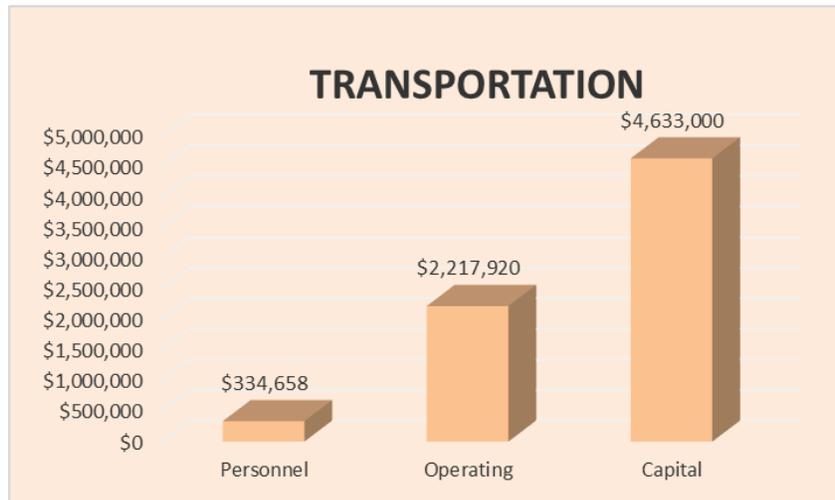
TRANSPORTATION FUND - DIVISION STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 17-18	ASSOCIATED COST	
Capital / Transportation Fund	Continue with the City's roadway milling and resurfacing plan scheduled for FY 2017	\$ 1,036,000.00	
	New Roadway Construction: NW 102 Avenue from NW 66 Street to NW 74 Street	\$ 1,900,000.00	
	Intersection Improvements along NW 74 Street at NW 102 Avenue and NW 97 Avenue (New Signals)	\$ 700,000.00	
	Intersection Improvements: NW 58 Street at NW 99 Avenue (New Signals)	\$ 250,000.00	
	Roadway Improvements: NW 82 Avenue from NW 27 Street to NW 33 Street	\$ 1,500,000.00	
	Roadway Improvements: Operational/Safety improvements to include a sidewalk on the north side of NW 33 Street between NW 104 Ave and Torremolinos Ave.	\$ 75,000.00	
	Safety Improvements: Vanderbilt Park Traffic Calming Improvements	\$ 500,000.00	
	Roadway Beautification: Doral Boulevard Median Landscape Improvements (HEFT - NW 97 Ave.)	\$ 1,200,000.00	
	Roadway Beautification: Doral Boulevard / SR 826 Entry Features	\$ 260,000.00	
	NW 117 Avenue Bridge over Doral Boulevard	\$ 3,860,000.00	
	Roadway Reconstruction: NW 41 Street from NW 79 Avenue to NW 87 Avenue	\$ 2,000,000.00	
	Do Not Block Box at Intersections	\$ 100,000.00	
	Citywide Intersection Improvements	\$ 150,000.00	
	Citywide Traffic Calming Improvements	\$ 150,000.00	
	Citywide Transit Mobility Infrastructure	\$ 120,000.00	
	Congestion Management Plan (Phase 4)	\$ 90,000.00	
	Purchase of two (2) new trolley vehicles	\$ 380,000.00	
	Purchase of two (2) new trolley vehicles (Donated)	\$ 380,000.00	
	Communication / Transportation Fund	Establish the Traffic Monitoring Center and install Traffic Monitoring Cameras (12 locations)	\$ 50,000.00
		Continue the City's safety and security technologies on the trolleys	\$ 120,000.00
TOTAL		\$ 14,821,000.00	

* Associated Cost includes year-end encumbrance carryforwards anticipated by the Public Works department.



TRANSPORTATION FUND – DIVISION BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation.
- **310 Professional Services** -This account funds the Transportation Fund's portion of the Wells Capital Investment Manager. The reduction is due to the Amended Budget for FY 2017 including encumbrance carryforwards from the prior year.
- **340 Contractual Services - Other** - This account was created to budget for the construction of traffic signals as part of the Joint Participation Agreement with the County:
 - NW 58 St. & 99 Ave. Traffic Signal
 - NW 74 St. & NW 102 Ave., NW 74 St. & NW 97 Ave
- **341 Other Contractual Services** - This account was increased to fund the expansion of the trolley service (new Sunday Church service and FIU Trolley Route) and the trolley safety and security equipment and service for an additional 6 trolley vehicles.
- **400 Travel and Per Diem** - This account was increased in order to fund the Florida Transportation Builders Association (FTBA) Annual Conference and the Florida Transportation Builders Association (FTBA) Construction Conference.
- **460 Repair and Maintenance – Office Equipment** - This account was created to budget for the cost associated with the “Do Not Block the Box” project.
- **540 Dues, Subscriptions, & Memberships** -This account was increased in order to fund the Florida Transportation Builders Association (FTBA) Annual Conference and the Florida Transportation Builders Association (FTBA) Construction Conference.
- **631 Capital Outlay Median Street Beautification** - This account decreased due to the deferral of the construction of Doral Blvd. median landscape improvements between NW 97 Ave. and SR 826 to FY 18-19.



