



# ADOPTED BUDGET

FISCAL YEAR 2015 - 2016



CITY OF  
**DORAL**

*For all the right reasons!*

Luigi Boria  
Mayor

Sandra Ruiz  
Vice Mayor

Pete Cabera  
Councilman

Christi Fraga  
Councilwoman

Ana Maria Rodriguez  
Councilwoman

YOUR TAX DOLLARS BUILDING OUR COMMUNITY  
EL DINERO DE SUS IMPUESTOS CONSTRUYENDO NUESTRA COMUNIDAD

New City of Doral Park coming soon to this area!



For more information on the park visit [www.cityofdoral.com/parks](http://www.cityofdoral.com/parks) or call 305-593-6600





## City Council



Luigi Boria  
Mayor



Sandra Ruiz  
Vice Mayor



Pete Cabrera  
Councilman



Christi Fraga  
Councilwoman



Ana Maria Rodriguez  
Councilwoman



## ACKNOWLEDGMENT

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

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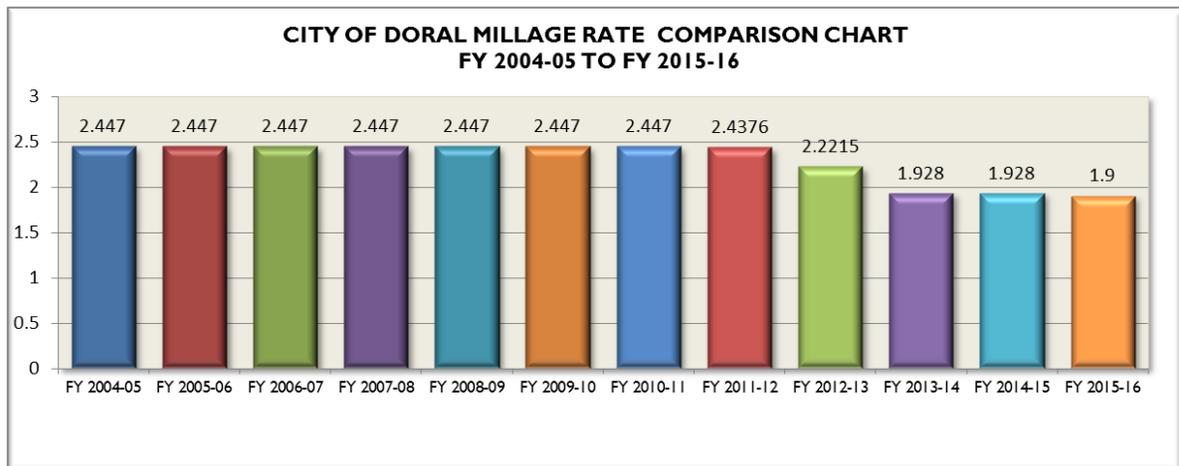
## CITY MANAGER'S BUDGET MESSAGE

Dear Honorable Mayor, Council Members, and Residents:

I am pleased to submit the FY 2015-16 Adopted Budget to the community, a responsible fiscal plan that stresses financial viability and sustainability, invests in public safety and critical infrastructure, and puts tax dollars to work to improve the quality of life in Doral. The City of Doral Council approved to set the millage rate for Fiscal Year 2015-2016 at 1.90 mills, the lowest rate since the City's inception. The millage rate set by the City Council means property will be taxed at a rate of \$1.90 for every \$1,000 of assessed taxable value. With a sound fiscal approach, my administration has prepared a budget that provides for short-term and long-term strategic goals, including significant capital investment in public safety, parks and roads.

The City of Doral is experiencing a period of unprecedented growth. Since its incorporation in 2003, the city has doubled its population. Doral is now the third fastest growing city in the nation by percentage, with over 54,000 multilingual, multicultural and highly qualified residents calling Doral home and nearly 80,000 expected to reside here in the next 5 years. It is the home of over 250 company headquarters, more than 100 multinational corporations and over 2,600 trade and logistics firms. With over \$2 billion in major developments currently underway in the city, all economic indicators point to Doral's continued growth as an international hub for investment, business and trade, and the trend only seems to be escalating; in fact, more than 7,000 building permits were processed by the City's Building department in June alone. It is a city on the move, and more and more people are choosing Doral to live, work, and play.

The City has forecasted Doral's future development and plans to manage the anticipated growth in a responsible and sustainable manner. Under the guidance of the City Council, the City strives to serve our community by pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government. The City Council has and continues to make sound financial and operational decisions to achieve our community's expectations of excellent services now and in the years to come.





## Budget Approach:

Each year, as part of the strategic budgeting approach, Strategic Planning Sessions take place with the City Council and staff to identify key priorities and initiatives. These Strategic Planning Sessions are open to the public and provide a window for our stakeholders to observe city leaders and department directors as they exchange business strategies and identify Doral's Strategic Plan for the next fiscal year. This approach provides the administration with the perspective needed to align the budget with the Council's policy goals and submit associated budget requests to achieve desired performance outcomes. The recommended budget includes appropriate funding to continue addressing these identified demands in a thoughtful and deliberate manner, with a goal to keep the millage rate the same for our residents.

The strategic focus areas identified in the Fiscal Year 2015-16 Annual Budget were built upon and expanded from Fiscal Year 2014-15's Strategic Plan. The focus areas do remain the same and are:

- Sustainability
- Capital
- Communications

This Adopted budget includes the various strategies identified by Council for Fiscal Year 2016, in conjunction with staff during the two-day Strategic Planning Session. The strategies are:

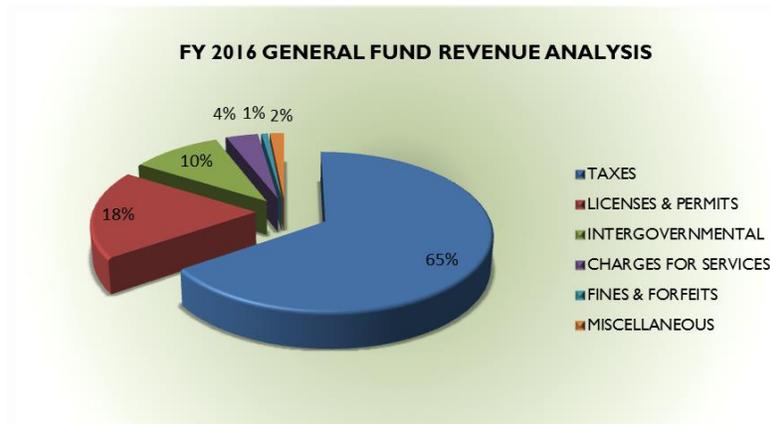
- Transportation – meet growing transportation demands
- Smart City – initiatives to operate more efficiently and effectively through the means of technology
- Communication – improve and increase internal and external communication components
- Long-term Financial Sustainability – focus on long-term financial picture, including maintenance and operational costs of new capital investments
- Organizational Efficiency – fund technology investments and redesign options to serve the growing population



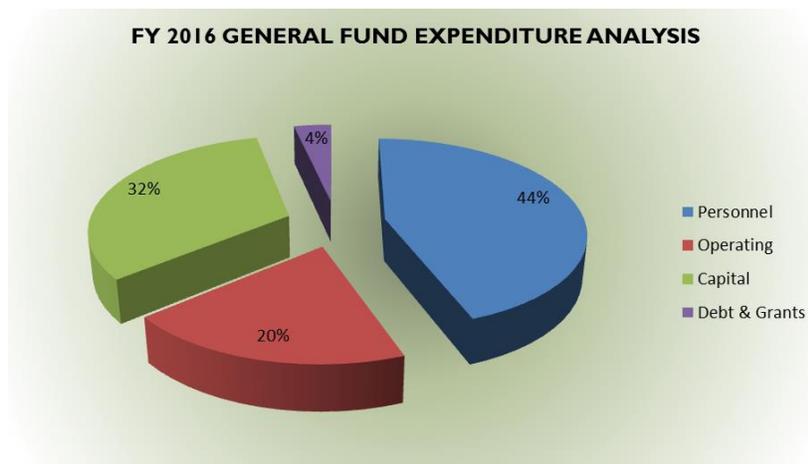


## Budget Summary:

The City's anticipated Fiscal Year 2016 revenue will increase approximately \$712,000, a 1% increase from the prior year. The City is estimating for reserves to be at approximately \$74 million at the end of FY 2015. The City's financial credit rating is AA as rated by Standard & Poor's.



The Adopted FY 2015-16 Annual Budget totals \$69,772,707 representing a nearly 5% increase over the prior year's budget. This is proportionate to the 7% increase in Doral's population estimated by the US Census Bureau in its most recent published appraisals.



The Adopted Budget has invested in the retention and recruitment of highly competent staff with an increase in the amount of \$3.1 million, an 11.5% increase that is needed to maintain high levels of service to a rapidly growing community. Total Operating Expenses decreased by about \$2.06 million, a 13% decrease. This decrease was due to a reduction in professional and contractual services and a reliance on staff efficiency. Much of the increase to the overall budget results from a commitment to capital improvements.



The Adopted Budget includes funding for multiple large-scale capital projects, including the continuation of ongoing projects, for a total associated cost of approximately \$44 million for the fiscal years 2015 and 2016.

The City is putting tax dollars to work throughout the city.

- Investing in new facilities for its police and public works departments,
- Building new parks for its families,
- Improving roads, sidewalks and critical infrastructure for everyone that lives, works or plays in Doral.

FY 2016 GENERAL FUND CONSOLIDATED ITEMS DETAIL						
DEPARTMENT	SALARIES & OTHER WAGES	FRINGE BENEFITS	OPERATING	CAPITAL	DEBT & GRANTS	DEPARTMENT TOTAL
10005 CITY COUNCIL	453,822	271,551	376,725	-	-	1,102,098
11005 CITY MANAGER	475,429	150,518	39,800	-	-	665,747
11505 PUBLIC AFFAIRS	350,916	128,640	284,402	21,355	-	785,313
11605 ECONOMIC DEVELOPMENT	138,650	51,623	172,068	10,000	-	372,341
12005 CITY CLERK	192,346	71,047	285,550	-	-	548,943
13005 CHARTER ENFORCEMENT	-	-	150,000	-	-	150,000
20005 HUMAN RESOURCES	382,910	128,960	195,483	-	-	707,354
21005 FINANCE	676,442	237,383	126,323	500	-	1,040,647
22005 INFORMATION TECHNOLOGY	939,463	325,640	1,927,519	1,702,120	-	4,894,742
30005 CITY ATTORNEY	-	-	625,000	-	-	625,000
40005 PLANNING & ZONING	568,544	201,563	232,585	2,000	-	1,004,692
50005 GENERAL GOVERNMENT	-	315,000	2,040,340	-	2,451,085	4,806,425
60005 POLICE	11,108,323	4,729,097	1,405,828	3,308,595	-	20,551,843
70005 BUILDING	2,534,700	841,087	313,991	1,000	-	3,690,778
71005 CODE COMPLIANCE	903,135	316,403	74,508	25,750	-	1,319,797
80005 PUBLIC WORKS	1,375,384	549,023	2,501,338	1,901,580	-	6,327,325
90005 PARKS & RECREATION	1,980,120	535,842	2,960,981	15,702,719	-	21,179,662
<b>ADOPTED BUDGET FY 2016</b>	<b>\$ 22,080,184</b>	<b>\$ 8,853,376</b>	<b>\$ 13,712,441</b>	<b>\$ 22,675,619</b>	<b>\$ 2,451,085</b>	<b>\$ 69,772,706</b>
<b>AMENDED BUDGET FY 2015</b>	<b>\$ 20,231,930</b>	<b>\$ 7,512,737</b>	<b>\$ 15,769,972</b>	<b>\$ 21,183,798</b>	<b>\$ 1,991,583</b>	<b>\$ 66,690,020</b>
<b>FY 2016 v. FY 2015</b>						
<b>INCREASES/ DECREASES</b>	<b>\$ 1,848,254</b>	<b>\$ 1,340,639</b>	<b>\$ (2,057,531)</b>	<b>\$ 1,491,821</b>	<b>\$ 459,502</b>	<b>\$ 3,082,686</b>



## FY 2016 GENERAL FUND SUMMARY

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2012-13	ACTUAL FY 2013-14	AMENDED BUDGET FY 2014-15	ACTUAL 10-MO.	YEAR-END ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16	
<b>BEGINNING FUND BALANCE</b>		<b>39,604,612</b>	<b>53,948,846</b>	<b>70,608,941</b>		<b>70,608,941</b>	<b>74,704,451</b>	<b>74,704,451</b>	
<b>REVENUES</b>									
	TAXES	33,880,764	32,807,181	33,614,500	26,765,497	33,539,561	34,833,467	34,563,319	3%
	LICENSES & PERMITS	8,468,341	8,953,191	10,351,124	9,022,975	9,713,985	9,732,500	9,732,500	-6%
	INTERGOVERNMENTAL	4,304,916	4,600,563	4,883,000	3,801,262	4,795,106	5,379,756	5,379,756	10%
	CHARGES FOR SERVICES	1,608,979	1,806,828	1,832,494	1,698,394	1,902,769	1,898,100	1,912,100	4%
	FINES AND FORFEITS	817,094	859,960	780,000	430,865	480,000	388,000	388,000	-50%
	MISCELLANEOUS	928,532	1,083,526	639,254	1,223,136	1,281,758	837,000	837,000	31%
	<b>TOTAL REVENUES</b>	<b>50,008,626</b>	<b>50,111,249</b>	<b>52,100,372</b>	<b>42,942,129</b>	<b>51,713,179</b>	<b>53,068,823</b>	<b>52,812,675</b>	<b>1%</b>
<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	0	0	5,612,707	0	0	18,392,565	16,960,032	
	PRIOR YEAR OPERATING BALANCES	0	0	8,976,941	0	8,976,941	0	0	
	<b>TOTAL OTHER RESOURCES</b>	<b>0</b>	<b>0</b>	<b>14,589,648</b>	<b>0</b>	<b>8,976,941</b>	<b>18,392,565</b>	<b>16,960,032</b>	
	<b>TOTAL AVAILABLE RESOURCES</b>	<b>50,008,626</b>	<b>50,111,249</b>	<b>66,690,020</b>	<b>42,942,129</b>	<b>60,690,120</b>	<b>71,461,388</b>	<b>69,772,707</b>	<b>5%</b>
<b>EXPENDITURES BY DEPARTMENT:</b>									
	10005 CITY COUNCIL	485,968	561,899	1,043,634	829,416	1,041,056	1,039,775	1,102,097	6%
	11005 CITY MANAGER	584,117	659,075	668,547	498,224	666,550	668,225	665,747	0%
	11505 PUBLIC AFFAIRS	617,142	410,215	936,584	470,990	754,744	782,327	785,313	-16%
	11605 ECONOMIC DEVELOPMENT	0	0	296,084	197,070	316,084	375,716	372,342	26%
	12005 CITY CLERK	439,670	474,295	713,004	521,964	707,312	547,789	548,943	-23%
	13005 CHARTER ENFORCEMENT	0	0	150,000	0	0	0	150,000	0%
	20005 HUMAN RESOURCES	375,183	333,271	528,930	347,627	520,364	700,228	707,353	34%
	21005 FINANCE	660,201	730,872	1,022,663	741,338	1,005,515	1,044,142	1,040,648	2%
	21505 PROCUREMENT DIVISION	113,084	0	0	0	0	0	0	0%
	22005 INFORMATION TECHNOLOGY	1,759,701	1,719,853	2,831,239	1,982,952	2,786,171	4,896,824	4,894,742	73%
	30005 CITY ATTORNEY	691,700	656,055	626,099	345,143	625,000	625,000	625,000	0%
	40005 PLANNING & ZONING	795,376	740,461	1,209,075	632,864	842,438	1,012,472	1,004,691	-17%
	50005 GENERAL GOVERNMENT	5,850,067	3,738,799	5,806,156	4,901,486	5,694,386	5,237,525	4,806,425	-17%
	60005 POLICE	11,826,238	13,765,158	17,454,926	11,983,586	16,292,335	22,195,598	20,551,843	18%
	70005 BUILDING	2,721,495	2,916,578	3,716,919	2,709,350	3,378,042	3,736,928	3,690,779	-1%
	71005 CODE COMPLIANCE	840,625	888,179	1,281,307	925,550	1,158,016	1,332,841	1,319,797	3%
	80005 PUBLIC WORKS	4,108,162	2,474,516	11,014,004	2,572,894	8,348,946	6,335,811	6,327,326	-43%
	90005 PARKS & RECREATION	3,795,663	3,381,928	17,390,849	4,994,427	12,457,651	20,930,187	21,179,661	22%
	<b>TOTAL EXPENDITURES</b>	<b>35,664,392</b>	<b>33,451,154</b>	<b>66,690,020</b>	<b>34,654,881</b>	<b>56,594,610</b>	<b>71,461,388</b>	<b>69,772,707</b>	<b>5%</b>
	<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>35,664,392</b>	<b>33,451,154</b>	<b>66,690,020</b>	<b>34,654,881</b>	<b>56,594,610</b>	<b>71,461,388</b>	<b>69,772,707</b>	<b>5%</b>
	<b>USE OF FUND BALANCE</b>			<b>5,612,707</b>		<b>0</b>	<b>18,392,565</b>	<b>16,960,032</b>	
	<b>ENDING FUND BALANCE</b>	<b>\$53,948,846</b>	<b>\$70,608,941</b>	<b>\$64,996,234</b>	<b>\$8,287,248</b>	<b>\$74,704,451</b>	<b>\$56,311,886</b>	<b>\$57,744,419</b>	<b>-11%</b>
	<b>15% REQUIRED RESERVE</b>						<b>\$ 10,719,208</b>	<b>\$ 10,465,906</b>	



Three areas that make up the largest pieces of the pie:

- Public Safety,
- Parks
- Public Works (Roads).

The Adopted Annual Budget will provide: 16 additional police positions to ensure continued public safety; 2 major new park facilities and upgrades to existing parks; 8.4 miles of roadway improvements; IT technology upgrades in 15 key areas to enhance our technological infrastructure, services, and security; and for the first time there will be a \$100,000 contribution to the Infrastructure Replacement Fund to address current and future repair and maintenance needs for our City's facilities and equipment. Details of the adopted expenditures are included within each departmental narrative in the Annual Budget documents.

In conclusion, I believe this budget underscores a commitment by our City's elected officials, the administration and all city departments to maintain service levels and to implement cost-savings efficiencies wherever possible.

I would like to express my sincere appreciation to the members of the City Council for their guidance and support throughout the development of this budget.

Together, we will continue to improve the quality of life for all of our residents.

Edward A. Rojas  
City Manager



## GUIDE FOR READERS

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The Fiscal Year 2015-2016 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 provided during the twelve-month period from October 1, 2015 through September 30, 2016. 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. Please remember that the City of Doral as virtually every other government has provisions for amending the budget during the budget 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 as it is essential for the City to be able to reflect the changing priorities of its community.

### THE BUDGET AS AN OPERATIONS GUIDE

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

### THE BUDGET AS A COMMUNICATION DEVICE

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



## HOW TO USE THIS DOCUMENT

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

### Organization of this Book

The City of Doral's Annual Budget is divided into different sections: The Introduction, Budget Overview and the City of Doral Funds.

*Introduction* – This section contains the City Manager's Letter, the Budget Highlights, and a few brief statistics about the City.

*Budget Overview*- A discussion of our financial policies, an overview of the budget process and an introduction to the fund budget for Fiscal Year 2016 and Capital Improvement Program.

*General Fund*- 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.

*Stormwater Fund*- This section contains a detailed revenue and expenditure summary for the Stormwater Fund.

*Transportation Fund*- This section contains a detailed revenue and expenditure summary for the Transportation 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, and Infrastructure Replacement Fund.

### Tables of Content

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

### Glossary

A list 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.



## ANNUAL BUDGET PROCEDURES

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

- A. *BALANCED BUDGET*. Each annual budget adopted by the Council shall be a balanced budget.
- B. *SPECIFIC APPROPRIATION*. The Budget shall be specific as to the nature of each category of appropriations therein. 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 the fiscal year revenues in excess of those estimated in the annual budget are available for appropriation, the Council may make supplemental appropriations for the fiscal year up to the amount of the 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, he/she shall report in writing to the Council without delay, indicating the estimated amount of the deficit, and his/her recommendation 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.



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## **BUDGETING AND ACCOUNTING BASIS**

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

### **ACCRUAL BASIS ACCOUNTING**

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

### **MODIFIED ACCRUAL BASIS ACCOUNTING**

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

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



## **CASH BASIS ACCOUNTING**

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



## **BUDGET SCHEDULE**

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The Office of the City Manager and the Finance Department are responsible for the development of the annual budget. As the schedule in the following page details, the budget process begins in March with the distribution of budget request forms 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. Estimate 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 in August for use on the Notice of Proposed Taxes to be mailed to all property owners by August ,2015 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 2016 BUDGET CALENDAR

DATE	RESPONSIBILITY	ACTION REQUIRED
March 23, 2015	Finance Department	Distribution of Budget Worksheets to Departments.
April 24, 2015	Finance Department Department Heads	Deadline for submission of Department's Year-End Estimates for FY 2015 and FY 2016 Budget Worksheets to the Finance Department.
April 27, 2015	Finance Department	Preparation of Budget proposals and estimates.
May 18, 2015	City Manager Finance Director Department Heads	1 <sup>st</sup> Round of Departmental Budget Review meetings with City Manager begin.
June 5-6, 2015	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
June 8, 2015	City Manager Finance Director	Preparation of Budget Document for Presentation to Council.
June 17, 2015	City Manager Finance Director Department Heads	2 <sup>nd</sup> Round of Departmental Budget Review meetings with City Manager begin.
July 1, 2015	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County.
July 28, 2015	City Council City Manager	Special Hearing Presentation of Resolution Setting Proposed Millage Rate for 2015 and Announcing the First and Second Budget Public Hearing Dates.
July 31, 2015	City Council City Manager	Submission of Proposed Budget to the City Council.
August 1, 2015	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 5, 2015	City Council City Manager Planning & Zoning	First Hearing of the 2015 Capital Improvement Element Update
August 17, 2015	City Council City Manager Department Heads	Budget Workshop #1
August 18, 2015	City Council City Manager Department Heads	Budget Workshop #2
September 10, 2015*	City Council City Manager	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate.
September 23, 2015*	City Council City Manager	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate.

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



## **FINANCIAL AND BUDGETARY POLICIES**

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### **OVERVIEW**

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

### **OBJECTIVES**

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

To guide City Commission and management policy decisions with significant fiscal impact.

To set forth operating principles to minimize the cost of government and financial risk.

To employ balanced and equitable revenue policies that provides adequate funding for desired programs.

To maintain appropriate financial capacity for present and future needs.

To promote sound financial management by providing accurate and timely information on the City's financial condition.

To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.

To ensure the legal use of financial resources through an effective system of internal control.

### **FINANCIAL POLICIES**

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

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

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

The City Financial system will be maintained in conformity with accounting principles generally accepted 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, quarterly and annual financial reports will 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 will perform an annual audit and will publicly issue a financial opinion. As part of the annual audit, the auditors will 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, 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 two years. Fixed assets include equipment, computers, furniture and vehicles. All vehicles are contributed to the Equipment Services Fund where depreciation is calculated. Once purchased, all capital items are maintained in the physical inventory and Capital Replacement Program until disposed.

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

## PURCHASING POLICY

The purchasing policy is in accordance with Section 1, Chapter 12 of the City of Doral Code of Ordinances (Ordinance No. 2004-03).

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. Purchase orders.
  - c. Must have been included in the original budget or receive approval for 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 (see Section D),
    - i. However, the City council may waive this requirement.
  - b. Purchase orders must be obtained before expenditure is made or funds committed and approved by the City Manager,
  - c. City council award.
4. Purchase from an agency fund or liability account.
  - a. Will follow the criteria set forth in sections Ca, C2, C3 above, except,
  - b. Instead if an issued purchase order, a signed "Request for a Purchase Order" must be approved by the City Manager.

Competitive bid requirements, the City Manager shall direct that:

1. Bid proposals, including specifications, are prepared.
2. Sealed bids shall be solicited from three persons or firms engaged in providing the goods or services that the City is seeking.
3. May publish a public invitation to bid.
4. Bids will be awarded to the lowest 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 STRUCTURE

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In governmental accounting, all financial transactions are organized within several funds. According to the National Council on Governmental Accounting, a fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. The City of Doral's budget consists of seven funds: General Fund, Stormwater Utility Fund, Transportation Fund, Police Impact Fees Fund, Park Impact Fees Fund, Capital Project Fund and Infrastructure Replacement Fund which will be established for new FY 2016. 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*

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.

### *STORMWATER UTILITY FUND*

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 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.

### *TRANSPORTATION FUND*

The Transportation Fund receives entitlement grants from the state and local government 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 the operation of the City-wide trolley transportation system

### *POLICE IMPACT FEES FUND*

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.



### *PARK IMPACT FEES FUND*

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.

### *CAPITAL PROJECT FUND*

It is used to account for all resources used for the acquisition of various major capital improvements. More specifically, the Capital Project Fund is used to account for financial resources to be used for the acquisition, construction and improvements of major capital facilities.

### *INFRASTRUCTURE REPLACEMENT FUND*

This fund has been established for the purpose of planning and budgeting ahead for any capital maintenance and replacement needs. This include 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.



## FUND EXPENDITURES

The table below is a summary of the expenditures, by fund, and the difference from the previous year. Please refer to the individual fund sections for an explanation of the changes in expenditures for each fund.

ACCOUNT CLASSIFICATION	AMENDED YEAR-END					
	ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
<b>General Fund</b>						
Beginning Fund Balance	39,604,612	53,948,846	70,608,941	70,608,941	74,704,451	74,704,451
Revenues	50,008,626	50,111,249	66,690,020	60,690,120	71,461,388	69,772,707
Expenditures	(33,889,027)	(33,451,154)	(66,690,020)	(56,594,610)	(71,461,388)	(69,772,707)
Interfunds Transfers In	224,635	-	-	-	-	-
Interfunds Transfers Out*	(2,000,000)	-	-	-	-	-
Use of Fund Balance	-	-	(5,612,707)	-	(18,392,565)	(16,960,032)
Ending Fund Balance	53,948,846	70,608,941	64,996,234	74,704,451	56,311,886	57,744,419
* In FY 2016 Interfunds Transfers Out of \$400,000 are included in Expenditures under General Government.						

<b>Transportation Fund</b>						
Beginning Fund Balance	7,033,750	10,691,411	11,748,689	11,748,689	5,815,124	5,815,124
Revenues	4,307,488	6,063,813	14,627,895	18,984,525	12,125,544	12,059,584
Expenditures	(2,649,828)	(5,006,535)	(14,627,895)	(14,627,895)	(12,125,544)	(12,059,584)
Interfunds Transfers In	2,000,000	-	-	-	-	-
Use of Fund Balance	-	-	(10,290,195)	(10,290,195)	(5,815,124)	(5,653,164)
Ending Fund Balance	10,691,410	11,748,689	1,458,494	5,815,124	0	161,960

<b>Park Impact Fee Fund</b>						
Beginning Fund Balance	4,845,310	6,244,536	6,768,489	6,768,489	398,976	398,976
Revenues	1,693,273	1,060,813	8,518,346	9,502,393	1,500,000	1,500,000
Expenditures	(294,047)	(536,860)	(9,103,417)	(9,103,417)	-	-
Use of Fund Balance	-	-	(6,024,442)	(6,768,489)	-	-
Ending Fund Balance	6,244,536	6,768,489	158,976	398,976	1,898,976	1,898,976

<b>Police Impact Fee Fund</b>						
Beginning Fund Balance	1,139,369	1,284,071	1,423,930	1,423,930	544,858	544,858
Revenues	144,702	234,859	1,614,072	1,799,072	180,000	180,000
Expenditures	-	(95,000)	(1,614,072)	(1,614,072)	(180,000)	(180,000)
Use of Fund Balance	-	-	-	(1,064,072)	-	-
Ending Fund Balance	1,284,071	1,423,930	1,423,930	544,858	544,858	544,858



ACCOUNT CLASSIFICATION	AMENDED YEAR-END					
	ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
<b>Chinese Drywall Fund</b>						
Beginning Fund Balance	224,635	-	-	-	-	-
Interfunds Transfers Out	(224,635)	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-
<b>Capital Improvement Fund</b>						
Beginning Fund Balance	559,729	426,764	273,200	273,200	-	-
Revenues	-	-	390,982	390,982	-	-
Expenditures	(132,965)	(153,564)	(390,982)	(273,200)	(300,000)	(300,000)
Interfunds Transfers In	-	-	-	-	300,000	300,000
Use of Fund Balance	-	-	(390,982)	(390,982)	-	-
Ending Fund Balance	426,764	273,200	(117,782)	-	-	-
<b>Infrastructure Replacement Fund</b>						
Beginning Fund Balance	-	-	-	-	-	-
Interfunds Transfers In	-	-	-	-	300,000	100,000
Ending Fund Balance	-	-	-	-	300,000	100,000
<b>Stormwater Fund</b>						
Beginning Fund Balance	21,665,746	23,069,922	25,547,917	25,547,917	24,650,468	24,650,468
Revenues	4,123,927	4,280,859	10,069,035	5,465,988	6,897,742	6,897,742
Expenditures	(2,719,751)	(1,802,864)	(10,069,036)	(5,465,988)	(6,897,742)	(6,897,742)
Use of Fund Balance	-	-	(5,419,035)	(897,449)	(2,837,742)	(2,837,742)
Ending Fund Balance	23,069,922	25,547,917	20,128,881	24,650,468	21,812,726	21,812,726



## 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:

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

#### Tax Limitations on County Commission and Cities

By special act of the Florida Legislature (Laws of Florida Chapter 74-430 House Bill No. 4173), municipal taxing authorities are limited to a maximum 10% increase in the amount of revenues that can be raised in comparison to the prior year.



## The Millage Rates of the Taxing Authorities

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

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



## CITY HISTORY

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



The Doral Hotel and Country Club was the first structure ever built in the area we call Doral today. The Doral Open Invitational, Florida's major PGA event was held for the first time in 1963, during a time when only three tournaments were being held in Florida. Today, the Doral Golf Resort and Spa, is internationally famous for its golf courses and hosts an annual PGA Tour Tournament.

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 Doral Golf Resort & Spa, located at NW 87 Avenue and NW 36 Street, is internationally famous for its golf courses, especially the Blue Monster, and still hosts the PGA Tour Tournament every year.

The Spa, originally called the Saturnia International Spa, was added to the Resort in 1987 and is ranked as one of the top spa destinations in the US and the largest in the state of Florida.

### *Beginnings of a Community*

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

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



### *Construction Boom*

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

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

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





*Present Day*

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

More than 54,000 residents currently live in Doral, as well as numerous hotels being built in response to demand from business travelers. It is unique harmony 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 - For all the right reasons!





## STRATEGIC PLANNING

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### 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 Commission kept the three major goal areas for their 2015/2016 strategic plan. The work to be done in 2015 and 2016 builds upon the accomplishments of the prior year while adding additional dimensions that are important to continue the forward movement of the City.

For 2015/2016 the focus will be on the following.

In the goal area of communication:

- 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 capital:

- Meeting the transportation demands and challenges;
- Creating workforce housing to provide a competitive advantage for businesses to locate in Doral;
- Landbanking to ensure the City has the public space to meet the needs of a growing population.

The strategy map for the 2015/2016 Strategic Plan provides the specific actions that will be undertaken to achieve this focus.

This strategic plan, built upon prior strategic plans, represents the current strategic issues that the City will address. This plan was developed based on interviews with the governing body and senior staff as preparation for the strategic planning retreat held on June 5<sup>th</sup> and 6<sup>th</sup> 2015. The thematic focus of the retreat was preparing the City for the 80,000 person residential threshold. Three differing scenarios which described various pathways to 80,000 were developed along with a single scenario in which the 80,000 population threshold was not achieved in the five year time frame.



The retreat format Friday evening consisted of an initial discussion of the scenarios followed by a round robin discussion among department heads and individual elected officials. On Saturday morning each elected official identified up to three priorities from their perspective. Each of these topics were then discussed during the remainder of Saturday. Based on discussion, the consultant proposed three tiers of priority. The first tier was communication and smart city technology. The second tier for was financial sustainability and organizational efficiency. The third tier was transportation, workforce housing and land banking.

## **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 that Doral 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.

## **STRATEGIC FOCUS AREAS**

The strategic focus areas identified in the 2014/15 plan were maintained as is for the 2015/2016 update. These focus areas included: communications, sustainability and capital.

## **STRATEGIES**

The 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.



The second tier strategies:

**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 of this 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.

The third tier strategies:

**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.

**Land Banking.** Recognizing the a live/work/play City needs open space to maintain a high level of play, 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.

## **ACTION STEPS & OBJECTIVES**

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

### **Communication.**

- Engage full-time Public Affairs Officer.
- Ensure City has the technologies to utilize all communication channels and tools.
- Continue focus on community policing and police outreach to community.
- Prepare an LTC on existing communication tools.

### **Smart City.**

- Develop definition of Smart City and hold Council workshop on the topic.
- Develop an IT Strategic Plan
- Pursue private sector partnerships.
- Ensure competitive salaries in order to maintain stability of IT function.
- Implement electronic plans review.
- Develop IT capacity to visually display city work in real-time.



## **Long Term Financial Sustainability**

- Develop a long term sustainability plan that addresses capital, maintenance and operations.
- Establish a repair and replacement fund.
- Redesign the contracting process to strengthen controls and review prior to payment.
- Implement budgeting and transparency modules of ERP
- Provide updated guidance on procurement ethics.
- Conduct an analysis of residential vs. commercial development patterns and the impacts on City revenues.
- Develop bond analysis for various capital projects.
- Develop an economic development strategy with Council.
- Pursue private sector sponsorships.
- Consider increasing General Fund reserve to 20%.

## **Organizational Efficiency**

- Implement joint planning meetings to minimize silos.
- Review changing or new business models for each major function.
- Determine costs and benefits of returning to a grants model for community projects.
- 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.
- Examine feasibility of outsourcing for building plans review services to handle temporary workload increases.
- Review and update human resources manual.
- Review and improve grants administration process.

## **Transportation**

- Engage in policy level discussions with regional partners.
- Implement transportation strategic plan.
- Implement real time data collection tools to be able to quantify transportation in the City.
- Develop real time apps for Trolley service.

## **Workforce Housing**

- Conduct an analysis of the need for workforce housing.
- Identify feasible incentives.
- Conduct an analysis of Section 8 applications in the City.
- Incorporate workforce housing components into Comprehensive Plan.



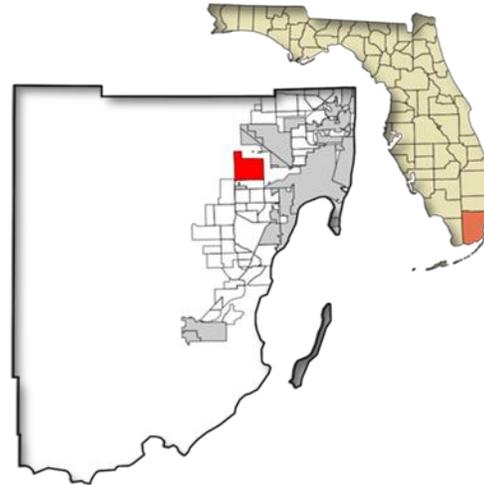
## **Land Bank**

- Complete FAA negotiation.
- Examine annexation of section 16.
- Complete construction of park facilities.
- Complete construction of park facilities.
- Engage topic or subject area experts as lobbyists.
- 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.



## CITY OVERVIEW

City of Doral incorporated on June 24, 2003, 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 54,000 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	52,889	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 Bachelor's degree or higher	55.8%
		Graduate or professional degree	20.3%

### Economics

Principal Employers			
Employer	Employees	Rank	Percentage of Total City Employment
Carnival Cruise Lines	2,380	1	3.93%
Trump Endeavor 12 LLC	900	2	1.49%
Univision Network LTD Partnership	800	3	1.32%
Miami Herald Media Company	635	4	1.05%
Supreme International Corp	525	5	0.87%
Univision Network Limites	500	6	0.83%
Amadeus North America LLC	450	7	0.74%
Perry Ellis International Inc	420	8	0.69%
Blue Cross Blue Shield of FL Inc	412	9	0.68%
Brinks Incorporated	366	10	0.60%
<b>Total</b>	<b>7,388</b>		



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
Six parks with a combined 121 acres of green space and recreational facilities
Over 10 Colleges, Universities and Technical Schools
Over 10 Public, Charter and Private Schools with "A" Grade Status



**Awards & Accolades**



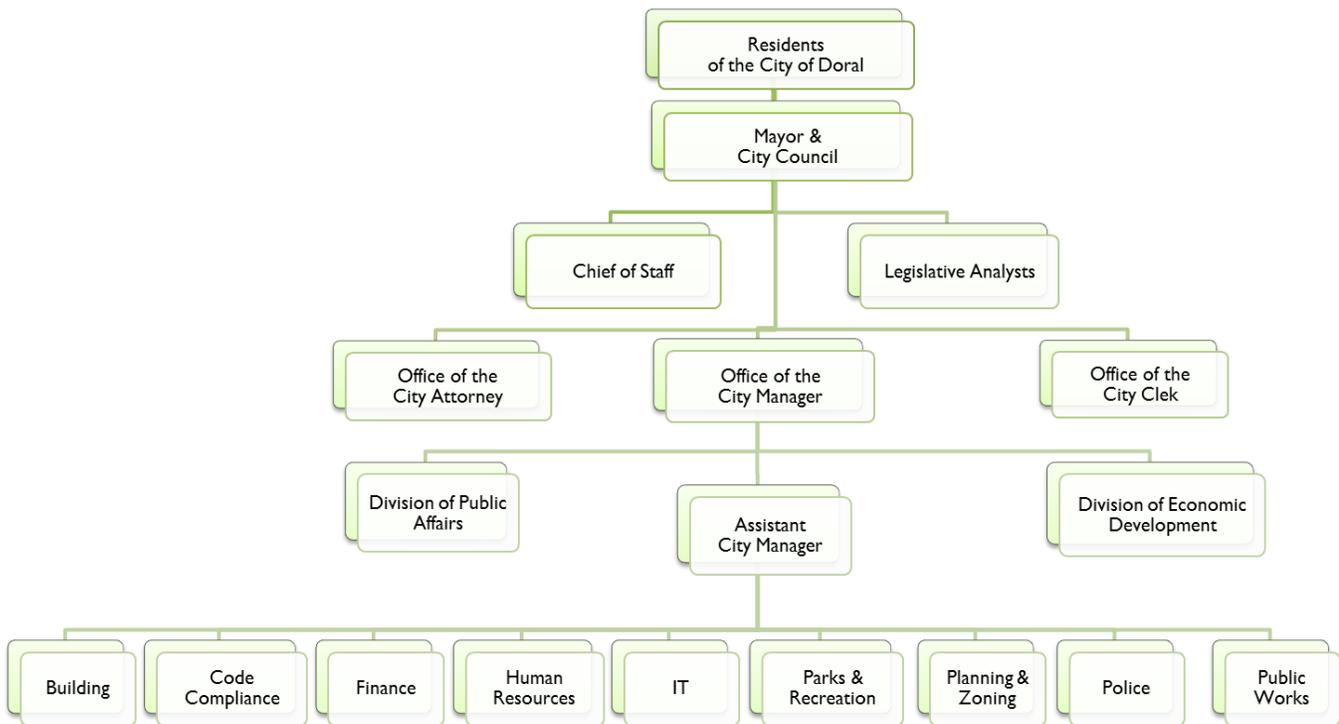
- ❖ Certificate of Achievement for Excellence in Financial Reporting
- ❖ Playful City USA
- ❖ Tree City USA
- ❖ Best City In Florida for Business Start-ups – *BusinessWeek*
- ❖ Third Best Place in the USA to Retire – *US News & World Report*

\* Source: 2015 Economic Snapshot

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



## CITY OF DORAL ORGANIZATIONAL CHART





## CAPITAL IMPROVEMENT ELEMENT

The following are excerpts from Section 3 Capital Improvements of the 2015 annual update to the Capital Improvements Element (CIE) of the City of Doral Comprehensive Plan adopted by Ordinance No. 2015-34. Pursuant to Subsection 163.3177(3)(b)1, Florida Statutes, local governments are required to review the CIE on an annual basis and modify as necessary to maintain a financially feasible 5-Year Schedule of Capital Improvements (SCI).

The CIE Update includes all capital projects for which the City has fiscal responsibility, including stormwater management, parks and recreation, and transportation. The Update also includes capital improvement projects which are the responsibility of other government agencies and entities, including water supply, sanitary sewer, solid waste, public school facilities and transportation facilities. These “non-Doral” projects are funded by Miami-Dade County, Miami-Dade Public School Board, Miami-Dade Metropolitan Planning Organization (MPO) and the Florida Department of Transportation (FDOT).

The data and analysis presented herein shows level of service (LOS) needs in transportation, parks and recreation, and stormwater management. The Schedule of Capital Improvements (SCI) in 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 2014/15 (current)	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/2020	5 YEAR TOTAL FY 2016-2020
<b>City-Funded Projects</b>							
Parks & Recreation/ GF	5,500,000	\$12,300,000	\$10,800,000	\$8,250,000	\$9,800,000	\$5,700,000	<b>\$46,150,000</b>
Stormwater Fund	\$1,000,000	\$2,000,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	<b>\$8,000,000</b>
Park Impact Fee Fund	\$8,000,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	-0-	<b>\$4,800,000</b>
Transportation Fund	\$1,300,000	\$4,000,000	\$7,000,000	\$3,000,000	\$3,500,000	\$1,300,000	<b>\$18,800,000</b>
<b>TOTAL</b>	<b>\$15,800,000</b>	<b>\$19,800,000</b>	<b>\$21,000,000</b>	<b>\$13,950,000</b>	<b>\$16,000,000</b>	<b>\$8,500,000</b>	<b>\$77,750,000</b>

Source: City of Doral; Iler Planning 2015

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

Project Type	FY2014/15 (current)	FY2015/16	FY2016/17	FY2017/18	FY2018/19	FY2019/2020	5-YEAR TOTAL FY 2016-20
<b>City-Funded Projects</b>							
Parks	\$16,950,000	\$13,500,000	\$12,000,000	\$15,450,000	\$10,000,000	\$0	\$50,950,000
Drainage	\$1,000,000	\$2,071,079	\$2,067,171	\$1,387,468	\$1,398,536	\$960,000	\$7,884,254
Transportation	\$5,831,377	\$3,655,000	\$7,195,000	\$2,945,000	\$3,145,000	\$1,295,000	\$18,235,000
<b>Total</b>	<b>\$23,781,377</b>	<b>\$19,226,079</b>	<b>\$21,262,171</b>	<b>\$19,782,468</b>	<b>\$14,543,536</b>	<b>\$2,255,000</b>	<b>\$77,069,254</b>

Source: City of Doral; 2015



Revenue projections for capital projects to be funded by Doral are based on the City's adopted 2014-2015 budget and information provided by the City's Planning and Zoning Department. 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 over \$77,750,000 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 \$77,069,254 in capital improvement expenditures over the planning period.