- **633 Capital Outlay Street Improvements** - This account decreased and includes funding for following construction projects:
 - Citywide Traffic Calming Improvements
 - Citywide Transit Mobility Infrastructure
 - NW 82nd Ave (27th - 33rd St)
 - Resurfacing Projects from Capital Improvement Program
 - NW 33 St Sidewalk
 - Citywide Intersection Improvements
- **641 Capital Outlay Vehicles** - This account is increased for the purchase of four (4) new trolleys; two of which will be provided by developers. The account also includes funding for one (1) 2017 Ford Escape.
- **650 Construction in Progress** - This account increased and includes funding for following projects:
 - Other Studies (i.e. signal warrant, traffic calming)
 - Transit Mobility Improvements (Design/CEI)
 - Transit Development Plan
 - NW 117 Ave (Doral Meadows/EBT) Feasibility Study
 - NW 82 St/NW 112 Ave Intersection Improvements
 - Citywide Street Lighting
 - Citywide Intersection Improvements
 - Project / Construction Management / CEI
 - NW 102 Ave. (66 – 74 St.) CEI
 - NW 82 Ave. (27-33 St.) CEI
 - NW 74 St. Traffic Signal at NW 102 Ave. and NW 97 Ave.

**TRANSPORTATION FUND - PUBLIC WORKS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	PROPOSED	ADOPTED	TOTAL COST
		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2017-18	FY 2017-18
500.120 - Full Time Salaries							
	Transportation Manager	0	1	1	1	1	\$ 91,988
	Service Award 5 yr						\$ 767
	Transit Operations Manager	1	1	1	1	1	\$ 50,633
	Transportation Engineer	1	1	1	1	1	\$ 60,000
	Transit Road Supervisor	0	1	1	1	1	\$ 33,623
	Full Time Salaries Total	2	4	4	4	4	\$ 237,011
	Total	2	4	4	4	4	\$ 237,011



TRANSPORTATION FUND - PUBLIC WORKS BUDGET
101

ACCT NO.	ACCOUNT TITLE	AMENDED BUDGET*			YEAR-END		PROPOSED	ADOPTED
		ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17		
BEGINNING FUND BALANCE		11,748,689	15,882,541	16,193,176		16,193,176	5,689,769	5,689,769
REVENUES								
101.8000.312410	LOCAL OPTION GAS TAX	577,531	571,521	576,315	491,472	576,315	565,458	565,458
101.8000.312420	LOCAL OPTION GAS TAX- NEW	222,074	221,217	222,438	192,388	222,438	218,971	218,971
101.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	1,925,901	2,120,606	-	-	-	-	-
101.8000.331408	CIRCULATOR GRANT FL04-0122	100,801	-	-	-	-	-	-
101.8000.331409	CIRCULATOR GRANT FL04-0148	32,880	-	-	-	-	-	-
101.8000.334102	FDOT GRANT - FEDERAL	-	243,307	-	561,489.05	561,500.00	-	-
101.8000.337100	COUNTY REIMBURSEMENT	421,210	1,040,233	-	-	-	-	-
101.8000.337707	LOCAL GRANT TRANSIT MOBILITY	5,699	-	-	8,960	9,000	-	-
101.8000.361100	INTEREST INCOME	-	44,226	20,000	89,039	75,000	70,000	70,000
101.8000.363240	ROADWAY BEAUTIFICATION - IMPACT FEES	5,946,135	2,751,825	1,750,000	1,315,917	1,600,000	1,750,000	1,750,000
101.8000.366100	DEVELOPER CONTRIBUTIONS	-	-	-	-	-	-	-
101.8000.367100	CHANGE IN INVESTMENT VALUE	-	16,670	-	(15,953)	(30,000)	-	-
101.8000.369200	PRIOR YEARS RECOVERY	(9,859)	38,713	-	-	-	-	-
101.8000.381100	OPERATING TRANSFERS IN	-	-	3,790,000	3,790,000	3,790,000	-	-
	TOTAL REVENUES	9,222,373	7,048,318	6,358,753	6,433,313	6,804,253	2,604,429	2,604,429
OTHER RESOURCES								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	1,755,120	-	1,309,620	4,585,744	4,581,149
	PRIOR YEAR OPERATING BALANCES	-	-	9,193,787	-	9,193,787	-	-
	TOTAL OTHER RESOURCES	-	-	10,948,907	-	10,503,407	4,585,744	4,581,149
	TOTAL AVAILABLE RESOURCES	9,222,373	7,048,318	17,307,660	6,433,313	17,307,660	7,190,173	7,185,578
EXPENDITURES								
101.80005.500120	FULL TIME SALARIES	106,315	162,411	229,821	184,954	229,821	237,011	237,011
101.80005.500125	COMPENSATED ABSENCES	784	576	8,839	-	8,839	9,086	9,086
101.80005.500140	OVERTIME	-	12	-	-	-	-	-
101.80005.500210	FICA & MICA TAXES	8,158	10,395	18,258	13,882	18,258	18,827	18,827
101.80005.500220	RETIREMENT CONTRIBUTIONS	13,042	16,231	27,579	23,767	27,579	28,350	28,350
101.80005.500230	LIFE & HEALTH INSURANCE	12,570	5948.26	38701	13387.6	38701	45979	41384
	TOTAL PERSONNEL COSTS	140,869	195,574	323,198	235,990	323,198	339,253	334,658
101.80005.500310	PROFESSIONAL SERVICES	298,171	864,750	1,147,100	691,414	1,144,400	3,200	3,200
101.80005.500340	CONTRACTUAL SERVICES - OTHER	-	-	-	-	-	950,000	950,000
101.80005.500341	CONTRACTUAL SERVICES - ENGINEERING	1,526,481	1,778,107	312,116	145,433	500,600	1,155,000	1,155,000
101.80005.500400	TRAVEL & PER DIEM	-	25	2,825	250	2,825	5,900	5,900
101.80005.500440	RENTAL & LEASES	-	-	-	-	-	-	-
101.80005.500460	REPAIR & MAINTENANCE - OFFICE EQUIP	-	-	-	-	-	100,000	100,000
101.80005.500540	DUES, SUBSCRIPTIONS, MEMBERSHIPS	-	514	2,850	899	2,850	3,820	3,820
	TOTAL OPERATING COST	1,824,652	2,643,396	1,464,891	837,995	1,650,675	2,217,920	2,217,920
101.80005.500631	CAPITAL OUTLAY - MEDIAN ST BEAUTI.	2,770,163	-	1,750,000	-	1,750,000	100,000	100,000
101.80005.500633	CAPITAL OUTLAY - STREET IMPRV	-	3,898,714	12,565,155	3,980,358	12,565,155	2,545,000	2,545,000
101.80005.500640	CAPITAL OUTLAY - EQUIPMENT	-	-	-	-	-	-	-
101.80005.500641	CAPITAL OUTLAY - VEHICLES	352,837	-	365,316	176,832	176,832	783,000	783,000
101.80005.500648	GRANT (CIRCULATOR #FL 04-0122)	-	-	-	-	-	-	-
101.80005.500649	GRANT (CIRCULATOR #FL 040148)	-	-	-	-	-	-	-
101.80005.500650	CONSTRUCTION IN PROGRESS	-	-	839,100	125,216	841,800	1,205,000	1,205,000
	TOTAL CAPITAL OUTLAY	3,123,000	3,898,714	15,519,571	4,282,407	15,333,787	4,633,000	4,633,000
101.80005.500710	DEBT SERVICE PRINCIPAL TROLLEY	-	-	-	-	-	-	-
101.80005.500720	DEBT SERVICE INTEREST TROLLEY	-	-	-	-	-	-	-
	TOTAL DEBT SERVICE	-	-	-	-	-	-	-
	TOTAL TRANSPORTATION FUND EXPENSES	5,088,521	6,737,683	17,307,661	5,356,392	17,307,660	7,190,173	7,185,578
	USE OF FUND BALANCE	-	-	1,755,120	-	1,309,620	4,585,744	4,581,149
	PRIOR YEAR OPERATING BALANCES	-	-	9,193,787	-	9,193,787	-	-
	Ending Fund Balance	15,882,541	16,193,176	5,244,268		5,689,769	1,104,025	\$ 1,108,620

* 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 \$2,244,534 and expenditures for FY 2018 are \$2,143,222.
- **341 Contractual Services-Engineering** – This line item is for Trolley Operation and Maintenance.
- **633 Improvements-Street** – This line item covers some resurfacing projects identified in the Capital Improvement Plan.



PEOPLE'S TRANSPORTATION PLAN FUND

106

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET* FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
BEGINNING FUND BALANCE		-	-	-	-	-	50,267	50,267
REVENUES								
106.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	-	-	2,171,267	1,316,061	2,171,267	2,171,267	2,244,534
	TOTAL REVENUES	-	-	2,171,267	1,316,061	2,171,267	2,171,267	2,244,534
OTHER RESOURCES								
106.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		-	-	2,171,267	1,316,061	2,171,267	2,171,267	2,244,534
EXPENDITURES								
106.80005.500341	CONTRACTUAL SERVICES - ENGINEER	-	-	1,635,000	1,358,606	1,635,000	1,635,000	1,635,000
106.80005.500540	DUES, SUBSCRIPTIONS, & MEMBERSHIPS	-	-	-	-	-	-	22,222
	TOTAL OPERATING COST	-	-	1,635,000	1,358,606	1,635,000	1,635,000	1,657,222
106.80005.500633	CAPITAL OUTLAY - STREET IMPROVEMENTS	-	-	486,000	100,155	486,000	486,000	486,000
	TOTAL CAPITAL OUTLAY	-	-	486,000	100,155	486,000	486,000	486,000
TOTAL PARK IMPACT FEE FUND EXPENSES		-	-	2,121,000	1,458,761	2,121,000	2,121,000	2,143,222
	USE OF FUND BALANCE	-	-	-	-	-	-	-
Ending Fund Balance		-	-	50,267	(142,700)	50,267	100,534	151,579

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

A scenic view of a university campus. In the foreground, a large, mature tree with green leaves and clusters of small red flowers frames the top and right sides of the image. A paved path leads from the bottom left towards the center, with some red petals scattered on it. To the left of the path, there are several informational signs on a post. In the middle ground, a large, white, abstract sculpture of a figure is situated on a green lawn. In the background, a large building with a prominent white dome is visible under a clear blue sky.