**Table 19. 2015/16-2019/20 Schedule of Capital Improvements**

PROJECT / LOCATION	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	TOTAL COST FY 2016-20	FUNDING SOURCE
TRANSPORTATION PROJECTS							
Transit	\$195,000	\$195,000	\$195,000	\$195,000	\$195,000	\$975,000	TF
NW 109 <sup>th</sup> Av. (NW 42 <sup>nd</sup> - 43 <sup>rd</sup> St)	\$0	\$0	\$0	\$0	\$0	\$0	TF
NW 102 <sup>nd</sup> Av. (NW 66 <sup>th</sup> - 74 <sup>th</sup> St)	\$0	\$2,300,000	\$0	\$0	\$0	\$2,300,000	TF
NW 66 <sup>th</sup> St. (NW 97 <sup>th</sup> - 102 <sup>nd</sup> Av)	\$1,700,000	\$0	\$0	\$0	\$0	\$1,700,000	TF
NW 92 <sup>nd</sup> Av. (NW 28 <sup>th</sup> - 33 <sup>rd</sup> St)	\$600,000	\$0	\$0	\$0	\$0	\$600,000	TF
NW 82 <sup>nd</sup> St. (112 Ave-114 Ave)	\$660,000	\$0	\$0	\$0	\$0	\$660,000	Parks
NW 82 <sup>nd</sup> Ave (27 St-33 St)	\$0	\$300,000	\$0	\$0	\$0	\$300,000	TF
NW 99 <sup>th</sup> Ave (64 St-66 St)	\$0	\$0	\$500,000	\$0	\$0	\$500,000	TF
NW 33 St (79 Ave-82 Ave)	\$0	\$0	\$0	\$0	\$0	\$0	TF, SW
NW 97 Ave (NW 70 <sup>th</sup> St – 74 <sup>th</sup> St)	\$0	\$0	\$0	\$0	\$0	\$0	JPA
Citywide	\$500,000	\$450,000	\$400,000	\$350,000	\$300,000	\$2,000,000	TF
Citywide	\$0	\$150,000	\$0	\$0	\$0	\$150,000	TF
NW 41 St (79 Av - 87 Av)	\$0	\$2,700,000	\$0	\$0	\$0	\$2,700,000	TF, SW
NW 102 Av. & 62 St.	\$0	\$700,000	\$0	\$0	\$0	\$700,000	TF



PROJECT / LOCATION	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	TOTAL COST FY 2016-20	FUNDING SOURCE
NW 82 Av. (27 St - 33 St)	\$0	\$300,000	\$0	\$0	\$0	\$300,000	TF
NW 112 Av. & 114 Av. (41 St. - 58 St.)	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000	TF
NW 114 Av. (34 St - 39 St)	\$0	\$0	\$600,000	\$0	\$0	\$600,000	TF
NW 34 St. (117 Av - 112 Av)	\$0	\$0	\$0	\$600,000	\$0	\$600,000	TF
NW 112 Av. (25 St - 34 St)	\$0	\$0	\$0	\$0	\$800,000	\$800,000	TF
NW 117 Av. ( NW 58 St - North)	\$0	\$0	\$800,000	\$0	\$0	\$800,000	TF
NW 102 Av. (17 St - 25 St)	\$0	\$0	\$450,000	\$0	\$0	\$450,000	TF
NW 12 St. (NW 97 Av - 89 Ct.)	\$0	\$100,000	\$0	\$0	\$0	\$100,000	TF
NW 52 St. & 102 Ave.	\$0	\$0	\$0	\$0	\$0	\$0	TF
<b>5 Year Transportation Cost Sub Total</b>	<b>\$3,655,000</b>	<b>\$7,195,000</b>	<b>\$2,945,000</b>	<b>\$3,145,000</b>	<b>\$1,295,000</b>	<b>\$18,235,000</b>	

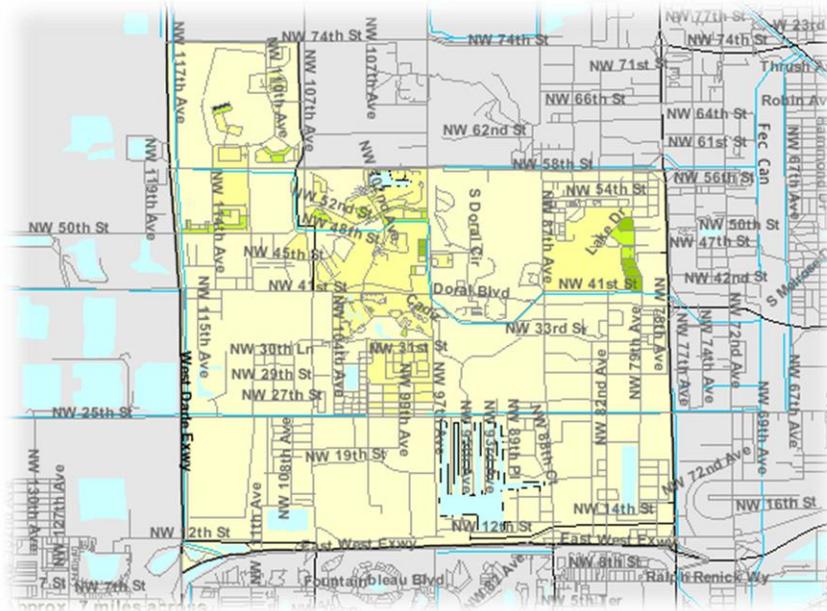
Source: City of Doral Public Works Dept., 2015

**Table Key:**

TF: Transportation Fund

SWF: Stormwater Fund

GF: General Fund





Project/Location	Type of Work	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	Total Cost FY 2016-2020	Fund Source
<b>City Parks</b>								
NW 114 <sup>th</sup> Av. & 82 <sup>nd</sup> St	New Park	\$3,500,000	\$0	\$0	\$0	\$0	\$3,500,000	GF/Impact Fee
NW 97 <sup>th</sup> Av. & 74 <sup>th</sup> St.	Doral North Park	\$10,000,000	\$0	\$0	\$0	\$0	\$10,000,000	GF
Doral Central Park	Aquatic Facility	\$0	\$12,000,000	\$0	\$0	\$0	\$12,000,000	GF
NW 87 <sup>th</sup> Av. & 30 <sup>th</sup> St	Doral Central Park	\$0	\$0	\$5,000,000	\$10,000,000	\$0	\$15,000,000	GF/Impact Fee
Adjacent to Downtown Doral Park	Triangle Parcel	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000	GF
NW 102 Av. & 62 <sup>nd</sup> St	Retention Park	\$0	\$0	\$2,000,000	\$0	\$0	\$2,000,000	GF
NW 50 <sup>th</sup> St. & 107 <sup>th</sup> Av.	Linear Park	\$0	\$0	\$450,000	\$0	\$0	\$450,000	GF
<b>5 Year Parks Cost Subtotal</b>		<b>\$13,500,000</b>	<b>\$12,000,000</b>	<b>\$8,450,000</b>	<b>\$10,000,000</b>	<b>\$0</b>	<b>\$43,950,000</b>	
<b>City Stormwater Drainage</b>								
City Wide	Stormwater Drainage	\$2,071,079	\$2,067,171	\$1,387,468	\$1,398,536	\$960,000	\$7,884,254	SWF
<b>5 Year Drainage Cost Subtotal</b>		<b>\$2,071,079</b>	<b>\$2,067,171</b>	<b>\$1,387,468</b>	<b>\$1,398,536</b>	<b>\$960,000</b>	<b>\$7,884,254</b>	
<b>Total 5 Year Capital Cost-City</b>		<b>\$19,226,079</b>	<b>\$21,262,171</b>	<b>\$12,782,468</b>	<b>\$14,543,536</b>	<b>\$2,255,000</b>	<b>\$70,069,254</b>	

**Table Key:**

TF: Transportation Fund

SWF: Stormwater Fund

GF: General Fund





## **GENERAL FUND BUDGET**



**GENERAL FUND REVENUES**

ACCT.	DESCRIPTION	ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	YEAR-END				
					ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16	
<b>TAXES</b>									
15000 311100	AD VALOREM TAXES - CURRENT	17,031,372	15,383,682	17,411,000	17,096,457	17,110,000	18,601,637	18,331,489	7%
15000 311200	AD VALOREM TAXES - DELIQUENT	-	-	-	-	-	300,000	300,000	0%
15000 313100	FRANCHISE FEES - ELECTRICITY	3,804,585	2,893,883	2,900,000	-	2,998,896	3,175,000	3,175,000	9%
18000 313700	FRANCHISE FEES - SOLID WASTE	761,534	1,059,797	1,000,000	848,580	1,000,000	1,000,000	1,000,000	0%
18000 313900	FRANCHISE FEES - BUS BENCH ADS	29,232	26,692	30,000	33,809	33,809	30,000	30,000	0%
18000 313910	FRANCHISE FEES - TRASH BINS	2,500	2,500	-	-	-	-	-	0%
16000 313920	TOWING FEES	-	5,535	7,500	7,020	8,856	8,500	8,500	13%
15000 314100	UTILITY TAXES - ELECTRICITY	6,492,296	7,095,364	6,600,000	4,436,393	6,570,000	6,570,000	6,570,000	0%
15000 314200	COMMUNICATION SERVICES TAX	4,980,273	5,519,464	4,881,000	3,711,869	4,881,000	4,281,330	4,281,330	-12%
15000 314300	UTILITY TAXES - WATER	716,385	756,834	715,000	581,162	870,000	800,000	800,000	12%
15000 314400	UTILITY TAXES - GAS	62,589	63,430	70,000	50,207	67,000	67,000	67,000	-4%
<b>TOTALS</b>		<b>33,880,764</b>	<b>32,807,181</b>	<b>33,614,500</b>	<b>26,765,497</b>	<b>33,539,561</b>	<b>34,833,467</b>	<b>34,563,319</b>	<b>4%</b>
<b>LICENSE &amp; PERMITS</b>									
14000 321100	LOCAL BUSINESS LICENSE TAX	879,594	1,089,558	1,323,000	1,086,718	1,300,000	1,300,000	1,300,000	-2%
17000 322100	BUILDING PERMITS	6,312,809	6,228,335	7,656,000	6,678,530	7,000,000	7,000,000	7,000,000	-9%
17000 329101	OTHER FEES - BOILER FEES	60,290	57,610	67,720	45,335	48,600	50,000	50,000	-26%
16000 329200	ALARM PERMITS	270,986	260,700	270,000	256,810	295,385	270,000	270,000	0%
14000 329300	ZONING HEARING FEES	376,290	537,203	400,000	191,103	200,000	200,000	200,000	-50%
14000 329400	ZONING PLAN REVIEW FEES	24,640	21,794	20,000	48,619	70,000	150,000	150,000	650%
17000 329500	CERTIFICATES OF OCCUPANCY	277,535	284,695	269,470	324,358	330,000	347,000	347,000	29%
17000 329600	CONCURRENCY FEES	83,183	113,687	94,934	168,028	170,000	115,500	115,500	22%
18000 329700	PUBLIC WORKS PERMITS	183,013	359,608	250,000	223,474	300,000	300,000	300,000	20%
<b>TOTALS</b>		<b>8,468,341</b>	<b>8,953,191</b>	<b>10,351,124</b>	<b>9,022,975</b>	<b>9,713,985</b>	<b>9,732,500</b>	<b>9,732,500</b>	<b>-6%</b>
<b>INTERGOVERNMENTAL</b>									
15000 335120	STATE SHARING REVENUE	1,039,799	1,094,837	1,200,000	930,529	1,105,106	1,317,899	1,317,899	10%
15000 335150	ALCOHOLIC BEVERAGE TAX	51,372	56,959	55,000	60,095	65,000	70,000	70,000	27%
15000 335180	HALF CENT SALES TAX	3,192,945	3,406,264	3,593,000	2,789,071	3,600,000	3,963,857	3,963,857	10%
14000 338100	COUNTY BUSINESS TAX RECEIPTS	20,800	42,504	35,000	21,567	25,000	28,000	28,000	-20%
<b>TOTALS</b>		<b>4,304,916</b>	<b>4,600,563</b>	<b>4,883,000</b>	<b>3,801,262</b>	<b>4,795,106</b>	<b>5,379,756</b>	<b>5,379,756</b>	<b>10%</b>
<b>CHARGES FOR SERVICES</b>									
17000 341301	INSPECTION SERVICE FEE	320	7,981	15,000	-	1,000	10,000	10,000	-33%
17000 341302	OPTIONAL PLAN REVIEW FEE	24,975	75,139	52,788	119,879	121,000	110,000	110,000	108%
17000 341303	BLDG TRAINING FEES	-	-	-	-	-	-	14,000	100%
11200 341900	LIEN SEARCH FEES	17,586	21,223	18,000	21,960	22,000	21,000	21,000	17%
17100 341900	LIEN SEARCH FEES	114,051	97,594	95,000	86,425	95,000	90,000	90,000	-5%
11200 341901	CANDIDATE QUALIFYING FEES	1,360	-	1,400	-	1,400	1,400	1,400	0%
17000 341902	BLDG ADMINISTRATIVE FEES	66,294	82,906	56,851	84,982	86,000	73,500	73,500	29%
17000 341903	BLDG RECORDS REQUEST	69,173	73,896	82,455	63,759	69,000	90,000	90,000	9%
16000 342100	POLICE SERVICES (OFF DUTY)	696,651	759,039	750,000	697,824	726,862	750,000	750,000	0%
16000 342110	POLICE SERVICES - RECORDS	5,100	3,646	5,000	3,264	3,507	5,000	5,000	0%
16000 342115	SCHOOL CROSSING GUARDS	74,830	70,044	65,000	20,547	65,000	65,000	65,000	0%
17000 342901	BLDG RECERT FEES 40-YR	512	2,450	35,000	33,190	34,000	7,700	7,700	-78%
19000 347200	RECREATION FEES	212,262	117,386	135,000	95,102	135,000	140,000	140,000	4%
19000 347201	RECREATION - RENTALS	40,407	56,729	60,000	53,236	60,000	65,000	65,000	8%
19000 347202	RECREATION - BRONCO REGIST.	870	35,928	33,000	28,724	33,000	30,000	30,000	-9%
19000 347203	RECREATION-CONCESSIONS	-	20,884	20,000	18,896	20,000	25,000	25,000	25%
19000 347400	RECREATION - SPECIAL EVENTS	64,741	30,505	33,000	29,095	33,000	38,000	38,000	15%
19000 347401	RECREATION - SPONSORSHIP	-	30,385	35,000	50,725	51,000	45,000	45,000	29%
19000 347402	RECREATION - CAMPS	26,828	41,144	60,000	33,785	60,000	40,000	40,000	-33%
19000 347403	RECREATION - TENNIS	129,133	157,331	140,000	122,113	140,000	140,000	140,000	0%
19000 347404	RECREATION - SOCCER	63,886	58,472	70,000	75,951	76,000	70,000	70,000	0%
19000 347405	RECREATION-COMMUNITY CENTER	-	64,146	55,000	50,912	55,000	65,000	65,000	18%
19000 347406	RECREATION-TRAINING	-	-	5,000	-	5,000	1,500	1,500	-70%
19000 347407	RECREATION-BASEBALL	-	-	10,000	8,025	10,000	15,000	15,000	50%
<b>TOTALS</b>		<b>1,608,979</b>	<b>1,806,828</b>	<b>1,832,494</b>	<b>1,698,394</b>	<b>1,902,769</b>	<b>1,898,100</b>	<b>1,912,100</b>	<b>4%</b>



GENERAL FUND REVENUES									
ACCT.	DESCRIPTION	ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	YEAR-END			
						ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16	
<b>FINES &amp; FORFEITS</b>									
16000 351100	JUDGEMENTS & FINES	228,475	209,919	200,000	89,333	120,000	200,000	200,000	0%
17100 351100	JUDGEMENTS & FINES	33,042	72,610	30,000	46,708	50,000	35,000	35,000	17%
16000 351150	SAFETY REDLIGHT CAMERAS	427,250	235,895	400,000	162,325	165,000	-	-	-100%
17100 351900	JUDGEMENTS & FINES-OTHER	-	-	-	-	-	8,000	8,000	0%
17000 359101	BLDG FINES- PERMIT VIOLATIONS	128,327	449	-	3,270	5,000	5,000	5,000	0%
17100 359101	FINES - PERMIT VIOLATIONS	-	341,087	150,000	129,229	140,000	140,000	140,000	-7%
<b>TOTALS</b>		<b>817,094</b>	<b>859,960</b>	<b>780,000</b>	<b>430,865</b>	<b>480,000</b>	<b>388,000</b>	<b>388,000</b>	<b>-50%</b>
<b>MISCELLANEOUS</b>									
15000 361100	INTEREST INCOME	591,123	584,486	250,000	450,595	455,000	400,000	400,000	60%
15000 366000	PRIVATE GRANTS & CONT.	-	-	-	82,926	82,926	-	-	0%
15000 366200	PRIVATE GRANTS & CONT.-OTHER	-	-	-	3,566	3,566	-	-	0%
19000 366000	PRIVATE GRANTS & CONT.	5,590	3,000	-	2,000	2,000	-	-	0%
18000 337701	GRANT - FORESTRY	8,281	-	-	-	-	-	-	0%
19000 337706	GRANT- MDC CULTURAL	-	2,671	-	-	-	30,000	30,000	0%
16000 337201	MD PD PRISONER PROCESS GRANT	6,282	-	-	-	-	-	-	0%
16000 337200	GRANT- BYRNE PROGRAM	14,704	9,118	-	-	5,584	5,000	5,000	0%
16000 331200	DOJ BRYNE GRANT	-	(645)	-	-	-	-	-	0%
16000 331201	DOJ COPS TECH GRANT	-	-	-	-	-	-	-	0%
16000 331202	DOJ COPS SECURE OUR SCHOOLS	-	-	-	-	-	-	-	0%
16000 331203	GRANT - BUFFER ZONE	-	-	-	-	-	-	-	0%
16000 331204	GRANT- BYRNE 2013	-	14,639	-	-	-	-	-	0%
16000 331205	COPS 09 SOS TECH GRANT	-	-	-	-	-	-	-	0%
15000 367100	CHANGE IN INVEST VALUE	(391,397)	(226,144)	-	41,277	65,177	-	-	0%
15000 369100	MISCELLANEOUS INCOME	362,484	109,448	35,000	43,808	44,000	35,000	35,000	0%
17000 369101	BLDG MISC - OT RECOVERY	121,959	160,375	139,741	261,895	270,000	165,000	165,000	18%
17000 369102	BLDG MISC - COPY SCAN FEES	58,303	83,063	79,513	94,086	96,000	72,000	72,000	-9%
16000 369103	POLICE AUTO TAKE HOME PGM	91,588	91,360	85,000	66,948	81,470	80,000	80,000	-6%
15000 369200	PRIOR YEARS RECOVERY	59,615	252,155	50,000	101,035	101,035	50,000	50,000	0%
15000 369301	SETTLEMENT - VIEWPOINT	-	-	-	75,000	75,000	-	-	0%
<b>TOTALS</b>		<b>928,532</b>	<b>1,083,526</b>	<b>639,254</b>	<b>1,223,136</b>	<b>1,281,758</b>	<b>837,000</b>	<b>837,000</b>	<b>31%</b>
<b>TOTAL GENERAL FUND REVENUES</b>		<b>50,008,626</b>	<b>50,111,249</b>	<b>52,100,372</b>	<b>42,942,128</b>	<b>51,713,179</b>	<b>53,068,823</b>	<b>52,812,675</b>	<b>2%</b>



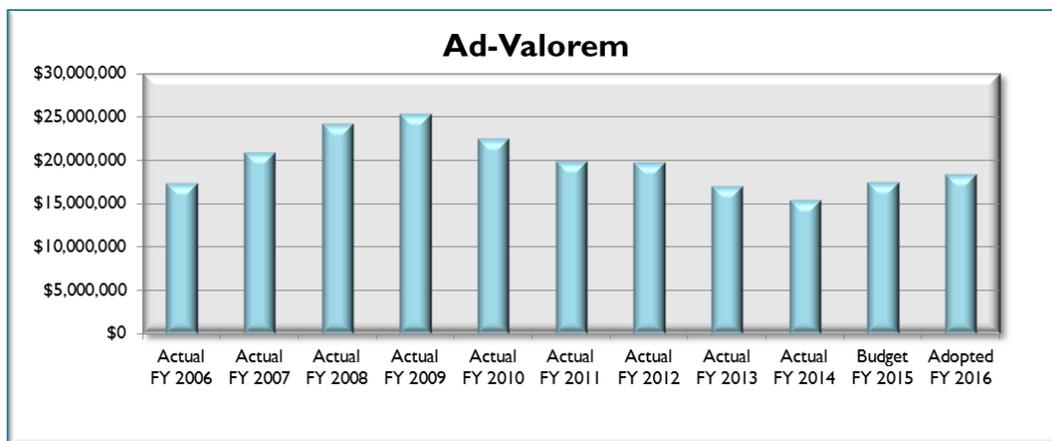
## GENERAL FUND REVENUE PROJECTIONS

### TAXES

The taxes 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.

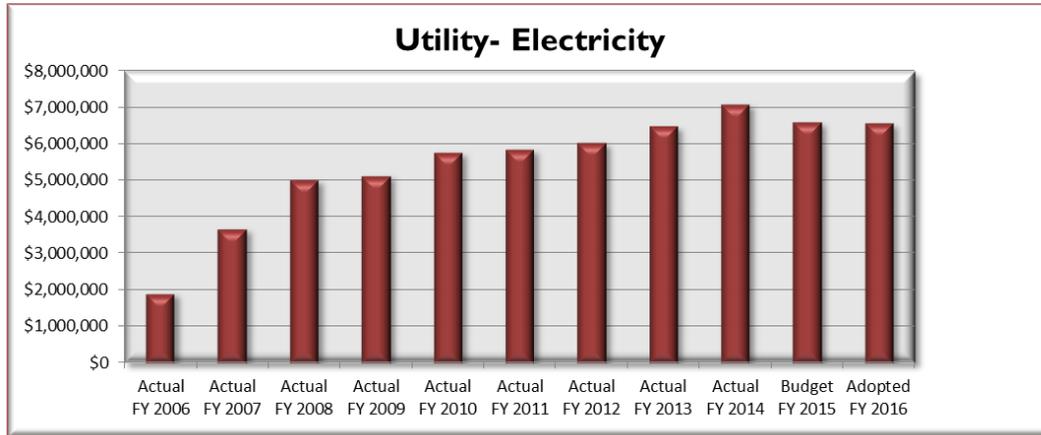


*311.200 Ad Valorem Taxes-Delinquent*-This revenue source is derived by those taxpayers who do not pay their taxes by March 31 of any given year. On average the total revenue received in this category is minimal when compared to the total Ad Valorem taxes collected.



## Utility Taxes

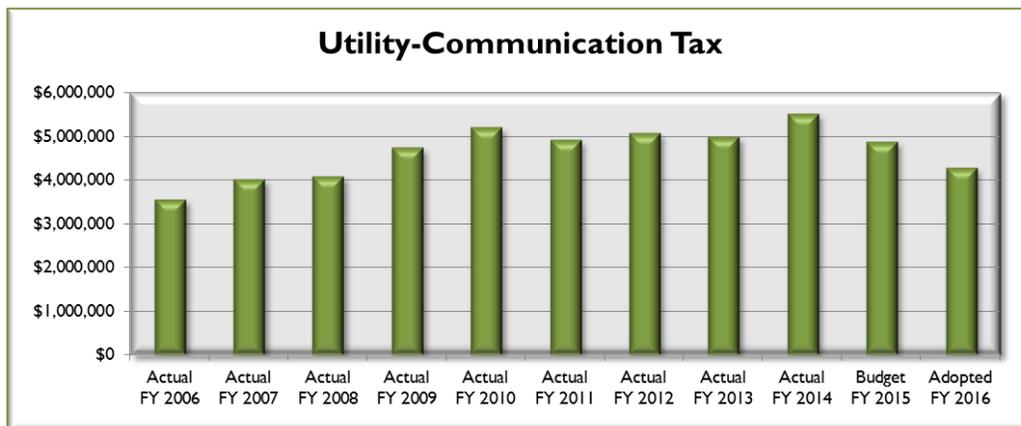
**314.100 Utility Tax-Electricity** -Section 166.23 (l) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes. The City previously established by Ordinance utility taxes in the amount of 10% on electricity.



**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.

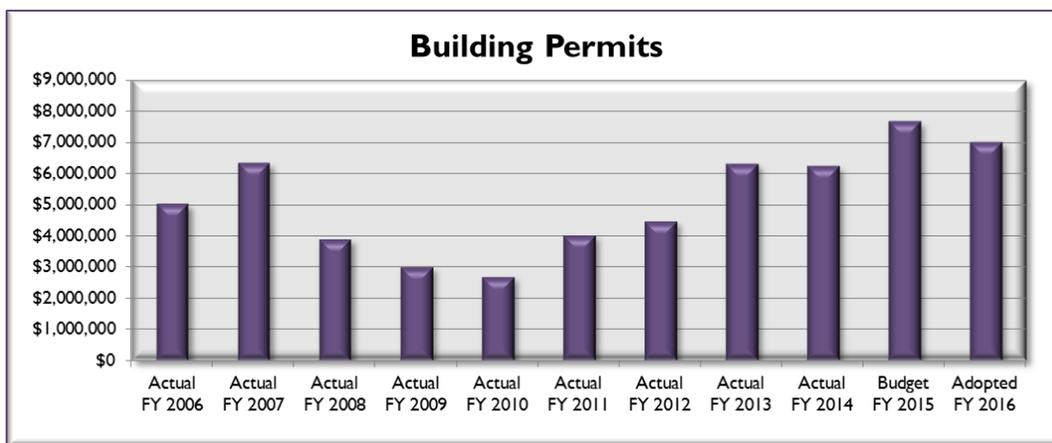




## LICENSES AND PERMITS

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.

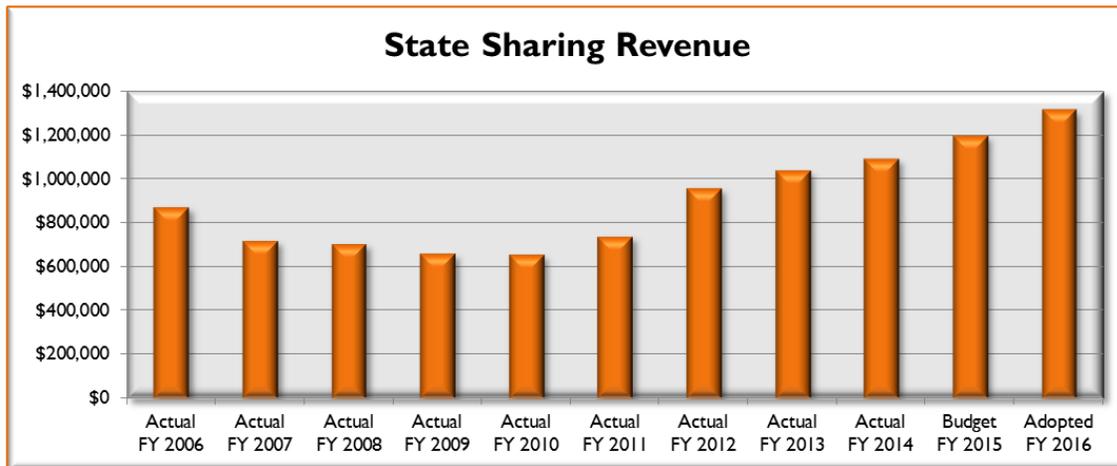
*322.100 Building Permits*- Permits must be issued to any individual or business that performs construction work within the corporate limits of the City. These permits are issued for construction, such as plumbing, electrical, structural, mechanical, etc. City Ordinance sets the fees.



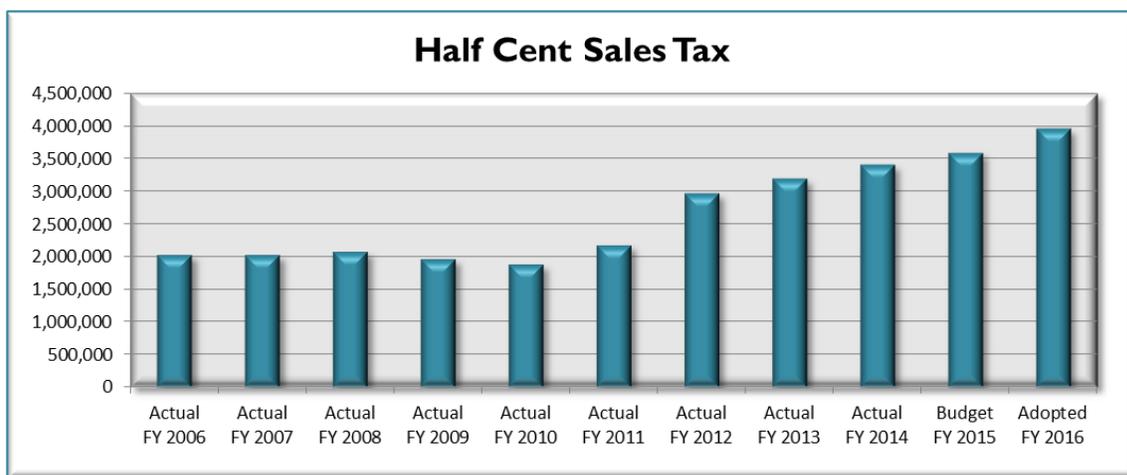
## INTERGOVERNMENTAL

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 the fact that the State Revenue Sharing and Local Government Half-cent Sales Tax are calculated using population in the figures, so as population increases, so too do the revenues.

*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 Park Impact Fees, 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 after school programs, summer, spring and one day camps. Also included in this category is revenue from sports such as basketball and league registrations.



*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 \$140,000 worth of revenue.

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

## OTHER REVENUES

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

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

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



## **CITY OF DORAL DEPARTMENTS & DIVISIONS**



## POSITIONS BY DEPARTMENT

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16
<b>Mayor &amp; City Council</b>						
500.110 - Charter Compensation						
	Mayor	1	1	1	1	1
	Council Members	4	4	4	4	4
	Charter Compensation Total	5	5	5	5	5
500.120 - Full Time Salaries						
	Chief of Staff	1	1	1	0	1
	Administrative Aide to the Mayor	1	1	1	1	0
	Legislative Analyst	0	4	4	4	4
	Full Time Salaries Total	2	6	6	5	5
500.130 - Other Salaries						
	N/A					
	Other Salaries Total	0	0	0	0	0
	<b>Total</b>	<b>7</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>10</b>
<b>Office of the City Manager</b>						
500.111 - Administrative Salaries						
	City Manager	1	1	1	1	1
	Assistant City Manager	2	1	1	1	1
	Administrative Salaries Total	3	2	2	2	2
500.120 - Full Time Salaries						
	Senior Executive Assistant to the City Manager	0	1	1	1	1
	Executive Assistant to the City Manager	1	0	0	0	0
	Receptionists/Clerical Aide 1st & 3rd Floors	2	2	2	2	2
	Full Time Salaries Total	3	3	3	3	3
500.130 - Other Salaries						
	P/T Clerical Aide	0	1	1	1	1
	Other Salaries Total	0	1	1	1	1
	<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Division of Public Affairs</b>						
500.111 - Administrative Salaries						
		0	0	0	0	0
	Administrative Salaries Total	0	0	0	0	0
500.120 - Full Time Salaries						
	Public Affairs Manager	0	1	0	0	0
	Communications & Protocol Manager	0	0	1	1	1
	Communication Coordinator	1	0	0	0	0
	Public Affairs Coordinator	0	1	0	0	0
	Public Information Coordinator	1	1	0	0	0
	Public Relations Coordinator	0	0	1	1	1
	Videographer/Editor	0	1	0	0	0
	Doral TV Coordinator/ Producer	1	0	0	0	0
	PIO/ Doral TV Producer	1	0	0	0	0
	Creative Producer	0	0	1	1	1
	Webmaster	1	1	1	1	1
	Administrative Assistant	1	0	1	0	0
	Events Specialist/ Administrative Assistant	0	0	1	1	1
	News Producer	0	0	1	1	1
	Full Time Salaries Total	6	5	7	6	6
500.130 - Other Salaries						
	Videographer/ Editor P/T	0	0	1	1	1
	Clerical Aide P/T - Best Buddies	0	0	1	1	1
	Other Salaries Total	0	0	2	2	2
	<b>Total</b>	<b>6</b>	<b>5</b>	<b>9</b>	<b>8</b>	<b>8</b>



**POSITIONS BY DEPARTMENT**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16
<b>Division of Economic Development</b>						
500.111 - Administrative Salaries	N/A					
	Administrative Salaries Total	0	0	0	0	0
500.120 - Full Time Salaries	Economic Developer	0	1	1	1	1
	Grant Writer	0	1	1	1	1
	Full Time Salaries Total	0	2	2	2	2
500.130 - Other Salaries	N/A					
	Other Salaries Total	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Office of the City Clerk</b>						
500.111 - Administrative Salaries	City Clerk	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
500.120 - Full Time Salaries	Deputy City Clerk	1	1	1	1	1
	Executive Assistant./Advisory Board Coord.	1	1	1	1	1
	Records Specialist/Local Hearing Coord.	1	1	1	0	0
	Full Time Salaries Total	3	3	3	2	2
500.130 - Other Salaries	N/A					
	Other Salaries Total	0	0	0	0	0
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>
<b>Human Resources Department</b>						
500.111 - Administrative Salaries	Human Resources Director	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
500.120 - Full Time Salaries	Assistant Human Resources Director	0	1	1	1	1
	HR Supervisor/Police Coordinator	1	1	1	1	1
	HR Coordinator/General Employees	1	1	1	1	1
	Human Resources Assistant	0	0	1	1	1
	Human Resources Assistant	0	0	1	0	0
	Full Time Salaries Total	2	3	5	4	4
500.130 - Other Salaries	Part Time Assistant	1	1	0	1	1
	Intern Stipend (10 interns x 3 semesters)	0	0	30	30	30
	Other Salaries Total	1	1	30	31	31
	<b>TOTAL</b>	<b>4</b>	<b>5</b>	<b>36</b>	<b>36</b>	<b>36</b>



**POSITIONS BY DEPARTMENT**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16
<b>Finance Department</b>						
500.111 - Administrative Salaries	Finance Director	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
500.120 - Full Time Salaries	Assistant Finance Director	1	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Administrative & Finance Assistant	0	1	0	0	0
	Payroll Specialist	1	1	1	1	1
	Accountant	0	1	1	0	0
	Budget/ Grant Administrator	0	0	0	1	1
	Finance Coordinator	1	1	1	1	1
	Finance Clerk	1	1	1	1	1
	Finance Cashier	1	1	1	1	1
	Contracts/ Procurement Manager	0	0	0	1	1
	Procurement Specialist	1	1	1	1	1
	Stockroom Clerk	1	1	0	0	0
	Procurement Services Assistant	0	0	1	1	1
	Accountant Grant Administrator	0	0	1	0	0
	Full Time Salaries Total	8	10	10	10	10
500.130 - Other Salaries	Assistant/ Cashier P/T	1	0	0	0	0
	Finance Clerical Aide P/T(Best Buddy)	0	0	1	1	1
	Other Salaries Total	1	0	1	1	1
	<b>TOTAL</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>Information Technology Department</b>						
500.111 - Administrative Salaries	IT Director	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
500.120 - Full Time Salaries	Assistant IT Director	2	1	1	1	1
	Admin. Assistant II / Asset Specialist	0	1	1	1	1
	Administrative Assistant	1	0	0	0	0
	Sr. Network Analyst	1	1	0	0	0
	IT Security Manager	0	0	1	1	1
	System Analyst	1	1	0	0	0
	Senior Systems Analyst	0	0	1	1	1
	Senior Software Developer	0	1	1	1	1
	Software Developer (Technology Project Manager)	0	1	1	1	1
	IT Technician	1	1	1	1	1
	IT Technician(Public Safety)	0	1	1	1	1
	Advanced IT Technician	1	0	0	0	0
	AV Systems Technician	0	1	1	1	1
	Help Desk Supervisor	0	1	1	1	1
	DBA/Developer	0	0	1	1	1
	IT Security Manager	0	0	1	1	1
	GIS Developer	1	0	1	0	0
	Help Desk Specialist	0	0	1	1	1
	Full Time Salaries Total	8	10	14	13	13
500.130 - Other Salaries	N/A	0	0	0	0	0
	Other Salaries Total	0	0	0	0	0
	<b>Total</b>	<b>9</b>	<b>11</b>	<b>15</b>	<b>14</b>	<b>14</b>



**POSITIONS BY DEPARTMENT**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16
<b>Planning and Zoning Department</b>						
500.111 - Administrative Salaries	Planning & Zoning Director	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
500.120 - Full Time Salaries	Assistant Planning & Zoning Director	0	1	1	1	1
	Admin. Assistant/ Special Events Coord.	1	1	1	1	1
	Chief Licensing Officer	1	1	1	1	1
	Senior Planner	1	1	1	1	1
	Planner	1	1	2	1	1
	Green Initiative Planner/ Sustainability Coord.	1	1	0	0	0
	Occupational Licensing Clerk	1	1	1	1	1
	GIS Technician	1	1	1	1	1
	Development Review Coord.	1	1	1	1	1
	Full Time Salaries Total	8	9	9	8	8
500.130 - Other Salaries	N/A	0	0	0	0	0
	Other Salaries Total	0	0	0	0	0
	<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>
<b>Police Department</b>						
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
500.121 - Full Time Salaries Sworn	Deputy Chief	0	1	1	1	1
	Major	0	1	1	1	1
	Captain	1	1	4	4	6
	Executive Assistant to the Chief	1	1	0	0	0
	Lieutenant	7	7	8	8	6
	Sergeant	15	16	18	18	18
	Police Officer / Trainee	80	81	89	88	90
	Police Officer / Reserve	10	10	5	5	5
	Police Non-Paid Reserve	0	0	10	10	10
	Auxiliary Officer	0	1	1	1	1
	Full Time Sworn Salaries Total	114	119	137	136	138
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	1	1	1
	Administrative Assistant	1	3	3	3	3
	Crime Inv. Evid. Supervisor	0	0	1	1	1
	Crime Scene Technician	2	2	2	2	2
	Police Service Aide	15	15	14	11	11
	Crime Analyst	3	2	2	2	2
	Court Liaison Coordinator	0	1	1	1	1
	Clerical Aides	5	3	4	3	3
	Police Field Logistics Specialist	1	1	1	1	1
	Grant Coordinator	1	1	1	1	1
	Records Specialist / Teletype	9	8	8	8	8
	Record Management Specialist	0	1	1	1	1
	Property & Evidence Clerk	1	1	1	0	0
	Police Special Events Coordinator	0	1	1	1	1
	Payroll Specialist	0	0	1	1	1
	Media & Emergency Management Specialist	0	0	1	1	1
	Public Safety Technical Services Manager	0	0	1	1	1
	IT Technician - Public Safety	0	0	1	1	1
	Full Time Salaries Total	39	40	45	40	40



**POSITIONS BY DEPARTMENT**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16
<b>500.130 - Other Salaries</b>						
	Part Time	1	1	1	1	1
	Other Salaries Total	1	1	1	1	1
	<b>Total</b>	<b>155</b>	<b>161</b>	<b>184</b>	<b>178</b>	<b>180</b>
<b>Building Department</b>						
<b>500.111 - Administrative Salaries</b>						
	Building Official	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
<b>500.120 - Full Time Salaries</b>						
	Assistant Building Director	0	0	1	1	1
	Administrative Assistant	1	1	1	1	1
	Administrative Coordinator	1	1	1	1	1
	Building Development Service Coord.	1	1	1	1	1
	Building Clerk	1	1	1	1	1
	Records Clerk	2	2	2	2	2
	Plans Processing Clerk I/II	2	2	2	2	2
	Permit Clerk	4	4	4	4	4
	Chief Building Inspector	1	1	1	1	1
	Senior Plans Examiner	0	1	1	1	1
	Building Plans Examiner	2	1	1	1	1
	Building Inspector	4	4	4	4	4
	Chief Mechanical Inspector	1	1	1	1	1
	Mechanical Inspector	2	2	2	2	2
	Chief Plumbing Inspector	1	1	1	1	1
	Plumbing Inspector	3	3	3	3	3
	Chief Electrical Inspector	1	1	1	1	1
	Electrical Inspector	3	3	3	3	3
	Permitting Information Analyst I	1	1	1	1	1
	Solution Center Representative	1	1	1	1	1
	Structural Plans Examiner	0	1	2	2	2
	Flood Plain Manager	0	1	1	1	1
	<b>Full Time Salaries Total</b>	<b>32</b>	<b>34</b>	<b>36</b>	<b>36</b>	<b>36</b>
<b>500.130 - Other Salaries</b>						
	Clerical Staff	0	0	1	0	0
	Plans Examiners & Inspectors	3	3	5	2	2
	Other Salaries Total	3	3	6	2	2
	<b>Total</b>	<b>36</b>	<b>38</b>	<b>43</b>	<b>39</b>	<b>39</b>
<b>Office of Code Compliance</b>						
<b>500.111 - Administrative Salaries</b>						
	Director of Code Compliance	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
<b>500.120 - Full Time Salaries</b>						
	Chief Code Compliance	1	1	1	1	1
	Code Compliance Field Supervisor	0	1	1	1	1
	AA/Special Magistrate Agenda Coord.	1	1	1	1	1
	Code Compliance Clerk	1	1	1	1	1
	Code Compliance Officer I, II, III	10	10	10	10	10
	<b>Full Time Salaries Total</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>



**POSITIONS BY DEPARTMENT**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16
<b>500.130 - Other Salaries</b>						
	P-T Code Compliance Clerk	0	1	1	1	1
	P-T Code Compliance Clerical Aide (Best Buddy)	0	0	1	1	1
	Other Salaries Total	0	1	2	2	2
	<b>Total</b>	<b>14</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>
<b>Public Works Department</b>						
<b>500.111 - Administrative Salaries</b>						
	Public Works Director	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
<b>500.120 - Full Time Salaries</b>						
	Assistant Public Works Director/ Chief of Construction	0	1	1	1	1
	Chief of Construction	1	0	0	0	0
	Chief of Engineering	1	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Facility Manager	1	1	1	1	1
	Capital Improvement Manager	0	0	1	1	1
	Facility Maintenance Technician	1	1	2	2	2
	Facility Maintenance Tech Assistant	0	1	1	1	1
	Foreman/ Crew Supervisor	1	1	1	1	1
	Project Engineer	0	0	1	0	0
	Project Inspector	2	2	2	2	2
	General Services Admin.	1	1	1	1	1
	Permit Clerk (Finance)	1	2	2	2	2
	Crew Supervisor	2	2	2	2	2
	Laborers	7	9	9	9	9
	Janitor	1	2	2	2	2
	Full Time Salaries Total	20	25	28	27	27
<b>500.130 - Other Salaries</b>						
	Project Engineer	0	0	0	1	1
	Plans Examiner Part Time	1	1	1	1	1
	Other Salaries Total	1	1	1	2	2
	<b>Total</b>	<b>22</b>	<b>27</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>Parks and Recreation Department</b>						
<b>500.111 - Administrative Salaries</b>						
	Parks & Recreation Director	1	1	1	1	1
	Administrative Salaries Total	1	1	1	1	1
<b>500.120 - Full Time Salaries</b>						
	Assistant Director	1	1	1	1	1
	Administrative Assistant	1	1	1	1	1
	Recreation Administrator	1	1	1	1	1
	Parks Maintenance Supervisor	0	1	1	1	1
	Recreation Facility Supervisor	1	1	2	2	2
	Recreation Program Coordinator	4	3	3	3	3
	Special Events Coordinator	1	1	1	1	1
	Event Specialist	1	1	1	1	1
	Cultural Event Specialist	0	0	1	1	1
	Sponsorship & Recreation Coordinator	1	1	1	1	1
	Park Manager	2	3	4	4	4
	Assistant Park Manager	7	6	9	9	9
	Community Center Manager	0	0	1	1	1
	Assistant Community Center Manager	0	0	1	1	1
	Special Needs Specialist	1	1	1	1	1
	Accounting Clerk	1	1	1	1	1
	Parks Maintenance Technician	0	1	1	1	1
	Full Time Salaries Total	22	23	31	31	31



**POSITIONS BY DEPARTMENT**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16
500.130 - Other Salaries	Park Service Aides Part Time	N/A	N/A	N/A	N/A	N/A
	Other Salaries Total	0	0	0	0	0
	<b>TOTAL</b>	<b>23</b>	<b>24</b>	<b>32</b>	<b>32</b>	<b>32</b>
<b>Public Works - Transportation Fund</b>						
500.111 - Administrative Salaries	N/A					
	Administrative Salaries Total	0	0	0	0	0
500.120 - Full Time Salaries	Transportation Manager	0	0	1	1	1
	Transit Road Supervisor	0	0	1	1	1
	Transportation Engineer	1	1	1	1	1
	Transit Operations Manager	1	1	1	1	1
	Full Time Salaries Total	2	2	4	4	4
500.130 - Other Salaries	N/A					
	Other Salaries Total	0	0	0	0	0
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Public Works - Stormwater Fund</b>						
500.111 - Administrative Salaries	N/A					
	Administrative Salaries Total	0	0	0	0	0
500.120 - Full Time Salaries	Stormwater Utility Manager	1	1	1	1	1
	Stormwater Utility Technician	1	1	1	1	1
	Full Time Salaries Total	2	2	2	2	2
500.130 - Other Salaries	N/A					
	Other Salaries Total	0	0	0	0	0
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
	Council Members Total	5	5	5	5	5
	Administrative - Full Time Total	13	12	12	12	12
	Sworn - Full Time Total	114	119	137	136	138
	Full Time Total	170	191	219	207	207
	Other Salaries - Part Time Total	7	8	44	42	42
	<b>Grand Total (Not Including Council)</b>	<b>304</b>	<b>330</b>	<b>412</b>	<b>397</b>	<b>399</b>



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## OFFICE OF THE MAYOR AND CITY COUNCIL

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### OFFICE OF THE MAYOR AND CITY COUNCIL FUNCTION

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

Doral operated under a Mayor-Council 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.



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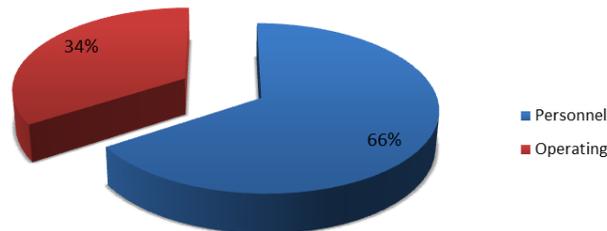
## OFFICE OF THE MAYOR AND CITY COUNCIL OBJECTIVES FOR FY 2016

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 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.
- A diverse and strong local economy that brings good jobs and profitable businesses while contributing to the economic health of the City.
- Continue to represent a high level of community confidence and trust in city government.

## OFFICE OF THE MAYOR AND CITY COUNCIL BUDGET HIGHLIGHTS



- Travel and Per Diem – 500400 and 500401  
This line item includes the Mayor and Council funding to travel to several conferences including Miami – Dade Days in Tallahassee, the Florida League of Cities Convention and the USMC Advisory Board Meetings, among others. Each councilmember is budgeted an annual amount of \$15,000 for expenses in this line item under specified individual accounts (500400). The monthly council stipend of \$2,500 per month is accounted under this line item (500401).
- Other Current Charges- This account was added to include \$35,000 for Employee appreciation events, transferred from General Government by Council consensus.
- Subscriptions and Memberships - This line item funds registration fees and membership dues to various organizations including the National League of Cities and the NALEO Registration among others.



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

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.110 - Charter Compensation							
	Mayor	1	1	1	1	1	\$67,018
	Council Members	4	4	4	4	4	\$64,304
	Charter Compensation Total	5	5	5	5	5	<b>\$131,322</b>
500.120 - Full Time Salaries							
	Chief of Staff	1	1	1	0	1	\$72,500
	Administrative Aide to the Mayor	1	1	1	1	0	\$0
	Legislative Analyst	0	4	4	4	4	\$250,000
	Full Time Salaries Total	2	6	6	5	5	<b>\$322,500</b>
500.130 - Other Salaries	<u>N/A</u>						
	Other Salaries Total	0	0	0	0	0	<b>\$0</b>
	<b>Total</b>	<b>7</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>\$453,822</b>



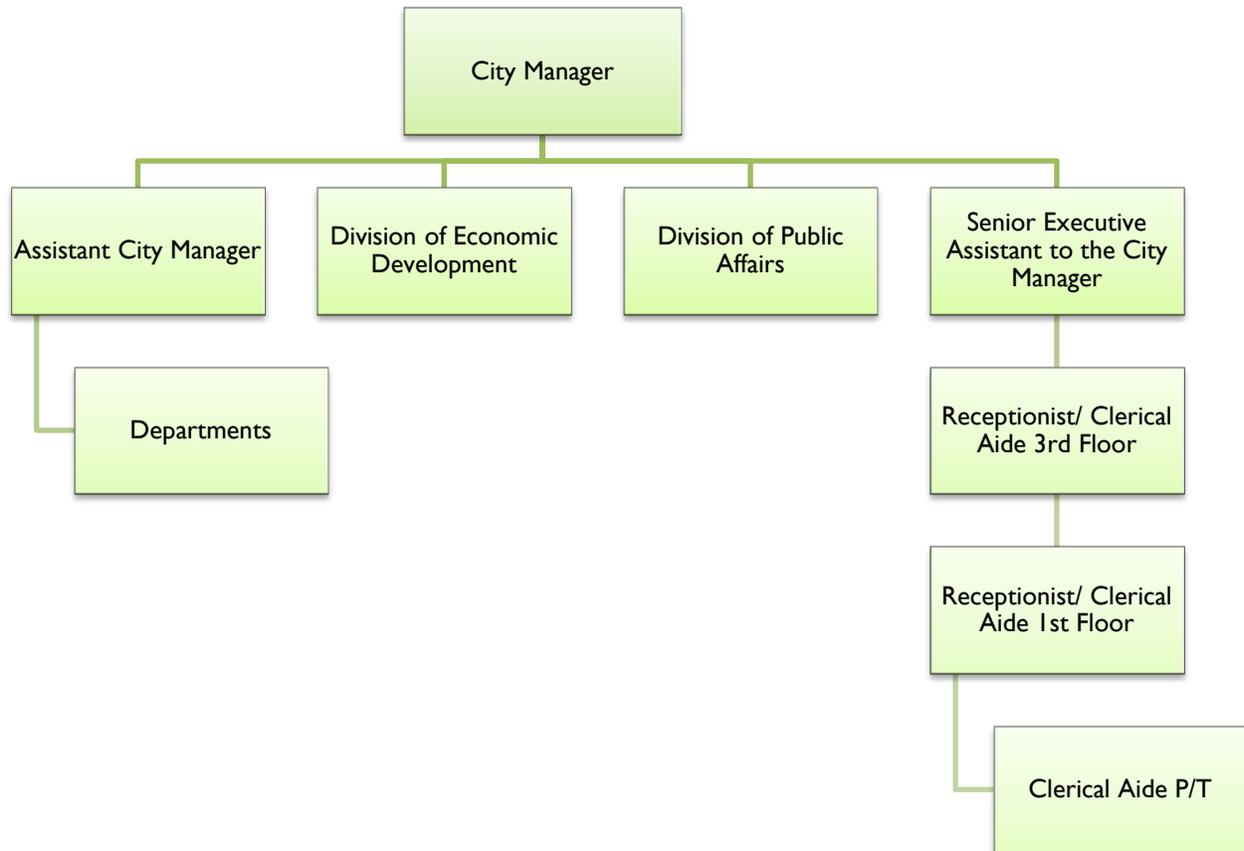
**OFFICE OF THE MAYOR AND CITY COUNCIL BUDGET**  
**001-10005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.10005.500110	CHARTER COMPENSATION	119,491	123,783	127,498	106,249	127,498	\$131,322	131,322
001.10005.500120	FULL TIME SALARIES	75,197	98,699	349,475	272,396	349,475	350,000	322,500
001.10005.500125	COMPENSATED ABSENCES	4,833	195	12,578	2,677	10,000	13,462	12,404
001.10005.500140	OVERTIME	10	16	-	-	-	-	-
001.10005.500210	FICA & MICA TAXES	22,002	26,811	52,148	40,613	52,148	\$52,011	49,826
001.10005.500220	RETIREMENT CONTRIBUTIONS	27,466	31,231	64,887	49,269	64,887	\$65,638	62,338
001.10005.500230	LIFE & HEALTH INSURANCE	93,693	82,541	135,103	132,412	135,103	122,697	146,982
<b>TOTAL PERSONNEL COSTS</b>		<b>342,692</b>	<b>363,276</b>	<b>741,689</b>	<b>603,616</b>	<b>739,111</b>	<b>735,130</b>	<b>725,372</b>
001.10005.500400	TRAVEL & PER DIEM	5,185	5,921	31,320	25,374	31,320	31,320	26,100
001.10005.500400.A	TRAVEL & PER DIEM - MAYOR BORIA	1,921	1,502	10,000	7,194	10,000	10,000	15,000
001.10005.500400.B	TRAVEL & PER DIEM - VM RUIZ	4,513	5,204	10,000	8,352	10,000	10,000	15,000
001.10005.500400.C	TRAVEL & PER DIEM - CM CABRERA	4,222	5,760	10,000	6,383	10,000	10,000	15,000
001.10005.500400.D	TRAVEL & PER DIEM - CW FRAGA	5,061	3,224	10,000	2,970	10,000	10,000	15,000
001.10005.500400.E	TRAVEL & PER DIEM - CW RODRIGUEZ	4,346	4,115	10,000	7,707	10,000	10,000	15,000
001.10005.500401	COUNCIL STIPEND	80,194	120,000	150,000	125,000	150,000	\$150,000	150,000
001.10005.500410	COMMUNICATIONS & FREIGHT SERVICES	11,390	12,333	21,300	8,540	21,300	9,000	27,300
001.10005.500490	OTHER CURRENT CHARGES & OBLIGATIONS	-	-	-	-	-	-	35,000
001.10005.500510	OFFICE SUPPLIES	5,365	9,479	18,000	18,030	18,000	\$31,000	20,000
001.10005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	15,648	29,989	30,325	16,250	30,325	\$33,325	43,325
<b>TOTAL OPERATING COST</b>		<b>137,845</b>	<b>197,527</b>	<b>300,945</b>	<b>225,800</b>	<b>300,945</b>	<b>304,645</b>	<b>376,725</b>
001.10005.500640	CAPITAL OUTLAY - OFFICE EQUIP. & MACH.	5,431	1,096	1,000	-	1,000	-	0
<b>TOTAL CAPITAL OUTLAY</b>		<b>5,431</b>	<b>1,096</b>	<b>1,000</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>0</b>
<b>TOTAL OFFICE OF THE MAYOR AND CITY COUNCIL</b>		<b>485,968</b>	<b>561,899</b>	<b>1,043,634</b>	<b>829,416</b>	<b>1,041,056</b>	<b>1,039,775</b>	<b>1,102,097</b>

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



## 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, provisions of the City Charter and acts of the City Council through the administration of all departments, divisions and agencies of the City government. The City Manager is nominated by the Mayor and confirmed by a majority vote of the City Council. The City Manager attends all Council meetings, participates in Council deliberations and provides guidance as necessary. The City Manager is responsible for the appointment, supervision, and removal of all City employees.

### OFFICE OF THE CITY MANAGER ACCOMPLISHMENTS FOR FY 2015

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

- Delivered a fiscally responsible proposed annual budget while maintaining the City's millage rate.
- Submitted to Council a comprehensive annual financial report.
- Provided support and made recommendations to the City Council.

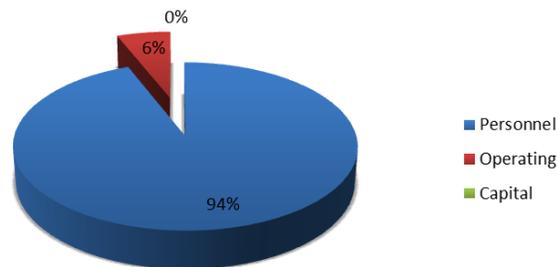


## OFFICE OF THE CITY MANAGER OBJECTIVES FOR FY 2016

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.

- Implement, administer and enforce the laws, policies, Charter and Code of Ordinances of the City of Doral.
- Administer and supervise all departments, divisions and agencies of the City government.
- Prepare and submit a proposed annual budget and capital program to the City Council.
- Advise the City Council as to the financial condition and future needs of the City and make recommendations to the City Council concerning the affairs of the City.
- Submit to the Council a comprehensive annual financial report.

## OFFICE OF THE CITY MANAGER BUDGET HIGHLIGHTS



- Increase in Contractual Services account to include funding for temporary staffing services needed in the City Manager's Office.
- Travel & Per Diem – This account includes the costs of conferences attended, reimbursements for use of public transportation or private vehicles, per diem, meal and incidental travel expenses.
- Increase in Office Supplies account to cover the expense of office and kitchen supplies.
- Subscriptions and Memberships – This line item includes funding for subscriptions, memberships and professional training/educational costs.



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

<b>ACCOUNT</b>	<b>POSITION</b>	<b>BUDGET FY 2013-14</b>	<b>BUDGET FY 2014-15</b>	<b>DEPT.REQ FY 2015-16</b>	<b>CM PROPOSED FY 2015-16</b>	<b>ADOPTED FY 2015-16</b>	<b>TOTAL COST FY 2015-16</b>
500.111 - Administrative Salaries							
	City Manager	1	1	1	1	1	\$185,211
	Assistant City Manager	2	1	1	1	1	\$125,753
	Services Award 10-Year						\$4,192
	<b>Administrative Salaries Total</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$315,156</b>
500.120 - Full Time Salaries							
	Senior Executive Assistant to the City Manager	0	1	1	1	1	\$75,533
	Executive Assistant to the City Manager	1	0	0	0	0	\$0
	Receptionists/Clerical Aide 1st & 3rd Floors	2	2	2	2	2	\$62,759
	<b>Full Time Salaries Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>\$138,292</b>
500.130 - Other Salaries							
	P/T Clerical Aide	0	1	1	1	1	\$21,481
	<b>Other Salaries Total</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$21,481</b>
	<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>\$474,929</b>



**OFFICE OF THE CITY MANAGER BUDGET  
001-11005**

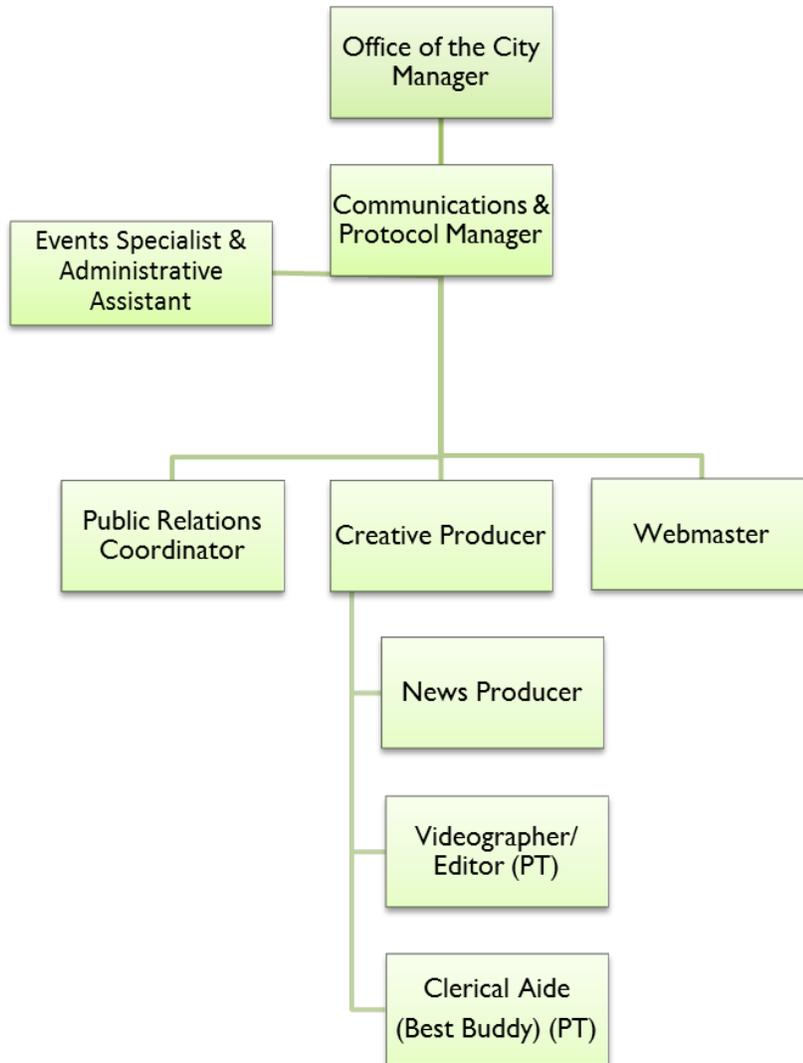
ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO. FY 2014-15	ESTIMATE FY 2015-16	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.11005.500111	ADMINISTRATIVE SALARIES	298,740	327,207	298,120	244,017	298,120	310,964	315,156
001.11005.500120	FULL TIME SALARIES	87,591	104,258	138,896	112,287	138,896	138,292	138,292
001.11005.500130	OTHER SALARIES	-	280	18,686	9,728	18,686	21,481	21,481
001.11005.500125	COMPENSATED ABSENCES	45,961	54,704	22,551	162	20,000	20,847	20,847
001.11005.500140	OVERTIME	132	246	500	515	600	500	500
001.11005.500210	FICA & MICA TAXES	26,436	37,599	37,451	25,060	37,451	38,930	39,250
001.11005.500220	RETIREMENT CONTRIBUTIONS	45,459	49,295	52,442	41,974	52,442	53,911	53,911
001.11005.500230	LIFE & HEALTH INSURANCE	35,438	46,569	61,176	31,169	61,176	43,500	36,510
<b>TOTAL PERSONNEL COSTS</b>		<b>539,757</b>	<b>620,159</b>	<b>629,822</b>	<b>464,913</b>	<b>627,371</b>	<b>628,425</b>	<b>625,947</b>
001.11005.500340	CONTRACTUAL SERVICES	-	1,877	1,760	1,759	1,760	2,000	2,000
001.11005.500400	TRAVEL & PER DIEM	17,257	13,029	15,240	7,800	12,540	22,000	22,000
001.11005.500410	COMMUNICATIONS & FREIGHT SERV.	6,420	6,699	4,800	3,760	4,800	4,800	4,800
001.11005.500440	RENTALS & LEASES	-	-	-	-	-	-	-
001.11005.500450	INSURANCE	-	-	-	-	-	-	-
001.11005.500510	OFFICE SUPPLIES	4,607	5,406	3,000	3,968	4,000	4,000	4,000
001.11005.500521	OPERATING SUPPLIES - FUEL	-	2,204	-	-	-	-	-
001.11005.500522	OPERATING SUPPLIES - VEHICLES	-	1,628	-	-	-	-	-
001.11005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	14,624	7,192	12,925	15,571	15,625	7,000	7,000
<b>TOTAL OPERATING COST</b>		<b>42,908</b>	<b>38,036</b>	<b>37,725</b>	<b>32,858</b>	<b>38,725</b>	<b>39,800</b>	<b>39,800</b>
001.11005.500640	CAPITAL OUTLAY - OFFICE EQUIP. & MACH.	1,453	880	1,000	454	454	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>1,453</b>	<b>880</b>	<b>1,000</b>	<b>454</b>	<b>454</b>	<b>-</b>	<b>-</b>
<b>TOTAL OFFICE OF THE CITY MANAGER</b>		<b>584,117</b>	<b>659,075</b>	<b>668,547</b>	<b>498,224</b>	<b>666,550</b>	<b>668,225</b>	<b>665,747</b>

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



## DIVISION OF PUBLIC AFFAIRS

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### DIVISION OF PUBLIC AFFAIRS FUNCTION

The mission of the City's Public Affairs Division is to proactively, accurately, and effectively convey information about the City's programs, events, public policy objectives, and other municipal service activities to the public and the media, while highlighting accomplishments, creating awareness and maintaining a positive, consistent message.



**PUBLIC AFFAIRS ACCOMPLISHMENTS FOR FY 2015**

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

**Public Relations**

- The City gained traction on all social media platforms as the number of “likes” and “followers” on Twitter and Facebook accounts increased steadily and the City’s Instagram account was reinstated.
- To serve as a guide and provide clear procedural parameters, the Social Media Standard Operating Procedures was completed and implemented.
- Interdepartmental work between the Division and other departments continued through promotional, marketing and protocol support on several successful events.
- Information was communicated to the community through print as well as digital newsletters. The 19,000 Doral Digest newsletters are mailed out to homes quarterly, while the Weekly Bulletin and Monthly E-Newsletter are sent via email to over 8,700 subscribers.
- In an effort to lower costs, several graphic design projects were completed in-house, such as: event flyers, programs, and the Doral Digest. This includes the revamp of the City’s recognition certificates and the proclamations. This resulted in approximately \$5,000 in savings.
- The Division worked with a contractor to evaluate current City branding/marketing. After feedback and workshops a more contemporary version of the City’s sunburst logo will be go before Council for approval. Additionally, the City website will possibly undergo a refresh, in-line with the branding/marketing recommendations of having a responsive, personalized and secure and ADA compliant website.

<b>PUBLIC AFFAIRS DIVISION</b>			
<b>ACTIVITY REPORT</b>			
<b>ACTIVITY</b>	<b>ACTUAL FY 2013-2014</b>	<b>ACTUAL FY 2014-2015</b>	<b>PROJECTED FY 2015-2016</b>
Social Media Followers	7400	11,770	17000
Doral TV Completed Programs/Packages	5	45	100
Website Page Views	1,020,000	1,087,000	1,200,000
Positive Media Clippings	90	185	300



## **Website**

- Updates were done to several department sections to allow for better functionality and user-friendliness. Examples of this are the Building, Parks & Recreation, and Police Departments. Improvements included an interactive map for parks with directions functionality, as well as a similar map to the Hurricane Readiness page for generator locations.
- The website was visually enhanced with new images added to each page to represent the beauty and growth of Doral. The front page was also streamlined for a more de-cluttered and aesthetically pleasing appearance.
- ADA Compliance of the website was enhanced with the addition of Read Speak.
- The website was improved for business services and vendors with the input of the Economic Developer. The business section was updated and a new method for vendor registration for an efficient experience was added.
- New features were added to the website to improve upon the interaction with the residents and ability to gather their feedback with new email sign-up forms that have been added for better dissemination of info to residents and other new forms and online surveys.

## **Doral TV**

- Doral TV covered over 100 City and City sponsored events/ceremonies. These events included EGGstravaganza, Independence Day Celebration, Most Improved Awards Ceremony, and Relay for Life, just to name a few. Content was later produced and packaged for several events to display across all City platforms.
- Doral TV worked with departments to develop video campaigns to aid in the promotion of events/activities/initiatives. Videos and campaigns include but are not limited to: Emerge, Bikeway Paths, Hide it Lock it PSAs, special events, etc. Doral TV's online stream has approximately 140 users a month.
- A contractor was awarded through the RFQ process for the production, programming and content of multiple projects that are already in the pipeline to be completed by the finalization of the current fiscal year. This contractor would be working along with City staff to bring these projects to fruition. Programs include: Police PSAs (Hide It, Lock It, Lose It) and Bikeway System Video.



## **PUBLIC AFFAIRS OBJECTIVES FOR FY 2016**

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: Establish optimal ways to streamline our communications with the community.

### **Public Relations**

- To serve as a guide and provide clear procedural parameters, the Public Affairs Standard Operating Procedures will be established and implemented.
- The division expects to grow the number of followers and presence across the City's multiple social media platforms by 20% (Facebook, Twitter, Instagram, and YouTube).
- In an effort to continue lowering costs, graphic design projects will be brought in-house when possible. This will also allow us to achieve more consistent branding with design. This will result in approximately \$5,000 in savings.
- The division handles a large amount of promotional items for the purpose of events, dignitary visits, tradeshow, etc. A goal is to establish a work flow system with the IT department that will allow us to have a transparent and efficient promotional item inventory.
- As the City is continually growing, we will pursue growing our reach to the community through an increase in subscribers to receive email campaigns and newsletters. This will be done by announcing on social media platforms, Doral TV and including in the printed Doral Digest.
- With continual growth and demands the division expects to grow and increase level of support to the residents, council, and administration. This will allow for more events, communication, and all-around public information efforts. This growth will be necessary to support the population growth Doral will experience in the next 3-5 years (80,000).
- With the addition of an Administrative Assistant to the division, benchmarking measures will be established to track and anticipate progress.

### **Website**

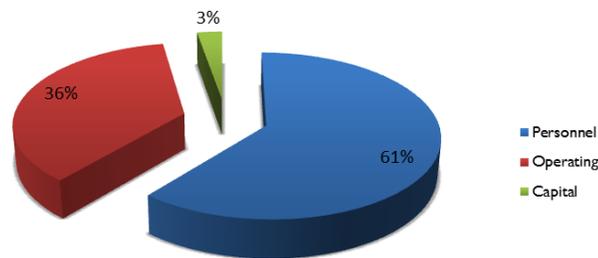
- Website Refresh included e-Services that will provide a citizen one stop experience and address the critical need to improve citizen access, business intelligence, service delivery and efficiency.
- Responsive Design: Multi-access channels, including views accessible to all web-enabled devices.
- Provides High Availability, Disaster Recovery and secured cloud-based platform.
- ADA: Accessibility and 508 compliance to meet ADA requirements and specifications.



**Doral TV**

- The goal is to create an app that will provide easy and instant access to information, connecting the residents with its local government. The need to adapt with a quickly-evolving industry requires fast accessibility.
- The goal is to continue working with departments to meet their video campaign needs and create evergreen content that actively seeks to connect the main segments of the community: Business, Education and Residential. We will also continue to cover and communicate on City and City-sponsored events.
- Create long-term programs such as “Dining In” and “Get Fit Doral”. Each program will have approximately 12 episodes.

**PUBLIC AFFAIRS BUDGET HIGHLIGHTS**



- There is an increase of personnel to allow for more support to the residents, council, and administration, though multiple functions (events, administrative, Doral TV).
- New Events Specialist & Administrative Assistant (full-time) position was approved. Some duties include but are not limited to: Planning, organizing and coordinating of City Council and Administration special events; Preparation of events budgets, work plans, schedules; Tracking and analyzing reports and division benchmarks; Preparation of memoranda, resolutions, presentations, and research; Responsible for the management of the division’s finances. The event functions are currently being performed by a number of different parties that include City Manager's Office, Public Affairs, Parks, and Public Works. With this new position, all efforts would be centralized to increase efficiency and quality of events at the Government Center. Administrative duties are currently being performed by the Public Relations Coordinator, the Communications & Protocol Manager and the Finance Department, detracting from their regular duties.
- New Assistant Producer (full-time) position was approved. Some duties include but are not limited to: Assist in Doral T.V. production and program; Assist in all concept development through final production; Hosts interviews for Doral TV, as well as recording voice overs. These functions are currently being performed by



the Creative Producer, with occasional out-sourced help and the Public Relations Coordinator, detracting from their regular duties. Even so, with the high volume of events, activities, and project requests from departments, it is impossible to cover all. In the first half of FY2015, approximately 30 events have taken place that have required coverage for Doral TV, which is time consuming considering time spent recording on the field and then post production.

- Videographer/Editor (part-time) was approved. Some duties include but are not limited to: Assists in shooting and editing content; Assist in coordinating activities of the production process; Creates graphics for a variety of programs including off and on air promotions, videos and campaigns. These functions are currently being performed by the Creative Producer with occasional out-sourced help. Even so, with the high volume of events, activities, and project requests from departments, it is impossible to cover all. In the first half of FY2015, approximately 30 events have taken place that have required coverage for Doral TV, which is time consuming considering time spent recording on the field and then post production. The growth of Doral TV is dependent on growth of staff to perform the work.
- There is an increase in Promotional Activities (500481) due to an increase in recognitions and awards being requested

and a need for higher quality items for dignitary visits, events, etc., and promotional items. Increase in this object code is approximately 50%.

- There is an increase in Subscriptions and Memberships (500540) due to professional development for staff and a media monitoring solution that will increase media clipping functionality/ efficiency and an online media buying service. Increase in this object code is approximately \$33,677.
- There is an increase in Capital Outlay (500640) to enhance Doral TV equipment that will allow for better programs. Existing equipment used does not belong to the City. Increase in this object code is approximately \$16,655.
- There is now funding for an events budget – flyers, logistic rentals, etc. This will not increase the operating budget due to cuts in other object codes.
- Some line items and funds have been moved to their correct object codes and new accounts created to comply with state budget law. New accounts created: Rentals & Leases (500440), Repairs & Maintenance (500460), Printing & Binding (500470), and Other Current Charges (500490). Funds were moved between existing accounts, Contractual Services (500340) and Promotional Activities (500481).



**PUBLIC AFFAIRS STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>PROPOSED FY 15-16</b>	<b>ASSOCIATED COST</b>
Communication Area: Engage full-time Public Affairs Officer.	Salary for Communications & Protocol Manager	\$ 85,000.00
Communication Area: Ensure City has the technologies to utilize all communication channels and tools.	Contractual amount for possible outsourcing of select Doral TV projects (\$50,000). Equipment to produce high level and informational programming for the community (\$21,355). Media collection/monitoring software to efficiently and accurately remain abreast of media and public perception regarding the City (\$10,000).	\$ 81,355.00
<b>TOTAL</b>		<b>\$ 166,355.00</b>



**DIVISION OF PUBLIC AFFAIRS  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT. REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries		0	0	0	0	0	\$0
	Administrative Salaries Total	0	0	0	0	0	\$0
500.120 - Full Time Salaries							
	Public Affairs Manager	0	1	0	0	0	\$0
	Communications & Protocol Manager	0	0	1	1	1	\$85,000
	Communication Coordinator	1	0	0	0	0	\$0
	Public Affairs Coordinator	0	1	0	0	0	
	Public Information Coordinator	1	1	0	0	0	\$0
	Public Relations Coordinator	0	0	1	1	1	\$58,100
	Videographer/Editor	0	1	0	0	0	
	Doral TV Coordinator/ Producer	1	0	0	0	0	
	PIO/ Doral TV Producer	1	0	0	0	0	\$0
	Creative Producer	0	0	1	1	1	\$52,795
	Webmaster	1	1	1	1	1	\$55,577
	Administrative Assistant	1	0	1	0	0	\$0
	Events Specialist/ Administrative Assistant	0	0	1	1	1	\$38,922
	News Producer	0	0	1	1	1	\$38,922
	Full Time Salaries Total	6	5	7	6	6	\$329,316
500.130 - Other Salaries							
	Videographer/ Editor P/T	0	0	1	1	1	\$11,700
	Clerical Aide P/T - <i>Best Buddies</i>	0	0	1	1	1	\$9,900
	Other Salaries Total	0	0	2	2	2	\$21,600
	<b>Total</b>	<b>6</b>	<b>5</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>\$350,916</b>



**DIVISION OF PUBLIC AFFAIRS BUDGET**  
**001-11505**

ACCT NO.	ACCOUNT TITLE	AMENDE						
		D			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.11505.500111	ADMINISTRATIVE SALARIES	31,057	-	-	-	-	-	-
001.11505.500120	FULL TIME SALARIES	143,186	200,782	264,737	192,758	264,737	\$328,716	\$329,316
001.11505.500125	COMPENSATED ABSENCES	977	6,938	17,696	17,696	17,696	\$12,643	\$12,666
001.11505.500130	OTHER SALARIES	-	-	9,347	4,989	9,347	21,600.00	21,600.00
001.11505.500210	FICA & MICA TAXES	13,815	15,796	23,106	16,695	23,106	\$28,556	\$28,558
001.11505.500220	RETIREMENT CONTRIBUTIONS	19,383	17,717	31,768	22,685	31,768	\$39,446	\$39,518
001.11505.500230	LIFE & HEALTH INSURANCE	35,151	18,451	43,366	26,447	43,366	\$56,009	\$47,898
	<b>TOTAL PERSONNEL COSTS</b>	<b>243,569</b>	<b>259,685</b>	<b>390,020</b>	<b>281,270</b>	<b>390,020</b>	<b>486,970</b>	<b>479,556</b>
001.11505.500310	PROFESSIONAL SERVICES	7,000	-	-	-	-	-	-
001.11505.500340	CONTRACTUAL SERVICES	176,463	88,040	460,000	146,510	291,331	50,000	50,000
001.11505.500400	TRAVEL & PER DIEM	14,722	7,187	9,309	3,347	9,309	7,820	7,220
001.11505.500410	COMMUNICATIONS & FREIGHT SERVICES	5,998	4,558	5,400	3,675	5,400	5,400	5,400
001.11505.500440	RENTALS & LEASES	-	-	-	-	-	3,000	3,000
001.11505.500460	REPAIRS & MAINTENANCE	-	-	-	-	-	7,500	7,500
001.11505.500470	PRINTING & BINDING	-	-	-	-	-	49,650	49,650
001.11505.500481	PROMOTIONAL ACTIVITIES - PIO	27,432	34,311	60,000	28,921	46,229	90,000	101,000
001.11505.500482	PROMOTIONAL ACTIVITIES - ECO. DEV.	121,106	-	-	-	-	-	-
001.11505.500483	ECONOMIC ADVISORY BOARD	10,685	-	-	-	-	-	-
001.11505.500490	OTHER CURRENT CHARGES	-	-	-	-	-	20,500	20,500
001.11505.500510	OFFICE SUPPLIES	4,908	4,267	3,900	4,057	4,500	3,200	3,200
001.11505.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	1,446	3,314	3,255	1,110	3,255	36,932	36,932
	<b>TOTAL OPERATING COST</b>	<b>369,761</b>	<b>141,676</b>	<b>541,864</b>	<b>187,620</b>	<b>360,024</b>	<b>274,002</b>	<b>284,402</b>
001.11505.500640	CAPITAL OUTLAY - OFFICE EQUIPT & MACH.	3,812	8,855	4,700	2,100	4,700	21,355	21,355
	<b>TOTAL CAPITAL OUTLAY</b>	<b>3,812</b>	<b>8,855</b>	<b>4,700</b>	<b>2,100</b>	<b>4,700</b>	<b>21,355</b>	<b>21,355</b>
	<b>TOTAL DIVISION OF PUBLIC AFFAIRS</b>	<b>617,142</b>	<b>410,215</b>	<b>936,584</b>	<b>470,990</b>	<b>754,744</b>	<b>782,327</b>	<b>785,313</b>

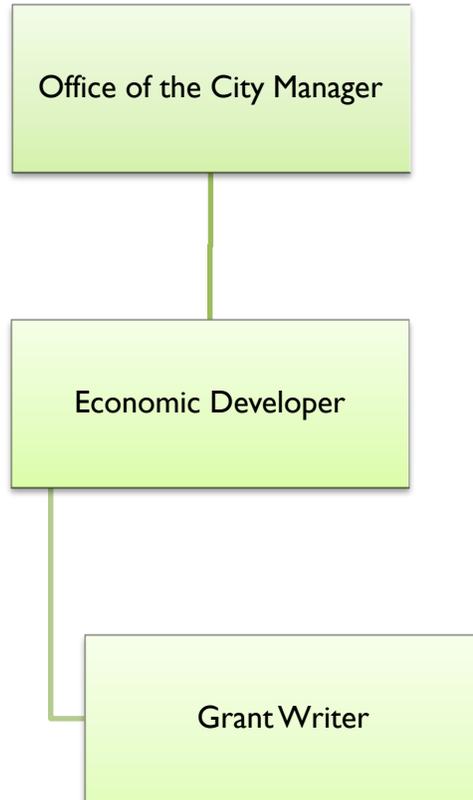
\* Amended Budget includes approved amendments to the budget or carryovers of previous year's projects.



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## 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 2015

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

- Reviewed Economic Development programs and analyzed strengths, weaknesses, opportunities and threats
- Updated primary Economic Development collateral materials and website info.
- Activated outreach to local business organizations, strategic partners and institutions (Beacon Council, Greater Miami Convention & Visitors Bureau, Greater Miami Chamber of Commerce, Florida Free Trade Association, Florida Freight Forwarders Association, Miami Free Zone, Doral Chamber of Commerce, Venture Hive, FIU, Port Miami).
- Reactivated membership/participation with Visit Florida, ICSC, WorldCity, Sister Cities International, and International Economic Development Council.
- Created Business Matters email notification for Doral businesses.
- Created and launched monthly New Business Start-up Orientation workshops with Doral Chamber of Commerce.
- Represented Doral at conferences/events including eMerge Americas, ICSC Recon, B.I.G. Summit, GMCC Economic Outlook, Sentir Venezuela.
- Participated in branding strategic sessions with Zimmerman.
- Participated in PR activities with Miss Universe, PGA Tour.
- Met with new and potential businesses, cultural groups, economic analysts and social organizations to provide data and discuss Doral economic opportunities.
- Pitched media coverage of city's economic goals to local and international press, including Doral Family Journal, Doral TV News, The Miami Herald, Sun-Sentinel, and Univision.
- Collected data and coordinated Miss Universe Economic Impact Report with Tony Villamil and Washington Economics Group.
- Pitched Doral as host city and corporate HQ for Miss Florida USA pageant.
- Participated in diplomatic visits from Dominican Republic, Colombia, China, and Panama.
- Recommended policies & procedures for Doral Sister Cities program.
- Coordinated Barranquilla-Doral Sister Cities letter of intent signing reception.
- Coordinated 'Let's Put Doral On The Map' campaign with Mayor's Office, Public Affairs.

### ECONOMIC DEVELOPMENT ACTIVITY REPORT

ACTIVITY	ACTUAL	PROJECTED	PROJECTED
	FY 2013-14	FY 2014-15	FY 2015-16
Trade shows	N/A	2	4
Government Grant applications	N/A	8	12
Community outreach presentations	N/A	3	6
New business orientation workshop	N/A	6	12

- Awarded Edward Byrne Memorial Justice Assistance Grant-\$ 10,000.
- Awarded State Bicycle/Pedestrian Safety Program- \$5,040.00.
- Submitted Eastern Federal Lands Access Program - \$640,000.00.
- Submitted Florida Transportation Alternative Program- \$800,000.00.
- Submitted City Catalyst Grant- \$500.00.
- Cops Hiring Program Grant- \$ 750,000.00 (In progress).
- Emergency Operational Center Program Grant- (In progress).
- Florida Disaster Mitigation Grant- (In progress)



## ECONOMIC DEVELOPMENT OBJECTIVES FOR FY 2016

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.

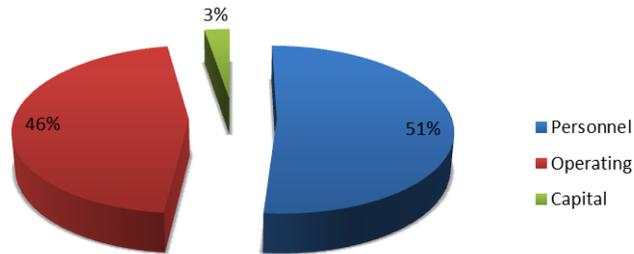
- Complete a comprehensive Economic Development analysis of the City's economy and structure, development constraints and potential opportunities
- Redesign and update Economic Development materials with current data and new branding elements
- Design and implement new Economic Development marketing and advertising campaign
- Create new Economic Development video content
- Redesign and update trade show booth
- Expand Economic Development and Tourism trade show participation
- Increase outreach and deepen relationships with existing businesses, local and regional partners, governmental agencies, educational institutions
- Attract new strategic partners in communications, entrepreneurship and technology
- Increase multilingual education and outreach efforts to new Doral businesses to facilitate interaction with the municipality
- Develop Sister Cities program and create opportunities for economic, cultural and educational interaction
- Increase targeted grant submittals in the areas of Economic Development, Education, Hazard Mitigation, Mobility and Multi-Modal Transportation projects, Parks, Public Safety, Sustainability, Workforce Housing and Cultural Events
- Work with IT to promote Smart City upgrades to business community

## ECONOMIC DEVELOPMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 15-16	ASSOCIATED COST
Communication	Develop analysis of the City's economy and development constraints and opportunities to market the city domestically and internationally.	\$ 60,000.00
Long-term Financial Sustainability	Develop programs to create opportunities for economic, cultural and educational interactions.	\$ 20,000.00
Organizational Efficiency	Implement grant management software.	\$ 5,000.00
<b>TOTAL</b>		<b>\$ 85,000.00</b>



## ECONOMIC DEVELOPMENT BUDGET HIGHLIGHTS



- Professional Services: Citywide Economic Development Analysis

The Economic Development Division seeks to complete a comprehensive and focused Economic Development Analysis of the City of Doral’s economy and structure, development constraints and potential opportunities. The study should provide a detailed analysis of economic conditions within the City; a comparison of the City against a select set of “peer” cities at the regional and national level; and trend lines and forecasts at local, regional and national levels. Subject areas include: Population and Demographics, Employment, Industry and Business, Real Estate Market Performance Trends, Transportation and Infrastructure, Community Identity, Local Access to Commercial Capital, Credit and Direct Foreign Investment, Competitive Advantage and Industry Cluster Analysis.

- Contractual Services: Business & Community Guide

The city’s outdated Business & Community Guide requires a complete revision that provides up-to-date facts, statistics and tourism information about the city to businesses and visitors in an attractive, efficient, easy-to-read format. The content and design will be realized in-house, leaving only printing costs.

- Promotional Activities: Marketing and

### Business Outreach Events

A major role of the Economic Development division is the promotion of Doral as a thriving international business hub through sponsorship of major business and events in the local area (e-Merge Americas, WorldCity, Beacon Council), events hosted by the City (New Business Orientation workshops and other community-oriented business seminars), Sister Cities events and activities aimed at providing opportunities for trade, cultural and educational interaction, and targeted Economic Development advertising.

- Capital Outlay: Trade Show Booth

The city’s traditional trade show booth requires a complete overhaul to properly reflect modern Doral at conferences such as ICSC Florida and Florida Huddle and be able to accommodate 10-foot and 20-foot booth spaces.

- Books, Publications, Subscriptions and Memberships

This account covers all memberships and registration for conferences such as ICSC Florida, ICSC Recon, Florida Huddle and The BIG Summit, as well as major public and private grants databases. Access to foundation-oriented grants databases can also be provided as a tool for the city’s non-profit organizations.



**DIVISION OF ECONOMIC DEVELOPMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries	N/A						
	<b>Administrative Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>
500.120 - Full Time Salaries							
	Economic Developer	0	1	1	1	1	\$82,000
	Grant Writer	0	1	1	1	1	\$56,650
	<b>Full Time Salaries Total</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$138,650</b>
500.130 - Other Salaries	N/A						
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>
	<b>Total</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$138,650</b>



**DIVISION OF ECONOMIC DEVELOPMENT BUDGET**  
**001-11605**

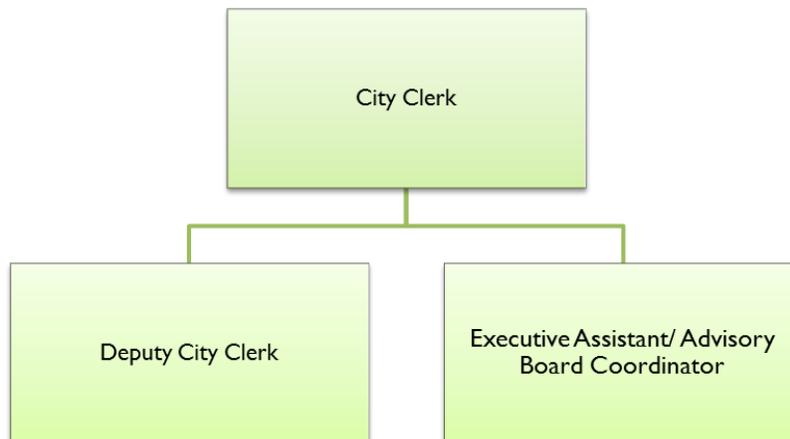
ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.11605.500111	ADMINISTRATIVE SALARIES	-	-	-	-	-	-	-
001.11605.500120	FULL TIME SALARIES	-	-	135,000	94,596	135,000	138,650	138,650
001.11605.500125	COMPENSATED ABSENCES	-	-	5,192	-	5,192	5,333	5,333
001.11605.500210	FICA & MICA TAXES	-	-	11,262	7,284	11,262	11,644	11,644
001.11605.500220	RETIREMENT CONTRIBUTIONS	-	-	16,200	10,729	16,200	16,638	16,638
001.11605.500230	LIFE & HEALTH INSURANCE	-	-	20,460	15,764	20,460	21,383	18,009
<b>TOTAL PERSONNEL COSTS</b>		-	-	<b>188,114</b>	<b>128,373</b>	<b>188,114</b>	<b>193,648</b>	<b>190,274</b>
001.11605.500310	PROFESSIONAL SERVICES	-	-	55,000	25,000	50,000	60,000	60,000
001.11605.500340	CONTRACTUAL SERVICES	-	-	4,050	3,200	4,050	15,000	15,000
001.11605.500400	TRAVEL & PER DIEM	-	-	8,470	7,150	8,470	13,360	13,360
001.11605.500410	COMMUNICATIONS & FREIGHT SERVICES	-	-	1,800	1,200	1,800	3,000	3,000
001.11605.500440	RENTALS & LEASES	-	-	-	-	-	0	0
001.11605.500481	PROMOTIONAL ACTIVITIES	-	-	25,500	25,500	25,500	68,000	68,000
001.11605.500510	OFFICE SUPPLIES	-	-	500	212	25,500	500	500
001.11605.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	-	-	9,700	3,486	9,700	12,208	12,208
<b>TOTAL OPERATING COST</b>		-	-	<b>105,020</b>	<b>65,748</b>	<b>125,020</b>	<b>172,068</b>	<b>172,068</b>
001.11605.500640	CAPITAL OUTLAY - OFFICE EQUIPT & MACH.	-	-	2,950	2,950	2,950	10,000	10,000
<b>TOTAL CAPITAL OUTLAY</b>		-	-	<b>2,950</b>	<b>2,950</b>	<b>2,950</b>	<b>10,000</b>	<b>10,000</b>
<b>TOTAL DIVISION OF ECONOMIC DEVELOPMENT</b>		-	-	<b>296,084</b>	<b>197,070</b>	<b>316,084</b>	<b>375,716</b>	<b>372,342</b>

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



## OFFICE OF THE CITY CLERK

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### OFFICE OF THE CITY CLERK FUNCTION

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

The City Clerk’s Office functions include:

- Ensuring that all public meetings are noticed to the public and maintaining an accurate record of all Council proceedings;
- Maintaining custody of the City’s vital records including but not limited to Ordinances, Resolutions, Minutes, City Contracts, Agreements and Proclamations;
- Setting the guidelines and standards for all City records, incorporating records management technologies and establishing repositories for archival and vital records;
- Administering, supervising and certifying all City of Doral municipal elections;
- Administering the publication of the City of Doral Code of Ordinances;
- Responding to public records requests and ensuring that all City public records are accessible and readily available to the public;
- Administer Red-Light Camera Hearings;
- 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 2015**

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 on a timely manner.
- Continued to provide timely assistance to the Mayor and Councilmembers.

**OFFICE OF THE CITY CLERK  
ACTIVITY REPORT**

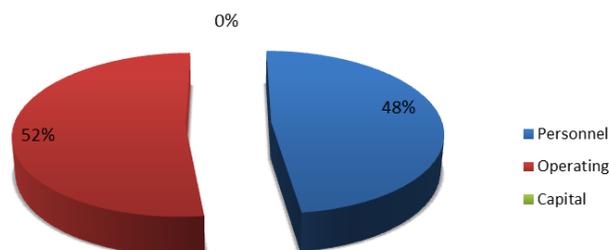
ACTIVITY	ACTUAL FY 2013-2014	PROJECTED FY 2014-2015	PROJECTED FY 2015-2016
Public Records Requests	735	902	1136
Agenda Packages Prepared	49	57	61

**CITY CLERK OBJECTIVES FOR FY 2016**

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 website.
- Continue to provide timely assistance to the Mayor and Councilmembers.
- Continue to provide records management training for employees citywide.
- Provide assistance with digital document management integration citywide.