OTHER FUNDS



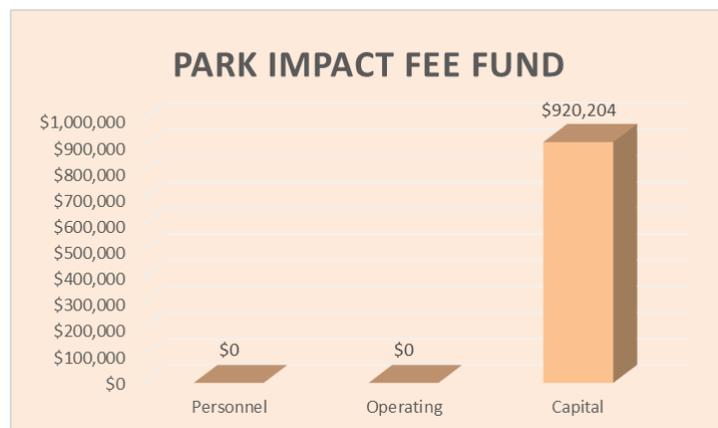
PARKS IMPACT FEE FUND

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



- **620 Capital Outlay-Building & 635 Capital Outlay-Improvements Parks** – The decrease in these accounts is attributable to the completion of the Legacy Park project.
- **640 Capital Outlay-Office** – This account includes funding for Doral Glades Thor Guard equipment.
- **650 Construction in Progress** – This account includes funding for the Doral Central Park design documentation-due diligence and conceptual design refinement. As a result of the Master Plan Update, and the conceptual for Doral Central Park that was approved, the Department will continue to work with the consultants to refine the park conceptual design and amenity details.
- **652 Capital Outlay-Other** – This account includes funding for the various capital equipment needed for Doral Glades Park such as AV and theatre room equipment, CCTV axis network camera, door access system, etc.



PARK IMPACT FEE FUND
102

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET* FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
BEGINNING FUND BALANCE		6,768,489	9,062,130	3,736,528		3,736,528	641,393	641,393
REVENUES								
102.9000.331700	GRANT - FEDERAL	-	-	-	-	-	-	-
102.9000.361100	INTEREST INCOME	-	16,083	10,000	20,042	15,000	10,000	10,000
102.9000.363101	SPECIAL ASSESSMENT - EDUCATIONAL	493,904	-	-	-	-	-	-
102.9000.363270	IMPACT FEES - PARKS	2,694,604	2,651,002	1,750,000	418,579	450,000	400,000	400,000
	TOTAL REVENUES	3,188,507	2,667,085	1,760,000	438,621	465,000	410,000	410,000
OTHER RESOURCES								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	240,000	-	240,000	510,204	510,204
	PRIOR YEAR OPERATING BALANCES	-	-	1,560,134	-	1,560,134	-	-
	TOTAL OTHER RESOURCES	-	-	1,800,134	-	1,800,134	510,204	510,204
TOTAL AVAILABLE RESOURCES		3,188,507	2,667,085	3,560,134	438,621	2,265,134	920,204	920,204
EXPENDITURES								
102.90005.500310	PROFESSIONAL SERVICES -	253,455	83,171	3,555	-	3,555	-	-
	TOTAL OPERATING COST	253,455	83,171	3,555	-	3,555	-	-
102.22005.500652	CAPITAL OUTLAY - OTHER	-	-	-	-	-	517,204	517,204
102.90005.500620	CAPITAL OUTLAY - BUILDING	487,340	7,842,234	2,126,580	793,810	2,126,580	-	-
102.90005.500634	CAPITAL OUTLAY - IMPROVEMENTS - PARKS	139,422	67,283	1,430,000	413,607	1,430,000	-	-
102.90005.500640	CAPITAL OUTLAY - PARK DEVELOPMENT	14,650	-	-	-	-	18,000	18,000
102.90005.500650	CAPITAL OUTLAY - CONSTRUCTION IN PROG	-	-	-	-	-	385,000	385,000
	TOTAL CAPITAL OUTLAY	641,411	7,909,517	3,556,580	1,207,417	3,556,580	920,204	920,204
TOTAL PARK IMPACT FEE FUND EXPENSES		894,866	7,992,687	3,560,135	1,207,417	3,560,135	920,204	920,204
	USE OF FUND BALANCE	-	-	240,000	-	240,000	510,204	510,204
	PRIOR YEAR OPERATING BALANCES	-	-	1,560,134	-	1,560,134	-	-
Ending Fund Balance		9,062,130	3,736,528	1,936,393		641,393	131,189	\$ 131,189

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



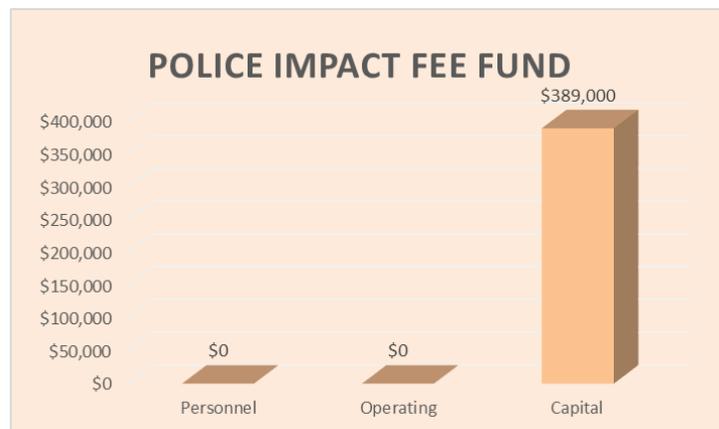
POLICE IMPACT FEE FUND

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



- **620 Capital Outlay-Building & 634 Improvements** – The decrease reflected in these account are due to the completion of the Police Substation.
- **640 Capital Outlay-Office** – This line item includes funding for new AED units to equip police vehicles.
- **641 Capital Outlay-Vehicles** – This line item includes funding for nine police vehicles and two police service aide vehicles.