**CITY CLERK BUDGET HIGHLIGHTS**





- Professional Services - The funding in this line item for the city-wide records management consultant was transferred to General Government for a better classification of the expense.
- Court Reporter Services – This includes the cost of court recording, court reporting transcripts and translation services. The increase in this account is due the upcoming Code 40-year re-certification.
- Travel and Per Diem – This line item increased to fund the Clerk’s travel expenses associated with various professional conferences.
- Rental and Leases – The funding in this line item for the storage fees of all departments’ records was transferred to General Government for a better classification of the expense.
- Repairs and Maintenance – This line item decreased by \$53,280, expenses were transferred to the Information Technology department, in order to consolidate IT software expenses into one line item.
- Printing and Binding – This line item increased by \$8,000 to cover the increase costs of the Codification of Ordinances.
- Operating Supplies – This line item decreased by \$7,000, expenses were transferred to General Government Travel & Per Diem to better classify these funds related to Council meeting expenses.

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

ACCOUNT	POSITION	BUDGET FY 2013-14	BUDGET FY 2014-15	DEPT.REQ FY 2015-16	CM PROPOSED FY 2015-16	ADOPTED FY 2015-16	TOTAL COST FY 2015-16
500.111 - Administrative Salaries	City Clerk	1	1	1	1	1	\$ 87,479
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 87,479</b>
500.120 - Full Time Salaries	Deputy City Clerk	1	1	1	1	1	\$ 55,000
	Service Award 5-Year						\$ 458
	Executive Assistant./Advisory Board Coord.	1	1	1	1	1	\$ 49,000
	Service Award 5-Year						\$ 408
	Records Specialist/Local Hearing Coord.	1	1	1	0	0	\$ -
	<b>Full Time Salaries Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>\$ 104,867</b>
500.130 - Other Salaries	N/A						
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>\$ 192,346</b>



**OFFICE OF THE CITY CLERK BUDGET  
GENERAL FUND REVENUES  
001-1200**

ACCT NO.	Account Title	YEAR-END						
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.1200.341900	LIEN SEARCH FEES	17,586	21,223	18,000	21,960	22,000	21,000	21,000
001.1200.341901	CANDIDATE QUALIFYING FEES	1,360	-	1,400	-	1,400	1,400	1,400
		<b>18,946</b>	<b>21,223</b>	<b>19,400</b>	<b>21,960</b>	<b>23,400</b>	<b>22,400</b>	<b>22,400</b>

**OFFICE OF THE CITY CLERK BUDGET  
001-12005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.12005.500111	ADMINISTRATIVE SALARIES	79,104	91,419	89,771	69,724	89,771	87,479	87,479
001.12005.500120	FULL TIME SALARIES	65,397	108,526	129,875	89,484	125,000	104,867	104,867
001.12005.500125	COMPENSATED ABSENCES	8,583	431	9,637	10,317	10,317	7,365	7,365
001.12005.500130	OTHER SALARIES	3,067	-	-	-	-	-	-
001.12005.500140	OVERTIME	1,980	178	-	192	250	-	-
001.12005.500210	FICA & MICA TAXES	12,617	15,877	18,168	13,457	17,000	16,425	16,425
001.12005.500220	RETIREMENT CONTRIBUTIONS	16,851	21,434	25,982	18,850	24,000	22,977	22,977
001.12005.500230	LIFE & HEALTH INSURANCE	15,508	13,263	25,497	25,824	24,000	20,926	24,280
	<b>TOTAL PERSONNEL COSTS</b>	<b>203,107</b>	<b>251,128</b>	<b>298,930</b>	<b>227,848</b>	<b>290,338</b>	<b>260,039</b>	<b>263,393</b>
001.12005.500310	PROFESSIONAL SERVICES	40,000	38,400	38,400	38,319	38,400	-	-
001.12005.500331	COURT REPORTING SERVICES	2,072	4,064	5,500	4,222	5,500	7,700	10,700
001.12005.500340	SPECIAL MASTERS RECORDING	-	7,364	7,200	1,500	2,000	7,200	-
001.12005.500400	TRAVEL & PER DIEM	8,293	6,341	9,465	4,530	9,465	17,150	17,150
001.12005.500410	COMMUNICATIONS & FREIGHT SERV.	4,093	3,984	1,150	1,715	2,000	3,150	3,150
001.12005.500440	RENTALS & LEASES	14,278	22,614	60,000	34,337	60,000	-	-
001.12005.500460	REPAIRS & MAINT. - OFFICE EQUIP	39,718	41,048	53,680	37,974	53,680	400	400
001.12005.500470	PRINTING & BINDING	13,567	9,367	17,000	15,500	16,700	25,000	25,000
001.12005.500491	LEGAL ADVERTISING	50,382	67,828	149,529	92,257	149,529	136,000	136,000
001.12005.500495	ELECTION EXPENSES	50,981	-	55,000	44,517	55,000	80,000	80,000
001.12005.500510	OFFICE SUPPLIES	929	1,496	3,500	2,547	3,500	4,500	4,500
001.12005.500520	OPERATING SUPPLIES	9,072	16,426	12,000	14,808	19,250	5,000	5,000
001.12005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	3,177	2,264	1,650	1,890	1,950	1,650	3,650
	<b>TOTAL OPERATING COST</b>	<b>236,563</b>	<b>221,197</b>	<b>414,074</b>	<b>294,116</b>	<b>416,974</b>	<b>287,750</b>	<b>285,550</b>
001.12005.500640	CAPITAL OUTLAY - OFF. EQUIP.& MACH.	-	1,970	-	-	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>-</b>	<b>1,970</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL OFFICE OF THE CITY CLERK</b>	<b>439,670</b>	<b>474,295</b>	<b>713,004</b>	<b>521,964</b>	<b>707,312</b>	<b>547,789</b>	<b>548,943</b>

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



**OFFICE OF CHARTER ENFORCEMENT**

The Office of Charter Enforcement was not set up in FY 2014-15. By consensus, Council agreed to fund the Office for FY 2015-16.

**OFFICE OF CHARTER ENFORCEMENT  
001-13005**

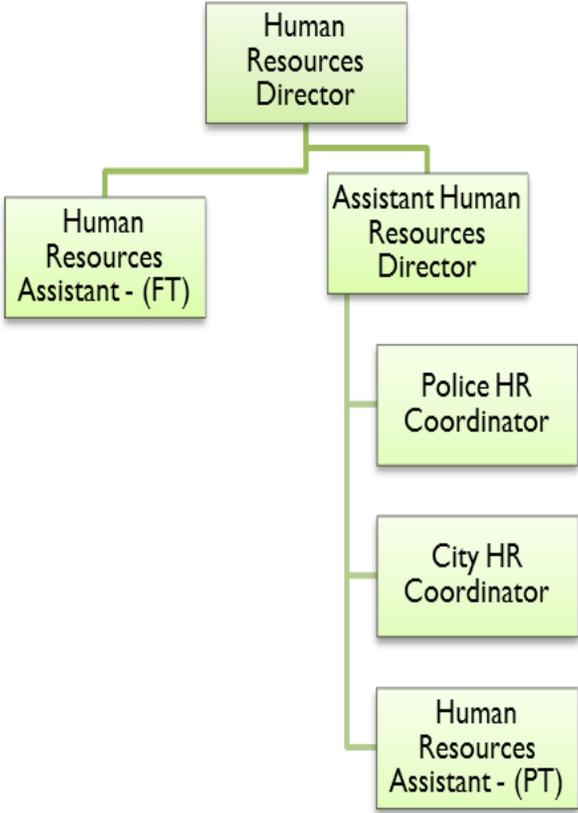
ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.13005.500310	PROFESSIONAL SERVICES	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
<b>TOTAL OFFICE OF CHARTER ENFORCEMENT</b>		<b>\$ -</b>		<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>

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



**HUMAN RESOURCES DEPARTMENT**

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**HUMAN RESOURCES FUNCTION**

The Human Resources department provides overall policy direction on human resource management issues and administrative support functions to the management of employees for all City Departments. The mission of the Human Resources department is to provide a positive HR service experience for applicants and employees, and collaborate with departments to recruit, develop, support, and retain diverse and talented employees who are the key to the City of Doral’s reputation and success.

In addition to providing strategic central human resources functions, the department is responsible for administering the Health Benefits package that includes: Workers’ Compensation, Short & Long Term Disability programs. Further responsibilities include citywide coordination for the Employee Recognition program, newsletter, City Events and employee information.

The Human Resources Department focuses in providing services and implementing programs that attract, hire, retain and support a qualified and talented workforce committed to providing timely, high quality services to City of Doral employees and its citizens, in an environment that contribute to the City objectives.



## HUMAN RESOURCES ACCOMPLISHMENTS FOR FY 2015

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

### Sustainability Area

- **Establish competitive compensation for employees, leading to greater talent recruitment and retention.**
- On September 10, 2014 the City Council approved the conducting of the Classification and Compensation Study to include all City employees.
- On May 7<sup>th</sup>, 2015 the City Council approved the implementation of the approved Pay plan and salary adjustments for all employees retroactively to March 1<sup>st</sup>, 2015. All employees found to be below the minimum of the ranges in the pay plan were raised to the minimum of their corresponding range. All positions within the City now have an individualized pay with minimum, and maximum compensation amounts.
- All employees found to be below the minimum have received their salary adjustment.
- **Sustainability of employees and promoting employee retention to maintain institutional knowledge.**
- The City's goal is to maintain its employees. Employee turnover has reduced 22.73%. The total headcount of the City as of September 30, 2014 was 324 employees. As of today the City has increase its manpower to 352 employees.
- Employee Retention & Recruitment: All employees within the city that received a rating of exceptional, above average or average received their approved 3% merit increase.
- The Human Resources department has encouraged directors to provide clarity about expectations, and give regular feedback about performance to assist employees and supervisors in building a team that is able to remain productive.
- **Recognized employees and establish awards program.**
- The City has established an employee recognition program that encourages the recognition of excellent employees' performance and positive contributions related to the overall objective of the City.
- 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, The Big Idea Award.
- Employees are also recognized for their years of service with the City (5 & 10 Years).
- The Human Resources Department is working on incorporating an Employee of the Quarter and Employee of the Year into the recognition program.
- Assistant Human Resources Director Position: This position was filled on 10/1/2014. This position is instrumental in facilitating all functions of the Human Resources Department. This employee assists the HR Office in managing all aspects



including employment/ labor relations, recruitment and selection, classification and pay, risk management (workers compensation and liability), consistent with the City's mission, vision and values.

- The Department has developed a Wellness Initiatives Calendar to motivate employees to a healthy lifestyle. The annual health fair received 53% increase participation from all previous fiscal years. The Human Resources

Department received a Special Recognition from the Florida Worksite Wellness Award from the Florida Department of Health.

**Communication Area**

- The Training budget has been revamped to include training for all department directors to do team building exercises. The Sexual Harassment and Diversity Training, Records Retention Training, Customer Service Training & Ethics Trainings.

**HUMAN RESOURCES ACTIVITIES REPORT**

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

ACTIVITY	ACTUAL FY 2013-14	PROJECTED FY 2014-15	PROJECTED FY 2015-16
EMPLOYMENT APPLICATIONS RECEIVED	6,146	6,687	8,000
JOB INTEREST CARDS RECEIVED	1,314	2,279	3,000
JOB POSTING HITS	87,663	95,420	98,000
VACANCY BY REQUISITION	66	87	90
NEW HIRES	61	68	75
TERMINATIONS	49	39	10
INTERNAL PROMOTIONS	84	136	100
EMPLOYMENT RECLASSIFICATIONS	10	26	0
HEALTH FAIR ATTENDANCE	85	137	200
TEMPORARY APPOINTMENTS	17	25	10
WORKERS COMPENSATION PROCESSED	75	85	60
TRANSFER WITHIN DEPARTMENTS	6	5	0
TUITION REIMBURSEMENT PROCESSED	45	45	60
PERFORMANCE MERIT INCREASES PROCESSED	206	312	351



## HUMAN RESOURCES OBJECTIVES FOR FY 2016

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.

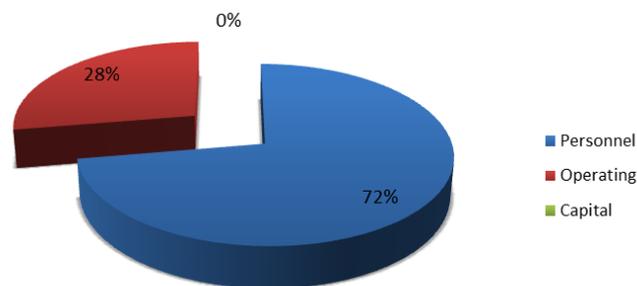
- Human Resources will continue to identify technological needs to enhance process efficiencies, effectiveness and Human Resources staff productivity.
- Workforce Planning- Succession planning and career development.
- Implement automated performance evaluation process.
- Policy and Procedures update, including implementing all new labor law regulations and Affordable Care Act.
- Maintain awareness of changes, and trends in labor codes and employment law.
- Support adherence to labor-related policies and procedures through continued training of employees and supervisors.
- Maintain and updated the foundation of the Classification and Compensation study to address the strategic needs of the City.

## HUMAN RESOURCES STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 15-16	ASSOCIATED COST
Organization Efficiency - Ensure competitive salaries in order to maintain stability of organizational functions	Conduct and participate in localized salary surveys of market peers at regular intervals throughout the year; assess market position and make adjustments accordingly.  Work with departments to review and revise current job descriptions; create job descriptions for new classifications, and properly classify and slot into current pay scale.	\$4,000.00
Organization Efficiency - Review and update employee policy manual	Review and revise employee policies and procedures in order to ensure compliance with federal, state and local employment laws.	\$2,000.00
<b>TOTAL</b>		<b>\$6,000.00</b>



## HUMAN RESOURCES BUDGET HIGHLIGHTS



### Personnel Cost

- The total personnel cost increased by approximately 35% due to interns' stipends and taxes for all semesters (30 interns), the conversion of a part time Human Resources Assistant position to a full time and the additional part time Human Resources Assistant requested for this fiscal year.

### Operating Cost

- Professional Services 500310 increased by \$23,965 due to retaining a Pay & Classification Consultant who will be utilized for assisting us in implementing any additions or updates to the Classification and Compensation Study; and for Staffing Agency Services.
- Other contractual services 500340 increased by \$20,651 for necessary pre-employment testing for all new hires, promotions and interns. This increase will also include the random drug screening program, background screenings and driver license monitoring program.

- Travel & Per Diem 500400 increased by \$2,930 due to changes in rate for Human Resources Conferences and lodging expenses.
- Repairs & Maintenance 500460 decreased by \$18,390 due to Kronos timekeeping services and Neogov maintenance transferred to the IT Department.
- Printing and Binding 500470 increased by \$350 for additional toner cartridges.
- Promotional Activities 500480 increased by \$2,000 for new employee recognition program to include employee of the quarter and employee of the year.
- Operating Supplies 500520 increased by \$100 for additional City of Doral uniforms for new employees.



**HUMAN RESOURCES DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ.	CM PROPOSED	ADOPTED	TOTAL
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	COST
500.111 - Administrative Salaries							
	Human Resources Director	1	1	1	1	1	\$97,375
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$97,375</b>
500.120 - Full Time Salaries							
	Assistant Human Resources Director	0	1	1	1	1	\$75,171
	HR Supervisor/Police Coordinator	1	1	1	1	1	\$51,241
	HR Coordinator/General Employees	1	1	1	1	1	\$49,689
	Human Resources Assistant	0	0	1	1	1	\$36,678
	Human Resources Assistant	0	0	1	0	0	\$0
	<b>Full Time Salaries Total</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>\$212,779</b>
500.130 - Other Salaries							
	Part Time Assistant	1	1	0	1	1	\$27,256
	Intern Stipend (10 interns x 3 semesters)	0	0	30	30	30	\$45,000
	<b>Other Salaries Total</b>	<b>1</b>	<b>1</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>\$72,256</b>
	<b>TOTAL</b>	<b>4</b>	<b>5</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>\$382,410</b>



**HUMAN RESOURCES DEPARTMENT BUDGET  
001-20005**

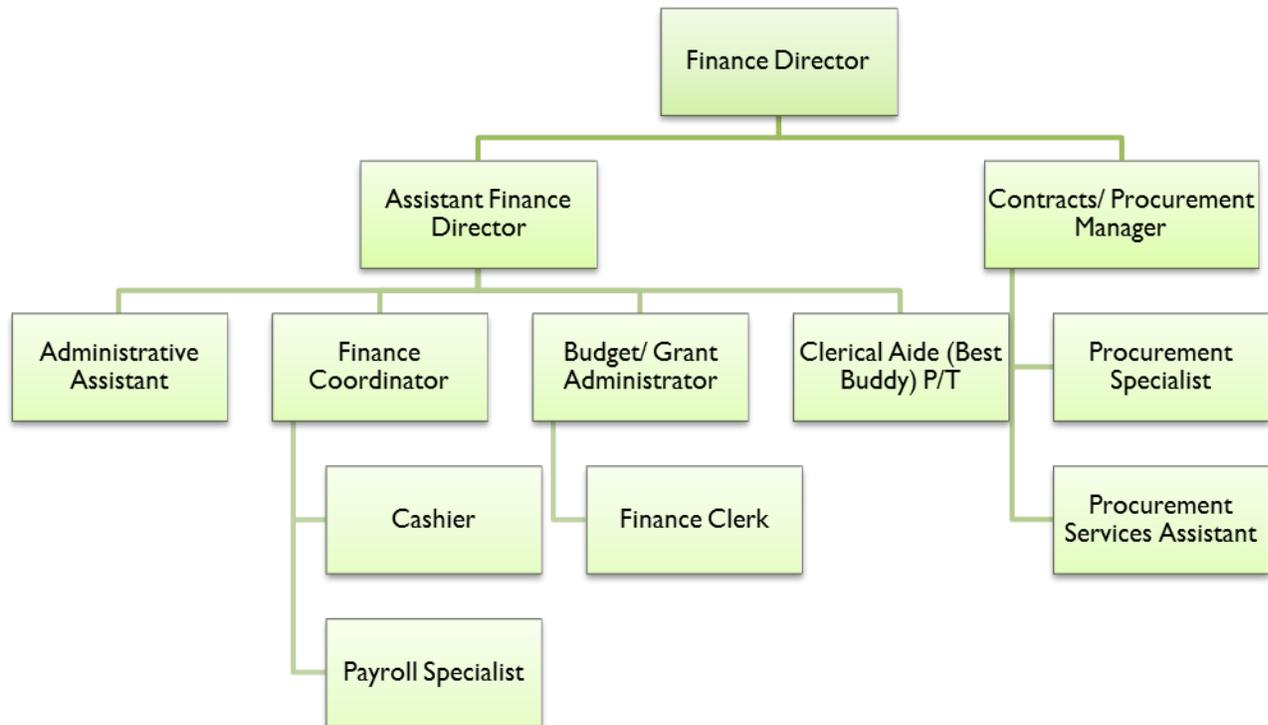
ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.20005.500.111	ADMINISTRATIVE SALARIES	77,774	69,042	83,039	56,463	82,000	97,375	97,375
001.20005.500120	FULL TIME SALARIES	95,435	67,328	165,247	129,018	165,247	212,779	212,779
001.20005.500125	COMPENSATED ABSENCES	9,251	6,066	9,700	-	5,000	11,929	11,929
001.20005.500130	OTHER SALARIES	930	23,587	26,027	11,592	25,000	72,256	72,256
001.20005.500140	OVERTIME	29	63	250	-	250	500	500
001.20005.500210	FICA & MICA TAXES	14,651	12,696	22,390	15,327	22,390	30,879	30,879
001.20005.500220	RETIREMENT CONTRIBUTIONS	19,095	13,090	29,793	21,322	29,793	37,219	37,219
001.20005.500230	LIFE & HEALTH INSURANCE	31,442	16,856	41,339	25,104	41,339	56,808	48,933
<b>TOTAL PERSONNEL COSTS</b>		<b>248,607</b>	<b>208,729</b>	<b>377,785</b>	<b>258,826</b>	<b>371,019</b>	<b>519,745</b>	<b>511,870</b>
001.20005.500310	PROFESSIONAL SERVICES	6,000	9,986	2,535	600	2,535	11,500	26,500
001.20005.500340	OTHER CONTRACTUAL SERVICES	37,820	25,618	33,875	23,687	33,875	54,526	54,526
001.20005.500400	TRAVEL & PER DIEM	7,905	3,045	5,290	3,045	5,290	8,220	8,220
001.20005.500410	COMMUNICATIONS & FREIGHT SERVICES	1,958	1,573	3,150	2,650	3,150	3,600	3,600
001.20005.500460	REPAIRS & MAINT. - OFFICE EQUIP	23,434	24,257	24,355	10,244	24,355	5,965	5,965
001.20005.500470	PRINTING & BINDING	2,215	1,861	1,200	679	1,200	1,550	1,550
001.20005.500480	PROMOTIONAL ACTIVITIES	2,640	11,040	9,800	(716)	8,000	11,800	11,800
001.20005.500510	OFFICE SUPPLIES	746	1,399	2,300	631	2,300	2,200	2,200
001.20005.500520	OPERATING SUPPLIES	334	1,813	1,800	454	1,800	1,900	1,900
001.20005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	42,567	43,951	66,840	47,527	66,840	79,222	79,222
<b>TOTAL OPERATING COST</b>		<b>125,618</b>	<b>124,542</b>	<b>151,145</b>	<b>88,800</b>	<b>149,345</b>	<b>180,483</b>	<b>195,483</b>
001.20005.500640	CAPITAL OUTLAY - OFFICE EQUIP. & MACH.	957	-	-	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>957</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>
<b>TOTAL HUMAN RESOURCES DEPARTMENT</b>		<b>375,183</b>	<b>333,271</b>	<b>528,930</b>	<b>347,627</b>	<b>520,364</b>	<b>700,228</b>	<b>707,353</b>

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



## FINANCE DEPARTMENT

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### FINANCE DEPARTMENT FUNCTION

The Finance Department is the central fiscal control and accounting body of the City government. Finance is responsible for the proper accounting of all City funds and compliance with all applicable regulations and laws. The Finance Director serves as the Chief Financial Officer for the City. The Department deals with the daily finance/ accounting activities including processing accounts payable, accounts receivable, central collections, general ledger fund accounting, preparation of applicable state and federal reports, and periodic financial reports to management, administering debt service, and investment of City funds. The Department is also responsible for the 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 assists with banking transactions that arise during the year.



## FINANCE ACCOMPLISHMENTS FOR FY 2015

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 budget and financial reports on a monthly basis to the City Manager. These reports were submitted to the City Council for review at its monthly Council meeting.
- Issued quarterly reports to management and City Council to enhance current service levels in communicating financial and budget-to-actual information.
- Continued to process payroll and associated reports, as well as processing accounts payable, accounts receivable and reconciliation of all accounts on a timely basis.
- Continued to assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Assisted the representatives from Albemarle Caballero & Fierman, LLP, the City's independent auditors, with the audit and preparation of the Comprehensive Annual Financial Report for the FY 2013-2014.
- 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 2012-2013 Comprehensive Annual Financial Report (CAFR).
- The Finance department issued the City's first Annual Popular Annual Financial Report (PAFR).
- Continued to collect and monitor revenues; and process and account for grants.
- Reviewed and updated the City's Investment Policy to enhance fiscal sustainability.
- Acquired the Tyler-Munis Fixed Asset module to improve productivity.

### FINANCE DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL	PROJECTED	PROJECTED
	FY 2013-	FY 2014-15	FY 2015-16
Payrolls Processed	26	26	26
Purchase Orders Issued	1,750	1,800	1,900
RFPs and RFQs Issued	41	45	48
Checks Issued (A/P)	5,173	5,226	5,350
Comprehensive Annual Financial Report (CAFR)	1	1	1
Popular Annual Financial Report (PAFR)	0	1	1
Annual Balanced Budget	1	1	1



## FINANCE OBJECTIVES FOR FY 2016

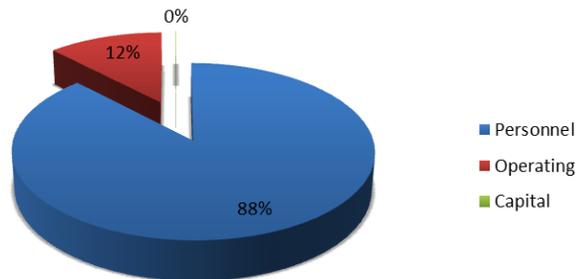
The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

### Sustainability, 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.
- Obtain the Government Finance Officers Association (GFOA) prestigious awards for Budget, CAFR, and PAFR.
- In order to meet the service needs of our growing City, Finance will be implementing the following software: Cashiering, ERP, Contracts and Transparency modules.
- Update Procurement Policies and Procedures.
- Seek NIGP accreditation for Procurement.
- Continue identifying ways to eliminate the Debt promote consolidation and sustain financial stability and predictability.



## FINANCE BUDGET HIGHLIGHTS



- Professional Services – This account covers the expense of performing a City wide cost allocation study.
- Travel & Per Diem - This line item increased by \$3,715 and 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. Includes the cost to maintain professional designations as well as educate and inform staff of the latest developments and trends in their respective field.
- Repair and Maintenance – Reduction due to software and licensing fees transferred to the IT department for a better classification.
- Memberships and Subscriptions – Increase mostly attributed to procurement related training and the annual PAFR and Budget Award Certification fees.

STRATEGIC PRIORITIES		
STRATEGIC PRIORITIES	PROPOSED FY 15-16	ASSOCIATED COST
Sustainability Area	Cost Allocation Study	\$9,000.00
Sustainability, Capital and Communications Area	Cashiering, ERP, Contracts and Transparency Portal (Funded under IT Budget)	\$43,869.00
<b>TOTAL</b>		\$52,869.00



**FINANCE DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT. REQ	CM PROPOSED	ADOPTED	TOTAL
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	COST FY 2015-16
500.111 - Administrative Salaries	Finance Director	1	1	1	1	1	\$127,920
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$127,920</b>
500.120 - Full Time Salaries	Assistant Finance Director	1	1	1	1	1	\$92,025
	Administrative Assistant	1	1	1	1	1	\$41,256
	Administrative & Finance Assistant	0	1	0	0	0	\$0
	Payroll Specialist	1	1	1	1	1	\$39,000
	Accountant	0	1	1	0	0	\$0
	Budget/ Grant Administrator	0	0	0	1	1	\$65,000
	Finance Coordinator	1	1	1	1	1	\$50,000
	Finance Clerk	1	1	1	1	1	\$39,450
	Service Award 5 Year						\$329
	Finance Cashier	1	1	1	1	1	\$33,195
	Contracts/ Procurement Manager	0	0	0	1	1	\$75,000
	Procurement Specialist	1	1	1	1	1	\$67,500
	Stockroom Clerk	1	1	0	0	0	\$0
	Procurement Services Assistant	0	0	1	1	1	\$33,951
	Accountant Grant Administrator	0	0	1	0	0	\$0
	<b>Full Time Salaries Total</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>\$536,706</b>
500.130 - Other Salaries	Assistant/ Cashier P/T	1	0	0	0	0	\$0
	Finance Clerical Aide P/T(Best Buddy)	0	0	1	1	1	\$10,816
	<b>Other Salaries Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$10,816</b>
	<b>TOTAL</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>\$675,442</b>



**FINANCE DEPARTMENT BUDGET  
001-21005**

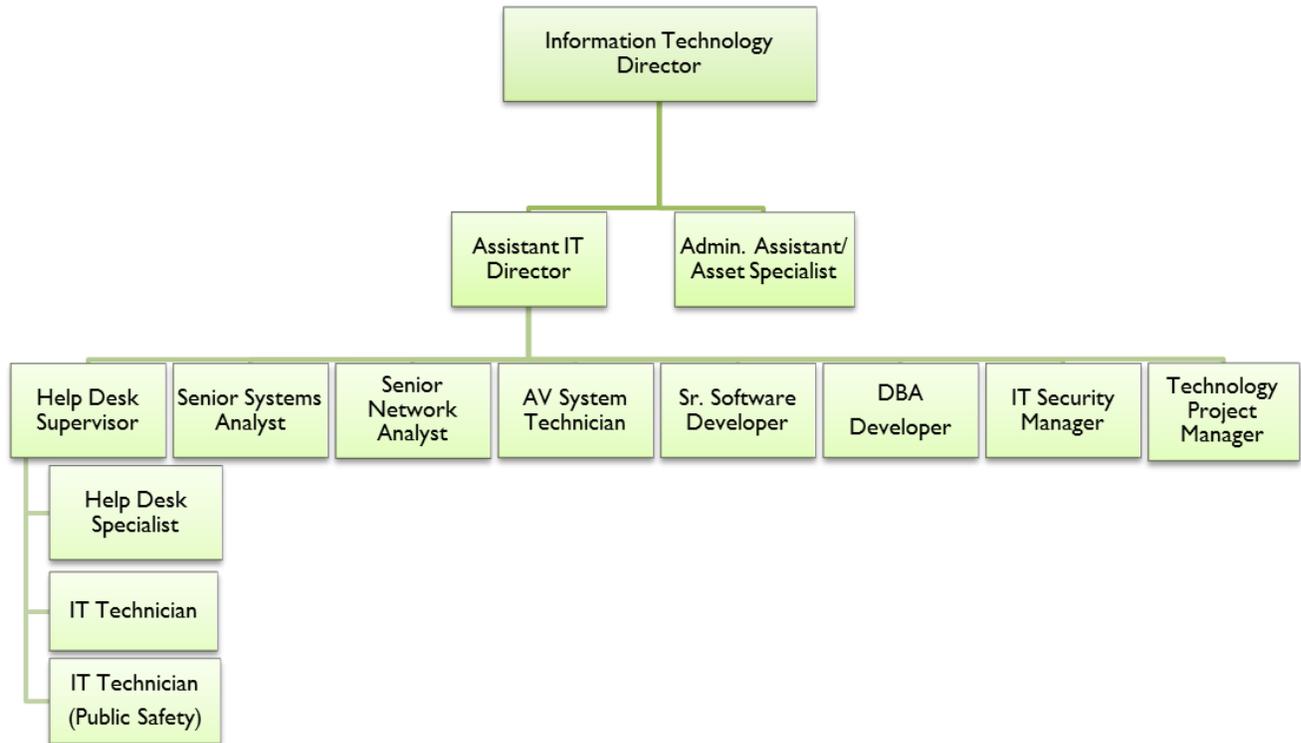
ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.21005.500111	FINANCE DIRECTOR	127,558	122,346	128,332	75,718	128,000	127,920	127,920
001.21005.500120	FULL TIME SALARIES	260,903	369,156	475,350	373,244	475,000	536,706	536,706
001.21005.500125	COMPENSATED ABSENCES	8,258	6,716	23,466	3,443	17,000	25,550	25,550
001.21005.500130	OTHER SALARIES	-	-	-	-	-	10,816	10,816
001.21005.500140	OVERTIME	2,386	492	1,000	816	1,000	1,000	1,000
001.21005.500210	FICA & MICA TAXES	28,609	35,983	48,651	33,980	48,651	54,377	54,377
001.21005.500220	RETIREMENT CONTRIBUTIONS	43,220	47,427	72,442	52,124	72,442	79,416	79,716
001.21005.500230	LIFE & HEALTH INSURANCE	53,519	45,132	99,068	76,346	99,068	81,534	77,740
<b>TOTAL PERSONNEL COSTS</b>		<b>524,452</b>	<b>627,252</b>	<b>848,309</b>	<b>615,672</b>	<b>841,161</b>	<b>917,319</b>	<b>913,825</b>
001.21005.500310	PROFESSIONAL SERVICES	10,413	3,545	-	-	-	9,000	9,000
001.21005.500321	INDEPENDENT AUDITORS	48,000	42,000	58,000	51,000	51,000	62,000	62,000
001.21005.500340	CONTRACTUAL SERVICES	22,802	-	43,000	16,521	40,000	16,000	16,000
001.21005.500400	TRAVEL & PER DIEM	7,500	6,767	10,195	6,625	10,195	13,910	13,910
001.21005.500410	COMMUNICATION & FREIGHT	4,221	4,139	3,200	2,346	3,200	3,650	3,650
001.21005.500440	RENTALS & LEASES	-	-	-	-	-	-	-
001.21005.500460	REPAIR & MAINT. OFFICE EQUIP.	28,212	36,405	42,500	37,980	42,500	1,878	1,878
001.21005.500470	PRINTING & BINDING	4,331	2,239	7,197	2,621	7,197	6,000	6,000
001.21005.500510	OFFICE SUPPLIES	3,724	3,733	5,117	4,320	5,117	5,150	5,150
001.21005.500540	DUE. SUBSCRIPTIONS & MEMB.	2,403	4,793	4,695	4,253	4,695	8,735	8,735
<b>TOTAL OPERATING COST</b>		<b>131,605</b>	<b>103,620</b>	<b>173,904</b>	<b>125,666</b>	<b>163,904</b>	<b>126,323</b>	<b>126,323</b>
001.21005.500640	CAP. OUTLAY - OFFICE EQUIP. & MACH.	4,144	-	450	-	450	500	500
<b>TOTAL CAPITAL OUTLAY</b>		<b>4,144</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>450</b>	<b>500</b>	<b>500</b>
<b>TOTAL FINANCE DEPARTMENT</b>		<b>660,201</b>	<b>730,872</b>	<b>1,022,663</b>	<b>741,338</b>	<b>1,005,515</b>	<b>1,044,142</b>	<b>1,040,648</b>

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



## INFORMATION TECHNOLOGY DEPARTMENT

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### INFORMATION TECHNOLOGY DEPARTMENT FUNCTION

To provide first class IT Service Delivery for City Departments, Residents and Businesses by providing technology solutions that provide cross-department collaboration, economic development and increased engagement with citizens and a higher quality of life for residents. IT provides & protects all Doral facilities such as equipment, data and systems. Provide City employees with systems & technology facilities to perform operations required. IT is responsible to ensure proper access, installation, implementation and maintenance of network communications for the City of Doral. Monitor old technology systems properly update them and perform backups. Data and information are communicated and transported in real time via a fiber diversified Wide Area Network. Software and services are used to process, cleanse, consolidate and understand collected data. New data is integrated with historical data sets. Ensure processes are in place to act on information and execute optimal responses. Ensure processes are in place to measure outcomes.



## INFORMATION TECHNOLOGY ACCOMPLISHMENTS FOR FY 2015

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

- The City of Doral Information Technology (IT) Department began the process of discussing a new solution with the current City WAN vendors and had meetings to discuss the enhancement of our WAN network services to include the following:
  - Ensures the usability and continuity of the City's WAN infrastructure.
  - Improve performance, high availability, network management and capacity management.
  - Implement a fiber optic solution that will function as the City's WAN Communication Services and offers diversity and scalability to meet future communication needs.
  - The IT department recommended and initiated a long term agreement with FPL FiberNet that met these goals.
  - The City's Website eServices Refresh will provide a "Citizen 1<sup>st</sup>" experience and address the critical need to improve citizen access, business intelligence, service delivery and efficiency while reducing costs for the City. Key features will include: responsive Design: Multi-access channels, including views accessible to all web-enabled devices; Accessibility and 508 compliance to meet ADA requirements and specifications; Enhanced Security; Ability to log in and access the site via existing Facebook, Yahoo or Google credentials; standardized and integrated development environment for Portal, 311, BI, and a wide range of eServices; Interactive management dashboards and reports for both City Leadership and Residents; Integration of disparate line of business applications to create a near real time view of key performance indicators and metrics via an interactive and customizable business intelligence dashboard.
- We have invested in component parts that can support an overall Smart-City strategy. Such as; Public Safety license plate readers and traffic cameras systems;
- iPads: Building and Code inspectors have been equipped with iPads in order to allow them to efficiently complete inspections while on the field;
- Development of E-Government strategy to place additional services such as new applications for Parks and Public Works on our eServices platform that focuses on ease of use for our residents.
- In addition, our technology roadmap includes partnering with Microsoft and becoming a premier municipal government site. This will assist us with the Smart City initiatives by having Microsoft engineers work with the IT Department and City administrators to start looking at their investments in smart technologies and deployments to enable cost effective smart projects.
- During this summer we will start to implement a full-scale Digital Citizen Engagement initiative that includes the enhanced citizen access and services.



## INFORMATION TECHNOLOGY OBJECTIVES FOR FY 2016

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.

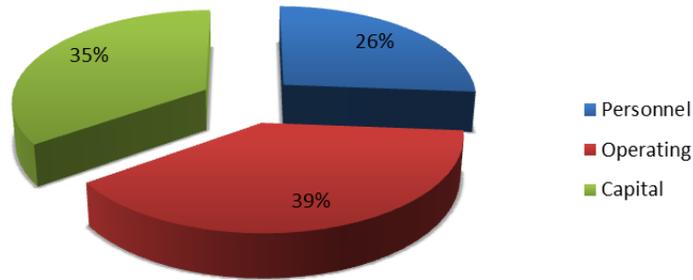
- The City's technology roadmap is in line with the Leadership Team's 80K strategy as it will take us three to five years to achieve this by modernizing and integration of our IT systems, upgrading our existing IT infrastructure and proactively engaging with residents. We will implement key smart technologies that support the core functions which have some key elements of smart-city solutions:
  1. Data and information are communicated and transported in real time via a fiber diversified Wide Area Network.
  2. Software and services are used to process, cleanse, consolidate and understand collected data. New data is integrated with historical data sets.
  3. Trends are discovered and outcomes are predicted from the information using Business Intelligence and analytics software.
  4. Information is disseminated in an automated way.
  5. Ensure processes are in place to act on information and execute optimal responses.
  6. Ensure processes are in place to measure outcomes.
  7. Optimal responses to analyzed information lead to economically and environmentally sustainable urban development and a higher quality of life for citizens.
- We have invested and will continue to invest in component that can support an overall Smart-City strategy. Such as; Public Safety license plate readers and traffic cameras systems; iPads: Building and Code inspectors have been equipped with iPads in order to allow them to efficiently complete inspections while on the field; Development of E-Government strategy to place additional services such as new applications for Parks and Public Works on our eServices platform that focus on ease of use for our residents.
- Capital Area: New and Replacement Initiatives for City Operations:
  - 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.
  - Computing Device Upgrades: Install, configure and upgrade personal computing devices across all departments. This includes laptops, desktops, tablets and server upgrades required to meet the need growing needs of the city. This would help each department optimize and become efficient at completing city functions.
  - Sustainability Area: Sustainability of Services
  - Software Purchases & Customized Integration for Operations-Smart City: Software for various internal system software functionality that facilitate and transparency.
  - Communications Area: Digital Citizens Engagement
  - Communication Systems Integration & Upgrades: Enhance the operations of the City Chambers and perform upgrades to cameras in Council room to broadcast via Doral media channels, and perform upgrades to cameras in Council Chambers and portable live production solution for EOC.
  - Capital Area: New and Replacement Initiatives for City Operations



- Police Facility Building Expansion-Network Equipment
- Police Intersection LPR Camera Replacement
- New Body Cameras for Police Officers
- New Phone Equipment for City EOC located in the PD facility.
- New Intersection Camera Backhaul Antennas
- Spare equipment to maintain Intersection Cameras operations
- New 114th St Park- Technology Equipment (AV; Security Cameras; Wireless; LPR)
- New 114th St Park Network Infrastructure
- Infrastructure Upgrades (1 Pole for Intersection Cameras)
- In addition, our technology roadmap includes partnering with Microsoft and becoming a premier municipal government site. This will assist us with the Smart City initiatives by having Microsoft engineers work with the IT Department and City administrators to start looking at their investments in smart technologies and deployments to enable cost effective smart projects.
- As we invest and develop smart solutions, we will generate buzz and interest as our citizens and local businesses are more engaged and satisfied, and city revenues are used more effectively. As a result, the City of Doral will attract more tax-generating residents and technology businesses. This, in turn, will provide more revenues to continue to invest in smarter solutions. This concludes the IT Departments recap of our FY 2016 Objectives.