POLICE IMPACT FEE FUND

103

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET* FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
BEGINNING FUND BALANCE		1,423,930	2,346,741	3,202,690		3,202,690	946,118	946,118
REVENUES								
103.6000.361100	INTEREST INCOME	-	3,650	2,000	7,215	7,500	5,000	5,000
103.6000.363220	IMPACT FEES - POLICE	922,812	852,299	500,000	237,125	350,000	400,000	400,000
	TOTAL REVENUES	922,812	855,949	502,000	244,339	357,500	405,000	405,000
OTHER RESOURCES								
103.6000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	498,000	-	498,000	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	1,614,072	-	1,614,072	-	-
	TOTAL OTHER RESOURCES	-	-	2,112,072	-	2,112,072	-	-
TOTAL AVAILABLE RESOURCES		922,812	855,949	2,614,072	244,339	2,469,572	405,000	405,000
EXPENDITURES								
103.60005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	-	-	-	-	-	-	-
103.60005.500610	CAPITAL OUTLAY - LAND PURCHASE	-	-	-	-	-	-	-
103.60005.500620	CAPITAL OUTLAY - BUILDING	-	-	1,000,000	-	1,000,000	-	-
103.60005.500634	CAPITAL OUTLAY - BUILDING IMPROVEMENTS	-	-	1,614,072	922,927	1,614,072	-	-
103.60005.500640	CAPITAL OUTLAY - FURNITURE & EQUIPMENT	-	-	-	-	-	15,000	15,000
103.60005.500641	CAPITAL OUTLAY - VEHICLES	-	-	-	-	-	374,000	374,000
	TOTAL CAPITAL OUTLAY	-	-	2,614,072	922,927	2,614,072	389,000	389,000
TOTAL PARK IMPACT FEE FUND EXPENSES		-	-	2,614,072	922,927	2,614,072	389,000	389,000
	USE OF FUND BALANCE	-	-	498,000	-	498,000	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	1,614,072	-	1,614,072	-	-
Ending Fund Balance		2,346,741	3,202,690	1,090,618		946,118	962,118	\$ 962,118

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



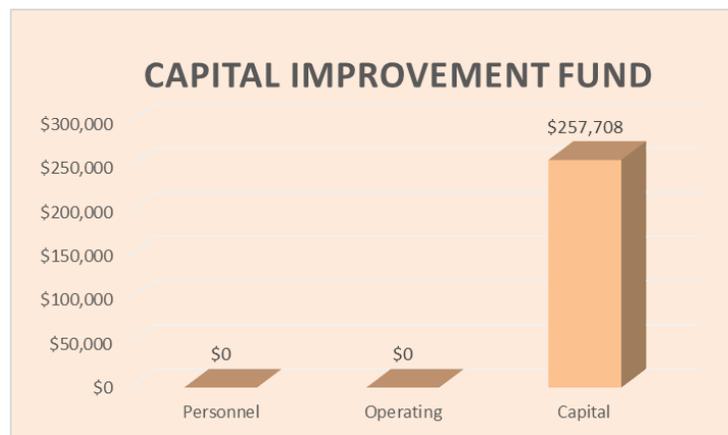
CAPITAL IMPROVEMENT FUND

CAPITAL IMPROVEMENT FUND FUNCTION

This section provides for a brief overview of the capital improvement projects that are scheduled to take place during Fiscal Year 2018 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 increased to include funding for new lighting fixture replacements in the Council Chambers, the exterior of City Hall, and the parking garage.
- **640 Capital Outlay-Office** - This account includes funding for solar LED light bollards for City Hall.
- This fiscal year the projects budgeted will be funded with fund balance.



CAPITAL IMPROVEMENT FUND

301

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END		PROPOSED	ADOPTED
		ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET* FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17		
BEGINNING FUND BALANCE		273,200	185,737	279,363		279,363	403,668	403,668
REVENUES								
301.5000.381100	OPERATING TRANSFERS IN	-	300,000	350,000	350,000	350,000	-	-
	TOTAL REVENUES	-	300,000	350,000	350,000	350,000	-	-
OTHER RESOURCES								
301.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	108,000	-	108,000	257,708	257,708
	PRIOR YEAR OPERATING BALANCES			28,481		28,481		
	TOTAL OTHER RESOURCES	-	-	136,481	-	136,481	257,708	257,708
	TOTAL AVAILABLE RESOURCES	-	300,000	486,481	350,000	486,481	257,708	257,708
EXPENDITURES								
301.80005.500310	PROFESSIONAL SERVICES - CITY HALL CONST.	22,067	4,170	350,630	11,728	94,695	-	-
301.80005.500314	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
	TOTAL OPERATING COST	22,067	4,170	350,630	11,728	94,695	-	-
301.80005.500620	CAPITAL OUTLAY - BUILDINGS	2,296	-	-	-	-	-	-
301.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	63,100	195,425	124,852	41,458	120,000	236,800	236,800
301.80005.500640	CAPITAL OUTLAY - OTHER	-	6,780	11,000	4,561	11,000	20,908	20,908
	TOTAL CAPITAL OUTLAY	65,396	202,205	135,852	46,019	131,000	257,708	257,708
	TOTAL PARK IMPACT FEE FUND EXPENSES	87,463	206,374	486,481	57,747	225,695	257,708	257,708
	USE OF FUND BALANCE	-	-	108,000		108,000	257,708	257,708
	PRIOR YEAR OPERATING BALANCES	-	-	28,481		28,481		
	Ending Fund Balance	185,737	279,363	142,882		403,668	145,960	\$ 145,960

* 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 \$500,000.