## INFORMATION TECHNOLOGY BUDGET HIGHLIGHTS



- Professional Services – This line item consists of the following:

### AV Capabilities:

Support for Audio Visual Applications	\$5,000
Configuration of Equipment	\$0
Implementation of Close Captioning Svc.	\$8,000
CCTV Replacement Cameras Install	\$2,060

### Network Maintenance Services:

Electrical Services	\$5,000
Low Voltage Services-Wiring	\$5,000
Hardware Maintenance	\$5,500
Cleaning of Hardware Program-Parks/PD/PW Warehouse	\$7,000
ArcGis Server/Client Upgrade to Version 10.3	\$0
Network Infrastructure Appliance Migration	\$0
Network Infrastructure Healthcheck	\$0

### Police Dept. and Network Security Services:

Network stat Monitor: City Hall Complex, Police Dept & Nap	\$15,000
Web Application Security	\$10,000
EOC Implementation	\$5,000
FDLE Compliance Upgrades	\$5,000
PD New Building Work	\$0
L3 Incar Camera Hardware Upgrade	\$5,000
Emergency Afterhours Support	\$5,000
Security Healthcheck	\$0
Intersection Camera Upgrades & Backhaul Phase II	\$80,000



**Application Development, Integration & Implementation**

Wireless Antenna Services	\$15,000
Systems Integration/Backup and VM Healthcheck	\$18,000
Online Pmt. Platform Expansion & Fin. Systems Integration	\$15,000
Digital Citizen Engagement Platform Mentoring Support	\$15,000
Implement Fixed Asset Appl. RF ID System for PD	\$12,000
Office 365 Migration	\$0
ASE Telecom & Data, Inc.- Parks move to 1st Floor (wiring system)	\$0
Encumbrance Carryover: Ord 2014-48	\$0
CM Budget Transfers	\$0
<b>TOTAL</b>	<b>\$237,560</b>

- Travel and Per Diem – This line item increased to include various professional conferences that will be beneficial to the IT department. Some of the conferences include: SunGard, SANS Advances Security Essentials, IACP National, and Smart City, among others.
- Communications and Freight Services – This line item includes the following:

Director & Asst Director Cell Allowance (100+ \$150)*12	\$3,000
Cellphones IT Dept. City issued	\$0
AT&T Metro-e, Telephone, and DSL lines	\$10,000
XO Communications - NAP	\$1,200
Terremark - NAP	\$60,000
Comcast - Doral Channel-CH	\$0
Comcast - Doral Channel-PD	\$0
Watt Media Inc - on hold info (citywide)	\$1,600
FPL Fibernet	\$178,000
Emergency Communications Systems -Code Red	\$24,000
Windstream (Telephones T1/PRI)	\$7,500
Level 3 (Telephone Police/SIP)	\$9,500
TelVue Service (Transmission of DoralTV via internet)	\$5,000
UPS Freight	\$700
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### CityWide Telecommunication Needs

Verizon Push to Talk Phones (74)	\$34,632
Verizon iPhones (12)+3 new	\$6,493
Verizon Ipad Wireless Service (31)+ Code (11)+Bldg (15)	\$24,239
Verizon MiFis HotSpot Service (35)	\$13,389
Verizon SIMS for Mobile Users (138)	\$59,682
Sprint to Verizon Phones for PD (33)	\$7,128
New AirCard for Intersections (20)	\$8,657
New Push to Talk Phones (2)	\$864
Contingency Reserve for Communication Use	\$5,000
New iPads (5) + Wireless Service	\$2,164
PD-AVL 119 Cars	\$0
Text Messaging App. & Annual Cloud archiving for PRR integration	\$17,456
<b>TOTAL</b>	<b>\$480,204</b>

- Rental and Leases – This account increased by \$52, 720 to add various multi-function devices for Parks, Code and the 114<sup>th</sup> Avenue Park.
- Repairs and Maintenance – This line item includes the costs incurred for the repair and maintenance of equipment, all maintenance and service contracts. All IT service/ maintenance fees from city department were transferred to this account to provide a better classification of the funds.
- Capital Outlay - This line item consists of the following:

Computing Device Upgrades	\$355,756
Digital Citizen engagement system	\$160,043
Software Purchases & Customized Integration for Operations-Smart City	\$137,729
Communication Systems Integration & Upgrades	\$41,787
Infrastructure Upgrades	\$320,150
<b>TOTAL</b>	<b>\$1,015,465</b>



- Capital Outlay – Other - This line item consists of the following:

PD Building Expansion	\$75,000
PD LPR Camera Remaining Replacement (15)\$4300 each	\$64,500
PD Body Cameras	\$28,325
PDEOC Phones	\$3,830
Intersection BackHaul Antennas 4 *\$10k	\$40,000
Intersection Camera Spare Equipment	\$20,000
Command Vehicle (LETF)	\$0
I 14th St Park-RFP (AV; Security Cameras; Wireless)	\$300,000
I 14th St Park Network Infrastructure	\$125,000
Infrastructure Upgrades (I Pole for Intersection Cameras)	\$30,000
<b>TOTAL</b>	<b>\$686,655</b>



STRATEGIC PRIORITIES	PROPOSED FY 15-16	ASSOCIATED COST
Sustainability Area: Sustainability of Employees - Employee Retention & Recruitment	Up to 3% Merit Increase Based on Annual Performance Review	\$ 6,635.00
Capital Area: New and Replacement Initiatives for City Operations	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.	\$ 320,150.00
Capital Area: New and Replacement Initiatives for City Operations	Computing Device Upgrades: Install, configure and upgrade personal computing devices across all departments. This includes laptops, desktops, tablets and server upgrades required to meet the need growing needs of the city. This would help each department optimize and become efficient at completing city functions.	\$ 355,756.00
Sustainability Area: Sustainability of Services	Software Purchases & Customized Integration for Operations-Smart City: Software for various internal system software functionality that facilitate and transparency.	\$ 137,729.00
Communications Area: Digital Citizens Engagement	Digital Citizen Engagement System-Smart City Microsoft CityNext platform includes the Smart City framework and we are able to leverage an enterprise platform based on a robust Dynamics CRM Services and the end result will be a more interactive environment that will enable Citizens to access their specific city-related information on the device of their choosing along with a powerful business intelligence solution. New Website	\$ 160,043.00
Communications Area: Methods and Protocols	Communication Systems Integration & Upgrades: Enhance the operations of the City Chambers and perform upgrades to cameras in Council room to broadcast via Doral media channels, and perform upgrades to cameras in Council Chambers and portable live production solution for EOC.	\$ 41,787.00
Capital Area: New and Replacement Initiatives for City Operations	Police Facility Building Expansion-Network Equipment	\$ 75,000.00
Capital Area: New and Replacement Initiatives for City Operations	Police Intersection LPR Camera Replacement	\$ 64,500.00
Capital Area: New and Replacement Initiatives for City Operations	New Body Cameras for Police Officers	\$ 28,325.00
Capital Area: New and Replacement Initiatives for City Operations	New Phone Equipment for City EOC located in the PD facility.	\$ 3,830.00
Capital Area: New and Replacement Initiatives for City Operations	New Intersection Camera Backhaul Antennas	\$ 40,000.00
Capital Area: New and Replacement Initiatives for City Operations	Spare equipment to maintain Intersection Cameras operations	\$ 20,000.00
Capital Area: New and Replacement Initiatives for City Operations	New 114th St Park- Technology Equipment (AV; Security Cameras; Wireless; LPR)	\$ 300,000.00
Capital Area: New and Replacement Initiatives for City Operations	New 114th St Park Network Infrastructure	\$ 125,000.00
Capital Area: New and Replacement Initiatives for City Operations	Infrastructure Upgrades (1 Pole for Intersection Cameras)	\$ 30,000.00
	<b>TOTAL</b>	<b>\$1,708,755.00</b>



**INFORMATION TECHNOLOGY DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries	IT Director	1	1	1	1	1	\$117,588
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$117,588</b>
500.120 - Full Time Salaries	Assistant IT Director	2	1	1	1	1	\$85,000
	Admin. Assistant II / Asset Specialist	0	1	1	1	1	\$43,157
	Administrative Assistant	1	0	0	0	0	\$0
	Sr. Network Analyst	1	1	1	1	1	\$75,000
	System Analyst	1	1	0	0	0	\$0
	Senior Systems Analyst	0	0	1	1	1	\$70,000
	Senior Software Developer	0	1	1	1	1	\$72,280
	Software Developer	0	1	0	0	0	\$0
	Technology Project Manager	0	0	1	1	1	\$66,138
	IT Technician	1	1	1	1	1	\$51,000
	IT Technician(Public Safety)	0	1	1	1	1	\$53,300
	Advanced IT Technician	1	0	0	0	0	\$0
	AV Systems Technician	0	1	1	1	1	\$55,000
	Help Desk Supervisor	0	1	1	1	1	\$61,000
	DBA/Developer	0	0	1	1	1	\$70,000
	IT Security Manager	0	0	1	1	1	\$75,000
	GIS Developer	1	0	1	0	0	\$0
	Help Desk Specialist	0	0	1	1	1	\$40,000
	<b>Full Time Salaries Total</b>	<b>8</b>	<b>10</b>	<b>14</b>	<b>13</b>	<b>13</b>	<b>\$816,875</b>
500.130 - Other Salaries	N/A	0	0	0	0	0	\$0
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>
	<b>Total</b>	<b>9</b>	<b>11</b>	<b>15</b>	<b>14</b>	<b>14</b>	<b>\$934,463</b>



**INFORMATION TECHNOLOGY DEPARTMENT BUDGET  
001-22005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.22005.500111	ADMINISTRATIVE SALARIES	84,758	93,828	115,000	32,673	115,000	117,588	117,588
001.22005.500120	FULL TIME SALARIES	356,356	308,187	587,298	411,076	557,305	816,875	816,875
001.22005.500.125	COMPENSATED ABSENCES	17,226	10,944	27,050	140	11,000	35,941	35,941
001.22005.500130	OTHER SALARIES	-	-	-	-	-	-	-
001.22005.500.140	OVERTIME	678	(125)	500	891	900	5,000	5,000
001.22005.500.210	PAYROLL TAXES	34,821	31,119	56,370	33,143	56,447	75,247	75,247
001.22005.500.220	RETIREMENT CONTRIBUTIONS	49,537	40,939	84,276	51,377	84,397	112,136	112,136
001.22005.500.230	LIFE & HEALTH INSURANCE	59,422	58,421	96,876	90,099	96,886	121,854	102,316
<b>TOTAL PERSONNEL COSTS</b>		<b>602,798</b>	<b>543,313</b>	<b>967,370</b>	<b>619,401</b>	<b>921,935</b>	<b>1,284,641</b>	<b>1,265,103</b>
001.22005.500310	PROFESSIONAL SERVICES	287,442	267,341	344,975	254,502	344,975	237,560	237,560
001.22005.500.400	TRAVEL & PER DIEM	6,999	7,502	9,345	4,949	9,345	20,095	20,095
001.22005.500410	COMMUNICATIONS & FREIGHT SERVICES	251,046	230,596	415,932	308,394	415,932	462,748	480,204
001.22005.500440	RENTALS & LEASES	1,124	1,612	40,800	23,587	40,800	93,520	93,520
001.22005.500460	REPAIRS & MAINTENANCE	172,851	173,247	158,091	112,906	158,091	1,013,975	1,013,975
001.22005.500461	REPAIRS & MAINTENANCE - VEHICLES	1,149	421	600	100	600	1,200	1,200
001.22005.500.510	OFFICE SUPPLIES	1,369	1,604	1,850	1,678	1,850	2,800	2,800
001.22005.500520	OPERATING SUPPLIES	75,657	31,366	27,490	26,913	27,490	41,500	41,500
001.22005.500521	OPERATING SUPPLIES - FUEL	457	298	-	-	-	-	-
001.22005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	11,149	11,477	16,870	17,512	17,237	36,665	36,665
<b>TOTAL OPERATING COST</b>		<b>809,244</b>	<b>725,465</b>	<b>1,015,953</b>	<b>750,543</b>	<b>1,016,320</b>	<b>1,910,063</b>	<b>1,927,519</b>
001.22005.500640	CAPITAL OUTLAY	347,659	451,075	847,916	613,009	847,916	1,015,465	1,015,465
001.22005.500641	CAPITAL OUTLAY - VEHICLE	-	-	-	-	-	-	-
001.22005.500649	CAPITAL OUTLAY - OTHER	-	-	-	-	-	686,655	686,655
<b>TOTAL CAPITAL OUTLAY</b>		<b>347,659</b>	<b>451,075</b>	<b>847,916</b>	<b>613,009</b>	<b>847,916</b>	<b>1,702,120</b>	<b>1,702,120</b>
<b>TOTAL INFORMATION TECHNOLOGY DEPT.</b>		<b>1,759,701</b>	<b>1,719,853</b>	<b>2,831,239</b>	<b>1,982,952</b>	<b>2,786,171</b>	<b>4,896,824</b>	<b>4,894,742</b>

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



## OFFICE OF THE CITY ATTORNEY

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### OFFICE OF THE CITY ATTORNEY FUNCTION

The City Attorney is a Charter official appointed by the City Council to serve as the chief legal advisor to the City Council, the City Manager, and all City departments, offices, and agencies. 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.

The City Attorney is an outside firm, which is contracted by the City for a flat fee to handle all City legal issues.

### OFFICE OF THE CITY ATTORNEY OBJECTIVES FOR FY 2016

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, or similar administrative or executive 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

- Professional Services – City Attorney Agreement – This expense line item is used to account for the services of the City Attorney’s Firm. The amount is set as a flat fee, which was approved by the Council.
- 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. 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.
- Professional Services – Litigation Contingency –This line item is used to cover any legal fees, which the City may incur due to labor and union issues.

### OFFICE OF THE CITY ATTORNEY BUDGET 001-30005

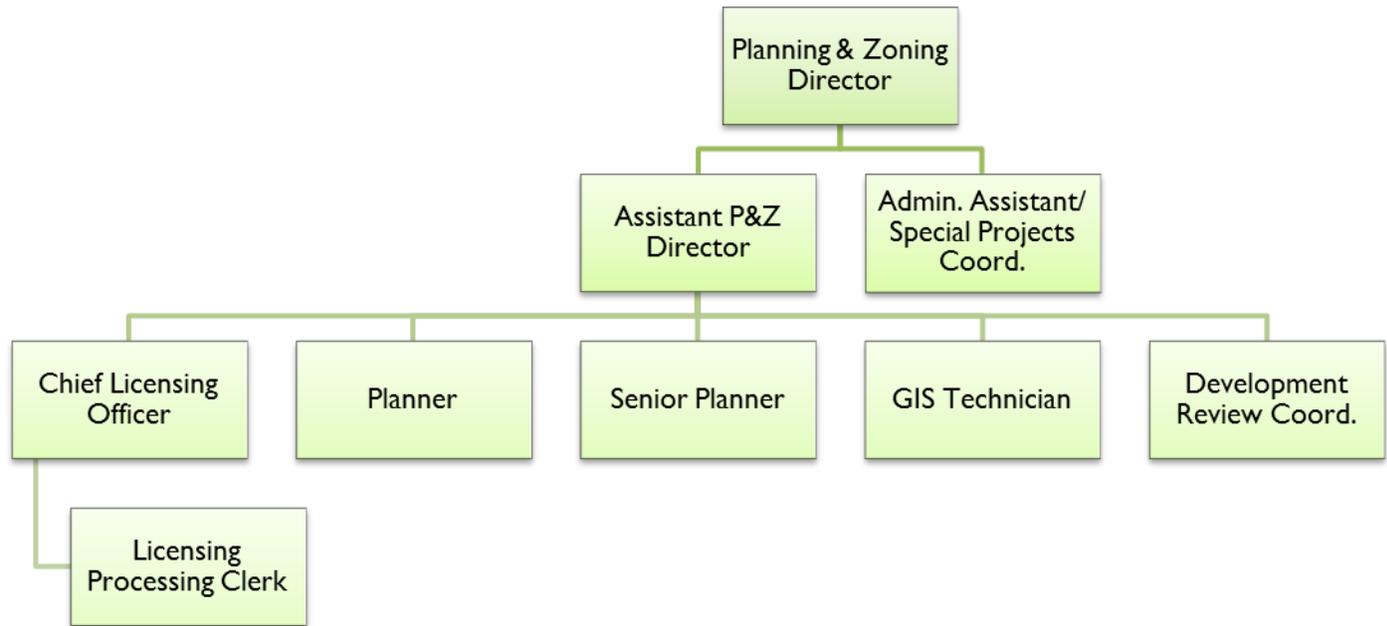
ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.30005.500311	PROFESSIONAL SVC.- CITY ATTORNEY AGRMT	416,125	389,259	281,099	132,306	280,000	435,000	435,000
001.30005.500312	PROFESSIONAL SVC.- ATTORNEY OTHER	262,276	202,579	280,000	166,975	280,000	125,000	125,000
001.30005.500316	PROFESSIONAL SVC.- LITIGATION CONT.	10,346	62,277	65,000	45,862	65,000	65,000	65,000
001.30005.500400	TRAVEL & PD	40	40	-	-	-	-	-
001.30005.500410	COMMUNICATIONS & FREIGHT SERVICES	688	440	-	-	-	-	-
001.30005.500470	PRINTING & BINDING	100	-	-	-	-	-	-
001.30005.500640	CAPITAL OUTLAY - OFFICE EQUIP. & MAINT.	2,125	1,460	-	-	-	-	-
<b>TOTAL OFFICE OF THE CITY ATTORNEY</b>		<b>691,700</b>	<b>656,055</b>	<b>626,099</b>	<b>345,143</b>	<b>625,000</b>	<b>625,000</b>	<b>625,000</b>

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



## PLANNING AND ZONING DEPARTMENT

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### PLANNING AND ZONING FUNCTION

The Planning and Zoning Department is charged with the oversight of all inquiries pertaining to zoning, including but not limited to, property plat and zoning information, Comprehensive Plan amendments, variance requests, site plan reviews, the issuance of sign permits, tree removal permits, special event permits and land developments regulations. The review responsibility for this division is regulated by Florida Statutes Chapters 163 and 380. These regulations control the development and implementation of our Master Plan, including the Development Regulations, Concurrency Regulations, and other issues relating to the overall planning and land use function. The Planning Department is charged with the responsibility of reviewing and disseminating information pertaining to legislation adopted by the City Council and other agencies that regulate land-use development.



## PLANNING AND ZONING ACCOMPLISHMENTS FOR FY 2015

The following section lists prior year accomplishments and status of current year budget initiatives that supports the City's Strategic Goals. Worked with the City Planning Consultant and Green Initiative Board to get the Green Ordinance approved by the City Council.

- Served as liaison to the International Advisor Board. Participated in the coordination of the Board's annual reception.
- Prepared the City Water Supply Facilities Work Plan consistent with Chapter 163 Florida Statutes. The goal of the water supply planning process is to determine the local water needs and develop sound and workable solutions and polices to meet those needs.
- Develop text amendments to the sign ordinance to update the LED sign requirements for the city's commercial district.
- Hosted the Miami Design Summer Camp Program. This program brings universities students from Latin America to the City of Doral to participate in a studio program to study the city's development growth pattern and recommend design initiatives and programs to enhance the city's quality of life, environmental and economic sustainability, and competitiveness in the world market.
- Development of the Arts –In-Public Place Program for the City of Doral. This program will create a cultural legacy for future generations through the collection and exhibition of high-quality art pieces, and meaningful opportunities for artists to partner with the public and private sectors to contribute to the development of art in the City of Doral.
- The Department saved the City over \$20,000 in studies that were preformed in-house and not budgeted as a result of staff expertise in water resources planning and other planning disciplines.
- The Department worked on the City's Comprehensive Plan Re-evaluation Projects. The purpose of re-evaluating the City's Comprehensive Plan 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 initiated the development of the City's Low Impact Development (LID) Master Plan. The goal of this plan is to work with the development community and interested stakeholders to develop long-term strategies to naturally treat storm water on site. Introduce new concepts, technologies, and objectives for storm water management such as micromanagement and multi-functional landscape features (bio-retention areas, swales, and conservation areas); mimic or replicate hydrologic functions; and maintain the ecological/biological integrity of receiving waters.
- The Department, Planning Council and staff worked on the City's 2015-Capital Improvement Element Update.
- The Department is working with outside experts to develop the Doral Boulevard Corridor Study. The goal of this study is evaluate the potential future land use categories applicable to the Doral Boulevard Corridor.
- Hosted meetings with the floodplain manager and commercial sign experts to expand staff knowledge base.
- Participated with the City's Floodplain Manager in the development of the City's Floodplain Management Ordinance.
- Assisted the Doral Décor District Merchant Association efforts to establish the District's "Brownfield Initiative."
- Worked with Florida Department of Environmental Protection to certify the City's Brownfield Program.
- 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 60 development applications, including future land use amendments (Comprehensive Plan) and rezoning applications; and administrative site plan review.
- Processed and reviewed approximately 10 T-Plats and Final Plats.
- Implemented an online payment system to expedite the local business tax renewal process and reduce the manual work load of the Division.
- Increase in the number of new local business licenses tax issued by the City from an average of 100 to 130 monthly.
- Participated 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 30-60 set of plans for review daily (building permits).
- Received on average of 30-50 e-mails that requiring an immediate response because they are considered time sensitive request.
- Issued on average of 15-25 "Zoning Verification Letters" weekly.
- Received on average of 20-45 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.
- Worked on the development of LED sign regulations for residential developments.
- Development of new procedures for landscaping and cross-parking agreements
- Evaluated the existing zoning fees.
- Continue to work with Miami-Dade County Property Appraisal Office and the U.S. Postal Services to coordinate the issuance of address for new developments.

**PLANNING AND ZONING  
ACTIVITY REPORT**

<b>ACTIVITIES</b>	<b>ACTUAL FY 2013-2014</b>	<b>PROJECTED FY 2014-2015</b>	<b>PROJECTED FY 2015-2016</b>
Plan Reviews	3202	3400	5000
Zoning Inspections	1303	1300	1500
Zoning items presented to City Council	63	80	100

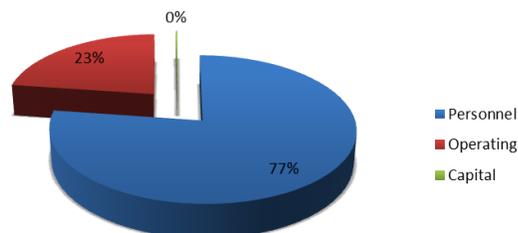


## PLANNING AND ZONING OBJECTIVES FOR FY 2016

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.

- Completion of the City's Comprehensive Plan Re-evaluation project.
- Development of text amendments to the City's Comprehensive Plan to reflect the recommendations from the City's Comprehensive Plan Re-evaluation project and instructions from Mayor and Council.
- Completion of the City's Low Impact Development (LID) Master Plan.
- Implementation of the recommended LID strategies.
- Establishment of the City's Public Arts Program.
- Initiate the Doral Boulevard Corridor Study.
- Coordinate with the City Attorney the development of a workforce housing policy.
- Continue to work with the City's Floodplain Manager to implement the Floodplain Management Ordinance and implementation of citywide floodplain management initiatives.
- 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.
- Work with Miami-Dade County to improve the number of business complying with the county and municipal business tax receipts regulations.
- Expand the knowledge base of the zoning professionals in the areas of floodplain management, low impact development, and other planning/environmental disciplines.
- Continue to actively participate in the new projects review process with other City departments.
- Continue to assist Code Enforcement with the interpretation of the Land Development Regulations.
- Preparation of a Zoning Manual for the City.

## PLANNING AND ZONING BUDGET HIGHLIGHTS





- **Regular Salaries**  
The Department is recommending the elimination of the Green Planner Position. The position's duties and responsibilities are assigned to the entry level planner. This represents a \$45,000 savings to the City.
- **Professional Services**  
The decrease in this line item (\$55,881) is equal to the amount carried over from last fiscal year. The only new study for FY 2015-16 is the Doral Boulevard Corridor Study. This project is necessary in order to identify the zoning categories most applicable to the future growth development pattern along Doral Boulevard. In addition, the Department is requesting additional funds to finance the implementation of the Comprehensive Plan Re-evaluation Study recommendations approved by the Mayor and Council, and the Low Impact Development (LID) Master Plan planning strategies. The implementation of the proposed new and/or revised Goals Objectives and Policies (GOPs) will entail a series of text amendments to the City's Comprehensive Plan.
- **Printing and Binding**  
This line item increased by \$2,238 due to an increase in the number of new local business tax issued by the City.
- **Office Supplies**  
This line item increased by \$500 due to an increase in personnel.
- **Books, Publications, Subscriptions and Memberships**  
This line item increased by \$1,622 due to an increase in personnel.



## PLANNING AND ZONING STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	PROPOSED FY 15-16	ASSOCIATED COST
Sustainability Area/ Transportation Area : Corridor Study for Doral Boulevard	Prepare an RFP and scope of work to engage the services of a Professionally Qualified Planning Consulting firm to prepare a Corridor Study for Doral Boulevard. Project development.	\$ 65,000.00
Land Bank Area: Annexation and Brownfield Projects	Update the current annexation reports subject to the County's Annexation Study. Development Brownfield Area Designation Study, if requested by either the development community or City Council.	\$ 20,000.00
Sustainability Area/ Transportation Area/ Workforce Housing/ Land Banking: Comprehensive Plan Re-evaluation Project	Preparation of text amendments (large-scale amendments) to the comprehensive plan, Future Land Use Map, Land Development Code and Zoning Map.	\$ 25,000.00
Organization Efficiency: Professional Planning Consulting Services	Retain one qualified professional planner to assist the department with the development review workload (Site Plan Review, Research and Studies)	\$ 30,000.00
Long-term Financial Feasibility: FY 2015 Annual Capital Improvement Element Update	This initiative includes is a state requirement to review on annual basis the CIE in order to maintain a financial feasible 5-Year Schedule of Capital Improvements (SCI).	\$ 15,000.00
<b>TOTAL</b>		<b>\$ 155,000.00</b>



**PLANNING & ZONING DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries							
	Planning & Zoning Director	1	1	1	1	1	\$107,947
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$107,947</b>
500.120 - Full Time Salaries							
	Assistant Planning & Zoning Director	0	1	1	1	1	\$76,875
	Admin. Assistant/ Special Events Coord.	1	1	1	1	1	\$35,415
	Chief Licensing Officer	1	1	1	1	1	\$75,487
	Senior Planner	1	1	1	1	1	\$75,000
	Planner	1	1	2	1	1	\$59,085
	Green Initiative Planner/ Sustainability Coord.	1	1	0	0	0	\$0
	Occupational Licensing Clerk	1	1	1	1	1	\$38,594
	GIS Technician	1	1	1	1	1	\$46,641
	Development Review Coord.	1	1	1	1	1	\$51,500
	<b>Full Time Salaries Total</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>\$458,597</b>
500.130 - Other Salaries							
	N/A	0	0	0	0	0	\$0
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>
	<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>\$566,544</b>

**PLANNING & ZONING DEPARTMENT BUDGET  
GENERAL FUND REVENUES  
001-4000**

ACCT NO.	ACCOUNT TITLE	YEAR-END						
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.4000.321100	LOCAL BUSINESS LICENSE TAX	879,594	1,089,558	1,323,000	1,086,718	1,300,000	1,300,000	1,300,000
001.4000.329300	ZONING HEARING FEES	376,290	537,203	400,000	191,103	200,000	200,000	200,000
001.4000.329400	ZONING PLAN REVIEW FEES	24,640	21,794	20,000	48,619	70,000	150,000	150,000
001.4000.338100	COUNTY BUSINESS TAX RECIEPT	20,800	42,504	35,000	21,567	25,000	28,000	28,000
		<b>1,301,324</b>	<b>1,691,059</b>	<b>1,778,000</b>	<b>1,348,007</b>	<b>1,595,000</b>	<b>1,678,000</b>	<b>1,678,000</b>



**PLANNING & ZONING DEPARTMENT BUDGET  
001-40005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.40005.500111	ADMINISTRATIVE SALARIES	103,027	101,807	99,695	82,963	99,695	107,947	107,947
001.40005.500120	FULL TIME SALARIES	348,192	350,417	406,853	301,169	406,853	458,597	458,597
001.40005.500125	COMPENSATED ABSENCES	23,116	28,832	21,479	5,354	15,000	21,790	21,790
001.40005.500140	OVERTIME	578	641	2,000	902	1,500	2,000	2,000
001.40005.500210	PAYROLL TAXES	35,587	36,084	41,222	29,689	40,000	45,835	45,835
001.40005.500220	RETIREMENT CONTRIBUTIONS	49,883	44,392	60,786	44,571	60,000	67,985	67,985
001.40005.500230	LIFE & HEALTH INSURANCE	66,789	53,297	74,387	58,312	70,000	77,683	65,952
<b>TOTAL PERSONNEL COSTS</b>		<b>627,171</b>	<b>615,470</b>	<b>706,422</b>	<b>522,960</b>	<b>693,048</b>	<b>781,837</b>	<b>770,106</b>
001.40005.500310	PROFESSIONAL SERVICES	95,501	64,586	210,881	86,451	100,000	155,000	155,000
001.40005.500340	OTHER CONTRACTUAL SERVICES	1,000	2,000	1,000	-	1,000	1,000	1,000
001.40005.500400	TRAVEL & PER DIEM	10,758	8,917	16,895	5,500	10,000	15,645	19,595
001.40005.500410	COMMUNICATIONS & FREIGHT SERV.	3,946	11,715	4,795	2,754	4,795	4,795	4,795
001.40005.500440	RENTALS & LEASES	-	243	-	-	-	-	-
001.40005.500460	REPAIRS & MAINTENANCE	-	-	5,000	5,000	5,000	-	-
001.40005.500461	REPAIRS & MAINTENANCE VEHICLES	447	194	740	84	500	740	740
001.40005.500470	PRINTING & BINDING	11,433	12,748	8,315	4,907	6,750	10,553	10,553
001.40005.500482	PROMOTIONAL ACTIVITIES	-	17,000	43,000	-	10,000	30,000	30,000
001.40005.500510	OFFICE SUPPLIES	1,602	1,284	2,500	3,866	4,065	3,000	3,000
001.40005.500520	OPERATING SUPPLIES	15,231	658	-	-	-	-	-
001.40005.500521	OPERATING SUPPLIES - VEHICLES	303	-	-	-	-	-	-
001.40005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	2,872	5,211	6,280	1,344	6,280	7,902	7,902
<b>TOTAL OPERATING COST</b>		<b>143,094</b>	<b>124,556</b>	<b>299,406</b>	<b>109,905</b>	<b>148,390</b>	<b>228,635</b>	<b>232,585</b>
001.40005.500640	CAPITAL OUTLAY	134	435	203,247	-	1,000	2,000	2,000
001.40005.500641	CAPITAL OUTLAY - VEHICLES	24,977	-	-	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>25,111</b>	<b>435</b>	<b>203,247</b>	<b>-</b>	<b>1,000</b>	<b>2,000</b>	<b>2,000</b>
<b>TOTAL PLANNING &amp; ZONING DEPT.</b>		<b>795,376</b>	<b>740,461</b>	<b>1,209,075</b>	<b>632,864</b>	<b>842,438</b>	<b>1,012,472</b>	<b>1,004,691</b>

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



## GENERAL GOVERNMENT

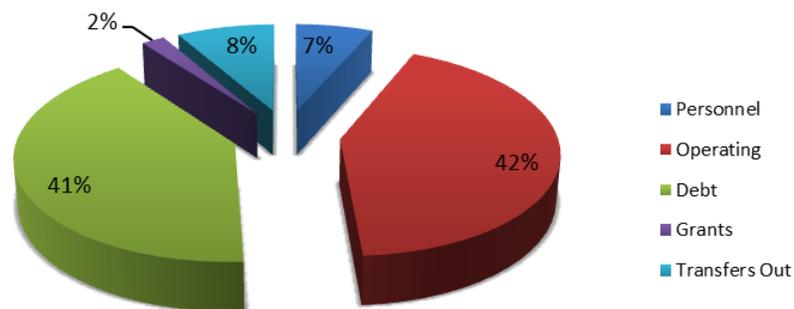
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### GENERAL GOVERNMENT FUNCTION

This section of the budget covers a variety of items of a general nature not applicable to any one specific department.

### GENERAL GOVERNMENT BUDGET HIGHLIGHTS





- Professional Services – This line item includes the following:

State /Local County Lobbyist Contract	\$125,000
Local County Lobbyist	\$75,000
Federal Lobbyist	\$140,000
Insurance Brokers	\$55,000
Asset Managers	\$35,000
Financial Advisors	\$20,000
Strategic Plan Consultant	\$10,000
Risk Management Services	\$0
Records Management Consultant - All Depts. <i>Transferred from City Clerk's Office</i>	\$38,400
Annual Custodian Fees: Trustee, Paying Agent, Registrar, Custodial or Escrow Agent Fees	\$9,000
Encumbrance Carryover Ord. 2014-48	\$0
Budget Adjustment Reso. 15-90	\$0
<b>TOTAL</b>	<b>\$507,400</b>

- Other Contractual Services – This line item includes the following:

Payroll Processing-ADP (\$5,750 x 12)	\$69,000
Merchant Svs.-Credit Card services (\$8170 x12)	\$98,040
Cobra Services (\$300 x 12)	\$3,600
Building Security Services	\$52,000
<b>TOTAL</b>	<b>\$222,640</b>

- Travel and Per Diem - This line item increased by \$16,000, expenses were transferred from the City Clerk's Office to better classify these funds related to Council meeting expenses.



- Other Current Charges and Obligations – This line item includes the following:

Employee Events:	\$0
Employee Appreciation - Summer	
Christmas Party - Winter	
<i>Transferred to Council upon consensus</i>	

Governmental Events (Meetings, dignitary meetings, bereavements)	\$10,000
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**Tables:**

Event Tables	\$0
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**City Sponsored Events:**

Miami Dade League of Cities (Table)	\$2,500
Miami Dade County Days	\$0
Doral Chamber of Commerce	\$5,000
Doral Business Council (Tables on a per request basis by Council)	\$2,500
Autism Speaks	\$5,000
Relay for Life	\$5,000
PGA Golf Tournament	\$9,500
WTC Air, Sea & Cargo Event	\$0
PBA Gala (Table)	\$2,500
Biz Novators Scholarship	\$5,000
Others	\$20,000
<b>TOTAL</b>	<b>\$67,000</b>



**GENERAL GOVERNMENT BUDGET  
GENERAL FUND REVENUES  
001-5000**

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	YEAR-END			
					ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.5000.311100	AD VALOREM TAXES - CURRENT	17,031,372	15,383,682	17,411,000	17,096,457	17,110,000	18,601,637	18,331,489
001.5000.311200	AD VALOREM TAXES - DELIQUENT	-	-	-	-	-	300,000	300,000
001.5000.313100	FRANCHISE FEES - ELECTRICITY	3,804,585	2,893,883	2,900,000	-	2,998,896	3,175,000	3,175,000
001.5000.314100	UTILITY TAXES - ELECTRICITY	6,492,296	7,095,364	6,600,000	4,436,393	6,570,000	6,570,000	6,570,000
001.5000.314200	COMMUNICATION SERVICES TAX	4,980,273	5,519,464	4,881,000	3,711,869	4,881,000	4,281,330	4,281,330
001.5000.314300	UTILITY TAXES - WATER	716,385	756,834	715,000	581,162	870,000	800,000	800,000
001.5000.314400	UTILITY TAXES - GAS	62,589	63,430	70,000	50,207	67,000	67,000	67,000
001.5000.335120	STATE SHARING REVENUE	1,039,799	1,094,837	1,200,000	930,529	1,105,106	1,317,899	1,317,899
001.5000.335150	ALCOHOLIC BEVERAGE TAX	51,372	56,959	55,000	60,095	65,000	70,000	70,000
001.5000.335180	HALF CENT SALES TAX	3,192,945	3,406,264	3,593,000	2,789,071	3,600,000	3,963,857	3,963,857
001.5000.361100	INTEREST INCOME	591,123	584,486	250,000	450,595	455,000	400,000	400,000
001.5000.366000	PRIVATE GRANTS & CONT.	-	-	-	82,926	82,926	-	-
001.5000.366200	PRIVATE GRANTS & CONT.-OTHER	-	-	-	3,566	3,566	-	-
001.5000.367100	CHANGE IN INVEST VALUE	(391,397)	(226,144)	-	41,277	65,177	-	-
001.5000.369.100	MISCELLANEOUS INCOME	362,484	109,448	35,000	43,808	44,000	35,000	35,000
001.5000.369.200	PRIOR YEARS RECOVERY	59,615	252,155	50,000	101,035	101,035	50,000	50,000
001.5000.369.301	SETTLEMENT - VIEWPOINT	-	-	-	75,000	75,000	-	-
		<b>37,993,439</b>	<b>36,990,662</b>	<b>37,760,000</b>	<b>30,453,990</b>	<b>38,093,706</b>	<b>39,631,723</b>	<b>39,361,575</b>



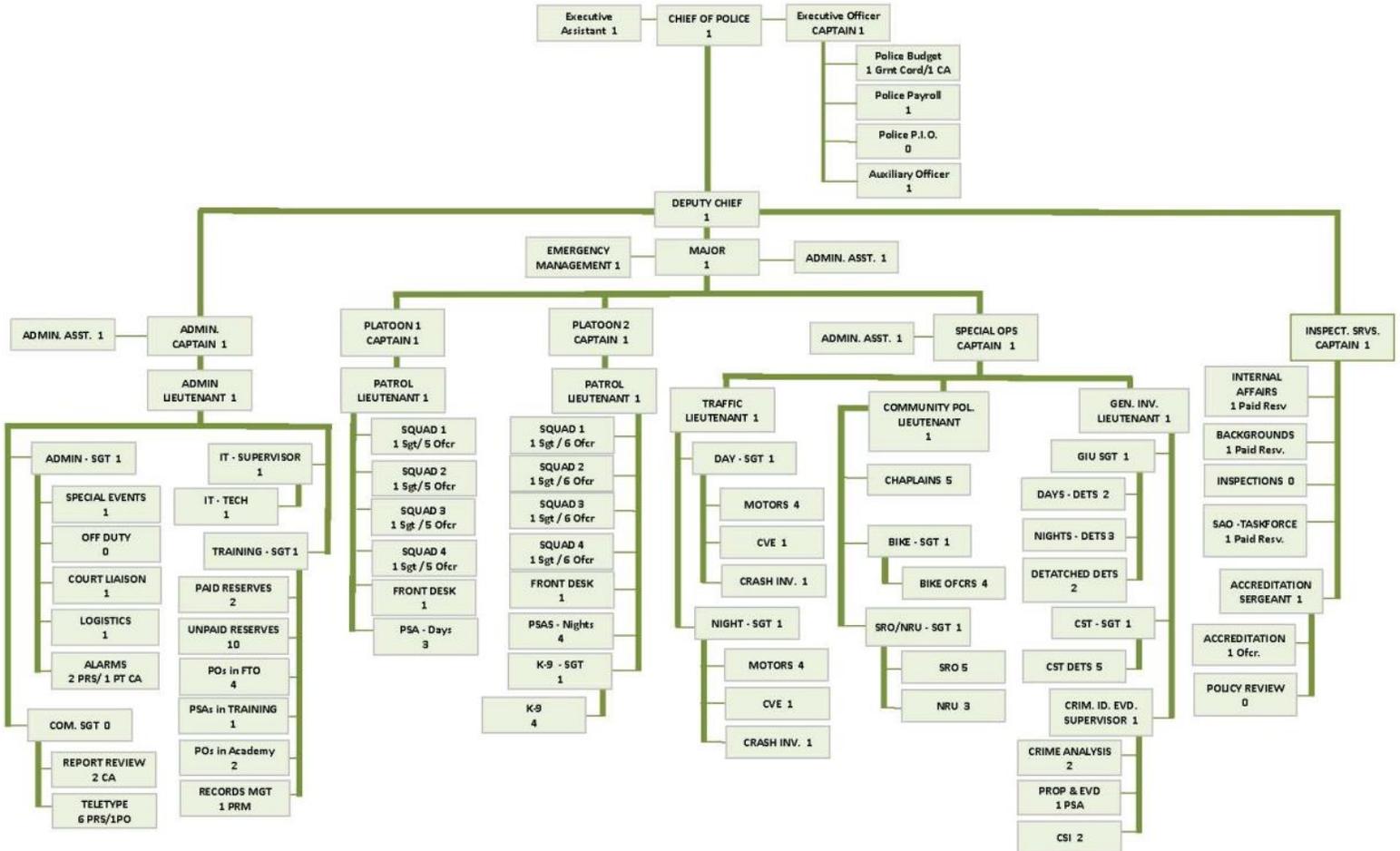
**GENERAL GOVERNMENT BUDGET**  
**001-50005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.50005.500121	NON-RECURRING PERFORMANCE AWARDS	230,722	-	-	-	-	-	-
001.50005.500210	PAYROLL TAXES	15,831	-	-	-	-	-	-
001.50005.500240	WORKERS' COMPENSATION	271,269	282,890	255,000	251,316	255,000	285,000	295,000
001.50005.500250	UNEMPLOYMENT COMPENSATION	39,504	9,271	20,000	13,753	20,000	20,000	20,000
<b>TOTAL PERSONNEL COSTS</b>		<b>557,325</b>	<b>292,161</b>	<b>275,000</b>	<b>265,069</b>	<b>275,000</b>	<b>305,000</b>	<b>315,000</b>
001.50005.500310	PROFESSIONAL SERVICES	418,011	355,208	456,831	310,869	456,831	493,400	507,400
001.50005.500340	OTHER CONTRACTUAL SERVICES	98,323	120,907	166,000	167,341	196,000	222,640	222,640
001.50005.500400	TRAVEL & PER DIEM	-	2,205	5,000	152	5,000	18,500	18,500
001.50005.500410	COMMUNICATIONS & FREIGHT SERVICES	52,498	49,131	65,000	54,472	65,000	75,000	75,000
001.50005.500430	UTILITY SERVICES	143,878	171,462	172,480	115,255	172,480	187,000	187,000
001.50005.500440	RENTALS & LEASES	3,948	4,113	9,792	9,216	9,792	64,500	64,500
001.50005.500450	INSURANCE	464,266	536,043	625,000	661,417	665,000	700,000	730,000
001.50005.500460	REPAIRS & MAINTENANCE	28,469	-	10,100	3,225	10,100	8,800	8,800
001.50005.500470	PRINTING & BINDING	17,830	11,208	12,500	3,373	12,500	12,000	12,000
001.50005.500480	PROMOTIONAL ACTIVITIES	-	-	1,500,000	1,500,000	1,500,000	-	-
001.50005.500490	OTHER CURRENT CHARGES	107,483	131,730	140,100	104,521	140,100	138,100	67,000
001.50005.500492	CONTINGENCIES	136,209	8,236	331,770	91,108	150,000	350,000	100,000
001.50005.500494	OTHER CURRENT CHARGES- BOARD FUNDS	-	53,266	35,000	12,826	35,000	20,000	35,000
001.50005.500520	OPERATING SUPPLIES	10,835	12,060	10,000	9,169	10,000	12,500	12,500
<b>TOTAL OPERATING COST</b>		<b>1,481,749</b>	<b>1,455,568</b>	<b>3,539,573</b>	<b>3,042,944</b>	<b>3,427,803</b>	<b>2,302,440</b>	<b>2,040,340</b>
001.50005.500710	DEBT SERVICE - PRINCIPAL EXPENSE	1,061,291	1,107,325	1,151,968	934,462	1,151,968	1,207,183	1,207,183
001.50005.500712	DEBT SERVICE - STATE OF FLORIDA	300	300	300	-	300	300	300
001.50005.500720	DEBT SERVICE - INTEREST EXPENSE	884,037	838,445	794,315	614,012	794,315	747,602	747,602
<b>TOTAL DEBT SERVICE</b>		<b>1,945,628</b>	<b>1,946,070</b>	<b>1,946,583</b>	<b>1,548,474</b>	<b>1,946,583</b>	<b>1,955,085</b>	<b>1,955,085</b>
001.50005.500731	QUALITY NEIGHBORHOOD IMP. PROG.	-	-	-	-	-	-	-
<b>TOTAL MITIGATION &amp; QNIP</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
001.50005.500820	GRANTS & AIDS	90,000	45,000	45,000	45,000	45,000	75,000	96,000
<b>TOTAL GRANTS</b>		<b>90,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>75,000</b>	<b>96,000</b>
001.50005.500910	TRANSFER TO TRANSPORTATION FUND	2,000,000	-	-	-	-	-	-
001.50005.500912	TRANSFER TO CAPITAL IMPROVEMENT FUND	-	-	-	-	-	300,000	300,000
001.50005.500913	TRANSFER FROM CHINESE DRYWALL FUND	(224,635)	-	-	-	-	-	-
001.50005.500914	TRANSFER TO INFRASTRUCTURE REPLACEMENT FUND	-	-	-	-	-	300,000	100,000
<b>TOTAL OPERATING TRANSFERS</b>		<b>1,775,365</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>400,000</b>
<b>TOTAL GENERAL GOVERNMENT</b>		<b>5,850,067</b>	<b>3,738,799</b>	<b>5,806,156</b>	<b>4,901,486</b>	<b>5,694,386</b>	<b>5,237,525</b>	<b>4,806,425</b>

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



# 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 2015**

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 proudly reports a decrease in overall crime in Doral of 8% for 2014. The Department credits the proactive enforcement efforts of its police officers and their commitment to community policing as two main reasons for the reduction in crime.

- **Building**

The Police Department received approval to proceed with the expansion of its current police facility and build a sub-station in the area of NW 97<sup>th</sup> Avenue & 33<sup>rd</sup> Street. The expansions are necessary as the police department grows in number and in the types of services it provides to the Doral community.

- **Reorganization / Hires / Promotions**

The Doral Police Department reorganized 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.

The Police Department hired 7 police officers, 7 police service aides, and 1 civilian support staff to meet the growing demand for police services.

The Police Department promoted 3 Lieutenants and 1 Captain.

- **New Units**

### **Accreditation**

The Police Department commenced the process of becoming accredited by the Commission for Florida Law Enforcement Accreditation. Once accredited, the Department would be the 10<sup>th</sup> police department in Miami-Dade County and one of only about 20% nationwide that is accredited. Obtaining accreditation ensures the Doral Police Department meets over 200 standards and is practicing the best of industry standards. As part of the accreditation process, the Police Department has rewritten most of its policies and procedures to meet CFA standards.

### **Office of Emergency Management**

The Police Department created an Office of Emergency Management to better prepare in the event of a natural or manmade disasters or other planned or unforeseen emergencies.

### **Accreditation Unit**

The Police department created an Accreditation Unit in its quest for accreditation by the Commission for Florida Law Enforcement Accreditation. The team is re-writing the department's policies and procedures to comply with over 200 accreditation standards.



### **Criminal Identification & Evidence Unit**

The Department consolidated the Crime Scene, Crime Analysis, and Property & Evidence squads under one supervisor to form the CIE Unit. This restructuring of the organization allows for a more efficient handling of crime scene and evidence issues.

- **Acquisitions**

#### **K-9 Unit**

The Department has expanded its K-9 force from 2 to 4 dogs. Two dogs are trained in detecting narcotics, and 2 dogs are trained in detecting explosives.

#### **Command Vehicle**

The Police Department acquired a Mobile Command Vehicle for use at major scenes and events. The vehicle is a self-contained command and communication platform from which incident commanders can manage police resources at crime scenes, disaster scenes, or major event scenes.

- **Training**

#### **Leadership Training**

All police supervisors participated in leadership courses in February and June. The courses were geared toward developing leadership qualities in police supervisors. The sessions also served as a unifying factor stressing the Department's moto of One Voice One Goal.

#### **Motor School**

The Police Department conducted a motor school for officers joining the Traffic Unit as motorcycle officers. Other local agencies also sent new riders to the Doral Motor School recognizing the expertise of our Motor Instructors.

#### **Police Service Aide Academy #002**

Eight Police Service Aides (PSAs) graduated from the PSA Academy hosted by the Doral Police Department. The PSAs handle many non-emergency calls and traffic crashes freeing

up police officers to respond to crimes in progress or other emergency calls.

### **Citizens Police Academy**

The Police Department hosted two Citizen 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.

### **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 1,100 students participated in and graduated from the DARE program.

- **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 DUI. 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. Ten arrests were made for impaired driving along with 11 arrests for other crimes. Officers issued 130 traffic citations

- **Other**

#### **Honor Guard**

The Police Department's Honor Guard had the privilege to travel to the City of New York to attend the funeral of officers killed in the line of duty. Honor Guard members also traveled to Washington, DC, to attend memorial services for officers nationwide who were killed in service to their communities.



**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. Department members attended the annual IACP conference in Orlando, Florida, and the PERF conferences in Phoenix, Arizona. Four women from the Police Department attended 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 having a Capt. Fatima Nuñez graduate from the Southern Police Institute Command School. The Department encourages its staff to better its leadership skills through continuous education.

Chief Donald W. De Lucca was awarded the Fred Maas Outstanding Law Enforcement Leadership Award for 2015.

**POLICE DEPARTMENT  
ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL FY 13-2014</b>	<b>PROJECTED FY 14-2015</b>	<b>PROJECTED FY 15-2016</b>
<b>Administrative:</b>			
Internal Investigations Conducted	34	39	67
Vehicles Purchased	19	32	20
<b>Communications:</b>			
Total Calls for Service	40218	40760	41000
<b>Crime Analysis:</b>			
Total Violent Crimes	39	42	48
Total Non-Violent Crimes	5227	5358	5552
Total Crime Offenses	5266	5400	5600
<b>Patrol:</b>			
Total Arrests	2053	1286	1500
Citations - Moving Violations	6470	4400	5200
Non-Moving & Parking	11845	8100	9200
<b>Criminal Investigation Division:</b>			
Total Cases Assigned	358	521	602
Total Cases Cleared	229	183	206
Total Arrests	46	56	61
Crime Scenes Processed BY CSI ONLY	381	590	650



## POLICE OBJECTIVES FOR FY 2016

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.

- **Building**

The Police Department expects to commence building its sub-station at NW 97 AVE & 33 ST and the expansion of the current police station at 6100 NW 99 AVE. The renovated police station will provide the space necessary for the Department to grow. The sub-station will enhance the citizen accessibility to police services.

- **Hires**

The Police Department expects to grow through new police hires and new supervisory positions. The Department expects to hire 9 new police officers, 2 new sergeants, and 5 captains.

- **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 Department will increase the training unit from one sergeant to a sergeant and a police officer.

The added personnel will allow the training unit to keep up with the demands of a growing police department.

The Police Department will enhance the abilities of the Crime Analysis Unit through specialized training. Crime Analysis is a vital component in predicting crime, recognizing current crime trends, and the allocation of police resources for crime prevention.

- **Fleet**

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

- **Body Armor**

New officers will be equipped with body armor for personal protection. All officers are encouraged to use body armor while in uniform.

- **Motors**

The Police Department recognizes that traffic is a major concern for the citizens of Doral. The Department looks to grow its motorcycle fleet to 13 with the purchase of three additional motorcycles.

- **K-9**

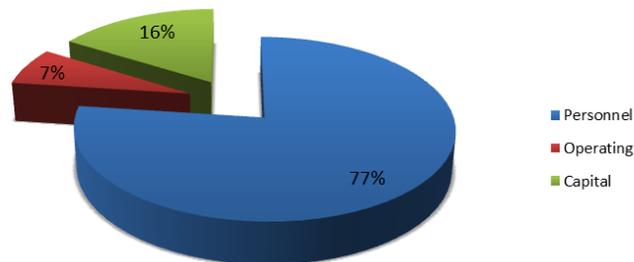
The Police Department expects to add a fifth dog to its four-dog K-9 Squad. The fifth dog will be assigned to the new K-9 Sergeant and will be trained to detect explosives.



## POLICE STRATEGIC PRIORITIES

STRATEGIC PRIORITIES		
STRATEGIC PRIORITIES	PROPOSED FY 15-16	ASSOCIATED COST
Sustainability Area: Communication Continue focus on community policing and police outreach to the community.	The hiring of (9) Officers, (2) Sergeants and (5) Captains will greatly enhance community relations. One Sergeant and four Officers will be assigned to bicycle patrol, patrolling as needed in areas like Downtown Doral, Mid-Town Doral, schools and different communities. The hiring of more Officers will allow for more campaigning of anti-theft, , anti-drug, anti-bullying, bike safety, citizen's academy, and DUI check points.	\$ 878,276.32
<b>TOTAL</b>		<b>\$ 878,276.32</b>

## POLICE BUDGET HIGHLIGHTS



- Professional Services – This line item increased in K-9 Veterinarian – K-9 Squad added.
- Contractual Services – Safety Camera Program – This line item decreased due to fees related to Vigilant Solutions reclassified to IT department.
- Travel & Per Diem – Increase in training increases travel. Trainings are not always at local sites. Many training must be taken in order to maintain certification and a high level of professionalism.
- Communications and Freight Services – This line item decreased, funds reclassified to IT department to handle City issued cell phones and Office phones.
- Rentals and Leases - Increase in personnel in CST and Motor Squad equals increase in surveillance vehicles and in motorcycles.
- Repairs and Maintenance – This line item decreased overall. The funding change was due to an increase in bike repairs and a new bike squad. As well as, motorcycle repairs, tags and registration increasing motor unit. SunPass funding increased due to an increase in surveillance vehicles. OSSI Maintenance decreased, transferred to IT.
- Printing & binding increase due to increase in personnel.
- Operating Supplies - Increase in police uniform & gear in order to uniform new hires as well as maintain a clean professional look throughout the department.



- Increase in Flexcuffs, memory cards, first aid kits and crime scene supplies all things required to maintain all units well equipped for all types of cases.
- As we continue growing, we will be hosting more and more trainings, presentation and graduations.
- Our training has made for a high level qualified police officer, which become nominated and even wining LEO Awards. We must show support to our officers.
- Increase to our K-9 Squad by adding a new Canine, which will make a total of 5 canines.
- AED Pads must increase to obtain enough pads for all officers.
- Miami Dade County Association of Chiefs of Police (MDCACP) was founded in 1937 by a group of Dade County Chiefs. This association meets to collaborate towards reaching agency objectives and solving issues being faced by law enforcement today. Also recognizing the service of police officers through Officer of the Month and Officer of the Year program. In November, City of Doral Police Department will be hosting this event.
- Operating Supplies - Increase in fuel for Motor squad as the squad grows.
- Community Service – Operating Supplies – This line item decreased due to the removal of the Police Explorer funds, as they have an account where donations have been made.
- Memberships and Subscriptions - The growth of the department increases all trainings and annual memberships. As well as the level of service we must maintain to provide excellent service to the residents of the City.
- Capital Outlay – Building - Approval of our new Sub-station on 97<sup>th</sup> avenue and 33<sup>rd</sup> street.
- Capital Outlay - Radio equipment, ballistic vest, and guns must be purchased for all new hires as it is the first means of safety.
- Capital Outlay - Decrease in vehicle purchase but fewer cars will be dead-lined.



**POLICE DEPARTMENT BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT. REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1	\$145,874
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$145,874</b>
500.121 - Full Time Salaries Sworn	Deputy Chief	0	1	1	1	1	\$110,834
	Major	0	1	1	1	1	\$96,542
	Captain	1	1	4	4	6	\$509,792
	Executive Assistant to the Chief	1	1	0	0	0	\$0
	Lieutenant	7	7	8	8	6	\$479,436
	Sergeant	15	16	18	18	18	\$1,217,904
	Police Officer / Trainee	80	81	89	88	90	\$4,983,900
	Police Officer / Reserve	10	10	5	5	5	\$136,500
	Police Non-Paid Reserve	0	0	10	10	10	\$0
	Auxiliary Officer	0	1	1	1	1	\$0
	<b>Full Time Sworn Salaries Total</b>	<b>114</b>	<b>119</b>	<b>137</b>	<b>136</b>	<b>138</b>	<b>\$7,534,908</b>
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	1	1	1	\$57,720
	Administrative Assistant	1	3	3	3	3	\$115,206
	Crime Inv. Evid. Supervisor	0	0	1	1	1	\$56,869
	Crime Scene Technician	2	2	2	2	2	\$81,295
	Police Service Aide	15	15	14	11	11	\$367,061
	Crime Analyst	3	2	2	2	2	\$92,994
	Court Liaison Coordinator	0	1	1	1	1	\$44,453
	Clerical Aides	5	3	4	3	3	\$91,384
	Police Field Logistics Specialist	1	1	1	1	1	\$38,895
	Grant Coordinator	1	1	1	1	1	\$50,542
	Records Specialist / Teletype	9	8	8	8	8	\$280,243
	Record Management Specialist	0	1	1	1	1	\$37,728
	Property & Evidence Clerk	1	1	1	0	0	\$0
	Police Special Events Coordinator	0	1	1	1	1	\$49,725
	Payroll Specialist	0	0	1	1	1	\$40,222
	Media & Emergency Management Specialist	0	0	1	1	1	\$78,795
	Public Safety Technical Services Manager	0	0	1	1	1	\$75,000
	IT Technician - Public Safety	0	0	1	1	1	\$52,000
	<b>Full Time Salaries Total</b>	<b>39</b>	<b>40</b>	<b>45</b>	<b>40</b>	<b>40</b>	<b>\$1,610,132</b>
500.130 - Other Salaries	Part Time	1	1	1	1	1	\$31,141
	<b>Other Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$31,141</b>
	<b>Total</b>	<b>155</b>	<b>161</b>	<b>184</b>	<b>178</b>	<b>180</b>	<b>\$9,322,055</b>



**POLICE DEPARTMENT BUDGET  
GENERAL FUND REVENUES  
001-6000**

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	YEAR-END			
					ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.6000.313920	TOWING FEES	-	5,535	7,500	7,020	8,856	8,500	8,500
001.6000.329200	ALARM PERMITS	270,986	260,700	270,000	256,810	295,385	270,000	270,000
001.6000.331200	DOJ BYRNE GRANT	-	(645)	-	-	-	-	-
001.6000.331201	DOJ COPS TECH GRANT	-	-	-	-	-	-	-
001.6000.331202	DOJ COPS SECURE OUR SCHOOLS	-	-	-	-	-	-	-
001.6000.331203	GRANT - BUFFER ZONE	-	-	-	-	-	-	-
001.6000.331204	GRANT- BYRNE 2013	-	14,639	-	-	-	-	-
001.6000.331205	COPS 09 SOS TECH GRANT	-	-	-	-	-	-	-
001.6000.337200	GRANT- BYRNE PROGRAM	14,704	9,118	-	-	5,584	5,000	5,000
001.6000.337201	MD PD PRISONER PROCESS GRANT	6,282	-	-	-	-	-	-
001.6000.342100	POLICE SERVICES (OFF DUTY)	696,651	759,039	750,000	697,824	726,862	750,000	750,000
001.6000.342110	POLICE SERVICES - RECORDS	5,100	3,646	5,000	3,264	3,507	5,000	5,000
001.6000.342115	SCHOOL CROSSING GUARDS	74,830	70,044	65,000	20,547	65,000	65,000	65,000
001.6000.351100	JUDGEMENTS & FINES	228,475	209,919	200,000	89,333	120,000	200,000	200,000
001.6000.351150	SAFETY REDLIGHT CAMERAS	427,250	235,895	400,000	162,325	165,000	-	-
001.6000.369103	POLICE AUTO TAKE HOME PGM	91,588	91,360	85,000	66,948	81,470	80,000	80,000
		<b>1,815,867</b>	<b>1,659,250</b>	<b>1,782,500</b>	<b>1,304,071</b>	<b>1,471,664</b>	<b>1,383,500</b>	<b>1,383,500</b>



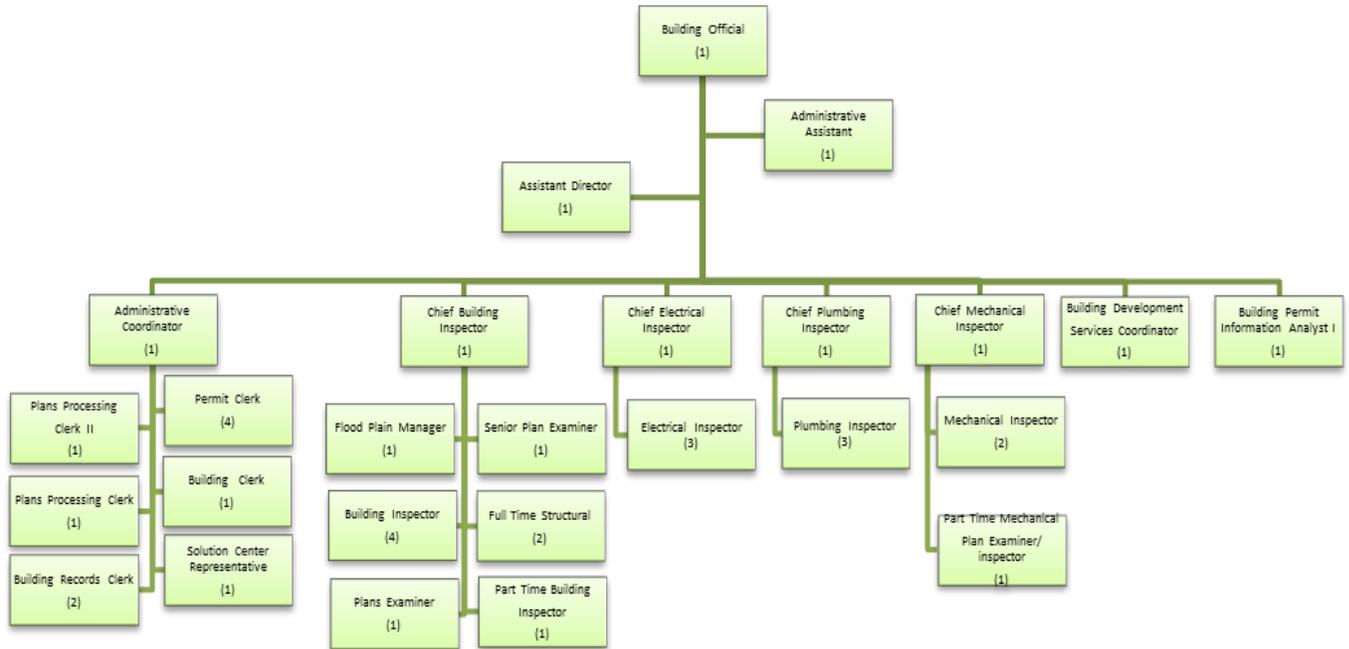
**POLICE DEPARTMENT BUDGET**  
**001-60005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.60005.500111	ADMINISTRATIVE SALARIES	119,030	112,522	137,500	113,173	137,500	145,874	145,874
001.60005.500120	FULL TIME SALARIES	879,459	954,745	1,383,071	910,463	1,211,428	1,610,783	1,610,132
001.60005.500121	FULL TIME SALARIES - SWORN	4,729,326	5,300,983	6,519,045	5,030,667	6,291,868	7,446,411	7,534,907
001.60005.500125	COMPENSATED ABSENCES	121,646	68,454	287,403	13,019	265,000	348,389	352,093
001.60005.500130	OTHER SALARIES	24,572	23,829	30,234	37,363	39,792	31,141	31,141
001.60005.500140	OVERTIME	609,380	638,348	581,165	466,222	580,000	599,770	606,270
001.60005.500144	OVERTIME-HOLIDAY	-	-	331,000	252,205	289,517	300,000	300,000
001.60005.500150	SPECIAL PAY - OFF DUTY	647,976	649,136	749,610	621,461	740,000	625,000	625,000
001.60005.500151	SPECIAL PAY - DIFFERENTIAL	154,054	178,837	175,000	130,785	156,984	175,000	175,000
001.60005.500152	SPECIAL PAY - INCENTIVE	61,040	76,117	60,000	73,057	87,569	80,000	80,000
001.60005.500210	PAYROLL TAXES	543,962	591,631	775,178	566,614	759,674	869,497	876,500
001.60005.500220	RETIREMENT CONTRIBUTIONS	1,005,464	1,425,838	1,802,946	1,276,786	1,686,454	2,165,359	2,185,105
001.60005.500230	LIFE & HEALTH INSURANCE	900,055	1,040,228	1,404,259	1,092,493	1,204,259	1,517,702	1,315,398
<b>TOTAL PERSONNEL COSTS</b>		<b>9,795,963</b>	<b>11,060,666</b>	<b>14,236,411</b>	<b>10,584,307</b>	<b>13,450,045</b>	<b>15,914,926</b>	<b>15,837,420</b>
001.60005.500310	PROFESSIONAL SERVICES	145,040	10,747	19,100	16,284	19,100	267,100	267,100
001.60005.500340	OTHER CONTRACT.-SCHOOL CROSS. GUARDS	5,264	-	-	-	-	-	-
001.60005.500342	CONTRACT - SCHOOL CROSS. GUARDS	191,878	178,990	260,000	119,955	260,000	260,000	260,000
001.60005.500343	CONTRACT - SAFETY CAMERA PROGRAM EXP	298,765	297,831	345,700	74,823	74,823	305,000	-
001.60005.500345	MDC PRISONER PROCESSING GRANT	-	-	-	-	-	-	-
001.60005.500350	INVESTIGATIONS	1,218	1,237	1,500	-	500	1,500	1,500
001.60005.500400	TRAVEL & PER DIEM	11,686	16,626	35,198	28,825	35,000	49,858	49,858
001.60005.500410	COMMUNICATIONS & FREIGHT SERVICES	87,898	84,388	50,000	19,351	42,000	32,300	32,300
001.60005.500430	UTILITY SERVICES	2,864	3,503	1,000	223	223	-	-
001.60005.500440	RENTALS & LEASES	251,930	151,441	133,470	91,201	114,934	156,270	156,270
001.60005.500450	INSURANCE	-	-	-	-	-	-	-
001.60005.500460	REPAIRS & MAINTENANCE	397,607	380,852	497,377	237,321	385,000	251,150	251,150
001.60005.500470	PRINTING & BINDING	4,031	3,258	5,000	4,543	5,000	5,000	5,000
001.60005.500480	PROMOTIONAL ACTIVITIES	4,049	936	5,000	1,119	5,000	5,000	5,000
001.60005.500510	OFFICE SUPPLIES	12,991	21,996	23,829	19,894	23,000	23,000	23,000
001.60005.500520	OPERATING SUPPLIES	69,862	161,314	136,600	86,449	136,000	189,800	189,800
001.60005.500521	OPERATING SUPPLIES- Fuel	442,074	372,371	12,000	9,443	12,000	20,000	20,000
001.60005.500523	OPERATING SUPPLIES - COMMUNITY SERVICES	12,101	57,896	85,666	42,548	69,595	53,000	53,000
001.60005.500525	DOJ BYRNE GRANT	-	-	-	5,588	5,588	-	-
001.60005.500527	OPERATING SUPPLIES - CRYWOLF	26,192	19,840	23,000	12,124	23,000	23,000	23,000
001.60005.500529	OPERATING EXPENSES	-	-	-	-	-	-	-
001.60005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	9,443	39,480	54,155	40,704	52,000	68,850	68,850
<b>TOTAL OPERATING COST</b>		<b>1,974,893</b>	<b>1,802,707</b>	<b>1,688,595</b>	<b>810,393</b>	<b>1,262,763</b>	<b>1,710,828</b>	<b>1,405,828</b>
001.60005.500620	CAPITAL OUTLAY-BUILDING	-	186,122	114,789	4,037	4,037	3,500,000	2,228,551
001.60005.500640	CAPITAL OUTLAY	37,336	125,172	262,221	177,854	262,000	369,844	380,044
001.60005.500641	CAPITAL OUTLAY-VEHICLES	1,970	575,851	1,152,910	193,505	1,100,000	675,000	675,000
001.60005.500642	DOJ BYRNE GRANT-CAPITAL	16,010	14,639	-	9,490	9,490	-	-
001.60005.500643	GRANT-CAPITAL	-	-	-	-	-	-	-
001.60005.500644	GRANT-CAPITAL	-	-	-	-	-	-	-
001.60005.500645	GRANT-CAPITAL	-	-	-	-	-	-	-
001.60005.500646	GRANT-CAPITAL	-	-	-	-	-	-	-
001.60005.500647	GRANT-CAPITAL	66	-	-	204,000	204,000	-	-
001.60005.500648	CAPITAL OUTLAY-EOC	-	-	-	-	-	25,000	25,000
<b>TOTAL CAPITAL OUTLAY</b>		<b>55,383</b>	<b>901,785</b>	<b>1,529,920</b>	<b>588,886</b>	<b>1,579,527</b>	<b>4,569,844</b>	<b>3,308,595</b>
<b>TOTAL POLICE DEPARTMENT</b>		<b>11,826,238</b>	<b>13,765,158</b>	<b>17,454,926</b>	<b>11,983,586</b>	<b>16,292,335</b>	<b>22,195,598</b>	<b>20,551,843</b>

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



## 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 2015**

- National Weather Service visit for stormready certification.
- 3<sup>rd</sup> South Florida Municipality named stormready certified.
- IPads officially deployed for inspectors in the field.
- Flood information section created in Lobby.
- Council adopted current Dade-County local mitigation strategy.
- Department Policies & Procedures updated.
- QR Code embedded on permit cards and “thank you” business cards.

**BUILDING DEPARTMENT ACTIVITY REPORT**

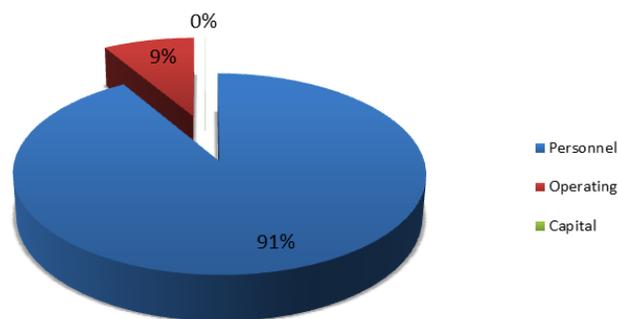
ACTIVITY	ACTUAL FY 2013-14	PROJECTED FY 2014-15	PROJECTED FY 2015-16
Permit Numbers Issued	9,949	21,000	22,050
Plan Reviews Completed	31,000	36,225	38,036
Design Professional Meetings	N/A	480	504
Inspections	32,416.00	39,414	41,384

**BUILDING DEPARTMENT OBJECTIVES FOR FY 2016**

- Boiler Program Revamp Building Department Boiler Program.
- Fee-Schedule - Conduct comprehensive review of building department’s fee schedule.
- Employee Training - Encourage continuing education for staff.
- Outreach workshops continue with outreach workshops for the public.
- Complete integration of Projectdox Plan Review System.



## BUILDING DEPARTMENT BUDGET HIGHLIGHTS



- Regular Salaries - This line item increased by \$188,289 and covers the costs of salary increases and additional personnel added.
- Overtime - This line item increased by \$31,507 and covers costs associated with overtime inspections, plan reviews, and seminars.
- Overtime – Bldg. Opr. - This line item increased to and covers costs associated with the Building Departments Optional Plan Review Service.
- Professional Services - This line item decreased by \$79,775 and covers costs associated with outside professional services.
- Communications and Freight Services - This line item increased to cover costs associated with telephone and messenger services.
- Repairs and Maintenance – Other - This line item decreased by \$26,000 due to the maintenance fee of CD Plus transferred to IT.
- Repairs and Maintenance – Vehicles - This line item increased by \$4,620 and covers costs associated with vehicle maintenance and service contracts.
- Printing and Binding - This line item increased by \$5,435 and covers costs associated with reproduction services which are contracted for or purchased from outside vendors.
- Office Supplies - This line item has increased by \$2,500 and includes costs associated with materials and office supplies.
- Operating Supplies – Other - This line item has increased by \$4,180 and includes costs associated with all types of supplies consumed in the conduct of operations.
- Capital Outlay - This line item decreased; the department requested funds this year for Mission Statement Signage.



**BUILDING DEPARTMENT STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>PROPOSED FY 15-16</b>	<b>ASSOCIATED COST</b>
Communication: Flood Plain Management Outreach	The 2014 Ordinance change helped establish a baseline for identifying key problem areas in our community and in partnership with the Public Works department, will be completing a Repetitive Loss Analysis. The Floodplain Manager will inspect problem areas and work on continued public outreach to the affected areas.	\$ 8,255.00
Communication: Resident Welcome Letters	The Resident Welcome Letters is a new letter campaign that seeks to inform and educate residents on what household renovations and installations require a building permit. This is a proactive effort to arm the expanding residential community with the knowledge they need to renovate their homes. Field personnel have been reactionary to code complaints and have worked diligently with the Code Compliance department in the past, but the Department feels that this could be preemptive for the residents, reducing their costs and providing a customer-service driven department.	\$ 1,000.00
Transparency: ProjectDox	In an effort to provide a quality-driven and transparent building department, the Building Department is phasing in the availability of the ProjectDox software- a plan review tool that will facilitate more clearly defined comments from plan reviewers which will allow applicants to address outstanding issues more thoroughly through the first round. (In cooperation with the IT Department)	\$ 26,260.00
<b>TOTAL</b>		<b>\$ 35,515.00</b>



**BUILDING BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries							
	Building Official	1	1	1	1	1	\$112,750
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$112,750</b>
500.120 - Full Time Salaries							
	Assistant Building Director	0	0	1	1	1	\$92,453
	Administrative Assistant	1	1	1	1	1	\$32,786
	Administrative Coordinator	1	1	1	1	1	\$51,567
	Building Development Service Coord.	1	1	1	1	1	\$48,578
	Building Clerk	1	1	1	1	1	\$33,274
	Records Clerk	2	2	2	2	2	\$68,438
	Plans Processing Clerk I/II	2	2	2	2	2	\$74,333
	Permit Clerk	4	4	4	4	4	\$135,583
	Chief Building Inspector	1	1	1	1	1	\$86,570
	Sr. Plans Examiner	0	1	1	1	1	\$75,579
	Building Plans Examiner	2	1	1	1	1	\$74,263
	Building Inspector	4	4	4	4	4	\$252,365
	Chief Mechanical Inspector	1	1	1	1	1	\$85,822
	Service Award 10-Year						\$2,861
	Mechanical Inspector	2	2	2	2	2	\$121,272
	Chief Plumbing Inspector	1	1	1	1	1	\$93,396
	Plumbing Inspector	3	3	3	3	3	\$194,000
	Chief Electrical Inspector	1	1	1	1	1	\$91,111
	Electrical Inspector	3	3	3	3	3	\$199,693
	Permitting Information Analyst I	1	1	1	1	1	\$43,853
	Solution Center Representative	1	1	1	1	1	\$30,237
	Structural Plans Examiner	0	1	2	2	2	\$182,475
	Service Award 5-Year						\$771
	Flood Plain Manager	0	1	1	1	1	\$68,826
	Promo to Lead Inspectors	0	0	0	0	0	\$0
	Promo to Clerk II	0	0	0	0	0	\$6,960
	<b>Full Time Salaries Total</b>	<b>32</b>	<b>34</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>\$2,147,065</b>
500.130 - Other Salaries							
	Clerical Staff	0	0	1	0	0	\$0
	Plans Examiners & Inspectors	3	3	5	2	2	\$98,987
	<b>Other Salaries Total</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>\$98,987</b>
	<b>Total</b>	<b>36</b>	<b>38</b>	<b>43</b>	<b>39</b>	<b>39</b>	<b>\$2,358,802</b>



**BUILDING BUDGET  
GENERAL FUND REVENUES  
001-7000**

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 9-MO.	YEAR-END		
						ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.7000.322100	BUILDING PERMITS	6,312,809	6,228,335	7,656,000	6,678,530	7,000,000	7,000,000	7,000,000
001.7000.329101	OTHER FEES - BOILER FEES	60,290	57,610	67,720	45,335	48,600	50,000	50,000
001.7000.329500	CERTIFICATES OF OCCUPANCY	277,535	284,695	269,470	324,358	330,000	347,000	347,000
001.7000.329600	CONCURRENCY FEES	83,183	113,687	94,934	168,028	170,000	115,500	115,500
001.7000.341301	INSPECTION SERVICE FEE	320	7,981	15,000	-	1,000	10,000	10,000
001.7000.341302	OPTIONAL PLAN REVIEW FEE	24,975	75,139	52,788	119,879	121,000	110,000	110,000
001.7000.341303	BLDG TRAINING FEES	-	-	-	-	-	14,000	14,000
001.7000.341902	BLDG ADMINISTRATIVE FEES	66,294	82,906	56,851	84,982	86,000	73,500	73,500
001.7000.341903	BLDG RECORDS REQUEST	69,173	73,896	82,455	63,759	69,000	90,000	90,000
001.7000.342901	BLDG RECERT FEES 40-YR	512	2,450	35,000	33,190	34,000	7,700	7,700
001.7000.359101	BLDG FINES- PERMIT VIOLATIONS	128,327	449	-	3,270	5,000	5,000	5,000
001.7000.369101	BLDG MISC - OT RECOVERY	121,959	160,375	139,741	261,895	270,000	165,000	165,000
001.7000.369.102	BLDG MISC - COPY SCAN FEES	58,303	83,063	79,513	94,086	96,000	72,000	72,000
		<b>7,203,680</b>	<b>7,170,587</b>	<b>8,549,472</b>	<b>7,877,312</b>	<b>8,230,600</b>	<b>8,059,700</b>	<b>8,059,700</b>



**BUILDING BUDGET  
001-70005**

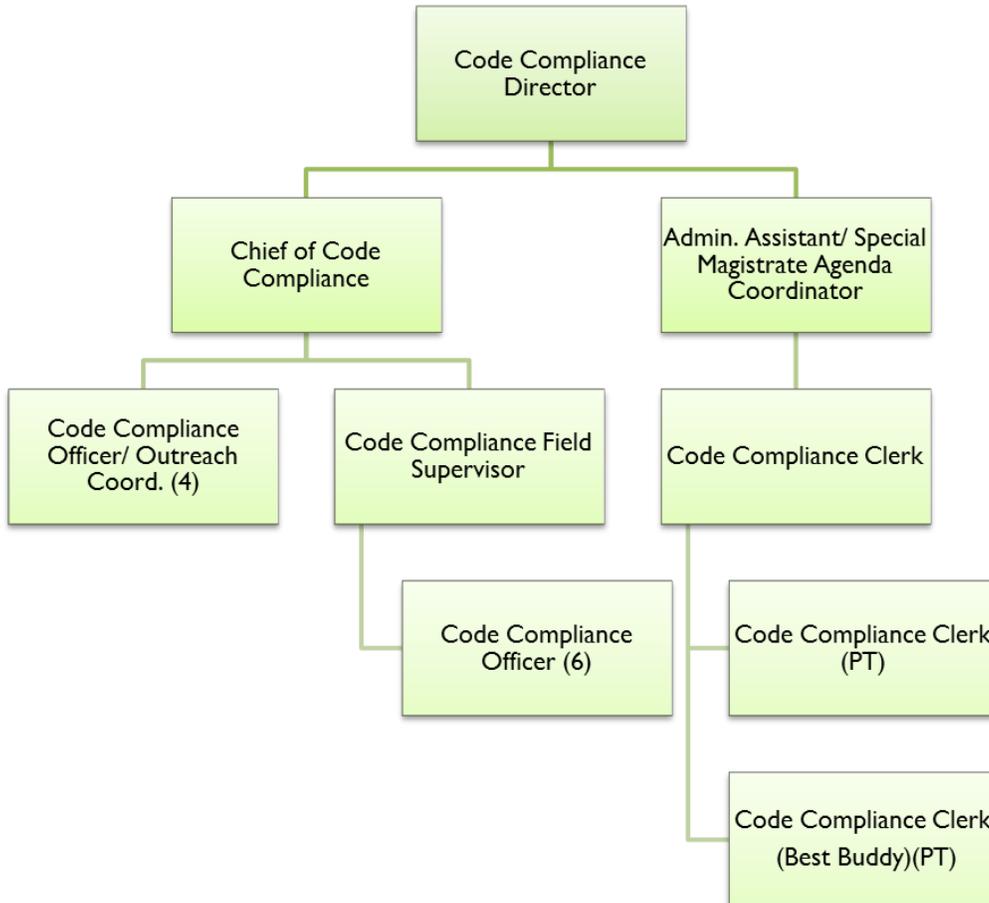
ACCT NO.	ACCOUNT TITLE	D			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.70005.500111	ADMINISTRATIVE SALARIES	99,354	105,468	110,000	85,970	107,121	112,750	112,750
001.70005.500120	FULL TIME SALARIES	1,347,477	1,529,404	1,958,777	1,384,557	1,730,800	2,151,623	2,147,066
001.70005.500125	COMPENSATED ABSENCES	37,202	11,640	78,575	5,994	32,000	86,684	86,509
001.70005.500130	OTHER SALARIES	141,413	216,976	136,584	116,372	136,584	91,187	98,987
001.70005.500140	OVERTIME	79,080	92,335	99,391	141,525	170,000	130,898	130,898
001.70005.500143	OVERTIME-BLDG OPR	10,085	24,372	39,600	40,123	48,000	45,000	45,000
001.70005.500210	PAYROLL TAXES	127,714	146,669	186,030	131,541	159,145	200,963	201,197
001.70005.500220	RETIREMENT CONTRIBUTIONS	155,001	145,208	248,253	174,123	207,696	270,454	269,907
001.70005.500230	LIFE & HEALTH INSURANCE	187,308	239,918	313,935	243,176	272,685	335,101	283,474
<b>TOTAL PERSONNEL COSTS</b>		<b>2,184,634</b>	<b>2,511,988</b>	<b>3,171,145</b>	<b>2,323,381</b>	<b>2,864,031</b>	<b>3,424,660</b>	<b>3,375,788</b>
001.70005.500310	PROFESSIONAL SERVICES	82,407	79,851	279,775	202,218	279,775	200,000	200,000
001.70005.500400	TRAVEL & PER DIEM	7,173	5,562	9,017	6,189	9,000	9,795	12,120
001.70005.500410	COMMUNICATIONS & FREIGHT SERV.	11,790	12,574	1,900	900	1,900	3,650	3,650
001.70005.500440	RENTALS & LEASES	5,942	889	-	-	-	-	-
001.70005.500460	REPAIRS & MAINTENANCE	1,431	-	27,690	27,825	27,825	1,690	1,690
001.70005.500461	REPAIRS & MAINTENANCE VEHICLES	23,951	15,847	19,950	14,631	19,950	24,570	24,570
001.70005.500470	PRINTING & BINDING	11,302	20,287	11,135	5,820	11,000	16,570	16,570
001.70005.500490	OTHER CURRENT CHARGES	100,968	1,995	-	-	-	-	-
001.70005.500510	OFFICE SUPPLIES	8,618	11,203	10,261	7,553	10,261	12,761	12,761
001.70005.500520	OPERATING SUPPLIES	13,938	13,180	20,645	7,668	20,645	24,825	24,825
001.70005.500522	OPERATING SUPPLIES - VEHICLES	19,568	14,714	-	-	-	-	-
001.70005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	7,785	12,605	16,218	10,537	16,218	17,407	3,981
001.70005.500541	DUE, SUBSCRIPTIONS & MEMBERSHIPS	-	-	-	-	-	-	13,824
<b>TOTAL OPERATING COST</b>		<b>294,871</b>	<b>188,708</b>	<b>396,591</b>	<b>283,342</b>	<b>396,574</b>	<b>311,268</b>	<b>313,991</b>
001.70005.500640	CAPITAL OUTLAY -	241,990	178,692	106,746	60,190	75,000	1,000	1,000
001.70005.500641	CAPITAL OUTLAY - VEHICLES	-	37,190	42,437	42,437	42,437	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>241,990</b>	<b>215,882</b>	<b>149,183</b>	<b>102,627</b>	<b>117,437</b>	<b>1,000</b>	<b>1,000</b>
<b>TOTAL BUILDING</b>		<b>2,721,495</b>	<b>2,916,578</b>	<b>3,716,919</b>	<b>2,709,350</b>	<b>3,378,042</b>	<b>3,736,928</b>	<b>3,690,779</b>

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



## CODE COMPLIANCE DEPARTMENT

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### CODE COMPLIANCE FUNCTION

The Code Compliance Department enforces both City and County codes, sections of the Florida Building Code, and applicable State statutes throughout the City to ensure and protect the health, safety, and welfare of the community. The Department serves residential and commercial areas proactively to uniformly address code violations and also quickly responds to citizen requests for service. Emphasis is placed on developing and maintaining relationships with the community. The Department operates seven (7) 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 2015

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

- Planned and executed 6<sup>th</sup> Annual "Mayor's Citizens Government Academy and secured ten (10) food sponsorships from local businesses.
- Continued and increased participation in Homeowner's Association (HOA) meetings.
- Continued awarding monthly "Keep Doral Beautiful" awards at Council Meetings.
- Planned, coordinated, and commenced the "Let's Beautify Doral" initiative and conducted several Dumpster/Trash task forces.
- With the assistance of Information Technology (IT), implemented new online request and payment option for code violation / lien searches for better service delivery and increased efficiency.
- Fully implemented mobile deployment of I-Pad's for increased efficiency and enhanced service delivery.
- Conducted an educational campaign for newly adopted Recycling Ordinance.
- Enhanced citizen engagement by implementing an online survey on the Department's webpage and placing direct link on all staff email signatures.
- Implemented an online submittal form for citizens to report concerns via the Department webpage.
- Updated Homeowners Association (HOA) contact list and established an email distribution list to further enhance relationships with the communities.
- Assisted Economic Development by participating in monthly "New Business Start-up" workshops.
- 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.
- Assisted Doral Police Department with collection of \$68,085.66 in delinquent False Alarm accounts.
- Assisted 170 existing businesses obtain a Business Tax Receipt and Certificate of Use bringing in \$57,611.26 in lost revenues.
- Continued assisting the Building Department with resolving their backlog of Expired Building Permits.
- Implemented a traffic initiative by conducting daily MOT Permit inspections during peak hours.
- Staff member awarded the Kids and the Power of Work (KAPOW) "Volunteer of the Year" award for work during the school year at Dr. Rolando Espinosa K-8.
- Continued recognizing staff with the "Employee of the Quarter" award.
- Assisted with drafting and implementing ordinances: Odor, Multi-family recycling, Stormwater Drainage, Property Maintenance, and Open Burning.



## ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2013-14	PROJECTED FY 2014-15	PROJECTED FY 2015-16
Inspections	24,820	25,500	27,500
SM Hearing Cases	211	290	315
Expired Permit Cases	312	431	450
Lien Searches	1,916	2,100	2,250
40 Year Recertification Cases	0	0	8
Business Tax Receipt Assistance Cases	358	272	340

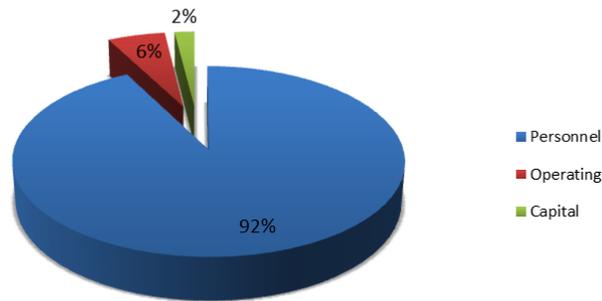
### CODE COMPLIANCE OBJECTIVES FOR FY 2016

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.

- Implement online payment feature for fines and administrative costs related to enforcement activities.
- Implement online extension requests for customers.
- Implement and create an online Homeowners Association (HOA) / Community forum to share information and ideas amongst neighborhoods and the Department.
- Increase frequency and develop new community outreach initiatives to promote a greater sense of community and education on city codes.
- Develop and plan initiatives that recognize neighborhoods and improve relationships within communities by providing a venue for the sharing of ideas and concerns with board members.
- Develop stronger lines of communication with outside public agencies, such as the Miami-Dade County School Board, Florida Department of Transportation, and Miami-Dade County, in order to assist in accomplishing the department’s mission.
- Implement 40-year re-certification procedure with the Building Department for presentation of Miami-Dade County Unsafe Structure Board cases.
- Develop and implement initiatives and campaigns that protect and promote quality of life.



## CODE COMPLIANCE BUDGET HIGHLIGHTS



- Capital Outlay (Vehicles)

This line item decreased by \$25,000 because the Department is only replacing one older fleet vehicle this FY.

- Repairs & Maintenance

This line item decreased by \$8,500 because of a transfer to the Information Technology (IT) Department for yearly CD Plus maintenance.

- Repairs & Maint (Vehicles)

This line item decreased by \$1,500 because the previous year incurred a budget transfer for additional maintenance costs.

- Overtime

This line item increased by \$4,000 to cover the increased cost and need for overtime activities in evenings and holidays.

- Other Charges & Obligations

This line item increased by \$8,000 as a result of a new operating account for the presentation of Miami-Dade Unsafe Structure Board cases.

- Other Contractual Services

This line item decreased by \$1,800 to accurately reflect Special Magistrate Hearing services & nuisance abatement.

- Office Supplies

This line item increased by \$500 to cover the cost of break room supplies.

- Communications & Freight

This line item decreased by \$2,880 because the monthly cellular service was transferred to the Information Technology (IT) Department.



**CODE COMPLIANCE STRATEGIC PRIORITIES**

STRATEGIC PRIORITIES	PROPOSED FY 15-16	ASSOCIATED COST
Transportation Area : MOT Permit Inspections	Schedule periodic overtime inspections during peak hours in the morning and evening for lane closures and MOT permit conditions.	\$ 4,500.00
Communication Area: Educational Material and Workshops	Develop and print educational resources for commercial and residential areas that can be used for print and electronic/social distribution.	\$ 4,750.00
Sustainability Area: 40-year Re-Certification	Preparation and presentation of unsafe structure board cases for 40-year re-certification of buildings in areas throughout Doral for safety of occupants.	\$ 8,000.00
Communication Area: HOA/Community Forum	Work with IT Department to develop a community forum for HOA's to access and to share information and ideas amongst different communities and providing a dashboard to push out and provide city-related information amongst communities.	\$ -
Capital Area: Vehicle Replacement	Replacement of older fleet vehicle with substantial vehicle repairs and high milage.	\$ 25,000.00
<b>TOTAL</b>		<b>\$ 42,250.00</b>



**OFFICE OF CODE COMPLIANCE BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2014-15	FY 2015-16
500.111 - Administrative Salaries							
	Director of Code Compliance	1	1	1	1	1	\$106,090
	Service Award 10 Year						\$3,536
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$109,626</b>
500.120 - Full Time Salaries							
	Chief Code Compliance	1	1	1	1	1	\$74,318
	Code Compliance Field Supervisor	0	1	1	1	1	\$59,894
	AA/Special Magistrate Agenda Coord.	1	1	1	1	1	\$56,462
	Code Compliance Clerk	1	1	1	1	1	\$34,647
	Code Compliance Officer I, II, III	10	10	10	10	10	\$495,019
	Required Promo to II & III						\$20,000
	<b>Full Time Salaries Total</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>\$740,340</b>
500.130 - Other Salaries							
	P-T Code Compliance Clerk	0	1	1	1	1	\$24,853
	P-T Code Compliance Clerical Aide (Best Buddy)	0	0	1	1	1	\$10,816
	<b>Other Salaries Total</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$35,669</b>
	<b>Total</b>	<b>14</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>\$885,635</b>

**CODE COMPLIANCE BUDGET  
GENERAL FUND REVENUES  
001-7100**

ACCT NO.	Account Title	YEAR-END						
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.7100.341900	LIEN SEARCH FEES	114,051	97,594	95,000	86,425	95,000	90,000	90,000
001.7100.351100	JUDGEMENTS & FINES	33,042	72,610	30,000	46,708	50,000	35,000	35,000
001.7100.351900	JUDGEMENTS & FINES-OTHER	-	-	-	-	-	8,000	8,000
001.7100.359101	FINES - PERMIT VIOLATIONS	-	341,087	150,000	129,229	140,000	140,000	140,000
		<b>147,093</b>	<b>511,291</b>	<b>275,000</b>	<b>262,362</b>	<b>285,000</b>	<b>273,000</b>	<b>273,000</b>



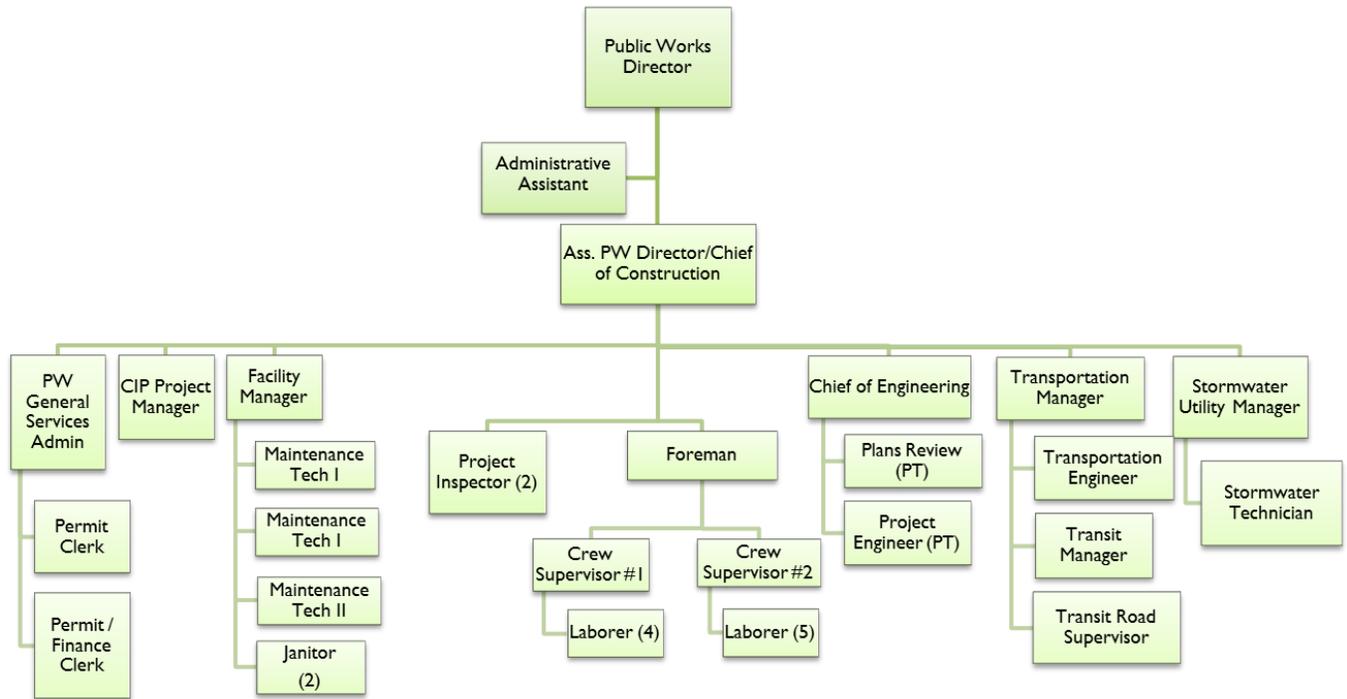
**CODE COMPLIANCE**  
**001-71005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.71005.500111	ADMINISTRATIVE SALARIES	80,667	76,891	90,000	79,186	98,992	109,626	109,626
001.71005.500120	FULL TIME SALARIES	447,237	541,197	692,782	522,863	649,233	740,340	740,340
001.71005.500125	COMPENSATED ABSENCES	1,158	4,656	28,628	-	14,314	32,555	32,555
001.71005.500130	OTHER SALARIES	-	-	27,641	13,255	22,000	35,669	35,669
001.71005.500140	OVERTIME	35,091	13,669	13,500	10,394	13,500	17,500	17,500
001.71005.500210	PAYROLL TAXES	43,114	48,705	65,950	47,902	57,915	72,448	72,448
001.71005.500220	RETIREMENT CONTRIBUTIONS	56,707	54,629	93,774	70,368	89,787	99,172	99,172
001.71005.500230	LIFE & HEALTH INSURANCE	84,112	68,921	131,568	81,693	95,000	133,273	112,229
<b>TOTAL PERSONNEL COSTS</b>		<b>748,085</b>	<b>808,667</b>	<b>1,143,843</b>	<b>825,661</b>	<b>1,040,741</b>	<b>1,240,583</b>	<b>1,219,539</b>
001.71005.500340	OTHER CONTRACTUAL SERVICES	20,500	7,865	17,200	3,850	10,000	15,400	15,400
001.71005.500400	TRAVEL & PER DIEM	8,935	8,877	8,040	5,678	8,000	8,285	8,285
001.71005.500410	COMMUNICATIONS & FREIGHT SERVICES	12,084	11,906	7,920	3,864	5,000	5,040	5,040
001.71005.500440	RENTALS & LEASES	-	548	-	-	-	-	-
001.71005.500460	REPAIRS & MAINTENANCE	204	-	10,000	10,000	10,000	1,500	1,500
001.71005.500461	REPAIRS & MAINTENANCE VEHICLES	8,071	6,306	10,180	9,445	10,180	8,680	8,680
001.71005.500470	PRINTING & BINDING	3,477	5,355	5,550	3,601	5,350	5,350	5,350
001.71005.500490	OTHER CURRENT CHARGES & OBLIG.	-	-	-	-	-	-	8,000
001.71005.500510	OFFICE SUPPLIES	2,088	3,757	3,500	2,459	3,300	4,000	4,000
001.71005.500520	OPERATING SUPPLIES	7,594	10,013	10,800	7,390	10,000	10,800	10,800
001.71005.500522	OPERATING SUPPLIES - VEHICLES FUEL	15,066	14,250	-	-	-	-	-
001.71005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	5,989	6,854	7,455	5,157	7,000	7,453	7,453
<b>TOTAL OPERATING COST</b>		<b>84,009</b>	<b>75,731</b>	<b>80,645</b>	<b>51,444</b>	<b>68,830</b>	<b>66,508</b>	<b>74,508</b>
001.71005.500640	CAPITAL OUTLAY	8,531	3,781	-	-	-	750	750
001.71005.500641	CAPITAL OUTLAY - VEHICLE	-	-	56,819	48,445	48,445	25,000	25,000
<b>TOTAL CAPITAL OUTLAY</b>		<b>8,531</b>	<b>3,781</b>	<b>56,819</b>	<b>48,445</b>	<b>48,445</b>	<b>25,750</b>	<b>25,750</b>
<b>TOTAL CODE COMPLIANCE</b>		<b>840,625</b>	<b>888,179</b>	<b>1,281,307</b>	<b>925,550</b>	<b>1,158,016</b>	<b>1,332,841</b>	<b>1,319,797</b>

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



**PUBLIC WORKS DEPARTMENT**



**PUBLIC WORKS FUNCTION**

The Mission of the Public Works Department is to provide safe and aesthetically pleasing infrastructure for the residents and visitors to the City of Doral. Public Works is responsible for the maintenance of the roads, public areas, and facilities, beautification projects, Stormwater utility, and the management of capital improvement projects. In addition, there are many other duties the Department is also responsible for performing and monitoring to achieve our goal of exceptional public works services.