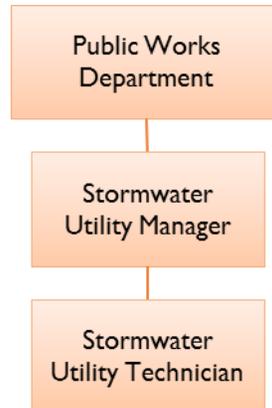
INFRASTRUCTURE REPLACEMENT FUND
302

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET* FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18
BEGINNING FUND BALANCE		-	-	100,000		100,000	200,000	200,000
REVENUES								
302.5000.381100	OPERATING TRANSFERS IN	-	100,000	100,000	100,000	100,000	500,000	500,000
	TOTAL REVENUES	-	100,000	100,000	100,000	100,000	500,000	500,000
OTHER RESOURCES								
302.8000.300100	RESERVES - IN USE OF FUND BALANCE							
	TOTAL OTHER RESOURCES	-	-	-	-	-	-	-
TOTAL AVAILABLE RESOURCES		-	100,000	100,000	100,000	100,000	500,000	500,000
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 PARK IMPACT FEE FUND EXPENSES		-	-	-	-	-	-	-
	USE OF FUND BALANCE							-
Ending Fund Balance		-	100,000	200,000		200,000	700,000	700,000

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



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 2017

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

- Revised design of Year 5 (5a) and Year 6 (5b) of the Canal Bank Stabilization Program to obtain a revised MDC Class III Permit and include a maintenance / pedestrian / bike shared use path along canals banks.
- Secured FDEP TAP Grant for Year 6 (5b) of the Canal Bank Stabilization Program.
- Completed construction of Stormwater Improvements at miscellaneous sites: N.W. 102 Ave. & 27 Ter.; N.W. 114 Ave. & 74 St.; N.W. 113 Ave. & 77th Ter.; N.W. 102 Ave & 26 St.; N.W. 113 Ct. & 82 St.
- Completed construction of Stormwater Improvements at Sub Basins F-5, C-6, C-7, and G-1.
- Completed maintenance cycle of the City's stormwater drainage infrastructure.
- Completed design of Year 4 of the Stormwater Improvements 5-Year CIP: Sub Basins D-3, D-79Ave., and A-2.
- Updated Stormwater Division written procedures.
- Completed construction of Stormwater Improvements at Sub Basins F-1 and H-8.
- Applied for State Grant funding to cover a portion of the cost associated with the construction of stormwater improvements at Sub Basin H-8.
- Commenced construction of Stormwater Improvements at Sub Basin D-3.
- Commenced construction of Year 5a of the Canal Bank Stabilization Program.
- Commenced design of Year 7 of the Canal Bank Stabilization Program.
- Commenced design of Year 5 of the Stormwater Improvements 5-Year CIP: Sub Basin A-4.
- Completed the Florida Department of Environmental Protection (FDEP) NPDES MS4 Permit audit for the 2015-16 Annual Report.



STORMWATER FUND - DIVISION OBJECTIVES FOR FY 2018

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

- Complete construction of Year 5a of the Canal Bank Stabilization Program.
- Complete design of Year 7 of the Canal Bank Stabilization Program.
- Commence construction of Year 7 of the Canal Bank Stabilization Program.
- Complete design of Year 5 of the Stormwater Improvements 5-Year CIP: Sub Basins A-4.
- Commence construction of stormwater improvements at Sub Basins A-2 and A-4.
- Commence process to update the stormwater master plan and prepare next 5-Year Capital Improvement Plan.
- Address miscellaneous drainage deficiencies identified throughout the City.
- Continue to develop and improve existing procedures and program to maintain and improve the stormwater drainage infrastructure.
- Work along with the Building Department to improve the City's CRS Program ranking.