## **PUBLIC WORKS ACCOMPLISHMENTS FOR FY 2015**

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

### **Administration Division**

- Managed and compiled Customer Relations Management System (CRM) Service Request to document all service request received by the department.
- Continuously developed Standard Operation Procedures (SOP) for all main functions of the Department for regularization of all processes.
- Coordinated and conducted five 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.
- Coordinated and executed Public Works (PW) outreach throughout city and community events: Electronic Recycling Drives, Recycling workshops, Doral Trolley marketing events, Keep Doral Beautiful Fair and Hurricane Preparedness.
- Continuously provided updates to the Webmaster for PW webpage updates.
- Coordinated implementation of Odor Monitoring Plan and conducted quarterly meetings with jurisdictional agencies, Medley Landfill and Resource Recovery Plant to discuss current operations on minimizing odor events.
- Prepared and maintained all records related to the permitting process including, but not limited to, establishing computerized records, filing, and scheduling of inspection requests.
- Processed all department accounting processes to ensure the continuity of our operations and services.
- Continued to assist all department divisions in the preparation of individual and department budgets.
- Based on our Green Master Plan goals developed a Sustainable Program and initiated the data conversion to establish a base line for the Green House Gas inventory of emissions of City operations and Facilities.
- Continued to assist and coordinate programs and directives for the Doral Environmental Advisory Board (DEAB).

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

- Completed sidewalk widening and fence relocation project along Morgan Levy Park.
- Completed WO No.'s 14-01, 14-02 and 14-03 of the City's road resurfacing plan, 6.1 Miles
- Continued to provide Tree Permit and Tree inquiries to internal and external customers.
- Addressed all CRM's and document for completion, prepared information for monthly reports.
- Completed restoration of damaged sidewalks on NW 109<sup>th</sup> Avenue from NW 50<sup>th</sup> Street to NW 58<sup>th</sup> Street.
- Continued to provide landscape maintenance of the City's medians and right-of-ways.
- Provided construction inspection for work performed on the City's roads and right-of-ways.
- Assisted Facility Division with all building maintenance to all City Facilities.
- Continued restoration of landscaping on medians bullnoses Citywide.
- Coordinated the permitting process and oversee substantial completion of construction plans for Police/PW Facility expansion.
- Commenced construction of the new NW 97 Avenue Roadway connection from NW 70



Street to NW 74 Street.

- Substantially completed construction of NW 50 Street Greenway Bicycle and Pedestrian Trail from NW 112 Avenue to NW 107 Avenue.
- Completed construction of missing gap of sidewalk on the west side of NW 107 Avenue north of NW 41 Street.
- Completed hardscape and landscape beautification improvements to bullnoses and medians to NW 36 Street / 41 Street / Doral Boulevard from NW 79<sup>th</sup> Avenue to NW 117<sup>th</sup> Avenue.
- Completed WO No. 15-02 for Stormwater Drainage Improvements on NW 33 Street just West of NW 97 Avenue.
- Completed construction of NW 117 Avenue Roadway & Drainage Improvements (50 Street to 58 Street)
- Completed NW 87 Avenue/NW 33 Street Intersection Improvements
- Completed Shared Use Paths along NW 25 Street
- Completed Shared Use Path along NW 97 Avenue
- Completed construction of NW 109 Avenue and NW 84 Street Traffic Calming Circle

### Facilities Maintenance Division

- Completed construction plans for the relocation of Parks department to the 1<sup>st</sup> floor of Government Center as per Council directive.
- Initiate planning of Police Department Substation at NW 97 Avenue Site.
- Coordinated with Architect the development of conceptual space planning options for the 1<sup>st</sup> floor Multi-Cultural room and 3<sup>rd</sup> floor Legislative Analysts' area in the Government Center.
- Presented to City Manager and City Council various preliminary options for reconfiguring of the 3<sup>rd</sup> floor Government Center.
- Completed an inventory and updated the WARD Fuel System of all the city vehicles.
- Provided specifications of furniture for the new Parks & Recreations (P&R) Department build out to be utilized for the furniture Invitation to Bid (ITB).
- Implemented and finalized the service agreement with Genset Generator for the generators at Government Center and Police Building.
- Implemented and finalized the service agreement with Air Conditioning (A/C) vendor to service the A/C at the Police Building.
- Finalized the installation of the electronic car chargers for the Government Center, this included coordinating with contractors and finalizing permits.
- Purchased additional furniture to accommodate the growth of various departments within the Government Center.
- The Facility Maintenance Division has acquired the Mailroom function for the Government Center. In addition, we have implemented an in-house tracking system of packages.
- Developed various presentations for space planning proposals of the Government Center, Police Building and Fleet Maintenance.
- Updated the Ward Fuel Terminals with the latest software version.
- Completed upgraded software of the fuel terminals required for proper reporting of City vehicle's fueling.
- Assisted with coordination and set-up of various events held at the Government Center.



## Engineering Division

- Continued to coordinate with the Construction Division with the City's 2015 Road Resurfacing Plan and outlined segments for resurfacing work.
- Continued to evaluate intersections in order to identify functional improvements.
- Continued to assist and coordinate with the Doral Traffic Relief Advisory Board.
- Prepared and maintained all records related plans review, site plan review and traffic studies of the permitting process including, but not limited to, establishing computerized records and filing.
- Completed the Transit Mobility Study and was short listed for a Transportation Alternatives Program grant with the Florida Department of Transportation (FDOT) to fund the top ranked corridor (NW 41 Street from HEFT to NW 97 Avenue) from the study.
- Coordinated the completion of design and permitting of the NW 52 Street (107-97 Avenue) and NW 102 Avenue (41-58 Street) Milling and Resurfacing and Bicycle Lane project and received authorization from Florida Department of Transportation to proceed to advertise for bid as the project is partially funded with a \$1 Million dollar grant.
- Coordinated completion of design and permitting of the new NW 97 Avenue Roadway connection from NW 70 Street to NW 74 Street and initiated construction.
- Completed coordination of the design and permitting of NW 50 Street Greenway Bicycle and Pedestrian trial from NW 112 Avenue to NW 107 Avenue and initiated construction.
- Started coordination of the design of NW 66 Street from 102 Avenue to 97 Avenue.
- Started coordination of the design of NW 92 Avenue from 28 Street to 33 Street.
- Started coordination of the design of NW 109 Avenue from 41 Street to 50 Street.
- Started coordination of the design of 10 bus stop shelters at predetermined locations throughout the City and also started the conceptual design of "signature" bus stop shelters for the Downtown Doral area.
- Coordinated the design and permitting of the missing gap of sidewalk on the west side of NW 107 Avenue, north of NW 41 Street.
- Coordinated the design and permitting of the missing gap of sidewalk on the north side of NW 58 Street, east of NW 107 Avenue.
- Coordinated the implementation of the Vanderbilt Traffic Calming study.
- Coordinated the purchase of FPL property.
- Assisted with the design of interim hardscape and landscape improvements to Doral Blvd. median bull noses.
- Substantially completed Traffic Calming study for Section 7.
- Completed Traffic Impact Study NW 114<sup>th</sup> Avenue Park.
- Started design update and re-permitting of NW 33 Street from 82 Avenue – 79 Avenue.
- Started design of the Traffic Signal proposed at NW 58 Street and NW 99 Avenue.
- Advertised Request for Qualifications (RFQ) for update of the City's Five Year Transportation Master Plan.
- Coordinated completion of installation of annunciator system on all trolley vehicles.
- Coordinated completion of installation of Wi-Fi system on all trolley vehicles.
- Implemented weekday service hour adjustments for Route 1 & 3, included extending service hours both in the AM & PM.
- Completed 2014 on-board trolley survey.
- Implemented weekend service adjustments for Route 1, included an additional trolley on Saturdays and the start of Sunday service.
- Procured the purchase of two new trolleys to be delivered and placed into service summer 2015. (Service improvements to Route 2).
- Continued the installation of bike racks on all trolley vehicles.



**PUBLIC WORKS DEPARTMENT  
ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL FY 2013-14</b>	<b>PROJECTED FY 2014-15</b>	<b>PROJECTED FY 2015-16</b>
<b>Administration</b>			
Customer Service (Front desk assistance)	395	413	496
Phone Calls	7345	8586	10303
Service Requests (CRM)	1312	1160	1450
Finance- Receiving reports	1338	1460	1693
Finance- Purchase Order Requests	336	351	498
<b>Construction &amp; R/W Maint. Division</b>			
Debris Pick-up (tons)	125.99	146.64	175.97
Signs	783	663	730
Potholes	210	140	141
Landscape (instances of mowing, trees, branches, etc.)	3198	3297	3395
Graffiti	70	78	86
Sidewalk (construction and replacement)(sq.ft.)	3922	17492	14030
Miles of road resurfaced	5.9	6.1	6.5
<b>Facilities Maintenance Division</b>			
Facilities Maintenance Service Requests	215	275	343
Event Setup - Government Center	47	93	102
<b>Engineering Division</b>			
Site Plans Reviews	166	108	137
Permitting Plans Reviews	844	1185	1015
PW Inspections performed	2818	3420	4056
Traffic Studies Reviews			
<b>Stormwater Utility Division</b>			
Debris removed from Canals (bags)	236	950	950
Miles of Road swept	3634	11000	11000
Inlets / Manholes Cleaned	1483	1400	1483
Linear feet pipe	101789	105311	101789
<b>Transportation Division</b>			
Doral Trolley Ridership	362891	410067	463376



## **PUBLIC WORKS OBJECTIVES FOR FY 2016**

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 Division**

- Continue to provide customer service to internal and external customers.
- Document all service requests in our Customer Relation Management system to document all work orders of all divisions.
- Continue to manage and process department's account payable, account receivable and reconciliation of all accounts.
- Create or update any standard operating procedures for the department operations that are not written to ensure consistence with current practices.
- Coordinate Public Works signature events.
- Continue to do Public Works Outreach to the community of all department programs.
- Incorporate at least two Sustainable programs from our Green Master Plan that have not been implemented
- Assist all divisions with the preparation of department's budget
- Continue to provide webmaster with updates to our website page.

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

- Start and complete construction of NW 52 Street (107-97 Ave) and NW 102 Avenue (41-58 St) Milling and Resurfacing and Bicycle Lane project.
- Complete construction of NW 97 Avenue between NW 74 and NW 70 Street.
- Complete the construction of bus shelters in Downtown Doral and other identified locations throughout the City.
- Continue with the City's road resurfacing plan.
- Continue to work on the City's Tree Canopy survey as per Urban Forestry Grant.
- Continue the replacement of damaged sidewalks citywide.
- Continue the City's Tree Planting/Maintenance plan.
- Continue to provide maintenance of the City's roads and right-of-ways.
- Continue to provide Landscape Maintenance of the City's medians and right-of-ways.
- Explore expanding median landscape maintenance responsibilities for NW 107 Avenue, NW 58 Street and Doral Blvd.
- Provide construction inspection for work performed on the City's roads and right-of-ways.
- Continue restoration of landscaping on medians bullnoses Citywide.
- Purchase of new trucks for the Construction Crew as per approved budget.
- Complete construction of Police and PW Facility expansion.
- Start and complete construction of Police department Sub-station.
- Start implementation of Doral Blvd Beautification Master Plan.
- Start and complete construction of NW 109 Avenue from 42 Street to 43 Street.
- Start and complete construction of NW 66 Street roadway from NW 102 Avenue – NW 97 Avenue.
- Start and complete construction of NW 92 Avenue roadway from NW 28 Street – NW 33 Street.
- Start and complete construction of NW 58 St./NW 99 Ave Traffic Signal



- Complete reconstruction of NW 33 Street from NW 79 Avenue – NW 82 Avenue & Traffic signal at NW 33 Street/NW 79 Avenue.
- Complete construction of the removal of security gates at NW 91 Avenue, and perform milling and resurfacing as per road restoration plan.

### Facilities Maintenance Division

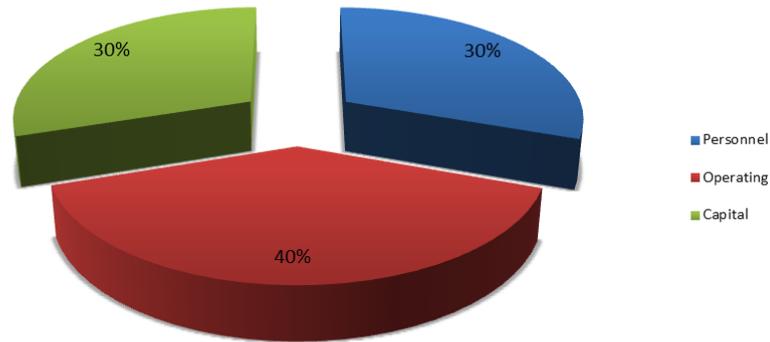
- Provide Building Maintenance to the City's facilities.
- Provide on-going maintenance and improvements to the Cities buildings.
- Insure that all Life Safety systems for the Government Center and the Police Building are properly maintained.
- Continue developing SOP for the Government Center and Police building for all operating and maintenance equipment.
- Continuation of on-going maintenance of the Fuel Pumps and terminals for the Police Facility.
- Continue managing janitorial services for building facilities
- Continuation of staff development within the Facility Maintenance Department by hands on training, and attending recommended update skill training courses.
- Finalize plans and build out the Government Center to include the Multi-Cultural Room, IT Department, and the 3rd floor reconfiguration.

### Engineering Division

- Continue to evaluate intersection in order to identify functional improvements.
- Complete Section 7 Traffic Calming Study and initiate design of 2 improvements from recommendations.
- Implement Phase I improvements from the Vanderbilt Traffic Calming study.
- Continued with the City's 2016 road resurfacing segments outlined in the Resurfacing Work Plan and update Resurfacing Work Plan for next five years.
- 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.
- Start design of median beautification improvements to NW 36 Street / 41 Street / Doral Boulevard that are outlined in the Doral Blvd Beautification Master Plan.
- Start design of NW 36 / 41 Street Entry Features.
- Start design of NW 102 Avenue new roadway connection from 66 to 74 Street.
- Start design of NW 82 Avenue roadway widening from NW 27 – 33 Street.
- Start design of NW 102 Ave. (62 St.-300' N) & 62 St. (NW 102 Ave.–660' E) roadway widening.
- Complete the design of Transit Mobility and Transit Infrastructure improvements.
- Perform signal warrant study at the NW 114 Avenue and NW 82 Avenue intersection.
- Purchase two additional trolleys to continue to improve service, increase ridership and replace aging rolling stock.
- Trolley minor alignment adjustments for Routes (1 & 2).
- Continue to conduct annual trolley surveys.
- Implement Saturday Route 2 service.
- Weekday Route 1 service hour adjustments, change current peak-hour service blocks to full day service blocks.
- Route 1 restructuring feasibility study.
- Doral to FIU connector feasibility study.



## PUBLIC WORKS BUDGET HIGHLIGHTS



- Professional Services

This account increased to covers the cost to fund a citywide street light assessment, and Design and Permitting services for the projects identified below:

- Traffic Calming Design
- Miscellaneous permits
- Miscellaneous design (truck turning radii)
- NW 36/41 St Entry feature (Design/CEI)
- Design of NW 36/41 St Median

- Contractual Services

This account decreased due to the reduction on Custodial Services contract and Underground FPL lines line items.

- Rental and Leases

This account decreased due to the fulfillment of the FPL Water Retention agreement.

- Operating Supplies (Vehicles)

This account decreased due to the fuel price reduction.

- Capital Outlay (Building)

This account decreased and holds funding to finalize completion of the Police/PW Facility expansion.

- Capital Outlay

This account is increased by \$143,170 and covers the cost to fund the purchase of preventive fleet maintenance equipment that will increase level of service, improve the productivity and efficiency of staff.



**PUBLIC WORKS BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ.	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries							
	Public Works Director	1	1	1	1	1	\$117,570
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$117,570</b>
500.120 - Full Time Salaries							
	Assistant Public Works Director/ Chief of Construction	0	1	1	1	1	\$95,275
	Service Award 5-Year						\$794
	Chief of Construction	1	0	0	0	0	\$0
	Chief of Engineering	1	1	1	1	1	\$95,000
	Administrative Assistant	1	1	1	1	1	\$34,997
	Facility Manager	1	1	1	1	1	\$66,950
	Capital Improvement Manager	0	0	1	1	1	\$75,000
	Facility Maintenance Technician	1	1	2	2	2	\$71,554
	Facility Maintenance Tech Assistant	0	1	1	1	1	\$33,359
	Service Award 5-Year						\$278
	Foreman/ Crew Supervisor	1	1	1	1	1	\$50,748
	Project Engineer	0	0	1	0	0	\$0
	Project Inspector	2	2	2	2	2	\$98,776
	General Services Admin.	1	1	1	1	1	\$58,627
	Permit Clerk (Finance)	1	2	2	2	2	\$77,961
	Crew Supervisor	2	2	2	2	2	\$84,636
	Service Award 5-Year						\$336
	Service Award 10-Year						\$1,479
	Laborers	7	9	9	9	9	\$266,031
	Janitor	1	2	2	2	2	\$53,514
	<b>Full Time Salaries Total</b>	<b>20</b>	<b>25</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>\$1,165,314</b>
500.130 - Other Salaries							
	Project Engineer	0	0	0	1	1	\$37,332
	Plans Examiner Part Time	1	1	1	1	1	\$45,168
	<b>Other Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>\$82,500</b>
	<b>Total</b>	<b>22</b>	<b>27</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>\$1,365,384</b>

**PUBLIC WORKS BUDGET  
GENERAL FUND REVENUES  
001-8000**

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	YEAR-END			
					ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.8000.313700	FRANCHISE FEES - SOLID WAST	761,534	1,059,797	1,000,000	848,580	1,000,000	1,000,000	1,000,000
001.8000.313900	FRANCHISE FEES - BUS BENCH /	29,232	26,692	30,000	33,809	33,809	30,000	30,000
001.8000.313910	FRANCHISE FEES - TRASH BINS	2,500	2,500	-	-	-	-	-
001.8000.329700	PUBLIC WORKS PERMITS	183,013	359,608	250,000	223,474	300,000	300,000	300,000
001.8000.337701	GRANT - FORESTRY	8,281	-	-	-	-	-	-
		<b>984,560</b>	<b>1,448,596</b>	<b>1,280,000</b>	<b>1,105,863</b>	<b>1,333,809</b>	<b>1,330,000</b>	<b>1,330,000</b>



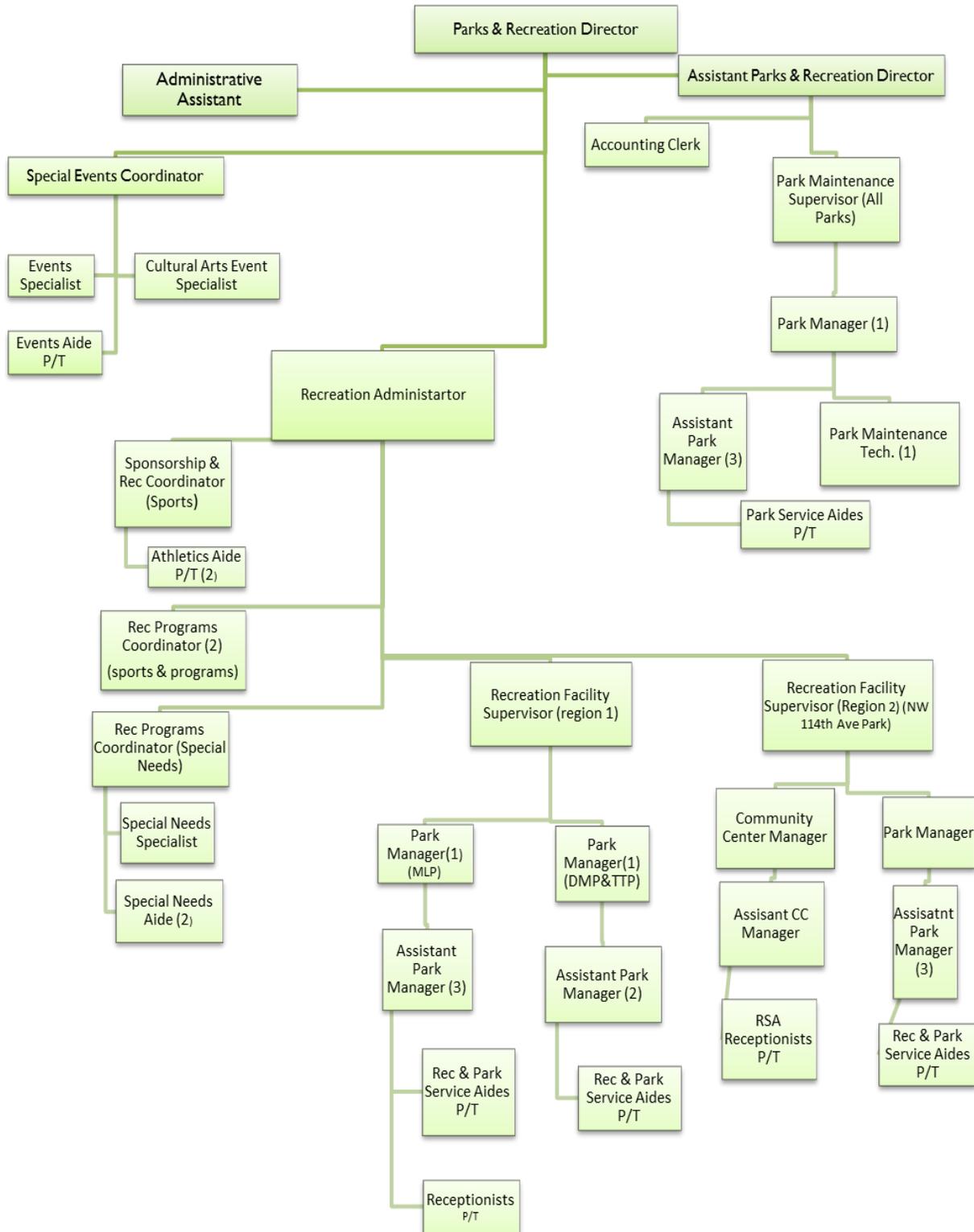
**PUBLIC WORKS BUDGET  
001-80005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.80005.500111	ADMINISTRATIVE SALARIES	113,549	106,711	115,097	94,196	115,097	117,570	117,570
001.80005.500120	FULL TIME SALARIES	611,364	716,421	985,277	671,803	985,277	1,165,048	1,165,314
001.80005.500125	COMPENSATED ABSENCES	18,334	6,816	40,000	546	13,508	49,220	49,231
001.80005.500130	OTHER SALARIES	41,565	41,909	43,509	62,752	70,000	82,500	82,500
001.80005.500140	OVERTIME	787	741	15,000	638	15,000	10,000	10,000
001.80005.500210	PAYROLL TAXES	57,930	64,039	92,389	60,701	92,389	109,637	109,658
001.80005.500220	RETIREMENT CONTRIBUTIONS	81,895	74,863	131,579	92,905	131,579	153,568	153,600
001.80005.500230	LIFE & HEALTH INSURANCE	133,858	165,631	257,506	186,180	257,506	276,950	236,535
<b>TOTAL PERSONNEL COSTS</b>		<b>1,059,282</b>	<b>1,177,131</b>	<b>1,680,356</b>	<b>1,169,721</b>	<b>1,680,356</b>	<b>1,964,493</b>	<b>1,924,408</b>
001.80005.500310	PROFESSIONAL SERVICES	387,712	340,185	710,368	200,031	335,000	435,000	435,000
001.80005.500340	OTHER CONTRACTUAL SERVICES	337,220	350,855	1,161,329	389,871	958,100	732,500	764,100
001.80005.500400	TRAVEL & PER DIEM	6,603	5,224	8,395	4,413	8,395	9,345	9,345
001.80005.500410	COMMUNICATIONS & FREIGHT SERVICE	8,148	10,524	3,850	1,447	3,850	3,850	3,850
001.80005.500430	UTILITY SERVICES	35,746	59,631	119,500	33,161	118,500	88,500	88,500
001.80005.500440	RENTALS & LEASES	23,232	9,591	142,382	6,730	78,191	17,973	17,973
001.80005.500460	REPAIRS & MAINTENANCE	34,731	69,968	187,500	98,644	187,500	196,500	196,500
001.80005.500461	REPAIRS & MAINTENANCE VEHICLES	15,230	19,444	29,175	13,038	29,175	32,200	32,200
001.80005.500470	PRINTING & BINDING	2,131	738	1,500	995	1,500	1,500	1,500
001.80005.500490	OTHER CURRENT CHARGES	6,632	83,995	29,005	4,948	20,000	90,000	90,000
001.80005.500510	OFFICE SUPPLIES	2,252	3,660	4,000	3,463	4,000	4,000	4,000
001.80005.500520	OPERATING SUPPLIES	65,231	81,615	190,948	100,699	177,600	157,100	157,100
001.80005.500522	OPERATING SUPPLIES - VEHICLES	30,364	23,767	670,300	305,442	670,300	678,000	678,000
001.80005.500530	ROAD MATERIALS & SUPPLIES	9,210	10,218	25,000	9,283	25,000	15,000	15,000
001.80005.500540	DUES, SUBSCRIPTIONS & MEMBERSHIPS	5,874	5,365	8,270	4,019	8,270	8,270	8,270
<b>TOTAL OPERATING COST</b>		<b>970,316</b>	<b>1,074,781</b>	<b>3,291,523</b>	<b>1,176,184</b>	<b>2,625,381</b>	<b>2,469,738</b>	<b>2,501,338</b>
001.80005.500610	CAPITAL OUTLAY - LAND	-	-	2,000,000	196,000	2,000,000	-	-
001.80005.500620	CAPITAL OUTLAY - BUILDING	1,972,063	112,985	3,861,105	-	2,000,000	1,680,000	1,680,000
001.80005.500640	CAPITAL OUTLAY-	64,943	26,559	23,020	10,087	16,209	166,190	166,190
001.80005.500641	CAPITAL OUTLAY - VEHICLES	41,559	83,061	158,000	20,902	27,000	55,390	55,390
<b>TOTAL CAPITAL OUTLAY</b>		<b>2,078,565</b>	<b>222,605</b>	<b>6,042,125</b>	<b>226,989</b>	<b>4,043,209</b>	<b>1,901,580</b>	<b>1,901,580</b>
<b>TOTAL PUBLIC WORKS</b>		<b>4,108,162</b>	<b>2,474,516</b>	<b>11,014,004</b>	<b>2,572,894</b>	<b>8,348,946</b>	<b>6,335,811</b>	<b>6,327,326</b>

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

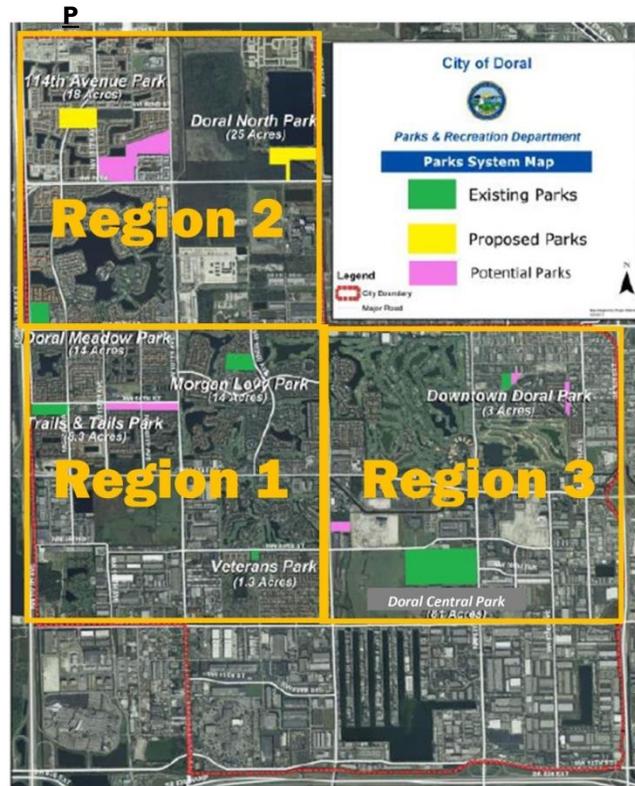


## PARKS AND RECREATION DEPARTMENT





**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 six parks, with a seventh 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 offers clean, safe and secure facilities for adults and children 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 with an estimated attendance of more than 50,000 patrons.



## PARKS AND RECREATION ACCOMPLISHMENTS FOR FY 2014-2015

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 standard since the inception of the facility. 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 FY:

- Laser graded and repaired lips of Doral Meadow Park Baseball Fields.
- Performed and passed impact testing on all playgrounds.
- Broke ground for new facility on NW 114<sup>th</sup> Avenue.
- Installed electrical outlets at Downtown Doral Park.
- Completed parking lot renovation at Morgan Levy Park. As a result 30+ parking spots were added to existing number of spots.
- Installed security cameras in parking lot at Trails and Tails Park.
- Lighted phase I of the Bike Path.

### Events

Assessed necessary changes to growing events, such as; Doral 5K, Dr. Seuss' Birthday, and Play Day. These changes brought them to the caliber of larger events in participation and revenue.

- Park & Tree Lighting Celebration – Worked with local talent to add holiday performances throughout the event, added a holiday train ride and increased the amount of free giveaways at the sweets station/hot chocolate cart, which

resulted in a 100% increase in attendance. Also added a photographer and photo print station to sell the pictures with Santa, which brought in more revenue to the event.

- Dr. Seuss' Birthday – Worked with Miami Dade Public Library to incorporate a reading section at the event, which helps promote the Read Across America program and gave us another outlet to reach more of the community.
- Play Day – Added a large tent over the eating area, which helped with attendees enjoy the event more and stay a longer amount of time by providing a shaded area to rest.
- 5K- Increased amount of promotional event t-shirts and worked with Presenting Sponsor to create a “finisher” medal to encourage participation.
- Achieved a 95% satisfaction rate on all signature special events.
  - Holiday Lights & Ice – 100% overall satisfaction rate
  - Camping Under the Stars – 99% overall satisfaction rate
  - EGGstravaganza – 99% overall satisfaction rate
- Special Events are extremely important to the community.

### Sports

- Doral Broncos Cheerleading had a record high of 82 participants, 43% increase from the previous year.
- Achieved at least a 90% user satisfaction rate in all adult and youth sports programs.



### **Programs**

- Increased program offerings for the Get Fit Doral Wellness Initiative, including kickboxing classes, a Pilate's class, and four wellness seminars.
- Continued to participate in the Let's Move! Cities, Towns & Counties initiative and achieved a **Silver medal for Goal 2: My Plate, Your Place.**
- TEEN programming included an Interview Skills Seminar and College Readiness Seminar, which added more educational programs for the TEEN population in the community.
- Exceeded 90% satisfaction rate for Movies at the Park series.

### **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 went on it's first-ever weekend cruise to much fanfare and satisfaction. The trip achieved a 100% satisfaction rate from participants.

### **Special Needs Programs**

Doral Special Olympics Team now has 41 athletes, an overall increase of 11% from FY 2013-2014.

### **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.

- The sponsorship database increased 10%.
- Created multiple long-term sponsor relationships by establishing multiple event sponsorships.
- 67% of presenting sponsorship opportunities was obtained. We were able to obtain two presenting sponsors out of the 3 opportunities we had available.

### **Other**

- The Parks & Recreation online registration system was implemented in FY 2013-14 for program registrations. This year, league registrations were implemented online for Sports Leagues to better serve the residents of our City.
- The City was named a Healthy Weight Community Champion by the Florida Department of Health for 2015 for the second consecutive year.
- Department was awarded a Knight Foundation Grant for \$60,000 for two years, allowing the City of Doral to offer world class cultural art performances to the community at Downtown Doral Park.
- Department Hurricane Plan was developed.



**PARKS AND RECREATION ACTIVITY REPORT**

ACTIVITY	ACTUAL FY 2013-14	PROJECTED FY 2014-15	PROJECTED FY 2015-16
MORGAN LEVY PARK ATTENDANCE	216,537	230,000	240,000
DORAL MEADOW PARK ATTENDANCE	107,840	140,000	150,000
TRAILS & TAILS PARK ATTENDANCE	37,566	44,000	48,000
SPONSORSHIP TOTALS	\$97,668.65	\$99,000	\$100,000
SATISFACTION RATE (EVENTS, PROGRAMS, FACILITIES)	98%	99%	99%
VOLUNTEER HOURS	12,930	12,000	13,000

**PARKS AND RECREATION OBJECTIVES FOR FY 2015- 2016**

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**

- Open NW 114<sup>th</sup> Avenue Facility in late Spring of 2016.
- Begin construction on Doral North Park.
- Finalize conceptual for the Aquatic Facility.
- Design conceptual for triangle parcel adjacent to Downtown Doral Park.
- Complete renovation of Morgan Levy Park soccer fields.
- Resurfacing of parking lot at Doral Meadow Park.
- Purchase 2 new department vehicles.
- Replace basketball goals at Morgan Levy Park.

**Events**

- Increase community awareness and attendance

for the City’s Cultural Arts Events.

- Create a Cultural Arts Events vendor database.
- 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.
- Achieve a 95% satisfaction rate on all signature special events (on-going).

**Sports**

- Increase overall awareness about youth sports programming by increasing parent participation at orientations meetings by 15%.
- Meet or exceed at 90% user satisfaction rate in all adult and youth sports programs.
- Revamp adult volleyball program to house at least 8 teams.



- Work with Doral Little League to increase spring season registration by 10%.

### **Programs**

- Partner with local high schools to provide at least 2 seminars targeting the teen population.
- Create a Teen Club.
- Create and distribute a Get Fit Doral Newsletter for the community.
- Move Movies at the Park series to several locations around the City to provide different neighborhoods with the opportunity to attend the event without having to travel so far.
- Continue to participate in the Let's Move! Cities, Towns & Counties initiative and achieve one more gold medal.

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

- Increase Silver Club event and activity attendance by 10%.
- Implement Silver Club volunteer program for City events and activities.

### **Special Needs Programs**

- Implement one (1) new sport for Special Olympics Team in the spring, Tennis.
- Host special needs summer camp at NW 114<sup>th</sup> Avenue Park.

### **Sponsorship**

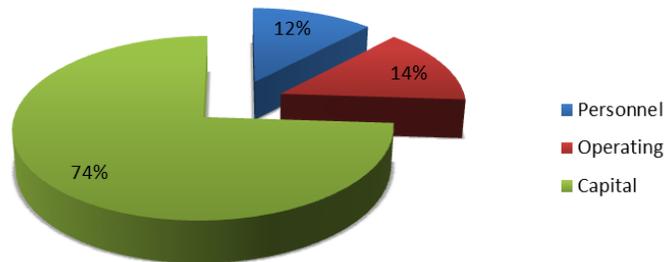
- Obtain one presenting sponsors of 3 major events. (on-going)
- Create more sponsorship opportunity outlets to allow businesses the ability to sponsor in other ways than just special events. Examples may include: Signs to advertise at parks, selling ad space in city publications etc.
- Create a general booth process for special events that provides an option for vendors/businesses that cannot afford sponsorship.
- Increase the sponsorship database (on-going) by 10%
- Increase Sponsorship Appreciation event participants by 10%.

### **Other**

- Working with the IT Department to purchase a new Parks & Recreation Software system that is more developed to handle the needs of our growing department and to provide better customer service to the residents of our City.
- 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.



## PARKS AND RECREATION BUDGET HIGHLIGHTS



### Capital Projects – Park Development

- The Parks and Recreation department is continually working on enhancing and constructing parks and facilities to better serve the community. The Department operates and maintains six parks with an abundance of amenities.
- NW 114<sup>th</sup> Ave Park (Capital Outlay Building- 001.90005.500620)
  - Park to be completed in Spring of 2016
  - NW 114<sup>th</sup> Ave Park construction began in FY 14-15 and will continue during FY 15-16.
  - The City-owned property will be developed and designed as a community park. NW 114<sup>th</sup> Avenue Park is conceived as a place in which the community can gather to enjoy sports, cultural arts and nature in a safe environment representative of the beautiful City of Doral. The park will encompass 18 acres in the Section 7 area in Doral.
  - 12,000 residents are located within a 1 mile radius of this park; therefore, a park is in high demand for this area.
  - Doral North Park construction(Capital Outlay Building- 001.90005.500620)
    - Construction to begin during the FY 15-16 budget.
- Projected to serve parts of the community that is not currently being serviced.
- A plan was created for this site as part of the Florida Communities Trust Funds grant application to use this site for educational, conservation and passive recreation purposes.
- Land and Water Conservation Fund Grant (FY 2013 – 2014)
  - \$200,000 (50-50 match)
  - Must be completed by 2017
  - Agreement stipulates certain amenities within park.
- Aquatic facility and cost estimates (Professional Services- 001.90005.500310)
  - There has been a demand from the community for an aquatic facility located in Doral. A feasibility study has been created and, the report includes findings on Doral's economic and demographics, a market comparison to other counties and cities in South Florida, a national case study, information gathered from stakeholder interviews, target market, facility programming, usage expectations and financial projections.
  - During the April 2015 Council Meeting, Council authorized the City Manager to enter into an agreement with Stantec for the conceptual designs and cost estimates for an Aquatic Facility.



- In FY 15-16 our department will be working on a final aquatic conceptual and will bring to council for approval.
- Morgan Levy Park synthetic turf to be replaced (Capital Outlay Park Improvements- 001.90005.500634)
- In FY 15-16 our department will be replacing the synthetic turf fields at Morgan Levy Park which has reached its life expectancy. Funds were budgeted in FY 14-15 for this project (\$750,000), however, during the construction document process it was determined that there needs to be work completed to the existing base in order to avoid any failure of the synthetic turf system. This additional work was not known during the FY 14-15 budget process. Additional funds have been added to this budget (\$600,000). This replacement will allow the continuation of providing safe fields for patrons to play on.
- Veteran's Park Restrooms (Capital Outlay Park Improvements- 001.90005.500634, Utility Service 001.90005.500430, Repairs & Maintenance 001.90005.500460, Operating Supplies 001.90005.500520 and Part Time Salaries 001.90005.500130)
- There has been a demand for a restroom facility to be constructed at Veteran's Park and with approval and direction from the City Council, in FY 15-16 our department will be constructing this restroom facility.
- Along with the construction of the restroom facility, we will be increasing funds in Part Time Salaries to hire an additional staff to go between Doral Central Park and Veteran's Park to check on the restroom facility to stock and clean when needed.
- **Maintenance**
- \$221,979.00 in capital for several park projects and purchase of sports padding, outdoor exercise equipment for NW 114<sup>th</sup> Ave Park, two new department vehicles, two new utility vehicles, and tables, chairs and tents.
- Doral Central Park (Capital Outlay Park Improvements- 001.90005.500634)
- In FY 15-16 our department will be improving the signage and pavement markings in order to help

patrons identify the pedestrian and bicycle lanes better. This project will also include the construction of a new sidewalk and the resealing of the road inside the park and the north parking lot.

#### Throughout Parks

- In FY 15-16 our department will be purchasing two (2) new department vehicles. One vehicle will replace current vehicle #5010 which is a 2005 Ford Ranger that has over 81,000 miles on it. Replacing this vehicle will allow our department to remove the last vehicle in our department's fleet which is over 10 years old. The other vehicle will be designated for the operation of the city's newest park facility, NW 114<sup>th</sup> Ave Park. (Capital Outlay Vehicles- 001.90005.500641)
- In FY 15-16 our department will be purchasing two (2) new utility vehicles to be used at NW 114<sup>th</sup> Ave Park. These utility vehicles will be used for daily maintenance and for the maintenance of the baseball field. (Capital Outlay Vehicles- 001.90005.500641)
- An increase of \$800 was made to cover expenses of purchasing new park signs and replacing old ones throughout all facilities. (Printing & Binding- 001.90005.500470)

#### **Adult Programming** (Printing & Binding- 001.90005.500470)

- Slightly increased funds (\$200) for Adult sports to promote their programs.

#### **Youth Sports**

- Added more funds (\$150) for Youth Basketball & Youth Flag Football coaches' uniforms to provide coaches with practice T-shirts in addition to the game polo's. (Operating Supplies- 001.90005.500520)
- Added more funds (500) for Youth Basketball League awards and end of the year ceremony. (Other Current Charges- 001.90005.500490)
- Added more funds (\$500) to purchase needed equipment for Youth Flag Football League. (Operating Supplies- 001.90005.500520)
- Travel Basketball is a new program that provides a competitive environment for the youth of Doral with the opportunity to represent the City in various



tournaments.

- Residents voiced their demand for a travel basketball team.
- Travel Basketball will have a 100% cost recovery (16% profit), will cost approximately \$17,000.00 (Contractual Services-Other- 001.90005.500340, Rentals & Leases-001.90005.500440, Printing & Binding- 001.90005.500470, Other Current Charges-001.90005.500490, Office Supplies-001.90005.500510, Operating Supplies-001.90005.500520)
- Added more funds (\$4,200) to purchase league fees to pay for travel basketball tournaments. (Other Current Charges- 001.90005.500490)
- Reclassified some line items under Broncos Cheerleading to better fit program needs. (Operating Supplies- 001.90005.500520)
- Funds were added (\$1,275) to purchase bags for cheerleading participants. (Operating Supplies-001.90005.500520)
- The “Broncos Events” budget was reclassified and will include the three Broncos Events (Broncos Kick-off, Homecoming, and Awards Ceremony). (Rentals & Leases- 001.90005.500440, Printing & Binding-001.90005.500470, Other Current Charges-001.90005.500490, Operating Supplies-001.90005.500520)
- The Broncos fundraising account will be used for specific items such as: fan apparel, event activities, practice/game filming services etc. (Escrow Deposit-Doral Broncos- 001.220105)
- The overall budgeted amount for Doral Broncos Tackle Football was decreased while slightly increasing cost of the program to assist with cost recovery. Program is currently subsidized by 35% which is a 10-15% decrease from FY 13-14. (Other Current Charges- 001.90005.500490 & Operating Supplies- 001.90005.500520)
- A plan has been implemented for Broncos Tackle Football to gradually reduce budget to maintain a low cost for residents while providing the necessary items to implement a successful program.

### Teen Program

- Our goal is to enhance our TEEN programs as they are our future. Program enhancements include: Interview seminars, sporting events/tournaments, cultural events. (Other Current Charges-001.90005.500490 & Operating Supplies-001.90005.500520)

### Students in Action

- Budgeted funds will be used to create an advertising campaign to program this program more in the community and local high schools. (Printing & Binding- 001.90005.500470 & Other Current Charges- 001.90005.500490)

### Senior Programs

- Total increase compared to FY 2014-15: \$19,370
- Adding new senior fitness and social interactions programs at NW 114<sup>th</sup> Avenue Park (Other Current Charges- 001.90005.500490, Contractual Services-Other- 001.90005.500340 & Operating Supplies-001.90005.500520)
  - Cafecito con el Silver Club (\$1,000)
  - Programming for new senior card room (\$500)
  - Additional fitness classes like Yoga, Tai-chi 2, etc. (\$10,725)
  - Increased funding for existing senior fitness programs at Morgan Levy Park (\$5,625)
- Added more funds (\$2,325) to accommodate more bus rentals for popular trips. (Rentals & Leases-001.90005.500440)
  - Gathering data from FY 14-15 for the potential purchase of a new and bigger bus in the future.

### Special Needs Program

- The budget reflects a total increase of \$30,155 compared to FY 2014-15.
- An Adult Education Program will be added for older participants. This program will provide Life skill classes to team participants who to function independently. Added more funds (\$2,250) to provide this program. (Contractual Services-Other-001.90005.500340)
- A Special Needs Summer Camp was added to the budget (\$25,000). FY 2014-15 saw the first Special Needs Summer Camp and it was extremely successful. This was added to the budget to offer again in 2015-16 and increase the number of participants. (Contractual Services-Other-001.90005.500340)



**Programs (Capital Outlay-Machinery & Equipment- 001.90005.500640)**

- Equipment will be added to NW 114<sup>th</sup> Ave. Park & Morgan Levy Park. These outdoor exercise fitness zones will allow the community access to exercise regardless of socio-economic status. This will help to keep the city healthy. The exercise equipment at Morgan Levy Park will replace the Vita Course that is beginning to show its wear and tear. The exercise equipment has been successful at Trails & Tails and will be an added benefit to both Morgan Levy Park & NW 114<sup>th</sup> Ave. Park.

**Camps (Rentals & Leases- 001.90005.500440, Printing & Binding- 001.90005.500470, Other Current Charges- 001.90005.500490, Operating Supplies- 001.90005.500520, Other Salaries- 001.90005.500130)**

- In-House Summer Camps have been removed. The remaining programming budget is consistent to last year's budget to maintain current programming. Summer camps will remain being out-sourced and run by contracted providers for Fiscal Year 2015-2016.

**Special Events**

- Overall there was an increase (\$4,600) to the Special Events budget due to being required to pay permit fees to the City of Doral Building department. (Other Current Charges- 001.90005.500490)
- To accommodate the high attendance numbers at events there is an overall increase in the Special Events Budget. There was a 25% increase in event attendance overall in FY 14-15.

**Personnel (Full Time Salaries- 001.90005.500120)**

- Adding a Cultural Arts Specialist (\$38,922) due to the increased demand for Cultural Arts Events in the City. Attendance at Cultural Arts events have increased since FY 13-14, with some events doubling in attendance. There are 2 additional events scheduled for next year. We will also be working with Florida International University and other organizations next year to bring in various art workshops for the community. This increased demand requires a position to be dedicated to overseeing the implementation of these events as to not take away time from the City's other special events and signature events.
- The Cultural Events from FY 14-15 include:
  - The Frozen Ballet
  - Fencing Tournament

- Mother's Day Retro Show
- Preserving a Cultural Heritage: The Coffee Paintings of Reyneir Llanes
- World Rhythm Showcase
- Miami Short Film Festival Special Screening
- Opera Show: The Miami Tenors in Concert
- Hispanic Heritage Doral 2015 Art Exhibit

**Play Day, Breakfast with Santa & Howl-O-Ween**

- Added more funds (Playdate: \$1,784, Breakfast with Santa: \$1,000, Howl-O-Ween: \$550) to account for cost inflation for rentals, side entertainment and catering. (Rentals & Leases- 001.90005.500440, Other Current Charges- 001.90005.500490, Operating Supplies- 001.90005.500520)
- Added more funds (\$250) to purchase promotional items, side entertainment and supplies for the event as they were under budgeted for in FY 14-15. (Howl-O-Ween) (Promotional Activities- 001.90005.500480)

**Veteran's Day Parade and Ceremony (Rentals & Leases- 001.90005.500440, Other Current Charges- 001.90005.500490)**

- Added necessary funds (\$6,900) needed to accommodate for the Parade costs such as restroom trailer, permit fees, float design and production, etc., which were not previously budgeted.

**Tree Lighting**

- Decrease under Capital Outlay- 001.90005.500640, because a new Holiday Tree was bought last fiscal year.
- Slight increase overall to accommodate the growing attendance at the event.

**Light Up the Night – Menorah Lighting (Other Current Charges-001.90005.500490)**

- Event added to accommodate for a small Menorah Lighting Ceremony which was not previously budgeted.

**Holiday Lights & Ice**

- Snow on the Ground and Snow Mountain moved under Contractual Services as per the Agreement



with The Event Depot (sole source). (Contractual Services-Other- 001.90005.500340)

- Increased amount for the rental of Amusement Rides and Inflatables (by \$2000.00) to alleviate lines, due to continued growth of the event. (Rentals & Leases-001.90005.500440)
- Added promotional event t-shirts and glow sticks to enhance the experience for attendees. (Promotional Activities- 001.90005.500480)

#### Camping Under the Stars

- Added funds (\$350) for glow sticks for registered camping tent safety. (Promotional Activities-001.90005.500480)

#### EGGstravaganza

- Increased amount (\$2,000) for the rental of Amusement Rides and Inflatables to alleviate lines, due to continued growth of the event. (Rentals & Leases- 001.90005.500440)
- Slight increase overall to accommodate the growing attendance at the event.

#### Doral 5K

- Added more funds (\$850) for promotional items as they were under budgeted last year. (Promotional Activities- 001.90005.500480)

#### 4<sup>th</sup> of July

- Added promotional event t-shirts and glow sticks to enhance the experience for attendees. (Promotional Activities- 001.90005.500480)
- Increased side entertainment overall to accommodate the growing amount of attendees. (Other Current Charges-001.90005.500490)

#### Sponsor Appreciation Social

- Added the promotional items to the event budget (took from Sponsorship budget), because it is related to the appreciation event. (Promotional Activities-001.90005.500480)

#### Other Misc.

- Added funds (\$1,500) for Street Banner Permits for the County as they were not budgeted for previously. (Other Current Charges-001.90005.500490)

#### Ground Breakings

- Added funds (\$8,000) for Grand Opening event for NW 114<sup>th</sup> Park. (Rentals & Leases-001.90005.500440, Printing & Binding-001.90005.500470, Promotional Activities-001.90005.500480, Other Current Charges-001.90005.500490, Operating Supplies-001.90005.500520)
- Increased funds for printing of flyers, signs and banners. (Printing & Binding- 001.90005.500470)

#### Cultural Arts (Cultural Arts Program-001.90005.500494)

- Added funds for the addition of three new signature events under the five disciplines.
- Mother's Day Retro Show (\$3,000)
- This event has increased in attendance over the past 2 years and has become a staple event that the community looks forward to each year.
- Doral Art Walk/Art Exhibit (\$3,000)
- This event will bring the vibrant cultural arts world to the Downtown Doral area in a similar fashion to the Coconut Grove Arts Festival.
- Capture Doral Photography Exhibit (\$1,500)
- This event will bring the art of photography to the Doral community adding a new component to the art discipline as past art exhibits have primarily focused on painting and sculpture.
- Art Workshops/ Art Sessions (\$10,000)
- We will also be working with Florida International University and other organizations such as Miami Dade College- West Camps and artists next year to bring in various art workshops for the community.
- The Knight Art Foundation Events (Cultural Grant-Knights Art- 001.90005.500496)
- The City was awarded The Knight Art Challenge Grant, which is operated by the John S. and James L. Knight Foundation and funded by The Miami Foundation. The grant application introduced the City's idea to have "Art Knights at Downtown Doral Park". This event proposes to bring the vibrant art



- scene to life growing and underserved communities. In order to address this issue, Doral is looking forward to partnering with world-class organizations in South Florida, such as Miami City Ballet, The Miami Symphony Orchestra and others to bring arts programming to Downtown Doral twice a year. These events will occur in Downtown Doral Park.
- Through this grant, the city is awarded \$60,000 over 2 years (\$30,000 each year) and requires the City to match these funds. At the March 18, 2015 meeting Council approved to file into agreement with the Knight Foundation and Miami Foundation. An appropriation of \$30,000 for FY 14-15 & 15-16 was also approved (Resolution No. 15-48).
  - Created account 001.90005.500496 for The Knight Art Foundation Grant.
  - Budget created to correspond with the scope outlined in the Grant application. The performances will reach three different disciplines of cultural art: Art, Music and Dance.
  - Parks and Recreation staff trainings were created in order to keep staff educated, while simultaneously providing a team-building component and better service to the residents.
  - Park Managers and Assistant Park Managers will be trained and certified in First Aid by the Red Cross.
  - Seminars and Trainings enhance the knowledge of the related field. Seminars provide the latest information about the things which are happening within the Parks & Recreation field and help improve their professional development.
  - Employee of the Month Program encourages the staff to work harder and more productively. Each month, a team gets together to vote on that month's employee of the month. At the end of the year during the department's annual Team Building Social, the employee of the year is announced. (Operating Supplies- 001.90005.500520)

**Staff Training (Other Current Charges- 001.90005.500490)**



**PARKS AND RECREATION STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>PROPOSED FY 15-16</b>	<b>ASSOCIATED COST</b>
Capital/Land Bank: Complete construction of park facilities.	Completion of NW 114th Park Construction	\$ 4,500,000.00
Capital/Land Bank: Complete construction of park facilities.	Construction for the Doral North Park	\$ 9,500,000.00
Capital/Land Bank: Complete construction of park facilities.	Construction Phase I of the Triangle Parcel in Downtown Doral Park. Land was acquired during last fiscal year 14-15. (1.3 Acres)	\$ 500,000.00
Land Bank Area/Professional Services: Complete construction of park facilities.	Doral Central Park - Phase I - Aquatic Facility Design and Engineering Services	\$500,000
Land Bank Area/Professional Services: Complete construction of park facilities.	Triangle Design and Engineering Services	\$ 170,000.00
Transportation/Implement transportation strategic plan: Bikeway Master Plan	Phase II- Solar- Powered Lighting for NW 117th Ave Bike Path	\$140,000
Capital Area: Park Improvements	Morgan Levy Park Synthetic Turf Replacement- Must replace due to safety and wear and tear.	\$600,000
Capital Area: Park Improvements	Signing/Pavement Marking and Pedestrian / Bicycle Improvements to Doral Central Park	\$64,000
Capital Area: Park Equipment	Outdoor Exercise Equipment (NW 114th Park and Morgan Levy Park)	\$ 80,000.00
<b>TOTAL</b>	<b>\$ 16,054,000.00</b>	



**PARKS & RECREATION BUDGET  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ.	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries	Parks & Recreation Director	1	1	1	1	1	\$110,188
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$110,188</b>
500.120 - Full Time Salaries	Assistant Director	1	1	1	1	1	\$72,540
	Administrative Assistant	1	1	1	1	1	\$37,914
	Recreation Administrator	1	1	1	1	1	\$60,000
	Service Award						\$500
	Parks Maintenance Supervisor	0	1	1	1	1	\$47,693
	Recreation Facility Supervisor	1	1	2	2	2	\$67,176
	Recreation Program Coordinator	4	3	3	3	3	\$152,490
	Special Events Coordinator	1	1	1	1	1	\$51,500
	Event Specialist	1	1	1	1	1	\$39,598
	Cultural Event Specialist	0	0	1	1	1	\$29,192
	Sponsorship & Recreation Coordinator	1	1	1	1	1	\$50,384
	Park Manager	2	3	4	4	4	\$129,188
	Assistant Park Manager	7	6	9	9	9	\$238,771
	Community Center Manager	0	0	1	1	1	\$15,206
	Assistant Community Center Manager	0	0	1	1	1	\$10,847
	Special Needs Specialist	1	1	1	1	1	\$38,375
	Service Award						\$320
	Accounting Clerk	1	1	1	1	1	\$35,000
	Parks Maintenance Technician	0	1	1	1	1	\$37,748
	<b>Full Time Salaries Total</b>	<b>22</b>	<b>23</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>\$1,114,442</b>
500.130 - Other Salaries	Park Service Aides Part Time	0	0	0	0	0	\$735,490
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$735,490</b>
	<b>TOTAL</b>	<b>23</b>	<b>24</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>\$1,960,120</b>



**PARKS & RECREATION BUDGET  
GENERAL FUND REVENUES  
001-9000**

ACCT NO.	ACCOUNT TITLE	YEAR-END						
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.9000.337706	GRANT- MDC CULTURAL	-	2,671	-	-	-	30,000	30,000
001.9000.347200	RECREATION FEES	212,262	117,386	135,000	95,102	135,000	140,000	140,000
001.9000.347201	RECREATION - RENTALS	40,407	56,729	60,000	53,236	60,000	65,000	65,000
001.9000.347202	RECREATION - BRONCO REGIST.	870	35,928	33,000	28,724	33,000	30,000	30,000
001.9000.347203	RECREATION-CONCESSIONS	-	20,884	20,000	18,896	20,000	25,000	25,000
001.9000.347400	RECREATION - SPECIAL EVENTS	64,741	30,505	33,000	29,095	33,000	38,000	38,000
0019000.347.401	RECREATION - SPONSORSHIP	-	30,385	35,000	50,725	51,000	45,000	45,000
001.9000.347402	RECREATION - CAMPS	26,828	41,144	60,000	33,785	60,000	40,000	40,000
001.9000.347403	RECREATION - TENNIS	129,133	157,331	140,000	122,113	140,000	140,000	140,000
001.9000.347404	RECREATION - SOCCER	63,886	58,472	70,000	75,951	76,000	70,000	70,000
001.9000.347405	RECREATION-COMMUNITY CENTER	-	64,146	55,000	50,912	55,000	65,000	65,000
001.9000.347406	RECREATION-TRAINING	-	-	5,000	-	5,000	1,500	1,500
001.9000.347407	RECREATION-BASEBALL	-	-	10,000	8,025	10,000	15,000	15,000
001.9000.366000	PRIVATE GRANTS & CONT.	5,590	3,000	-	2,000	2,000	-	-
		<b>543,717</b>	<b>618,580</b>	<b>656,000</b>	<b>568,564</b>	<b>680,000</b>	<b>704,500</b>	<b>704,500</b>



**PARKS & RECREATION BUDGET  
001-90005**

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
001.90005.500111	ADMINISTRATIVE SALARIES	85,347	80,532	95,954	86,463	105,953	110,188	110,188
001.90005.500120	FULL TIME SALARIES	698,466	719,604	919,884	694,012	909,885	1,114,442	1,114,442
001.90005.500125	COMPENSATED ABSENCES	15,054	22,148	35,733	11,161	35,733	47,069	47,069
001.90005.500130	PART TIME SALARIES	521,909	489,686	585,861	463,152	585,861	720,490	735,490
001.90005.500140	OVERTIME	16,472	16,812	18,000	13,583	18,000	20,000	20,000
001.90005.500210	PAYROLL TAXES	102,233	101,067	128,049	96,942	128,049	155,479	156,627
001.90005.500220	RETIREMENT CONTRIBUTIONS	82,968	69,216	121,832	94,288	121,832	146,857	146,857
001.90005.500230	LIFE & HEALTH INSURANCE	158,603	147,498	184,138	163,666	184,138	216,462	185,288
<b>TOTAL PERSONNEL COSTS</b>		<b>1,681,052</b>	<b>1,646,564</b>	<b>2,089,451</b>	<b>1,623,267</b>	<b>2,089,451</b>	<b>2,530,987</b>	<b>2,515,961</b>
001.90005.500310	PROFESSIONAL SERVICES	282,084	341,193	1,089,007	263,468	750,000	685,000	685,000
001.90005.500340	CONTRACTUAL SERVICES - OTHER	257,101	259,002	427,979	299,727	375,124	539,469	539,469
001.90005.500344	CONTRACTUAL SERVICES - SOCCER	-	-	-	-	-	-	-
001.90005.500400	TRAVEL & PER DIEM	11,822	11,089	15,507	7,888	12,354	12,169	12,169
001.90005.500410	COMMUNICATIONS & FREIGHT SERV	19,210	16,152	13,600	9,784	13,600	14,200	14,200
001.90005.500430	UTILITY SERVICES	123,163	131,650	151,895	93,624	140,160	224,160	225,660
001.90005.500440	RENTALS & LEASES	143,020	119,106	169,717	131,433	168,765	170,930	170,930
001.90005.500450	INSURANCE	-	-	-	-	-	-	-
001.90005.500460	REPAIRS & MAINTENANCE	338,655	279,785	388,264	213,218	330,000	367,950	368,450
001.90005.500461	REPAIRS & MAINTENANCE VEHICLES	13,458	21,172	10,300	5,910	10,300	10,650	10,650
001.90005.500470	PRINTING & BINDING	34,050	35,312	49,788	30,267	48,288	57,032	57,032
001.90005.500480	PROMOTIONAL ACTIVITIES	12,983	23,716	30,850	21,522	30,850	32,700	32,700
001.90005.500490	OTHER CURRENT CHARGES	285,505	263,255	292,830	211,810	329,330	325,165	325,165
001.90005.500494	CULTURAL ARTS PROGRAM	43,837	-	60,000	21,351	60,000	60,000	60,000
001.90005.500496	CULTURAL GRANT - KNIGHTS ART	-	-	-	-	-	126,000	166,000
001.90005.500510	OFFICE SUPPLIES	3,643	3,859	4,100	3,269	4,100	5,300	5,300
001.90005.500520	OPERATING SUPPLIES	197,206	180,766	244,682	122,915	247,228	276,385	278,885
001.90005.500521	OPERATING SUPPLIES - VEHICLES	20,140	15,399	750	40	750	-	-
001.90005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	6,157	6,042	7,641	5,758	6,976	9,371	9,371
<b>TOTAL OPERATING COST</b>		<b>1,792,034</b>	<b>1,707,498</b>	<b>2,956,910</b>	<b>1,441,984</b>	<b>2,527,825</b>	<b>2,916,481</b>	<b>2,960,981</b>
001.90005.500610	CAPITAL OUTLAY - LAND	75,000	-	1,300,000	-	1,300,000	-	-
001.90005.500620	CAPITAL OUTLAY - BUILDING	131,580	-	10,004,113	1,822,554	5,500,000	14,500,000	14,500,000
001.90005.500634	CAPITAL OUTLAY -PARKS	45,694	-	915,000	-	915,000	804,000	1,024,000
001.90005.500640	CAPITAL OUTLAY	50,628	27,866	75,375	63,552	75,375	118,719	118,719
001.90005.500641	CAPITAL OUTLAY-VEHICLES	19,675	-	50,000	43,070	50,000	60,000	60,000
<b>TOTAL CAPITAL OUTLAY</b>		<b>322,577</b>	<b>27,866</b>	<b>12,344,488</b>	<b>1,929,176</b>	<b>7,840,375</b>	<b>15,482,719</b>	<b>15,702,719</b>
<b>TOTAL PARKS &amp; RECREATION</b>		<b>3,795,663</b>	<b>3,381,928</b>	<b>17,390,849</b>	<b>4,994,427</b>	<b>12,457,651</b>	<b>20,930,187</b>	<b>21,179,661</b>

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



## **SPECIAL REVENUE FUNDS**



## STORMWATER FUND

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### 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.

### BUDGET HIGHLIGHTS

The Stormwater Fund is supported by a beginning fund balance of \$24,650,468 and a \$4,000,000 in Stormwater Fees levies through Miami-Dade Water Sewer.

- Contractual Services-The City will be contracting for the acquisition of a sweeping program, canal maintenance, canal reconstruction, catch basin maintenance/system maintenance, and other stormwater improvements.



**STORMWATER FUND - PUBLIC WORKS  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries							
	N/A	0	0	0	0	0	\$ -
	<b>Administrative Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
500.120 - Full Time Salaries							
	Stormwater Utility Manager	1	1	1	1	1	\$ 72,019.00
	Stormwater Utility Technician	1	1	1	1	1	\$ 43,607.00
	<b>Civil Service Salaries Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 115,626.00</b>
500.130 - Other Salaries							
	N/A	0	0	0	0	0	\$ -
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 115,626.00</b>



**STORMWATER FUND BUDGET**

401

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET* FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
<b>Beginning Fund Balance</b>		21,665,746	23,069,922	25,547,917		25,547,917	24,650,468	24,650,468
<b>REVENUES</b>								
401.8000.314300	Storm Water User Fees	3,848,250	3,733,063	4,000,000	2,678,518	4,000,000	4,000,000	4,000,000
401.8000.334100	State Grant Reimb	60,598	505,487	600,000	506,039	506,039	-	-
401.8000.361100	Interest Income	66,081	72,971	50,000	52,106	62,500	60,000	60,000
401.8000.367100	Change in Investment Values	(47,927)	(30,661)	-	9,722	-	-	-
401.8000.369200	Prior Year Recovery	-	-	-	-	-	-	-
401.8000.389100	NRCS Reimbursement	196,925	-	-	-	-	-	-
<b>TOTAL REVENUES</b>		<b>4,123,927</b>	<b>4,280,859</b>	<b>4,650,000</b>	<b>3,246,385</b>	<b>4,568,539</b>	<b>4,060,000</b>	<b>4,060,000</b>
<b>OTHER RESOURCES</b>								
401.8000.300100	Reserves-Budget Stabilization			5,419,035	-	897,449	2,837,742	2,837,742
<b>TOTAL OTHER RESOURCES</b>		<b>-</b>	<b>-</b>	<b>5,419,035</b>	<b>-</b>	<b>897,449</b>	<b>2,837,742</b>	<b>2,837,742</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>4,123,927</b>	<b>4,280,859</b>	<b>10,069,035</b>	<b>3,246,385</b>	<b>5,465,988</b>	<b>6,897,742</b>	<b>6,897,742</b>
<b>EXPENSES</b>								
401.80005.500111	ADMINISTRATIVE SALARIES	-	-	-	-	-	-	-
401.80005.500120	FULL TIME SALARIES	88,195	84,799	101,285	85,405	101,285	115,626	115,626
401.80005.500125	COMPENSATED ABSENCES	690	711	3,545	-	3,545	4,447	4,447
401.80005.500140	OVERTIME	37	-	-	5	-	-	-
401.80005.500210	FICA & MICA TAXES	6,634	6,303	8,019	6,347	8,019	9,323	9,323
401.80005.500220	RETIREMENT CONTRIBUTIONS	6,841	6,211	12,155	10,000	12,155	13,875	13,875
401.80005.500230	LIFE & HEALTH INSURANCE	19,148	13,085	25,121	18,951	25,121	28,554	28,554
<b>TOTAL PERSONNEL COSTS</b>		<b>121,545</b>	<b>111,108</b>	<b>150,125</b>	<b>120,708</b>	<b>150,125</b>	<b>171,825</b>	<b>171,825</b>
401.80005.500314	PROFESSIONAL SERVICES- ENGINEERING	286,238	271,738	1,443,427	458,831	1,005,204	700,000	700,000
401.80005.500340	CONTRACTUAL SERVICE S - OTHER	1,542,207	772,245	7,740,162	2,308,881	3,563,203	5,247,720	5,247,720
401.80005.500400	TRAVEL & PER DIEM	681	681	3,396	990	3,077	3,090	3,090
401.80005.500410	COMMUNICATIONS & FREIGHT SERVICES	1,755	1,706	3,150	-	-	3,510	3,510
401.80005.500440	RENTAL & LEASES	-	-	4,000	-	2,500	4,000	4,000
401.80005.500460	REPAIRS & MAINTENANCE - VEHICLES	585	95	2,930	75	795	2,930	2,930
401.80005.500470	PRINTING & BINDING	699	210	3,700	-	500	3,700	3,700
401.80005.500490	OTHER CURRENT CHARGES	-	13,336	-	-	33,750	85,000	85,000
401.80005.500510	OFFICE SUPPLIES	-	-	800	-	350	500	500
401.80005.500520	OPERATING SUPPLIES	1,555	2,673	7,180	1,360	4,240	1,630	1,630
401.80005.500522	OPERATING SUPPLIES VEHICLES	2,804	231	5,600	-	-	5,600	5,600
401.80005.500540	DUE, SUBSCRIPTIONS & MEMBERSHIPS	2,098	1,040	4,112	1,953	2,040	3,650	3,650
401.80005.500590	DEPRECIATION EXPENSE	-	412,637	-	-	-	-	-
401.80005.500591	ACCUMULATED DEPRECIATION	371,605	-	-	-	-	-	-
401.80005.500592	AMORTIZATION - DEFERRED LOSS	-	52,383	-	-	-	-	-
<b>TOTAL OPERATING COST</b>		<b>2,209,547</b>	<b>1,528,975</b>	<b>9,218,457</b>	<b>2,772,090</b>	<b>4,615,659</b>	<b>6,061,330</b>	<b>6,061,330</b>
401.80005.500640	CAPITAL OUTLAY - OFFICE EQUIP & MACH	-	-	250	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
401.80005.500710	DEBT SERVICE PRINCIPAL- COUNTY BOND	-	-	311,541	264,552	311,541	412,723	412,723
401.80005.500720	DEBT SERVICE INTEREST - COUNTY BOND	388,659	162,780	388,663	178,656	388,663	251,864	251,864
<b>TOTAL DEBT SERVICE</b>		<b>388,659</b>	<b>162,780</b>	<b>700,204</b>	<b>443,208</b>	<b>700,204</b>	<b>664,587</b>	<b>664,587</b>
<b>TOTAL STORMWATER FUND EXPENSES</b>		<b>2,719,751</b>	<b>1,802,864</b>	<b>10,069,036</b>	<b>3,336,007</b>	<b>5,465,988</b>	<b>6,897,742</b>	<b>6,897,742</b>
<b>USE OF FUND BALANCE</b>				5,419,035	-	897,449	2,837,742	2,837,742
<b>ENDING FUND BALANCE</b>		<b>23,069,922</b>	<b>25,547,917</b>	<b>20,128,881</b>	<b>(89,621)</b>	<b>24,650,468</b>	<b>21,812,726</b>	<b>21,812,726</b>

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



## TRANSPORTATION FUND

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### 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.

### BUDGET HIGHLIGHTS

The Transportation Fund is supported by a beginning fund balance of \$5,815,124. The City Transportation Plan will include roadway and sidewalk reconstructions.

- Capital Outlays-Street Improvements-

Resurfacing Projects from Capital Improvement Program	\$1,200,000
Citywide Traffic Calming Improvements	\$250,000
Citywide Transit Infrastructure Improvements	\$250,000
Citywide Transit Mobility Infrastructure	\$250,000
NW 66th Street (102nd Ave - 97th Ave)	\$1,700,000
NW 92nd Avenue (28th St. - 33rd St.)	\$800,000
NW 54th Street (79th Ave - 87th Ave.)	\$2,300,000
NW 58th Street/NW 99th Avenue Traffic Signal	\$250,000
NW 82nd St (114th Path-112th Ave.)	\$782,000
<b>TOTAL</b>	<b>\$7,782,000</b>



**TRANSPORTATION FUND - PUBLIC WORKS  
AUTHORIZED POSITIONS**

ACCOUNT	POSITION	BUDGET	BUDGET	DEPT.REQ	CM PROPOSED	ADOPTED	TOTAL COST
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2015-16	FY 2015-16	FY 2015-16
500.111 - Administrative Salaries							
	N/A	0	0	0	0	0	\$0
	<b>Administrative Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>
500.120 - Full Time Salaries							
	Transportation Manager	0	0	1	1	1	\$85,000
	Transit Operations Manager	1	1	1	1	1	\$47,482
	Transportation Engineer	1	1	1	1	1	\$68,791
	Transit Road Supervisor	0	0	1	1	1	\$32,000
	<b>Full Time Salaries Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$233,273</b>
500.130 - Other Salaries							
		0	0	0	0	0	\$0
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>
	<b>Total</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$233,273</b>



**TRANSPORTATION FUND - PUBLIC WORKS BUDGET**

101

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
<b>Beginning Fund Balance</b>		7,033,750	10,691,411	11,748,689		11,748,689	5,815,124	5,815,124
<b>REVENUES</b>								
101.8000.312410	Local Option Gas Tax	524,714	536,648	553,200	433,271	553,200	555,198	555,198
101.8000.312420	Local Option Gas Tax- New	202,885	211,885	214,500	167,216	214,500	213,701	213,701
101.8000.312600	Municipal Surtax - CITT Funds	1,667,049	1,767,800	1,870,000	995,075	1,870,000	1,800,000	1,896,000
101.8000.331408	Circulator Grant FL04-0122	-	372,608	-	-	-	-	-
101.8000.331409	Circulator Grant FL04-0148	-	317,120	-	-	-	-	-
101.8000.334102	FDOT - Grant	-	0	-	-	-	1,021,654	1,021,654
101.8000.335490	State Transp. Grant - FPN	-	-	-	-	-	-	-
101.8000.337707	Local Grant Transit Mobility	-	37,301	-	5,699	5,699	-	-
101.8000.363240	Roadway Beautification-Impact Fees	1,707,975	2,432,085	1,700,000	5,589,533	6,050,931	2,719,867	2,719,867
101.8000.366100	Developer Contributions	204,866	388,366	-	-	-	-	-
101.8000.369200	Prior Years Recovery	-	-	-	-	-	-	-
101.8000.381100	Operating Transfers In	2,000,000	-	-	-	-	-	-
<b>TOTAL REVENUES</b>		<b>6,307,488</b>	<b>6,063,813</b>	<b>4,337,700</b>	<b>7,190,794</b>	<b>8,694,330</b>	<b>6,310,420</b>	<b>6,406,420</b>
<b>OTHER RESOURCES</b>								
101.8000.300100	Reserves-Budget Stabilization			10,290,195		10,290,195	5,815,124	5,653,164
<b>TOTAL OTHER RESOURCES</b>		<b>-</b>	<b>-</b>	<b>10,290,195</b>	<b>-</b>	<b>10,290,195</b>	<b>5,815,124</b>	<b>5,653,164</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>6,307,488</b>	<b>6,063,813</b>	<b>14,627,895</b>	<b>7,190,794</b>	<b>18,984,525</b>	<b>12,125,544</b>	<b>12,059,584</b>
<b>EXPENSES</b>								
101.80005.500120	FULL TIME SALARIES	52,154	83,544	106,000	90,649	109,153	233,273	233,273
101.80005.500125	COMPENSATED ABSENCES	-	-	4,077	-	4,077	8,972	8,972
101.80005.500210	FICA & MICA TAXES	3,851	6,357	8,421	6,904	8,662	18,532	18,532
101.80005.500220	RETIREMENT CONTRIBUTIONS	3,433	7,396	12,720	10,640	13,099	27,993	27,993
101.80005.500230	LIFE & HEALTH INSURANCE	1,496	7,284	25,185	12,181	25,217	50,139	50,139
<b>TOTAL PERSONNEL COSTS</b>		<b>60,934</b>	<b>104,581</b>	<b>156,403</b>	<b>120,374</b>	<b>160,208</b>	<b>338,909</b>	<b>338,909</b>
101.80005.500310	PROFESSIONAL SERVICES	229	219,172	1,497,121	142,625	1,497,121	1,018,000	1,018,000
101.80005.500315	PROFESSIONAL SERVICES - GRANT	-	-	-	-	-	-	-
101.80005.500341	CONTRACTUAL SERVICES	1,068,528	1,079,480	2,021,472	951,849	2,017,667	2,495,000	2,430,000
101.80005.500400	TRAVEL & PER DIEM	-	-	-	-	-	2,825	2,825
101.80005.500440	RENTAL & LEASES	67,200	33,600	-	-	-	-	-
101.80005.500461	REPAIRS & MAINTENANCE	-	-	-	-	-	360	-
101.80005.500540	BOOKS, PUBLICATIONS & SUBSCRIPTIONS	-	-	-	-	-	2,850	2,850
<b>TOTAL OPERATING COST</b>		<b>1,135,957</b>	<b>1,332,252</b>	<b>3,518,593</b>	<b>1,094,475</b>	<b>3,514,788</b>	<b>3,519,035</b>	<b>3,453,675</b>
101.80005.500631	CAPITAL OUTLAY - MEDIAN ST BEAUTI.	-	-	250,000	-	250,000	290,000	290,000
101.80005.500633	CAPITAL OUTLAY - STREET IMPRV	1,390,831	2,528,028	9,936,051	1,375,094	9,936,051	7,782,000	7,782,000
101.80005.500640	CAPITAL OUTLAY - EQUIPMENT	-	-	300,000	-	300,000	600	-
101.80005.500641	CAPITAL OUTLAY - VEHICLES	2,809	393,973	426,909	-	426,909	195,000	195,000
101.80005.500648	GRANT (CIRCULATOR #FL 04-0122)	4,859	329,049	12,909	-	12,909	-	-
101.80005.500649	GRANT (CIRCULATOR #FL 040148)	2,632	280,974	27,030	-	27,030	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>1,401,132</b>	<b>3,532,024</b>	<b>10,952,899</b>	<b>1,375,094</b>	<b>10,952,899</b>	<b>8,267,600</b>	<b>8,267,000</b>
101.80005.500710	DEBT SERVICE PRINCIPAL TROLLEY	49,922	37,231	-	-	-	-	-
101.80005.500720	DEBT SERVICE INTEREST TROLLEY	1,884	446	-	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>51,805</b>	<b>37,677</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSPORTATION FUND EXPENSES</b>		<b>2,649,828</b>	<b>5,006,535</b>	<b>14,627,895</b>	<b>2,589,942</b>	<b>14,627,895</b>	<b>12,125,544</b>	<b>12,059,584</b>
<b>USE OF FUND BALANCE</b>				10,290,195		10,290,195	5,815,124	5,653,164
<b>Ending Fund Balance</b>		<b>10,691,411</b>	<b>11,748,689</b>	<b>1,458,494</b>	<b>4,600,852</b>	<b>5,815,124</b>	<b>0</b>	<b>161,960</b>

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



## **OTHER FUNDS**



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## **POLICE IMPACT FEE FUND**

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### **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.

### **BUDGET HIGHLIGHTS**

- Capital Outlay-Building Improvements is supported by a balance of \$180,000. This will be used for capital building improvements in the Police Department.



**POLICE IMPACT FEE FUND**

103

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO. FY 2014-15	ESTIMATE FY 2015-16	PROPOSED FY 2015-16	ADOPTED FY 2015-16
<b>BEGINNING FUND BALANCE</b>		1,139,369	1,284,071	1,423,930		1,423,930	544,858	544,858
<b>REVENUES</b>								
103.6000.363.220	IMPACT FEES - POLICE	144,702	234,859	180,000	734,027	735,000	180,000	180,000
	<b>TOTAL REVENUE</b>	<b>144,702</b>	<b>234,859</b>	<b>180,000</b>	<b>734,027</b>	<b>735,000</b>	<b>180,000</b>	<b>180,000</b>
<b>OTHER RESOURCES</b>								
103.8000.300100	RESERVES-BUDGET STABILIZATION	-	-	1,434,072	-	1,064,072		
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>-</b>	<b>1,434,072</b>	<b>-</b>	<b>1,064,072</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>144,702</b>	<b>234,859</b>	<b>1,614,072</b>	<b>734,027</b>	<b>1,799,072</b>	<b>180,000</b>	<b>180,000</b>
<b>EXPENSES</b>								
103.60005.500310	PROFESSIONAL SERVICES -	-	95,000	-	-	-	-	-
103.60005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
103.60005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	<b>-</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
103.60005.500610	CAPITAL OUTLAY - LAND PURCHASE	-	-	-	-	-	-	-
103.60005.500634	CAPITAL OUTLAY - BUILDING IMPROVEMENTS	-	-	1,614,072	-	1,614,072	180,000	180,000
103.60005.500640	CAPITAL OUTLAY - FURNITURE & EQUIPMENT	-	-	-	-	-	-	-
103.60005.500641	CAPITAL OUTLAY - VEHICLES	-	-	-	-	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>-</b>	<b>-</b>	<b>1,614,072</b>	<b>-</b>	<b>1,614,072</b>	<b>180,000</b>	<b>180,000</b>
<b>TOTAL POLICE IMPACT FEE FUND EXPENSE</b>		<b>-</b>	<b>95,000</b>	<b>1,614,072</b>	<b>-</b>	<b>1,614,072</b>	<b>180,000</b>	<b>180,000</b>
<b>USE OF FUND BALANCE</b>						1,064,072	-	-
<b>ENDING FUND BALANCE</b>		<b>1,284,071</b>	<b>1,423,930</b>	<b>1,423,930</b>	<b>734,027</b>	<b>544,858</b>	<b>544,858</b>	<b>544,858</b>

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



## **PARKS IMPACT FEE FUND**

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### **FUNCTION**

Parks Impact Fees Fund shall be used for land acquisition of required parklands, or for the purpose of capital improvements to park facilities. 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.

### **BUDGET HIGHLIGHTS**

- Impact Fees - Parks –This line item is estimated to be \$1,500,000 in revenues for FY 2016.



**PARK IMPACT FEE FUND**

102

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO. FY 2014-15	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
<b>BEGINNING FUND BALANCE</b>		4,845,310	6,244,536	6,768,489		6,768,489	398,976	398,976
<b>REVENUES</b>								
102.9000.331.700	GRANT - FEDERAL	-	-	500,000	-	-	-	-
102.9000.363.101	SPECIAL ASSESMENT - EDUCATIONAL	-	-	493,904	-	493,904	-	-
102.9000.363.270	IMPACT FEES - PARKS	1,693,273	1,060,813	1,500,000	2,239,689	2,240,000	1,500,000	1,500,000
	<b>TOTAL REVENUE</b>	<b>1,693,273</b>	<b>1,060,813</b>	<b>2,493,904</b>	<b>2,239,689</b>	<b>2,733,904</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>OTHER RESOURCES</b>								
102.8000.300.100	RESERVES-BUDGET STABILIZATION	-	-	6,024,442	-	6,768,489	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>-</b>	<b>6,024,442</b>	<b>-</b>	<b>6,768,489</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>1,693,273</b>	<b>1,060,813</b>	<b>8,518,346</b>	<b>2,239,689</b>	<b>9,502,393</b>	<b>1,500,000</b>	<b>1,500,000</b>
<b>EXPENDITURES</b>								
102.90005.5003.10	PROFESSIONAL SERVICES -	-	332,326	345,650	242,977	345,650	-	-
102.90005.5003.41	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
102.90005.5004.91	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	<b>-</b>	<b>332,326</b>	<b>345,650</b>	<b>242,977</b>	<b>345,650</b>	<b>-</b>	<b>-</b>
102.90005.5006.20	CAPITAL OUTLAY - BUILDING	-	-	8,518,346	-	8,518,346	-	-
102.90005.5006.34	CAPITAL OUTLAY - IMPROVEMENTS - PARKS	294,047	198,022	224,421	125,979	224,421	-	-
102.90005.5006.40	CAPITAL OUTLAY - PARK DEVELOPMENT	-	6,512	15,000	-	15,000	-	-
102.90005.5006.41	CAPITAL OUTLAY - VEHICLES	-	-	-	-	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>294,047</b>	<b>204,534</b>	<b>8,757,767</b>	<b>125,979</b>	<b>8,757,767</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>		<b>294,047</b>	<b>536,860</b>	<b>9,103,417</b>	<b>368,956</b>	<b>9,103,417</b>	<b>-</b>	<b>-</b>
<b>USE OF FUND BALANCE</b>				6,024,442		6,768,489		
<b>ENDING FUND BALANCE</b>		<b>6,244,536</b>	<b>6,768,489</b>	<b>158,976</b>	<b>1,870,734</b>	<b>398,976</b>	<b>1,898,976</b>	<b>1,898,976</b>

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



## CAPITAL IMPROVEMENT FUND

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### FUNCTION

This section provides for a brief overview of the capital improvement projects that are scheduled to take place during Fiscal Year 2016 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.

Capital Improvement Projects typically take place over two or more years requiring continuing appropriations beyond a single fiscal year, but only those projects scheduled during the first year of the plan are financed and adopted as part of the City's Annual Operating Budget.

The Capital Project Fund is established for those Capital Improvement Projects that are funded through transactions such as debt issuance, bond anticipation notes, and special assessments or grant proceeds. More specifically, the Capital Project Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities. The fund uses the modified accrual basis of accounting.

### BUDGET HIGHLIGHTS

The Capital Improvement Fund is supported by an operating transfer from the General Fund in the amount of \$300,000.

- Capital Outlay Improvements-This will be used for the major capital projects expenditures for all General Government programs. As well as improvements to the Government Center.



**CAPITAL IMPROVEMENT FUND**

301

ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	AMENDED	YEAR-END			
		FY 2012-13	FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO.	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
<b>BEGINNING FUND BALANCE</b>		559,729	426,764	273,200		273,200	(0)	(0)
<b>REVENUES</b>								
301.5000.381100	OPERATING TRANSFERS IN	-	-	-	-	-	300,000	300,000
	<b>TOTAL REVENUE</b>	-	-	-	-	-	300,000	300,000
<b>OTHER RESOURCES</b>								
301.8000.300100	RESERVES - BUDGET STABILIZATION		-	390,982	-	390,982		
	<b>TOTAL OTHER RESOURCES</b>	-	-	390,982	-	390,982	-	-
<b>TOTAL AVAILABLE RESOURCES</b>		-	-	390,982	-	390,982	300,000	300,000
<b>EXPENSES</b>								
301.80005.500310	PROFESSIONAL SERVICES - CITY HALL CONST.	40,293	3,631	30,448	10,567	10,567	-	-
301.80005.500314	PROFESSIONAL SERVICES	-	13,800	-	-	-	-	-
301.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
301.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	40,293	17,431	30,448	10,567	10,567	-	-
301.80005.500610	CAPITAL OUTLAY - LAND PURCHASE		-	-	-	-	-	-
301.80005.500620	CAPITAL OUTLAY - BUILDINGS		134,504	2,296	2,296	2,296	-	-
301.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	-	-	323,147	-	225,246	300,000	300,000
301.80005.500640	CAPITAL OUTLAY - OTHER	92,672	1,629	35,091	-	35,091	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	92,672	136,134	360,534	2,296	262,633	300,000	300,000
<b>TOTAL CAPITAL IMPROVEMENT FUND EXPENSES</b>		132,965	153,564	390,982	12,863	273,200	300,000	300,000
<b>USE OF FUND BALANCE</b>				390,982	-	390,982	-	
<b>ENDING FUND BALANCE</b>		426,764	273,200	(117,782)	(12,863)	(0)	(0)	(0)

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



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## INFRASTRUCTURE REPLACEMENT FUND

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### FUNCTION

This new fund will be established for the FY 2015-2016 in an effort to help fund future capital replacement. The key 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

### BUDGET HIGHLIGHTS

The Infrastructure Replacement Fund is supported by an operating transfer from the General Fund in the amount of \$100,000.



**INFRASTRUCTURE REPLACEMENT FUND**

302

ACCT NO.	ACCOUNT TITLE	AMENDED			YEAR-END			
		ACTUAL FY 2012-13	ACTUAL FY 2013-14	BUDGET FY 2014-15	ACTUAL 10-MO. FY 2014-15	ESTIMATE FY 2014-15	PROPOSED FY 2015-16	ADOPTED FY 2015-16
<b>BEGINNING FUND BALANCE</b>								-
<b>REVENUES</b>								
302.5000.381100	OPERATING TRANSFERS IN	-	-	-	-	-	300,000	100,000
	<b>TOTAL REVENUE</b>	-	-	-	-	-	<b>300,000</b>	<b>100,000</b>
<b>OTHER RESOURCES</b>								
302.8000.300100	RESERVES - BUDGET STABILIZATION	-	-	-	-	-	-	-
	<b>TOTAL OTHER RESOURCES</b>	-	-	-	-	-	-	-
	<b>TOTAL AVAILABLE RESOURCES</b>	-	-	-	-	-	<b>300,000</b>	<b>100,000</b>
<b>EXPENSES</b>								
302.80005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-
302.80005.500341	CONTRACTUAL SERVICES	-	-	-	-	-	-	-
302.80005.500491	OTHER CURRENT CHARGES	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	-	-	-	-	-	-	-
302.80005.500634	CAPITAL OUTLAY - IMPROVEMENTS	-	-	-	-	-	-	-
302.80005.500640	CAPITAL OUTLAY - OTHER	-	-	-	-	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	-	-	-	-	-	-	-
	<b>TOTAL CAPITAL IMPROVEMENT FUND EXPENSES</b>	-	-	-	-	-	-	-
	<b>USE OF FUND BALANCE</b>	-	-	-	-	-	-	-
	<b>ENDING FUND BALANCE</b>	-	-	-	-	-	<b>300,000</b>	<b>100,000</b>

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



## GLOSSARY

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

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

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

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

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

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

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

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

*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.

*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.



*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.

*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