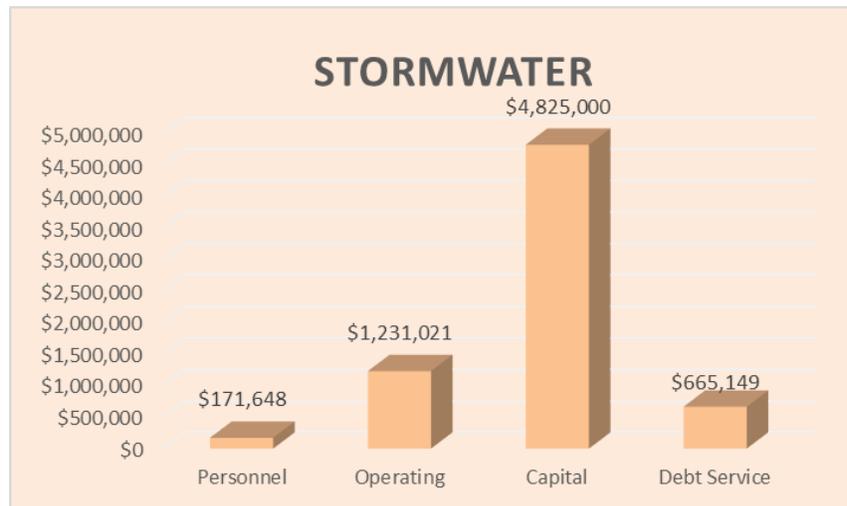
STORMWATER FUND - DIVISION STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 17-18	ASSOCIATED COST
Capital / Stormwater Fund	New Roadway Construction: NW 82 Avenue from NW 27 Street to NW 33 Street (Drainage)	\$ 775,000.00
	Roadway Reconstruction: NW 41 Street from NW 79 Avenue to NW 87 Avenue (Drainage)*	\$ 650,000.00
	Stormwater Improvements at Sub Basin D-3	\$ 411,486.00
	Stormwater Improvements at Sub Basin D-79 Ave.	\$ 510,401.00
	Stormwater Improvements at Sub Basin A-2	\$ 299,064.00
	Canal Bank Stabilization: Year VII	\$ 2,250,000.00
Sustainability / Stormwater Fund	Catch Basin Maintenance Program	\$ 400,000.00
	Street Sweeping	\$ 130,000.00
	Canal Maintenance	\$ 450,000.00
TOTAL		\$ 5,875,951.00

* Associated Cost includes year-end encumbrance carryforwards anticipated by the Public Works department.



STORMWATER FUND – DIVISION BUDGET HIGHLIGHTS



- **110-230 Personnel Costs** -There was an increase to these line items due to an approved 1% cost of living adjustment, an up to 3% merit raise based on individual's performance evaluation.
- **314 Professional Services-Engineering** – Decrease in account is attributable to encumbrance carryovers from prior years.
- **340 Contractual Services Other** – The increase from the Adopted FY 2017 Budget allows for the creation of a maintenance program of the geo-web cells installed along approximately 10 miles of canal bank as part of the Canal Bank Stabilization Program, and to allow for the maintenance of newly installed stormwater drainage systems along public right-of-way in order to maintain proper level of service.
 - Catch Basin Maintenance Program
 - Canal Bank Geo-Web Cells Maintenance Program
- **633 Improvements Streets** - This account decreased in comparison to previous Fiscal Year as funding from the Stormwater Fund will only be required for the drainage portion of the NW 82 Ave. (NW 27 St. – NW 33 St.) Widening Project.
 - NW 82 Ave. (NW 27 St. – NW 33 St.) Widening Project
- **650 Construction in Progress** - This account decreased in comparison to previous Fiscal Year as only 2 sites are remaining from the Stormwater 5-Year Capital Improvement Plan.
- **710 Debt Service – Principal** - This account was increased to cover the costs of the Principal on County Debt as provided by Miami-Dade County in the most recent debt service schedule.
- **720 - Debt Service – Interest** - This account was decreased as per Miami-Dade County most recent debt service schedule.



**STORMWATER FUND - PUBLIC WORKS
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET FY 2014-15	BUDGET FY 2015-16	BUDGET FY 2016-17	PROPOSED FY 2017-18	ADOPTED FY 2017-18	TOTAL COST FY 2017-18
500.120 - Full Time Salaries							
	Stormwater Utility Manager	1	1	1	1	1	\$ 74,376
	Stormwater Utility Technician	1	1	1	1	1	\$ 48,366
	<i>Service Award 10 yr</i>						\$ 1,612
	Full Time Salaries Total	2	2	2	2	2	\$ 124,354
	Total	2	2	2	2	2	\$ 124,354



**STORMWATER FUND
401**

ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	AMENDED	ACTUALS	YEAR-END	PROPOSED	ADOPTED
		FY 2014-15	FY 2015-16	BUDGET*	FY 2016-17	ESTIMATE	FY 2017-18	FY 2017-18
BEGINNING FUND BALANCE¹		15,286,069	14,817,794	15,797,725		15,797,725	7,522,299	7,522,299
REVENUES								
401.8000.314300	STORMWATER USER FEES	3,827,559	3,855,651	3,800,000	2,735,404	3,800,000	3,800,000	3,800,000
401.8000.334100	STATE GRANT REIMB	506,039	750,000	-	-	-	600,000	600,000
401.8000.361100	INTEREST INCOME	77,762	111,491	75,000	142,172	140,000	140,000	140,000
401.8000.367100	CHANGE IN INVESTMENT VALUES	13,322	7,383	-	(41,104)	(46,000)	-	-
401.8000.369200	PRIOR YEAR RECOVERY	-	174,549	-	117,279	175,920	-	-
	TOTAL REVENUES	4,424,682	4,899,074	3,875,000	2,953,752	4,069,920	4,540,000	4,540,000
OTHER RESOURCES								
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	4,271,010	-	2,491,815	2,355,000	2,352,818
	PRIOR YEAR OPERATING BALANCES	-	-	5,783,611	-	5,783,611	-	-
	TOTAL OTHER RESOURCES	-	-	10,054,621	-	8,275,426	2,355,000	2,352,818
TOTAL AVAILABLE RESOURCES		4,424,682	4,899,074	13,929,621	2,953,752	12,345,346	6,895,000	6,892,818
EXPENDITURES								
401.80005.500120	FULL TIME SALARIES	106,201	118,368	119,740	46,559	62,000	124,354	124,354
401.80005.500125	COMPENSATED ABSENCES	867	893	4,605	-	4,605	4,721	4,721
401.80005.500140	OVERTIME	5	5	-	0	-	-	-
401.80005.500210	FICA & MICA TAXES	7,964	8,915	9,512	3,520	4,750	9,874	9,874
401.80005.500220	RETIREMENT CONTRIBUTIONS	13,022	14,100	14,369	5,802	7,450	14,729	14,729
401.80005.500230	LIFE & HEALTH INSURANCE	20,234	18,457	27,962	9,122	9,500	20,152	17,970
	TOTAL PERSONNEL COSTS	148,293	160,738	176,188	65,002	88,305	173,830	171,648
401.80005.500314	PROFESSIONAL SERVICES- ENGINEERING	623,804	5,825	1,044,368	407,359	650,594	30,000	30,000
401.80005.500340	CONTRACTUAL SERVICE S - OTHER	892,012	849,471	5,788,063	3,159,152	4,692,933	1,083,000	1,083,000
401.80005.500400	TRAVEL & PER DIEM	995	1,458	3,540	1,201	2,721	4,741	4,741
401.80005.500410	COMMUNICATIONS & FREIGHT SERVICES	-	-	-	250	-	-	-
401.80005.500440	RENTAL & LEASES	-	-	4,000	-	4,000	2,000	2,000
401.80005.500460	REPAIRS & MAINTENANCE - VEHICLES	687	-	2,930	-	1,330	2,000	2,000
401.80005.500470	PRINTING & BINDING	440	115	3,000	407	907	1,500	1,500
401.80005.500490	OTHER CURRENT CHARGES	-	76,618	100,000	23,789	100,000	100,000	100,000
401.80005.500510	OFFICE SUPPLIES	-	435	500	386	500	500	500
401.80005.500520	OPERATING SUPPLIES	2,492	1,345	2,230	509	1,219	1,630	1,630
401.80005.500522	OPERATING SUPPLIES VEHICLES	-	-	2,400	1,058	1,500	2,000	2,000
401.80005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	1,953	2,234	3,650	2,230	3,382	3,650	3,650
401.80005.500590	DEPRECIATION EXPENSE	444,404	476,162	-	-	-	-	-
401.80005.500591	ACCUMULATED DEPRECIATION	-	-	-	-	-	-	-
401.80005.500592	AMORTIZATION - DEFERRED LOSS	52,383	52,383	-	-	-	-	-
	TOTAL OPERATING COST	2,019,170	1,466,047	6,954,681	3,596,341	5,459,087	1,231,021	1,231,021
401.80005.500633	CAPITAL OUTLAY - IMPROVEMENTS STREETS	-	-	1,250,000	28,615	1,250,000	775,000	775,000
401.80005.500640	CAPITAL OUTLAY - OFFICE EQUIP & MACH	-	-	23,800	23,217	23,002	-	-
401.80005.500650	CONSTRUCTION IN PROGRESS	-	-	4,860,000	2,627	4,860,000	4,050,000	4,050,000
	TOTAL CAPITAL OUTLAY	-	-	6,133,800	54,459	6,133,002	4,825,000	4,825,000
401.80005.500710	DEBT SERVICE PRINCIPAL- COUNTY BOND	-	-	427,323	284,882	427,323	442,306	442,306
401.80005.500720	DEBT SERVICE INTEREST - COUNTY BOND	267,988	251,911	237,629	158,419	237,629	222,843	222,843
	TOTAL DEBT SERVICE	267,988	251,911	664,952	443,301	664,952	665,149	665,149
TOTAL TRANSPORTATION FUND EXPENSES		2,435,451	1,878,696	13,929,621	4,159,103	12,345,346	6,895,000	6,892,818
	USE OF FUND BALANCE	-	-	4,271,010	-	2,491,815	2,355,000	2,352,818
	PRIOR YEAR OPERATING BALANCES	-	-	5,783,611	-	5,783,611	-	-
Ending Fund Balance¹		14,817,794	15,797,725	5,743,104		7,522,299	5,167,299	\$ 5,169,481

* 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 \$500,000.



OTHER POST-EMPLOYMENT BENEFITS FUND

651

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END		
		ACTUAL FY 2014-15	ACTUAL FY 2015-16	BUDGET* FY 2016-17	ACTUALS FY 2016-17	ESTIMATE FY 2016-17	PROPOSED FY 2017-18
BEGINNING FUND BALANCE		-	-	-	-	-	-
REVENUES							
651.5000.381100	OPERATING TRANSFERS IN	-	-	-	-	-	500,000
	TOTAL REVENUES	-	-	-	-	-	500,000
OTHER RESOURCES							
651.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-
	TOTAL OTHER RESOURCES	-	-	-	-	-	-
	TOTAL AVAILABLE RESOURCES	-	-	-	-	-	500,000
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	-	-	-	-	-	500,000

* 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.

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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



City of Doral

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Vice Mayor Ana Maria Rodriguez

Councilwoman Claudia Mariaca

Councilman Pete Cabrera

Councilwoman Christi Fraga

Edward A. Rojas, City Manager

Albert Childress, Deputy City Manager